

San Francisco War Memorial and Performing Arts Center
REQUEST FOR PROPOSAL
FOOD AND BEVERAGE CONCESSIONS AND CATERING AGREEMENT

QUESTIONS AND ANSWERS LOG

(Updated February 28, 2018)

| Date | Question | Answer |
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| 01/17/18 | How many people from each proposer company are permitted to attend the 2/5/18 Pre-Proposal Tour and Conference? | We have not set an attendance limit for each Proposer. However, we would appreciate being advised if you are attending and, if so, how many persons will be attending. |
| 01/22/18 | Is it possible to tell us a) the current wages for each position on the staffing level chart (exhibit G) and b) the dollar amount of the Union (local 2) monthly health care and pension costs for each position? | The War Memorial is not a party to the collective bargaining agreement between the current operator and the San Francisco Hotel and Restaurant Employees and Bartenders Union, Local 2. For information regarding the collective bargaining agreement between Local 2 and RA Center, LLC, we suggest you contact Local 2, specifically Lorraine Powell, Field Representative, at (415) 864-8770 Ext. 718, or FAX (415) 864-4158. |
| 02/05/18 | Does the Performing Arts Center provide parking on the premises for the Concessions and Catering Operator? | The Performing Arts Center currently provides two parking spaces on the premises to the current Concessions and Catering Operator at no cost. This is not a contractual provision and is subject to parking availability. |
| 02/05/18 | Will the San Francisco Symphony's contract with a food and beverage provider for the Wattis Room in Davies Symphony Hall come up for bid during the term of the Agreement and, if so, will the War Memorial's selected operator be permitted to submit a bid for the Wattis Room contract? | The Wattis Room is a 1,700 square foot room in Davies Symphony Hall under the jurisdiction of the San Francisco Symphony. The Symphony currently has an agreement with McCalls Catering & Events to operate the room. Use of the Wattis Room includes pre-concert dining and intermission service for Symphony donors. The Symphony through its operator also rents the room for special events. The Symphony's current contract with McCalls Catering & Events expires on 9/30/18, and the Symphony has the option to extend the agreement for an additional year through 9/30/19. The War Memorial's selected operator would be permitted to submit a bid for the Wattis Room operation contract. |
| 02/12/18 | In the event of early termination, will buyback protection of the unamortized value of the investment be provided (either by the successor operator or the City)? | The War Memorial's current agreement provides that in the event of early termination of the Agreement for any reason, except for a termination by the War Memorial as a result of default by Operator, War Memorial shall require any replacement or successor operator, as a condition precedent to its agreement with the War Memorial to pay Operator the unamortized value of the approved investment. |

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| 02/12/18 | Will start-up expenses be subject to buyback protection based on an amortization schedule? | This will be subject to contract negotiations between the parties. |
| 02/12/18 | Has Possessory Interest tax been assessed to Patina by the County Assessor and if so what is the assessed value and amount of PI tax? | While Patina is subject to Possessory Interest Tax, the City/County Assessor has not assessed PI Tax on Patina. |
| 02/12/18 | Are Revit or CAD files available for the facilities? | CAD files are available for the Opera House and Veterans Building. Both CAD and Revit files are available for the Opera House kitchen. Davies Symphony Hall floor plans are available on CAD. |
| 02/12/18 | Section V.A.1 of RFP: Does this include equipment only or physical structure (floors, walls, ceiling, lighting)? | The acknowledgment of the premises in their "as-is, with all faults" condition applies to the physical structure, premises and City-Owned Equipment. |
| 02/12/18 | Section V.C of RFP: Does this include the kitchen ventilation system above the ceiling line? (Black metal, exhaust fans) | The War Memorial is responsible for maintenance and repairs of the kitchen ventilation system. |
| 02/12/18 | Section V.D of RFP: What is the current status of the existing grease trap and drain lines? Are there any issues that we need to be aware of? | Grease trap and drain lines are in good working order. |
| 02/12/18 | Exhibit M, Article 2 of RFP: When are we able to bring in a contractor and appropriate trade professionals to evaluate the property? | This can be scheduled at a time that will not disrupt scheduled performances or events. To schedule, please contact either: Elizabeth Murray: (415) 554-6306 Elizabeth.murray@sfgov.org Or Jennifer Norris: (415) 554-6308 Jennifer.norris@sfgov.org |
| 02/12/18 | Will our low voltage package rest on the clients LAN or will it be independent? Is there a set of plans showing current wiring plans for each facility? | Operator's package will be independent. There are no plans showing current wiring plans for each facility. |
| 02/12/18 | Are mood and material boards available for design coordination in each facility? | No. |
| 02/12/18 | Are there any signage restrictions in the facilities? | All signage must be approved in advance by the War Memorial and Performing Arts Center. |
| 02/12/18 | Would it be possible to obtain the total maintenance and repair expenses from the past two years? | Patina advises repair and maintenance costs of: 2016: \$59,663 2017: \$56,522 |
| 02/12/18 | Would it be possible to give us the total sales from the C&M coffee concept at the Herbst Theatre from the past three years? | The Veterans Building Café (Patina's C&M) opened in February 2016. See RFP Exhibit C under "Other Concessions Sales and Activities" for total sales since 2/16. |
| 02/12/18 | What were the total of transactions from the Opera House Café (buffet service) in 2016 and 2017? | Covers for the Opera House Café, including the buffet and ala carte service were: 2016: 20,915 2017: 19,907 |
| 02/12/18 | What are the present catering events in the books for 2018 and 2019? | See list below. |

