

San Francisco War Memorial and Performing Arts Center

**RENTAL RATES**  
**FY 2011-12 to FY 2018-19**

**RESIDENT LICENSEE RENTAL RATES**

|                                          | 2011-12<br>(Special CBD<br>increase) |           | 2012-13/<br>2013-14<br>(2 years) |           | 2014-15<br>(OH/DSH/ZRH) |           | 2015-16<br>(HT/GR/VB) |           | 2016-17 / 2017-18<br>(OH/DSH/ZRH) |           | 2018-19 |           |
|------------------------------------------|--------------------------------------|-----------|----------------------------------|-----------|-------------------------|-----------|-----------------------|-----------|-----------------------------------|-----------|---------|-----------|
|                                          |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| SF OPERA/SF BALLET (OH)                  |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| Per Performance                          | 3.8%                                 | 1,350     | 5.6%                             | 1,425     | 5.3%                    | 1,500     | 0.0%                  | 1,500     | 3.3%                              | 1,550     | 4.8%    | 1,625     |
| Rehearsal Day                            | 4.5%                                 | 1,150     | 0.0%                             | 1,150     | 6.5%                    | 1,225     | 0.0%                  | 1,225     | 4.1%                              | 1,275     | 5.5%    | 1,345     |
| Open Rehearsal (Rehearsal day)           | 0.0%                                 | 200       | 37.5%                            | 275       | 0.0%                    | 275       | 0.0%                  | 275       | 0.0%                              | 275       | 1.8%    | 280       |
| Open Rehearsal (Perf. day/Att. 500 max.) | 3.8%                                 | 675       | 0.0%                             | 675       | 3.7%                    | 700       | 0.0%                  | 700       | 7.1%                              | 750       | 4.0%    | 780       |
| Open Rehearsal (Perf. day/Att. 500+)     | 3.8%                                 | 1,350     | 5.6%                             | 1,425     | 5.3%                    | 1,500     | 0.0%                  | 1,500     | 3.3%                              | 1,550     | 4.8%    | 1,625     |
|                                          |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| SF SYMPHONY (DSH)                        |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| Per Performance                          | 3.8%                                 | 1,350     | 5.6%                             | 1,425     | 5.3%                    | 1,500     | 0.0%                  | 1,500     | 3.3%                              | 1,550     | 4.8%    | 1,625     |
| ½-Day Rehearsal                          | 4.8%                                 | 550       | 0.0%                             | 550       | 4.5%                    | 575       | 0.0%                  | 575       | 4.3%                              | 600       | 4.2%    | 625       |
| Full-Day Rehearsal (to 4pm)              | 2.9%                                 | 900       | 0.0%                             | 900       | 5.6%                    | 950       | 0.0%                  | 950       | 0.0%                              | 950       | 5.3%    | 1,000     |
| Day/Eve Rehearsal                        | 4.5%                                 | 1,150     | 0.0%                             | 1,150     | 6.5%                    | 1,225     | 0.0%                  | 1,225     | 4.1%                              | 1,275     | 5.5%    | 1,345     |
| Open Rehearsal (Att. 500 max.)           | 3.8%                                 | 675       | 0.0%                             | 675       | 3.7%                    | 700       | 0.0%                  | 700       | 7.1%                              | 750       | 4.0%    | 780       |
| Open Rehearsal (Att. 500+)               | 3.8%                                 | 1,350     | 5.6%                             | 1,425     | 5.3%                    | 1,500     | 0.0%                  | 1,500     | 3.3%                              | 1,550     | 4.8%    | 1,625     |
|                                          |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| OPERA, SYMPHONY, BALLET                  |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| Outside Performance (minimum rent)       | 0.0%                                 | 2,500     | 0.0%                             | 2,500     | 0.0%                    | 2,500     | 0.0%                  | 2,500     | 0.0%                              | 2,500     | 10.0%   | 2,750     |
| vs. 10% to maximum rent                  | 3.3%                                 | 4,650     | 2.2%                             | 4,750     | 5.3%                    | 5,000     | 0.0%                  | 5,000     | 4.0%                              | 5,200     | 5.8%    | 5,500     |
| School Audience Performance              | 2.8%                                 | 925       | 0.0%                             | 925       | 2.7%                    | 950       | 0.0%                  | 950       | 0.0%                              | 950       | 5.3%    | 1,000     |
| Lobby Usage (Att. 1,000+)                | 0.0%                                 | 2,000     | 0.0%                             | 2,000     | 0.0%                    | 2,000     | 0.0%                  | 2,000     | 25.0%                             | 2,500     | 4.0%    | 2,600     |
| Lobby Usage (Att. 350-1,000)             | 4.2%                                 | 1,250     | 0.0%                             | 1,250     | 0.0%                    | 1,250     | 0.0%                  | 1,250     | 0.0%                              | 1,250     | 4.0%    | 1,300     |
| Mini-Lobby Usage (Att. 80-350 max.)      | 3.8%                                 | 675       | 0.0%                             | 675       | 0.0%                    | 675       | 0.0%                  | 675       | 0.0%                              | 675       | 3.7%    | 700       |
| Mini-Lobby Usage (Att. 80 max. w/Perf.)  | 12.5%                                | 225       | 0.0%                             | 225       | 0.0%                    | 225       | 0.0%                  | 225       | 0.0%                              | 225       | 11.1%   | 250       |
| Grounds Usage (1-10 days)                | 0.0%                                 | 6,500     | 0.0%                             | 6,500     | 15.4%                   | 7,500     | 0.0%                  | 7,500     | 0.0%                              | 7,500     | 4.0%    | 7,800     |
| Per day after 10 days                    | 0.0%                                 | 500       | 0.0%                             | 500       | 0.0%                    | 500       | 0.0%                  | 500       | 30.0%                             | 650       | 3.8%    | 675       |
| Holiday-Rehearsal Day                    | 5.0%                                 | 525       | 0.0%                             | 525       | 4.8%                    | 550       | 0.0%                  | 550       | 4.5%                              | 575       | 4.3%    | 600       |
| Holiday-Performance Day                  | 3.4%                                 | 750       | 0.0%                             | 750       | 6.7%                    | 800       | 0.0%                  | 800       | 6.3%                              | 850       | 5.9%    | 900       |
|                                          |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| OFFICE RENTAL (OH & DSH)                 |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| Rate per square foot per month           | 3.0%                                 | 0.3708    | 5.2%                             | 0.3900    | 5.8%                    | 0.4125    | 0.0%                  | 0.4125    | 5.9%                              | 0.4367    | 5.9%    | 0.4625    |
| Rate per square foot per year            |                                      | 4.45      |                                  | 4.68      |                         | 4.95      |                       | 4.95      |                                   | 5.24      |         | 5.55      |
| Opera Monthly Rent (29,186.65 sq. ft.)   |                                      | 10,822.41 |                                  | 11,382.79 |                         | 12,039.49 |                       | 12,039.49 |                                   | 12,744.84 |         | 13,498.82 |
| Ballet Monthly Rent (4,042.55 sq. ft.)   |                                      | 1,498.98  |                                  | 1,576.59  |                         | 1,667.55  |                       | 1,667.55  |                                   | 1,765.25  |         | 1,869.68  |
| Symphony Monthly Rent (30,960 sq. ft.)   |                                      | 11,479.97 |                                  | 12,074.40 |                         | 12,771.00 |                       | 12,771.00 |                                   | 13,519.20 |         | 14,319.00 |
|                                          |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| ZELLERBACH REHEARSAL HALL                |                                      |           |                                  |           |                         |           |                       |           |                                   |           |         |           |
| Room A - Company Use (per day)           | 3.4%                                 | 450       | 4.4%                             | 470       | 5.3%                    | 495       | 0.0%                  | 495       | 4.0%                              | 515       | 4.9%    | 540       |
| Room A - Public Use (per day)            |                                      |           |                                  |           | New                     | 750       | 0.0%                  | 750       | 6.7%                              | 800       | 6.3%    | 850       |
| Rooms B & C (per day)                    | 3.7%                                 | 280       | 3.6%                             | 290       | 5.2%                    | 305       | 0.0%                  | 305       | 6.6%                              | 325       | 7.7%    | 350       |
| Holiday                                  | 2.9%                                 | 360       | 11.1%                            | 400       | 0.0%                    | 400       | 0.0%                  | 400       | 6.3%                              | 425       | 5.9%    | 450       |

