

San Francisco
War Memorial
& Performing
Arts Center

BUDGET PRESENTATION: FY 2022-23 | FY 2023-24
B.O.S. BUDGET AND APPROPRIATIONS: JUNE 16, 2022

MISSION STATEMENT

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.

Our staff strives to treat all clients and presenters with equal attention and respect and prides itself on providing full-service production support to a diverse array of nonprofit arts and culture organizations.



PERFORMANCE AND EVENT ACTIVITY

VENUE	FY2020-21 Actual	FY2021-22 Projected	FY2022-23 Target	FY2023-24 Target
War Memorial Opera House	0	93	165	174
Davies Symphony Hall	59	130	206	229
Herbst Theatre	3	117	220	226
The Green Room	21	103	141	170
Zellerbach Rehearsal Hall	0	36	10	10
Wilsey Center	0	4	66	67
TOTAL	83	483	808	876

ECONOMIC IMPACT

According to the “Arts and the Economy” report published by the *Bay Area Council Economic Institute*, in 2019 the War Memorial:

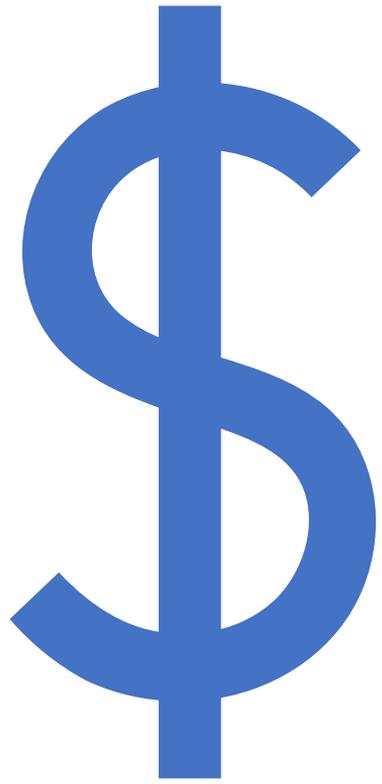
- Welcomed 1 million visitors
- 30% from the City and County of San Francisco
- 70% from the neighboring 8 Bay Area Counties
- Driver of regional tourism

In 2019 the War Memorial:

- Was directly connected to **\$430 million** in economic activity
- Supported over **9,000 jobs**

Those 9,000 jobs:

- Included 4,000 full-time equivalent positions, many of which were union represented
- Covered employment in a wide range of industries, including restaurants and bars, hotels, transportation, retail, and arts/culture



BUDGET SUMMARY

REVENUE SUMMARY

SOURCES OF FUNDS	FY 2021-22	FY 2022-23	FY 2023-24
Operating Support (General Fund)	\$13,601,291	\$14,696,162	\$15,896,580
Earned Revenue (Rents/Concessions)	\$2,263,028	\$3,485,627	\$3,613,192
Interdepartmental Recovery (VB Rent)	\$258,466	\$273,987	\$273,987
Charges for Services	\$199,021	\$586,778	\$586,778
War Memorial Fund Balance	\$750,000	\$966,937	\$588,501
SUB-TOTAL	\$17,071,806	\$20,009,491	\$20,959,038
Capital Planning – FM/CIP Support**	\$2,780,263	\$7,809,276	\$639,739
Debt Service (General Fund)	\$9,502,809	\$9,096,780	\$9,096,476
Carry Forward	\$736,724	-	-
TOTAL	\$30,091,602	\$36,915,547	\$30,695,253

