

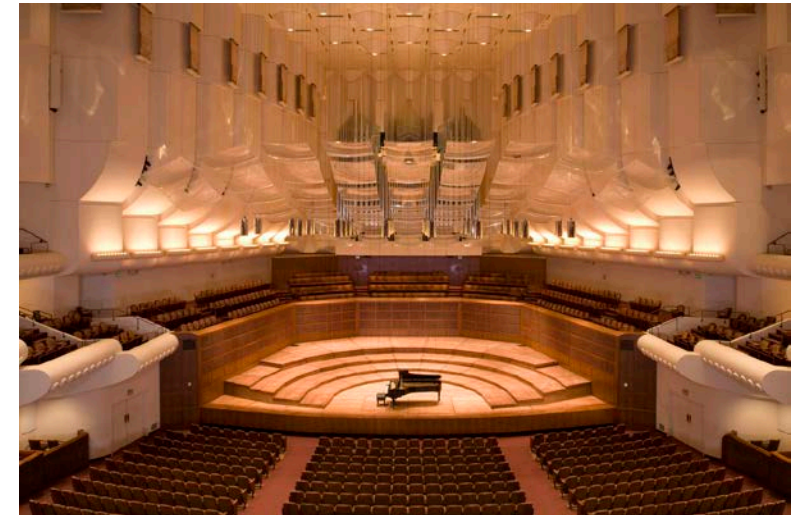
San Francisco  
War Memorial  
& Performing  
Arts Center

**BUDGET PRESENTATION: FY 2023-24 | FY 24-25**  
**B.O.S. BUDGET AND APPROPRIATIONS: JUNE 15, 2023**

# 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	FY2021-22 Actual	FY2022-23 Projected	FY2023-24 Target	FY2024-25 Target
War Memorial Opera House	133	160	163	173
Davies Symphony Hall	184	220	231	241
Herbst Theatre	167	216	206	216
The Green Room	59	135	181	191
Zellerbach Rehearsal Hall	10	8	8	8
Wilsey Center	66	67	60	67
<b>TOTAL</b>	<b>568</b>	<b>806</b>	<b>849</b>	<b>896</b>

# ECONOMIC IMPACT

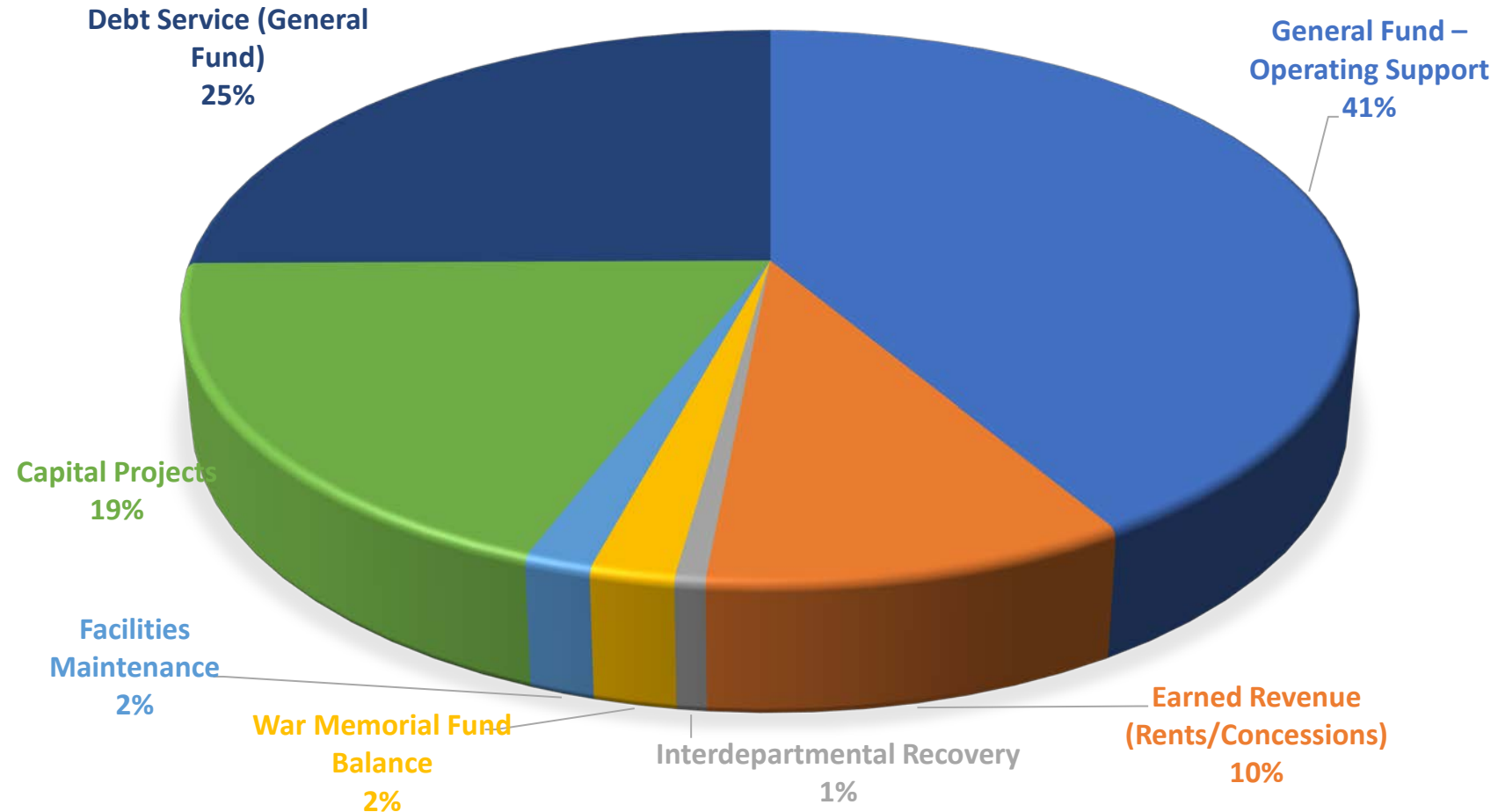
According to a March 2021 report authored by the *Bay Area Council Economic Institute*, in 2019 the War Memorial:

