

San Francisco
War Memorial
& Performing
Arts Center

BUDGET PRESENTATION
FY 2024-25 / FY 2025-26
February 2, 2024

MISSION

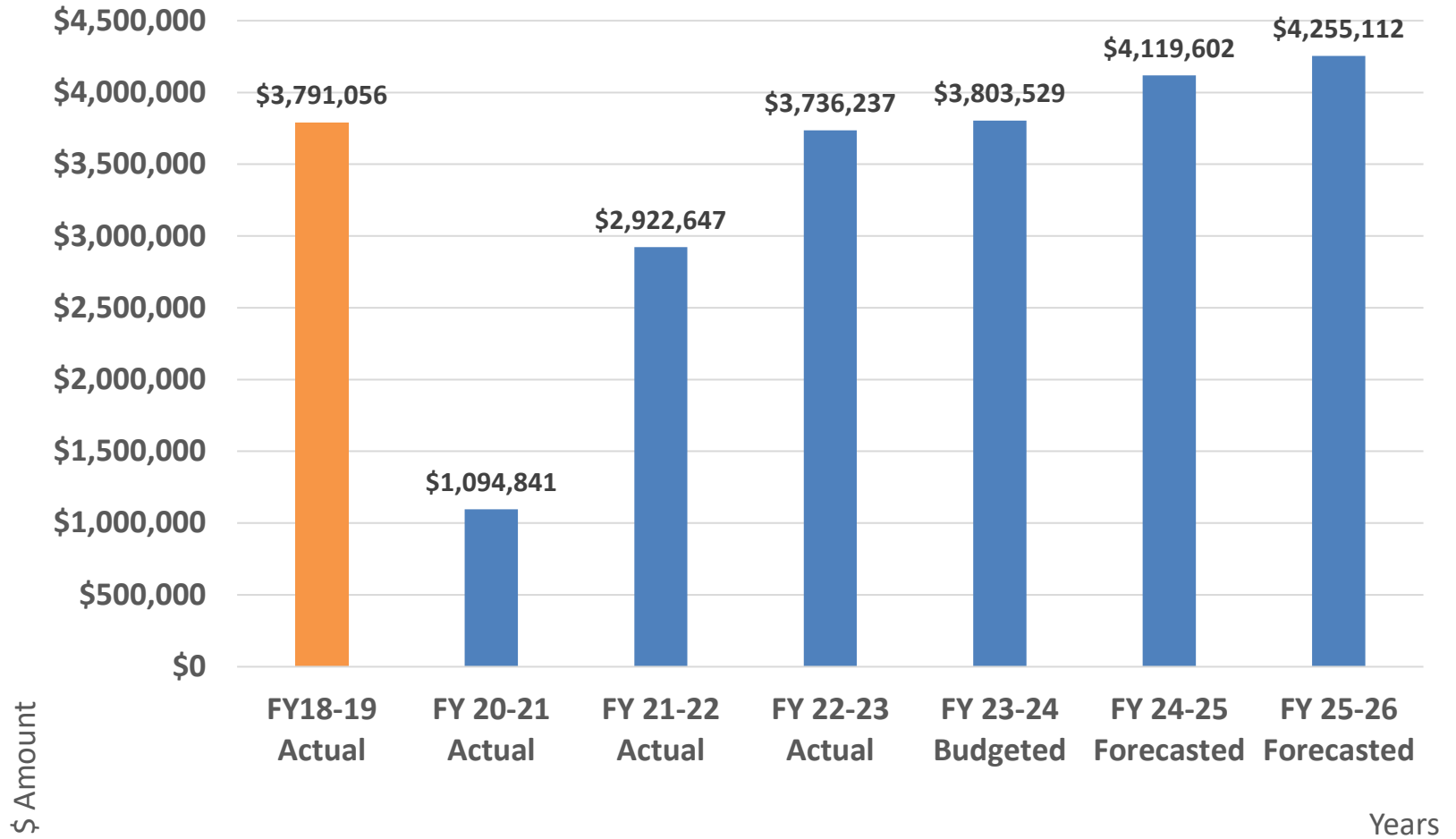
The *San Francisco War Memorial & Performing Arts Center* manages, maintains, and operates safe, accessible, world-class venues to promote cultural, educational, and entertainment opportunities in a cost-effective manner for enjoyment by the public, while best serving the purposes and beneficiaries of the War Memorial Trust.