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**RENTAL RATES**  
**FY 2011-12 to FY 2018-19**

**STANDARD RENTAL RATES**

|                                              |      | 2011-12<br>(Special CBD<br>increase) | 2012-13/<br>2013-14<br>(2 years) | 2014-15 | 2015-16 | 2016-17/<br>2017-18 | 2018-19 |       |
|----------------------------------------------|------|--------------------------------------|----------------------------------|---------|---------|---------------------|---------|-------|
| OPERA HOUSE/DAVIES SYMPHONY HALL             |      |                                      |                                  |         |         |                     |         |       |
| Per Performance - Base Rent                  | 0.0% | 2,500                                | 0.0%                             | 2,500   | 0.0%    | 2,500               | 10.0%   | 2,750 |
| Maximum Rent - Non-Profit: 10% not to exceed | 3.3% | 4,650                                | 2.2%                             | 4,750   | 5.3%    | 5,000               | 5.8%    | 5,500 |
| Maximum Rent - Others: 10% not to exceed     | 3.8% | 6,750                                | 0.0%                             | 6,750   | 7.4%    | 7,250               | 5.3%    | 7,900 |
| Graduation Event (day only)                  | 3.1% | 3,350                                | 0.0%                             | 3,350   | 4.5%    | 3,500               | 4.3%    | 3,650 |
| Rehearsal Day - Non-Profit                   | 5.0% | 2,100                                | 0.0%                             | 2,100   | 4.8%    | 2,200               | 4.4%    | 2,350 |
| Rehearsal Day - Others                       | 4.0% | 2,600                                | 0.0%                             | 2,600   | 5.8%    | 2,750               | 4.5%    | 3,135 |
| ½-Day Rehearsal                              | 4.5% | 1,150                                | 0.0%                             | 1,150   | 4.3%    | 1,200               | 4.8%    | 1,310 |
| Lobby Usage-Non Profit (w/o Performance)     | 3.3% | 4,650                                | 0.0%                             | 4,650   | 7.5%    | 5,000               | 5.8%    | 5,500 |
| Lobby Usage-Other (w/o Performance)          | 3.8% | 6,750                                | 0.0%                             | 6,750   | 7.4%    | 7,250               | 5.3%    | 7,900 |
| Lobby Usage (w/perf. Att. 1,000+)            | 0.0% | 2,000                                | 0.0%                             | 2,000   | 0.0%    | 2,000               | 4.0%    | 2,600 |
| Lobby Usage (w/perf Att. 350-1,000)          | 4.2% | 1,250                                | 0.0%                             | 1,250   | 0.0%    | 1,250               | 4.0%    | 1,300 |
| Mini-Lobby Usage (w/perf. Att. 350 max.)     | 3.8% | 675                                  | 0.0%                             | 675     | 0.0%    | 675                 | 3.7%    | 700   |
| Mini-Lobby Usage (w/perf. Att. 80 max.)      |      |                                      |                                  | New     | 225     | 225                 | 11.1%   | 250   |
| Holiday-Rehearsal Day                        | 5.0% | 525                                  | 0.0%                             | 525     | 4.8%    | 550                 | 4.3%    | 600   |
| Holiday-Performance Day                      | 3.4% | 750                                  | 0.0%                             | 750     | 6.7%    | 800                 | 5.9%    | 900   |

