

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

RENTAL REQUESTS: December 8, 2016

HERBST THEATRE

| | | |
|--|----------------------|------------|
| San Francisco Performances Telegraph Quartet | January 31, 2017 | \$1,250.00 |
| SFSU Chemistry and Biochemistry Student Assn. Graduation Ceremony | May 28, 2017 | \$1,250.00 |
| Civic Symphony Association Concert | June 7, 2017 | \$1,250.00 |
| Fashion Institute of Design & Merchandising Graduation Ceremonies | June 20, 2017 | \$2,125.00 |
| UCSF School of Medicine White Coat Ceremony | August 4, 2017 | \$700.00 |
| Asian America Foundation Miss Asian America Pageant | August 11 & 12, 2017 | \$2,250.00 |
| American Bach Soloists Concert | December 19, 2017 | \$1,250.00 |

San Francisco War Memorial

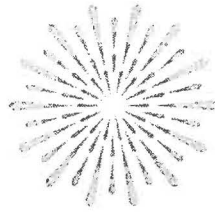
FY 2016-17 Revenue Report - November 30, 2016

| REF. | | NOV REVENUE | YEAR TO DATE | LAST YEAR TO DATE |
|----------------------|------------------------------------|----------------------|------------------------|------------------------|
| | FACILITY RENTAL | | | |
| 35511 | Opera House | \$ 66,625.00 | \$ 305,250.00 | \$ 311,676.28 |
| 35512 | Green Room | 17,425.00 | \$ 187,925.00 | 66,175.00 |
| 35521 | Herbst Theatre | 15,175.00 | \$ 203,592.49 | 142,950.00 |
| 35531 | Davies Symphony Hall | 21,825.00 | \$ 331,943.65 | 321,125.00 |
| 35542 | Wilsey Center | 1,275.00 | \$ 27,925.00 | - |
| 62891 | Zellerbach Rehearsal Hall | 35,115.00 | \$ 141,290.00 | 123,407.50 |
| | OFFICE RENTAL | | | |
| 35519 | San Francisco Opera (OH) | \$ 12,744.84 | \$ 76,469.04 | \$ 72,236.94 |
| 35519 | San Francisco Ballet (OH) | 3,530.50 | \$ 10,591.50 | 8,337.75 |
| 35539 | San Francisco Symphony (DSH) | 13,519.20 | \$ 67,596.00 | 63,855.00 |
| 35540 | Veterans Bldg. Office Rent (SFO) | - | \$ 169,067.45 | - |
| 35540 | Veterans Bldg. Occ Fees | 632.22 | \$ 3,161.10 | - |
| | FOOD/BEVERAGE CONCESSIONS | | | |
| 35611 | Opera House | \$ 14,788.87 | \$ 83,899.03 | \$ 86,401.19 |
| 35611 | Herbst Theatre | 5,449.65 | \$ 13,433.20 | 536.60 |
| 35631 | Davies Symphony Hall | 12,682.89 | \$ 59,629.64 | 67,535.82 |
| | PROGRAM CONCESSIONS | | | |
| 35612 | Opera House | \$ 288.22 | \$ 843.00 | \$ 7,233.42 |
| 35612 | Herbst Theatre | 1,172.75 | \$ 2,509.45 | 635.63 |
| 35632 | Davies Symphony Hall | - | \$ 5,217.95 | 2,310.38 |
| | OTHER | | | |
| 35232 | Parking Fees | \$ 4,000.00 | \$ 16,351.70 | \$ 9,846.00 |
| 62899 | Miscellaneous Revenue | 15,364.74 | \$ 58,545.15 | 22,069.90 |
| GROSS REVENUE | | \$ 241,613.88 | \$ 1,765,240.35 | \$ 1,306,332.41 |
| | Less 15% War Memorial Reserve | \$ (36,242.08) | \$ (264,492.83) | \$ (195,949.83) |
| | Payment to War Memorial Commission | (2,768.00) | \$ (13,840.00) | (8,343.00) |
| | Deferred Credit | | - | |
| NET REVENUE | | \$ 202,603.80 | \$ 1,486,907.52 | \$ 1,102,039.58 |
| | | | | |
| OTHER FUNDS | | | | |
| 35614 | Concessions Equipment Replacement | \$ 1,963.17 | \$ 9,376.70 | \$ 9,500.14 |
| WMG312 | SF Veterans Memorial Project | \$ 49.04 | \$ 179.55 | \$ 220.69 |

