

**SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER**

**RENTAL REQUESTS: March 11, 2021**

**DAVIES SYMPHONY HALL**

San Francisco Symphony Tech and Video Capture	February 2021	\$1,415.00
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**WAR MEMORIAL OPERA HOUSE**

San Francisco Ballet Tech and Video Capture	February 2021	\$24,055.00
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**HERBST THEATRE**

Philharmonia Baroque Orchestra Video Capture	March 8-11, 2021	\$4,400.00
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**San Francisco War Memorial & Performing Arts Center**  
**Refund Requests: March 11, 2021**

VENUE	LICENSEE	EVENT DATE(S)	AMOUNT
Herbst Theatre	New Century Chamber Orchestra	4/24/2021	\$ 1,300.00
Herbst Theatre	Wharton School/Univeristy of PA	5/8/2021	\$ 1,300.00
Herbst Theatre	Urban School	5/16/2021	\$ 250.00
Herbst Theatre	Institute for Arts & Culture dba Xian Yun	5/22/2021	\$ 250.00
Herbst Theatre	French American International School	5/26/2021	\$ 1,375.00
<b>Herbst Theatre Total:</b>			<b>\$ 4,475.00</b>
Green Room	Wharton School/Univeristy of PA	5/8/2021	\$ 550.00
<b>Green Room Total:</b>			<b>\$ 550.00</b>
<b>Grand Total:</b>			<b>\$ 5,025.00</b>

**San Francisco War Memorial**  
**FY 2020-21 Revenue Report - February 28, 2021**

REF.		FEB REVENUE	YEAR TO DATE	LAST YEAR TO DATE
<b>FACILITY RENTAL</b>				
435511	Opera House	\$ 22,640.00	\$ 71,285.00	\$ 472,765.00
435512	Green Room	-	\$ 2,200.00	276,128.01
435521	Herbst Theatre	-	\$ 11,775.00	371,722.63
435531	Davies Symphony Hall	9,210.00	\$ 67,915.00	648,121.35
435542	Wilsey Center	1,650.00	\$ 7,180.00	151,245.00
462891	Zellerbach Rehearsal Hall	22,815.00	\$ 33,245.00	202,405.00
<b>OFFICE RENTAL</b>				
435519	San Francisco Opera (OH)	30,121.04	135,545.16	131,152.34
435519	San Francisco Ballet (OH)	23,502.42	23,502.42	19,718.56
435539	San Francisco Symphony (DSH)	15,170.40	121,362.40	114,552.00
435540	Veterans Bldg. Office Rent (SFO)	75,959.74	303,839.09	400,074.06
435540	Veterans Building Occupancy Fees	9,846.42	81,778.11	-
<b>FOOD/BEVERAGE CONCESSIONS</b>				
435611	Opera House	-	-	317,936.96
435611	Herbst Theatre	-	-	53,598.98
435631	Davies Symphony Hall	-	-	199,661.93
<b>PROGRAM CONCESSIONS</b>				
435612	Opera House	-	-	1,264.84
435612	Herbst Theatre	-	-	1,666.09
435632	Davies Symphony Hall	-	-	3,907.52
<b>OTHER</b>				
435232	Parking Fees	-	-	32,498.25
462899	Miscellaneous Revenue		1,281.00	168,893.37
<b>GROSS REVENUE</b>		<b>\$ 210,915.02</b>	<b>\$ 860,908.18</b>	<b>\$ 3,567,311.89</b>
	Less 15% War Memorial Reserve	(31,637.25)	(129,136.23)	(425,894.26)
	Payment to War Memorial Commission	(2,500.00)	(24,345.00)	(20,241.00)
<b>NET REVENUE</b>		<b>\$ 176,777.77</b>	<b>\$ 707,426.95</b>	<b>\$ 3,121,176.63</b>
<b>OTHER FUNDS</b>				
35614	Concessions Equipment Replacement	\$ -	\$ -	\$ 26,692.68

