

Department Budget Submission Checklist

To be completed by: All departments.

Instructions: Submit this completed cover sheet with your budget submission and ensure all applicable forms below are included with your submission.

Department Name: War Memorial (WAR)

- ☒ **Summary of Major Changes:** Completed "Form 1A: Summary of Major Changes" explaining major changes submitted in department's budget proposal.
- ☐ **Proposed Efficiency/Reduction Targets Loaded in BPMS via Target Reports:** Printed report from GFS Target, reports #15.40.001 & 15.40.002
- ☒ **Department Budget Summary:** Submission includes copy of report # 15.50.012.
- ☒ **IDS Detail:** Completed "Form 1D: IDS Detail."
- ☒ **Revenue Report:** Completed "Form 2A: Revenue Report." (15.30.005 Snapshot Comparison)
- ☒ **Fees & Fines:** Completed "Form 2B: Fees & Fines."
- ☐ **Cost Recovery:** Completed "Form 2C: Cost Recovery."
- ☒ **Expenditure Changes:** Completed "Form 3A: Expenditure Changes." (15.30.005 Snapshot Comparison)
- ☒ **Position Changes:** Completed "Form 3B: Position Changes." (15.30.004 Position Snapshot Comparison)
- ☒ **Eliminating Filled Positions:** Completed "Form 3C: Layoffs."
- ☐ **Contingency Reductions:** Completed "Form 3D: Contingency Reductions."
- ☐ **Equipment & Fleet:** Completed "Form 4A: New General Fund Equipment"; "Form 4B: Fleet."
- ☒ **Minimum Compensation Ordinance:** By checking this box, the department confirms that the effects of the MCO in contracting have been considered as part of the budget submission. (See p. 9)
- ☐ **Proposition J Description, Summary, City Cost, Contract Cost:** Required for all existing or new Prop Js for BY.
- ☒ **Interdepartmental Services Balancing:** Included Excel download of 15.20.012 3.b.2 IDS balancing report. [See added sheet 1D.2: IDS Balancing \(added after Form 1D\)](#)
- ☒ **Organizational Charts:** Submission contains updated position-level organizational charts for your department, with indication if the position is filled (F) or vacant (V). Organizational charts also reflect any proposed position changes.
- ☐ **New Legislation:**
 - ☐ Included draft legislation that department would like to submit with the budget; or,
 - ☐ Draft legislation in progress at this time. A description of the proposed changes is included in the "Summary of Major Changes" table. A draft will be provided to the Mayor's Office by 03/01/20.
- ☒ **Other Requests:** Submitted requests for the following items (through separate forms), if applicable:
 - ☐ COIT [No submission.](#)
 - ☒ Capital [Submitted via CPRS.](#)

For Chief Financial Officer/Budget Manager:

I have reviewed the attached budget submission and affirm that all applicable forms checked off above are included in my department's budget submission.

Full Name: John Caldon, Managing Director

Signature: 

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(enable content and macros)

BUDGET FORM 1A: Summary of Major Changes
FY 2021-22 and FY 2022-23

DEPARTMENT: WAR MEMORIAL (WAR)

Major Changes	Department Response to Major Changes	Equity Lens: Explain what populations are benefited by these changes and how they are benefited. How will the department know those were successful?	Equity Lens: Explain what populations are negatively impacted by these changes and how they are impacted. Describe what strategies your Department recommends to mitigate any potential adverse impacts.
1. SUMMARY. What major changes is the department proposing? Clearly describe each change, including the fiscal impact of the proposal, and how the department proposes to fund each significant change (i.e. reprioritization of existing funds, grants, or other new revenues). Include detail related to position changes in Position section below.	WAR is proposing no major changes beyond increased personnel attrition and other cost-saving measures to balance against the 37% loss in projected Earned Revenue due to COVID-19, which has created an 8% reduction in the department's Operating Budget. All details related to cost-savings measures are detailed below.	The diverse nonprofit arts organizations served by WAR do not benefit from a reduction in the department's Operating Budget. WAR will know whether or not its budget strategy was successful if WAR is able to maintain the necessary service levels to operate the venues for our diverse array of licensees.	The diverse array of nonprofit arts organizations WAR serves might be impacted by slower response times and possible restrictions on performance and events activity due to reduced staff capacity. The loss of revenue will also result in opportunity costs that delay implementation of some, but not all, equity intervention strategies that would benefit diverse communities.
2. TARGET. How did the department meet its target? What are the high-level programmatic, operational, or staffing impacts of this proposed reduction?	War Memorial is not subject to target, but did balance against a significant decrease in Earned Revenue due to COVID-19.	N/A	N/A
3. EXPENDITURE CHANGES. What major expenditure changes is the department proposing? Please provide information especially for any grant changes, major contract changes, personnel changes, or other changes that affect core services and functions. What is the overall General Fund impact? Highlight any changes related to major changes/initiatives as noted in the Summary section.	Holding 6 positions in attrition for savings in FY21-22 and FY22-23 (2 of 1406; 2 of 7334; 2 of 8207). The positions are necessary to WAR's operational functions during typical years, but can be held in attrition while the department is functioning at reduced activity levels due to COVID-19. WAR also reached agreement with RED on an \$800k reduction in custodial services for FY21-22. These changes make it possible for WAR to balance against its lost Earned Revenue (which is equal to 8% of its total Operating Budget), but as WAR is not subject to target, they do not create G.F. savings.	The diverse nonprofit arts organizations served by WAR do not benefit from a reduction in the department's Earned Revenue or G.F. support. WAR will know whether or not this expenditure savings strategy was successful if WAR is able to maintain the necessary service levels to operate the venues for our diverse array of licensees.	The diverse array of nonprofit arts organizations WAR serves might be impacted by slower response times and possible restrictions on performance and events activity due to reduced staff capacity.

DEPARTMENT: WAR MEMORIAL (WAR)			
Major Changes	Department Response to Major Changes	Equity Lens: Explain what populations are benefited by these changes and how they are benefited. How will the department know those were successful?	Equity Lens: Explain what populations are negatively impacted by these changes and how they are impacted. Describe what strategies your Department recommends to mitigate any potential adverse impacts.
4. REVENUE. What revenue changes did the department submit from the base budget? Please differentiate between General Fund and non-General Fund. (This should match an Audit Trail, as shown in form 2A Revenue Report).	No change to G.F. base revenue amount. Projecting approximately 37% less Earned Revenue than typical for FY21-22 due to COVID-19 closures, followed by a return to "normal" Earned Revenue levels for FY22-23	The diverse nonprofit arts organizations served by WAR do not benefit from a reduction in the department's Earned Revenue. WAR will know whether or not our balancing against the decrease in Earned Revenue was successful if WAR is able to maintain the necessary service levels to operate the venues for our diverse array of licensees.	The diverse nonprofit arts organizations served by WAR could be adversely impacted if the department is forced to substantially increase rental rates in future years to offset its Earned Revenue losses. Rental rates will not be changed for FY21-22, but will be increased for FY22-23. More will be known at that time.
5. LEGISLATION. Is the department seeking to submit any legislation with the budget? Does the department's budget assume any revenues/expenditures that require a legislative change? If so, please submit drafts of legislation along with the budget submission. Or provide a summary of desired legislation and an expected date of submission, if still in progress.	None.	N/A	N/A
6. PROP J. Identify existing Prop J Analyses that will continue, and if the department's budget proposes any NEW contracting out of work previously done by City workers.	None.		
7. TRANSFER OF FUNCTION. Is the department requesting any Transfer of Functions of positions between departments? If so, please explain.	None.		

DEPARTMENT: WAR MEMORIAL (WAR)			
Major Changes	Department Response to Major Changes	Equity Lens: Explain what populations are benefited by these changes and how they are benefited. How will the department know those were successful?	Equity Lens: Explain what populations are negatively impacted by these changes and how they are impacted. Describe what strategies your Department recommends to mitigate any potential adverse impacts.
8. INTERIM EXCEPTIONS. Is the department requesting any interim exceptions (new positions that are 1.0 FTE rather than 0.77)? If so, for what reason are is the request being made?	Yes. WAR received permission from MBO and DHR to fill two (2) mid-year position substitutions in FY20-21, both of which are vital to WAR operations (1 of 7205 Chief Engineer; 1 of 0922 Manager I, Dir. of Finance & Administration). These positions are budgeted at 1.0 FTE. See "3B: Position Changes" for details.		
9. FELLOWSHIP PROGRAMS. Did the department apply to any citywide fellowship programs, including San Francisco Fellows, the Fish Fellowship, or the 1249 HR Analyst Trainee Program?	None.	N/A	N/A
10. BUDGET EQUITY. How will your department support advancing racial equity through its services to the community and within your organization, including the goals and actions identified in the Racial Equity Action Plan?	Addition of funding for R.E. training for all WAR staff; Maintaining low nonprofit rental rates for diverse arts nonprofits, such as Gay Asian Pacific Alliance and African American Shakespeare Co.; Continued support of resident company equity programs, including S.F. Symphony's "Adventures in Music," which brings all public school K-5th grade students to Davies Symphony Hall for a free concert during the school year.		

BUDGET FORM 1B: Target Proposal
FY 2021-22 and FY 2022-23

*Only applicable for departments with General Fund Targets

Please run Oracle Business Intelligence Reports 15.40.001 & 15.40.002, aka "Target Reports" and include with budget submission to reflect Efficiency/Reduction Target proposal is loaded in the budget system.

GFS Target

Basic

Positions

FTE Cost Report

Balancing

Mayor's Budget Book

Annual Appropriation

Labor Negotiation

F

* Select a Report

☐ 15.40.001 GFS Target & Non GFS Balance - Dept Detail

☐ 15.40.002 GFS Target & Non-GFS Balance - Dept Summary

War Memorial is not subject to target, but did balance against a significant decrease in Earned Revenue due to COVID-19.

