

**MINUTES**  
**WAR MEMORIAL BOARD OF TRUSTEES**  
**REGULAR MEETING**  
**Thursday, January 8, 2015**

The Board of Trustees of the War Memorial of San Francisco met in regular session at 2:00 p.m. on Thursday, January 8, 2015, in the Trustees' Board Room, War Memorial Opera House, President Myatt presiding.

**ROLL CALL**

Present: President Myatt, Vice President Bashford, Trustee Bechtle, Trustee Horn, Trustee Pelosi, Trustee Stafford

Absent: Trustee Davis, Trustee Lui, Trustee Moscone, Trustee Shultz, Trustee Wilsey

Staff Present: Elizabeth Murray, Managing Director; Jennifer Norris, Assistant Managing Director

**APPROVAL OF MINUTES**

President Myatt called for approval of the minutes of the November 13, 2014 regular meeting of the Board. On motion of Trustee Bechtle, seconded by Trustee Pelosi, the minutes were unanimously approved.

**PRESIDENT'S REPORT**

**Opera and Ballet Seasons:** President Myatt stated that the San Francisco Opera ended the fall portion of its 2014-15 season on December 7, and congratulated the Opera on a superb fall season. President Myatt stated that the San Francisco Ballet presented 31 performances of *The Nutcracker* during December, and on behalf of the Board, President Myatt congratulated the Ballet for a very successful *Nutcracker* season.

**Symphony "Sound Box":** President Myatt stated that the San Francisco Symphony opened its new and adventurous "Sound Box" series in Zellerbach Rehearsal Hall A on December 11-12, and that the program's format, content and newly installed "Constellation" system received rave reviews. The Symphony will present four more sets of Sound Box programs during the next four months, and he wished the Symphony continued success in this new endeavor.

**MANAGING DIRECTOR'S REPORT**

**Rental Requests:** Ms. Murray stated that rental requests mailed to Trustees include a request from the International Association of Venue Managers to use Opera House lobby areas on February 16 at no rental charge for sessions as part of the 2015 Performing Arts Managers Conference. She noted that the War Memorial and Performing Arts Center is one of the hosts of this national conference and staff is recommending approval of this facility usage and rental waiver. Ms. Murray said that the remaining rental requests are routine and requested their approval. On motion of Vice President Bashford, seconded by Trustee Horn, the following resolution was unanimously adopted:

RESOLUTION NO. 15-01

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**

|   |                     |               |
|---|---------------------|---------------|
| Patina Catering<br>Patina Corporate Reception in Main Lobby                       | December 10, 2014   | \$675.00      |
| International Association of Venue Managers<br>Performing Arts Mangers Conference | February 16, 2015   | Rental waiver |
| San Francisco Opera<br>2015 Summer Season   | May 11-July 5, 2015 | \$74,925.00   |

**LOUISE M. DAVIES SYMPHONY HALL**

|  |                  |   |
|--|------------------|---|
| Live Nation Comedy Touring<br>John Mulaney | January 29, 2015 | \$2,500.00 vs 10%<br>\$7,250.00 maximum |
| AEG Live<br>Amy Schumer                    | March 26, 2015   | \$2,500.00 vs 10%<br>\$7,250.00 maximum |
| JMP Presents<br>The Legend of Zelda        | August 29, 2015  | \$2,500.00 vs 10%<br>\$7,250.00 maximum |

**HERBST THEATRE**

|  |  |            |
|--|--|------------|
| Tango Lovers Organization, Inc.<br>Tango Lovers Company            | October 3, 4, 2015   | \$2,500.00 |
| Breast Cancer Fund<br>LunaFest                                     | October 8, 2015  | \$1,250.00 |
| Earth Island Institute<br>Brower Youth Awards                      | October 20, 2015   | \$1,250.00 |
| San Francisco Chamber Orchestra<br>Concerts                        | October 23, 2015<br>January 3, 2016<br>February 26, 2016<br>April 29, 2016 | \$5,000.00 |
| Lamplighters<br>Champagne Gala                                     | November 15, 2015  | \$1,250.00 |
| Commonwealth Club<br>Nation Magazine 150 <sup>th</sup> Anniversary | November 17, 2015  | \$1,250.00 |
| Symphony Parnassus<br>Concert                                      | November 22, 2015  | \$1,250.00 |