**San Francisco War Memorial**  
**FY 2020 - 2021 Appropriations Report - February 31, 2021**

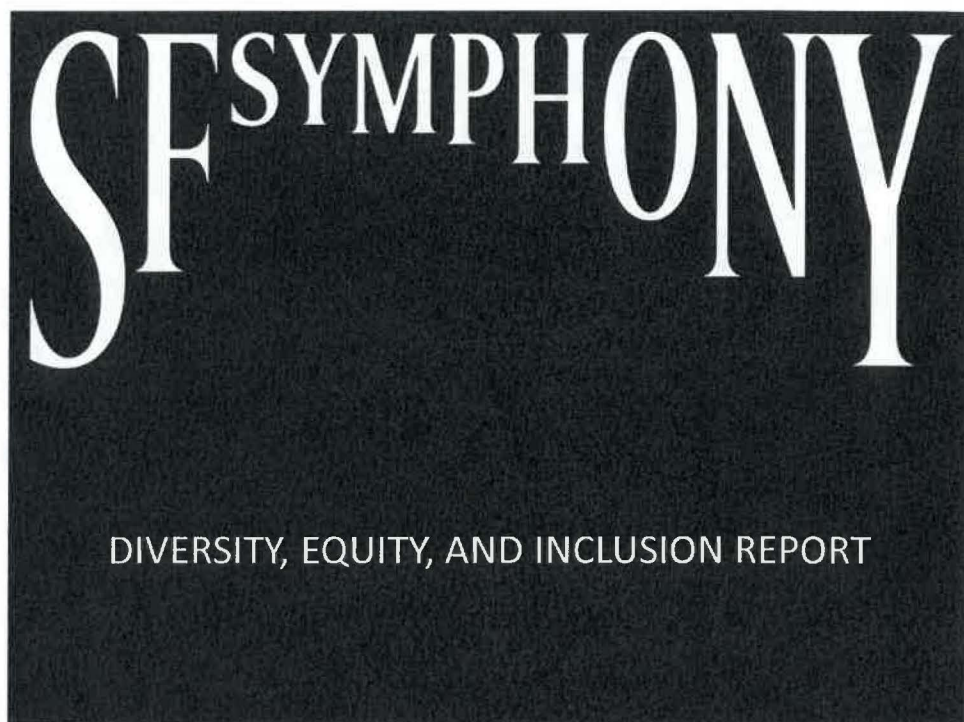
Account	DESCRIPTION	REVISED APPROPRIATION	YTD ENCUMBERED & EXPENDED	BALANCE
501010	Permanent Salaries	\$ 5,697,256	\$ 3,371,977	\$ 2,325,279
505010	Temporary Salaries	\$ 231,653	\$ 162,334	\$ 69,319
509010	Premium Pay	\$ 142,074	\$ 57,943	\$ 84,131
510210	One-Time Salaries Payments		\$ 40,211	\$ (40,211)
511010	Overtime	\$ 92,661	\$ 26,906	\$ 65,755
501070	Holiday	\$ 95,904	\$ 49,597	\$ 46,307
513000	Mandatory Fringe Benefits	\$ 3,396,524	\$ 2,070,823	\$ 1,325,701
521030	Air Travel	\$ -	\$ -	\$ -
521050	Non-Air Travel	\$ -	\$ -	\$ -
522000	Training	\$ 12,600	\$ 604	\$ 11,996
523010	Auto Mileage // Local Field Expense	\$ -	\$ 145	\$ (145)
524010	Membership Dues	\$ 3,795	\$ 3,150	\$ 645
527090	Special Inspection & Testing Services	\$ -	\$ 980	\$ (980)
527610	Systems Consulting	\$ 94,750	\$ 31,750	\$ 63,000
527990	Other Professional Services	\$ 9,550	\$ 5,468	\$ 4,082
528010	Scavenger Service	\$ 328,411	\$ 100,663	\$ 227,748
528030	Pest Control	\$ 36,828	\$ 34,144	\$ 2,684
528910	Elevator Service	\$ 254,398	\$ 243,049	\$ 11,349
528990	Other Building Maintenance Services	\$ 1,135,550	\$ 749,700	\$ 385,850
529110	Data/Word Processing Maintenance	\$ 18,060	\$ 3,109	\$ 14,951
529990	Other Equipment Maintenance	\$ 41,882	\$ 38,075	\$ 3,807
531000	Equipment Lease/Rental	\$ 17,456	\$ 10,541	\$ 6,915
535000	Other Current Expenses (535000-535990)	\$ 50,130	\$ 19,410	\$ 30,721
540000	Materials & Supplies	\$ 344,223	\$ 330,929	\$ 13,294