BUDGET FORM 1C: Department Budget Summary

FY 2021-22 and FY 2022-23

WAR War Memorial

Authorized Positions	2020-2021 Original Budget	2021-2022 Proposed Budget	Change From 2020-2021	2022-2023 Proposed Budget	Change From 2021-2022
Total Authorized	61.81	67.44	5.63	68.81	1.37
Non-Operating Positions (cap/other)					
Net Operating Positions	61.81	67.44	5.63	68.81	1.37

Sources

Rents & Concessions	753,713	2,064,017	1,310,304	3,820,781	1,756,764
Charges for Services		199,021	199,021	545,608	346,587
Expenditure Recovery	258,559	258,466	(93)	273,987	15,521
Transfers In	13,714,445	14,024,015	309,570	14,024,015	
Unappropriated Fund Balance	750,000	750,000			(750,000)
General Fund Support	9,253,577	9,567,339	313,762	9,462,209	(105,130)
Sources Total	24,730,294	26,862,858	2,132,564	28,126,600	1,263,742

Uses - Operating Expenditures

Salaries	6,175,352	7,191,933	1,016,581	7,797,345	605,412
Mandatory Fringe Benefits	3,370,681	3,746,055	375,374	3,827,085	81,030
Non-Personnel Services	2,053,893	1,487,528	(566,365)	1,515,116	27,588
Capital Outlay	252,631	280,263	27,632		(280,263)
Debt Service	9,253,577	9,466,026	212,449	9,466,026	
Materials & Supplies	298,657	278,657	(20,000)	302,500	23,843
Services Of Other Depts	3,325,503	4,412,396	1,086,893	5,218,528	806,132
Uses Total	24,730,294	26,862,858	2,132,564	28,126,600	1,263,742

Uses - Division Description

WAR War Memorial	24,730,294	26,862,858	2,132,564	28,126,600	1,263,742
Uses by Division Total	24,730,294	26,862,858	2,132,564	28,126,600	1,263,742

BUDGET FORM 1D: IDS Detail
FY 2021-22 and FY 2022-23

Work Order Changes - If any departmental Inter-Departmental Service (IDS) changes are proposed within the mandatory reductions described in Form 1A, please highlight below

[illegible]

WAR - IDS Balancing (added sheet because Budget Submission Forms did not include one for IDS Balancing)

Requesting Dept	Performing Dept	Department Pair	Department Code	Department Title	Division Code	Division Title	Section Code	Section Description	GIS Type	Fund Code	Fund Title	Authority Code	Authority Title	Project Code	Project Title	Activity Code	Activity Title	Account Code	Account Title	CY Orig Amt	BY Orig Amt	Base Amt	BY Amt - Dept	BY Amt - Mayor Proposed	BY Amt - Technical Adjust	BY Amt - Committee Recommendation	BY Amt - Board Approved	BY-1 Base Amt	BY-1 Amt - Dept Request	BY-1 Amt - Mayor Proposed	BY-1 Amt - Technical Adjust	BY-1 Amt - Committee Recommendation	BY-1 Amt - Board Approved
ADM	WAR	ADM-WAR	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	486030	Exp Rec Fr Admin Svcs (AAD)	\$20,184	20184	20184	\$20,091	\$20,091	\$20,091	\$20,091	\$20,091	20184	\$21,298	\$21,298	\$21,298	\$21,298	\$21,298
ADM	WAR	ADM-WAR	267664	ADM Grants For The Arts	296645	ADM City Administrator Prog	267664	ADM Grants For The Arts	Self Supporting	11802	SR Culture & Rec Hotel Tax	20451	Grants For The Arts	10003078	ADGA Grants for the Arts	0001	Grants for the Arts Operations	581062	GF-War Memorial	(\$20,184)	-20184	-20184	(\$20,184)	(\$20,184)	(\$20,184)	(\$20,184)	-20184	(\$20,184)	(\$20,184)	(\$20,184)	(\$20,184)	(\$20,184)	
ART	WAR	ART-WAR	229000	ART Administration	229000	ART Administration			GIS	10000	GF Annual Account Ctrl	10000	Operating	10026673	AR Administration	0001	AR Administration	581062	GF-War Memorial	(\$238,375)	-238375	-238375	(\$238,375)	(\$238,375)	(\$238,375)	(\$238,375)	-238375	(\$252,689)	(\$252,689)	(\$252,689)	(\$252,689)	(\$252,689)	
ART	WAR	ART-WAR	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	486060	Exp Rec Fr Art Commission AAO	\$238,375	238375	238375	\$238,375	\$238,375	\$238,375	\$238,375	238375	\$252,689	\$252,689	\$252,689	\$252,689	\$252,689	
WAR	ADM	WAR-ADM	228875	ADM Real Estate Division	296644	ADM Internal Services	228875	ADM Real Estate Division	Self Supporting	14300	SR Real Property	17378	Real Estate Real Property Fund	10001302	ADRE Real Estate Operations	0045	FM Recoveries	486780	Exp Rec Fr War Memorial (AAD)	\$1,729,859	2789200	2789200	\$2,798,045	\$2,798,045	\$2,798,045	\$2,798,045	2789200	\$4,569,077	\$4,569,077	\$4,569,077	\$4,569,077	\$4,569,077	
WAR	ADM	WAR-ADM	228880	ADM ReproMail	296644	ADM Internal Services	228880	ADM ReproMail	Self Supporting	28310	ISOIS REPRODUCTION FUND	10000	Operating	10003088	ADRP Repromail	0001	Repromail Operations	486780	Exp Rec Fr War Memorial (AAD)	\$8,500	8500	8500	\$8,500	\$8,500	\$8,500	\$8,500	8500	\$8,500	\$8,500	\$8,500	\$8,500	\$8,500	
WAR	ADM	WAR-ADM	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581410	GF-GSA-Facilities Mgmt Svcs	(\$1,729,859)	-2789200	-2789200	(\$2,700,000)	(\$2,700,000)	(\$2,700,000)	(\$2,700,000)	-2789200	(\$3,500,000)	(\$3,500,000)	(\$3,500,000)	(\$3,500,000)	(\$3,500,000)	
WAR	ADM	WAR-ADM	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581820	GF-Purch- Reproduction	(\$8,500)	-8500	-8500	(\$8,500)	(\$8,500)	(\$8,500)	(\$8,500)	-8500	(\$8,500)	(\$8,500)	(\$8,500)	(\$8,500)	(\$8,500)	
WAR	CAT	WAR-CAT	229042	CAT City Attorney					GIS	10000	GF Annual Account Ctrl	10000	Operating	10001638	CA Legal Services	0001	Legal Services-General	486780	Exp Rec Fr War Memorial (AAD)	\$100,000	100000	100000	\$93,000	\$93,000	\$93,000	\$93,000	100000	\$92,000	\$92,000	\$92,000	\$92,000	\$92,000	
WAR	CAT	WAR-CAT	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581270	GF-City Attorney-Legal Service	(\$100,000)	-100000	-100000	(\$93,000)	(\$93,000)	(\$93,000)	(\$93,000)	-100000	(\$92,000)	(\$92,000)	(\$92,000)	(\$92,000)	(\$92,000)	
WAR	DPH	WAR-DPH	190644	HAD DPH Admin Finance	251961	HAD Public Health Admin	190644	HAD DPH Admin Finance	GIS	10060	GF Work Order	10002	Interdepartm ental-Overhead	10001971	HA DPH Admin WO-OSH	0001	Occupational Health Safety	486780	Exp Rec Fr War Memorial (AAD)	\$0	0	0	\$0	\$0	\$0	\$0	0	\$0	\$0	\$0	\$0	\$0	
WAR	DPH	WAR-DPH	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581570	GF-Chs-Medical Service	(\$20,856)	-20856	-20856	(\$21,921)	(\$21,921)	(\$21,921)	(\$21,921)	-20856	(\$22,631)	(\$22,631)	(\$22,631)	(\$22,631)	(\$22,631)	
WAR	DPH	WAR-DPH	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581580	GF-Chs-Toxic Waste&Haz Mat Svc	(\$7,980)	-7980	-7980	(\$14,917)	(\$14,917)	(\$14,917)	(\$14,917)	-7980	(\$15,125)	(\$15,125)	(\$15,125)	(\$15,125)	(\$15,125)	
WAR	DPH	WAR-DPH	251910	HAD DPH Admin HR	251961	HAD Public Health Admin	251910	HAD DPH Admin HR	GIS	10060	GF Work Order	10002	Interdepartm ental-Overhead	10001971	HA DPH Admin WO-OSH	0001	Occupational Health Safety	486780	Exp Rec Fr War Memorial (AAD)	\$20,856	20856	20856	\$21,921	\$21,921	\$21,921	\$21,921	20856	\$22,638	\$22,638	\$22,638	\$22,638	\$22,638	
WAR	DPH	WAR-DPH	251929	HPH Community Health Outcome	240661	HPH Population Health Division	251929	HPH Community Health Outcome	GIS	10060	GF Work Order	10002	Interdepartm ental-Overhead	10003874	HPH CH Syringe Disposal Prog	0002	WO-WM Syringe Disposal	486780	Exp Rec Fr War Memorial (AAD)	\$0	0	0	\$6,937	\$6,937	\$6,937	\$6,937	0	\$6,937	\$6,937	\$6,937	\$6,937	\$6,937	
WAR	DPH	WAR-DPH	251975	HPH EnvirHlth	240661	HPH Population Health Division	251975	HPH EnvirHlth	GIS	10060	GF Work Order	10002	Interdepartm ental-Overhead	10001978	HO EH WO-Toxics	0001	WO-Toxics	486780	Exp Rec Fr War Memorial (AAD)	\$7,980	7980	7980	\$7,980	\$7,980	\$7,980	\$7,980	7980	\$8,181	\$8,181	\$8,181	\$8,181	\$8,181	
WAR	HRD	WAR-HRD	232027	HRD Workers Compensation	232027	HRD Workers Compensation			Self Supporting	12460	SR Workers' Compensation	10000	Operating	10026742	HR Administration	0001	HR Administration	486780	Exp Rec Fr War Memorial (AAD)	\$40,619	41838	41838	\$41,838	\$41,838	\$41,838	\$41,838	41838	\$41,838	\$41,838	\$41,838	\$41,838	\$41,838	
WAR	HRD	WAR-HRD	232029	HRD Workforce Development	232029	HRD Workforce Development			GIS	10060	GF Work Order	10002	Interdepartm ental-Overhead	10026743	HR Workforce Development	0001	HR Workforce Development	486780	Exp Rec Fr War Memorial (AAD)	\$19,855	19855	19855	\$19,855	\$19,855	\$19,855	\$19,855	19855	\$19,855	\$19,855	\$19,855	\$19,855	\$19,855	
WAR	HRD	WAR-HRD	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581450	GF-HR-Mgmt Training	(\$19,855)	-19855	-19855	(\$19,855)	(\$19,855)	(\$19,855)	(\$19,855)	-19855	(\$20,451)	(\$20,451)	(\$20,451)	(\$20,451)	(\$20,451)	
WAR	HRD	WAR-HRD	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581460	GF-HR-Workers' Comp Claims	(\$40,619)	-41838	-41838	(\$46,892)	(\$46,892)	(\$46,892)	(\$46,892)	-41838	(\$46,892)	(\$46,892)	(\$46,892)	(\$46,892)	(\$46,892)	
WAR	HSS	WAR-HSS	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	515510	Health Service-Admin Cntrl	(\$19,387)	-19883	-19883	(\$19,883)	(\$19,883)	(\$19,883)	(\$19,883)	-19883	(\$19,883)	(\$19,883)	(\$19,883)	(\$19,883)	(\$19,883)	
WAR	HSS	WAR-HSS	291644	HSS Health Service System					GIS	10000	GF Annual Account Ctrl	10000	Operating	10001707	HT Administration	0001	HSS Administration	486780	Exp Rec Fr War Memorial (AAD)	\$19,387	19883	19883	\$17,124	\$17,124	\$17,124	\$17,124	19883	\$17,893	\$17,893	\$17,893	\$17,893	\$17,893	
WAR	PUC	WAR-PUC	229267	WWED101 Administration	229309	WWE Wastewater Enterprise	229271	WWED101 Administration	Self Supporting	20160	WWE Op Annual Account Ctrl	10000	Operating	10030000	UC Administration WWE	0001	General Administration	486780	Exp Rec Fr War Memorial (AAD)	\$104,200	120900	120900	\$77,412	\$77,412	\$77,412	\$77,412	120900	\$77,412	\$77,412	\$77,412	\$77,412	\$77,412	
WAR	PUC	WAR-PUC	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581051	GF-PUC-Light Heat & Power	(\$844,410)	-965141	-965141	(\$882,083)	(\$882,083)	(\$882,083)	(\$882,083)	-965141	(\$882,083)	(\$882,083)	(\$882,083)	(\$882,083)	(\$882,083)	
WAR	PUC	WAR-PUC	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581063	PUC Sewer Service Charges	(\$104,200)	-120900	-120900	(\$131,121)	(\$131,121)	(\$131,121)	(\$131,121)	-120900	(\$131,121)	(\$131,121)	(\$131,121)	(\$131,121)	(\$131,121)	
WAR	PUC	WAR-PUC	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581064	EF-PUC-Water Charges	(\$92,400)	-105800	-105800	(\$119,103)	(\$119,103)	(\$119,103)	(\$119,103)	-105800	(\$119,103)	(\$119,103)	(\$119,103)	(\$119,103)	(\$119,103)	
WAR	PUC	WAR-PUC	232396	WTR01 Administration	232429	WTR Water Enterprise	232396	WTR01 Administration	Self Supporting	25940	WTR Op Annual Account Ctrl	10000	Operating	10029994	UW Administration WTR	0010	General Regional Admin.	486780	Exp Rec Fr War Memorial (AAD)	\$92,400	105800	105800	\$74,031	\$74,031	\$74,031	\$74,031	105800	\$74,031	\$74,031	\$74,031	\$74,031	\$74,031	
WAR	PUC	WAR-PUC	298650	HPH0907 Light Heat & Power	231637	HPH Hetch Hetchy Water & Power	298651	HPH09 Hetchy Power	Self Supporting	24970	HHWP Op Annual Account Ctrl	10000	Operating	10029985	UH City Programs HWP	0006	Streightlights	486780	Exp Rec Fr War Memorial (AAD)	\$844,410	965141	965141	\$958,817	\$958,817	\$958,817	\$958,817	965141	\$958,817	\$958,817	\$958,817	\$958,817	\$958,817	
WAR	REC	WAR-REC	150705	REC Park Support-General	207912	REC Operations	150705	REC Park Support-General	GIS	10060	GF Work Order	10002	Interdepartm ental-Overhead	10033311	RP WO WAR n	0001	Gardening - Labor	486780	Exp Rec Fr War Memorial (AAD)	\$180,932	185610	185610	\$187,264	\$187,264	\$187,264	\$187,264	185610	\$192,882	\$192,882	\$192,882	\$192,882	\$192,882	
WAR	REC	WAR-REC	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581880	GF-Rec & Park-Gardener	(\$180,932)	-185610	-185610	(\$187,264)	(\$187,264)	(\$187,264)	(\$187,264)	-185610	(\$192,882)	(\$192,882)	(\$192,882)	(\$192,882)	(\$192,882)	
WAR	TIS	WAR-TIS	207917	DT Adm Telephone Billing	207915	DT Administration	207917	DT Adm Telephone Billing	Self Supporting	28100	ISTIF NON PROJECT CONTROLLED	10000	Operating	10024777	DT Dt Operating Master Project	0001	DT Operating Master Project	486780	Exp Rec Fr War Memorial (AAD)	\$24,601	24698	24698	\$24,698	\$24,698	\$24,698	\$24,698	24698	\$24,698	\$24,698	\$24,698	\$24,698	\$24,698	
WAR	TIS	WAR-TIS	207921	DT Adm IDS Pass-thru	207915	DT Administration	207921	DT Adm IDS Pass-thru	Self Supporting	28070	ISTIF Annual Authority Ctrl	17608	DT Work Order Projects	10024810	DT INTERDEPART MENTAL SERV	0018	EAS - Microsoft	486780	Exp Rec Fr War Memorial (AAD)	\$0	0	3706	\$3,706	\$3,706	\$3,706	\$3,706	3706	\$3,706	\$3,706	\$3,706	\$3,706	\$3,706	
WAR	TIS	WAR-TIS	207921	DT Adm Procurement Pass-thru	207915	DT Administration	207921	DT Adm Procurement Pass-thru	Self Supporting	28070	ISTIF Annual Authority Ctrl	17608	DT Work Order Projects	10024810	DT INTERDEPART MENTAL SERV	0018	EAS - Microsoft	486780	Exp Rec Fr War Memorial (AAD)	\$3,793	3706	0	\$0	\$0	\$0	\$0	0	\$0	\$0	\$0	\$0	\$0	
WAR	TIS	WAR-TIS	232341	DT Adm Administration	207915	DT Administration	232341	DT Adm Administration	Self Supporting	28070	ISTIF Annual Authority Ctrl	17582	DT Dt Operating Master Project	10024777	DT Dt Operating Master Project	0001	DT Operating Master Project	486780	Exp Rec Fr War Memorial (AAD)	\$147,498	147402	147402	\$147,402	\$147,402	\$147,402	\$147,402	147402	\$147,402	\$147,402	\$147,402	\$147,402	\$147,402	
WAR	TIS	WAR-TIS	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581210	DT Technology Infrastructure	(\$147,498)	-147402	-147402	(\$142,238)	(\$142,238)	(\$142,238)	(\$142,238)	-147402	(\$142,238)	(\$142,238)	(\$142,238)	(\$142,238)	(\$142,238)	
WAR	TIS	WAR-TIS	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581325	DT Enterprise Tech Contracts	(\$3,793)	-3706	-3706	(\$3,469)	(\$3,469)	(\$3,469)	(\$3,469)	-3706	(\$3,469)	(\$3,469)	(\$3,469)	(\$3,469)	(\$3,469)	
WAR	TIS	WAR-TIS	232392	WAR War Memorial					GIS	14670	SR War Memorial-Operating	10000	Operating	10026798	WM Public Art and Culture	0001	WM Public Art and Culture	581360	DT Telecommunications Services	(\$24,601)	-24698	-24698	(\$42,033)	(\$42,033)	(\$42,033)	(\$42,033)	-24698	(\$42,033)	(\$42,033)	(\$42,033)	(\$42,033)	(\$42,033)	