Projected Performance and Event Activity

VENUE	FY18-19 Actual	FY 2023-24 Expected	FY2024-25 Forecasted	FY 2025-26 Forecasted
WM Opera House	173	168	173	176
Davies Symphony Hall	241	213	230	235
Herbst Theatre	216	160	172	185
The Green Room	191	110	115	122
Zellerbach Rehearsal Hall	8	9	7	7
Wilsey Center	67	62	67	73
TOTAL PERFORMANCES	896	722	764	798
Total Attendance	1,030,000	798,000	825,000	850,000

EARNED REVENUE



Recurring Revenue – All Sources

SOURCES OF FUNDS	FY 2023-24	FY 2024-25	FY 2025-26
Earned revenue (Rents/Concessions)	\$3,803,529	\$4,119,602	\$4,255,112
VB rents from City Departments	\$273,987	\$290,426	\$290,426
General Fund – operating support	\$15,693,067	\$16,332,882	\$17,149,526
Mandatory budget cuts	(\$510,000)	(\$660,000)	(\$693,000)
Annual capital improvement	\$639,739	\$671,727	\$705,313
Savings from prior years	\$760,386	\$605,885	351,077
TOTAL REVENUE	\$20,660,708	\$21,360,522	\$22,058,454

Major Capital Funding

FY 2023-24 Capital Received:

1. Opera House Elevator Modernization (1 Elevator)	\$ 1,300,000
2. Opera House Mansard Roof Replacement	\$ 7,000,000
TOTAL	\$ 8,300,000

FY 2024-25 Capital Request:

1. Opera House Elevators Modernization (3 Elevators)	\$ 4,500,000
2. Davies Symphony & Opera House ADA Updates	\$ 1,000,000
3. Digital Video System for Opera House	\$ 350,000
TOTAL	\$ 5,850,000

Mandatory Budget Cuts

Mid Year Cuts for FY23-24 – October 2023

Elimination of one FTE (pro-rated)	\$ 100,000.00
Services of other Departments	\$ 81,816.00
Non-Personnel Services (e.g. waste management, elevator repairs, infrastructure upgrades, maintenance)	\$ 44,700.59
Annual Capital Improvement Projects	\$ 48,000.00
Old project closeouts	<u>\$ 235,483.41</u>
Total Budget Cuts	<u>\$ 510,000.00</u>

Proposed Cuts for FY24-25 - July 2024

Elimination of one FTE (ongoing from December 2023)	\$ 154,958.00
Non-Personnel Services (e.g. waste management, elevator repairs, infrastructure upgrades, maintenance)	\$ 444,886.00
Materials & Supplies	<u>\$ 60,156.00</u>
Total Budget Cuts	<u>\$ 660,000.00</u>

Position Detail

POSITION SUMMARY	FY 2023-24	FY 2024-25	FY 2025-26
Salaries & Benefits	\$11,635,309	\$11,776,424	\$12,119,477
Total Budgeted FTEs	70.00	69.00	69.00
Attrition adjustment of FTEs	(4.40)	(4.00)	(4.00)
Budgeted savings from attrition	(\$765,265)	(\$714,630)	(\$714,630)
Total Permanent FTEs	65.60	65.00	65.00
Temporary Salaries	\$381,958	\$383,427	\$402,598
Overtime for FTEs	254,731	\$254,732	\$267,469