|   |   |             |
|---|---|-------------|
| Chamber Music San Francisco<br>Concerts                   | February 14, 28, 2016<br>March 12, 27, 2016<br>April 17, 24, 2016<br>May 8, 9, 12, 2016 | \$11,250.00 |
| Hult International Business School<br>Student Talent Show | February 19, 2016   | \$1,250.00  |
| Four Seasons Arts<br>Thomas Buckner                       | March 6, 2016   | \$1,250.00  |
| The Wharton School<br>Graduation Ceremony                 | May 7, 2016   | \$1,250.00  |
| Star Dance Studio<br>Student Dance Recital                | June 16, 17, 18, 2016   | \$3,500.00  |

**Additional Rental Requests:** Ms. Murray stated that additional rental requests include two requests from the San Francisco Symphony for use of their two catering exemptions for 2014-15. One remaining rental request is routine and she requested their approval. On motion of Vice President Bashford, seconded by Trustee Stafford, the following resolution was unanimously adopted:

**RESOLUTION NO. 15-02**

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

**LOUISE M. DAVIES SYMPHONY HALL**

|  |                   |            |
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| SF Symphony<br>Maestro Circle Event – Catering Exemption | February 24, 2015 | Catering % |
|--|-------------------|------------|

**ZELLERBACH REHEARSAL HALL**

|   |                  |            |
|---|------------------|------------|
| SF Symphony<br>MTT 70 <sup>th</sup> Birthday – Catering Exemption | January 15, 2015 | Catering % |
|---|------------------|------------|

**HERBST THEATRE**

|   |                   |            |
|---|-------------------|------------|
| Melody Chorus Society<br>Choral Concert | November 29, 2015 | \$1,250.00 |
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**SECRETARY'S REPORT**

**Revenue, Appropriations and Housekeeping Expenditures Reports for November and December 2014:**

Ms. Norris stated that Revenue, Appropriations and Housekeeping Expenditures reports for November and December 2014 have been distributed to Trustees, and she requested approval of November and December 2014 housekeeping expenditures as submitted. On motion of Trustee Stafford, seconded by Trustee Bechtle, the following resolution was unanimously adopted:

**RESOLUTION NO. 15-03**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that Purchase Order Nos. WM150098 through WM150114 are hereby approved.

## COMMITTEE REPORTS

### Veterans Building Project Committee

#### **Veterans Building Seismic Upgrade & Improvements Project:**

Trustee Horn gave a consolidated report on bi-weekly tours of the Veterans Building since November 4. He reported that due to the December storms it took longer to install and seal the new skylights on the roof. After many starts and stops, all of the skylights were installed and sealed with the exception of the center skylights over the fourth floor rotunda, which were kept open to allow the remaining steel to be dropped into the building by the tower crane. He noted that the steel load-in is now complete and work is starting on installation of the remaining center skylights.

Trustee Horn reported that the new roof is now being laid and new metal catwalks are in place throughout the attic. Duct work is underway in the attic as well as assembly of elevator mechanical rooms. He stated that most of the fourth floor structural and shotcrete work is done and this space will now be turned over to Webcor for the Opera build-out.

Trustee Horn reported that on the second and third floors, individual offices, meeting rooms and other spaces are continuing to take shape with dry wall, lathe and plaster and even some painting. This is the same with the War Memorial offices on the first floor. In Herbst Theatre, modifications to the box seating level are close to complete resulting in a much softer and less angular look than the old box seat level. He stated that build-out of the new Herbst Theatre backstage suite is really spectacular, with new stage level accessible dressing rooms, a multi-purpose rehearsal room and a new Green Room or Performers' Lounge. The Herbst Theatre lower lounge and bar are taking shape; the bar will run the length of the west wall in the lower lounge and will be a big improvement over the previous make-shift bar.

Trustee Horn stated that the new Arts Commission gallery and meeting room on the first floor is well underway and will be a real addition to the cultural landscape in San Francisco.

Trustee Horn reported that the project is moving forward based on the revised schedule with final completion targeted for September 1, 2015.

## GOOD AND WELFARE

President Myatt read the following remarks in celebration of the efforts of Managing Director, Beth Murray.