Booked Catering Events 2018-2019

| Date | Location | Event | Guest Count |
|-------------|-----------------------------|---------------------------------|--------------------|
| 01/02/18 | Opera House | Reception | 150 |
| 01/18/18 | Opera House | Champagne Promenade | 1,200 |
| 01/18/18 | Opera House | Grand Benefactor Reception | 150 |
| 01/19/18 | Veterans Building Lobby | Arrivals Reception | 700 |
| 01/25/18 | Veterans Building Lobby | Conference Refreshments | 250 |
| 01/27/18 | Herbst Theatre Lower Lounge | Post-Performance Reception | 80 |
| 02/03/18 | Opera House | Reception | 40 |
| 02/09/18 | Opera House | Reception | 150 |
| 02/10/18 | Veterans Building Lobby | Conference Coffee Service | 800 |
| 02/15/18 | Opera House | Dinner | 40 |
| 02/16/18 | Davies Symphony Hall | Boxed Meal | 49 |
| 02/22/18 | Davies Symphony Hall | Reception | 200 |
| 02/22/18 | Herbst Theatre Lower Lounge | VIP Reception | 200 |
| 02/27/18 | Herbst Theatre Lower Lounge | Post-Performance Reception | 100 |
| 03/06/18 | Opera House | Reception | 40 |
| 03/20/18 | Davies Symphony Hall | Reception | 150 |
| 04/11/18 | Veterans Building Lobby | Post-Meeting Reception | 200 |
| 04/16/18 | Opera House | Dinner | 300 |
| 04/17/18 | Veterans Building Lobby | Conference Refreshments | 700 |
| 04/19/18 | Opera House | Reception | 100 |
| 04/20/18 | Opera House | Reception | 40 |
| 04/22/18 | Opera House | Reception | 300 |
| 04/27/18 | Herbst Theatre Lower Lounge | Reception | 100 |
| 05/05/18 | Veterans Building Lobby | Post-Graduation Reception | 900 |
| 05/24/18 | Herbst Theatre Lower Lounge | Post-Performance Reception | 100 |
| 06/02/18 | Veterans Building Lobby | Post-Graduation Reception | 900 |
| 06/11/18 | Veterans Building Lobby | Post-Graduation Reception | 800 |
| 06/19/18 | Opera House | Reception | 75 |
| 06/26/18 | Opera House | Reception | 75 |
| 07/14/18 | Opera House | Reception | 75 |
| 07/15/18 | Opera House | Reception | 75 |
| 07/17/18 | Davies Symphony Hall | All-Day Snacks & Meal | 1,500 |
| 07/17/18 | Davies Symphony Hall | Reception | 1,500 |
| 07/21/18 | Opera House | Reception | 75 |
| 07/22/18 | Opera House | Reception | 75 |
| 08/04/18 | Herbst Theatre Lower Lounge | VIP Reception | 150 |
| 09/05/18 | Davies Symphony Hall | Pre-Dinner Reception | 800 |
| 09/05/18 | Davies Symphony Hall | Champagne Promenade | 2,500 |
| 09/07/18 | Opera House | Pre-Dinner Reception | 700 |
| 09/22/18 | Veterans Building Lobby | Coffee/Water & Cash Lunch | 800 |
| 11/14/18 | Veterans Building Lobby | Conference Refreshments & Lunch | 700 |
| 11/15/18 | Veterans Building Lobby | Conference Refreshments & Lunch | 700 |
| 12/00/18 | Opera House | 8 Nutcracker VIP Receptions | 150 each |
| 12/02/18 | Davies Symphony Hall | 2 VIP Receptions | 150 each |
| 01/16/19 | Opera House | Champagne Promenade | 1,200 |
| 01/16/19 | Opera House | Grand Benefactor Reception | 150 |
| 02/13/19 | Herbst Theatre Lower Lounge | VIP Reception | 200 |
| 03/00/19 | Davies Symphony Hall | Reception | 150 |