BUDGET FORM 2A: Revenue Report
DEPARTMENT: WAR

Budget System Report 15.30.005 filtered on Regular Revenues																									Total BY Revenue Variance: 199,128.00				Total BY+1 Revenue Variance: 2,302,479.00				FORMULA	FILL IN
GFS Type	Dept	Dept Division	Division Description	Dept Section	Section Description	Dept ID	Dept ID Description	Fund ID	Fund Title	Project ID	Project Title	Activity ID	Activity Title	Authority ID	Authority Title	Account Lvl 5	Account Lvl 5 Name	Account ID	Account Title	TRIO ID	TRIO Title	AAO Category	AAO Title	Change Type Title	Change Type Code	Start Dept Amt	End Dept Amt	Var Dept Amt	Start BY+1 Dept Amt	End BY+1 Dept Amt	Var BY+1 Dept Amt	Change submitted?	Revenue Description & Explanation of Change	
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435232	4350Rent&C	435232	Employee Parking		Unspecified	D01	Regular Revenues	Policy		5	\$0	\$45,191	\$45,191	\$0	\$46,518	\$46,518	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435511	4350Rent&C	435511	Opera House Rental		Unspecified	D01	Regular Revenues	On-Going		4	\$190,173	\$314,243	\$124,070	\$190,173	\$641,113	\$450,940	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435512	4350Rent&C	435512	Green Room Rental		Unspecified	D01	Regular Revenues	On-Going		4	\$247,191	\$156,249	(\$90,942)	\$247,191	\$295,602	\$48,411	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435519	4350Rent&C	435519	Opera House-Office Rental		Unspecified	D01	Regular Revenues	On-Going		4	\$180,252	\$212,061	\$31,809	\$180,252	\$222,876	\$42,624	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435521	4350Rent&C	435521	Herbst Theater Rental		Unspecified	D01	Regular Revenues	On-Going		4	\$116,507	\$135,507	\$19,000	\$116,507	\$353,275	\$236,768	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435531	4350Rent&C	435531	Davies Symphony Hall Rental		Unspecified	D01	Regular Revenues	On-Going		4	\$282,253	\$264,035	(\$18,188)	\$282,253	\$708,693	\$426,440	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435539	4350Rent&C	435539	Davies Symphony Hall(OfficRentl		Unspecified	D01	Regular Revenues	On-Going		4	\$154,734	\$182,040	\$27,306	\$154,734	\$191,324	\$36,590	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435540	4350Rent&C	435540	Veterans Building-Office Rentl		Unspecified	D01	Regular Revenues	On-Going		4	\$450,271	\$487,828	\$37,557	\$450,271	\$517,098	\$66,827	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435542	4350Rent&C	435542	Veterans Building Event Rent		Unspecified	D01	Regular Revenues	On-Going		4	\$58,306	\$60,107	\$1,801	\$58,306	\$144,586	\$86,280	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435611	4350Rent&C	435611	Opera House Concessions		Unspecified	D01	Regular Revenues	On-Going		4	\$126,618	\$115,549	(\$11,069)	\$126,618	\$436,588	\$309,970	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435612	4350Rent&C	435612	Opera House Program Concession		Unspecified	D01	Regular Revenues	Policy		5	\$0	\$2,556	\$2,556	\$0	\$6,636	\$6,636	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435631	4350Rent&C	435631	Davies Symphony Hall Concession		Unspecified	D01	Regular Revenues	On-Going		4	\$77,669	\$88,148	\$10,479	\$77,669	\$251,374	\$173,705	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	435632	4350Rent&C	435632	Davies Symphony HallProgConces		Unspecified	D01	Regular Revenues	Policy		5	\$0	\$503	\$503	\$0	\$5,098	\$5,098	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	462891	4600C4svcs	462891	Zellerbach Rehearsal Hall		Unspecified	D01	Regular Revenues	On-Going		4	\$103,189	\$90,982	(\$12,207)	\$103,189	\$293,162	\$189,973	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.
GFS	WAR					232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	462899	4600C4svcs	462899	Misc Exhibit&Perform Soc Chrgs		Unspecified	D01	Regular Revenues	On-Going		4	\$76,747	\$108,039	\$31,292	\$76,747	\$252,446	\$175,699	YES	Projecting substantial growth in Earned Revenue over Cy for BY and BY +1 as WAR respos.

