

Demand Assessment for Gerald Simon Theater

Draft Report

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I. Introduction

For close to 100 years, the Gerald Simon Theater (“Theater”) at the Laguna Honda Hospital and Rehabilitation Center (“Laguna Honda”) has provided a venue for entertainment, recreation, and religious service for residents and their guests. In the 1960s and 70s, the Theater hosted performances by many popular entertainers such as Bing Crosby. In the auditorium, residents have been known to play lively games of wheelchair soccer and hold holiday celebrations, while the adjacent chapel has long served as a space for religious services and meditation.

The Gerald Simon Theater encompasses an auditorium space with an approximately 1,000 square foot stage area and 5,000 square foot seating area, connected to a 2,000 square foot chapel. For the purposes of this report, Gerald Simon Theater refers to all of these spaces, unless indicated otherwise.

The Laguna Honda campus has undergone significant changes since the days when Bing Crosby performed. Most recently, in December 2010, all residents moved to a state of the art, new facility located adjacent to the former facility. A key objective of the new facility is to create a community of care and unequivocally integrate the residents and physical plant of Laguna Honda into the broader civic life of San Francisco. An important mechanism for accomplishing this goal is leveraging the unique assets of the Gerald Simon Theater to attract residents of the surrounding City of San Francisco to the Laguna Honda campus for music, performances, and celebrations.

As part of the Laguna Honda rebuild, the Gerald Simon Theater is having some minor improvements made. However, for the Gerald Simon Theater to realize its potential as a bridge between the Laguna Honda Hospital campus and the civic life of San Francisco, certain key objectives must be met:

- The Theater must meet the needs of residents of Laguna Honda, as a venue for entertainment, recreation, and religious service;
- The Theater must create an environment desirable for performances and events to in order to attract outside users to LHHRC; and,
- The Theater must generate revenue to support these functions, so as not to financially burden existing hospital operations.

In order to assist in evaluating the Theater’s potential, the Laguna Honda Foundation retained AECOM to assess preliminary market demand and possible financial potential for the Theater.

Scope of Work

As part of this assignment, we conducted the following tasks:

- Met with Laguna Honda Foundation and Laguna Honda Hospital key stakeholders and leadership to understand context and institutional goals;
- Toured the Laguna Honda campus, including the Gerald Simon Theater, the new hospital building, outdoor areas, and the existing administration and other buildings;
- Assessed the site location, including public transportation, access, and parking;
- Conducted an analysis of key population and demographic information for surrounding neighborhoods;

- Met with the project architect / construction manager to understand the physical scope of work as currently planned for the Gerald Simon Theater;
- Met with Laguna Honda residents and staff engaged in resident services in order to understand resident perspectives and needs related to the Theater;
- Reviewed past studies related to the demand for performing arts facilities in San Francisco;
- Conducted an Internet survey of performing arts organizations in San Francisco to understand their interest in using the space;
- Interviewed a number of arts organizations to better understand the specific needs of dance, theater, music, and other arts disciplines;
- Visited and collected information on competitive and/or comparable facilities in San Francisco, as well as select facilities located outside San Francisco;
- Interviewed event planners and caterers about their perspective on the space for private facility rentals;
- Brought managers of other theater facilities to the Laguna Honda campus to tour the site in order to gain an understanding of management issues; and
- Conducted research and interviews related to the likely cost of necessary and desirable physical improvements.

Report Outline

This report provides recommendations on how some of the aforementioned objectives may be met. Specific research and analysis informing these recommendations are also included. Section 2 outlines background information in order to provide a broader context of Gerald Simon Theater history, physical characteristics, and site location. In Section 3, we summarize the results of our user group interviews and arts group survey, including implications on physical space requirements of different user groups (dance, theater, music, etc.). Section 4 includes an analysis of the competitive environment in San Francisco and assesses the strength and challenges of the Gerald Simon Theater compared to comparable and competitive facilities in San Francisco and the Bay Area. Finally, in Section 5 we conclude with a list of recommendations related to physical improvements, management model, and other issues.

II. Background and Context

The Laguna Honda Hospital Campus

Laguna Honda Hospital and Rehabilitation Center provides long-term and rehabilitative care to nearly 800 seniors and adults with disabilities. It is one of the largest skilled nursing facilities in the United States, and represents one of the most extensive commitments by any city or county to therapeutic care for seniors and adults with disabilities. All resident care takes place in a recently opened, new set of buildings, occupying a total of 500,000 square feet. These buildings were designed and constructed to evoke a small-town feel and reinforce Laguna Honda's identity as a community of care.

Previously, resident care took place in a facility built in the 1920s, with long, open wards popularized at the time by Florence Nightingale. The Spanish-style building also featured a large, 7,500 square foot chapel and theater named in the 1960s after Gerald Simon, a local businessman who started the Laguna Honda Volunteers, an organization dedicated to enhancing the quality of life of residents at Laguna Honda by providing non-medical programs and services that would otherwise be unavailable.

While all resident care has moved to the new facility, the old facility continues to provide office space for hospital administration. Following some basic renovations to the Gerald Simon Theater in order to provide greater ADA accessibility and bring the space up to building code, the Theater will provide space for resident recreation, entertainment and worship. The vision of the Laguna Honda Foundation is for the Theater to also be used for art and cultural performances and events on a rental basis.

Role of the Arts at Laguna Honda

The arts have long played a role at Laguna Honda. This role has both a literal physical element, in terms of the art featured on many surfaces and in many spaces in both the old and new hospital, and also a programmatic element, in terms of the artistic events and activities incorporated into Laguna Honda's approach to care.

Laguna Honda Hospital was the beneficiary of a number of public art works as a part of the Work Progress Administration in the 1930s. These include a statue of Florence Nightingale outside the entrance of the old facility and a series of murals located in the lobby of the old facility. As a part of the construction of the new facility, \$3.2 million of additional public art projects were commissioned, including a mosaic mural project referencing the WPA murals in the old facility.

After World War II, occupational therapy was introduced with a technical arts program in weaving and basketry. A large room filled with looms became known as the "rug room", named for the acclaimed products of the resident weavers. The program grew to a full-fledged department of occupational therapy in 1953. The new facility incorporated space for both an Art Studio and Ceramics area, continuing the tradition of artistic creation at Laguna Honda.

Site and Neighborhood Context

The Laguna Honda Hospital and Rehabilitation Center campus is located between the Twin Peaks and West of Twin Peaks neighborhoods, as shown in

Figure 1. It is also located in close proximity to the Inner Sunset and Diamond Heights neighborhoods. The Laguna Honda campus location directly across from

Figure 1: Location of Laguna Honda Hospital (LHH) Relative to San Francisco Neighborhoods

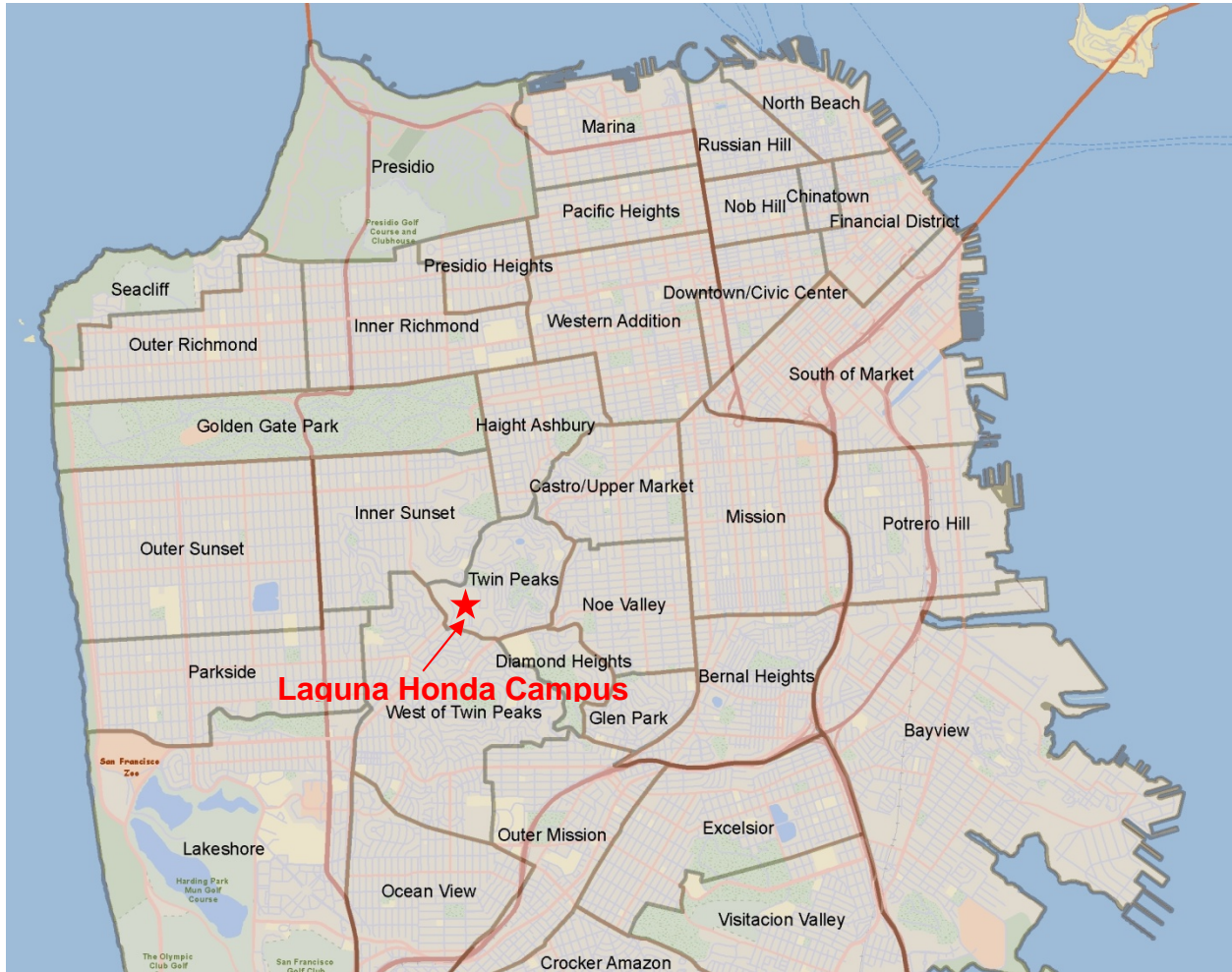
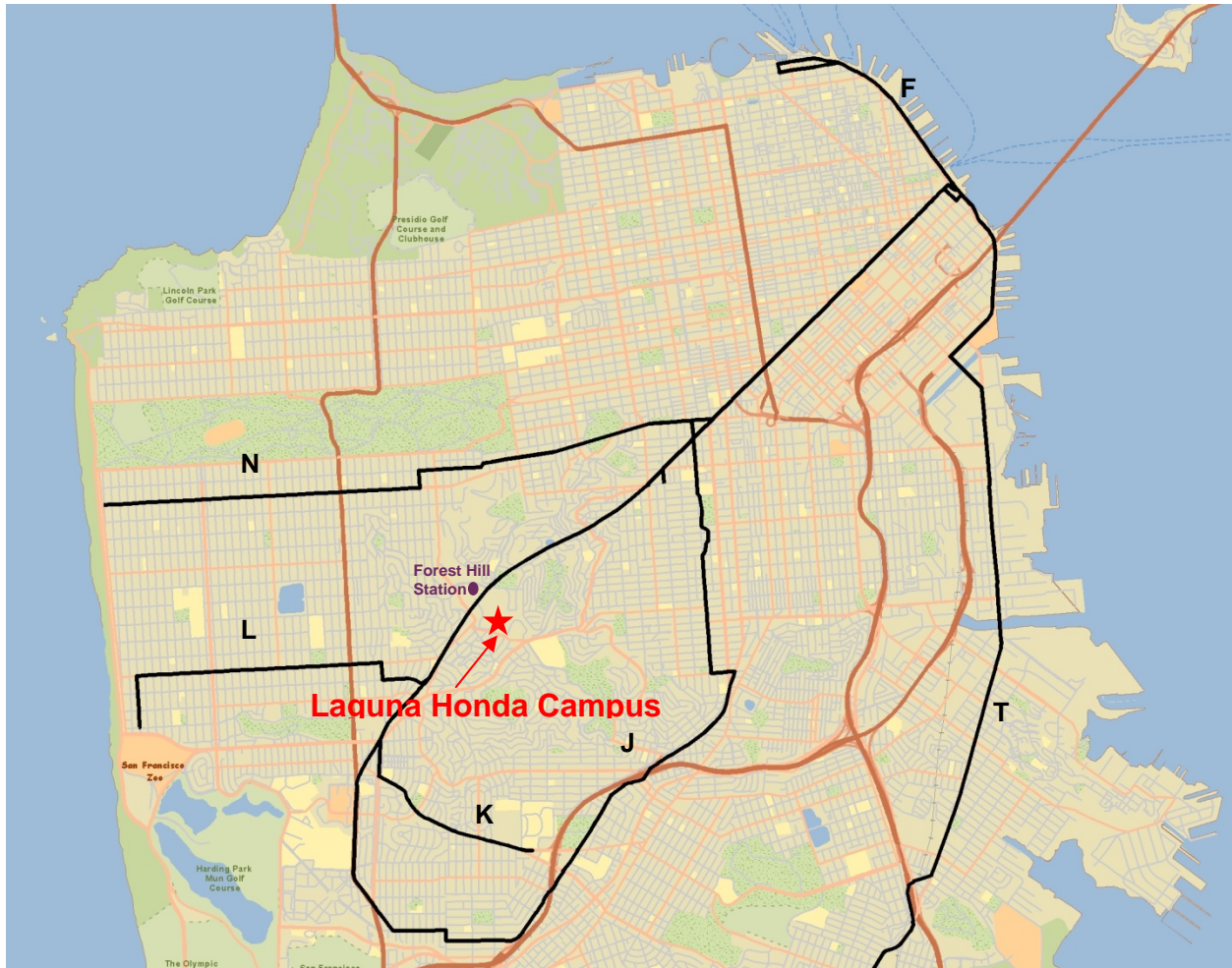