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| 04/18/19 | Opera House | Reception | 300 |
| 05/05/19 | Veterans Building Lobby | Post-Graduation Reception | 900 |
| 06/08/19 | Veterans Building Lobby | Post-Graduation Reception | 900 |
| 06/12/19 | Veterans Building Lobby | Post-Graduation Reception | 800 |
| 07/00/19 | Davies Symphony Hall | All Day Snacks & Meal | 1,500 |
| 07/00/19 | Davies Symphony Hall | Reception | 1,500 |
| 07/06/19 | Opera House | Reception | 75 |
| 07/07/19 | Opera House | Reception | 75 |
| 07/13/19 | Opera House | Reception | 75 |
| 07/14/19 | Opera House | Reception | 75 |
| 09/04/19 | Davies Symphony Hall | Pre-Dinner Reception | 800 |
| 09/04/19 | Davies Symphony Hall | Champagne Promenade | 2,500 |
| 09/06/19 | Opera House | Pre-Dinner Reception | 700 |
| 12/00/19 | Davies Symphony Hall | 2 VIP Receptions | 150 each |
| 12/00/19 | Opera House | 8 Nutcracker VIP Receptions | 150 each |

Note: Herbst Theatre booking calendar is not yet open beyond 6/30/19.

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| 02/16/18 | How often would the in-house caterer be able to bring their own events into Zellerbach Rehearsal Hall A? How far in advance, what are the conditions to secure the space? | Zellerbach Rehearsal Hall Room A (“ZRH-A”) has limited booking availability due to rehearsal schedules of constituents; and because of our current booking policy, there is limited lead-time for non-constituent bookings. ZRH-A is not an ideal space for catered activities as it is a raw theatrical space with work-lights only, and the tenant must hire union theatrical stage employees for lighting and staging work. The space has no ancillary catering or prep space, and the entrance to ZRH-A is also the entrance to two other basement rehearsal rooms. Use of ZRH-A by the in-house caterer for their own catered events would be considered on a case-by-case basis and would be subject to booking availability as well as to our standard short-term license agreement and current rental and personnel rates (available on War Memorial website). |
| 02/16/18 | Is there any data on annual catering sales for 2016 or 2017 for Zellerbach Rehearsal Hall A? | Through 10/1/16, Zellerbach Rehearsal Hall catering sales by the current concessionaire were included in Davies Symphony Hall catering sales. From 10/1/16 through 1/31/18, the current concessionaire has provided catering services for 3 activities in Zellerbach Rehearsal Hall Room A with the following total sales: Food/Non-Alcohol: \$7,712 Alcoholic Beverages: \$3,466 Corkage: \$3,600 From 1/1/16 to 2/28/18, constituents used outside caterers (“exemptions”) for events in Zellerbach Rehearsal Hall Room A as follows: 2016: 2 events 2017: 4 events 2018 (thru 2/28/18): 1 event |