**FY 2022-23 Facilities Maintenance and Capital Request:

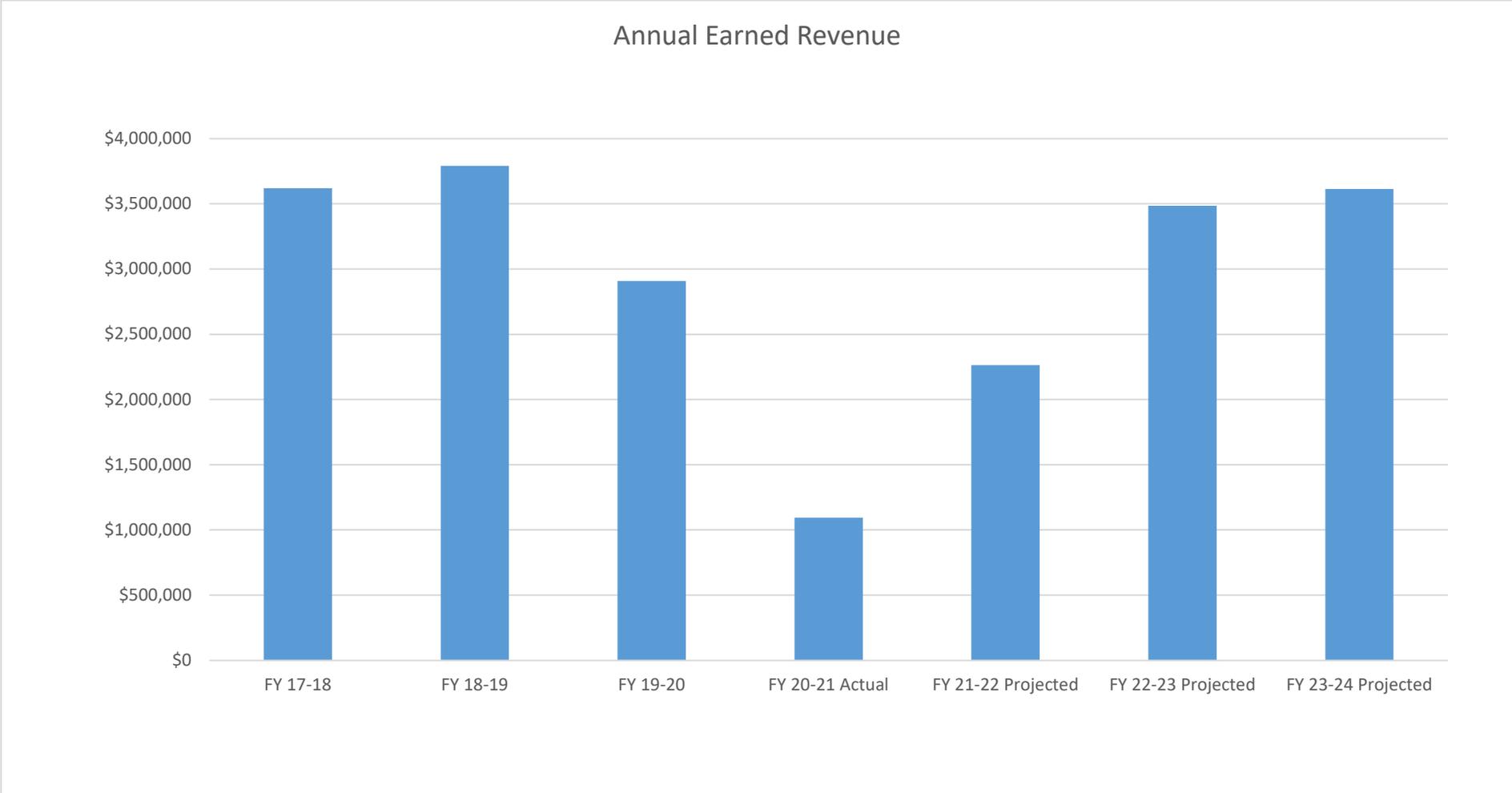
1. Annual Facilities Maintenance	\$ 609,276
2. Davies Symphony Hall Elevator Modernization	\$2,200,000
3. Opera House Mansard Roof Replacement	\$5,000,000