- Welcomed **1 million visitors** - 30% from the City and County of San Francisco; 70% from the neighboring 8 Bay Area Counties
- Was directly connected to **\$430 million** in economic activity
- Supported over **9,000 jobs** (Covered employment in a wide range of industries, including restaurants and bars, hotels, transportation, retail, and arts/culture)



# BUDGET SUMMARY

# FUNDING SOURCES FY23-24

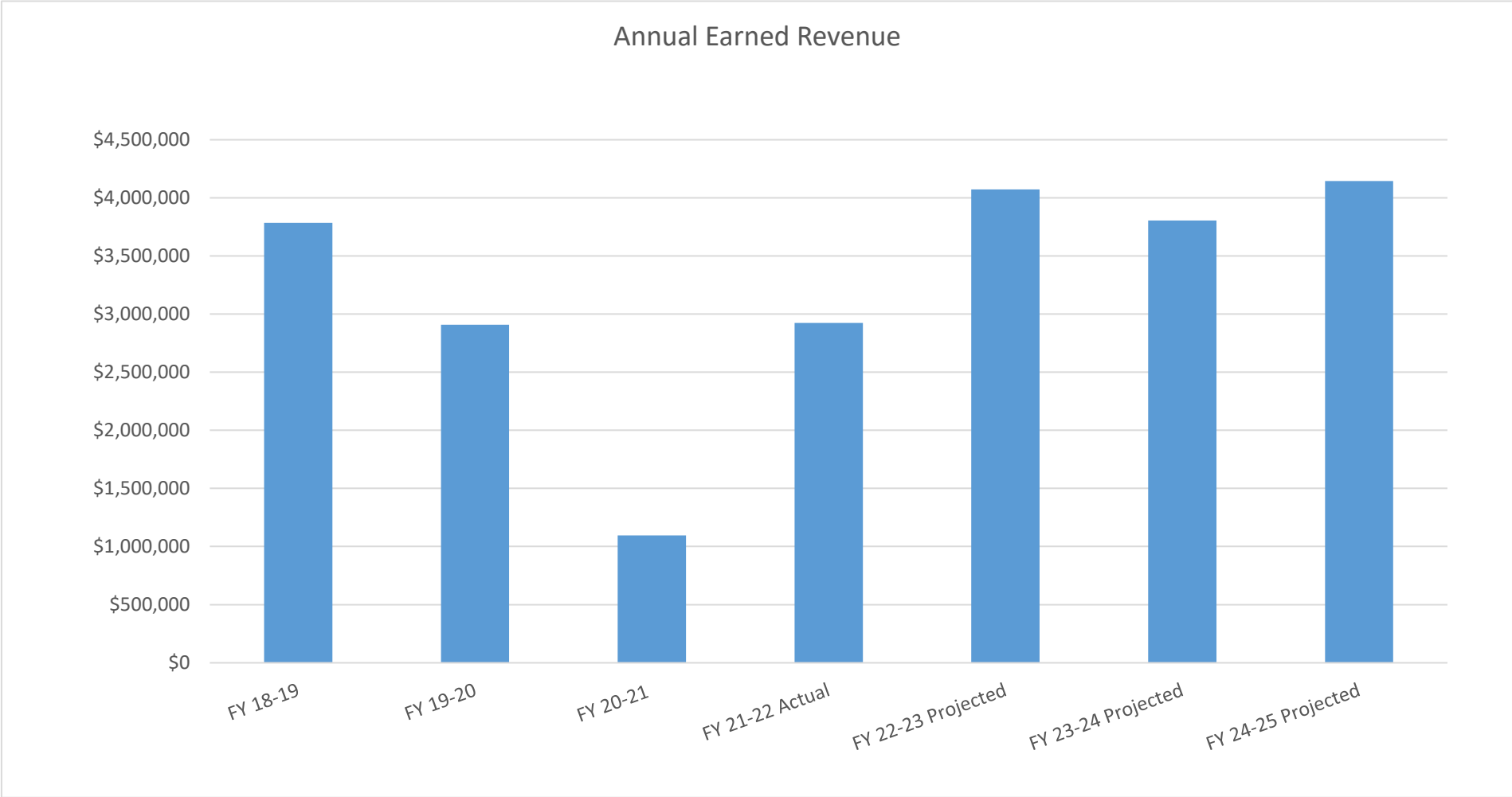


**Total: \$37,741,287**

# FUNDING SOURCES SUMMARY

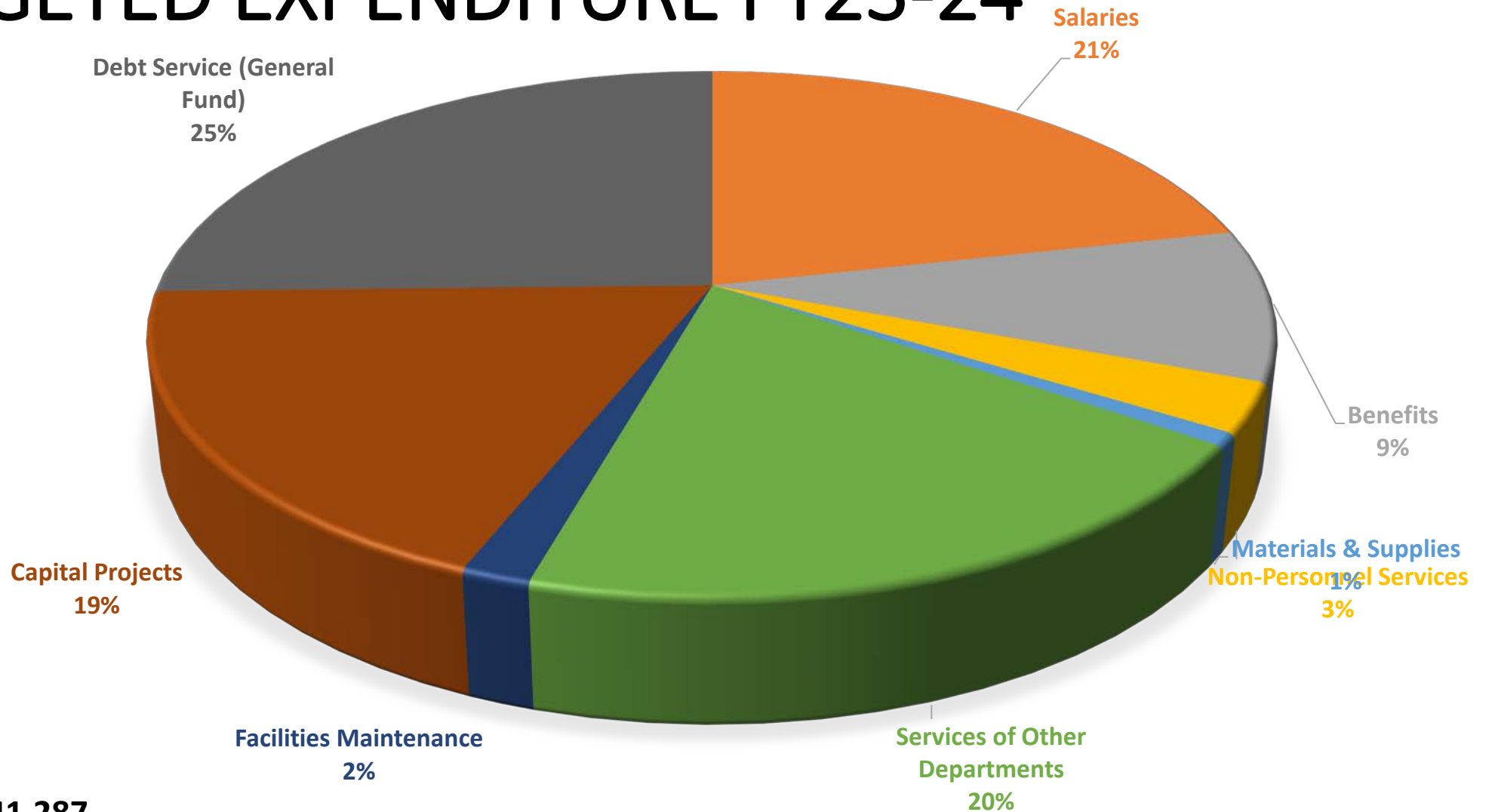
SOURCES OF FUNDS	FY 2022-23	FY 2023-24	FY 2024-25
General Fund – Operating Support	\$13,923,435	\$15,693,067	\$16,332,882
Earned Revenue (Rents/Concessions)	\$4,072,405	\$3,803,529	\$4,143,918
Interdepartmental Recovery (VB Rent)	\$273,987	\$273,987	\$273,987
War Memorial Fund Balance	\$966,937	\$760,386	\$604,941
<b>SUB-TOTAL</b>	<b>\$19,236,764</b>	<b>\$20,530,969</b>	<b>\$21,355,728</b>
Facilities Maintenance	\$609,276	\$639,740	\$671,727
Capital Projects	\$7,200,000	\$7,000,000	-
Debt Service (General Fund)	\$9,520,809	\$9,570,578	\$9,678,958
<b>TOTAL</b>	<b>\$36,566,849</b>	<b>\$37,741,287</b>	<b>\$31,706,413</b>