Figure 2: Location of Laguna Honda Hospital (LHH) Relative to SF MUNI Light Rail System



the Forest Hill Muni station, which is served by the K, L, and M Muni light rail lines provides good accessibility to a number of San Francisco neighborhoods, including the Castro / Upper Market area, as shown in **Figure 2**.

The demographic and income characteristics of the neighborhoods surrounding Laguna Honda are contained in **Figure 3** below. A total of approximately 76,000 residents live in the neighborhoods immediately surrounding Laguna Honda, which is approximately 11 percent of the population of San Francisco. All neighborhoods surrounding the Laguna Honda campus have higher average household median income and per capita income than the San Francisco as a whole. A few highlights of the surrounding neighborhood include:

- The West of Twin Peaks neighborhood, which is one of the more populated neighborhoods immediately adjacent to Laguna Honda, has a higher than average household size, implying a relatively high family population. This neighborhood also has a high percentage of owner-occupied households.
- Household and per capita incomes are substantially higher in all of the neighborhoods surrounding Laguna Honda than the average for San Francisco.

Figure 3: Demographic Composition of Neighborhoods Surrounding Laguna Honda Campus

Neighborhood	Population	Households	Average Household Size	Percent Owner-occupied	Median Age	Median Household Income	Per Capita Income
Twin Peaks	7,323	3,381	1.78	42%	46.8	\$106,006	\$65,727
West of Twin Peaks	20,258	7,687	2.62	83%	46.6	\$128,397	\$63,311
Inner Sunset	26,193	11,406	2.27	37%	37.3	\$85,650	\$49,443
Diamond Heights	2,506	1,332	1.88	65%	46.4	\$92,024	\$61,717
Castro/ Upper Market	20,091	11,033	1.76	32%	39.8	\$100,194	\$75,398
San Francisco	815,020	337,273	2.35	35%	38.9	\$76,097	\$44,438

Source: ESRI Business Analyst.

Physical Characteristics and Resident Use of Gerald Simon Theater

The Gerald Simon Theater is located in the old Laguna Honda hospital facility and maintains a historic 1920s character which is visually appealing. Primary access to the Theater is through the main lobby of the old facility, although access is also possible from the new facility. The Gerald Simon Theater encompasses an auditorium space with an approximately 1,000 square foot stage area and 5,000 square foot seating area, connected to an approximately 2,000 square foot chapel. Basic physical specifications of the space are listed below:

Figure 4: Physical Characteristics of Gerald Simon Theater

Space	Width (ft)	Depth (ft)	Area (sq ft)
Main Auditorium			
Stage - Including wings	51'	22'	900
Stage - Excluding wings	31'	22'	700
Seating area	65'	90'	5,850
Chapel			
Apse	n/a	n/a	280
Seating area	50'	32'	1,600

Theater amenities available after the current renovation is complete will include:

- One dressing room adjacent to the main stage;
- One single person lift from auditorium seating area to stage;
- A new bank of men's and women's bathroom facilities;
- Light grid over main stage; and
- Bathroom adjacent to the chapel apse.

Resident and Hospital Feedback

As part of this assignment, we met with Laguna Honda residents and staff focused on resident activities and services in order to understand their perspective on the potential usage for the Theater. Their feedback is summarized in the section that follows.

Historic Uses for Gerald Simon Theater

The Gerald Simon Theater has traditionally been used for recreation, entertainment and religious worship for Laguna Honda hospital residents. According to residents and staff, past recreation and entertainment uses include:

- Upscale, classic dining environment for special occasions, such as a candlelight dinners with tablecloths, flowers and music;
- Sporting events like wheelchair soccer games, which take advantage of the large, flat floor space of the Gerald Simon Theater;
- An annual Christmas show produced by the Laguna Honda Volunteers;
- High school musical productions - in the past The Wiz was performed and both the parents of the performers and Laguna Honda residents were encouraged to attend; and,

- Fundraising events with silent auctions to benefit auxiliary organizations associated with Laguna Honda Hospital.

While recreation and entertainment uses occupy the main auditorium space, the Chapel is heavily used for religious worship by residents. Residents currently have a robust program of monthly and weekly religious services, including:

- Roman Catholic Mass held in both English and in Spanish;
- Spanish Protestant / Pentecostal service;
- Lutheran service;
- Buddhist chanting; and,
- Christian Orthodox service.

Currently, these services are held in the Laguna Honda Community Center at the new facility or the first floor Art Studio. When the Gerald Simon Theater opens after preliminary renovations, it is anticipated that these worship services will relocate to the Chapel space, freeing up the currently utilized spaces for their intended community-serving and artistic uses.

Potential Future Resident Uses of Gerald Simon Theater

To gather feedback regarding how the Gerald Simon Theater might better serve Laguna Honda residents, a resident community meeting was held at the Laguna Honda Community Center. Residents and staff in attendance brainstormed regarding potential activities residents may wish to participate in, types of performances residents may be interested in seeing, and user groups that may wish to use the Theater space.

Residents in attendance indicated interest in the following type of events:

- Religious activities;
- Weddings or unions;
- Games, such as bingo;
- Formal dinners;
- Indoor carnivals;
- Cinco de Mayo celebrations;
- Resident karaoke; and,
- Resident talent or variety shows.

Residents were also interested in attending performances at the Gerald Simon Theater, including the following:

- Comedy performances;
- Soul music;
- Rock n' roll music;

- Movies; and,
- High school musical productions.

Residents also indicated San Francisco-specific groups they thought might be interested in using the Gerald Simon Theater for performances or functions. These include the following:

- Magic Theater;
- Theatre Artaud;
- SF Youth Orchestra;
- Local government, (e.g., San Francisco Health Department);
- Local schools;
- Art Commission;
- Academy of Arts;
- World Affairs Council;
- Commonwealth Club;
- Inforum;
- Mime Troupe;
- SFSU Broadcasts; and,
- TV public broadcasting (and fundraising).

In addition to describing some of the activities and events that residents may wish to participate in and/or attend, residents and staff also weighed in on their needs and concerns regarding a renovated facility. One topic discussed was the potential for live broadcasts of performances, events or worship services that take place at the Gerald Simon Theater using the existing technical capabilities of the internal LHRRC network. Additional equipment necessary for live broadcasts were identified in a separate conversation, and are listed below:

- Equipment to remotely access internal servers (so access not limited to times when IT department can allow access to server room);
- Digital audio and video recording equipment; and
- Intranet access in Gerald Simon Theater.

Additional needs and concerns are described in greater detail below. Some needed physical improvements to improve the space of residential use include:

- Additional lighting equipment;
- Additional sound equipment;
- A wheelchair accessible stage area;
- Improved functionality of sliding doors separating the main auditorium from the Chapel; and

- A/V equipment to allow for performances and activities occurring in the Gerald Simon Theater to be broadcast to internal Laguna Honda Hospital televisions.

Some concerns regarding how space would be managed included:

- Security is important, making sure that non-LHRRC users of the space do not wander throughout the building; and,
- Coordinated scheduling is important, so resident use is not marginalized.

III. Indicators of Demand

In order to understand potential demand for usage of the Gerald Simon Theater, AECOM reviewed existing studies, interviewed organizations and industry professionals, and conducted a web-based survey of performing arts groups.

Specifically, AECOM interviewed a series of professional organizations representing performing arts groups, potential user groups, and the management at various performing art and event venues, including:

- Theater Bay Area;
- Dancer's Group;
- World Arts West;
- San Francisco Grants for the Arts;
- Friends of San Francisco Chamber Music;
- California Academy of Sciences, Lifelong Learning Department;
- Litquake;
- San Francisco Symphony;
- San Francisco Opera;
- Bay Area Cabaret;
- San Francisco Gay Men's Chorus;
- Arab Cultural Center;
- ODC;
- Fort Mason Center;
- Intersection for the Arts;
- SOMArts; and,
- Bayview Opera House.

For insight regarding the event rental markets, AECOM spoke with a number of event planners, including those who specialize in weddings and private events, and those who focus on non profit fundraisers and political events.

Finally, we also conducted a web-based survey of San Francisco Grants for the Arts grantees and reviewed the survey results of a recent survey of performing arts groups conducted by the Northern California Loan Fund and Theater Bay Area regarding interest and willingness to pay for performance art space in San Francisco's Mid-Market neighborhood.

Summary of Survey Results

AECOM evaluated the results of two surveys:

- The Mid-Market Performing arts Survey, which was recently conducted by the Northern California Community Loan Fund and Theater Bay Area; and
- Our own web-based survey, conducted by AECOM, of San Francisco-based performing arts groups funded by Grants for the Arts.

