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San Francisco  
War Memorial  
& Performing  
Arts Center

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STRATEGIC PLAN

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2016 – 2020

The **SAN FRANCISCO WAR MEMORIAL AND PERFORMING ARTS CENTER** is a landmark cultural institution owned and operated by the City and County of San Francisco and managed through the Board of Trustees of the War Memorial of San Francisco.

War Memorial Opera House

War Memorial Veterans Building

*Herbst Theatre | The Green Room | The Wilsey Center for Opera*

Louise M. Davies Symphony Hall

Harold L. Zellerbach Rehearsal Hall

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March 2016

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## MISSION STATEMENT

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The mission of the War Memorial is to manage, operate and maintain the War Memorial Opera House, War Memorial Veterans Building, Louise M. Davies Symphony Hall, Harold L. Zellerbach Rehearsal Hall, the Memorial Court, and all adjacent grounds. The Department works to provide safe, first-class facilities to promote cultural, educational, and entertainment opportunities in a cost-effective manner for maximum use and enjoyment by the public, while best serving the purposes and beneficiaries of the War Memorial Trust.

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## MAJOR PROGRAM AREAS

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The San Francisco War Memorial and Performing Arts Center is one of the largest performing arts centers in the United States and one of the busiest in the world. The Center includes 791,000 square feet of space in four buildings situated on three city blocks. On an annual basis, the Center's performance facilities host over 750 performances and events, attracting an estimated one million patrons and guests. An additional estimated 20,000 people attend other programs annually, including the San Francisco Arts Commission Gallery, Performing Arts Center Tours, and a variety of veterans' activities. Two new performance venues, the Atrium Theater and Bryan Studio, opened in the Veterans Building fourth floor in January 2016.

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## VISION AND CORE VALUES

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*VISION* The War Memorial and Performing Arts Center is a charitable trust; its facilities and public assets are entrusted to the City's care through the War Memorial Board of Trustees. Our vision is to provide safe first-class facilities to enhance the community, maintain San Francisco's status as a world-class cultural destination, and promote local economic development by attracting tourism and business.

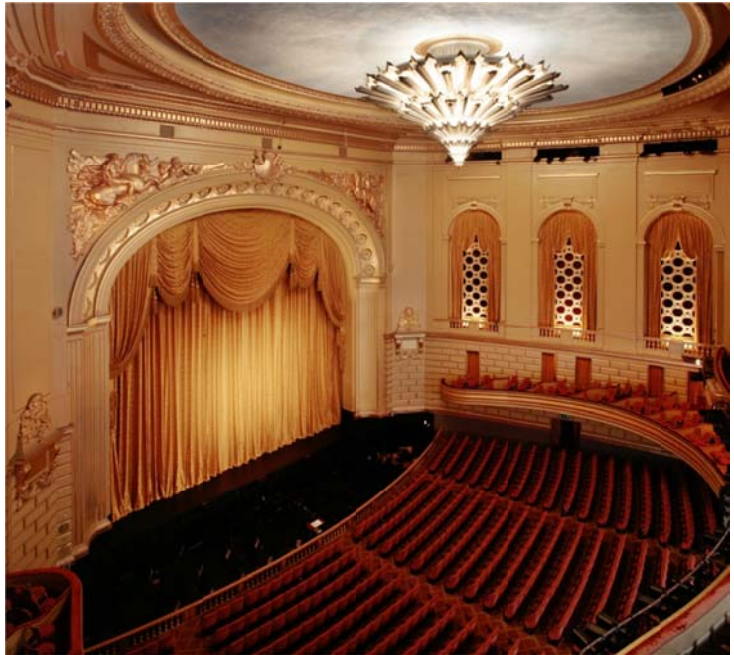
### *CORE VALUES*

- ❖ Stewardship and preservation of historic and physical assets.
- ❖ Safety and security of licensees, patrons, visitors and staff.
- ❖ Accountability to our constituents, customers, employees and the public.
- ❖ Maximized use of the Performing Arts Center buildings and facilities.
- ❖ Partnerships and collaborations with Performing Arts Center occupants.
- ❖ Diversity of presentations and activities reaching all residents and visitors.
- ❖ Outstanding customer service for all patrons of the Performing Arts Center.
- ❖ Sustainability to meet the needs of today without compromising the future.