# EARNED REVENUE





# BUDGETED EXPENDITURE FY23-24



Total \$37,741,287

# BUDGETED EXPENDITURE SUMMARY

USES OF FUNDS	FY 2022-23	FY 2023-24	FY 2024-25
Salaries	\$7,836,784	\$8,116,347	\$8,343,082
Benefits	\$3,551,653	\$3,518,962	\$3,617,579
Non-Personnel Services	\$1,078,150	\$1,135,920	\$1,143,194
Materials & Supplies	\$292,017	\$292,017	\$293,379
Services of Other Departments	\$6,478,160	\$7,467,723	\$7,958,494
<b>TOTAL OPERATING BUDGET</b>	<b>\$19,236,764</b>	<b>\$20,530,969</b>	<b>\$21,355,728</b>
Facilities Maintenance	\$609,276	\$639,740	\$671,727
Capital Projects	\$7,200,000	\$7,000,000	-
Debt Service (General Fund)	\$9,520,809	\$9,570,578	\$9,678,958
<b>TOTAL EXPENDITURES</b>	<b>\$36,566,849</b>	<b>\$37,741,287</b>	<b>\$31,706,413</b>

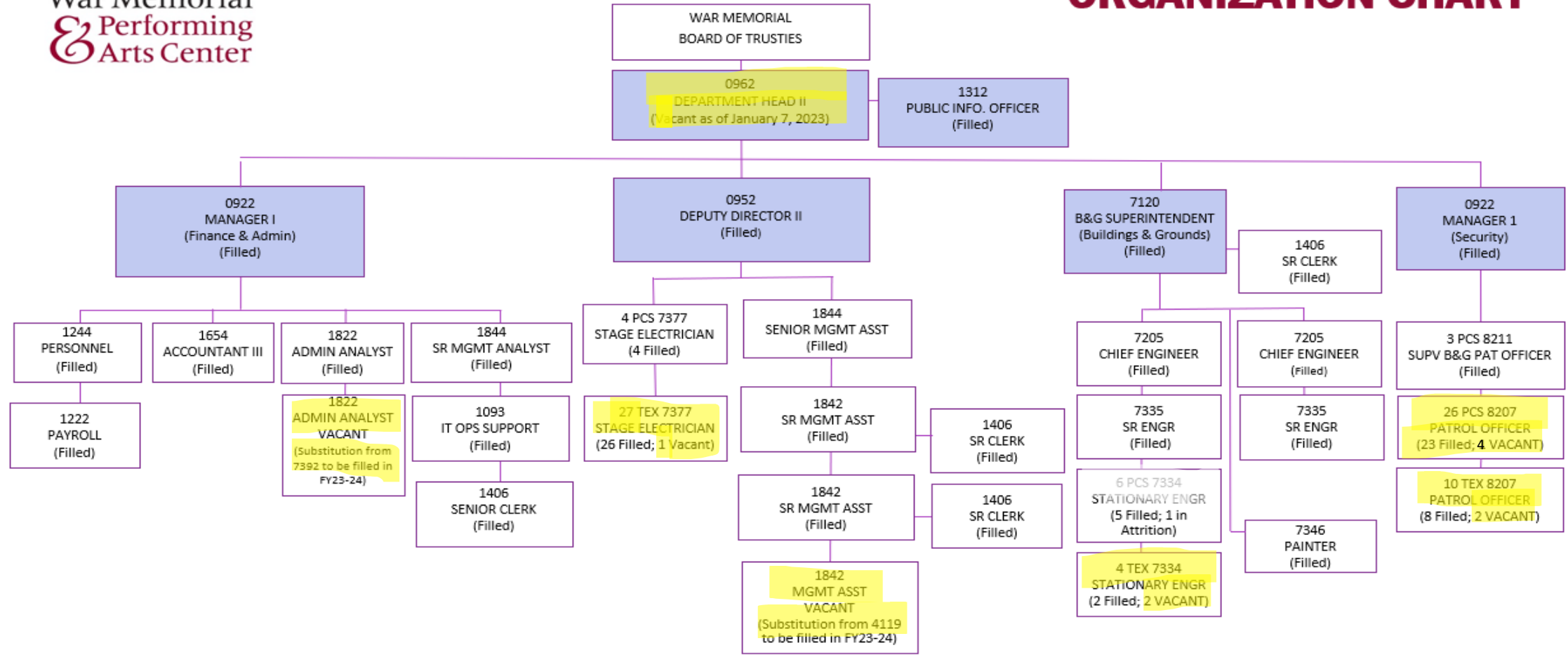


# POSITIONS & VACANCIES

# ORGANIZATIONAL CHART



## ORGANIZATION CHART



# HIRING PLAN

## FY 2022-23:

- Vacancy: 1 – 0962 Department Head II (since 1/7/23); 2 – 7205 Chief Engineer (since 10/1/22); 2 – 8207 Building & Grounds Patrol Officer;  