Mid-Market Performing Arts Survey

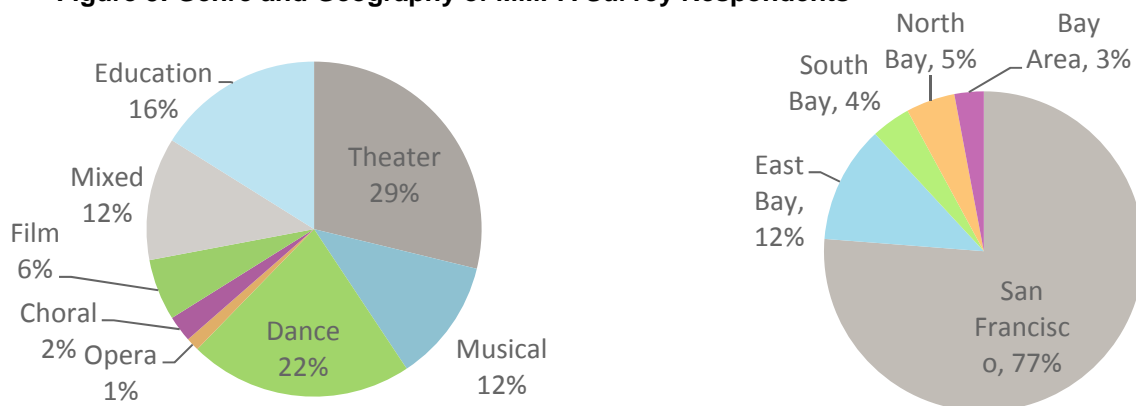
The Mid-Market Performing Arts Survey was conducted by the Northern California Community Loan Fund and Theater Bay Area in order to:

- Identify demand for space in the Mid-Market neighborhood;
- Serve as a market study for performance, rehearsal, and office space in the Mid-market neighborhood; and,
- Inform a “back-of-envelope” feasibility analysis for a multiplex theater complex.

While many of the objectives for this survey were related to the Mid-Market neighborhood, the survey results are indicative of the types and size of performing arts groups active in San Francisco and their needs and priorities when considering weekly rental of performance space.

A total of 122 respondents completed the MMPA survey, representing 111 different organizations. Respondents varied by genre and geography, although most were located in San Francisco. The genre and geography of respondents are shown in **Figure 5** below.

Figure 5: Genre and Geography of MMPA Survey Respondents

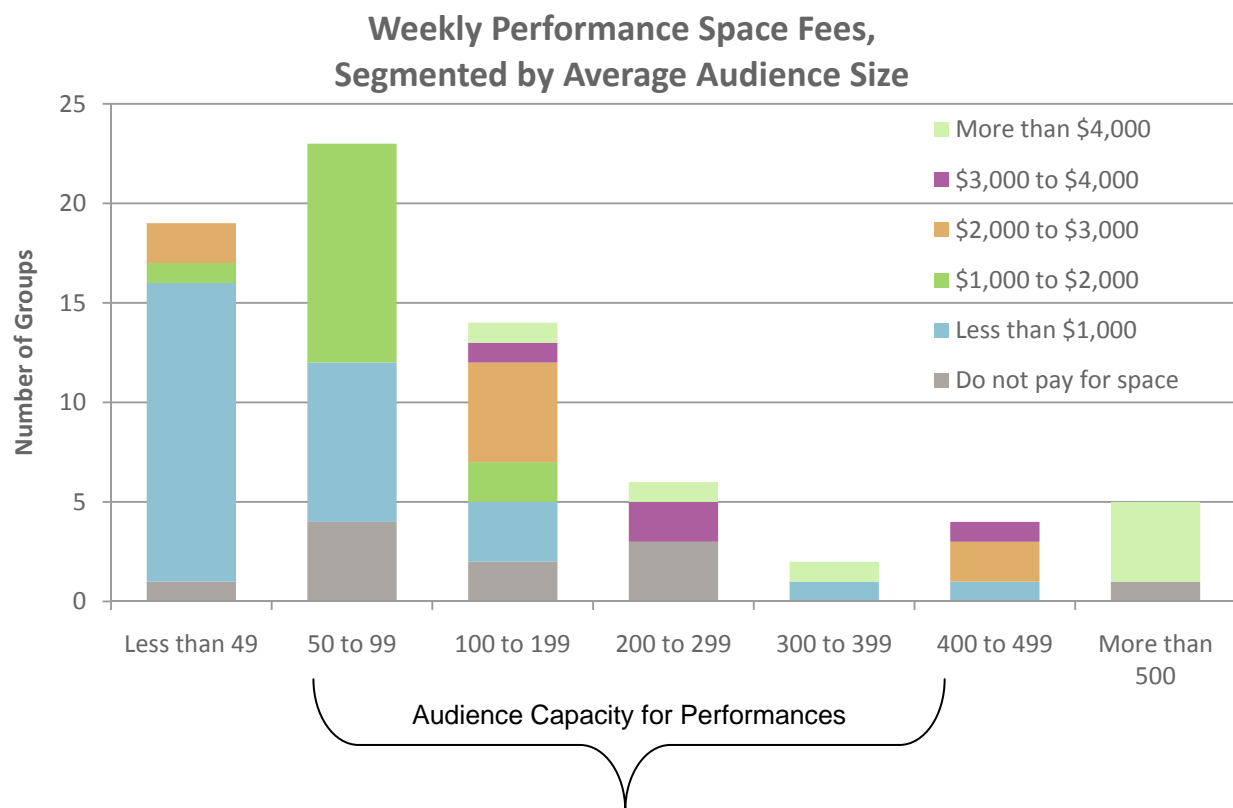


Source: Mid-Market Performing Arts Survey.

The topic in the MMPA survey most relevant to the Gerald Simon Theater is the relationship between weekly performance space fees paid by performing arts groups and average audience size. As might be expected, as average audience size grows, so too does weekly performance space fees.

Given the existing audience capacity of the Gerald Simon Theater, it is unlikely the Theater could serve performance groups with average attendance greater than 500 people simply on the basis of capacity constraints. Additionally, groups with average audiences less than 100 would most likely find the space too large. For groups who pay for performance space and average an audience size of 100 to 500, weekly performances fees often exceed \$2,000, especially for groups with an average audience size of 200 to 500.

Figure 6: Weekly Performance Space Fees by Average Audience Size



Source: Mid-Market Performing Arts Survey.

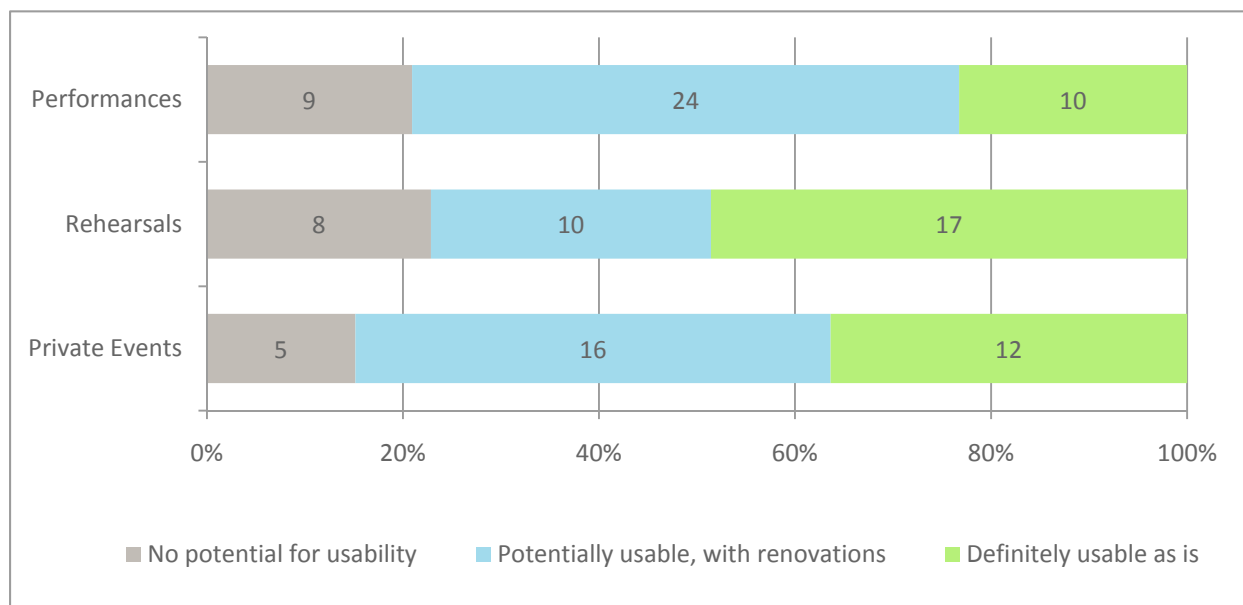
Gerald Simon Theater Survey Results

While the Theater Bay Area Mid-Market Study provides a useful overview of the composition of arts groups in the Bay Area and their willingness to pay for performance space, it does not address the specific challenges and opportunities facing the Gerald Simon Theater. To better understand these issues, a web-based survey was distributed to arts organizations receiving funding through the Grants From the Arts.

A total of 53 organizations out of 186 responded, for a robust response rate of 29 percent. Of the respondents, 16 were theater groups (30 percent), 16 were choral or instrumental music groups (30 percent), 13 were dance groups (25 percent), and 8 identified as “Other” (15 percent) representing groups involved in film, literary events, or the visual arts. Results from the survey are described below.

Survey respondents were given a brief description of the Gerald Simon Theater, including a map of its physical location in San Francisco. On the basis of this description, respondents were asked to assess the usability of the space for different uses. The basic conclusion of this line of questioning is that while the Gerald Simon Theatre has limited functionality as it stands right now, with additional renovations or improvements it may well serve as viable space for performances, rehearsals and private events. A summary of their responses is included in **Figure 7** below.

Figure 7: Summary of Survey Responses Related to Usability of Gerald Simon Theater



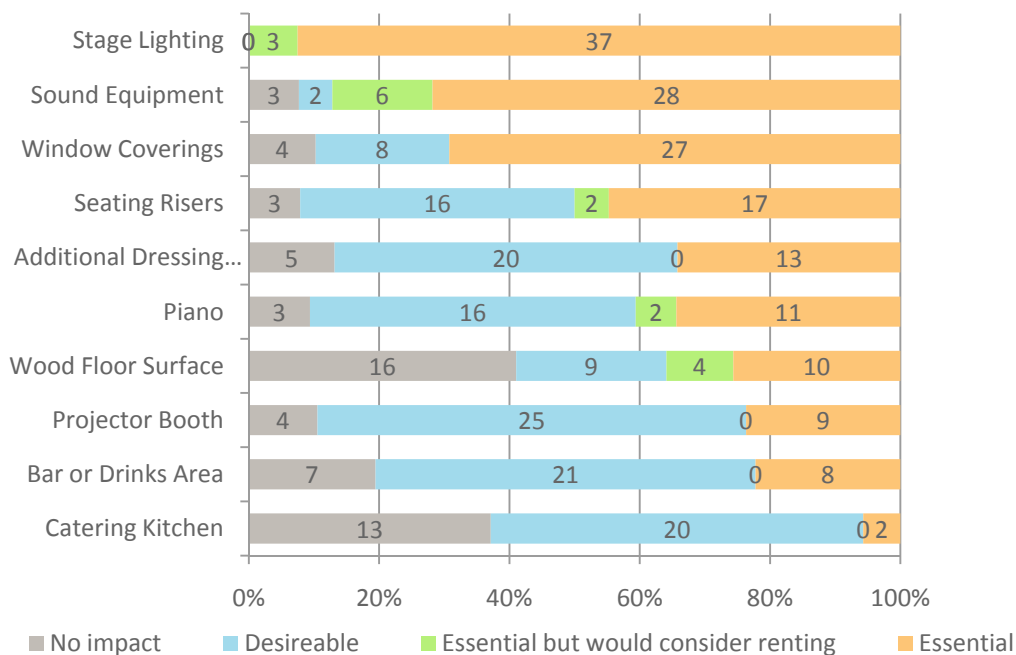
Source: AECOM Survey.

