

Drinks in the Hall – SF Symphony/SF Ballet Pilot Program
Survey Results

Methodology

- Patrons were emailed a post-performance survey
- SF Symphony results cover 43 performances
 - Initial results through March 28, 2017
- SF Ballet results cover 39 performances
 - Initial results through March 22, 2017

Survey Questions

1. Did you take a drink into the hall during this [performance/concert]?

- ☐ Yes
- ☐ No [skip to Q3]

2a. What impact did bringing a drink into the hall have on your concert experience?

- ☐ Greatly enhanced my experience
- ☐ Enhanced my experience
- ☐ Had no real effect on my experience [skip to Q3]
- ☐ Detracted from my experience
- ☐ Greatly detracted from my experience

2b. Why did you select ("Answer from Q2a inserted here")?

3. What was your experience as it pertains to other patrons who brought drinks into the hall?

- ☐ Didn't notice others with drinks
- ☐ Noticed others but it had no real effect my experience
- ☐ Detracted from my experience
- ☐ Greatly detracted from my experience

3. What was your experience as it pertains to other patrons who brought drinks into the hall?

- ☐ Didn't notice others with drinks
- ☐ Noticed others but it had no real effect my experience
- ☐ Detracted from my experience
- ☐ Greatly detracted from my experience

4. If this option continues to be available, how likely would you bring beverages into the hall when you come to performances/concerts?"

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Unsure/depends on situation
- ☐ Not very likely
- ☐ Not at all likely

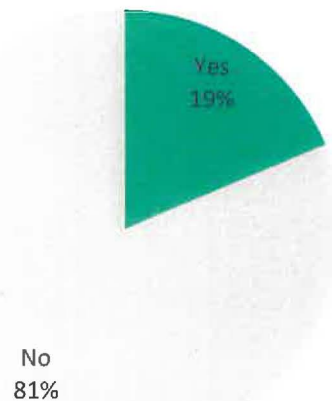
5. Do you have any suggestions regarding beverages in the hall?

Majority of respondents did not take a drink into the hall

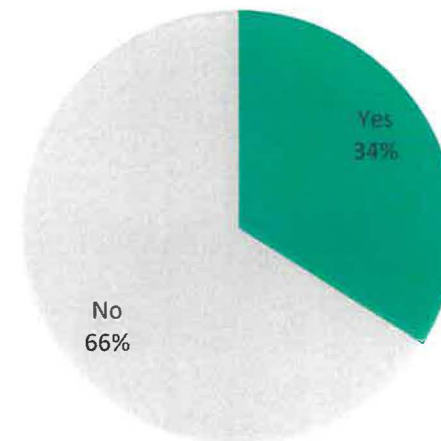
Did you take a drink into the hall during this concert?

- 81% of SF Symphony did not take a drink
- 66% of SF Ballet did not take a drink