The auditorium of Louise M. Davies Symphony Hall.

The War Memorial Opera House stage and auditorium.



The Herbst Theatre auditorium as seen from the stage.

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## OPERATIONAL FUNCTIONS

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Facilities Administration: Administer and coordinate facilities' use and occupancy by War Memorial Trust beneficiaries and others, including veterans' organizations, City arts department offices and other permanent and temporary occupants.

Booking, Marketing and Licensee/Patron Services: Marketing, scheduling, licensing and coordinating rental uses of the Opera House, Davies Symphony Hall, Herbst Theatre, Green Room, Atrium Theater, Bryan Studio and Zellerbach Rehearsal Hall facilities.

Licensee services include contract administration, box office and ticket sales services, stage/event production and technical services, front-of-house ushering operations, food and beverage concession and catering services. Patron services include facility tours, lost and found, program accessibility and public information.

Buildings and Grounds Operation and Maintenance: Daily operation and regular maintenance and repairs of buildings, building systems and equipment, including mechanical, electrical, heating, ventilating and cooling; routine and special custodial services in accordance with activity schedule requirements; operating and maintaining stage facilities and technical equipment.

Security Services: Safeguarding and securing War Memorial and Performing Arts Center buildings, grounds, licensees, patrons, occupants and visitors.

Capital Project Planning and Management: Planning and implementing facilities maintenance and capital improvement projects, both department-funded and tenant-funded.

General Administration: Financial management and accounting, administration of communications and information systems, management and administration of personnel and human resources.

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## STRATEGIC PRIORITIES AND KEY OBJECTIVES

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1. Stewardship and Preservation: Maintain, upgrade and preserve important and historic facilities for the future. The size, age and usage levels of the War Memorial buildings – as well as their historic and civic value – require regular and timely implementation of maintenance and improvements to insure their continued safe and proper operation for approximately 1.36 million persons who annually use and visit the buildings.
  - Provide daily and routine engineering and custodial services to insure safe, accessible, functional and well-maintained facilities.
  - Implement regular and periodic preventative maintenance, repairs and upgrades to buildings and building systems.
  - Develop a process to prioritize deferred maintenance needs.
  - Secure, plan and optimize capital and facilities maintenance funds to address and reduce life safety hazards, dangerous conditions and code deficiencies; provide for energy efficient operation of buildings; implement upgrades to meet current-day program and patron needs.
  
2. Safety and Security: Make sound decisions about the safety and security of patrons, visitors, performers, and staff.
  - Increase the size and capacity of the War Memorial Security division.
  - Establish new performance security shifts to provide enhanced visible security measures to patrons and visitors in response to recent security incidents at public assembly events.
  - Complete and implement new security camera system in the War Memorial Veterans Building.
  - Plan, fund and implement new security camera system in the War Memorial Opera House.
  - Participate in on-going security training presented and recommended by the International Association of Venue Managers Academy for Venue Safety & Security.
  - Continue collaborations with Civic Center Community Benefit District and San Francisco Police Department on strengthening security operations and services in the Civic Center.
  - Create a modern and comprehensive emergency action plan in concert with City safety departments, including the San Francisco Police Department, San Francisco Fire Department, and Department of Emergency Management.

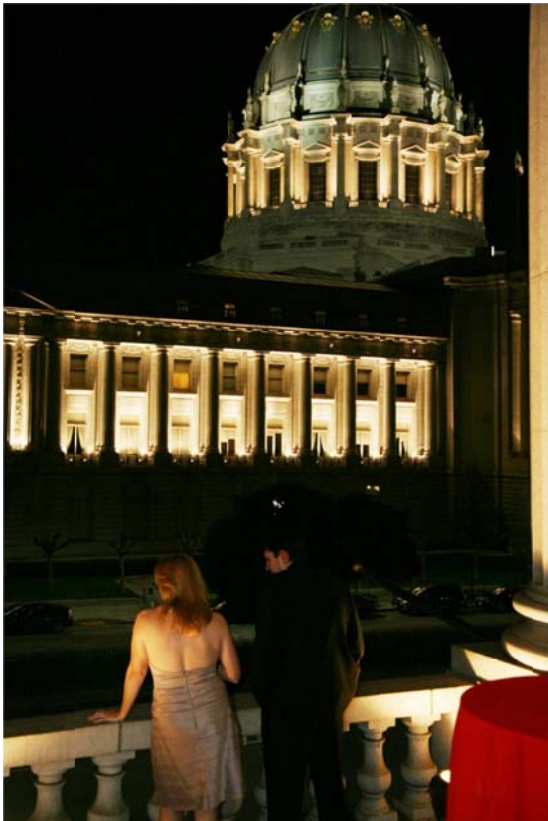
3. Accountability: Effectively employ our financial and operational resources to support our strategic goals.
  - Strengthen financial policies and controls in the budget process.
  - Evaluate and adjust the adequacy of technology to increase efficiency.
  - Increase departmental technology literacy and competency.
  - Promote a safe and healthy work environment.
  - Respond to emerging opportunities and emergencies by being prepared, committed, agile, and flexible.
  