All Fees below have the following characteristics/chartfields:																
		Code Authorization:	Charter 5.101													
		Auto CPI Adjust:	No													
		Department Code:	232392	War Memorial and Performing Arts Center												
		Fund Code/Title:	14670	War Memorial - Operating												
		Authority Code/Title:	10000	Operating												
		Project Code/Title:	10026798	WM Public Art and Culture												
		Activity Code/Title:	0001	WM Public Art and Culture												
Account/Account Title			2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
			Actual		Actual		Actual		Actual		Budget		Estimate		Estimate	
Description			% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate
43532 EMPLOYEE PARKING			\$37,072		\$39,139		\$39,739		\$30,574		\$0		\$45,191		\$46,518	
		Monthly Parking Fee	2.6%		3.8%	83.00	2.4%	85	0.0%	85	0.0%	85	5.9%	90	0.0%	90
435511 OPERA HOUSE RENTAL			\$528,096		\$558,727		\$559,323		\$358,199		\$0		\$314,243		\$641,113	
		Resident Licensees														
		Per Performance	3.3%		0.0%	1,550	4.8%	1,625	0.0%	1,625	4.6%	1,700	0.0%	1,700	0.0%	1,700
		Rehearsal Day	4.1%		0.0%	1,275	5.5%	1,345	0.0%	1,345	5.2%	1,415	0.0%	1,415	0.0%	1,415
		Open Rehearsal (Rehearsal day)	0.0%		0.0%	275	1.8%	280	0.0%	280	1.8%	285	0.0%	285	0.0%	285
		Open Rehearsal (Perf. day/Att. 500 max.)	7.1%		0.0%	750	4.0%	780	0.0%	780	5.8%	825	0.0%	825	0.0%	825
		Open Rehearsal (Perf. day/Att. 500+)	3.3%		0.0%	1,550	4.8%	1,625	0.0%	1,625	4.6%	1,700	0.0%	1,700	0.0%	1,700
		Outside Performance (minimum rent)	0.0%		0.0%	2,500	10.0%	2,750	0.0%	2,750	5.5%	2,900	0.0%	2,900	0.0%	2,900
		vs. 10% to maximum rent	4.0%		0.0%	5,200	5.8%	5,500	0.0%	5,500	5.5%	5,800	0.0%	5,800	0.0%	5,800
		School Audience Performance	0.0%		0.0%	950	5.3%	1,000	0.0%	1,000	5.0%	1,050	0.0%	1,050	0.0%	1,050
		Lobby Usage (Att. 1,000+)	25.0%		0.0%	2,500	4.0%	2,600	0.0%	2,600	3.8%	2,700	0.0%	2,700	0.0%	2,700
		Lobby Usage (Att. 350-1,000)	0.0%		0.0%	1,250	4.0%	1,300	0.0%	1,300	3.8%	1,350	0.0%	1,350	0.0%	1,350
		Mini-Lobby Usage (Att. 80-350 max.)	0.0%		0.0%	675	3.7%	700	0.0%	700	3.6%	725	0.0%	725	0.0%	725
		Mini-Lobby Usage (Att. 80 max. w/Perf.)	0.0%		0.0%	225	11.1%	250	0.0%	250	4.0%	260	0.0%	260	0.0%	260
		Grounds Usage (1-10 days)	0.0%		0.0%	7,500	4.0%	7,800	0.0%	7,800	5.1%	8,200	0.0%	8,200	0.0%	8,200
		Per day after 10 days	30.0%		0.0%	650	3.8%	675	0.0%	675	3.7%	700	0.0%	700	0.0%	700
		Holiday-Rehearsal Day	4.5%		0.0%	575	4.3%	600	0.0%	600	4.2%	625	0.0%	625	0.0%	625
		Holiday-Performance Day	6.3%		0.0%	850	5.9%	900	0.0%	900	5.6%	950	0.0%	950	0.0%	950
Non-Resident Licensees																
		Outside Performance (minimum rent)	0.0%		0.0%	2,500	10.0%	2,750	0.0%	2,750	5.5%	2,900	0.0%	2,900	0.0%	2,900
		vs. 10% to maximum rent	4.0%		0.0%	5,200	5.8%	5,500	0.0%	5,500	5.5%	5,800	0.0%	5,800	0.0%	5,800
		School Audience Performance	0.0%		0.0%	950	5.3%	1,000	0.0%	1,000	5.0%	1,050	0.0%	1,050	0.0%	1,050
		Lobby Usage (Att. 1,000+)	25.0%		0.0%	2,500	4.0%	2,600	0.0%	2,600	3.8%	2,700	0.0%	2,700	0.0%	2,700

Account/Account Title			2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
			Actual		Actual		Actual		Actual		Budget		Estimate		Estimate	
Description			% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate
		Lobby Usage (Att. 350-1,000)	0.0%		0.0%	1,250	4.0%	1,300	0.0%	1,300	3.8%	1,350	0.0%	1,350	0.0%	1,350
		Mini-Lobby Usage (Att. 80-350 max.)	0.0%		0.0%	675	3.7%	700	0.0%	700	3.6%	725	0.0%	725	0.0%	725
		Mini-Lobby Usage (Att. 80 max. w/Perf.)	0.0%		0.0%	225	11.1%	250	0.0%	250	4.0%	260	0.0%	260	0.0%	260
		Grounds Usage (1-10 days)	0.0%		0.0%	7,500	4.0%	7,800	0.0%	7,800	5.1%	8,200	0.0%	8,200	0.0%	8,200
		Per day after 10 days	30.0%		0.0%	650	3.8%	675	0.0%	675	3.7%	700	0.0%	700	0.0%	700
		Holiday-Rehearsal Day	4.5%		0.0%	575	4.3%	600	0.0%	600	4.2%	625	0.0%	625	0.0%	625
		Holiday-Performance Day	6.3%		0.0%	850	5.9%	900	0.0%	900	5.6%	950	0.0%	950	0.0%	950
435512 GREEN ROOM RENTAL			\$219,470		\$279,500		\$266,097		\$190,950		\$16,684		\$156,249		\$295,602	
		<u>Non-Profit Licensees</u>														
		Per Event Day (8 hours)	0.0%		0.0%	1,000	5.0%	1,050	0.0%	1,050	4.8%	1,100	0.0%	1,100	0.0%	1,100
		Per Hour after 8 Hours (before 12 Mid.)	0.0%		0.0%	125	20.0%	150	0.0%	150	0.0%	150	0.0%	150	0.0%	150
		Per Hour after 12 Midnight	0.0%		0.0%	250	20.0%	300	0.0%	300	0.0%	300	0.0%	300	0.0%	300
		<u>Other Licensees</u>														
		Per Event Day <i>Mon-Thu</i> (8 Hours)	0.0%		0.0%	2,000	5.0%	2,100	0.0%	2,100	185.7%	6,000	0.0%	6,000	0.0%	6,000
		Per Event Day <i>Fri-Sun</i> (8 Hours)	0.0%		0.0%	2,250	5.6%	2,375	0.0%	2,375	173.7%	6,500	0.0%	6,500	0.0%	6,500
		Weddings (July-August only)	0.0%		0.0%	2,500	6.0%	2,650	0.0%	2,650	145.3%	6,500	0.0%	6,500	0.0%	6,500
		Per Hour after 8 Hours (before 12 Mid.)	0.0%		0.0%	125	20.0%	150	0.0%	150	33.3%	200	0.0%	200	0.0%	200
		Per Hour after 12 Midnight	0.0%		0.0%	250	20.0%	300	0.0%	300	66.7%	500	0.0%	500	0.0%	500
		<u>Other Rental Fees</u>														
		Holiday	0.0%		0.0%	500	0.0%	500	0.0%	500	5.0%	525	0.0%	525	0.0%	525