In many areas, there was general consensus regarding improvements essential to making the space functional for performances. For a vast majority of groups, it is essential that the Gerald Simon Theater include basic stage lighting, sound equipment, and window coverings in order to have performances.

Seating risers, additional dressing rooms, and a piano are all improvements that are essential to some groups and desirable to others. Few groups indicate these improvements would have no impact on the usability of the space for performances.

In some cases, the importance of specific renovations varied by group type. At a glance it may appear that a “wood floor surface” would have marginal impact on the usability of the space. This is because it is the potential improvement with the greatest number of respondents indicating it would have “no impact” on the usability of the space (16 respondents) and the improvement with one of the fewest number indicating it is an “essential” improvement (10 respondents). However, nine of the ten respondents indicating it is an “essential” improvement are dance groups. Indeed, of the eleven dance groups in the respondent pool, 88 percent indicated a wood floor surface was essential for performances.

Figure 8: Summary of Survey Response to Improvements Required at Gerald Simon Theater



Source: AECOM Survey.

Needs Expressed by Specific Performing Arts Categories

Dance

To understand the needs of dance groups in San Francisco, AECOM spoke to the Dancer’s Group, World Arts West, and ODC. Additionally, 12 dance groups completed the web-based survey. In interviews and in the survey, a number of strengths and weaknesses of the space for dance performances were mentioned. These include:

- The Gerald Simon Theater has a relatively small stage size and small wing area for most professional dance performances.

- Theatrical lighting is needed for professional dance performances.
- Stage and wing size may not be barriers for soloists or community dance groups.
- A raised stage with flat floor is an undesirable layout for dance performances, and bringing in comfortable seating on risers would be important for any dance performance.
- A major weakness is the lack of a sprung wood floor. Removable sprung wood flooring is an option, but there are often issues with its labor-intensive installation and storage needs.
- The strongest asset is the size of the flat seating area.
- While dance space in general is always in demand in San Francisco, the existing size and layout of the Gerald Simon Theater does not qualify as a dance space.

While dance groups brought up a number of concerns with the space, two key issues arose. Firstly, the size of the stage is too small for many dance groups. Secondly, many dance groups require sprung wood flooring, which protects a dancer's joints from impacts. One solution put forth by World Arts West was that the large seating area may in fact have more potential as a dance space than the stage area. If some sort of removable flooring were installed in that area, there may be potential for community-based dance groups in the surrounding neighborhoods to rehearse and perform.

Overall, AECOM found that there is little about the existing space that lends itself to dance performances, given the stage size, wing space and flooring material. Additionally, there is limited overlap between the space needs of dancers and other performance groups. Making dance-related improvements will do little to increase the ability of the Theater to serve multiple types of groups. Lastly, a vast majority of Laguna Honda residents rely on wheelchairs for mobility. Renovations or equipment to improve the space for dance groups would only benefit Laguna Honda residents as performing arts audience members rather than performing arts participants. This is in contrast to renovations that improve the space for theatrical performances or social events, as there is some opportunity for Laguna Honda residents to benefit from such improvements as performing artists themselves.

Theater

To understand the needs of theater groups in San Francisco, AECOM spoke to representatives from Theater Bay Area, the Fort Mason Center, and Intersection for the Arts. Additionally, 15 theater groups completed the web-based survey. In interviews, one theme that arose was the flexibility of theater groups when it came to utilizing space. In general, theater groups can make unconventional spaces “work”. An extreme example of this is the recent decision by Intersection for the Arts to completely forgo a traditional theater space and experiment with alternative performances spaces. In interviews and in the survey, a number of strengths and weaknesses of the space for theatrical use were mentioned. These include:

- Theater groups are very concerned about the viability of the space, the site, and the surrounding market. It is difficult to assess in this case, since there is no existing track record.
- There is an interesting landscape of performing arts groups in San Francisco, with many small groups with budgets under \$100,000, and very few mid-sized groups.
- Generally speaking, groups are looking for affordable rehearsal space; performance space is less of an expressed need.

- Rehearsal space, depending on size, is offered at a rate of \$10 to \$25 an hour for three to four hours at a time, with rehearsals typically up to five times per week for a month-long period. Rehearsals are generally held after work hours.
- The seating area, accommodating upwards of 400 seats, is fairly large. Given the proliferation of smaller theater groups in San Francisco, smaller venues are more marketable, as groups do not like to perform in spaces they cannot fill.
- San Francisco has many black box spaces under 100 seats and spaces with 500+ seats. The current unmet demand is for smaller spaces in the 200 to 250 seat range.
- Due to the raw concrete on the floor, the Theater will likely be a very loud room. Depending on the desired acoustics of the performer this could be an advantage or disadvantage.
- Theater space does not have to be “perfect,” as groups have a reputation for making spaces work.
- However, if you are going to make the space a theatre, it is important to try not to also make it work for multiple other uses. There is a high risk of creating a space that doesn’t work well for anything.
- Lighting and sound, while not essential to the use of the space, are essential for driving utilization. It is very hard to lease space without lighting and sound.
- A ceiling grid for lights to be hung is essential, whether lighting equipment is provided or not.
- The Theater would need dimmers for lights, and often a separate dimmer room;
- Performers and audience should have separate bathroom facilities.
- A booth space is needed for the light board and sound controls.
- Clients will want to personalize the space as much as possible, put a poster out front, and make it feel like “their” space. This is particularly true given the longer runs that theater groups tend to have compared to music or dance groups.
- Given the highly residential, neighborhood feel of the area surrounding Laguna Honda, it might be useful to build a café experience, something with energy and activity.
- In general, the City is very focused on Mid-Market right now, and it is unlikely that their attention or funding would go to a neighborhood venue like Laguna Honda.
- The branding and identity of the Theater space is extremely important. The Theater needs to have a separate identity and branding from the Laguna Honda Hospital, and a new name might be considered. One additional possibility is to separately brand the smaller chapel space and conduct a rotating residency there.

Overall, AECOM found that for traditional theater groups, the Gerald Simon Theater has very limited potential as it stands right now, given the limited facilities and technical equipment. However, some key improvements could make the space a potential venue for theater performances. These improvements primarily encompass basic lighting and sound equipment, with associated light boards and sound boards, and a booth to allow for the operation of this technical equipment. Making such improvements would also improve the usability of the space for other types of groups, such as music groups and social events.

Even after improvements are made, it should be noted that the Theater management will need to target groups with appropriately sized audiences, which may be a fairly targeted marketing effort. Also, theater performances do tend to occupy spaces for weeks at a time, which may create scheduling challenges with other rental or resident uses. In the interim, there is likely strong potential for the space to be used for theater rehearsals, as there is a perceived scarcity of rehearsal spaces in San Francisco. A rental program for theater groups could generate a small amount of revenue during evening hours, when there would be little opportunity for conflict with resident uses, and also provide a useful resource for San Francisco performing arts groups and build awareness about the facility.

Music

To understand the needs of music groups in San Francisco, AECOM spoke to representatives from the San Francisco Symphony, San Francisco Opera, Bay Area Cabaret, the Gay Men's Choir, and the San Francisco Friends of Chamber Music. Additionally, 16 music groups completed the survey. In interviews and in the survey, a number of strengths and weaknesses of the space for musical use were mentioned. These include:

- Good acoustics are absolutely essential for music performers.
- It is difficult to fit a large performance group on the existing stage, since it is so small.
- Given the large size of the Theater, the Chapel may appeal to many groups as a smaller performance venue, as the main theater area may have too large of an audience seating area.
- The Theater will need ample sound rigging for media and projection. Groups are blurring the lines when it comes to classical music.
- There may be potential for established groups to conduct open rehearsals for the neighborhood or for residents.
- Smaller groups need to have, or need to be able to create, a more intimate space.
- To attract music groups, the Theater should have a beautiful, great quality piano, tuned regularly.
- A green room for warming up right before going on stage is important.
- The audience needs to socialize, before and after. Since that space isn't available immediately in the neighborhood, Laguna Honda should try to create that atmosphere onsite. There may be a way of reducing the audience area and creating a separate mingling area in the back of the main theater space.
- The Gerald Simon Theater is clearly not a true performance hall.
- The Theater does not need special theatrical lighting or amplified sound.
- There is no need to focus on one genre.
- Recording capability is a plus.
- The acoustics could be very good for acoustical music, but may be too "live" for amplified music. There is a need to do acoustical studies and to make necessary adjustments such as window treatments, etc.

Without a strong sense of the acoustics of the space, it is difficult to determine if the Gerald Simon Theater may be a good fit for music rehearsals or performances. Even with ideal acoustics, the relatively small stage may prove a challenge for large ensembles. However San Francisco has a number of smaller-sized chamber ensembles which may be a good fit, and many groups seemed interested.

While musical performances would require basic sound and lighting, these requirements would not be as significant as for a theater groups, and were theater-quality lighting and sound installed, the needs of music groups could be satisfied. Provided the acoustics of the space are suitable for musical performances (and that fact cannot be stressed enough) it would take fewer improvements to the Gerald Simon Theater to meet the needs of music groups than dance or theater groups.

Compared to theater and dance groups, music groups are more likely to rent spaces for one-off performances rather than renting space for week- or month-long runs. If a venue pursues a strategy of marketing more to music groups than other groups, this creates an additional marketing burden, as multiple potential users must be identified. However, with an eye towards accommodating both resident uses and public uses, this may in fact be a benefit, since it would allow for greater scheduling flexibility on the part of Gerald Simon Theatre management.

Partnering with well-known music groups in San Francisco, such as the Symphony, may be a potential marketing strategy for the Gerald Simon Theater. As these partnerships result in well attended performances, more people will become familiar and comfortable with the venue. Given the preference by most of these groups for more centrally located venues, it is unlikely these groups would agree to a revenue-generating series or residency, but some of them would likely be interested in participating in a targeted program geared towards bringing the arts into the neighborhoods. The development of a high profile music or performing arts series as part of a “grand opening” program could be an extremely effective marketing tool.

Other Types of Events

AECOM also evaluated the potential for other types of events, including:

- Academic, professional, or community lectures;
- Literary readings and events;
- Daytime children’s programming, such as music classes, theater programs, arts classes, or other activities;
- School activities, such as performances, meetings, or events;
- Private event rentals, such as wedding, retirement parties, or birthday parties; and
- Non profit fundraisers and political events.

To understand the potential for these uses at the Gerald Simon Theater, AECOM spoke with a variety of individuals and organizations, including City Arts and Lectures, Litquake, the California Academy of Sciences, event planners, and wedding planners.

