

San Francisco  
War Memorial  
& Performing  
Arts Center

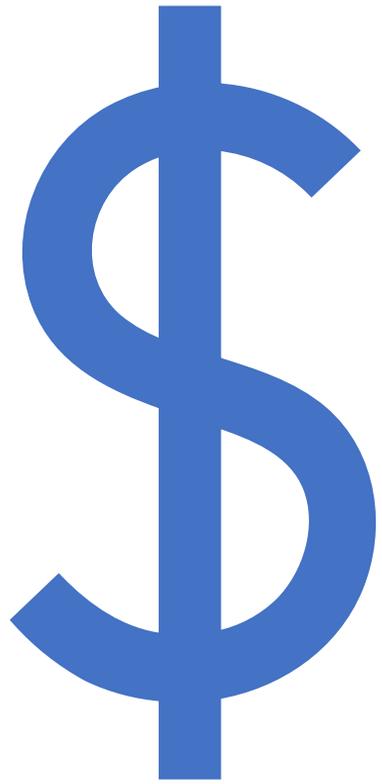
**BUDGET PRESENTATION: FY 2021-22 | FY 2022-23**

# 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.





# BUDGET SUMMARY

# REVENUE SUMMARY

SOURCES OF FUNDS	FY 2020-21	FY 2021-22	FY 2022-23
General Fund – Operating Support	\$13,461,814	\$13,746,005	\$13,744,796
General Fund – Debt Service	\$9,253,577	\$9,502,809	\$9,557,306
Earned Revenue (Rents/Concessions)	<b>\$753,713</b>	<b>\$2,064,017</b>	<b>\$3,820,781</b>
Interdepartmental Recovery (VB Rent)	\$258,559	\$258,466	\$273,987
Charges for Services	-	\$199,021	\$545,608
War Memorial Fund Balance	\$750,000	\$750,000	-
<b>SUB-TOTAL</b>	<b>\$24,477,663</b>	<b>\$26,520,318</b>	<b>\$27,942,478</b>
Capital Planning – FM/CIP Support*	\$252,631	\$2,780,263	\$609,276
<b>TOTAL</b>	<b>\$24,730,294</b>	<b>\$29,300,581</b>	<b>\$28,551,754</b>

\*FY 2021-22 Capital Request:

1. Annual Facilities Maintenance	\$580,263
2. Davies Symphony Hall Elevator Modernization	\$2,200,000
<b>TOTAL REQUEST</b>	<b>\$2,780,263</b>

\*FY 2022-23 Capital Request:

1. Annual Facilities Maintenance	\$609,276
<b>TOTAL REQUEST</b>	<b>\$609,276</b>

# EXPENDITURE SUMMARY

USES OF FUNDS	FY 2020-21	FY 2021-22	FY 2022-23
Salaries	\$6,175,352	\$7,348,347	\$7,821,719
Benefits	\$3,370,681	\$3,528,779	\$3,603,130
Non-Personnel Services	\$2,053,893	\$1,341,552	\$1,390,967
Debt Service	\$9,253,577	\$9,502,809	\$9,557,306
Materials & Supplies	\$298,657	\$278,657	\$302,500
Services of Other Departments	\$3,325,503	\$4,520,174	\$5,266,856
<b>TOTAL OPERATING BUDGET</b>	<b>\$24,477,663</b>	<b>\$26,520,318</b>	<b>\$27,942,478</b>
Facilities Maintenance	\$252,631	\$580,263	\$609,276
Capital Projects	-	\$2,200,000	-
<b>TOTAL EXPENDITURES</b>	<b>\$24,730,294</b>	<b>\$29,300,581</b>	<b>\$28,551,754</b>