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| | | The current concessionaire’s food and beverage concession sales for the Symphony’s “SoundBox” series in ZRH-A are listed in Exhibit C to the RFP. |
| 02/16/18 | Is the War Memorial subject to the City ordinance no. 28-14 that bans the use of plastic water bottles? | Chapter 24 of the San Francisco Environment Code (enacted in 2014 by Ordinance No. 28-14, and just recently amended by Ordinance 009-17) prohibits the sale or distribution on City property of drinking water in a sealed box, bag, can, glass bottle, rigid plastic bottle or other container intended primarily for single service use and having a capacity of one liter or less. This chapter of the Environment Code is not applicable to our current concession agreement as our current agreement preceded the enacting ordinance. The War Memorial intends to seek a waiver of the requirements of Chapter 24 for concessions at the War Memorial and Performing Arts Center after the current concession agreement expires on 7/31/18. However, because it is unclear if any such waiver will be approved, proposers to this RFP should consider that the restrictions set forth in Chapter 24 of the San Francisco Environment Code will be applicable to a new concessions agreement. |
| 02/16/18 | Is C+M covered by the collective bargaining agreement? | The current concessionaire’s manager of the Veterans Building Café is not a union position. The current concessionaire’s servers at the Veterans Building Café are union positions. |
| 02/16/18 | Are there any sponsorship relationships for food and/or beverage with any of the ballet, symphony or opera that will need to be honored by the concessionaire? If so, can details be shared? | None. |
| 02/16/18 | What are the catering price point targets suggested (or current provider price range) for the Constituents and Licensees? | None. |
| 02/16/18 | Are there any fees, costs or purchase requirements for liquor license for the venues? | War Memorial does not have this information. |
| 02/16/18 | Are liquor license details available for the venues? How many licenses, exact coverage and types of licenses? | ABC licenses held by the current concessionaire: Opera House: 1-Type 58; 3-Type 68; 9-Type 71. Davies Hall: 1-Type 58; 5-Type 71. Herbst Theatre/Veterans Building Cafe: 1-Type 41. |
| 02/16/18 | Regarding Submittal Form A, Question 11, please clarify what form of “evidence” the San Francisco War Memorial requires from the proposer? | Sufficient to provide a list of applicable concession and/or catering service operations having a term of 5 or more years, including annual gross sales at such locations. Please provide a contact at the operation location so War Memorial may verify contract term and gross sales. |
| 02/16/18 | Would the inclusion of company tax returns for the previous 2 years be sufficient in lieu of submission of audited financials? | If audited financial statements are not available, submit tax statements prepared by a CPA, along with unaudited balance sheet and the related statement of income and cash flows, all in |

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| | | reasonable detail acceptable to the City, certified by an appropriate financial officer of Proposer as accurately presenting the financial position of Proposer. |
| 02/16/18 | The union has sent us the 2007 CBA because this is the only one they currently have. A new CBA has not been signed with the current operator for the past 11 years and therefore we do not know what the current salaries and benefit packages are. Would it be possible to obtain hourly salaries by position that are currently being paid at all three locations? | See rates below. |

| <u>Position</u> | <u>Hourly Rate</u> |
|---|---|
| Full Service Bartender – Grandfathered Employees 9/1/98 | \$17.54 |
| Full Service Bartender – New Employees Effective 9/1/06 | \$15.54 |
| Food and Beverage Server | \$14.00 |
| Wait Staff | |
| Cashier | |
| Bar Helper | |
| Bus Person | |
| Host/Hostess | |
| Pantry | |
| Carver | |
| Dishwasher | |
| Cook (three hourly levels) | \$14.00 - \$17.00 |
| Cater Waiter (Five hour minimum) | \$19.00 |
| Veterans Building Café Barista | \$16.00 |
| Health, Welfare, Pension | \$850.00 per month per eligible employee* |
| (*Union Health/Welfare/Pension amount does not include any applicable health care costs under City’s Health Care Security Ordinance or Health Care Accountability Ordinance.) | |