SF Symphony



SF Ballet



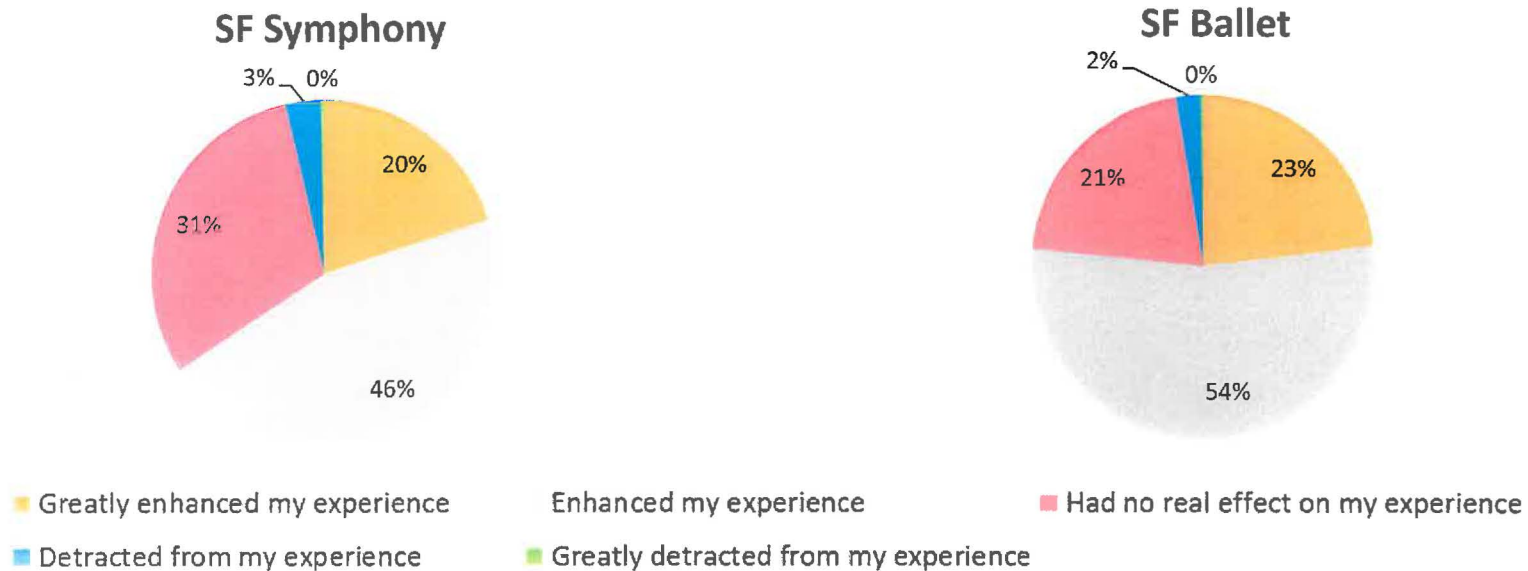
SF Symphony Data ending 3/28/2017 n=3,661, (93%)

SF Ballet Data ending 3/27/2017 n=1,146

Of those who brought a drink into the hall, most felt their experience was “greatly enhanced” or “enhanced”

What impact did bringing a drink into the hall have on your experience?

- 66% SF Symphony patrons felt it “greatly enhanced” or “enhanced” their experience
- 77% of SF Ballet patrons felt it “greatly enhanced” or “enhanced” their experience



SF Symphony Data ending 3/28/2017 n=692, (18%)

SF Ballet Data ending 3/27/2017 n=389

Why patron experiences would be “Greatly Enhanced” or “Enhanced”

Why did you select “greatly enhanced” or “enhanced”?

SF Symphony patrons –

- 37% - helped with hydration
- 32% - enhanced their enjoyment and relaxation
- 29% - allowed them to feel unrushed during intermission

SF Ballet patrons –

- 49% - allowed them feel unrushed during intermission
- 21% - enhanced their enjoyment and relaxation
- 9% - helped with hydration

SF Symphony Data ending 3/28/2017 n=422, (88%)

SF Ballet Data ending 3/27/2017 n=299

Of the 3% who responded bringing a drink “Greatly Detracted” or “Detracted” from their experience

Why did you select “greatly detracted” or “detracted”?

SF Symphony patrons –

- 77% mentioned distraction/inappropriateness for the Symphony experience

SF Ballet patrons –

- 33% mentioned they didn’t know where to place their drinks
- 30% mentioned inappropriate behavior by patrons (less likely to be quiet)

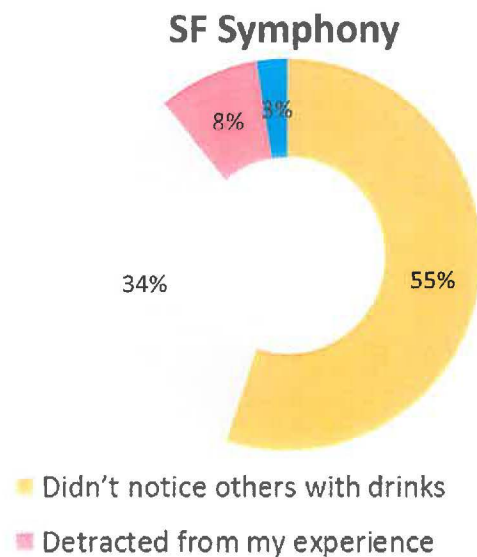
SF Symphony Data ending 3/28/2017 n=25, (100%)