552110	Taxes (Community Benefit District)	\$ 262,715	\$ 165,504	\$ 97,211
552115	Sales Tax	\$ -	\$ 55	\$ (55)
552210	Fees, Licenses and Permits	\$ 26,800	\$ 35,377	\$ (8,577)
581051	PUC - Light, Heat and Power	\$ 844,410	\$ 339,162	\$ 505,248
581063	PUC - Sewer Service	\$ 120,113	\$ 26,977	\$ 93,136
581064	PUC - Water	\$ 121,360	\$ 29,208	\$ 92,153
581140	DT - Technology Projects	\$ 102,029	\$ -	\$ 102,029
581210	DT - Technology Infrastructure	\$ 147,498	\$ 73,749	\$ 73,749
581270	City Attorney - Legal Services	\$ 40,000	\$ 10,549	\$ 29,451
581325	DTIS - Enterprise Agreement	\$ 3,793	\$ 3,548	\$ 245
581360	DTIS - Telephone Services	\$ 33,087	\$ 16,165	\$ 16,921
581410	GSA - Custodial Services	\$ 1,784,487	\$ 760,268	\$ 1,024,219
581450	DHR - Management Training	\$ 22,935	\$ -	\$ 22,935
581460	DHR - Workers Compensation	\$ 102,541	\$ 75,941	\$ 26,600
581570	DPH - Medical Services/Training	\$ 36,150	\$ 2,915	\$ 33,235
581580	DPH - Toxic Waste & Haz. Mat Svcs.	\$ 15,058	\$ 5,420	\$ 9,639
581820	Purchasing - Reproduction	\$ 19,194	\$ -	\$ 19,194
581880	Rec. Park - Gardener Services	\$ 187,177	\$ 90,300	\$ 96,878
	<b>TOTAL OPERATING</b>	<b>\$ 15,873,052</b>	<b>\$ 8,986,646</b>	<b>\$ 6,886,406</b>
067AAP	Facilities Maintenance	\$ 305,652	\$ 274,554	\$ 31,098
067ACP	Capital Improvements	-	-	-
067ACP	Capital Equipment	-	-	-
	<b>GRAND TOTAL</b>	<b>\$ 16,178,704</b>	<b>\$ 9,261,200</b>	<b>\$ 6,917,504</b>
570000	Debt Service	\$ 9,253,577	\$ 8,868,602	\$ 384,975
	War Memorial Reserve	\$ 1,843,740	\$ 185,802	\$ 1,657,938
	Concessions Equip. Repl. Fund	\$ 78,186	\$ 27,266	\$ 50,920