# POSITIONS

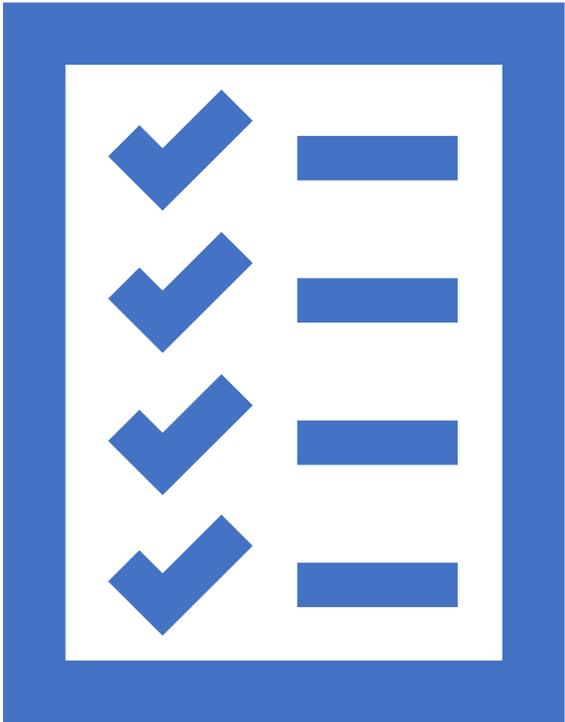
Currently employ 2 temporary employees and actively working to backfill vacant positions through Civil Service process.

## **FY 2021-22:**

- Hiring 1312 Public Information Officer (substituted from 1452 retiree)
- Backfilling 3 engineering positions, 3 security positions, and 1 Senior Management Asst. (all budgeted)
- FTE: 64.54
- As-needs: 3.36
- **TOTAL FTE EQUIVALENT: 67.9**

## **FY 2022-23:**

- Backfilling 2 Senior Clerk positions, 1 engineering position, 1 security position (all budgeted)
- FTE: 64.32
- As-needs: 4.48
- **TOTAL FTE EQUIVALENT: 68.8**



ETHICS,  
EQUITY  
&  
TRANSPARENCY

# MANAGEMENT OVERSIGHT

Created a new executive-level ***Director of Finance and Administration*** position to enhance oversight of purchasing and contract management, as well as to foster processes that ensure compliance and fiscal responsibility.



# COMPLIANCE

- Based on results from a March 2021 CON Audit, created a new Expense Report Approval workflow, instituted receipting of all PO Vouchers in PeopleSoft, and established a new internal PO approval process to ensure adherence to CON's recommended best practices
- All WAR employees involved in purchasing complete Prop Q Training
- Department Head meets monthly with City Attorney's Office to ensure compliance with all legal requirements

# TRANSPARENCY

- Instituting a 1312 Public Information Officer to improve communication with the public and provide greater transparency
- Building a new website to improve public access to information about the department
- Creating a searchable digital database of all resolutions passed by the War Memorial Board of Trustees

# EQUITY

- Implementing Racial Equity Action Plan under ORE
- War Memorial Board of Trustees formed a *Special Committee on Racial Equity*, which has adopted a Racial Equity Statement and has been receiving monthly reports from licensees regarding their racial equity programs
- New website will improve ADA Accessibility and Language Access
- The department has funded collaboration with a third-party consultant to conduct a first-ever Racial Equity Audit of the department's programs and services



**BUILDING BACK**

# COVID CLOSURE IMPACTS

## **Direct Impact:**

- Nonprofit performing arts groups were hardest hit by closures
- Venues were used during closures by licensees to create recorded performances for online streaming and other broadcast mediums
- To assist budgets, eliminated all broadcast and recording fees and charged the lowest rehearsal rental rate for these recording uses

## **Indirect Impact:**

- Restaurants, bars, hotels and transportation workers lost significant business from patrons who attend performances and events
- In 2019, visitor spending alone supported 560 full-time jobs and generated \$77 million in economic output, primarily in the hospitality sector
- Reopening will attract visitors and their spending back to impacted businesses

# GOALS

- Working with resident and nonresident licensees to bring visitors back to San Francisco to create economic impact for local business
- Conducting outreach to local performing arts presenters to increase and diversify our licensee organizations
- Modernizing operations by integrating booking database reporting with billing processes for more efficient and accurate accounting
- Continue partnership with CCCBD to activate and make welcoming the Civic Center area

# RETURN ON INVESTMENT

According to a March 2021 report authored by the *Bay Area Council Economic Institute*, 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 the arts