Summary

USES OF FUNDS	FY 2023-24	FY 2024-25	FY 2025-26
Salaries and benefits	\$11,735,309	\$11,776,424	\$12,119,477
Non-Personnel services	\$1,091,219	\$719,811	\$795,712
Materials & supplies	\$292,017	\$240,622	\$247,841
Services of other departments	\$7,385,907	\$7,951,938	\$8,190,111
TOTAL OPERATING BUDGET	\$20,304,452	\$20,688,795	\$21,353,141
Annual capital improvement	\$591,739	\$671,727	\$705,313
One-time capital project closeout	(\$235,483)	-	-
TOTAL EXPENDITURES	\$20,660,708	\$21,360,522	\$22,058,454

San Francisco War Memorial and Performing Arts Center

DRAFT RENTAL RATES

FY 2015-16 to FY 2025-26

	2015-16		2016-17/2017-18		2018-19 2019-20		2020-21 2021-22		2022-23 2023-24		2024-25 2025-26	
SF OPERA/SF BALLET (OH)												
Per Performance	0.0%	1,500	3.3%	1,550	4.8%	1,625	4.6%	1,700	4.7%	1,780	5%	1,870
Rehearsal Day	0.0%	1,225	4.1%	1,275	5.5%	1,345	5.2%	1,415	4.6%	1,480	5%	1,555
Open Rehearsal (Perf. day/Att. 500 max.)	0.0%	700	7.1%	750	4.0%	780	5.8%	825	5.5%	870	5%	915
Open Rehearsal (Perf. day/Att. 500+)	0.0%	1,500	3.3%	1,550	4.8%	1,625	4.6%	1,700	4.7%	1,780	5%	1,870
SF SYMPHONY (DSH)												
Per Performance	0.0%	1,500	3.3%	1,550	4.8%	1,625	4.6%	1,700	4.7%	1,780	5%	1,870
Half-Day Rehearsal	0.0%	575	4.3%	600	4.2%	625	4.8%	655	4.6%	685	5%	720
Full-Day Rehearsal (to 4pm)	0.0%	950	0.0%	950	5.3%	1,000	5.0%	1,050	4.8%	1,100	5%	1,155
Day/Eve Rehearsal	0.0%	1,225	4.1%	1,275	5.5%	1,345	5.2%	1,415	4.6%	1,480	5%	1,555
Open Rehearsal (Att. 500 max.)	0.0%	700	7.1%	750	4.0%	780	5.8%	825	5.5%	870	5%	915
Open Rehearsal (Att. 500+)	0.0%	1,500	3.3%	1,550	4.8%	1,625	4.6%	1,700	4.7%	1,780	5%	1,870
OPERA, SYMPHONY, BALLET												
Outside Performance (minimum rent)	0.0%	2,500	0.0%	2,500	10.0%	2,750	5.5%	2,900	5.5%	3,060	5%	3,215
vs. 10% to maximum rent	0.0%	5,000	4.0%	5,200	5.8%	5,500	5.5%	5,800	5.2%	6,100	5%	6,405
School Audience Performance	0.0%	950	0.0%	950	5.3%	1,000	5.0%	1,050	4.8%	1,100	5%	1,155
Lobby Usage (Att. 1,000+)	0.0%	2,000	25.0%	2,500	4.0%	2,600	3.8%	2,700	3.7%	2,800	5%	2,940
Lobby Usage (Att. 350-1,000)	0.0%	1,250	0.0%	1,250	4.0%	1,300	3.8%	1,350	3.7%	1,400	5%	1,470
Mini-Lobby Usage (Att. 80-350 max.)	0.0%	675	0.0%	675	3.7%	700	3.6%	725	4.8%	760	5%	800
Mini-Lobby Usage (Att. 80 max. w/Perf.)	0.0%	225	0.0%	225	11.1%	250	4.0%	260	3.8%	270	6%	285
Grounds Usage (1-10 days)	0.0%	7,500	0.0%	7,500	4.0%	7,800	5.1%	8,200	4.9%	8,600	5%	9,030