**San Francisco War Memorial**  
**FY 2020-2021 Housekeeping Expenditures - February 28, 2021**

Number	Description	Amount	Fund Source
<b><u>PURCHASE ORDER</u></b>			
0000498086	STAPLES BUSINESS ADVANTAGE	78.99	14670
0000498286	RMI MECHANICAL CONTRACTOR INC	7,690.00	14670
0000499286	RMI MECHANICAL CONTRACTOR INC	0.04	14670
0000499303	WAXIE SANITARY SUPPLY	4,766.50	14670
0000499321	THYSSENKRUPP ELEVATOR CORP	27,014.00	14670
0000499331	THYSSENKRUPP ELEVATOR CORP	47,133.00	14670
0000500231	PRIBUSS ENGINEERING INC	4,110.00	14670
0000500232	ABCO MECHANICAL CONTRACTORS INC	797.00	14670
0000500234	URBAN RESTORATION GROUP INC	327.00	14670
0000500642	GRAINGER	1,749.75	14670
0000500643	UNITED CALIFORNIA GLASS & DOOR	5,460.46	14670
0000500817	D T C GRIP & ELECTRIC INC	4,019.19	14670
0000500842	MALTBY ELECTRIC SUPPLY CO INC	4,387.38	14670
0000500897	XTECH	90.00	14670
0000501082	XTECH	2,741.00	14670
0000501160	GRAINGER	2,083.66	14670
0000501167	GRAINGER	568.20	14670
0000502611	CORNER OFFICE	594.36	14670
0000502638	MALTBY ELECTRIC SUPPLY CO INC	60.05	14670
0000503342	GRAINGER	1,831.54	14670
0000503414	UNION ROLLING DOOR COMPANY	7,080.00	14670
0000503417	UNION ROLLING DOOR COMPANY	9,870.00	14670
0000503521	UNION ROLLING DOOR COMPANY	1,750.42	14670
0000503526	UNION ROLLING DOOR COMPANY	2,095.11	14670
0000503533	ABCO MECHANICAL CONTRACTORS INC	7,661.60	14670
0000503550	UNITED CALIFORNIA GLASS & DOOR	1,400.20	14670
0000504051	UNITED CALIFORNIA GLASS & DOOR	9,808.00	14670
0000504055	GRAINGER	2,192.28	14670
0000504089	THYSSENKRUPP ELEVATOR CORP	33,710.00	14670
0000504100	MCCLURE ELECTRIC INC	2,388.00	14670
0000504107	SCHNEIDER ELECTRIC BUILDINGS AMERICAS	2,832.00	14670
0000504117	KELLY-MOORE PAINT CO INC	193.40	14670
0000503207	D T C GRIP & ELECTRIC INC	64,000.00	14720
	<b>Total</b>	<b>\$ 260,483.13</b>	
FUND CODE:	DESCRIPTION:		
14670	Operating		
14680	Facilities Maintenance		
14690	Capital Projects		
14700	Concessions Equipment Replacement Fund		
14720	War Memorial Reserve		



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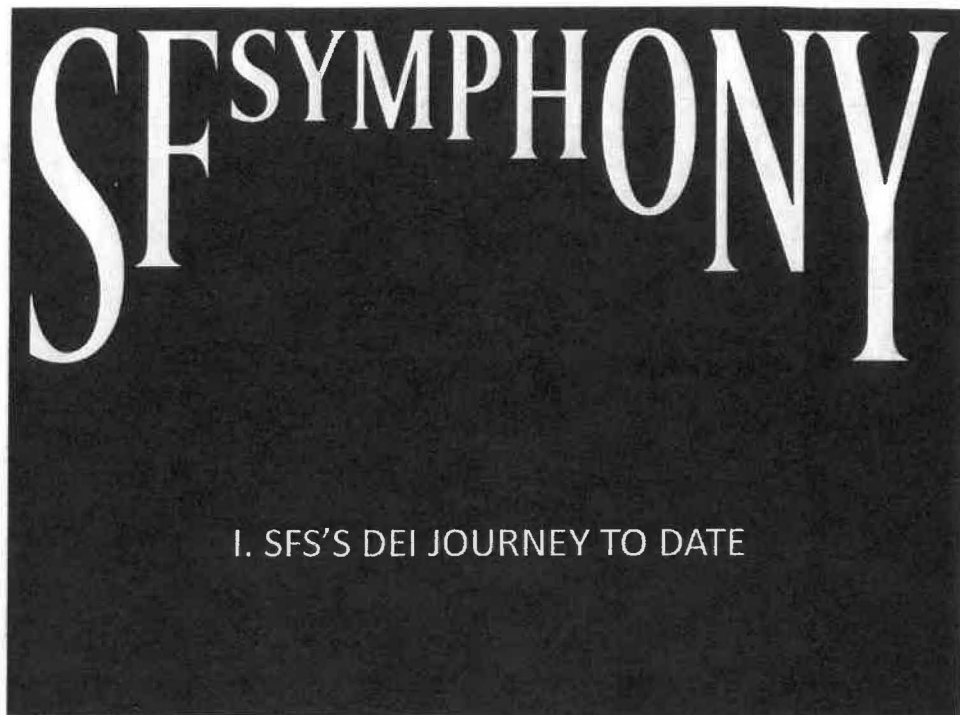
## AGENDA