San Francisco War Memorial
FY 2016-2017 Appropriations Report - November 30, 2016

| OBJ | DESCRIPTION | REVISED APPROPRIATION | YTD ENCUMBERED & EXPENDED | BALANCE | LAST YEAR ENCUMBERED & EXPENDED |
|--------|--------------------------------|--------------------------|---------------------------------|----------------------|---------------------------------------|
| 00101 | Permanent Salaries | \$ 5,477,821 | \$ 1,936,073 | \$ 3,541,748 | \$ 1,764,173 |
| 00501 | Temporary Salaries | 364,553 | 166,794 | 197,759 | 154,273 |
| 00901 | Premium Pay | 118,423 | 37,859 | 80,564 | 34,917 |
| 01000 | One-Time Payments | - | 7,575 | (7,575) | 22,570 |
| 01101 | Overtime | 123,718 | 77,989 | 45,729 | 84,485 |
| 01201 | Holiday | 90,489 | 30,706 | 59,783 | 28,974 |
| 01371 | Mandatory Fringe Benefits | 2,771,450 | 996,428 | 1,775,022 | 922,767 |
| 02001 | Indirect Cost Reimbursement | - | - | - | - |
| 02102 | Travel Cost Paid | - | - | - | - |
| 02103 | Air Travel | 2,995 | 49 | 2,946 | - |
| 02105 | Non-Air Travel | 7,620 | 1,170 | 6,450 | - |
| 02200 | Training - Budget | 7,350 | 320 | 7,030 | 341 |
| 02301 | Auto Mileage | 100 | - | 100 | - |
| 02401 | Membership Dues | 2,150 | 940 | 1,210 | 940 |
| 02761 | Systems Consulting | 53,808 | 11,565 | 42,243 | 35,355 |
| 02799 | Other Professional | - | - | - | 2,528 |
| 02801 | Building Maintenance Services | 787,513 | 749,199 | 38,314 | 523,431 |
| 02999 | Equipment Maintenance Services | 55,516 | 27,094 | 28,422 | 10,533 |
| 03199 | Equipment Lease/Rental | 14,324 | 7,817 | 6,507 | 12,862 |
| 03500 | Other Current Expenses | 37,573 | 17,840 | 19,733 | 26,057 |
| 04000 | Materials & Supplies | 314,564 | 196,942 | 117,622 | 128,206 |
| 05211 | Taxes | 62,275 | - | 62,275 | - |
| 05221 | Licenses and Permits | 23,115 | 6,102 | 17,013 | 4,507 |
| 06000 | Equipment | 20,250 | 20,250 | - | - |
| 081CI | IS-TIS-ISD Service | 117,498 | 117,498 | - | 63,340 |
| 081CT | City Attorneys Legal Svc | 100,000 | 100,000 | - | 100,000 |
| 081C4 | GF-CON-Internal Audit | - | - | - | 34,917 |
| 081C5 | IS-TIS-ISD Service | 121,800 | 121,800 | - | 3,780 |
| 081EA | Enterprise Agreement | 1,109 | 1,109 | - | - |
| 081ET | GF-TIS-Telephone | 34,020 | 34,020 | - | 34,363 |
| 081FM | GF-GSA-Facilities | 3,436,975 | 3,436,975 | - | 2,942,845 |
| 081HE | EF-SFGH-Medical Service | - | - | - | - |
| 081HS | GF-CHS Medical Service | 18,688 | 18,688 | - | 18,126 |
| 081HT | GF-CHS-Toxic Waste | 8,180 | 8,180 | - | 10,000 |
| 081HZ | GF-HR-MGT/Benefit | 34,322 | 34,322 | - | 32,121 |
| 081HO | GR-HR-Equal Employment | - | - | - | - |
| 081H2 | GF-HR-MGMT Training | 2,900 | 1,080 | 1,820 | 1,080 |
| 081H3 | GF-HR-Workers' Compensation | 101,533 | 101,533 | - | 101,032 |
| 081H4 | GF-HR-Client Services | - | - | - | - |
| 081H7 | GF-HR-Employee Relations | - | - | - | - |
| 081PR | IS-PURCH-Reproduction | 8,500 | 8,500 | - | 8,500 |
| 081RP | GF-Rec & Park Gardener | 142,489 | 142,489 | - | 138,004 |
| 081UL | GF-PUC-Light & Power | 776,225 | 776,225 | - | 690,270 |
| 081W1 | PUC-Sewer Service | 109,830 | 109,830 | - | 142,600 |
| 081W2 | PUC - Water | 91,003 | 91,003 | - | 90,824 |
| 08600 | Exp Recovery | (228,585) | - | (228,585) | - |
| | TOTAL OPERATING | \$ 15,212,094 | \$ 9,395,964 | \$ 5,816,130 | \$ 8,168,721 |
| 067AAP | Facilities Maintenance | \$ 725,862 | \$ 360,608 | \$ 365,254 | NA |
| 070AAP | Debt Service | \$ 9,104,680 | \$ 2,796,729 | 6,307,951 | NA |
| 067ACP | Capital Improvements | \$ 3,106,110 | \$ 136,270 | 2,969,839 | NA |
| | GRAND TOTAL | \$ 28,148,746 | \$ 12,689,571 | \$ 15,459,174 | \$ 8,168,721 |
| | War Memorial Reserve | \$ 2,109,225 | \$ 294,511 | \$ 1,814,714 | NA |
| | War Memorial Gift Fund | \$ 70,412 | \$ - | \$ 70,412 | NA |
| | Concessions Equip. Repl. Fund | \$ 102,100 | \$ 19,378 | \$ 82,959 | NA |