Account/Account Title				2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
				Actual		Actual		Actual		Actual		Budget		Estimate		Estimate	
Description				% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate
435519 OPERA HOUSE OFFICE RENTAL				\$148,003		\$148,003		\$156,759		\$170,775		\$170,136		\$212,061		\$222,876	
	Rate per square foot per month			5.9%		0.0%	0.4367	5.9%	0.4625	0.0%	0.4625	5.9%	0.4900	0.0%	0.4900	0.0%	0.4900
435521 HERBST THEATRE RENTAL				\$251,118		\$275,994		\$312,812		\$174,362		\$0		\$135,507		\$353,275	
	Non-Profit Licensees																
	Per Performance			0.0%		0.0%	1,250	4.0%	1,300	0.0%	1,300	5.8%	1,375	0.0%	1,375	0.0%	1,375
	2nd Performance in one day			0.0%		0.0%	875	2.9%	900	0.0%	900	5.6%	950	0.0%	950	0.0%	950
	Mini-Performance, Day to 5 pm			0.0%		0.0%	700	3.6%	725	0.0%	725	6.9%	775	0.0%	775	0.0%	775
	2nd Mini-Performance in one day			0.0%		0.0%	550	4.5%	575	0.0%	575	4.3%	600	0.0%	600	0.0%	600
	Rehearsal - 4 hours max. before 5pm			0.0%		0.0%	600	4.2%	625	0.0%	625	4.0%	650	0.0%	650	0.0%	650
	Rehearsal - 4+ hours day or eve			0.0%		0.0%	1,000	5.0%	1,050	0.0%	1,050	4.8%	1,100	0.0%	1,100	0.0%	1,100
	For-Profit Licensees																
	Per Performance			0.0%		0.0%	2,500	4.0%	2,600	0.0%	2,600	5.8%	2,750	0.0%	2,750	0.0%	2,750
	2nd Performance in one day			0.0%		0.0%	1,875	-4.0%	1,800	0.0%	1,800	5.6%	1,900	0.0%	1,900	0.0%	1,900
	Rehearsal Day			0.0%		0.0%	2,000	10.0%	2,200	0.0%	2,200	0.0%	2,200	0.0%	2,200	0.0%	2,200
	Other Rental Fees																
	Holiday-Rehearsal Day			0.0%		0.0%	375	0.0%	375	0.0%	375	6.7%	400	0.0%	400	0.0%	400
	Holiday-Performance Day			0.0%		0.0%	500	0.0%	500	0.0%	500	5.0%	525	0.0%	525	0.0%	525
	Lobby Usage (Attendance 350-1,000)			0.0%		0.0%	1,250	4.0%	1,300	0.0%	1,300	5.8%	1,375	0.0%	1,375	0.0%	1,375
	Lobby Usage (Attendance under 350)			0.0%		0.0%	675	3.7%	700	0.0%	700	3.6%	725	0.0%	725	0.0%	725
	Lobby Usage - Mini (pre-/post-Herbst Theatre)			0.0%		0.0%	225	11.1%	250	0.0%	250	0.0%	250	0.0%	250	0.0%	250
453531 DAVIES SYMPHONY HALL RENTAL				\$658,266		\$633,780		\$638,267		\$434,054		\$0		\$264,035		\$708,693	
	Resident Licensees																
	Per Performance			3.3%		0.0%	1,550	4.8%	1,625	0.0%	1,625	4.6%	1,700	0.0%	1,700	0.0%	1,700
	½-Day Rehearsal			4.3%		0.0%	600	4.2%	625	0.0%	625	4.8%	655	0.0%	655	0.0%	655
	Full-Day Rehearsal (to 4pm)			0.0%		0.0%	950	5.3%	1,000	0.0%	1,000	5.0%	1,050	0.0%	1,050	0.0%	1,050
	Day/Eve Rehearsal			4.1%		0.0%	1,275	5.5%	1,345	0.0%	1,345	5.2%	1,415	0.0%	1,415	0.0%	1,415
	Open Rehearsal (Att. 500 max.)			7.1%		0.0%	750	4.0%	780	0.0%	780	5.8%	825	0.0%	825	0.0%	825
	Open Rehearsal (Att. 500+)			3.3%		0.0%	1,550	4.8%	1,625	0.0%	1,625	4.6%	1,700	0.0%	1,700	0.0%	1,700
	Outside Performance (minimum rent)			0.0%		0.0%	2,500	10.0%	2,750	0.0%	2,750	5.5%	2,900	0.0%	2,900	0.0%	2,900
			vs. 10% to maximum rent	4.0%		0.0%	5,200	5.8%	5,500	0.0%	5,500	5.5%	5,800	0.0%	5,800	0.0%	5,800
	School Audience Performance			0.0%		0.0%	950	5.3%	1,000	0.0%	1,000	5.0%	1,050	0.0%	1,050	0.0%	1,050
	Lobby Usage (Att. 1,000+)			25.0%		0.0%	2,500	4.0%	2,600	0.0%	2,600	3.8%	2,700	0.0%	2,700	0.0%	2,700
	Lobby Usage (Att. 350-1,000)			0.0%		0.0%	1,250	4.0%	1,300	0.0%	1,300	3.8%	1,350	0.0%	1,350	0.0%	1,350

Account/Account Title			2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
			Actual		Actual		Actual		Actual		Budget		Estimate		Estimate	
Description			% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate
	Mini-Lobby Usage (Att. 80-350 max.)		0.0%		0.0%	675	3.7%	700	0.0%	700	3.6%	725	0.0%	725	0.0%	725
	Mini-Lobby Usage (Att. 80 max. w/Perf.)		0.0%		0.0%	225	11.1%	250	0.0%	250	4.0%	260	0.0%	260	0.0%	260
	Grounds Usage (1-10 days)		0.0%		0.0%	7,500	4.0%	7,800	0.0%	7,800	5.1%	8,200	0.0%	8,200	0.0%	8,200
	Per day after 10 days		30.0%		0.0%	650	3.8%	675	0.0%	675	3.7%	700	0.0%	700	0.0%	700
	Holiday-Rehearsal Day		4.5%		0.0%	575	4.3%	600	0.0%	600	4.2%	625	0.0%	625	0.0%	625
	Holiday-Performance Day		6.3%		0.0%	850	5.9%	900	0.0%	900	5.6%	950	0.0%	950	0.0%	950
Non-Resident Licensees																
	Per Performance - Base Rent		0.0%		0.0%	2,500	10.0%	2,750	0.0%	2,750	5.5%	2,900	0.0%	2,900	0.0%	2,900
	Maximum Rent - Non-Profit: 10% not to exceed		4.0%		0.0%	5,200	5.8%	5,500	0.0%	5,500	5.5%	5,800	0.0%	5,800	0.0%	5,800
	Maximum Rent - Others: 10% not to exceed		3.4%		0.0%	7,500	5.3%	7,900	0.0%	7,900	5.1%	8,300	0.0%	8,300	0.0%	8,300
	Graduation Event (day only)		0.0%		0.0%	3,500	4.3%	3,650	0.0%	3,650	4.1%	3,800	0.0%	3,800	0.0%	3,800
	Rehearsal Day - Non-Profit		2.3%		0.0%	2,250	4.4%	2,350	0.0%	2,350	4.3%	2,450	0.0%	2,450	0.0%	2,450
	Rehearsal Day - Others		9.1%		0.0%	3,000	4.5%	3,135	0.0%	3,135	3.7%	3,250	0.0%	3,250	0.0%	3,250
	½-Day Rehearsal		4.2%		0.0%	1,250	4.8%	1,310	0.0%	1,310	4.2%	1,365	0.0%	1,365	0.0%	1,365
	Lobby Usage-Non Profit (w/o Performance)		4.0%		0.0%	5,200	5.8%	5,500	0.0%	5,500	5.5%	5,800	0.0%	5,800	0.0%	5,800
	Lobby Usage-Other (w/o Performance)		3.4%		0.0%	7,500	5.3%	7,900	0.0%	7,900	5.1%	8,300	0.0%	8,300	0.0%	8,300
	Lobby Usage (w/perf. Att. 1,000+)		25.0%		0.0%	2,500	4.0%	2,600	0.0%	2,600	3.8%	2,700	0.0%	2,700	0.0%	2,700
	Lobby Usage (w/perf Att. 350-1,000)		0.0%		0.0%	1,250	4.0%	1,300	0.0%	1,300	3.8%	1,350	0.0%	1,350	0.0%	1,350
	Mini-Lobby Usage (w/perf. Att. 350 max.)		0.0%		0.0%	675	3.7%	700	0.0%	700	3.6%	725	0.0%	725	0.0%	725
	Mini-Lobby Usage (w/perf. Att. 80 max.)		0.0%		0.0%	225	11.1%	250	0.0%	250	0.0%	250	0.0%	250	0.0%	250
	Holiday-Rehearsal Day		4.5%		0.0%	575	4.3%	600	0.0%	600	4.2%	625	0.0%	625	0.0%	625
	Holiday-Performance Day		6.3%		0.0%	850	5.9%	900	0.0%	900	3.9%	935	0.0%	935	0.0%	935
435539 DAVIES HALL OFFICE RENTAL			\$137,896		\$137,896		\$146,054		\$146,054		\$146,054		\$182,040		\$191,324	
	Rate per square foot per month		0.4367		0.0%	0.4367	5.9%	0.4625	0.0%	0.4625	5.9%	0.4900	0.0%	0.4900	0.0%	0.4900
435540 VETERANS BUILDING OFFICE RENTAL			\$351,346		\$347,814		\$381,136		\$464,455		\$420,838		\$487,828		\$517,098	
	Rate per square foot per month		15.42		0.0%	15.42	6.0%	16.34	0.0%	16.34	6.0%	17.32	0.0%	17.32	0.0%	17.32
435542 VETERANS BUILDING EVENT RENTAL			\$97,130		\$158,664		\$129,889		\$113,025		\$0		\$60,107		\$144,586	
	Atrium Theater															
	Non-Profit Licensees per day		New		0.0%	800	0.0%	800	0.0%	800	3.1%	825	-3.0%	800	0.0%	800
	Other Licensees per day		New		0.0%	1,250	28.0%	1,600	0.0%	1,600	3.1%	1,650	-3.0%	1,600	0.0%	1,600
	Non-Profit Performing Arts Weekly Rental		New		0.0%	2,400	33.3%	3,200	0.0%	3,200	3.1%	3,300	-3.0%	3,200	0.0%	3,200
Education Studio																
	Non-Profit Licensees per day															