TOTAL REQUEST \$7,809,276

**FY 2023-24 Facilities Maintenance and Capital Request:

1. Annual Facilities Maintenance	\$639,739
TOTAL REQUEST	\$639,739

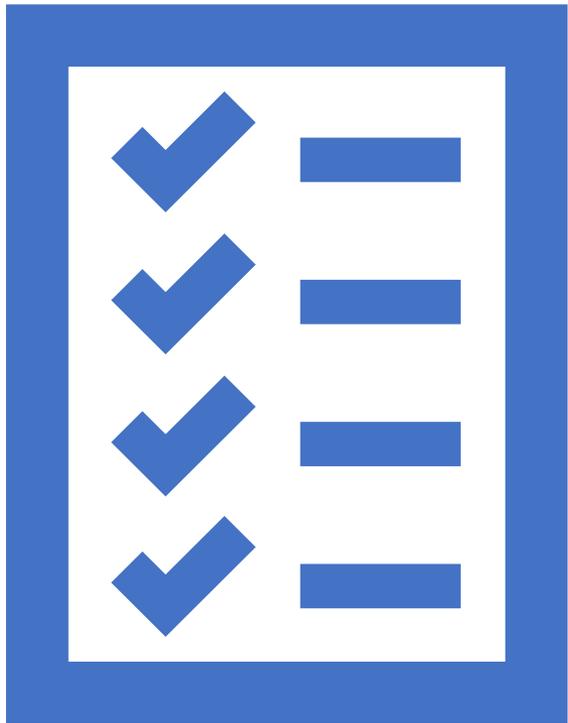
EARNED REVENUE



NOTE: FY2019-20 through FY2021-22 reflect reduced revenue due to COVID-19 closures. FY2022-23 and FY23-24 is expected to return to average earned revenues based on projected activity levels.