**HERBST THEATRE**

Non-Profit Licensees

|                                     |      |     |      |     |      |     |       |       |      |       |      |       |
|-------------------------------------|------|-----|------|-----|------|-----|-------|-------|------|-------|------|-------|
| Per Performance                     | 3.1% | 825 | 0.0% | 825 | 0.0% | 825 | 51.5% | 1,250 | 0.0% | 1,250 | 4.0% | 1,300 |
| 2nd Performance in one day          | 4.5% | 575 | 0.0% | 575 | 0.0% | 575 | 52.2% | 875   | 0.0% | 875   | 2.9% | 900   |
| Mini-Performance, Day to 5 pm       | 4.5% | 575 | 0.0% | 575 | 0.0% | 575 | 21.7% | 700   | 0.0% | 700   | 3.6% | 725   |
| 2nd Mini-Performance in one day     | 0.0% | 350 | 0.0% | 350 | 0.0% | 350 | 57.1% | 550   | 0.0% | 550   | 4.5% | 575   |
| Rehearsal - 4 hours max. before 5pm | 3.0% | 515 | 0.0% | 515 | 0.0% | 515 | 16.5% | 600   | 0.0% | 600   | 4.2% | 625   |
| Rehearsal - 4+ hours day or eve     | 3.6% | 725 | 0.0% | 725 | 0.0% | 725 | 37.9% | 1,000 | 0.0% | 1,000 | 5.0% | 1,050 |

For-Profit Licensees

|                            |      |       |      |       |      |       |        |       |      |       |       |       |
|----------------------------|------|-------|------|-------|------|-------|--------|-------|------|-------|-------|-------|
| Per Performance            | 3.7% | 1,400 | 0.0% | 1,400 | 0.0% | 1,400 | 78.6%  | 2,500 | 0.0% | 2,500 | 4.0%  | 2,600 |
| 2nd Performance in one day | 2.8% | 925   | 0.0% | 925   | 0.0% | 925   | 102.7% | 1,875 | 0.0% | 1,875 | -4.0% | 1,800 |
| Rehearsal Day              | 5.0% | 1,050 | 0.0% | 1,050 | 0.0% | 1,050 | 90.5%  | 2,000 | 0.0% | 2,000 | 10.0% | 2,200 |

Other Rental Fees

|                         |      |     |      |     |      |     |       |     |      |     |      |     |
|-------------------------|------|-----|------|-----|------|-----|-------|-----|------|-----|------|-----|
| Holiday-Rehearsal Day   | 3.1% | 335 | 0.0% | 335 | 0.0% | 335 | 11.9% | 375 | 0.0% | 375 | 0.0% | 375 |
| Holiday-Performance Day | 3.5% | 440 | 0.0% | 440 | 0.0% | 440 | 13.6% | 500 | 0.0% | 500 | 0.0% | 500 |

**VETERANS BUILDING LOBBY**

(may also require rental of Herbst Theatre and/or Green Room)

|                                               |       |       |      |       |      |       |      |       |      |       |       |       |
|-----------------------------------------------|-------|-------|------|-------|------|-------|------|-------|------|-------|-------|-------|
| Lobby Usage (Attendance 350-1,000)            | 4.2%  | 1,250 | 0.0% | 1,250 | 0.0% | 1,250 | 0.0% | 1,250 | 0.0% | 1,250 | 4.0%  | 1,300 |
| Lobby Usage (Attendance under 350)            | 3.8%  | 675   | 0.0% | 675   | 0.0% | 675   | 0.0% | 675   | 0.0% | 675   | 3.7%  | 700   |
| Lobby Usage - Mini (pre-/post-Herbst Theatre) | 12.5% | 225   | 0.0% | 225   | 0.0% | 225   | 0.0% | 225   | 0.0% | 225   | 11.1% | 250   |

San Francisco War Memorial and Performing Arts Center

**RENTAL RATES**  
**FY 2011-12 to FY 2018-19**

**STANDARD RENTAL RATES (continued)**

|                                                                                                      | 2011-12<br>(Special CBD<br>increase) | 2012-13/<br>2013-14<br>(2 years) | 2014-15 | 2015-16 | 2016-17/<br>2017-18 | 2018-19     |
|------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------|---------|---------|---------------------|-------------|
| <b>GREEN ROOM</b>                                                                                    |                                      |                                  |         |         |                     |             |
| <u>Non-Profit Licensees</u>                                                                          |                                      |                                  |         |         |                     |             |
| Per Event Day (8 hours)                                                                              | 7.1%                                 | 750                              | 0.0%    | 750     | 0.0%                | 1,050       |
| Per Hour after 8 Hours (before 12 Mid.                                                               | 0.0%                                 | 100                              | 0.0%    | 100     | 0.0%                | 150         |
| Per Hour after 12 Midnight                                                                           | 0.0%                                 | 200                              | 0.0%    | 200     | 0.0%                | 300         |
| <u>Other Licensees</u>                                                                               |                                      |                                  |         |         |                     |             |
| Per Event Day <i>Mon-Thu</i> (8 Hours)                                                               | 0.0%                                 | 1,500                            | 0.0%    | 1,500   | 0.0%                | 2,100       |
| Per Event Day <i>Fri-Sun</i> (8 Hours)                                                               | 0.0%                                 | 1,800                            | 0.0%    | 1,800   | 0.0%                | 2,375       |
| Weddings (July-August only)                                                                          | 0.0%                                 | 1,800                            | 0.0%    | 1,800   | 0.0%                | 2,650       |
| Per Hour after 8 Hours (before 12 Mid.                                                               | 0.0%                                 | 100                              | 0.0%    | 100     | 0.0%                | 150         |
| Per Hour after 12 Midnight                                                                           | 0.0%                                 | 200                              | 0.0%    | 200     | 0.0%                | 300         |
| <u>Other Rental Fees</u>                                                                             |                                      |                                  |         |         |                     |             |
| Holiday                                                                                              | 3.5%                                 | 440                              | 0.0%    | 440     | 0.0%                | 500         |
| <b>WILSEY CENTER (VETERANS BUILDING 4th FLOOR)</b>                                                   |                                      |                                  |         |         |                     |             |
| <u>Atrium Theater</u>                                                                                |                                      |                                  |         |         |                     |             |
| Non-Profit Licensees per day                                                                         |                                      |                                  |         |         | New 800             | 0.0% 800    |
| Other Licensees per day                                                                              |                                      |                                  |         |         | New 1,250           | 28.0% 1,600 |
| Non-Profit Performing Arts Weekly Rental                                                             |                                      |                                  |         |         | New 2,400           | 33.3% 3,200 |
| <u>Education Studio</u>                                                                              |                                      |                                  |         |         |                     |             |
| Non-Profit Licensees per day                                                                         |                                      |                                  |         |         |                     |             |
| Mini-use                                                                                             |                                      |                                  |         |         | New 225             | 11.1% 250   |
| Medium use                                                                                           |                                      |                                  |         |         | New 675             | 3.7% 700    |
| Extensive use                                                                                        |                                      |                                  |         |         | New 1,000           | 0.0% 1,000  |
| Weekly Rehearsal use                                                                                 |                                      |                                  |         |         | New 1,000           | 0.0% 1,000  |
| Other Licensees per day                                                                              |                                      |                                  |         |         |                     |             |
| Mini-use                                                                                             |                                      |                                  |         |         | New 225             | 122.2% 500  |
| Medium use                                                                                           |                                      |                                  |         |         | New 675             | 48.1% 1,000 |
| Extensive use                                                                                        |                                      |                                  |         |         | New 2,000           | 0.0% 2,000  |
| <u>San Francisco Opera - Exclusive Use Periods</u> (per Lease, based on per square foot office rent) |                                      |                                  |         |         |                     |             |
| Atrium Theater                                                                                       |                                      |                                  |         |         | New 350             | 5.7% 370    |
| Education Studio                                                                                     |                                      |                                  |         |         | New 160             | 6.3% 170    |
| Atrium Theater and Education Studio                                                                  |                                      |                                  |         |         | New 510             | 5.9% 540    |
| <u>Other Rental Fees</u>                                                                             |                                      |                                  |         |         |                     |             |
| Holiday                                                                                              |                                      |                                  |         |         | New 500             | 0.0% 500    |