Per day after 10 days	0.0%	500	30.0%	650	3.8%	675	3.7%	700	4.3%	730	5%	770
OFFICE RENTAL (OH & DSH)												
Rate per square foot per month	0.0%	0.4125	5.9%	0.4367	5.9%	0.4625	5.9%	0.4900	6.1%	0.5200	6%	0.5500
Rate per square foot per year		4.95		5.24		5.55	5.9%	5.88	6.1%	6.24	6%	6.60
Opera Monthly Rent (29,186.65 sq. ft.)		12,039.49		12,744.84		13,498.82						
30,735.75 s.f. effective 7/1/19						14,073.00		15,060.52		15,982.59	6%	16,904.66
Ballet Monthly Rent (4,042.55 sq. ft.)		1,667.55		1,765.25		1,869.68						
5,329.35 s.f. effective 7/1/19						2,278.00		2,611.38		2,771.26	6%	2,931.14
Symphony Monthly Rent (30,960 sq. ft.)		12,771.00		13,519.20		14,319.00		15,170.40		16,099.20	6%	17,028.00
ZELLERBACH REHEARSAL HALL												
Room A - Company Use (per day)	0.0%	495	4.0%	515	4.9%	540	5.6%	570	5.3%	600	5%	630
Room A - Public Use (per day)	0.0%	750	6.7%	800	6.3%	850	5.9%	900	5.6%	950	5%	1,000
Rooms B & C (per day)	0.0%	305	6.6%	325	7.7%	350	5.7%	370	5.4%	390	5%	410
OPERA HOUSE/DAVIES SYMPHONY HALL												
Per Performance - Base Rent	0.0%	2,500	0.0%	2,500	10.0%	2,750	5.5%	2,900	5.5%	3,060	5%	3,215
Maximum Rent - Non-Profit: 10% NTE	0.0%	5,000	4.0%	5,200	5.8%	5,500	5.5%	5,800	5.2%	6,100	5%	6,405
Maximum Rent - Others: 10% NTE	0.0%	7,250	3.4%	7,500	5.3%	7,900	5.1%	8,300	5.2%	8,730	5%	9,170
Graduation Event (day only)	0.0%	3,500	0.0%	3,500	4.3%	3,650	4.1%	3,800	5.3%	4,000	5%	4,200
Rehearsal Day - Non-Profit	0.0%	2,200	2.3%	2,250	4.4%	2,350	4.3%	2,450	4.1%	2,550	5%	2,680
Rehearsal Day - Others	0.0%	2,750	9.1%	3,000	4.5%	3,135	3.7%	3,250	4.6%	3,400	5%	3,570
Lobby Usage-Non Profit (w/o Performance)	0.0%	5,000	4.0%	5,200	5.8%	5,500	5.5%	5,800	5.2%	6,100	5%	6,405
Lobby Usage-Other (w/o Performance)	0.0%	7,250	3.4%	7,500	5.3%	7,900	5.1%	8,300	5.2%	8,730	5%	9,170
Lobby Usage (w/perf. Att. 1,000+)	0.0%	2,000	25.0%	2,500	4.0%	2,600	3.8%	2,700	3.7%	2,800	5%	2,940
Lobby Usage (w/perf Att. 350-1,000)	0.0%	1,250	0.0%	1,250	4.0%	1,300	3.8%	1,350	3.7%	1,400	5%	1,470
Mini-Lobby Usage (w/perf. Att. 350 max.)	0.0%	675	0.0%	675	3.7%	700	3.6%	725	4.8%	760	5%	800
Mini-Lobby Usage (w/perf. Att. 80 max.)	0.0%	225	0.0%	225	11.1%	250	4.0%	260	3.8%	270	6%	285
HERBST THEATRE												
<u>Non-Profit Licensees</u>												
Per Performance	0.0%	1,250	0.0%	1,250	4.0%	1,300	5.8%	1,375	5.5%	1,450	5%	1,525

San Francisco War Memorial and Performing Arts Center
DRAFT RENTAL RATES
 FY 2015-16 to FY 2025-26