- I. SFS's DEI Journey To Date
- II. The Current Moment: DEI Plan and Constituent Group Updates
- III. Looking Ahead
- IV. Q&A
- V. Appendix

3/5/2021

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## SFS'S DEI JOURNEY TO DATE

### Context and Principles:

- The SFS began its DEI journey in earnest in early 2018. See Appendix for more detail on our work from the 2017-18 season and forward.
- Over the course of the last 2+ years, we have focused our efforts primarily on internal culture change, capacity building, and learning.
- Internal focus first: avoid a program-only approach, and address causes vs. symptoms.
- Engage stakeholders across all internal constituency groups and across all levels
- A slow process with many non-measurable outcomes

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## SFS'S DEI JOURNEY TO DATE

### DEI Language:

- Created in the 2018-19 season, our DEI Language defines the words "diversity," "equity," and "inclusion" as they relate to the SFS. See Appendix for more detail.
- A subgroup of the DEI Workgroup developed this language, and the full Workgroup debated, discussed, and revised it extensively.
- This document continues to serve as a "north star" that guides our approach to this work.
- We regard this as a living document and plan to return to the language to ensure it is an up-to-date reflection of our stance.

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# SF SYMPHONY

## II. THE CURRENT MOMENT: DEI PLAN AND CONSTITUENT GROUP UPDATES

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### DEI PLAN

#### **DEI Plan:**

- This summer, the DEI Workgroup signified our organization's readiness to take action when it turned its attention to the task of building out a formal DEI plan.
- The DEI Plan comprises an aggregate of the primary areas of focus that emerged over the course of two years of stakeholder interviews, DEI Workgroup discussions, subgroup meetings, and formal and informal conversations.
- DEI Plan detail is focused on the 20-21 season, but with an eye to longer-term growth and development.
- It seeks to seed deeper engagement in this work across the organization, and aims to begin a thoughtful transition to external-facing change while still maintaining focus on internal efforts.

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## DEI PLAN

### Plan Categories:

- Internal Processes & Accountability (Board)
- Internal Processes & Accountability (Orchestra)
- Internal Processes & Accountability (Staff)
- Communications
- Artistic Planning / Programming
- Community
- Learning & Development

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## DEI PLAN

### Implementation:

- In January, we launched eight DEI Plan Implementation Subgroups.
- Six of these subgroups are open to all volunteers across the Board, Orchestra, Staff, and Chorus.
- The DEI Workgroup continues to meet regularly and to serve at the core of our efforts.
- We offered two professionally facilitated foundational workshops intended to ensure we are all working from a baseline of common understanding.

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## DEI PLAN

### **Implementation Subgroups:**

- Communications Advisory Group
- Community
- Curriculum
- DEI Toolkit
- HR
- Resources

- 
- Orchestra
  - Rapid Response

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## ORCHESTRA

- Along with our seven DEI Workgroup musicians, an additional 14 musicians have volunteered to join the Orchestra implementation subgroup.
- The Orchestra group has split up into several teams working on various efforts.
- We are pleased to see growing engagement across the Orchestra, and to see our musician colleagues taking initiative and leadership in this work.

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## STAFF

- 61 staff members have volunteered to participate in our DEI Plan Implementation Subgroups.
- Staff participation has the full support of department heads.
- The staff is highly engaged in our DEI work. We are continuing to build out ownership and leadership across the subgroups.