A summary of input we received from these interviews is as follows:

- For literary events and lectures:

- For readings, some sort of stage or riser is great to have, and a green room is always useful
- The most important piece of equipment for readings and literary events is a good sound system, so the audience can hear the readers clearly.
- Lecture series are not highly profitable. A reasonable goal is to cover costs.
- The best approach to lectures is to book someone on a book tour, so the author can chain trips and do multiple events throughout the Bay Area.
- For business events, need a projector, screen, and Wi-Fi.
- For weddings:
 - People would probably also be looking for a good ceremony spot on site or nearby;
 - Round 60" tables and some kind of chair (natural wood folding is typical);
 - Wedding planners had hesitations given the proximity of the Gerald Simon Theater to the existing long-term care facility but were open to the concept, provided it were marketed as a budget location to cost-conscious brides.
- For fundraisers and political events:
 - Non-profit fundraiser event planners were more enthusiastic about the location as a venue than wedding planners.
 - For fundraisers, if capacity is 250-300 people seated banquet style, there are many possible locations. Spaces are much more limited for over 300 people, and are extremely difficult with over 500 people, so size is an advantage.
 - The site location may be somewhat unusual for fundraisers, given that they are generally held in a more central location, a hotel, etc.
 - Fundraisers would face the same challenges related to being part of the Laguna Honda campus that weddings might.
 - One potential user group identified was local non-profits that would have a tie to either the West Portal/Twin Peaks neighborhood or the mission of Laguna Honda hospital.
 - Private school fundraisers and events would be very viable.
 - In all cases for social events, access to a catering kitchen is important, and may be possible given the proximity to the Laguna Honda second-floor café space. While it is not absolutely essential for event venues to have tables and chairs on-site, most event venues do, and it would be advisable in this instance in order to keep costs low for prospective users.

Implications of User Group Market Analysis

Our research related to user group demand indicates that the Gerald Simon Theater is clearly not a single-purpose facility geared towards any one user group type. Its location, physical characteristics, and amenities do not lend itself towards focusing in on any one particular user group type. Rather, there are

many market opportunities from a wide variety of user groups. Implications of this for Theater operations are as follows:

- Marketing efforts may be more intensive and require outreach to a greater number of groups in order to yield a utilization level that will offset costs.
- The main staff person needs to be able to work with private event rentals as well as performing arts concerts and shows.
- Key staff need to be exceptionally resourceful and entrepreneurial in thinking about opportunities, as these could span school events, children's programming, performing arts, and private events. Relationship building will be an important part of the job description.
- Physical improvements should only be made that will attract multiple user groups, significantly enhance the potential use by a large market segment, and/or benefit the residents.
- The lack of a track record and experience with how the Theater operates for outside event rentals and various types of groups will be the greatest challenge in the initial years. The Laguna Honda Foundation should consider setting up a series of concerts, shows, and/or events for the neighborhood, event planners, and performing arts community with high profile partners (i.e. the San Francisco Symphony, etc.) that will help demonstrate the use of the Theater. This should be part of the pre-opening marketing budget and would also be a resident benefit. This type of event could become an annual series that the Gerald Simon Theater is known for in the community and might be something that could be used for fundraising purposes as well.
- Rehearsal space may be a good market for generating weekday usage, and could provide a consistent, regular source of rental income.
- Creating a branding strategy and identity for the Gerald Simon Theater will be important.

IV. Competitive and Comparable Facilities

In this section, we review the competitive environment in San Francisco by category and also highlight a few comparable facilities outside of San Francisco to provide a context for how other facilities operate.

Review of Competitive Environment

The Gerald Simon Theater is unlike any other performing arts or community space in San Francisco. A combination of several factors contributes to its unique position. These include:

- Location in the West of Twin Peaks neighborhood;
- Convenient transit accessibility directly across the street from the Forest Hill MUNI station;
- Access to approximately 600 parking spaces;
- Adjacency to large medical care institution;
- Relatively large sized seating area;
- Relatively small sized stage area
- Flat-floor with no fixed seating;
- Scalable layout allowing for both small or large events; and,
- Unique historic character.

While some existing facilities in San Francisco incorporate a few of the aforementioned factors, no facility comes close to exhibiting all of these factors. This is due in part to the fact that the Gerald Simon Theater does not easily fall into existing performance or event space categories, which are typically categorized as: performing arts centers, multipurpose centers, or event spaces.

While these spaces are defined by the activities that typically take place there, there are no hard and fast rules. Performances have been known to take place in event spaces, and events have been known to take place in performing art facilities. The substantive differences revolve more around the flexibility of layout, size of stage, acoustics, access to views and outdoor space, and technical capabilities in terms of sound and lighting.

In **Figure 9**, we present these three major categories of facilities and provide examples and key criteria. It should be noted that performing arts centers can include theaters, dance spaces, or music halls, and we have just provided an example of a music hall.

In **Figure 10**, we highlight information related to key physical characteristics and rental rates at San Francisco facilities, generally located on the west side of San Francisco or in neighborhood locations, that may be competitive with a renovated Gerald Simon Theater. As part of this assignment, we reviewed the characteristics of nearly 20 facilities, but we have only included those located in the same geographic area or are relevant for other reasons in this report.

Figure 9: Description of Performing Arts and Event Venue Categories

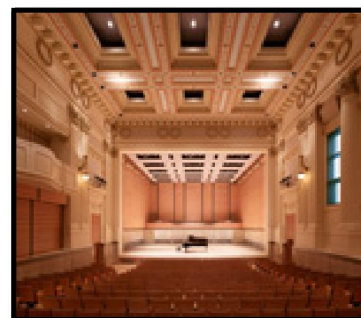
Large Performance Hall

Examples: San Francisco Conservatory of Music Concert Hall; Florence Gould Theater at the Legion of Honor; Palace of Fine Arts Theater; and, Herbst Theater at the San Francisco War Memorial.

- Fixed seating on raked floor, in order to see stage activity comfortably
- No scalability or flexibility of seating layout
- Constructed and designed to maximize acoustical quality or theater performance
- Can have proscenium stage, thrust stage, or other stage types depending upon major users
- Often has specialized equipment

Conservatory of Music Concert Hall

- Seating: 404 seats
- Two 9 foot grand pianos available
- Access to warm-up rooms
- Stage 50' by 39'



Multipurpose Center

Examples: SOMArts; Mission Cultural Center; Chinese Cultural Center; Bayview Opera House; San Francisco Jewish Community Center; Mission Bay Conference Center; and, Public Works.

- Smaller stage than performance hall
- No fixed seating on flat floor, allows scalable, flexible layout
- Suitable for gatherings, events, performances, or exhibitions
- Typically built within past 20 years

SOMArts Theater and Gallery

- Maximum occupancy of 690 in theater and gallery
- Flexible seating configuration, removable riser platforms



Event Space

Examples: Great Hall at the SF Zoo; Officers Club at Fort Mason Center; Venetian Room at the Fairmont Hotel; United Irish Cultural Center; and, Forest Hill Clubhouse.

- No permanent stage
- Exclusive caterer or convenient access to catering kitchen
- Often part of a larger facility, with access to conference or outdoor areas

Great Hall at SF Zoo

- Seats 220 for a banquet or reception, adjacent to patio
- Primarily used for corporate and social events, or internal zoo-related events
- Use of exclusive caterer required



Figure 10: Review of Selected Competitive Facilities in San Francisco

Theatre Name	Type	Neighborhood	Year built / renovation	Seating (performance)	Max capacity (reception)	Stage, Dimensions	Weekday Rental Fee	Weekend Rental Fee
Cowell Theatre, Fort Mason Center	Performance Hall	Fort Mason	1912 / 2011	437	Fixed seating	40' X 30'	\$800-\$1,200	\$1,575-\$2,000
Florence Gould Theater, Legion of Honor	Performance Hall	Richmond	1924	300	Fixed seating,	NA	\$1500-\$4000	\$1500-\$5000
Conservatory of Music	Performance Hall	Civic Center	2006	400	Fixed seating	50' X 39'	\$2200-\$3400	\$2200-\$3400
United Irish Cultural Center	Event Space	Outer Sunset	1973	600	600	NA	\$600-\$1500	\$2500-\$5500
Miraloma Clubhouse	Event Space	Twin Peaks	1940	85	85	25' X 21'	\$500	\$500
Forest Hill Clubhouse	Event Space	Forest Hill	1919	85	100	None	\$800	\$1,500
Kanbar Hall, JCC	Multipurpose	Pacific Heights	1977	468	450	61 X 31	\$1200-\$1500	\$2000-\$4400
SOMArts	Multipurpose	SOMA	1980	140	690	54' X 35'	\$1000-\$1500	\$1000-\$1500
Bayview Opera House	Multipurpose	Bayview	1888 / 2010	180	300	50' X 40'	\$250-\$1475	\$650 - \$1850

Future Planned Facilities

In addition to the existing facilities which may compete with a renovated Gerald Simon Theater, there are also a number of facilities which are planned or under construction. These include a new performance hall for SF JAZZ and a performing arts complex on the campus of San Francisco State University.

SF Jazz Center

The SF JAZZ Center will be located in the Civic Center/Hayes Valley neighborhood and include:

- Auditorium with flexible seating for 350 to 700
- 80-seat multi-purpose ensemble room
- Rehearsal space
- Digital learning lab
- Café at sidewalk level;
- Ground floor lobby; and
- A total of 35,000 square feet of space.

The SF Jazz Center is currently under construction and estimated to be complete in 2012.

Mashouf Performing Arts Center

The Mashouf Performing Arts Center at San Francisco State University will include the following:

- A 1,200-seat performance hall;
- A 350-seat recital hall;
- A 450-seat theater space; and
- A 250-seat black box theater;

Architectural plans have been completed, although full funding has not yet been secured for this facility.

Overview of Selected Comparable Facilities

In addition to surveying the competitive environment, we also identified a few comparable facilities for a more detailed profile. In contrast to the overview of competitive facilities, which gives a sense of the competitive landscape for performance halls, events spaces and multi-purpose spaces in San Francisco, these profiles highlight operational, physical, or management characteristics or approaches which may work at the Gerald Simon Theater. Each of the following facilities includes some key characteristic relevant to the experience of the Gerald Simon Theater:

- **Lincoln Theater Napa Valley.** A performance hall located in an institutionally-adjacent site on the campus of the California Veteran's Home.
- **Mill Valley Community Center.** A revenue generating, neighborhood-serving, multi-purpose center.
- **The Great Hall at the San Francisco Zoo.** An event space in an unconventional site (part of a zoo) in a non-central location (in Outer Sunset).

- **SOMArts** –A City-owned cultural center managed by a non-profit organization, which could provide an operating model for the Gerald Simon Theater.

Lincoln Theater Napa Valley



Physical Characteristics

Located on the grounds of the historic California Veteran’s Home in Yountville, Lincoln Theater Napa Valley was built in 1957 to provide a central performance space and meeting facility for the residents of the Veteran’s Home and the community at large.

A \$20 million renovation completed in 2005 allowed for the addition of 30,000 square feet of space, and the installation of a new rigging system, top quality lighting systems, and upgraded sound systems. The orchestra pit is large enough to accommodate over 40 musicians and includes a hydraulic lift. When not in use, the orchestra pit converts to a thrust stage, increasing the stage depth by nine feet. Additionally, the renovation improved the acoustics and sightlines of the theater. The Lincoln Theater is a true performance hall and provides a top tier residence for the Napa Valley Symphony.