	2015-16		2016-17/2017-18		2018-19 2019-20		2020-21 2021-22		2022-23 2023-24		2024-25 2025-26	
2nd Performance in one day	0.0%	875	0.0%	875	2.9%	900	5.6%	950	5.3%	1,000	5%	1,050
Mini-Performance, Day to 5 pm	0.0%	700	0.0%	700	3.6%	725	6.9%	775	5.8%	820	5%	860
2nd Mini-Performance in one day	0.0%	550	0.0%	550	4.5%	575	4.3%	600	5.0%	630	5%	660
Rehearsal - 4 hours max. before 5pm	0.0%	600	0.0%	600	4.2%	625	4.0%	650	5.4%	685	5%	720
Rehearsal - 4+ hours day or eve	0.0%	1,000	0.0%	1,000	5.0%	1,050	4.8%	1,100	4.5%	1,150	5%	1,210
For-Profit Licensees												
Per Performance	0.0%	2,500	0.0%	2,500	4.0%	2,600	5.8%	2,750	5.5%	2,900	5%	3,050
2nd Performance in one day	0.0%	1,875	0.0%	1,875	-4.0%	1,800	5.6%	1,900	5.3%	2,000	5%	2,100
Rehearsal Day	0.0%	2,000	0.0%	2,000	10.0%	2,200	0.0%	2,200	4.5%	2,300	5%	2,420
VETERANS BUILDING LOBBY (may also require rental of Herbst Theatre and/or Green Room)												
Lobby Usage (Attendance 350-1,000)	0.0%	1,250	0.0%	1,250	4.0%	1,300	5.8%	1,375	5.5%	1,450	5%	1,525
Lobby Usage (Attendance under 350)	0.0%	675	0.0%	675	3.7%	700	3.6%	725	5.5%	765	5%	800
Lobby Usage - Mini (pre-/post-Herbst)	0.0%	225	0.0%	225	11.1%	250	0.0%	250	0.0%	250	6%	265
Herbst Bar & Lounge	0.0%	225	0.0%	225	11.1%	250	0.0%	250	0.0%	250	4%	260
GREEN ROOM												
Non-Profit Licensees												
Per Event Day (8 hours)	0.0%	1,000	0.0%	1,000	5.0%	1,050	4.8%	1,100	4.5%	1,150	7%	1,225
Per Hour after 8 Hours (before 12 Mid.)	0.0%	125	0.0%	125	20.0%	150	0.0%	150	6.7%	160	0%	160
Per Hour after 12 Midnight	0.0%	250	0.0%	250	20.0%	300	0.0%	300	6.7%	320	0%	320
Other Licensees												
Per Event Day <i>Mon-Thu</i> (8 Hours)	0.0%	2,000	0.0%	2,000	5.0%	2,100	#####	6,000	0.0%	6,000	-59%	2,450
Per Event Day <i>Fri-Sun</i> (8 Hours)	0.0%	2,250	0.0%	2,250	5.6%	2,375	#####	6,500	0.0%	6,500	-58%	2,750
Weddings (July-August only)	0.0%	2,500	0.0%	2,500	6.0%	2,650	#####	6,500	0.0%	6,500	-54%	3,000
Per Hour after 8 Hours (before 12 Mid.)	0.0%	125	0.0%	125	20.0%	150	33.3%	200	0.0%	200	0%	200
Per Hour after 12 Midnight	0.0%	250	0.0%	250	20.0%	300	66.7%	500	0.0%	500	0%	500
WILSEY CENTER (VETERANS BUILDING 4th FLOOR)												
Atrium Theater												
Non-Profit Licensees per day			<i>New</i>	800	0.0%	800	3.1%	825	4.2%	860	5%	900
Other Licensees per day			<i>New</i>	1,250	28.0%	1,600	3.1%	1,650	4.5%	1,725	4%	1,800
Non-Profit Performing Arts Weekly Rental (7 days, Mon. - Sun.)			<i>New</i>	2,400	33.3%	3,200	3.1%	3,300	4.5%	3,450	4%	3,600
Education Studio												
Non-Profit Licensees per day												
Mini-use			<i>New</i>	225	11.1%	250	0.0%	250	0.0%	250	4%	260
Medium use			<i>New</i>	675	3.7%	700	3.6%	725	3.4%	750	4%	780
Extensive use			<i>New</i>	1,000	0.0%	1,000	0.0%	1,000	5.0%	1,050	5%	1,100
Weekly Rehearsal use			<i>New</i>	1,000	0.0%	1,000	0.0%	1,000	5.0%	1,050	5%	1,100
Other Licensees per day												
Mini-use			<i>New</i>	225	122.2%	500	0.0%	500	5.0%	525	5%	550
Medium use			<i>New</i>	675	48.1%	1,000	25.0%	1,250	6.0%	1,325	4%	1,380
Extensive use			<i>New</i>	2,000	0.0%	2,000	0.0%	2,000	5.0%	2,100	5%	2,200
San Francisco Opera - Exclusive Use Periods (per Lease, based on per square foot office rent)												
Atrium Theater			<i>New</i>	350	5.7%	370	5.4%	390	5.1%	410	5%	430
Education Studio			<i>New</i>	160	6.3%	170	5.9%	180	5.6%	190	5%	200
Atrium Theater and Education Studio			<i>New</i>	510	5.9%	540	5.6%	570	5.3%	600	5%	630
ZELLERBACH REHEARSAL HALL												
Rehearsal/Non-Profit Rentals												
Room A - Company Use	0.0%	575	0.0%	575	4.3%	600	4.2%	625	4.8%	655	2%	670
Room A - Public Use	0.0%	750	6.7%	800	6.3%	850	5.9%	900	5.6%	950	5%	1,000