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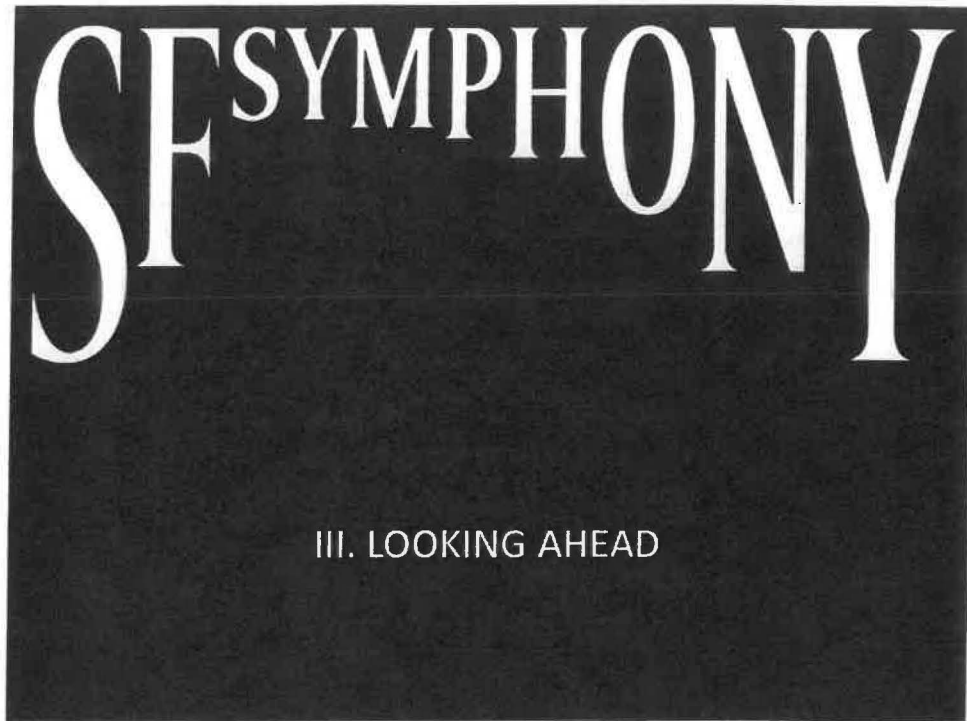
## BOARD

- In addition to our six DEI Workgroup Board members, an additional seven Governors have volunteered to participate in implementation subgroups.
- The Executive Committee and these volunteers will be engaging in focused discussion on DEI at the Board level, and will be driving this work through to the committees.
- Goals:
  - Further develop the Board Internal Processes & Accountability section of the DEI Plan.
  - Embed DEI into the work of all Board committees.
  - Ensure there is a structure in place for Board oversight of DEI work (as it pertains to both the Board's own efforts and the work happening across the organization).