Account/Account Title				2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
				Actual		Actual		Actual		Actual		Budget		Estimate		Estimate	
		Description		% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate
		Mini-use		New	0.0%	225		11.1%	250	0.0%	250	0.0%	250	0.0%	250	0.0%	250
		Medium use		New	0.0%	675		3.7%	700	0.0%	700	3.6%	725	-3.4%	700	0.0%	700
		Extensive use		New	0.0%	1,000		0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000
		Weekly Rehearsal use		New	0.0%	1,000		0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000
		Other Licensees per day															
		Mini-use		New	0.0%	225		122.2%	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500
		Medium use		New	0.0%	675		48.1%	1,000	0.0%	1,000	25.0%	1,250	-20.0%	1,000	0.0%	1,000
		Extensive use		New	0.0%	2,000		0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000
San Francisco Opera - Exclusive Use Periods (per Lease, based on per square foot office rent)																	
		Atrium Theater		New	0.0%	350		5.7%	370	0.0%	370	5.4%	390	-5.1%	370	0.0%	370
		Education Studio		New	0.0%	160		6.3%	170	0.0%	170	5.9%	180	-5.6%	170	0.0%	170
		Atrium Theater and Education Studio		New	0.0%	510		5.9%	540	0.0%	540	5.6%	570	-5.3%	540	0.0%	540
Other Rental Fees																	
		Holiday		New	0.0%	500		0.0%	500	0.0%	500	5.0%	525	-4.8%	500	0.0%	500
435611 OPERA HOUSE/HERBST THEATRE CONCESSION				\$308,982		\$386,638		\$419,256		\$318,169		\$0		\$115,549		\$436,588	
		Food/Non-Alcoholic Beverages Commission				8%		8%		8%		8%		8%		8%	
		Alcoholic Beverages Commission				15%		15%		15%		15%		15%		15%	
		Corkage Commission				8%		8%		8%		8%		8%		8%	
		Catering Food Commission				20%		20%		20%		20%		20%		20%	
435612 OPERA HOUSE/HERBST THEATRE MERCHANDISE				\$9,402		\$10,902		\$6,636		\$2,700		\$0		\$2,556		\$6,636	
		Programs/Merchandise Commission				10%		10%		10%		10%		10%		10%	
435631 DAVIES HALL CONCESSIONS				\$153,776		\$183,054		\$238,152		\$174,449		\$0		\$88,148		\$251,374	
		Food/Non-Alcoholic Beverages Commission		8%		8%		8%		8%		8%		8%		8%	
		Alcoholic Beverages Commission		15%		15%		15%		15%		15%		15%		15%	
		Corkage Commission		8%		8%		8%		8%		8%		8%		8%	
		Catering Food Commission		20%		20%		20%		20%		20%		20%		20%	
435632 DAVIES HALL MERCHANDISE CONCESSIONS				\$5,373		\$3,518		\$5,098		\$3,245		\$0		\$503		\$5,098	
		Programs/Merchandise Commission		10%		10%		10%		10%		10%		10%		10%	
462891 ZELLERBACH REHEARSAL HALL RENTAL				\$234,518		\$240,986		\$267,181		\$172,520		\$0		\$90,982		\$293,162	
Resident Licensees																	
		Room A - Company Use (per day)		4.0%		0.0%	515	4.9%	540	0.0%	540	5.6%	570	0.0%	570	0.0%	570

Account/Account Title			2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
			Actual		Actual		Actual		Actual		Budget		Estimate		Estimate	
	Description		% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate
	Room A - Public Use (per day)		6.7%		0.0%	800	6.3%	850	0.0%	850	5.9%	900	0.0%	900	0.0%	900
	Rooms B & C (per day)		6.6%		0.0%	325	7.7%	350	0.0%	350	5.7%	370	0.0%	370	0.0%	370
	Holiday		6.3%		0.0%	425	5.9%	450	0.0%	450	5.6%	475	0.0%	475	0.0%	475

Account/Account Title						2016-17		2017-18		2018-19		2019-20		2020-21		2021-22		2022-23	
						Actual		Actual		Actual		Actual		Budget		Estimate		Estimate	
Description						% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate	% Chg	Rate
Non-Resident Licensees/Non-Profit																			
	Room A - Company Use (9 Hours)					0.0%		0.0%	575	4.3%	600	0.0%	600	4.2%	625	0.0%	625	0.0%	625
	Room A - Public Use (9 Hours)					6.7%		0.0%	800	6.3%	850	0.0%	850	5.9%	900	0.0%	900	0.0%	900
	Room A - Per Additional Hour					0.0%		0.0%	75	0.0%	75	0.0%	75	6.7%	80	0.0%	80	0.0%	80
	Rooms B & C (9 Hours)					0.0%		0.0%	375	4.0%	390	0.0%	390	5.1%	410	0.0%	410	0.0%	410
	Rooms B & C - Per Additional Hour					0.0%		0.0%	50	0.0%	50	0.0%	50	10.0%	55	0.0%	55	0.0%	55
	Holiday					6.3%		0.0%	425	5.9%	450	0.0%	450	5.6%	475	0.0%	475	0.0%	475
Non-Resident Licensees/For-Profit																			
	Room A - Company Use (9 Hours)					0.0%		0.0%	1,000	4.5%	1,045	0.0%	1,045	4.3%	1,090	0.0%	1,090	0.0%	1,090
	Room A - Public Use (9 Hours)					0.0%		0.0%	1,250	5.2%	1,315	0.0%	1,315	5.7%	1,390	0.0%	1,390	0.0%	1,390
	Room A (Per Additional Hour)					0.0%		0.0%	100	0.0%	100	0.0%	100	5.0%	105	0.0%	105	0.0%	105
	Rooms B & C (9 Hours)					0.0%		0.0%	675	5.2%	710	0.0%	710	4.2%	740	0.0%	740	0.0%	740
	Rooms B & C (Per Additional Hour)					0.0%		0.0%	75	0.0%	75	0.0%	75	6.7%	80	0.0%	80	0.0%	80
	Holiday					6.3%		0.0%	425	5.9%	450	0.0%	450	0.0%	450	0.0%	450	0.0%	450
462899 MISCELLANEOUS SERVICE CHARGES						\$127,858		\$215,279		\$224,659		\$154,362		\$0		\$108,039		\$252,446	
	Stage/Theatrical Equipment Rentals					varies		varies		varies		varies		varies		varies		varies	
486030 SFAC RECOVERY - VETERANS BUILDING OFFICE						\$211,208		\$211,208		\$223,809		\$223,809		\$238,375		\$238,375		\$252,689	
	Rate per square foot per month					15.42		0.0%		15.42		6.0%		16.34		0.0%		17.34	
486060 ADMIN. SERVICES/GFTA RECOVERY - VETERANS						\$17,377		\$17,887		\$18,954		\$18,954		\$20,184		\$20,091		\$21,298	
	Rate per square foot per month					15.42		0.0%		15.42		6.0%		16.34		0.0%		17.34	
TOTAL REVENUE						\$3,496,891		\$3,848,989		\$4,033,821		\$3,150,656		\$1,012,271		\$2,521,504		\$4,640,376	