Rental Rates

In addition to serving as the residence of the Napa Valley Symphony, Lincoln Theater Napa Valley is also available for rentals by private individuals or organizations for events or touring performance groups. The rental fee structures for both for-profit and non-profit organizations are included below.

Room	For profit		Non-profit	
	4 hours	8 hours	4 hours	8 hours
Theater	\$2,400	\$4,800	\$1,500	\$3,000
Foyers	\$1,500	\$3,000	\$800	\$1,600

Financial Characteristics and Operational Structure

The State of California owns the Lincoln Theater Napa Valley, and the Friends of Lincoln Theater has entered into a 30 year lease of the building with the California Department of Governmental Services to manage and maintain the facility. As a part of this lease, 10 percent of all performance tickets are available for residents of the Veterans Home free of charge. This is the case for events produced by the Lincoln Theater, such as Napa Valley Symphony performances, and also events produced by touring musical performers renting out the facility.

There are currently eight staff members, not including the tech crew, responsible for marketing, operation, and development activities. Given current economic conditions, the operating budget has declined to \$1.4 million from \$3.2 million. Earned income from ticket sales and venue rentals generates approximately 50 percent of total operating expenses, and the rest is covered by contributed income.

The Lincoln Theater Napa Valley is the only performance hall AECOM identified that was coupled with a health care-related institution. Despite this proximity, Lincoln Theater has been able to build a varied and popular calendar of performing arts events. They have also been able to attract a modest amount of venue rentals for wedding and social events, though they acknowledge that proximity to pleasant outdoor space has been a key to attracting wedding rentals.

The management has indicated that the rather hidden location of the theater within the Veteran's Home campus may create somewhat of a barrier to wider reception by the public, although the location adjacent to the Veteran's Home does not tend to affect utilization. The theater requires that all performances allocate a certain percentage of tickets to residents of the Veteran's Home.

Cascade Room at the Mill Valley Community Center

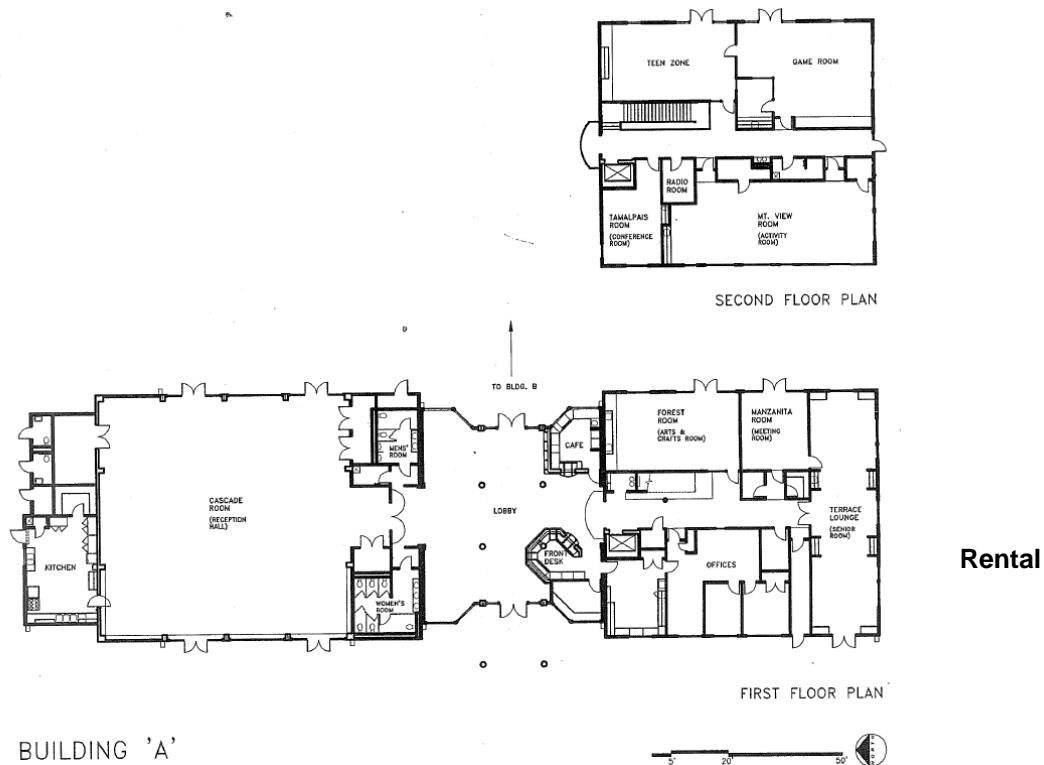


Physical Characteristics

The Mill Valley Community Center is a multi-purpose center with extensive recreational facilities, including an aquatics center, fitness center and multiple sports fields. It was built in 2001 at a cost of \$13 million by the city of Mill Valley. One space within the center is a 4,100 square foot event facility known as the Cascade Room, which seats 265 people banquet-style, 400 people theater-style, and a maximum occupancy per fire code of 566. While used primarily as an event space, there is an eight foot deep by 20 foot wide stage as well. Amenities include a cathedral style ceiling, wood floors, full length windows with

panoramic views, a built-in sound system, and commercial kitchen. A floor plan of the community center is included in **Figure 11** below.

Figure 11: Floor Plan of Mill Valley Community Center



Financial Characteristics and Operational Structure

The Mill Valley Community Center is managed and maintained by the City of Mill Valley Parks and Recreation department. It takes an estimated one full-time and one part-time staff to market and manage the space, along with additional part-time facility attendants to oversee events. Utilization is high, with an estimated 12 to 15 Cascade Room rentals each month. Typical events are wedding receptions and non-profit fundraisers. Other events that take place are shopping events, youth dances, lectures and religious services. Many non-profits consistently return every year, such as the Mill Valley Film Festival Annual Gala. Approximately half of the social event rentals (i.e. weddings and fundraisers) are from non-Mill Valley residents or organizations from San Francisco or the Peninsula. Key competitive advantages of the Mill Valley Community Center are relatively accommodating noise restrictions and good parking access (there are roughly 173 spaces on-site).

The event space rental program is a positive revenue generating program, generating roughly \$400,000 in gross revenue for the Mill Valley Community Center annually. A majority of this revenue comes from

the Cascade Room rentals. Revenue from event space rentals helps to offset the cost of community programs and the aquatics and fitness centers also located at the Community Center.

The rental rate policy is shown below in **Figure 12**.

Figure 12: Mill Valley Community Center Rental Rates

Cascade Room	Mill Valley residents and non-profits	Non-residents	Non-Mill Valley non-profits	Commercial
<i>Saturdays and holidays</i>				
<i>8 hour rental incl. kitchen and facility attendant</i>	\$2,400	\$2,700	\$2,700	\$2,800
<i>Each additional hour</i>	\$180 / hour	\$180 / hour	\$180 / hour	\$180 / hour
<i>Mon-Fri and Sun, non-holidays. 2 hour minimum required.</i>				
<i>Cascade Room</i>	\$150 / hr	\$175 / hr	\$120 / hr	\$195 / hr
<i>Kitchen</i>	\$ 60 / hr	\$70 / hr	\$50 / hr	\$80 / hr
<i>Facility attendant</i>	\$15 / hr	\$15 / hr	\$15 / hr	\$15 / hr

The Bernard Osher Great Hall at the San Francisco Zoo



Physical Characteristics

The San Francisco Zoo is located in San Francisco's Outer Sunset neighborhood, bordering the Great Highway and in close proximity to the Pacific Ocean. It is the last stop of the "L" Muni line. The Great Hall is an example of an event venue in an unconventional site, at the San Francisco Zoo, and a non-central

location. The Bernard Osher Great Hall at the San Francisco Zoo, or the Great Hall, seats 220 people for banquets or receptions, or 300 people theater-style. It is connected to a patio space, allowing for indoor-outdoor events as well. The large room features a stone fireplace, and high beam ceilings. As is the case for all events at the San Francisco Zoo, all food and drink provision must be done through an exclusive caterer, *Taste of the Wild Catering*.

Rental Rates

Rental rates for the Great Hall vary depending on the length of the rental, time of day, and time of week. A typical weeknight rental of the Great Hall might run for \$800, while a Saturday full-day rental might run for \$3,400, including use of tables and chairs. For events during zoo hours, attendees may be offered discounted admission rates.

Financial Characteristics and Operational Structure

Space rentals at the San Francisco Zoo are marketed and coordinated by Service Systems Associates, a company specializing in merchandising, concessions and event rentals at zoos and aquariums across America. Popular events at the Zoo utilizing the Great Hall include the following: non-profit fundraisers, especially for schools; corporate lunches, receptions, and dinners; social events such as birthday parties and bat mitzvahs and bar mitzvahs; and weddings. Across the entire Zoo, corporate events are 40% of rentals, weddings are 40%, social events are 10% and fundraisers are 10%. This year, there will be an estimated 15 to 16 weddings at the Zoo, which is double the number as last year. The increase is attributed primarily to an improving economy.

Renters choose the Zoo as an event venue for a variety of reasons. In most cases, for weddings, the Zoo is selected because of some personal connection to the site, often because the bride, groom, or a parent has been, or is, a docent at the Zoo. Corporate clients often select the Zoo because they want to financially support its mission, and the Zoo offers a unique and interactive experience for guests.

SOMArts

SOMArts was established as a non-profit organization in 1979, born out of the Neighborhood Arts Movement, an initiative to foster City support for community artists and arts organizations. Today, SOMArts is located in a City-owned building at Brannan and 8th Street. It operates on a year to year lease agreement with the City and an annual grant agreement established by the legislature in the late 1990s. It also serves as a fiscal sponsor for less established groups in the area. The City has considerable oversight through extensive reporting requirements to ensure the Center is achieving its mission to foster cultural vibrancy.

The mission of SOMArts is to promote and nurture art on the community level and foster an appreciation of and respect for all cultures. SOMArts' Technical Services Program offers stage, sound, lighting and consultation for major street fairs and festivals in San Francisco.

Physical Characteristics

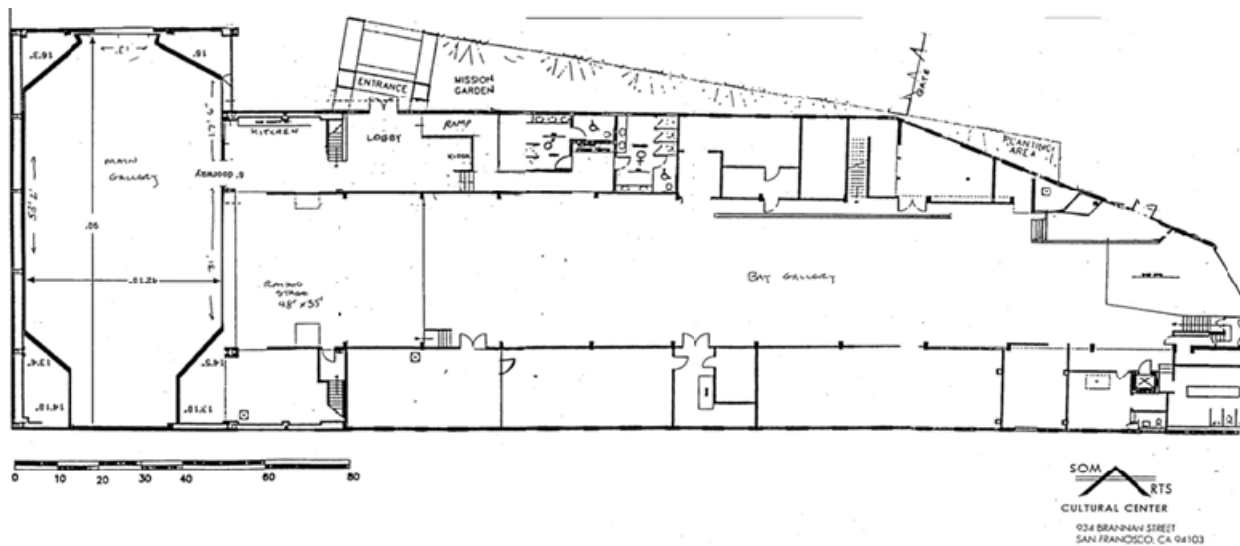
SOMArts is 17,000 square feet in total (see layout in **Figure 13**). Amenities available include:

- The Bay Gallery is approximately 3,200 square feet (108'x 30') with over 4000' feet of wall space plus additional movable walls that can be configured for different exhibitions or events. The Bay

Gallery walls are painted white to accommodate most exhibitions, but alterations are allowed at the renter's expense. Rental of the Bay Gallery includes use of the lobby and kitchen.

