

1. INTRODUCTION AND EXECUTIVE SUMMARY

March 28, 2018

San Francisco War Memorial and Performing Arts Center
401 Van Ness Avenue, Suite 110
San Francisco, CA 94102

Dear Members of the Selection Committee,

Thank you for the opportunity to provide you with our proposal to reinvent the food and beverage Concessions and Catering Services at the San Francisco War Memorial and Performing Arts Center. We are deeply honored to have been your trusted partner for nearly twenty years, and we look forward to sharing our vision for the future with you in this proposal.

We intend to work under a model of continuous improvement, challenging the status quo and constantly evaluating our service delivery, operations, guest interactions, and client satisfaction to ensure that we're always performing at our highest level possible. We have developed a fresh, flavorful, rotating menu with items of varying sizes and price points in an effort to appeal to all guests at the War Memorial. We will focus on operational flexibility, with long-term goals of continuously raising the bar on customer service, increasing throughput while decreasing wait times, and ultimately optimizing revenue whenever possible. We have developed innovative marketing techniques for the War Memorial, with a concentration on the Veterans Building Café, to drive customer engagement, therefore increasing patronage and overall revenues.

We believe we've truly challenged ourselves to look at the venues and operations with fresh eyes, to search for opportunities to do better. By renewing your partnership with Patina, the War Memorial will enjoy the best of both worlds – access to world-class culinary talent and operational resources, alongside a knowledgeable, high-functioning onsite management team personally dedicated to guest and client satisfaction.

We've carefully created an innovative and exciting plan to reimagine our services at the War Memorial, and we can't wait to share it with you!

Café in the Opera Vision

- We have redesigned the existing Café in the Opera into a culinary destination, complete with lively, interactive open kitchen vignettes that give our guests the opportunity to watch our expert chefs at work. We will offer a carvery, an "in the neighborhood" station, cheese and charcuterie counters, a farmers market, and a sweets concept. These themed stations, along with subsequent storage near each counter, will allow more space for storage and food production within the primary kitchen in the Opera House.
- Each counter will feature fresh, locally-sourced ingredients that will rotate by season, holiday, and performance. Our farmers market counter in particular will focus especially on preparing delicious, flavorful vegetarian and vegan dishes.
- Our "in the neighborhood" concept will concentrate on local San Francisco and Bay Area dishes, and we look forward to inviting local chefs to act as guest chefs within our operation, showcasing their particular culinary skills and signature dishes.
- We have added seating, for a total of 200 seats, and changed the type and configuration to accommodate groups of various sizes. We specifically chose several more structured seating options to help create a defined dining area, and we have incorporated fixed architectural screens along the back of the dining area, as well as along the wall opposite the current bar area, to separate the dining area from the restroom doors and pass-through space.

Tuning Fork Café Strategy

- We have turned the Tuning Fork Café into a classic food market, with a clear pattern for guest traffic and a defined floor space within the larger lobby area. Our offerings will be sustainably packaged as grab-and-go items, and will feature both hot small entrees as well as cold salads and sandwiches, along with fresh pastries and sweet treats. We will also feature nitro cold brew coffee, locally brewed kombucha, and fresh-pressed juices.
- We have incorporated both traditional points of sale as well as a self-checkout option within our design. The self-checkout kiosk will further streamline services in this area, as well as increasing throughput.

Veterans Building Café - C+M

- We plan to retain the existing C+M coffee house brand, revamping our menu to incorporate more local items and increase our focus on seasonal offerings.
- We have developed a hyper-focused marketing plan for C+M to drive patronage and revenues. We will launch a mobile ordering app, and we plan to push rewards and targeted offers to our repeat customers. We will engage in grassroots marketing initiatives such as featured food item deliveries to local office buildings, and we will increase social promotions and latte art to drive social media engagement.

Wait Time Reduction Initiatives

- We have incorporated self-order kiosks at several venues throughout the War Memorial in an effort to minimize lines and wait times, thereby increasing guest satisfaction. We will also launch a pre-order smart phone application, allowing guests to order drinks prior to their arrival at the War Memorial or as they leave their seats during an intermission.
- We worked closely with our architect to create clearly designated pick-up areas and service bars throughout the War Memorial within our newly redesigned bar and café areas.
- We have created a self-checkout option within the newly redesigned Tuning Fork Café, which will reduce wait times and minimize lines at the traditional point of sale station.