SF Ballet Data ending 3/27/2017 n=299

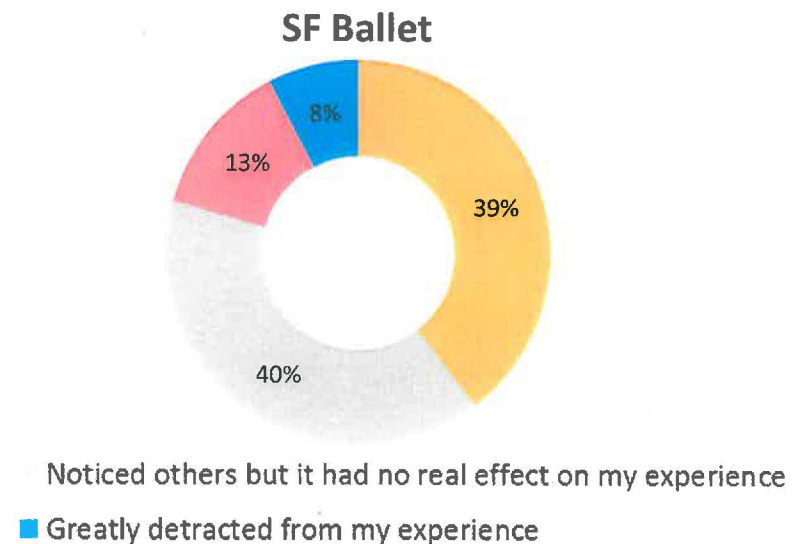
Regardless of whether they brought a drink into the hall, the majority of patrons reported they “didn’t notice” or “noticed with no effect”

What was your experience as it pertains to patrons who brought drinks in the hall?

- The majority of patrons either “didn’t notice” or “noticed with no effect” (89% of SF Symphony patrons and 79% of SF Ballet patrons)



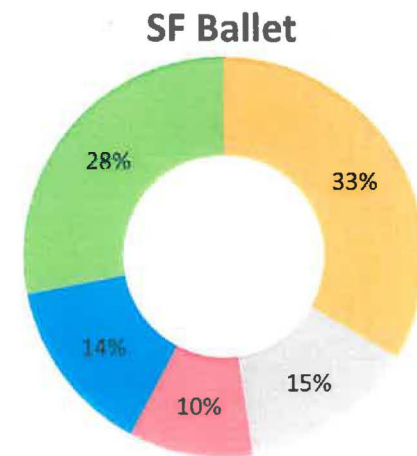
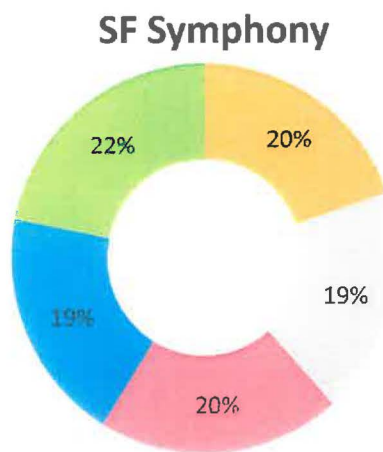
SF Symphony Data ending 3/28/2017 n=3,653, (93%)



SF Ballet Data ending 3/27/2017 n=1,126

If this option continues to be available, how likely are you to bring beverages into the hall when you come to concerts?

- SF Symphony patrons are equally ambivalent as to whether or not they will take advantage of bringing a drink in the hall – 39% very likely/somewhat likely, and 41% not very likely/not at all likely
- A slightly larger proportion of SF Ballet patrons – 48% will very likely/somewhat likely, and 42% are not very likely/not at all likely



Very likely Somewhat likely Unsure/depends on situation Not very likely Not at all likely

SF Symphony Data ending 3/28/2017 n=3,650, (93%)

SF Ballet Data ending 3/27/2017 n=1,126

Patron suggestions

Do you have any suggestions regarding beverages in the hall?