San Francisco War Memorial and Performing Arts Center
DRAFT RENTAL RATES
FY 2015-16 to FY 2025-26

	2015-16		2016-17/2017-18		2018-19 2019-20		2020-21 2021-22		2022-23 2023-24		2024-25 2025-26	
Rooms B & C	0.0%	375	0.0%	375	4.0%	390	5.1%	410	4.9%	430	6%	455
Non-Rehearsal/Commercial Rentals												
Room A - Company Use	0.0%	1,000	0.0%	1,000	4.5%	1,045	4.3%	1,090	5.5%	1,150	5%	1,210
Room A - Public Use	0.0%	1,250	0.0%	1,250	5.2%	1,315	5.7%	1,390	5.8%	1,470	5%	1,545
Rooms B & C	0.0%	675	0.0%	675	5.2%	710	4.2%	740	5.4%	780	5%	820

FILM AND PHOTO

Filming (min. fee up to 4 hours)	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	5%	525
Filming (per hour after 4 hours)	0.0%	200	0.0%	200	0.0%	200	0.0%	200	0.0%	200	5%	210
Still Photography (min. fee up to 4 hours)	0.0%	400	0.0%	400	0.0%	400	0.0%	400	0.0%	400	5%	420
Still Photography (per hour after 4 hours)	0.0%	100	0.0%	100	0.0%	100	0.0%	100	0.0%	100	5%	105

VETERANS BUILDING OCCUPANCY FEES

Office Space (Rate per square foot per year)

San Francisco Arts Commission (eff. 10/1/15)	14.98	2.9%	15.42	6.0%	16.34	6.0%	17.32	6.0%	18.36	6%	19.46
Grants For The Arts (eff. 10/1/15)	14.98	2.9%	15.42	6.0%	16.34	6.0%	17.32	6.0%	18.36	6%	19.46
San Francisco Opera (eff. 12/1/15)	14.98	2.9%	15.42	6.0%	16.34	6.0%	17.32	6.0%	18.36	6%	19.46
Veterans Service Organizations	N/A		15.42	6.0%	16.34	6.0%	17.32	6.0%	18.36	6%	19.46

PARKING FEES (Rate per parking space per month)

Monthly Parking Fee**	2.6%	78.00	2.6%	80.00								
Monthly rate equals cost of a MUNI monthly pass plus \$10.00			7/1/17	83.00	2.4%	85.00	5.9%	90.00	-7.8%	83.00	10%	91.00

*Parking discount effective 10/1/21 based on policy change: no refunds or rebates provided for event days on which parking is made unavailable
 ** (approximately 1 mo./year). Parking increase projected effective July 1, 2024.*