Operational Challenges

- We will continue to purchase food and beverage items as needed, rather than purchasing in bulk—this practice not only ensures fresh inventory, but also enables us to utilize minimal storage space in the Opera House kitchen area.
- Our historic knowledge of purchasing tendencies, in combination with our close partnership with the War Memorial Box Office to stay up-to-date on ticket sales, allows us to predictively order adequate quantities of product, minimizing shortages or waste.

Catering Services

- We will look to develop innovative and locally-driven catering menus for our clients' events, ensuring that we consistently feature current, on-trend food and beverage items.
- When working with non-profit organizations, we will carefully tailor catering menus to their budget to the best of our ability. We also plan to develop a simple, fresh, high-quality catering menu specifically geared toward non-profit events within the first year of our new contract.

Financial Proposal

Commissions Structure

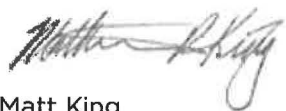
- All Concessions Services food and non-alcohol beverage revenues: rent of 10%; Concession services alcohol beverage revenues: rent of 17%.
- Catering Services rent of 22% for food and non-alcoholic beverages up to \$1.6 million in revenues, and increasing to 27% rent thereafter.
- Catering rent of 17% for alcoholic beverage revenues and 10% of all catering corkage revenues.

Investment

- Patina will make a total contribution up to \$2.5 million. The investment will be applied to the following areas: self-order kiosks at the Opera House and Davies Hall; renovation and refurbishment of the Café in the Opera, Orchestra intermission bars, North Box, Dress Circle, Fourth Floor intermission bars, Tuning Fork Café, Symphony Hall main bar and Loge Level bars.

We look forward to continuing our partnership with the War Memorial and Performing Arts Center, and we are excited to share our vision for the Center with you and your team in person during our presentation, should we be selected to move on to the Interview process. Please feel free to contact us with any questions.

Thank you,



Matt King
President, Patina Restaurant Group



Wendy Powell
VP of Business Development,
Patina Restaurant Group



GLOBAL GOURMET

CATERING & EVENTS

March 28, 2018

To the War Memorial and Performing Arts Center Committee:

Avatar Foods International, Inc., dba Global Gourmet Catering, is honored to participate in the Request For Proposal process for the esteemed San Francisco War Memorial and Performing Arts Center. Global Gourmet Catering is a locally based and operated food, beverage and event services company specializing in a wide range of expertise from high caliber restaurant level experiences to boutique concession services. We believe our wisdom and experience would be an asset to the catering and concession offerings within these prestigious establishments.

Founded in 1999, Global Gourmet Catering has become one of San Francisco's premier catering and concession providers, executing over 450 catering and concession events annually and employing well over 1,000 Bay Area residents (directly employing 472 San Francisco residents currently). We have been anointed "the tech caterer" by colleagues and the press for our out of the box thinking and event catering customization. Our concession division was formed in 2009 when two of our largest corporate clients, Another Planet Entertainment and Live Nation, identified a lack of quality in concession food and services at their venues. We accepted their challenge to fill this void and developed distinctive high caliber products and services that resulted in greater profits and an increased level of patron satisfaction. As a result, we remain the exclusive in-house food and beverage provider for the Masonic San Francisco, the Fillmore San Francisco, and the U.C. Greek Theatre Berkeley.

Global Gourmet Catering's operational goals for the San Francisco War Memorial and Performing Arts Center will be to:

1. Exceed the whims and demands of all patrons by providing a broad range of fulfilling concession experiences
2. Increase the Center's exposure within the events community countrywide by bringing new event clientele to the venues
3. Surpass all expectations the Trustees, as well as the City of San Francisco, have for generating increased revenues.



GLOBAL GOURMET
CATERING & EVENTS

Our respect for world class level performing arts are something we intend to celebrate and emulate with our service, food and beverage offerings. The SF Opera, SF Ballet, SF Symphony and their Patrons deserve a holistic experience from the moment they enter the theater, until they leave.

We are immensely qualified to achieve these goals and to help meet the Center's directive to bridge the gap between existing and future patrons. This is based on our extensive experience as a tech-driven food and beverage service operation, our unique position as the only local Bay Area-based boutique concessionaire, our established relationships with San Francisco Bay Area event planners, our proven venue marketing services, and our deep-rooted connection to San Francisco with offices and a large scale commissary located in the Mission Bay neighborhood.

Our team at Global Gourmet Catering is excited, eager and passionate about this opportunity. Thank you for considering our proposal. We look forward to hearing from you and, dare we say, making some beautiful operational music together.

Laura Lyons
President

David Ashley
CFO