San Francisco War Memorial and Performing Arts Center

**RENTAL RATES**  
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**STANDARD RENTAL RATES (continued)**

|                                                            | 2011-12<br>(Special CBD<br>increase) | 2012-13/<br>2013-14<br>(2 years) | 2014-15 | 2015-16 | 2016-17/<br>2017-18 | 2018-19 |
|------------------------------------------------------------|--------------------------------------|----------------------------------|---------|---------|---------------------|---------|
| <b>ZELLERBACH REHEARSAL HALL</b>                           |                                      |                                  |         |         |                     |         |
| <u>Rehearsal/Non-Profit Rentals</u>                        |                                      |                                  |         |         |                     |         |
| Room A - Company Use (9 Hours)                             | 2.8%                                 | 550                              | 4.5%    | 575     | 0.0%                | 600     |
| Room A - Public Use (9 Hours)                              |                                      |                                  |         | New     | 750                 | 850     |
| Room A - Per Additional Hour                               | 0.0%                                 | 75                               | 0.0%    | 75      | 0.0%                | 75      |
| Rooms B & C (9 Hours)                                      | 2.9%                                 | 360                              | 4.2%    | 375     | 0.0%                | 390     |
| Rooms B & C - Per Additional Hour                          | 0.0%                                 | 50                               | 0.0%    | 50      | 0.0%                | 50      |
| Holiday                                                    | 2.9%                                 | 360                              | 11.1%   | 400     | 0.0%                | 450     |
| <u>Non-Rehearsal/Commercial Rentals</u>                    |                                      |                                  |         |         |                     |         |
| Room A - Company Use (9 Hours)                             | 2.8%                                 | 1,285                            | 5.1%    | 1,350   | -25.9%              | 1,045   |
| Room A - Public Use (9 Hours)                              |                                      |                                  |         | New     | 1,250               | 1,315   |
| Room A (Per Additional Hour)                               | 0.0%                                 | 100                              | 0.0%    | 100     | 0.0%                | 100     |
| Rooms B & C (9 Hours)                                      | 4.0%                                 | 650                              | 3.8%    | 675     | 0.0%                | 710     |
| Rooms B & C (Per Additional Hour)                          | 0.0%                                 | 75                               | 0.0%    | 75      | 0.0%                | 75      |
| Holiday                                                    | 2.9%                                 | 360                              | 11.1%   | 400     | 0.0%                | 450     |
| <b>VETERANS BUILDING OCCUPANCY FEES</b>                    |                                      |                                  |         |         |                     |         |
| <u>Office Space (Rate per square foot per year)</u>        |                                      |                                  |         |         |                     |         |
| City Department Offices                                    | 3.0%                                 | 13.31                            | 0.0%    | 13.31   | na                  | na      |
| San Francisco Arts Commission (eff. 10/1/15)               |                                      |                                  |         |         | 14.98               | 16.34   |
| Grants For The Arts (eff. 10/1/15)                         |                                      |                                  |         |         | 14.98               | 16.34   |
| San Francisco Opera (eff. 12/1/15)                         |                                      |                                  |         |         | 14.98               | 16.34   |
| Veterans Service Organizations                             |                                      |                                  |         |         |                     | 16.34   |
| <b>PARKING FEES (Rate per parking space per month)</b>     |                                      |                                  |         |         |                     |         |
| Monthly Parking Fee                                        | 0.0%                                 | 70.00                            | 0.0%    | 70.00   | 8.6%                | 85.00   |
| Monthly rate equals cost of a MUNI fast pass plus \$10.00. |                                      |                                  |         |         |                     | 85.00   |