BUDGET FORM 3A: Expenditure Changes
DEPARTMENT: WAR

Budget System Report 15-30.005 filtered on Gross Expenditures																	Total BY Expenditure Variance: (95,909.00)			Total BY+1 Expenditure Variance: 1,081,418.00			FORMULA	FILL IN							
GFS Type	Dept	Dept ID	Dept ID Description	Fund ID	Fund Title	Project ID	Project Title	Activity ID	Activity Title	Authority ID	Authority Title	Account Lvl 5	Account Lvl 5 Name	Account ID	Account Title	TRIO ID	TRIO Title	AAO Category	AAO Title	Change Type Title	Change Type Code	Start Dept Amt	End Dept Amt	Var Dept Amt	Start BY+1 Dept Amt	End BY+1 Dept Amt	Var BY+1 Dept Amt	Change submitted?	Explanation of Change		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	502050	5020Salary	502050	Perm Salaries-Misc-Regular		Unspecified	001	Gross Expenditures	On-Going		4	\$6,402,207	\$6,442,138	\$40,029	\$6,738,245	\$6,740,518	\$22,273	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	502050	5020Salary	502050	Perm Salaries-Misc-Regular		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$24,403)	(\$24,403)	\$0	\$18,238	\$18,238		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	502070	5020Salary	502070	Holiday Pay - Misc		Unspecified	001	Gross Expenditures	On-Going		4	\$95,904	\$3,414	\$96,904	\$95,904	\$3,022,799	\$6,895	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	609010	6020Salary	609010	Temp Misc Regular Salaries		Unspecified	001	Gross Expenditures	On-Going		4	\$231,453	\$181,958	\$150,395	\$231,453	\$177,124	\$298,471	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	509010	5020Salary	509010	Premium Pay - Misc		Unspecified	001	Gross Expenditures	On-Going		4	\$142,074	\$108,247	(\$33,827)	\$142,074	\$113,945	\$11,871	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	511050	6020Salary	511050	Overtime - Scheduled Misc		Unspecified	001	Gross Expenditures	On-Going		4	\$92,061	\$185,077	\$92,436	\$92,061	\$162,070	\$162,070	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	513050	5130Fringe	513050	Retire City Misc		Unspecified	001	Gross Expenditures	On-Going		4	\$1,397,432	\$1,406,149	\$8,717	\$1,334,022	\$1,338,194	\$4,192	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	513050	5130Fringe	513050	Retire City Misc		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$6,090)	(\$6,090)	\$0	\$1,906	\$2,006	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	514050	5130Fringe	514050	Social Security (DASDI & H)		Unspecified	001	Gross Expenditures	On-Going		4	\$425,242	\$440,848	\$15,605	\$444,055	\$474,880	\$30,825	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	514050	5130Fringe	514050	Social Security (DASDI & H)		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$1,559)	(\$1,559)	\$0	\$1,109	\$1,109		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	514020	5130Fringe	514020	Social Sec Medicare(Hi Only)		Unspecified	001	Gross Expenditures	On-Going		4	\$100,983	\$104,642	\$3,659	\$105,584	\$112,788	\$7,214	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	514020	5130Fringe	514020	Social Sec Medicare(Hi Only)		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$340)	(\$340)	\$0	\$264	\$264		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	515050	5130Fringe	515050	Health Service City Match		Unspecified	001	Gross Expenditures	On-Going		4	\$269,959	\$270,874	\$1,679	\$286,366	\$286,156	\$890	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	515050	5130Fringe	515050	Health Service City Match		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$340)	(\$340)	\$0	\$6	\$6		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	515710	5130Fringe	515710	Dependent Coverage		Unspecified	001	Gross Expenditures	On-Going		4	\$709,950	\$714,947	\$4,427	\$752,200	\$754,406	\$2,446	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	515710	5130Fringe	515710	Dependent Coverage		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$4,730)	(\$4,730)	\$0	\$61	\$61		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	516050	5130Fringe	516050	Dental Coverage		Unspecified	001	Gross Expenditures	On-Going		4	\$79,743	\$80,240	\$497	\$80,287	\$81,146	\$219	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	516050	5130Fringe	516050	Dental Coverage		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$471)	(\$471)	\$0	\$86	\$86		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	517050	5130Fringe	517050	Unemployment Insurance		Unspecified	001	Gross Expenditures	On-Going		4	\$6,966	\$7,237	\$251	\$7,282	\$7,779	\$497	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	517050	5130Fringe	517050	Unemployment Insurance		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$52)	(\$52)	\$0	\$18	\$18		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	519110	5130Fringe	519110	Flexible Benefit Package		Unspecified	001	Gross Expenditures	On-Going		4	\$14,726	\$14,818	\$92	\$15,406	\$15,655	\$249	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	519110	5130Fringe	519110	Flexible Benefit Package		Unspecified	001	Gross Expenditures	Policy		5	\$0	\$5,357	\$5,357	\$0	\$5,679	\$5,679		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	519120	5130Fringe	519120	Long Term Disability Insurance		Unspecified	001	Gross Expenditures	On-Going		4	\$22,916	\$23,120	\$144	\$24,111	\$24,187	\$76	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	519120	5130Fringe	519120	Long Term Disability Insurance		Unspecified	001	Gross Expenditures	Policy		5	\$0	(\$841)	(\$841)	\$0	(\$108)	(\$108)		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	521030	5210NPwSec	521030	Air Travel - Employees		Unspecified	001	Gross Expenditures	Policy		5	\$0	\$0	\$0	\$0	\$6,000	\$6,000		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	521050	5210NPwSec	521050	Non-Air Travel - Employees		Unspecified	001	Gross Expenditures	On-Going		4	\$80	\$0	(\$80)	\$80	\$15,000	\$14,830		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	522000	5210NPwSec	522000	Training - Budget		Unspecified	001	Gross Expenditures	On-Going		4	\$12,600	\$22,600	\$10,000	\$12,600	\$32,600	\$10,000		YES	
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	527610	5210NPwSec	527610	Systems Consulting Services		Unspecified	001	Gross Expenditures	On-Going		4	\$13,000	\$26,208	\$13,763	\$13,000	\$16,798	(\$16,261)	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	528050	5210NPwSec	528050	Scavenger Services		Unspecified	001	Gross Expenditures	On-Going		4	\$310,000	\$310,000	(\$100,000)	\$310,000	\$219,300	(\$90,700)	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	528030	5210NPwSec	528030	Pest Control		Unspecified	001	Gross Expenditures	On-Going		4	\$38,825	\$38,825	\$0	\$38,825	\$39,990	\$1,165	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	528910	5210NPwSec	528910	Routine Maint Elev- Escalator		Unspecified	001	Gross Expenditures	On-Going		4	\$225,096	\$225,096	\$0	\$225,096	\$221,849	\$6,753	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	528990	5210NPwSec	528990	Other Bldg Maint Svc		Unspecified	001	Gross Expenditures	On-Going		4	\$740,291	\$526,842	(\$213,449)	\$740,291	\$113,417	(\$126,874)	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	529990	5210NPwSec	529990	Other Equip Maint		Unspecified	001	Gross Expenditures	On-Going		4	\$28,500	\$28,500	(\$100)	\$28,500	\$28,500	\$0	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	535960	5210NPwSec	535960	Software Licensing Fees		Unspecified	001	Gross Expenditures	On-Going		4	\$14,250	\$22,757	\$8,107	\$14,250	\$22,757	\$8,107	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	540000	5400Mar&Su	540000	Materials & Supplies-Budget		Unspecified	001	Gross Expenditures	On-Going		4	\$278,057	\$158,867	(\$120,000)	\$278,057	\$282,500	\$3,843	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	552110	5210NPwSec	552110	Taxes		Unspecified	001	Gross Expenditures	On-Going		4	\$183,088	\$275,861	\$93,848	\$183,088	\$389,643	\$107,635	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	552210	5210NPwSec	552210	Fees License Permits		Unspecified	001	Gross Expenditures	On-Going		4	\$26,800	\$33,439	\$6,639	\$26,800	\$34,442	\$7,642	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	581051	5810OCHDap	581051	GF-PLUC Light Heat & Power		Unspecified	001	Gross Expenditures	On-Going		4	\$965,141	\$882,083	(\$83,058)	\$965,141	\$882,083	(\$83,058)	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	581063	5810OCHDap	581063	PLUC Sewer Service Charges		Unspecified	001	Gross Expenditures	On-Going		4	\$120,900	\$131,121	\$10,221	\$120,900	\$131,121	\$10,221	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	581064	5810OCHDap	581064	PLUC-Water Charges		Unspecified	001	Gross Expenditures	On-Going		4	\$105,800	\$119,103	\$13,303	\$105,800	\$119,103	\$13,303	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	581210	5810OCHDap	581210	OT Technology Infrastructure		Unspecified	001	Gross Expenditures	On-Going		4	\$147,402	\$142,238	(\$5,164)	\$147,402	\$142,238	(\$5,164)	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	581270	5810OCHDap	581270	GF-City Attorney-Legal Service		Unspecified	001	Gross Expenditures	On-Going		4	\$100,000	\$93,800	(\$7,460)	\$100,000	\$92,000	(\$8,460)	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-Operating	10026798	WM Public Art and Culture	1	WM Public Art and Culture	10000	Operating	581325	5810OCHDap	581325	OT Enterprise Tech Contracts		Unspecified	001	Gross Expenditures	On-Going		4	\$3,706	\$3,469	(\$237)	\$3,706	\$3,469	(\$237)	YES		
GFS	WAR	232392	WAR War Memorial	14670	SR War Memorial-																										

BUDGET FORM 3B: Position Changes

DEPARTMENT:

Please identify proposed position changes from the FY 2021-22 and FY 2022-23 Base Budget at the account level (reflecting both salary and discretionary special class changes).

Note: To submit this information, run the **15.30.004 Position Snapshot Comparison (Audit Trail)** report from the budget system.

Select the following criteria before running the report:

Budget Year: 2022
Before Snapshot: Start of Dept
After Snapshot: Current

GFS Type: Do not select a value.
Select dropdown option "Department Phase" after report has loaded.

For any proposed changes, provide an explanation in the "Explanation of FTE and/or Amount Change" column.
Please contact your Mayor's Office or Controller's Office Analyst if you need assistance running this report.
All submissions must be formatted appropriately so that printed copies are easily readable for the public.

Additionally, layoffs should be further detailed on form 3C.

System Report 13.30.044 filtered on Gross Expenditures																									Total BY FTE Variance:			1.35			Total BY Amount Variance:			253,613.00			Total BY+1 FTE Variance:			2.72			Total BY+1 Amount Variance:			573,771.00			FORMULA		FTE IN																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
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GFS Type	Dept	Department ID	Department Description	Fund ID	Fund Title	Project ID	Project Title	Activity ID	Activity Title	Authority ID	Authority Title	Account Lvl 5	Account ID	Agency Use ID	AAO	AAO Title	Class	Job Class Title	Emp Org Code	Emp Org Title	Ret	Status	Action	Ref No.	Start Dept FTE	End Dept FTE	Var Dept FTE	Start Dept Amt	End Dept Amt	Var Dept Amt	Start BY+1 Dept FTE	End BY+1 Dept FTE	Var BY+1 Dept FTE	Start BY+1 Dept Amt	End BY+1 Dept Amt	Var BY+1 Dept Amt	Var	FTE	Amount	Explanation																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
015	0004	223762	WM War Memorial Operating	14070	30 War Memorial Operating	1003798	WM Public Art and Culture	1	WM Public Art and Culture	00000	Operating	0000Salary	500000		001	Gross Expenditures	1402_C	Executive Secretary II	22	022 - SPARK LOCAL 21	C	A	5	000404																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									

BUDGET FORM 3C: Position Reductions Resulting in Layoffs

DEPARTMENT: WAR

If layoffs are required to meet target reductions, please outline below and describe the impact on the department's capacity to perform its core services.

*For planning purposes, assume that savings from the elimination of positions would commence on September 1, 2021 for FY 2021-22.

Dept	Dept Division	Program or Role Description	Job Class	Title	Permanent or Exempt	2021-22 Layoffs			Annualized 2022-23 Layoffs			Briefly Describe the Impact of these Eliminations on the Department's Core Functions
						Dollar Value* (including fringe)	Head Count	FTE Count	Dollar Value (including fringe)	Head Count	FTE Count	
WAR		No proposed layoffs.										
TOTALS:						-	-	-	-	-	-	

BUDGET FORM 3D: Contingency Reductions

DEPARTMENT: WAR

Please identify proposed contingency expenditure and revenue changes from the FY 2021-22 and FY 2022-23 base budget at the account level.