Of those SFS and SFB patrons who disapproved of drinks in the hall:

- Major concern: spills and distraction from performance
- Secondary concerns:
 - container choice/cup holders (e.g. glass only; plastic only; lids/no lids; “sippy” cups)
 - SFS specific concern: limit beverage type to water
 - SFB specific concern: need more or larger trash cans

SF Symphony Data ending 3/28/2017 n=2,326, (59%)



SAN FRANCISCO
SYMPHONY



SAN FRANCISCO BALLET

Conclusions from Surveys

- Of those who did bring a drink into the hall, the majority reported it either “greatly enhanced” or “enhanced” their experience
- Of those who did not bring a drink into the hall, the majority responded they did not notice others or, if they did notice others, it had no effect on their experience
- When asked if they would bring drinks into the hall, SF Symphony patrons were equally ambivalent on whether or not they would. A larger proportion of SF Ballet respondents reported they would likely or somewhat likely bring a drink into the hall.
- Overall, the percentage of those who brought a drink into the hall responded very favorably to the pilot program for both SF Symphony and SF Ballet.
- For those patrons who felt that drinks should be prohibited, concerns were mostly focused on spills and distraction from the performance. However, there were quite a number of patrons who suggested better containers or cup holders to help manage possible spillage.

Drinks in Theater – Progress Update

Patina Restaurant Group

Brian Crowell, GM

April 4, 2017

Opera House

- Participation up an average 6% over PY (first 10 weeks)
 - o Wine sales leads the overall impact, with beers sales up slightly
 - Upgrades in wine menu helped with sales impact
 - o All other sales categories relatively unchanged, including water & coffee
 - o Sales comparison normalized with respect to Sensorium & off weeks
- Very minor amount of drink cups left in theater
- Patron's not using correct bins when disposing of trash
- Feedback regarding drinks being allowed in theater all positive with foodservice personnel

Davies Hall

- Participation up an average of 1.3% over PY (first 11 weeks)
 - o Liquor & coffee sales have increased while water sales have decreased
 - Suspect some water sales moved to other beverage categories
 - Suspect some water sales have declined due to availability of cups
 - o All other sales categories relatively unchanged
- Very minor amount of drink cups left in theater
- Feedback regarding drinks being allowed in theater all positive with foodservice personnel

Overall

- Updated policy around solo cups of ice, and all beverages opened at bars/lbars
- Small compostable straw not holding up to heat, adding wood stir sticks for coffee
- Working on sourcing compostable coffee lid, met with supplier on 4/2/17
- Experiencing patrons taking empty cups & filling with water, reducing water sales
 - o Largest impact @ Davies Hall
- Bussers emptying garbage at all levels post pre-show and post intermission(s)
 - o Additional trash receptacles have helped control overflow

Opera House Sales Comparison - Drinks in Theater - First 10 weeks

	01/23/2017 - 01/29/2017	01/30/2017 - 02/05/2017	02/13/2017 - 02/19/2017	02/20/2017 - 02/26/2017	03/06/2017 - 03/12/2017	03/13/2017 - 03/19/2017	03/20/2017 - 03/26/2017	03/27/2017 - 04/02/2017	Total
Total Attendance	10390	12694	11078	17053	13688	14209		11673	90785
% Participation	28.6%	24.3%	27.4%	28.3%	23.1%	22.7%	25.3%	23.1%	25.3%
Check Count	2976	3080	3032	4825	3163	3227		2696	22999

	01/25/2016 - 01/31/2016	02/01/2016 - 02/07/2016	02/08/2016 - 02/14/2016	02/15/2016 - 02/21/2016	02/22/2016 - 02/28/2016	03/07/2016 - 03/13/2016	03/14/2016 - 03/20/2016	03/21/2016 - 03/27/2016	Total
Total Attendance	13879	11210		12130	21229	17100	11093	10376	97018
% Participation	19.9%	19.6%	19.3%	20.1%	20.7%	20.1%	18.5%	13.8%	19.3%
Check Count	2764	2201		2433	4386	3432	2050	1436	18703