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

**FY 2018-19 Proposed Rental Rate Increase  
Projected Impact on Resident Licensees**

San Francisco Ballet

| RENTAL CATEGORY/DESCRIPTION                | FY 2018-19     | CURRENT RENTAL                |                   | PROPOSED RENTAL               |                   | RENTAL INCREASE  |             |
|--------------------------------------------|----------------|-------------------------------|-------------------|-------------------------------|-------------------|------------------|-------------|
|                                            | Projected Uses | Rate                          | Amount            | Rate                          | Amount            | Amount           | %           |
| <u>Opera House Rental</u>                  |                |                               |                   |                               |                   |                  |             |
| Rehearsal Days                             | 55             | \$ 1,275                      | \$ 70,125         | \$ 1,345                      | \$ 73,975         |                  |             |
| Performances                               | 100            | 1,550                         | 155,000           | 1,625                         | 162,500           |                  |             |
| School Audience Performances               | 2              | 950                           | 1,900             | 1,000                         | 2,000             |                  |             |
| Outside Presentation Rehearsal Days        | -              | 2,250                         | -                 | 2,350                         | -                 |                  |             |
| Outside Presentation Performances          | -              | 5,200                         | -                 | 5,500                         | -                 |                  |             |
| Open Rehearsals (Reh. Day)                 | 2              | 275                           | 550               | 280                           | 560               |                  |             |
| Open Rehearsals (<500)                     | 3              | 750                           | 2,250             | 780                           | 2,340             |                  |             |
| Open Rehearsals (>500)                     | 1              | 1,550                         | 1,550             | 1,625                         | 1,625             |                  |             |
| Lobby Usage (<80)                          | 10             | 225                           | 2,250             | 250                           | 2,500             |                  |             |
| Lobby Usage (80-350)                       | 14             | 675                           | 9,450             | 700                           | 9,800             |                  |             |
| Lobby Usage (350-1,000)                    | -              | 1,250                         | -                 | 1,300                         | -                 |                  |             |
| Lobby Usage (1,000+)                       | 1              | 2,500                         | 2,500             | 2,600                         | 2,600             |                  |             |
| Grounds Usage                              | -              | 7,500                         | -                 | 7,800                         | -                 |                  |             |
| Holiday Rent (Reh. Day)                    | -              | 575                           | -                 | 600                           | -                 |                  |             |
| Sub-Total Opera House Rental               |                |                               | \$ 245,575        |                               | \$ 257,900        | \$ 12,325        | 5.0%        |
| <u>Opera House Office Rent</u>             |                |                               |                   |                               |                   |                  |             |
| 4,042.55 square feet                       |                | \$ 5.2400<br>(per sq.ft./yr.) | \$ 21,183         | \$ 5.5500<br>(per sq.ft./yr.) | \$ 22,436         | \$ 1,253         | 5.9%        |
| <u>Zellerbach Rehearsal Hall Rental</u>    |                |                               |                   |                               |                   |                  |             |
| Room A - Company Use                       | 2              | \$ 515                        | \$ 1,030          | \$ 540                        | \$ 1,080          |                  |             |
| Room A - Public Use                        | 2              | 800                           | 1,600             | 850                           | 1,700             |                  |             |
| Rooms B/C                                  | 4              | 325                           | 1,300             | 350                           | 1,400             |                  |             |
| Sub-Total Zellerbach Rehearsal Hall Rental |                |                               | \$ 3,930          |                               | \$ 4,180          | \$ 250           | 6.4%        |
| <b>TOTAL</b>                               |                |                               | <b>\$ 270,688</b> |                               | <b>\$ 284,516</b> | <b>\$ 13,828</b> | <b>5.1%</b> |

SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

**FY 2018-19 Proposed Rental Rate Increase  
Projected Impact on Resident Licensees**

San Francisco Opera

| RENTAL CATEGORY/DESCRIPTION                | FY 2018-19     | CURRENT RENTAL                |                     | PROPOSED RENTAL               |                     | RENTAL INCREASE  |             |
|--------------------------------------------|----------------|-------------------------------|---------------------|-------------------------------|---------------------|------------------|-------------|
|                                            | Projected Uses | Rate                          | Amount              | Rate                          | Amount              | Amount           | %           |
| <u>Opera House Rental</u>                  |                |                               |                     |                               |                     |                  |             |
| Rehearsal Days                             | 125            | 1,275                         | \$ 159,375          | \$ 1,345                      | \$ 168,125          |                  |             |
| Performances                               | 57             | 1,550                         | 88,350              | 1,625                         | 92,625              |                  |             |
| Open Rehearsals (Reh. Day)                 | 4              | 275                           | 1,100               | 280                           | 1,120               |                  |             |
| Open Rehearsals (Perf. Day/<500+)          | -              | 750                           | -                   | 780                           | -                   |                  |             |
| Open Rehearsals (Perf. Day/500+)           | 4              | 1,550                         | 6,200               | 1,625                         | 6,500               |                  |             |
| Lobby Usage (<80)                          | 8              | 225                           | 1,800               | 250                           | 2,000               |                  |             |
| Lobby Usage (80-350)                       | 6              | 675                           | 4,050               | 700                           | 4,200               |                  |             |
| Lobby Usage (350-1,000)                    | 1              | 1,250                         | 1,250               | 1,300                         | 1,300               |                  |             |
| Lobby Usage (1,000+)                       | -              | 2,500                         | -                   | 2,600                         | -                   |                  |             |
| Grounds Usage                              | 1              | 7,500                         | 7,500               | 7,800                         | 7,800               |                  |             |
| Grounds Usage - Extra Days                 | 3              | 650                           | 1,950               | 675                           | 2,025               |                  |             |
| Holiday Rent (Reh. Day)                    | -              | 575                           | -                   | 600                           | -                   |                  |             |
| Holiday Rent (Perf. Day)                   | -              | 850                           | -                   | 900                           | -                   |                  |             |
| Videotaping/Simulcast Fee                  | -              | 1,250                         | -                   | 1,250                         | -                   |                  |             |
| Videotaping/Regional-Limited               | -              | 2,500                         | -                   | 2,500                         | -                   |                  |             |
| Sub-Total Opera House Rental               |                |                               | \$ 271,575          |                               | \$ 285,695          | \$ 14,120        | 5.2%        |
| <u>Opera House Office Rent</u>             |                |                               |                     |                               |                     |                  |             |
| 29,186.65 square feet                      |                | \$ 5.2400<br>(per sq.ft./yr.) | \$ 152,938          | \$ 5.5500<br>(per sq.ft./yr.) | \$ 161,986          | \$ 9,048         | 5.9%        |
| <u>Veterans Building Office Rent</u>       |                |                               |                     |                               |                     |                  |             |
| 26,314 square feet                         |                | \$ 15.42<br>(per sq.ft./yr.)  | \$ 405,762          | \$ 16.34<br>(per sq.ft./yr.)  | \$ 429,971          | \$ 24,209        | 6.0%        |
| <u>Wilsey Center Event Rental</u>          |                |                               |                     |                               |                     |                  |             |
| Opera Use Period Days                      | 110            | \$ 510                        | \$ 56,100           | \$ 540.00                     | \$ 59,400           | \$ 3,300         | 5.9%        |
| <u>Zellerbach Rehearsal Hall Rental</u>    |                |                               |                     |                               |                     |                  |             |
| Room A                                     | 150            | \$ 515                        | \$ 77,250           | \$ 540                        | \$ 81,000           |                  |             |
| Rooms B/C                                  | 185            | 325                           | 60,125              | 350                           | 64,750              |                  |             |
| Holiday Rent                               | 1              | 425                           | 425                 | 450                           | 450                 |                  |             |
| Sub-Total Zellerbach Rehearsal Hall Rental |                |                               | \$ 137,800          |                               | \$ 146,200          | \$ 8,400         | 6.1%        |
| <b>TOTAL</b>                               |                |                               | <b>\$ 1,024,175</b> |                               | <b>\$ 1,083,252</b> | <b>\$ 59,077</b> | <b>5.8%</b> |