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### LOOKING AHEAD

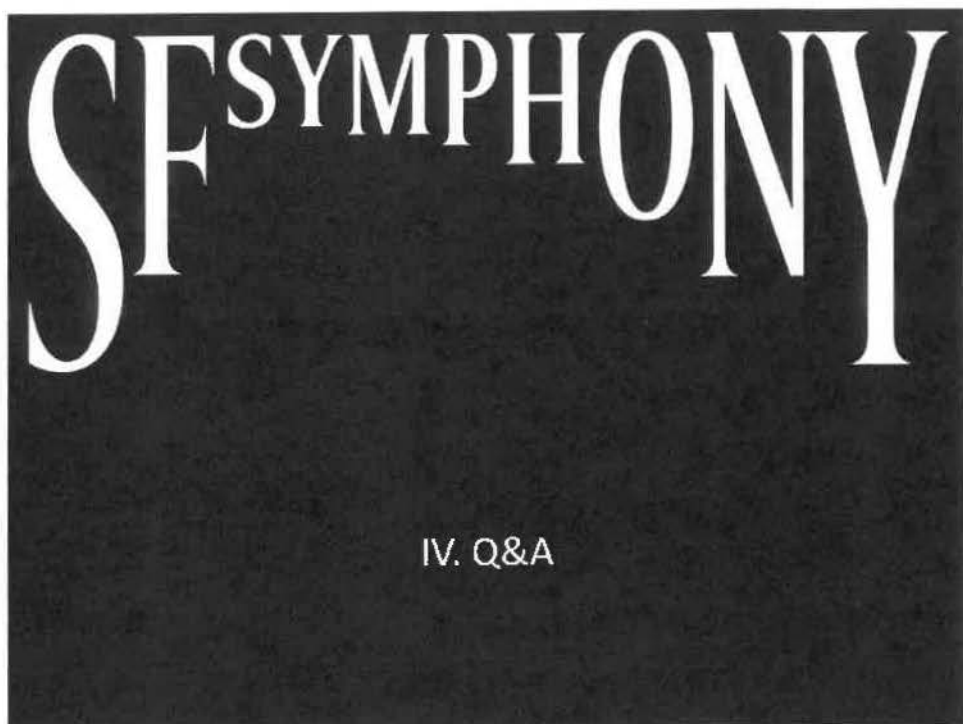
We have many discussions, initiatives, and projects running concurrently. Some immediate priorities include:

- Providing more learning & development opportunities for all constituent groups.
- Advancing Racial Justice: developing a plan for advancing racial equity within our organization.
- Building out increased ownership and engagement across the organization.
- Settling into a sustainable pattern of recurring meetings.

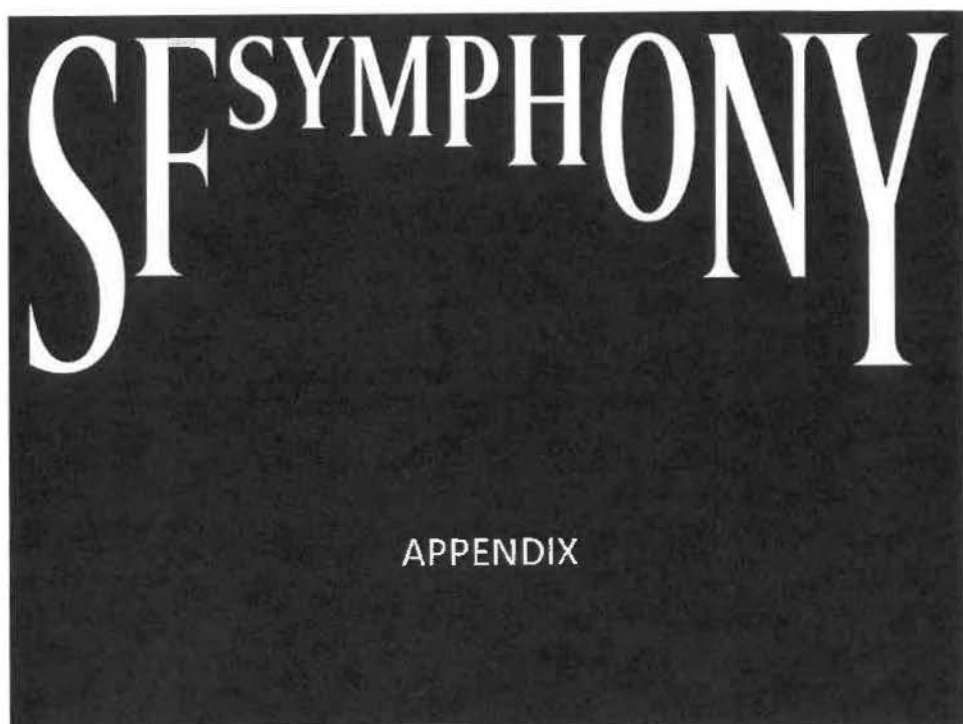
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## APPENDIX: DEI WORK TO DATE