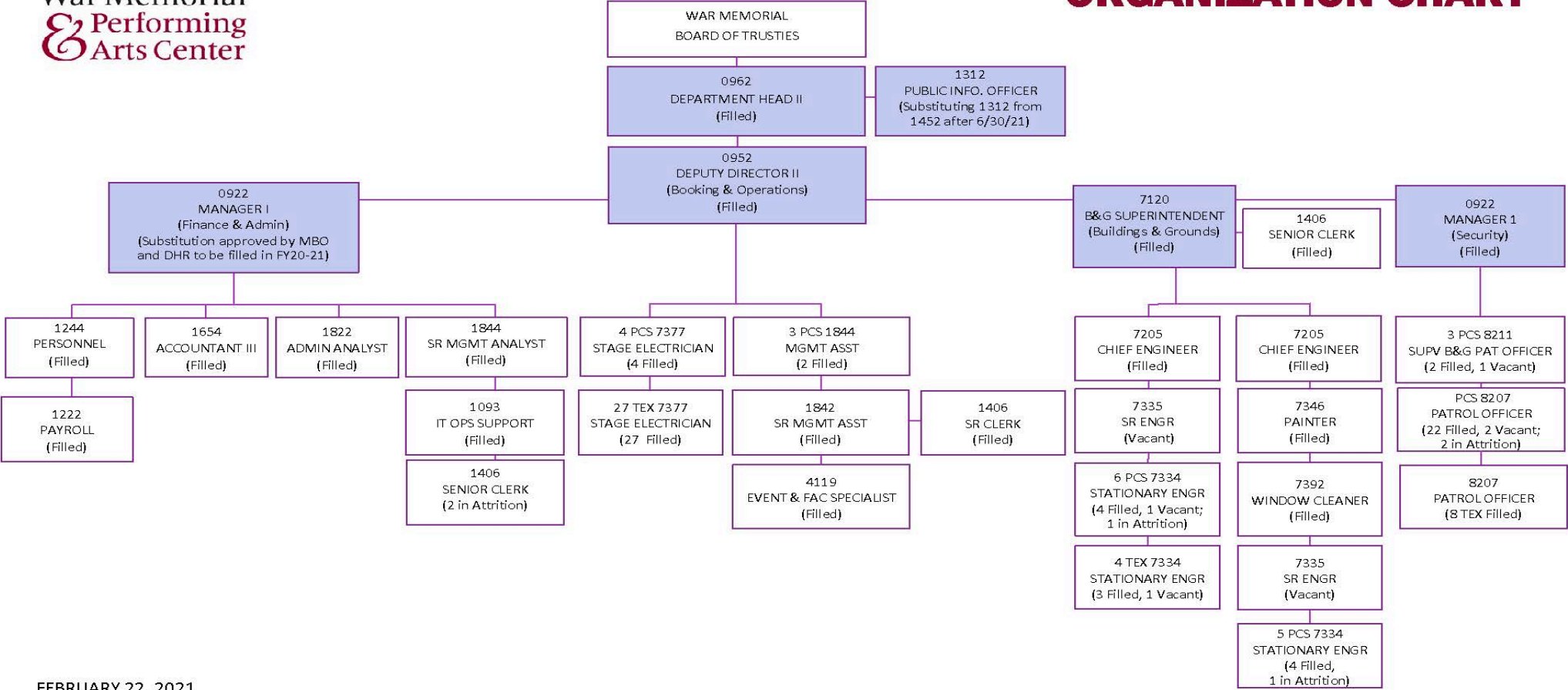
Note: There is a required 2.5% contingency reduction in FY 2021-22 and an additional 2.5% contingency reduction in FY 2022-23.
These changes should not be loaded in BPMS and should only be outlined in the below table.

Project, program, expenditure, or revenue description	FY 21-22 GF Savings	FY 21-22 # FTE impacted, if applicable	FY 22-23 GF Savings	FY 21-22 # FTE impacted, if applicable	Please briefly describe impact of this change on department
War Memorial is not subject to target.					

BUDGET FORM: Organizational Chart
FY 2021-22 and FY 2022-23



ORGANIZATION CHART



FEBRUARY 22, 2021

Contact List for The Mayor's Budget Office and the Controller's Budget Office

Dept. #	Code	Department Name	Mayor's Office	Controller's Budget & Analysis	Controller's Accounting Operations
62	AAM	Asian Art Museum	Sally Ma	Risa Sandler	Jane Yuan/ Senna Osby
70	ADM	General Services Agency - Administrative Services	Adrian Liu	Edward de Asis	Maricar Gratuito
13	ADP	Adult Probation	Andrea Lynn	Nick Leo	Jane Yuan/ Janica Li
27	AIR	Airport	Andrea Lynn	Nick Leo	Melson Mangrobang
28	ART	Arts Commission	Sally Ma	Mendy Ma	Jane Yuan/ Senna Osby
2	ASR	Assessor/Recorder	Morgan Owens	Josh Oehler	Maricar Gratuito
1	BOS	Board of Supervisors	Anna Duning	Michael Mitton	Jane Yuan/ Senna Osby
3	CAT	City Attorney	Matthew Curtois	Ysabel Catapang	Maricar Gratuito
64	CFC	Children & Families Commission	Anna Duning	Mendy Ma	Jane Yuan/ Senna Osby
23	CHF	Children, Youth & Their Families	Lillian Patil	Mendy Ma	Jane Yuan/ Senna Osby
9	CON	Controller	Morgan Owens	Ysabel Catapang	Melson Mangrobang
29	CPC	City Planning	Morgan Owens	David Ly	Maricar Gratuito
10	CRT	Superior Court	Andrea Lynn	David Ly	Jane Yuan/ Janica Li
30	CSC	Civil Service Commission	Camilla Taufic	Michael Mitton	Jane Yuan/ Senna Osby
17	CSS	Child Support Services	Andrea Lynn	Josh Oehler	Jane Yuan/ Senna Osby
4	DAT	District Attorney	Andrea Lynn	Ysabel Catapang	Jane Yuan/ Janica Li
19	DBI	Department of Building Inspection	Morgan Owens	David Ly	Maricar Gratuito
88	DPA	Department of Police Accountability	Camilla Taufic	Josh Oehler	Jane Yuan/ Janica Li
81	DPH	Department of Public Health	Anna Duning	Mendy Ma	Jane Yuan/ Janica Li
90	DPW	General Services Agency - Public Works	Adrian Liu	Edward de Asis	Melson Mangrobang
45	HSA	Human Services Agency	Anna Duning	Mendy Ma	Sally Chan
77	DEM	Emergency Communications	Matthew Curtois	Nick Leo	Jane Yuan/ Janica Li
21	ECN	Economic & Workforce Development	Matthew Curtois	Mendy Ma	Maricar Gratuito
22	ENV	Environment	Sally Ma	Nick Leo	Maricar Gratuito
18	ETH	Ethics Commission	Sally Ma	Michael Mitton	Maricar Gratuito
61	FAM	Fine Arts Museum	Sally Ma	Michael Mitton	Jane Yuan/ Senna Osby
31	FIR	Fire Department	Matthew Curtois	Josh Oehler	Jane Yuan/ Janica Li
97	GEN	General City Responsibility	Lillian Patil	Michelle Allersma/ Risa Sandler	
4	HRC	Human Rights Commission	Camilla Taufic	Ysabel Catapang	Jane Yuan/ Senna Osby
33	HRD	Human Resources	Camilla Taufic	Michael Mitton	Maricar Gratuito
84	HOM	Dept. of Homelessness and Supportive Housing	Lillian Patil	Edward de Asis	Sally Chan
55	HSS	Health Service System	Camilla Taufic	Risa Sandler	Maricar Gratuito
12	JUV	Juvenile Probation	Camilla Taufic	Edward de Asis	Jane Yuan/ Janica Li
41	LIB	Public Library	Matthew Curtois	Michael Mitton	Jane Yuan/ Senna Osby
63	LLB	Law Library	Adrian Liu	Risa Sandler	Jane Yuan/ Senna Osby
35	MTA	Municipal Transportation Agency (MTA)	Morgan Owens	Josh Oehler	Melson Mangrobang
25	MYR	Mayor	Morgan Owens	Mendy Ma	Maricar Gratuito
37	BOA	Board of Appeals	Sally Ma	Nick Leo	Maricar Gratuito
5	PDR	Public Defender	Andrea Lynn	Nick Leo	Jane Yuan/ Janica Li
38	POL	Police Department	Andrea Lynn	Josh Oehler	Jane Yuan/ Janica Li
39	PRT	Port	Matthew Curtois	Josh Oehler	Maricar Gratuito
40	PUC	Public Utilities Commission	Morgan Owens	Nick Leo	Jane Yuan/ Senna Osby
42	REC	Recreation & Park	Adrian Liu	Josh Oehler	Melson Mangrobang
80	REG	Elections	Adrian Liu	Ysabel Catapang	Maricar Gratuito
44	RET	Retirement System	Camilla Taufic	Michael Mitton	Jane Yuan/ Senna Osby
65	RNT	Rent Arbitration Board	Morgan Owens	Mendy Ma	Maricar Gratuito
60	SCI	Academy of Sciences	Sally Ma	Ysabel Catapang	Jane Yuan/ Senna Osby
6	SHF	Sheriff's Department	Camilla Taufic	Edward de Asis	Jane Yuan/ Janica Li
75	TIS	General Services Agency - Technology	Andrea Lynn	Nick Leo	Maricar Gratuito
8	TTX	Treasurer / Tax Collector	Morgan Owens	Michael Mitton	Maricar Gratuito
99	UNA	General Fund Unallocated		Michelle Allersma/ Risa Sandler	
7	USD	County Office of Education		David Ly	Melson Mangrobang
46	WAR	War Memorial	Sally Ma	Ysabel Catapang	Jane Yuan/ Senna Osby
48	WOM	Department on the Status of Women	Andrea Lynn	Ysabel Catapang	Maricar Gratuito
	OCII	Office of Community Investment and Infrastructure	Morgan Owens	Risa Sandler	Melson Mangrobang

Mayor's Budget Office	
Matthew Curtois	(415) 554-6617
Anna Duning	(415) 554-6216
Ashley Groffenberger	(415) 554-6511
Adrian Liu	(415) 554-6659
Andrea Lynn	(415) 554-6656
Sally Ma	(415) 554-5965
Morgan Owens	(415) 554-6639
Lillian Patil	(415) 554-5169
Camilla Taufic	(415) 554-6466

Controller's Budget Office	
Michelle Allersma	(415) 554-4792
Edward de Asis	(415) 554-7663
Ysabel Catapang	(415) 554-5253
Nick Leo	(415) 554-7575
Carol Lu	(415) 554-7647
David Ly	(415) 554-7837
Mendy Ma	(415) 554-5247
Michael Mitton	(415) 554-6626
Joshua Oehler	(415) 554-7535
Risa Sandler	(415) 554-5254

Controller's Accounting Operations	
Sally Chan	(415) 554-7418
Maricar Gratuito	(415) 554-6627
Janica Li	(415) 554-7516
Melson Mangrobang	(415) 554-5158
Senna Osby	(415) 554-7567
Jane Yuan	(415) 554-7546