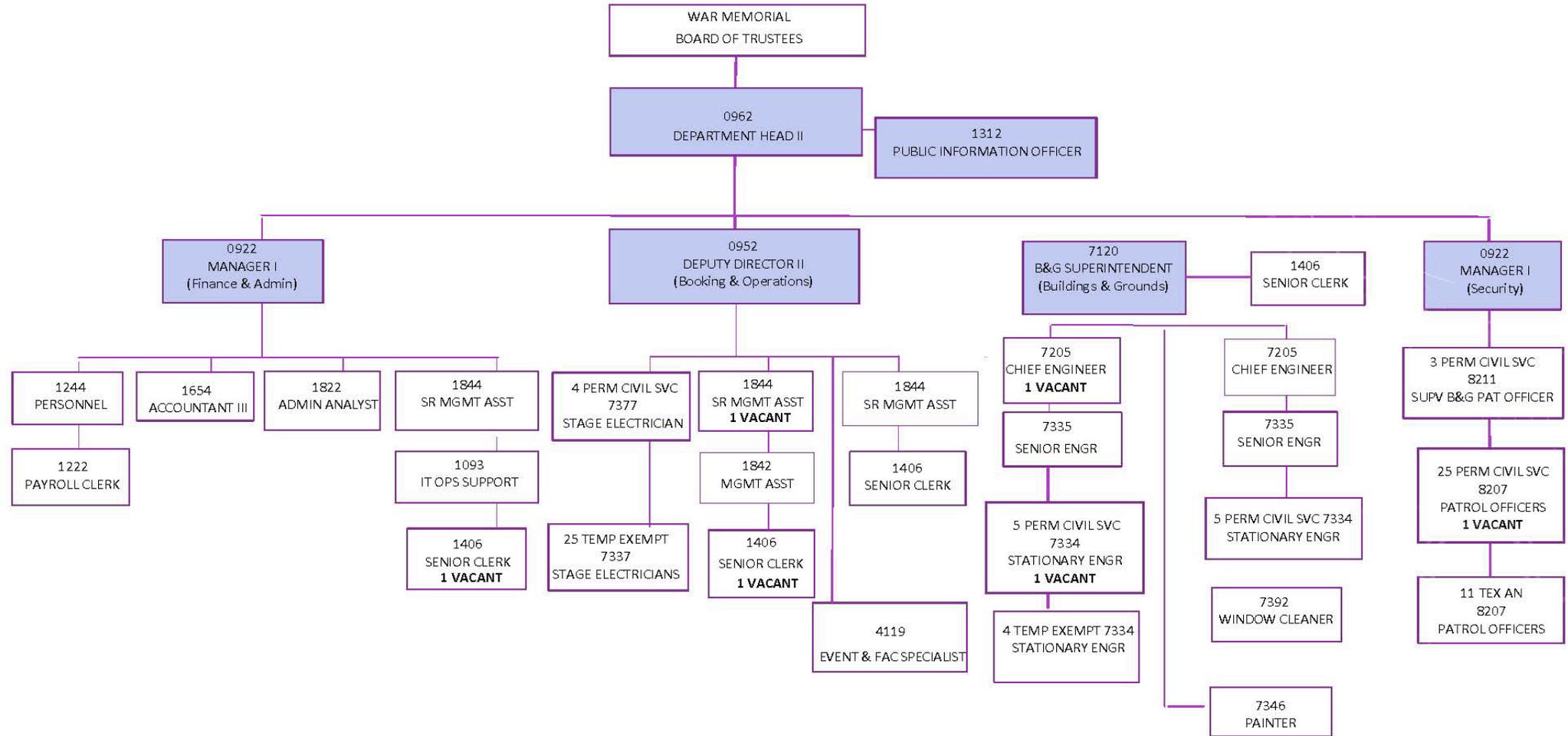
EXPENDITURE SUMMARY

USES OF FUNDS	FY 2021-22	FY 2022-23	FY 2023-24
Salaries	\$7,248,300	\$8,121,922	\$8,504,131
Benefits	\$3,484,112	\$3,615,213	\$3,545,162
Non-Personnel Services	\$1,341,552	\$1,078,150	\$1,130,574
Materials & Supplies	\$278,657	\$292,017	\$300,627
Services of Other Departments	\$4,520,174	\$6,902,189	\$7,478,544
TOTAL OPERATING BUDGET	\$16,872,795	\$20,009,491	\$20,959,038
Facilities Maintenance	\$580,263	\$609,276	\$639,739
Capital Projects	\$2,200,000	\$7,200,000	-
Debt Service (General Fund)	\$9,502,809	\$9,096,780	\$9,096,476
TOTAL EXPENDITURES	\$29,155,867	\$36,915,547	\$30,695,253