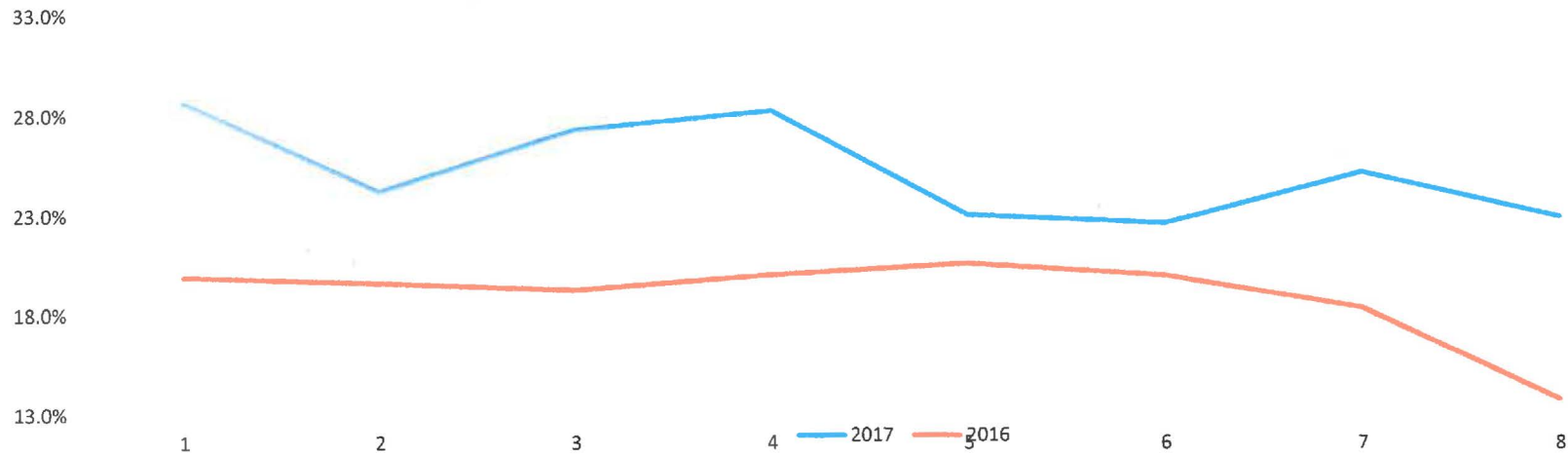
2016 Sales Breakdown

BEER	3.4%
COFFEE/TEA	3.6%
LIQUOR	10.2%
OTHER BEVERAGE	2.6%
WATER	8.6%
WINE	51.6%
FOOD	11.0%
RETAIL	8.9%

2017 Sales Breakdown

BEER	4.1%
COFFEE/TEA	3.5%
LIQUOR	10.4%
OTHER BEVERAGE	2.4%
WATER	6.9%
WINE	57.0%
FOOD	8.7%
RETAIL	7.1%

Patron Participation - Opera House



Davies Sales Comparison - Drinks in Theater - First 11 weeks

	01/16/2017 - 01/22/2017	01/23/2017 - 01/29/2017	01/30/2017 - 02/05/2017	02/06/2017 - 02/12/2017	02/13/2017 - 02/19/2017	02/20/2017 - 02/26/2017	02/27/2017 - 03/05/2017	03/06/2017 - 03/12/2017	03/13/2017 - 03/19/2017	03/20/2017 - 03/26/2017	03/27/2017 - 04/02/2017	Total
Total Attendance	9207	10282	10820	10384	5258	6902	9151	8665	9542	9754	8642	98607
% Participation	28.3%	18.4%	13.3%	28.1%	26.2%	24.9%	20.4%	18.5%	32.9%	24.4%	21.9%	23.2%
Check Count	2606	1897	1436	2921	1378	1718	1866	1600	3136	2379	1892	22829

