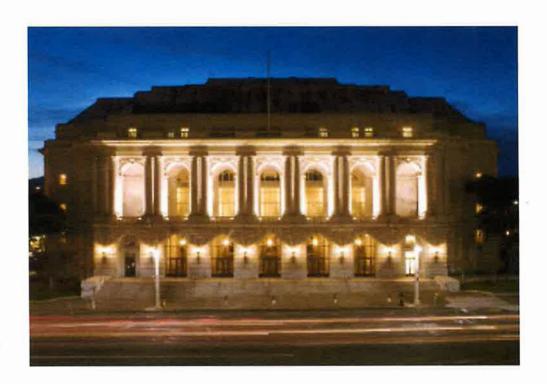
## San Francisco War Memorial Performing Arts Center

BUDGET PRESENTATION FY 2024-25 / FY 2025-26 January 24, 2024

### MISSION

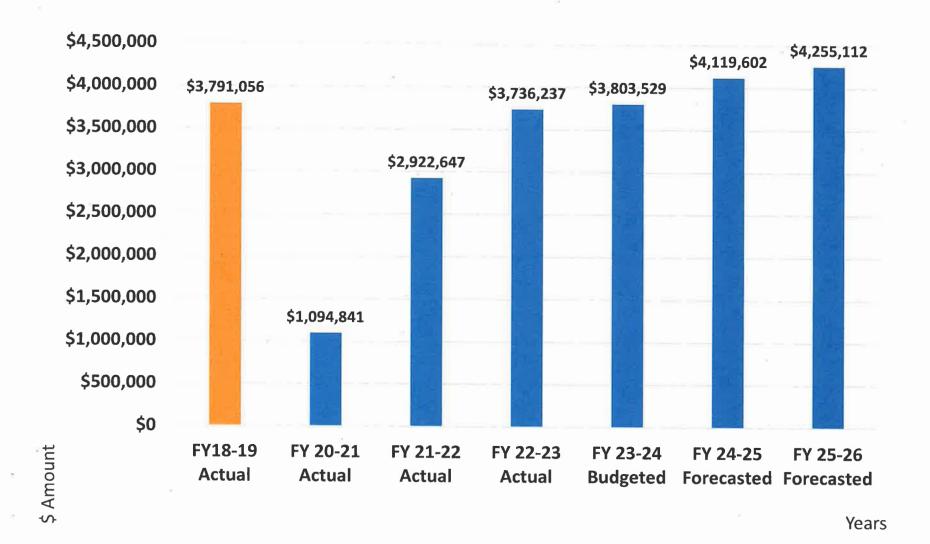
The San Francisco War Memorial & Performing Arts Center manages, maintains, and operates safe, accessible, world-class venues to promote cultural, educational, and entertainment opportunities in a cost-effective manner for enjoyment by the public, while best serving the purposes and beneficiaries of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

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

#### 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	\$ 235,483.41
Total Budget Cuts	\$ 510,000.00
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	\$ 60,156.00
Total Budget Cuts	\$ 660,000.00

### **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	\$20,68,795	\$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

#### DRAFT RENTAL RATES FY 2015-16 to FY 2025-26

	2015-16		2016	6-17/2017-18		2018-19 2019 <b>-</b> 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)									2			
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	<b>5%</b>	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	0.070	4.95	5.570	5.24	0.070	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	0,370	5.00	0.170	0,24	070	0.00
30,735.75 s.f. effective 7/1/19		12,000.40		12,744,04		14,073.00		15,060.52		15,982,59	6%	16,904.66
Ballet Monthly Rent (4,042.55 sq. ft.)	C	1,667.55		1,765.25		1,869.68		15,000.52		10,502,05	078	10,304.00
5,329.35 s.f. effective 7/1/19		1,007.00		1,703.23		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
ZELLEDBACH DEHEADOAL HALL												
Room A - Company Use (per day)	0.09/	405	4.00/	E1E	4.00/	E 40	E C0/	F70	E 20/	000	En/	000
	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												
Non-Profit Licensees												
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
		.,_00		,,_50		1,000	2.070	1,010	3,070	1,700	370	1,020

#### DRAFT RENTAL RATES FY 2015-16 to FY 2025-26

	2015-16		2016-	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				5 9									
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	d/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%	260 260	
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 Mon-Thu (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 Fri-Sun (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 4	h FLOOR)												
Atrium Theater													
Non-Profit Licensees per day			New	800	0.0%	800	3.1%	825	4.2%	860	5%	900	
Other Licensees per day			New	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.)	New	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			New	225	11.1%	250	0.0%	250	0.0%	250	4%	260	
Medium use			New	675	3.7%	700	3.6%	725	3.4%	750	4%	780	
Extensive use			New	1,000	0.0%	1,000	0.0%	1,000	5.0%	1,050	5%	1,100	
Weekly Rehearsal use			New	1,000	0.0%	1,000	0.0%	1,000	5.0%	1,050	5%	1,100	
Other Licensees per day													
Mini-use			New	225	122.2%	500	0.0%	500	5.0%	525	5%	550	
Medium use			New	675	48.1%	1,000	25.0%	1,250	6.0%	1,325	4%	1,380	
Extensive use			New	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 o	n per squa	are foot offic	e rent)								
Atrium Theater			New	350	5.7%	370	5.4%	390	5.1%	410	5%	430	
Education Studio			New	160	6.3%	170	5.9%	180	5.6%	190	5%	200	
Atrium Theater and Education Studio			New	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		2016-1	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 ye  San Francisco Arts Commission (eff. 10/1/ Grants For The Arts (eff. 10/1/15) San Francisco Opera (eff. 12/1/15) Veterans Service Organizations	ar)	14.98 14.98 14.98 N/A	2.9% 2.9% 2.9%	15,42 15,42 15,42 15,42	6.0% 6.0% 6.0% 6.0%	16.34 16.34 16.34 16.34	6.0% 6.0% 6.0% 6.0%	17.32 17.32 17.32 17.32	6.0% 6.0% 6.0% 6.0%	18.36 18.36 18.36 18.36	6% 6% 6% 6%	19.46 19.46 19.46 19.46	
PARKING FEES (Rate per parking space p  Monthly Parking Fee**  Monthly rate equals cost of a MUNI mo	2.6%	78.00	2.6% 7/1/17	80.00 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.