1 – 4119 Event & Facilities Specialist (since 2/11/23 to be Tx'd to 1842 Management Asst); 2 – 7335 Senior Engineer; 3 – 1406 Senior Clerk  
1 – 1822 Administrative Analyst (Tx'd from 7392 Window Cleaner since 9/17/22); 2 – 1844 Senior Management Assistant (since 1/27/23)
- Backfilling: 2 – 7335 Senior Engineer; 1 – 1842 Management Assistant (Tx'd from 1844); 3 – 1406 Senior Clerk; 1 - 1844 Senior Management Assistant
- Attrition: 1 – 7334 Stationary Engineer; 2 – 8207 Building and Grounds Patrol Officer; 1 – General Attrition Savings
- *BUDGETED ATTRITION: 4*

## FY 2023-24:

- Vacancy: 1 – 0962 Department Head II; 1 – 1842 Management Assistant; 1 – 1822 Administrative Analyst; 4 – 8207 Building & Grounds Patrol Officer
- Backfilling: 1 – 0962 Department Head II; 1 – 1822 Administrative Analyst; 1 - 1842 – Management Assistant; 2 – 8207 Building & Grounds Patrol Officer
- Attrition: 1 – 7334 Stationary Engineer, 2 – 8207 Building and Grounds Patrol Officer, 2 – General Attrition Savings
- *BUDGETED ATTRITION: 5*