| San Francisco War Memorial | | | |
|--|--------------------------------------|-----------|-------------|
| FY 2016-2017 Housekeeping Expenditures - November 30, 2016 | | | |
| Number | Description | Amount | Fund Source |
| (1) PURCHASE ORDER | | | |
| DPWM17000138 | GOLDEN STATE CARPET SERVICE INC. | 974.00 | AAA |
| DPWM17000139 | BBI ENGINEERING INC. | 2,476.32 | AAA |
| DPWM17000140 | MUSSON THEATRICAL | 4,502.84 | AAA |
| DPWM17000141 | THYSSENKRUPP ELEVATOR CORP | 5,104.00 | AAP |
| DPWM17000142 | SYSERCO, INC. | 28,700.00 | AAP |
| DPWM17000143 | INTERNATIONAL FIRE INC. | 1,615.36 | AAA |
| DPWM17000144 | MAINLINE SECURITY INC. | 4,978.00 | AAA |
| DPWM17000145 | WELLS TECHNOLOGY INC. | 419.38 | AAA |
| DPWM17000146 | INTERNATIONAL FIRE INC. | 283.78 | AAA |
| DPWM17000147 | PACE SUPPLY CORP | 2,969.85 | AAA |
| DPWM17000148 | GRAINGER | 2,032.96 | AAA |
| DPWM17000149 | GRAINGER | 3,298.76 | AAA |
| DPWM17000150 | CREST/GOOD MFG CO INC. | 4,388.37 | AAA |
| DPWM17000151 | PACIFIC NURSERIES | 857.47 | AAA |
| DPWM17000152 | EWING IRRIGATION PRODUCTS INC. | 1,147.29 | AAA |
| DPWM17000153 | WEST COAST CONTRACTORS SERVICES | 1,611.53 | AAA |
| DPWM17000154 | PROBUSS ENGINEERING INC. | 2,000.00 | AAP |
| DPWM17000155 | JCX EXPENDABLES | 1,076.62 | AAA |
| DPWM17000156 | OMEGA PACIFIC ELECTRICAL SUPPLY INC. | 1,235.48 | AAA |
| DPWM17000157 | GRAINGER | 2,110.92 | AAA |
| DPWM17000158 | SYSERCO, INC. | 3,676.60 | AAA |
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| (2) INTERDEPARTMENT WORK ORDER | | | |
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| (3) REVENUE TRANSFER | | | |
| RDWM17000005 | WM COMMISSION | 2,768.00 | AAA |
| | | | |
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| | | | |



December 1, 2016

War Memorial Board of Trustees
c/o Jennifer Norris
San Francisco War Memorial and Performing Arts Center
401 Van Ness Avenue
San Francisco, CA 94102

Dear Trustees of the War Memorial Board,

San Francisco Opera requests permission to increase the Facility Fees currently charged to Opera patrons. Current fees are \$1 per ticket in the Balcony and \$2 per ticket in all other seating sections. The new prices would be \$2 per ticket in the Balcony and \$3 per ticket in all other seating sections.

As we work with the Ballet and the War Memorial on various projects to enhance patron experience in the Opera House, we continue to receive complaints about the comfort and condition of the auditorium seats. Response to the first phase of the project, installation of new seats in the Balcony, was enthusiastic; patrons are constantly asking when the next phases will be completed.

At the moment further phases are limited by a lack of accrued funding. Because the Ballet has more performances in a year than the Opera (given *Nutcracker*), the Opera proposes to increase just the Opera fee to better equalize the money being collected by both organizations. The Ballet has indicated that they have no concerns with there being two different fees between organizations, and neither does the Opera. During the initial fee implementation, neither company received complaints or comments when the fee was introduced. Both note the fee in appropriate collateral.

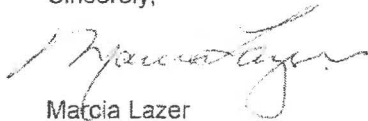
We ask for this fee increase, likely effective with single tickets in the Opera's summer 2017 season and all but Ring tickets for the 2017-18 season, to ensure that the availability of funds will not hold up the next phase.

Current status, projected through FY17 for both companies:

| | |
|---|---|
| San Francisco Opera | \$ 942,437 (based on current fee structure) |
| San Francisco Ballet | \$1,478,730 |
| Total Revenue | <u>\$2,421,167</u> |
| Total Expenses to date | <u>\$ 975,762</u> |
| Balance at end of FY17 (projected) | <u>\$1,445,405</u> |

We would deeply appreciate it if you would consider our request at your upcoming meeting.

Sincerely,

A handwritten signature in cursive script, appearing to read "Marcia Lazer".

Marcia Lazer
Director of Marketing