*Beth, we asked you to leave the room briefly to continue our discussion of the Trustee's evaluation of your performance as Managing Director of the War Memorial. As you know, it resulted in a letter from the board and signed by me telling the Mayor and City officials in what high regard we hold you. When we went through this process last year, there was considerable discussion about recognizing your efforts in a more concrete way than a report. We discussed an increase in salary or even individual gifts, but after consultation with the City Attorney and others, we were advised that such financial awards would be outside the legal and ethical rules imposed on City departments.*

*At this year's evaluation, we had a similar discussion and concluded that a letter was not sufficient to convey our recognition and appreciation of your commitment to the War Memorial and the hard work that you have done, not just in the last year, but throughout your lifetime career at the War Memorial. You came to work here in 1980 following the construction of Davies Symphony Hall as an administrative assistant to the then Assistant Managing Director Thelma Shelley. You were promoted to War Memorial Operations Manager in 1981 overseeing various building operations and security, and in 1982, worked closely with the San Francisco Symphony to coordinate the Symphony's reinstatement of the Black and White Ball.*

*When Mrs. Shelley was appointed Managing Director in 1982, you were promoted to Assistant Managing Director and Executive Secretary to the War Memorial Board of Trustee. In your long tenure, you have seen the War Memorial through many exciting and often challenging times. You received Queen*

*Elizabeth II in Davies Symphony Hall in 1983, coordinating her visit with the State Department and event planners. When the Loma Prieta earthquake struck the City in 1989, damaging the War Memorial buildings, you implemented emergency operations to safeguard personnel and property, assess damages and restore normal operations. You worked closely with the San Francisco Symphony during their acoustic renovation in 1992 and implemented full carpet replacement in the Hall as part of construction.*

*You were appointed Acting Managing Director after Mrs. Shelley fell ill in late 1994. One of your first responsibilities was to coordinate events and logistics commemorating the 50th anniversary of the United Nations and the attendance of President Bill Clinton and numerous Heads of State.*

*In 1996 the War Memorial Opera House closed for seismic retrofit. You served as the War Memorial's primary liaison with the architect and contractors. And when a five alarm fire broke out in the middle of the project, you coordinated the response and expanded the scope of the project to take advantage of the insurance proceeds to do additional work that had not been originally included but which greatly enhanced the beauty of the final result. And you got the Opera House back open on time for the opening of the fall opera in 1997.*

*Upon the retirement of Thelma Shelley, the Board of Trustees quickly appointed you permanent Managing Director in 1998, where you have excelled in every area. Frustrated by the inability to move forward with the Veterans Building retrofit and upgrade due to lack of funds, you coordinated the effort to place the Veterans Building Seismic Upgrade Bond before the voters. And then you campaigned tirelessly with numerous Trustees for its passage. While it did not receive the necessary 2/3 vote required, it was supported by 56% of the voters. Not giving up, you worked, again with numerous Trustees, to secure City funding for the project, and we all know how tirelessly you have worked these last years to see this project through to successful completion. You have implemented the Trustees' vision of a beautiful, landmark building full of activity and open to the public. You have been the primary liaison and negotiator with our project partners: the War Memorial Commission, the San Francisco Opera and San Francisco Arts Commission. You have been so attentive to every detail that you have become, along with Tara Lamont, a de facto Project Manager. And you have done all of this while, at the same time, running a City Department with some 80 employees and all the responsibilities that come with running a major Performing Arts Center.*

*You were essential to the successful implementation of the 80-year-old dream to create a memorial to the veterans of America's conflicts. You attended every meeting, coordinated efforts between all stakeholders, worked with the contractors and got the job completed in time for the dedication.*

*You have been the glue that has held the War Memorial together for over 30 years. You created every form the department uses as well as every policy and procedure we follow today. You are always innovating, coming up with such ideas as offering insurance for Herbst Theatre licensees to purchase on a nightly basis. You negotiate with employee Unions. You have worked with six different Mayors and dealt with the personality quirks of 34 War Memorial Trustees.*

*You are truly unique and the Board of Trustees is extremely grateful. After considerably reflection, we have decided to express this gratitude and recognize your career long dedication to the War Memorial by naming the new Herbst Theatre performers lounge in your honor. We will install appropriate signage clearly identifying the new ELIZABETH MURRAY PERFORMERS LOUNGE. It will be a permanent reminder of your career of service, dedication and contribution to the War Memorial of San Francisco.*

Ms. Murray thanked the Trustees and expressed her deep gratitude for the opportunity to work for the War Memorial and the City on behalf of all those who use and visit the buildings and facilities of the San Francisco War Memorial and Performing Arts Center.