	01/18/2016 - 01/24/2016	01/25/2016 - 01/31/2016	02/01/2016 - 02/07/2016	02/08/2016 - 02/14/2016	02/15/2016 - 02/21/2016	02/22/2016 - 02/28/2016	02/29/2016 - 03/06/2016	03/07/2016 - 03/13/2016	03/14/2016 - 03/20/2016	03/21/2016 - 03/27/2016	03/28/2016 - 04/03/2016	Total
Total Attendance	11841	7337	6678	10501	7365	8713	10463	11578	7354	6689	7074	95593
% Participation	22.1%	29.4%	24.1%	20.2%	21.7%	21.1%	20.6%	18.5%	17.8%	22.2%	23.5%	21.6%
Check Count	2612	2157	1607	2117	1600	1837	2156	2138	1308	1484	1665	20681

2016 Sales Breakdown

BEER	5.4%
COFFEE/TEA	4.9%
LIQUOR	19.9%
OTHER BEVERAGE	3.8%
WATER	8.0%
WINE	40.4%
FOOD	11.1%
RETAIL	6.5%

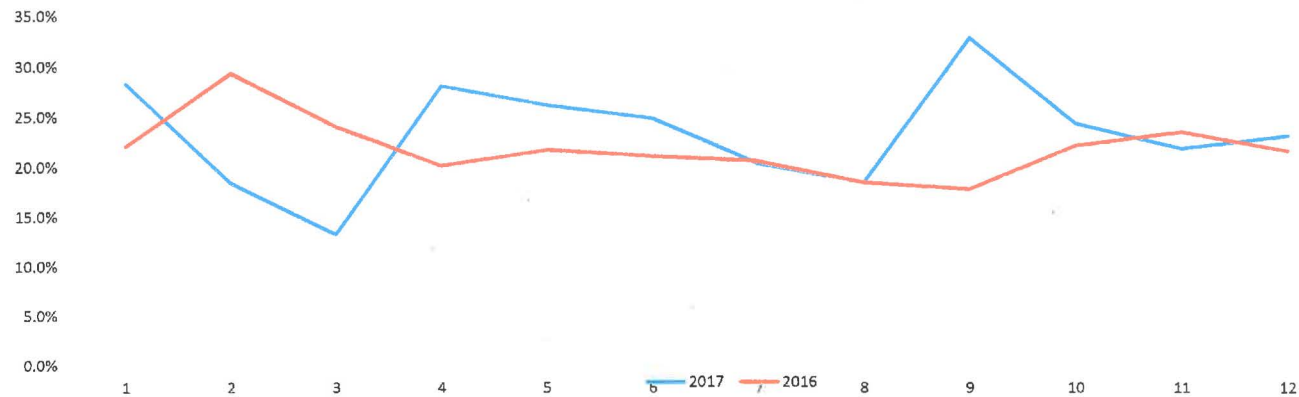
2017 Sales Breakdown

BEER	5.3%
COFFEE/TEA	6.0%
LIQUOR	21.6%
OTHER BEVERAGE	3.3%
WATER	7.2%
WINE	40.5%
FOOD	9.9%
RETAIL	6.3%

Participation Trends

	11 weeks	Last 6 weeks	Last 3 weeks
2016	21.6%	20.4%	21.1%
2017	23.2%	23.9%	26.5%

Patron Participation - Davies Symphony Hall



PATINA RESTAURANT GROUP

NEW YORK LOS ANGELES SAN FRANCISCO

Elizabeth Murray
Managing Director
301 Van Ness Ave
San Francisco, CA 94109

3/2/2017

Dear Ms. Murray,

We would like to request price increases to offset the impact of minimum wage increase and health care ordinances in the city of San Francisco. Specifically we are addressing the impact of:

- The San Francisco Health Care Security Ordinance (the "HCSO") and the Health Care Accountability Ordinance ("HCAO") requiring employer contributions to fund city sponsored health care programs
- Mandated minimum wage increases of \$1.00 per hour in 2016 and \$1.00 per hour in 2017 resulting in annual additional costs of approximately \$34,000/year

In 2014, RA Center, LLC, a subsidiary of Patina Restaurant Group, LLC ("Patina") was audited by the Office of Labor Standards Enforcement (the "OLSE") relating to HCSO claims. In 2016 we reached a settlement with OLSE requiring Patina to:

1. Pay a settlement totaling approximately \$72,000
2. Perform an additional self-audit, resulting in an additional payment of approximately \$78,000
3. Pay an administrative penalty of approximately \$6,000

Ongoing contributions related the HCSO and the HCAO will approximate \$182,000 and \$188,000 in 2016 and 2017, respectively.