4. Use of War Memorial and Performing Arts Center: Maximize utilization of the Performing Arts Center.
  - Provide safe, first-class facilities and venues that promote and support the cultural, educational and entertainment activities of users in a cost effective manner.
  - Build and maintain mutually beneficial strategic and positive relationships with resident and annual facility licensees and beneficiaries of the War Memorial Trust.
  - Utilize best practices and new technology to reduce stage technical time.
  - Prioritize universal access ADA compliance.
  
5. Partnerships and Collaborations: Increase partnerships and collaborations for Performing Arts Center operations, capital projects and programs.
  - Broaden partnerships with resident performing companies, the San Francisco Ballet, San Francisco Opera and San Francisco Symphony, on funding and implementing capital upgrades at the Opera House and Davies Symphony Hall, including replacement of Opera House auditorium seats, security systems, theatrical staging upgrades, and exterior signage and lighting.
  - Continue partnership with San Francisco Public Utilities Commission on energy efficiency projects including phase 2 installation of solar panels on Davies Symphony Hall, replacing all toilet fixtures with low flow fixtures, and upgrades to lighting fixtures and systems.
  - On-going collaboration with the San Francisco Posts of the American Legion to insure successful use of office, meeting room, display and exhibit spaces assigned for veterans' use.
  - Develop and implement new policy and procedures for veterans' service organizations use of Veterans Building space.
  - Collaboration with San Francisco Arts Commission to help small local arts organizations utilize two new performance/event spaces on the Veterans Building fourth floor.

6. Diversity of Presentations: License Performing Arts Center venues to a diverse array of user groups.
  - Outreach to arts and cultural organizations of all sizes to maximize uses of the Opera House, Davies Symphony Hall, Herbst Theatre, The Green Room, new Atrium Theater and new Bryan Studio.
  - Collaboration with San Francisco Arts Commission to help small local arts organizations utilize two new performance/event spaces on the Veterans Building fourth floor (new Atrium Theater and new Bryan Studio).
  - Offer below-market venue and equipment rental rates for non-profit cultural, artistic and educational programming.
  
7. Customer Service: Provide the highest level of service to all those who enter the Performing Arts Center, including facilities' licensees, patrons, guests and visitors.
  - Focus on providing high quality services and customer satisfaction by investing in professional development and training of staff and establishing a motivational climate that promotes staff excellence and productivity.
  - Utilize data and reports, as well as feedback from licensees, patrons and the public, to determine and develop ways to improve performance and deliver improved customer satisfaction.
  - Ensure staff evaluations are connected to goals of the strategic plan.
  - Upgrade communications materials to comply with the Language Access Ordinance.
  
8. Sustainability: Meet the needs of today without compromising the future.
  - Create and maintain measurable benchmarking for consumption of energy, water and waste diversion.
  - Reduce energy usage, improve indoor environmental quality and water usage utilizing LEED standards and integrated design.
  - Utilize environmentally safe techniques and products for cleaning and maintaining our buildings.
  - In consultation with the Department of the Environment, expand center-wide recycling, composting and other waste diversion programs.
  - Move toward paperless transactions by investing in infrastructure for safe and orderly recordkeeping.





Michael Fassbender portrays the title role in Danny Boyle's film *Steve Jobs*, shot on location in the War Memorial Opera House and Davies Symphony Hall.



A couple takes in the view of City Hall from The Green Room's exterior loggia.



Families enjoy a free Open House event in the War Memorial Opera House.