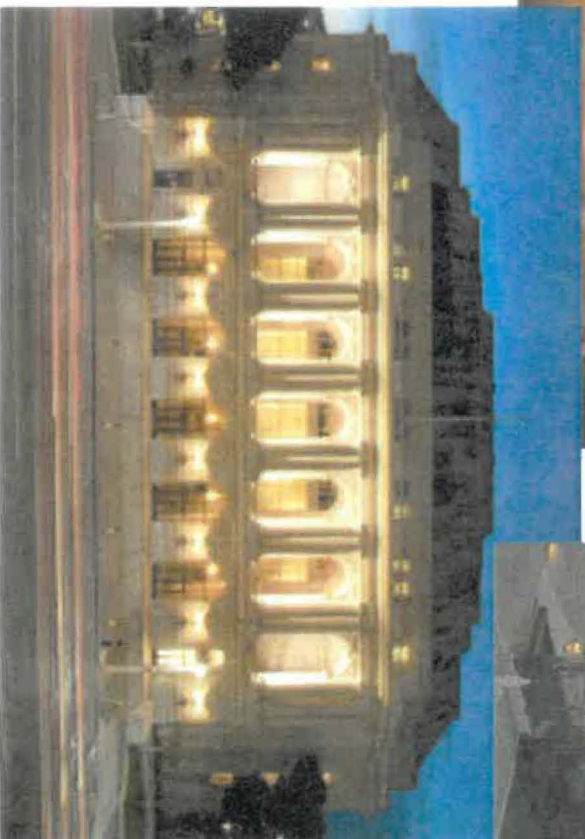
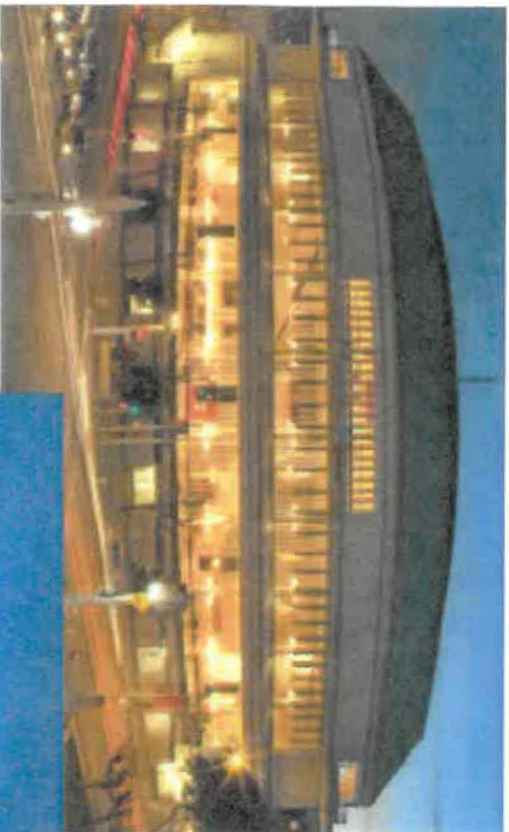
SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER

**FY 2018-19 Proposed Rental Rate Increase  
Projected Impact on Resident Licensees**

San Francisco Symphony

| RENTAL CATEGORY/DESCRIPTION                | FY 2018-19     | CURRENT RENTAL                |                   | PROPOSED RENTAL               |                   | RENTAL INCREASE  |             |
|--------------------------------------------|----------------|-------------------------------|-------------------|-------------------------------|-------------------|------------------|-------------|
|                                            | Projected Uses | Rate                          | Amount            | Rate                          | Amount            | Amount           | %           |
| <u>Davies Symphony Hall Rental</u>         |                |                               |                   |                               |                   |                  |             |
| Rehearsals - Half Day                      | 21             | \$ 600                        | \$ 12,600         | \$ 625                        | \$ 13,125         |                  |             |
| Rehearsals - Full Day                      | 25             | 950                           | 23,750            | 1,000                         | 25,000            |                  |             |
| Rehearsals - Day/Eve                       | 62             | 1,275                         | 79,050            | 1,345                         | 83,390            |                  |             |
| Performances - Repertory                   | 160            | 1,550                         | 248,000           | 1,625                         | 260,000           |                  |             |
| Performances - Outside (GP)                | 22             | 5,200                         | 114,400           | 5,500                         | 121,000           |                  |             |
| School Audience Performances               | 23             | 950                           | 21,850            | 1,000                         | 23,000            |                  |             |
| Open Rehearsals (Reh. Day)                 | -              | 275                           | -                 | 280                           | -                 |                  |             |
| Open Rehearsals (<500)                     | 4              | 750                           | 3,000             | 780                           | 3,120             |                  |             |
| Open Rehearsals (>500)                     | 8              | 1,550                         | 12,400            | 1,625                         | 13,000            |                  |             |
| Lobby Usage (<80)                          | 4              | 225                           | 900               | 250                           | 1,000             |                  |             |
| Lobby Usage (80-350)                       | 4              | 675                           | 2,700             | 700                           | 2,800             |                  |             |
| Lobby Usage (350-1,000)                    | 1              | 1,250                         | 1,250             | 1,300                         | 1,300             |                  |             |
| Lobby Usage (1,000+)                       | 4              | 2,500                         | 10,000            | 2,600                         | 10,400            |                  |             |
| Grounds Usage (10 days)                    | 1              | 7,500                         | 7,500             | 7,800                         | 7,800             |                  |             |
| Grounds Usage - Per day over 10 days       | 7              | 650                           | 4,550             | 675                           | 4,725             |                  |             |
| Recording-Digital only                     | 1              | 700                           | 700               | 700                           | 700               |                  |             |
| Recording-Multiple Use/Commercial          | 1              | 2,500                         | 2,500             | 2,500                         | 2,500             |                  |             |
| Holiday Rent (Reh. Day)                    | 2              | 575                           | 1,150             | 600                           | 1,200             |                  |             |
| Holiday Rent (Perf. Day)                   | 1              | 850                           | 850               | 900                           | 900               |                  |             |
| Sub-Total Davies Symphony Hall Rental      |                |                               | \$ 547,150        |                               | \$ 574,960        | \$ 27,810        | 5.1%        |
| <u>Davies Symphony Hall Office Rent</u>    |                |                               |                   |                               |                   |                  |             |
| 30,960 square feet                         |                | \$ 5.2400<br>(per sq.ft./yr.) | \$ 162,230        | \$ 5.5500<br>(per sq.ft./yr.) | \$ 171,828        | \$ 9,598         | 5.9%        |
| <u>Zellerbach Rehearsal Hall Rental</u>    |                |                               |                   |                               |                   |                  |             |
| Room A - Company Use                       | 50             | \$ 515                        | \$ 25,750         | \$ 540                        | \$ 27,000         |                  |             |
| Room A - Public Use                        | 9              | 800                           | 7,200             | 850                           | 7,650             |                  |             |
| Rooms B/C                                  | 195            | 325                           | 63,375            | 350                           | 68,250            |                  |             |
| Holiday Rent                               | -              | 425                           | -                 | 450                           | -                 |                  |             |
| Sub-Total Zellerbach Rehearsal Hall Rental |                |                               | \$ 96,325         |                               | \$ 102,900        | \$ 6,575         | 6.8%        |
| <b>TOTAL</b>                               |                |                               | <b>\$ 805,705</b> |                               | <b>\$ 849,688</b> | <b>\$ 43,983</b> | <b>5.5%</b> |