The requested pricing increase will reduce the operating losses we are projecting for 2017 and for the first half of 2018 (Pricing Schedule pg 2).

We look forward to presenting this request to the War Memorial Board of Trustees and will be happy to answer any questions you or they may have.

Sincerely,



Christian Muniz
Vice President of Operations
Museums & Performing Arts Centers
Patina Restaurant Group | www.patinagroup.com
C 213 841 8893 | cmuniz@patinagroup.com

PATINA RESTAURANT GROUP

NEW YORK LOS ANGELES SAN FRANCISCO

Pricing Request Detail

Item	Current Price	New Price	Price Change
Coffee	\$ 3.00	\$ 4.00	\$ 1.00
Tea	\$ 3.00	\$ 4.00	\$ 1.00
Liquor-Premium	\$ 13.00	\$ 14.00	\$ 1.00
Water 21oz (Still)	\$ 5.00	\$ 6.00	\$ 1.00
Champagne (Glass)	\$ 12.00	\$ 13.00	\$ 1.00
Wine 6oz (Glass)	\$ 11.00	\$ 12.00	\$ 1.00
Wine 9oz (Glass)	\$ -	\$ 18.00	\$ -
Café Buffet	\$ 40.00	\$ 45.00	\$ 5.00
Entrée (A la Carte)	\$14-\$23.00	\$15-\$24.00	\$ 1.00
Desserts	\$ 4.00	\$ 5.00	\$ 1.00