POSITIONS & VACANCIES

ORGANIZATIONAL CHART

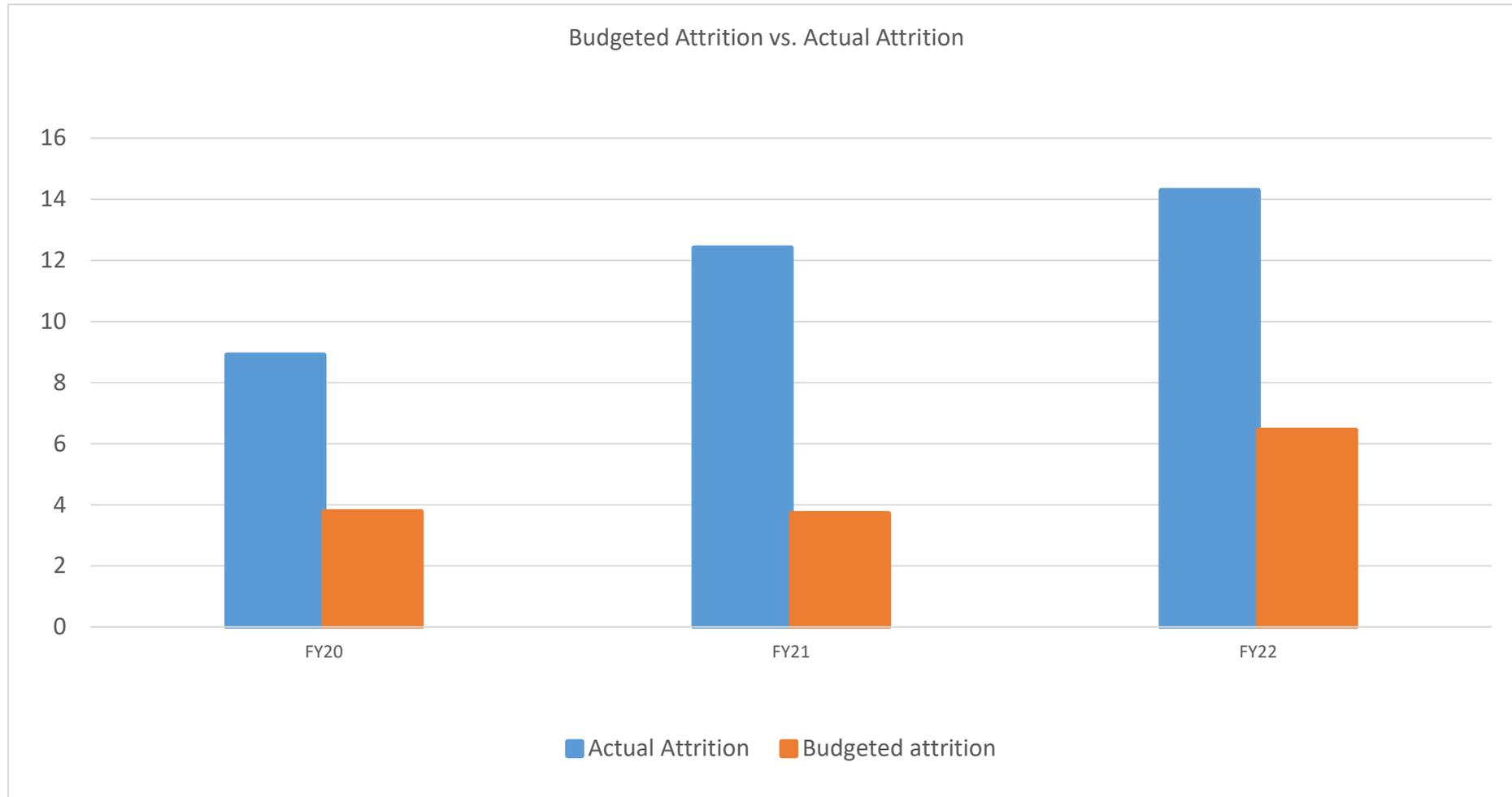


JUNE 13, 2022

POSITION SUMMARY

POSITION COUNT CATEGORY	FY 2021-22	FY 2022-23	FY 2023-24
Budgeted Salaries FTEs	70.00	70.00	70.00
Less Budgeted Attrition Adjustment	-6.00	-3.00	-1.00
<i>Sub-total Permanent Salaries FTEs</i>	<i>64.00</i>	<i>67.00</i>	<i>69.00</i>
Plus Temporary Salaries as FTEs Adjustment	4.49	4.66	4.80
TOTAL FTEs	68.49	71.66	73.8

ATTRITION: BUDGETED VS. ACTUAL



HIRING PLAN

FY 2021-22:

- Vacancy: 1 – 1844 Senior Management Assistant (since 5/28/22)
- Attrition: 2 – 1406 Senior Clerks; 1 – 7205 Chief Engineer; 1 – 7334 Stationary Engineer; 1 – 8207 Building and Grounds Patrol Officer; 1 – General Attrition Savings
- *BUDGETED ATTRITION: 6*

FY 2022-23:

- Backfilling: 2 – 1406 Senior Clerks; 1 – 7205 Chief Engineer; 1 – 1844 Senior Management Assistant
- Attrition: 1 – 7334 Stationary Engineer, 1 – 8207 Building and Grounds Patrol Officer, 1 – General Attrition Savings
- *BUDGETED ATTRITION: 3*

FY 2023-24:

- Backfilling: 1 – 7334 Stationary Engineer, 1 – 8207 Building and Grounds Patrol Officer
- Attrition: 1 – General Attrition Savings
- *BUDGETED ATTRITION: 1*

VACANCY CHALLENGES & IMPACTS

Hiring Challenges:

- Long wait-time for PCS exams to be administered and lists to be established
- Initial Hiring Freeze following COVID closures created a City-wide logjam when all departments started hiring again
- For Engineers, private industry has more competitive wages, which makes it harder to attract talent

Vacancy Impacts on Department:

- Increased OT and Temp Salary expenditures to cover shifts due to FTE vacancies
- Shift coverage has been challenging due to lack of FTEs and resultant expiration of as-needed hours earlier in the year
- Decreased morale due to staff performing additional duties for extended periods of time
- High turnover has resulted in a larger than typical number of new staff needing to be trained