- The theater is ideal for performances and other events that require a stage and stage lighting. "House" dimensions are 54' x 35'. House walls are painted black to create a black box venue within our larger venue. Stage lighting and theatrical soft goods are available on a pipe grid over the stage. A movable tech booth is available for a FOH tech operating position for stage managers and lighting/sound operators. Seating includes 48 raked theater seats. Additional seating includes padded (non-folding) chairs. Sound reinforcement, additional lighting to supplement the house rep plot and soft goods can be rented to supplement the included equipment. Rental of the Theater includes use of the lobby and kitchen.
- Patio- grounds outside the building which can also be utilized for additional space to accommodate vendors, fairs, activities or outdoor movies.
- Dance Studio 18' x 40' (720 sq ft) dance and rehearsal studio has recently refinished hardwood floor, full-length mirrors and colorful murals.

Figure 13: Layout of SOMArts Cultural Center



Resident Organizations

SOMArts is an umbrella organization that partners with a mix of grantee residents and tenants including the Asian Pacific Islander Cultural Center, ArtSpan, Chrysalis Printmaking Studio, and Sixth Street Photography Workshop. Tenant organizations pay rent to SOMArts for access to the facilities, some of these are “cottage industries” which survive solely on earned income. Other groups can be sponsored with affordable space rentals. In the last year, the facility has undertaken an initiative to generate more of its own programming with three exhibitions per year.

Facility Usage and Rental Rates

SOMArts has just started tracking utilization data. Management indicated there are more than 300 events in the center annually. The Bay Gallery standard rental rate is \$750 for events and \$300 per day for exhibits. Theatre events are \$750. The patio, which is only available as an added amenity to a Bay Gallery or Theatre rental, is \$375. Rental fees for all three are \$1,500. Events scheduled past midnight have additional fees. There are also various fees for sound and lighting packages and production assistance.

Financial Characteristics

The total operating budget for SOMArts is just less than \$1 million. Approximately 50 to 60 percent of the operating budget is spent on personnel. The Center raises approximately 30 percent of its budget with earned income and provided services. The largest Bay Gallery is the most important revenue generator, which is prized for wide flexibility. Earned revenue from rentals is approximately 40 percent of total earned income, with the remainder largely from contracted services and performance fees. The Center also receives approximately 60 percent of total funding from the City, primarily from the San Francisco Arts Commission’s Community Arts and Education Program with funding from The Hotel Tax Fund. The remainder is contributed income from individuals and foundations. The Center has six to eight full-time equivalent employees, four of whom are full-time.

Key Challenges and Lessons Learned

- As City funding has declined and become less certain, the Center has prioritized diversifying income sources. Previous City support for building maintenance, utilities, and staff responsible for extensive reporting requirements has declined over the years.
- SOMArts has found it more difficult to fundraise without an institutional identity. They are currently addressing how to balance their mission as a supporting umbrella organization with in-house programming initiatives.
- It is important for cultural centers, even those that have active programming through other cultural organizations, to produce and present their own programming in order to establish an identity and attract both earned and contributed funding.
- Clarifying mission up-front in the project development project is critical.
- It is best to negotiate the level of partnership, including reporting requirements and funding expectations, between a proposed center and the City up front.
- It is essential to provide a clear structure for the involvement of community cultural organizations, with benefits and responsibilities (both financial through rent or membership) and privileges (such

as priority booking, discounted rental space, free usage days, etc.) transparent to the entire community.

Implications from Competitive and Comparable Analysis

In the section following, the competitiveness of the Gerald Simon Theater in each performance or event space category is considered.

Performance Hall

As a performance hall, the Gerald Simon Theater has very different physical dimensions than those found at venues like the San Francisco Conservatory Concert Hall or the Palace of Fine Arts Theater and unknown acoustical quality. Both of these venues have 40 to 44 foot stage depths compared to a 22 foot depth at the Theater. Less depth means fewer performers can fit on the stage and restricts movement on the stage for dance and theater groups. The limited wing space at the Gerald Simon Theater would make it more difficult to store and stage sets for use in theatrical productions. Additionally, all performance halls have a raked seating area, meaning there is an upwards incline from the front of the seating area to the back. This improves sightlines for the audience and ensures attendees can view action on the stage even if they are seated towards the rear.

Event Space

The Gerald Simon Theater has some of the physical characteristics of an event space, but is in a much different location and site than other similarly sized event spaces in San Francisco. For this reason, its success as an event venue may depend more on smart and aggressive marketing than ambitious physical improvements. The sheer amount of space in the main auditorium space is an advantage for the facility as a venue for social events. While many event spaces can comfortably seat 200 people for banquets, there is a scarcity of venues that can fit upwards of 400. Additionally, for social events the stage would be used for speakers or presentations rather than elaborate performances requiring a large stage area and wings, so the stage is an asset rather than a liability.

Catering facilities are not a prerequisite for holding a social event, although they are highly desirable. The frequency of events at Gerald Simon Theater may depend on ease of access to catering facilities. Not having access to catering facilities will drive up costs for potential users and create coordination burdens for event planners. Creating a system for using the café kitchen on the second floor of the new Laguna Honda facility may be essential to drive the use of the facility for social events.

In terms of location, there is a scarcity of event venues with similar capacity between Twin Peaks and the Outer Sunset. The Forest Hill Clubhouse and Miraloma Clubhouse are the nearest neighborhood event venues but neither has capacity for more than 120 people. The primary market for events will likely be those with a connection to Laguna Honda's mission or a strong desire to locate in the Twin Peaks neighborhood or the west side of San Francisco. Additionally, while the geographic location of the GST does not lend itself to regional connections, in terms of BART or Freeway access, its close proximity to the Forest Hill Muni Station and the 600 onsite parking spaces are major transportation-related assets for both social events and performances.

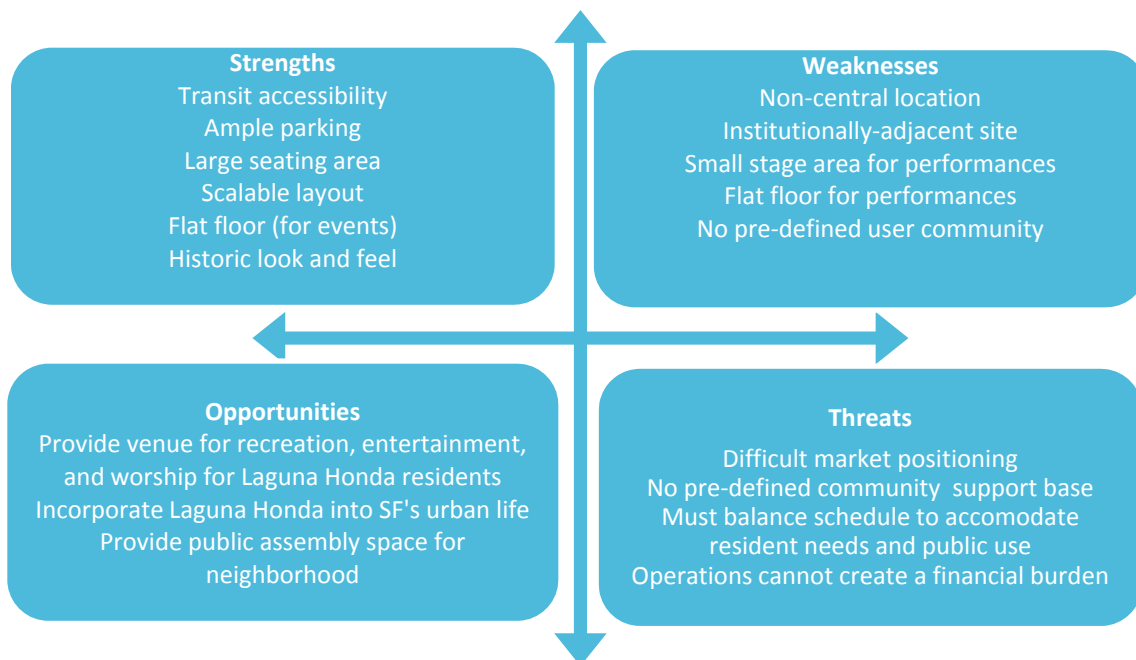
Multi-Purpose Center

Physically, the Gerald Simon Theater has many of the characteristics of a multi-purpose space, with its small stage, open flat floor, scalable size and large audience capacity. However, the facility differs from conventional multi-purpose spaces in qualitative ways which may influence the type of programming it offers and how it markets itself to potential user groups. The Mission Cultural Center, Chinese Cultural Center, and JCC all serve ethnic or religious communities and are located in close proximity to neighborhoods that have historically been home to these communities. Through the programming offered at these centers, they reflect an existing cultural identity and make related events, performances and classes accessible to the city at large. While the Gerald Simon Theater has, and will continue to, reflect the needs of the Laguna Honda resident community, it will chart new waters as it bridges the Laguna Honda community with the city at large.

Finally, the Gerald Simon Theater will face the opportunities and challenges typical of many multipurpose centers. Multipurpose centers do have access to a wider array of types of performances and events than specialized performance halls. However, they also face challenges of most multi-purpose centers in that they physically do not accommodate any particular performing arts group well, and usually achieve lower rental rates, require more accommodations and greater marketing effort as a result.

Below in **Figure 14** we have summarized the strengths and challenges of the Gerald Simon Theater with respect to its competitive environment.

Figure 14: Analysis of Strengths, Weaknesses, Opportunities, and Threats for Gerald Simon Theater



V. Findings and Recommendations

Based upon our research, AECOM has developed a series of findings and recommendations for the Gerald Simon Theater. The recommendations and findings have been organized into four major categories: physical improvements, management structure, utilization and financial potential, and usage of outdoor space.

Recommended Physical Improvements

As described previously, there are some limited physical improvements already underway for the Gerald Simon Theater. However, the scope of these improvements is fairly minimal, and the Laguna Honda Foundation asked us to identify physical improvements which would be important in maximizing utilization and revenues. We interviewed many user group and venue managers in order to assess what types of physical improvements would be required, and then followed up with research on likely cost. It is important to note that our expertise is not in the area of cost consulting, and that more detailed cost estimates should be explored once the program is confirmed.