San Francisco War Memorial and Performing Arts Center

PATINA - PRICING

1998 - 2017

Approved 5/12/16

Proposed

ITEM	1998-99	1999-00	2000-01	10/11/01	1/1/06	2/14/08	9/10/09	9/11/09	1/1/11	1/12/12	6/1/16	9/1/16	5/31/17
Café at the Opera House													
Buffet - Opera Season	24.95	26.95	28.95	29.95	29.95	34.95	34.95	34.95	34.95	37.95	40.00	40.00	45.00
Buffet - Ballet Season	19.95	21.95	24.95	24.95	29.95	34.95	34.95	34.95	34.95	37.95	40.00	40.00	45.00
Buffet - Children (age 14 and under)	NA	NA	NA	NA	15.00	15.00	15.00	15.00	15.00	15.00	20.00	20.00	20.00
Ala Carte Items (minimum 3 items)	NA	11-13.00	12-15.00	12-15.00	11-16.00	11-16.00	11-16.00	11-16.00	11-16.00	12-17.00	14-23.00	14-23.00	15-24.00
Plated Desserts	6.00	6.00	8.00	8.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Coffee/Tea if Ala Carte (included in Buffet)	2.00 (8 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.50 (12 oz.)	3.50 (12 oz.)	4.00 (12 oz.)
Intermission Bar Beverages - Opera House/Davies Symphony Hall/Herbst Theatre													
Cocktails	7.00	7.00	8.00	8.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Cocktails - Premium	NA	NA	NA	9.00	11.00	11.00	11.00	11.00	13.00	13.00	13.00	13.00	14.00
Irish Coffee	6.00	7.00	8.00	8.00	10.00	10.00	10.00	10.00	10.00	10.00	13.00	13.00	14.00
House Wine by Glass (New House Wine effective 9/1/16)	5.00 (5 oz.)	5.00 (5 oz.)	6.00 (5 oz.)	6.00 (5 oz.)	7.00 (5 oz.)	7.00 (6 oz.)	9.00 (6 oz.)	9.00 (6 oz.)	9.00 (6 oz.)	9.00 (6 oz.)	9.00 (6 oz.)	11.00 (6 oz.)	12.00 (6 oz.)
House Wine by Glass - Large 9 oz.													18.00
Premium Wine	7-8.00 (5 oz.)	7-8.00 (5 oz.)	7-8.00 (5 oz.)	7-8.00 (5 oz.)	8-10.00 (5 oz.)	8-10.00 (6 oz.)	10.00 (6 oz.)	10.00 (6 oz.)	10.00 (6 oz.)	10.00 (6 oz.)	10.00 (6 oz.)	13.00 (6 oz.)	13.00 (6 oz.)
Domestic/Imported Beer (12 oz.)	4.00	5.00	5.00	5.00	6.00	6.00	7.00	7.00	7.00	7.00	8.00	8.00	8.00
Sparkling Wine by Glass (Korbel 6 oz.)	8.00	8.00	8.00	8.00	9.00	9.00	10.00	10.00	11.00	11.00	12.00	12.00	13.00
Champagne Split (187 ml) - Mionetto	10.00	10.00	10.00	10.00	Disc.	NA	NA	NA	NA	NA	17.00	17.00	17.00
Champagne Split (187 ml) - Moet											21.00	21.00	21.00
Champagne Split (375 ml) Moet	NA	NA	NA	NA	30.00	35.00	35.00	40.00	40.00	40.00	45.00	45.00	45.00
Soft Drinks	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	3.00 (12 oz.)	4.00 (20 oz.)	4.00 (12 oz.)	4.00 (12 oz.)	4.00 (12 oz.)	4.00 (12 oz.)	4.00 (12 oz.)	4.00 (12 oz.)	4.00 (12 oz.)	4.00 (12 oz.)
Bottled Water - Sparkling (12 oz.)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Bottled Water - Still (21 oz. effective 2015)	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	4.00	5.00	5.00	6.00
Intermission Bar Food - Opera House/Davies Symphony Hall/Herbst Theatre													
Sandwiches	8.00	8.00	8.00	8.00	10.00	\$10.00	\$10.00	10.00	10.00	10.00	6-10.00	6-10.00	6-10.00
Salads	10.00	10.00	10.00	10.00	11-12.00	11-12.00	11-12.00	11-12.00	11-12.00	11-12.00	13-17.00	13-17.00	13-17.00
Fruit & Cheese Plate/Charcuterie Plate	9.00	9.00	10.00	10.00	12.00	12.00	12.00	12.00	12.00	12.00	13.00	13.00	13.00
Desserts (Cakes & Tarts)	6.00	6.00	6.00	6.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Cookies, Brownies & Sweets	3.00	3.00	3.00	3.00	3-5.00	3-5.00	3-5.00	3-5.00	3-5.00	3-5.00	3-5.00	3-5.00	4-6.00
Candies (Truffles & Mints)	4.00	4.00	4.00	4.00	3-4.00	3-4.00	3-4.00	3-4.00	3-4.00	3-4.00	4-5.00	4-5.00	4-5.00

San Francisco War Memorial and Performing Arts Center
PATINA -SOUNDBOX PRICING

ITEM	Eff. Dec. 2015	Proposed 5/31/17
Cocktails		
Specialty	\$ 12.00	\$ 12.00
Premium Cocktails	\$ 13.00	\$ 14.00
Canned Beer	\$ 6.00	\$ 8.00
Draft Beer	\$ 8.00	\$ 8.00
Wine (Bridlewood Cabernet/Starborough Sauv. Blanc)	\$ 11.00	\$ 12.00
Non Alcoholic		
Soft Drinks	\$ 4.00	\$ 4.00
Sparkling Water (18 oz.)	\$ 4.00	\$ 4.00
Still Water (21 oz.)	\$ 5.00	\$ 6.00
Food		
Plantain Chips	\$5.00	\$5.00
Popcorn	\$5.00	\$5.00
Sweet Items	\$5.00	\$5.00

(Local craft beers)