**REGULAR ITEMS**

**Ballet request to install exterior banners on the Opera House:**

President Myatt stated that Trustees have received a copy of the letter from the San Francisco Ballet requesting to install large scale banners on the loggia of the Opera House for the Ballet 2015 Repertory Season from mid-January to May 10, 2015. The Ballet has provided photo renderings of the proposed banners which are similar to last year's banners. Following discussion and on motion of Trustee Bechtle, seconded by Vice President Bashford, the following resolution was unanimously adopted:

**RESOLUTION NO. 15-04**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that the San Francisco Ballet's request to install large scale banners on the loggia of the Opera House for the Ballet 2015 Repertory Season from mid-January to May 10, 2015 is hereby approved.

**War Memorial Departmental Budget for Fiscal Years 2015-16 and 2016-17:**

President Myatt stated that City department budget requests for the next two fiscal years must be submitted to the Controller and Mayor on February 23. To meet this deadline, the War Memorial Board of Trustees must consider and approve the War Memorial's proposed budgets for Fiscal Years 2015-16 and 2016-17 at the February meeting. President Myatt referred this matter to the Board's Budget and Finance Committee, and asked the Committee to meet during the next month and provide recommendations to the full Board at the February meeting.

**Election of Officers for 2015:**

President Myatt opened the floor to nominations for the office of President of the War Memorial Board of Trustees for 2015.

President Myatt nominated Vice President Wilkes Bashford for the office of President of the War Memorial Board of Trustees for 2015. This nomination was seconded by Trustee Bechtle, and unanimously adopted as follows:

**RESOLUTION NO. 15-05**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that nominations for the office of President of the Board of Trustees for 2015 are hereby closed; and further,

RESOLVED, That this Board unanimously elects Wilkes Bashford as its President for 2015.

President Myatt opened the floor to nominations for the office of Vice President of the War Memorial Board of Trustees for 2015.

Trustee Bechtle nominated Thomas E. Horn for the office of Vice President of the Board of Trustees for 2015. This nomination was seconded by Trustee Pelosi, and unanimously adopted as follows:

**RESOLUTION NO. 15-06**

RESOLVED, By the Board of Trustees of the War Memorial of San Francisco that nominations for the office of Vice President of the Board of Trustees for 2015 are hereby closed; and further,

RESOLVED, That this Board unanimously elects Thomas E. Horn as its Vice President for 2015.

President Myatt thanked the Trustees for giving him the opportunity to serve as president of the War Memorial Board of Trustees for the last two years. He stated that the past two years have been landmark years for the War Memorial. In particular, the 2013 closure of the Veterans Building for seismic renovation, which was the culmination of 22 years of work by Trustees and staff to secure funds and plan for such a large-scale project; and the design and construction of the San Francisco Veterans Memorial which fulfilled the original vision of

the War Memorial Complex. President Myatt stated that during the last two years, the Board implemented many more upgrades to the War Memorial buildings, including the addition of solar panels on the roof of Davies Symphony Hall, Patina's food and beverage service improvements and Symphony improvements to Zellerbach Rehearsal Hall. He noted that the Board also worked with the Opera and Ballet to establish a ticket facility fee that will produce new revenue for Opera House seat replacement and other needed improvements.

President Myatt stated that the past two years have been a remarkable period of partnership with our resident licensees, the American Legion War Memorial Commission, our food and beverage concessionaire Patina, and other City departments, most notably the Department of Public Works and Public Utilities Commission.

President Myatt said that it has been his great pleasure to serve as president of the War Memorial Board of Trustees and that he looks forward to continuing as a committed member of the Board for the coming years.

### **PUBLIC COMMENT**

Paul Cox, Chair of the War Memorial Commission, extended best wishes for the New Year to the Trustees and said this is the beginning of a very important year as it is the 50<sup>th</sup> anniversary of the start of the Viet Nam War and the 40<sup>th</sup> anniversary of the end of the Viet Nam War. Mr. Cox stated that he and seven members of the Veterans Affairs Commission toured the Veterans Building during December and he thanked Elizabeth Murray and DPW Project Manager Tara Lamont for their time in leading this tour.

### **ADJOURNMENT**

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

Jennifer E. Norris  
Executive Secretary