# **WAR MEMORIAL AND PERFORMING ARTS CENTER**

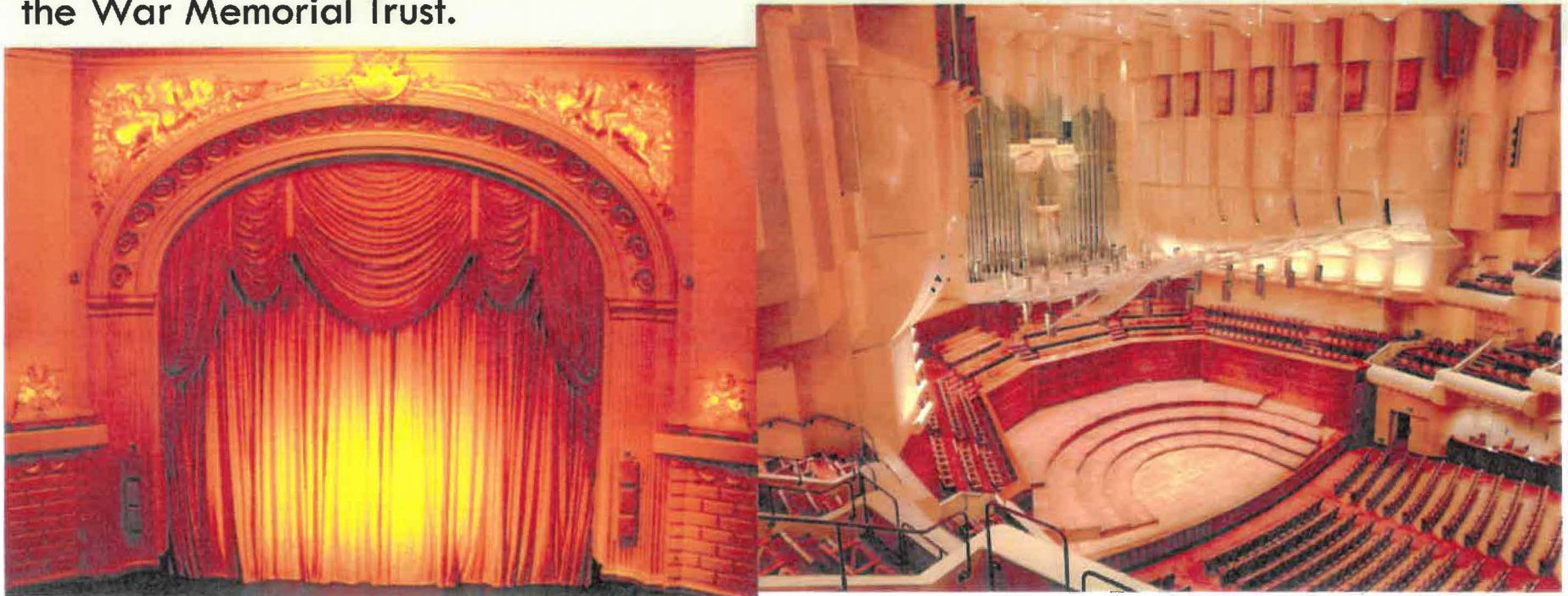
**FY 2018-19 / FY 2019-20 Budget Presentation**



# MISSION

To manage, operate, and maintain the War Memorial and Performing Arts Center, which includes the War Memorial Opera House, Veterans Building, Davies Symphony Hall, Zellerbach Rehearsal Hall, Memorial Court and adjacent grounds.

The Department works to provide safe, first-class facilities to promote cultural, educational, and entertainment opportunities in a cost-effective manner for maximum use and enjoyment by the public while best serving the purposes and beneficiaries of the War Memorial Trust.