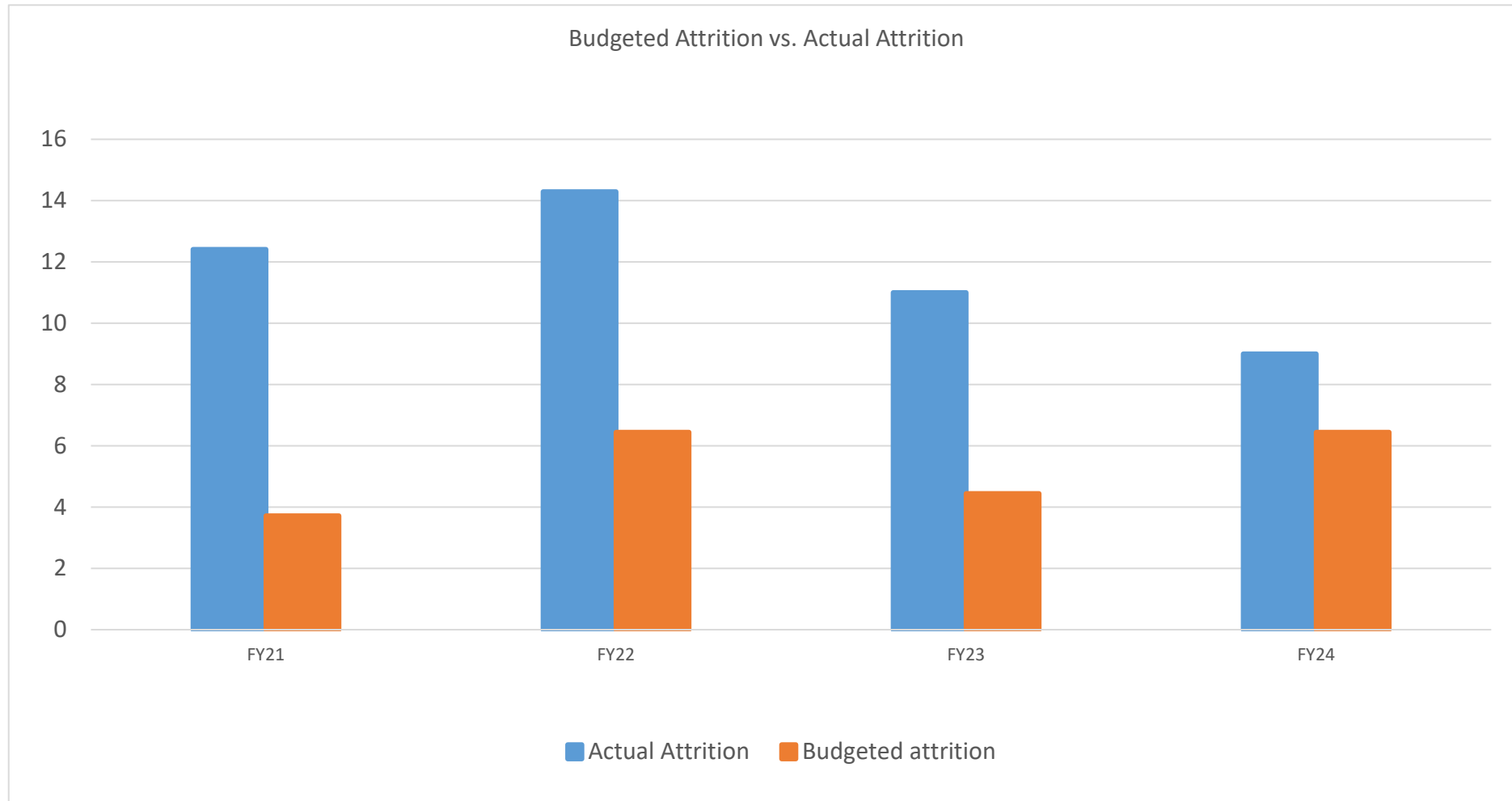
## FY 2024-25:

- Attrition: 1 – 7334 Stationary Engineer, 2 – 8207 Building and Grounds Patrol Officer, 2 – General Attrition Savings
- *BUDGETED ATTRITION: 5*

# POSITION SUMMARY

<b>POSITION COUNT CATEGORY</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>
Budgeted Salaries FTEs	70.00	70.00	70.00
<b>Less</b> Budgeted Attrition Adjustment	-5.56	-5.08	-5.14
<i>Sub-total Permanent Salaries FTEs</i>	<i>64.44</i>	<i>64.92</i>	<i>64.86</i>
<b>Plus</b> Temporary Salaries as FTEs Adjustment	3.13	3.03	3.04
<b>TOTAL FTEs</b>	<b>67.57</b>	<b>67.95</b>	<b>67.90</b>

# ATTRITION: BUDGETED VS. ACTUAL



# VACANCY IMPACTS ON DEPARTMENT

- Increased OT and Temp Salary expenditures to cover shifts due to FTE vacancies/various leaves
- Shift coverage 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