### 17-18 season:

- Conducted an internal DEI audit
- Created a report on the current state of DEI at the SFS
- Joined the National Alliance for Audition Support
- Hired consultant Jessica Schmidt of Orchestrate Inclusion
- Held a Town Hall meeting on DEI for staff and Orchestra
- Launched a series of monthly DEI Open Forum Discussions

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## APPENDIX: DEI WORK TO DATE

### 18-19 season:

- Formed a cross-constituent DEI Workgroup that meets monthly
- Draft DEI language formulated, debated, and ratified in the Workgroup
- Stakeholder interviews conducted by Jessica Schmidt
- Co-hosted a day-long workshop on racial equity in the arts
- DEI funding built into the operating budget for the first time
- Increasing ownership and engagement across the organization
- "Mini-retreat" held to select focus areas for the 19-20 season

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## APPENDIX: DEI WORK TO DATE

### 19-20 season:

- Held Board retreat focused on DEI
- Musician-initiated DEI meeting held for the Orchestra
- Working groups for Artistic Programming and Heritage Concerts focus areas established
- Season brochure and press release reviewed by DEI Workgroup for the first time
- Organization-wide opportunity to read and discuss the book *White Fragility*
- Five SFS musicians and staff, including the CEO, participated in the Sphinx Orchestra Partners Auditions and SphinxConnect

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## APPENDIX: DEI WORK TO DATE

### 19-20 season (continued):

- First organization-wide (Board, Orchestra, Chorus, staff) DEI Open Forum discussions held in the wake of the June 2020 protests
- First internal acknowledgement of Juneteenth, paired with a commitment to better educate ourselves as an organization
- Development of a formal DEI Plan covering seven areas:
  - Internal Policies and Accountability (Board, Orchestra, administrative staff)
  - Communications
  - Artistic/Programming
  - Community
  - Learning & Development

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## EQUITY

The SFS prioritizes the following actions in striving to achieve greater institutional equity:

- Acknowledging and addressing racism, sexism, and oppression of all types, both societally and in our industry and organization, and striving to understand more deeply the root causes and systemic nature of the exclusionary practices we seek to end.
- Considering how distribution of resources, including money, power, and influence, directly affect equity.
- Considering who and what influences the actions of the organization.
- Recognizing disparities in leadership representation and striving to recruit and retain individuals born among historically underrepresented communities to internal leadership positions.
- Centering the voices of the least represented and most marginalized individuals and groups across our efforts.
- Maintaining a humble organizational nature committed to constant learning.

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## INCLUSION

At the SFS, the act of inclusion is focused on caring about others and working continually to deeply understand different perspectives, needs and experiences. True inclusion requires first taking an active approach to understanding, and then taking an equally active approach to driving change in response to that understanding.

Inclusion calls for consideration of the following questions in organizational decision-making.  
Does our decision:

- Enhance the comfort that people from all backgrounds feel within the SFS's spaces and with orchestral music?
- Demonstrate that more people, vs. fewer, "own" and can influence orchestral music as an art form?
- Encourage the SFS to learn more about what it does not yet understand?
- Give true voice, partnership, and increased decision-making power to individuals from historically underrepresented groups within and outside of the organization?
- Take into consideration how the organization might be rewarding privilege?
- Support the integration and equalization of many experiences rather than creating and isolating separate narratives that "other" a group or individual?

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## DIVERSITY

### How the SFS considers Diversity:

- Diversity at the San Francisco Symphony includes race and ethnic background, gender identity, sexual identity, age, socioeconomic position, educational background, religious identity, and differing abilities.
- We recognize that intersectionality - when people's identities represent more than one marginalized group - is a critical aspect of diversity at the San Francisco Symphony.
- Because research and societal outcomes demonstrate that people of color fare the worst within all other categories of marginalization, we will primarily focus our efforts on racially underrepresented communities. We also recognize that gender identity and socioeconomic class are and historically have been a basis for exclusion in the orchestral music industry, so will take them as important parallel focal areas.

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