# Revenue Summary

|                                      | Current Year        | BY                  | BY+1                |
|--------------------------------------|---------------------|---------------------|---------------------|
| <b>SOURCES OF FUNDS</b>              | <b>FY 2017-18</b>   | <b>FY 2018-19</b>   | <b>FY 2019-20</b>   |
| General Fund – Operating Support     | \$11,779,123        | \$12,515,696        | \$12,942,692        |
| General Fund – FM/CIP Support        | \$1,383,883         | \$5,501,252         | \$1,481,315         |
| Earned Revenue (Rents/Concessions)   | \$3,138,466         | \$3,412,484         | \$3,490,711         |
| Interdepartmental Recovery (VB Rent) | \$229,095           | \$242,763           | \$242,763           |
| Private Grants                       | \$400,000           | \$400,000           | \$0                 |
| War Memorial Fund Balance            | \$705,139           | \$635,520           | \$617,317           |
| <b>TOTAL REVENUES</b>                | <b>\$17,635,706</b> | <b>\$22,707,715</b> | <b>\$18,774,798</b> |



# Expenditure Summary

|                                | Current Year        | BY                  | BY+1                |
|--------------------------------|---------------------|---------------------|---------------------|
| USES OF FUNDS                  | FY 2017-18          | FY 2018-19          | FY 2019-20          |
| Salaries                       | \$6,446,172         | \$6,777,082         | \$7,053,121         |
| Mandatory Fringe Benefits      | \$2,987,271         | \$3,284,975         | \$3,482,061         |
| Non-Personal Services          | \$1,009,023         | \$1,062,726         | \$1,068,621         |
| Materials & Supplies           | \$297,500           | \$299,500           | \$307,500           |
| Services of Other Departments  | \$5,111,857         | \$5,382,180         | \$5,382,180         |
| <b>TOTAL OPERATING BUDGET</b>  | <b>\$15,851,823</b> | <b>\$16,806,463</b> | <b>\$17,293,483</b> |
| Facilities Maintenance         | \$477,383           | \$501,252           | \$526,315           |
| Capital Projects               | \$850,000           | \$5,000,000         | \$955,000           |
| Capital Equipment              | \$56,500            | \$0                 | \$0                 |
| Grant Expenditures (OTO to GF) | \$400,000           | \$400,000           | \$0                 |
| <b>TOTAL EXPENDITURES</b>      | <b>\$17,635,706</b> | <b>\$27,707,715</b> | <b>\$18,774,798</b> |

# Position Summary

|                         | Current Year      | BY                | BY+1              |
|-------------------------|-------------------|-------------------|-------------------|
| <b>POSITION SUMMARY</b> | <b>FY 2017-18</b> | <b>FY 2018-19</b> | <b>FY 2019-20</b> |
| Permanent Salaries FTEs | 64.57             | 66.34             | 66.57             |
| Temporary Salaries FTEs | 4.89              | 4.58              | 4.39              |
| <b>TOTAL FTEs</b>       | <b>69.46</b>      | <b>70.92</b>      | <b>70.96</b>      |

## Position Changes

| <b>Positions</b>                     |                                | <b>FY 2018-19</b> | <b>FY 2019-20</b> |
|--------------------------------------|--------------------------------|-------------------|-------------------|
| 1822 Administrative Analyst          | New position effective 9/24/18 | + 0.77            | 0                 |
| 1822 Administrative Analyst          | Annualize FY 2018-19 new hire  | 0                 | + 0.23            |
| Temporary Salaries – 8207 Security   | Temporary Security Coverage    | + 0.20            | - 0.11            |
| Temporary Salaries – 0923 Manager II | Food & Beverage RFP Project    | - 0.51            | - 0.08            |
| Salary Savings Variance              |                                | + 1.00            | 0                 |
| <b>TOTAL FTE CHANGE</b>              |                                | <b>+ 1.46</b>     | <b>+ 0.04</b>     |

# **Position Change Justification**

## **Permanent Salaries - New Position:**

New position in classification 1822 Administrative Analyst effective 9/24/18, increasing War Memorial finance/accounting staff from 1 to 2 positions. Position is required to assist in annual budget development, monitor budget v. actuals, and oversee accounting entries in the City's new F&P financial system. Position is annualized to 1.00 FTE in FY 2019-20.

## **Temporary Salaries:**

- 1) Addition of 900 hours in FY 2018-19 for temporary/as-needed 8207 Building & Grounds Patrol Officers to cover vacant shifts due to permanent employee absence or leave
- 2) Reduction of 780 hours in FY 2018-19 for temporary 0923 Manager II to administer the War Memorial's 2018 Food & Beverage Concession Request for Proposal.

# PERFORMANCE ACTIVITY

| <b>PUBLIC ASSEMBLY VENUE</b>   | <b>FY 2016-17<br/>Actual</b> | <b>FY 2017-18<br/>Target</b> | <b>FY 2018-19<br/>Target</b> | <b>FY 2019-20<br/>Target</b> |
|--------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| War Memorial Opera House       | 186                          | 170                          | 176                          | 178                          |
| Davies Symphony Hall           | 262                          | 244                          | 244                          | 244                          |
| Herbst Theatre                 | 217                          | 210                          | 209                          | 209                          |
| Green Room                     | 168                          | 143                          | 181                          | 181                          |
| Zellerbach Rehearsal Hall      | 12                           | 13                           | 11                           | 11                           |
| Atrium Theater (Wilsey Center) | 49                           | 50                           | 62                           | 67                           |
| <b>TOTAL PERFORMANCES</b>      | <b>894</b>                   | <b>830</b>                   | <b>883</b>                   | <b>890</b>                   |



# Capital Budget Request

## **FY 2018-19 Capital Request:**

|                                           |                    |
|-------------------------------------------|--------------------|
| 1. Opera House Mansard Roof Replacement   | \$4,600,000        |
| 2. Opera House Replace Lower Lounge Floor | 200,000            |
| 3. Opera House Replace Taxi Ramp Roof     | <u>200,000</u>     |
| <b>TOTAL REQUEST</b>                      | <b>\$5,000,000</b> |

## **FY 2019-20 Capital Request:**

|                                           |                  |
|-------------------------------------------|------------------|
| 1. Davies Hall Elevator Modernization     | \$350,000        |
| 2. Davies Hall HVAC Upgrade               | 260,000          |
| 3. Opera House Rehearsal Room ADA Upgrade | 250,000          |
| 4. Henry Moore Sculpture Conservation     | <u>95,000</u>    |
| <b>TOTAL REQUEST</b>                      | <b>\$955,000</b> |