We categorized the improvements into two categories: essential and desirable, based upon the needs expressed by potential user groups and usefulness of improvements across various market segments. We tried to consider the relative level of investment with the likely return in our assessment (see **Figure 15**). The essential improvements listed would create a space usable for semi-professional theater performances, professional music performances (depending on acoustics), and social events. To preserve the Gerald Simon Theater's existing strengths, namely the large, scalable seating area, most of the essential improvements are additional pieces of equipment rather than substantive structural changes to the space.

It is important to note that a majority of the improvements listed in the "Other Facilities" category are classified as "Planned or existing". The expectation for these improvements is that they will result from re-programming existing spaces in the old facility or the ad-hoc temporary use of existing spaces in the new facility.

We have then estimated the cost by major category of the physical improvements, as shown in **Figure 16**. As indicated, we estimate that the Gerald Simon Theater will require another \$60,000 to \$100,000 of improvements (including a 20% contingency) in order to make it a fully functioning, rentable multipurpose space that can achieve our utilization and revenue estimates shown later in this section. In addition, at some point in the future, there are between \$300,000 and \$600,000 of additional improvements that can be made over time to upgrade the facility. We would recommend that the need for these improvements are evaluated by staff at later point once there is a rental history and repeat users who can be surveyed.

Figure 15: List of Physical Improvements Recommended for Gerald Simon Theater

Improvement	Essential	Desirable	Planned or
Lights			
Spotlights (12-16), dimmer packs and light board			
System for suspending equipment from ceiling			
Dimmable house lighting			
Side, track or sconce (low lights)			
Presentation			
Digital Projector, screen, and podium			
Dressings			
Window coverings			
Movable wall drapes for sound absorption			
Sound			
Sound board and speakers			
Microphone for presentation (wired and wireless)			
Piano			
Miscellaneous/Services			
Acoustician service			
Wi-Fi			
Live video recording for resident viewing			
Seating			
Chairs and tables (rounds and rectangular)			
Platform risers			
Stage/Surface			
Sprung hardwood floor			
Thrust stage extension			
Lift to stage			
Other facilities			
Green room and warm up rooms			
Coat room/check			
Bar facilities			
Catering kitchen			
Projector booth			

Figure 16: Estimated Cost of Recommended Improvements

Improvement	Essential Items		Desirable Items	
	Low	High	Low	High
Lighting	\$10,000	\$15,000	\$2,000	\$3,000
Presentation	\$6,000	\$11,000	n/a	n/a
Dressings	TBD	TBD	TBD	TBD
Sound	\$20,000	\$30,000	\$30,000	\$60,000
Misc. Services	\$5,000	\$10,000	n/a	n/a
Seating	\$10,000	\$30,000	\$50,000	\$100,000
Stage/Surface	n/a	n/a	\$90,000	\$150,000
Other facilities	n/a	n/a	\$80,000	\$200,000
Subtotal	\$51,000	\$96,000	\$252,000	\$513,000
<i>20% Contingency</i>	<i>\$10,000</i>	<i>\$19,000</i>	<i>\$50,000</i>	<i>\$103,000</i>
Total	\$61,000	\$115,000	\$302,000	\$616,000

Management Model

The management model for the Gerald Simon Theater will be important to its success as a venue that is financially sustainable and known as a quality rental facility in San Francisco. Goals for the management and operating structure are as follows:

- Allow for the hiring of high quality, skilled, and appropriate level staff to market and manage the Gerald Simon Theater;
- Provide a mechanism for soliciting contributed donations in addition to earned revenues, as most multi-purpose facilities require a mix to be viable;
- Ensure that the scheduling policy maximizes outside utilization and rentals but also closely coordinates with the Laguna Honda mission and incorporates resident access to programming; and
- Allows for efficient contracting and decision-making in venue rentals.

Basically, is imperative to align the incentives of whoever is Gerald Simon Theater management with the three objectives listed at the outset of this study: meeting the needs of Laguna Honda residents; integrating Laguna Honda into San Francisco's civic life; and, generating revenue to cover the cost of managing, maintaining, and improving the Gerald Simon Theater.

AECOM considered three possible management models for the Gerald Simon Theater: in-house management, contract management, and non-profit management. We have summarized each option in **Figure 17** below.

Figure 17: Summary of Management Options for Gerald Simon Theater

Category	In-House Management	Contract Management	Non-Profit Management
Overview	<ul style="list-style-type: none"> ▪ Laguna Honda Hospital would run the Theater using in-house staff ▪ Staff would be employees of the City & County of SF 	<ul style="list-style-type: none"> ▪ Laguna Honda / City & County would contract with a management company to operate the Theater ▪ Staff would be provided by management company 	<ul style="list-style-type: none"> ▪ Laguna Honda Hospital / City & County of SF would develop a management agreement with an existing or non-profit organization ▪ Mission of non-profit would be related to programming and operations of Gerald Simon Theater ▪ Staff would be employees of the non-profit organization ▪ Board of Directors would govern
Revenue Generation	<ul style="list-style-type: none"> ▪ Would not allow for contributed donations ▪ Accounting may be complicated ▪ Risk would be shouldered by the Hospital 	<ul style="list-style-type: none"> ▪ Minimal net revenue generation likely, but risk would be on management entity ▪ Revenue generation would be priority of management entity which may impact booking policies and priorities 	<ul style="list-style-type: none"> ▪ Non-profit would be responsible for operating costs (excluding some provided by the Hospital such as basic janitorial, etc.) ▪ Revenue could be earned or contributed and could include grants, fundraisers, etc.
Strengths	<ul style="list-style-type: none"> ▪ Resident needs and hospital mission will be prioritized 	<ul style="list-style-type: none"> ▪ Potentially lower risk and better management 	<ul style="list-style-type: none"> ▪ Allows for separate accounting and revenue generation ▪ Provides for consideration of Laguna Honda mission and resident needs
Challenges	<ul style="list-style-type: none"> ▪ Not likely to have staff expertise to run theater ▪ May be difficult to hire staff, as they will have to go through City & County hiring procedures 	<ul style="list-style-type: none"> ▪ May be hard to find a management company to take on a small theater ▪ Revenue generation would be a priority, could lead to difficult situations related to resident needs and Laguna Honda mission ▪ Laguna Honda retains less control 	<ul style="list-style-type: none"> ▪ Need to explore whether or not to use existing non-profit or a new one ▪ Need an appropriate Board of Directors ▪ Potentially conflicts with Laguna Honda Hospital needs
Recommended?	No	No	Yes

When comparing the management models listed above with the goals of the space, it is AECOM's opinion that the non-profit management model is the best fit given the following:

- It is the structure that allows for the balance of resident needs with revenue generation;
- It will allow for flexibility in hiring and the ability to staff up or staff down as necessary;
- The structure will provide Laguna Honda management with some control through the lease or management agreement, but also provides for efficiency and expediency in rental contracts;
- The non-profit structure has accountability and transparency;
- The non-profit organization can raise contributed income in the form of public funding, foundation grants, and individual donations, which will increase the likely financial viability and decrease the risk to the hospital; and
- In order to encourage close cooperation, a Board of Directors can be created such that the Laguna Honda Hospital management has seats on the Board.

We do not believe that either of the other two management models will allow for a viable multi-purpose performing arts and event facility.

AECOM has also developed a few specific recommendations related to this management structure:

- The City and County of San Francisco's cultural centers may provide the best models for Laguna Honda to follow, as they are already within the City "family" of institutions and likely have operating contracts or leases that may be fairly easy to adapt to the Gerald Simon Theater.
- It might make sense to explore the possibility of the Laguna Honda Foundation acting as the non-profit management entity, since it is already in existence and would not require the setup cost and time required for a 501(c)3 organization.
- The Foundation should discuss the potential to receive City Grants for the Arts or other Arts Commission funding, either for a specific program (perhaps a neighborhood performing arts series with key partners) or for the theater itself.
- The Foundation should also review the operating agreement for the Lincoln Theater in Yountville, since they operate a State of California building. The operating agreement may include specific issues which Laguna Honda would want to pay attention to, given their co-location with a healthcare institution.

Financial Analysis

The following section presents a preliminary financial analysis for the Gerald Simon Theater. In order to assess the likely financial viability of the Theater, we took the following steps:

- Developed estimates for full operating costs for the Gerald Simon Theater as if it were a standalone facility;
- Estimated the amount of services and supplies that will be provided by Laguna Honda Hospital as part of their regular course of facility maintenance;

- For the purposes of analysis, these services and supplies are considered to be in-kind contributions to the Gerald Simon Theater operations;
- We then used a range of typical ratios of earned income to contributed income for similar facilities to estimate reasonable levels of earned income and to determine a range of contributed income that would be required on an annual basis;
- To demonstrate the utilization that would be required to achieve the earned income estimates, we developed a hypothetical event profile and rental rate structure that, given our market analysis, would be achievable.

We selected this approach, given that there are any number of combinations and permutations of event types, frequency, and user groups that may represent market potential for the Gerald Simon Theater, as its success lies in its ability to be a multipurpose center.

Estimated Operating Budget

The operating budget presented in **Figure 18** is for planning purposes only, and is not meant to serve as a detailed business plan or for accounting purposes. Rather, it indicates the general level of budget that will be required to run the Gerald Simon Theater with approximate allocations to typical categories. When actually operating, the leadership and/or management of the facility would have a tremendous impact on the actual expenditures, which would in part be driven by programming priorities, policies, and opportunities.

The operating budget was based on several considerations and assumptions, described below:

- We assume that there is nothing so unique in the design of the Gerald Simon Theater that would prevent the usage of general industry standards for operating costs per gross square foot and percentages of total cost for similar facilities;
- This budget is for a stabilized year of operations. The first two years will likely have higher operating costs that should be wrapped into any fundraising efforts. We would advise a start-up budget for marketing and events.
- We assume that a non-profit, 501(c)3 organization manages and operates through a management agreement or lease with Laguna Honda Hospital.
- We assume that the essential physical improvements described previously in this section are addressed.
- We have developed this budget with the realities of the current economic environment in mind, assuming that the facility will need to be operated fairly efficiently.
- We developed two sets of costs. The first set, shown in the first column below in **Figure 18**, represents the full cost of operating the facility, using typical industry standards, as if the Gerald Simon Theater were a standalone multipurpose performing arts and event facility. The second set of costs, shown in the last column, incorporates the services that we expect would be provided by Laguna Honda Hospital as part of the regular course of facility maintenance that they already provide.

Figure 18: Estimated Operating Budget for Gerald Simon Theater

Category	Estimated Gross Cost	% Provided by Laguna Honda Hospital	Net Operating Budget
<u>Personnel</u>			
Director / Manager	\$84,000	0%	\$84,000
Part Time Assistant	<u>\$23,000</u>	<u>0%</u>	<u>\$23,000</u>
Subtotal Personnel Costs	\$107,000	0%	\$107,000
Administrative / Supplies	\$10,000	50%	\$5,000
Maintenance	\$25,000	100%	\$0
Utilities	\$22,000	100%	\$0
Marketing / Events	\$12,000	0%	\$12,000
Total	\$176,000	30%	\$124,000

Source: AECOM.

As indicated, we have developed a budget of approximately \$176,000, or \$24 per square foot, of which, approximately 60 percent is dedicated towards staff costs. Specific assumptions related to the operating cost estimates are as follows:

- We assume 1.5 full-time equivalent (FTE) staff – one full-time manager or director who is responsible for management, marketing, and operations, and one half-time person who assists with operations and marketing.
- The full-time manager position is assumed to have a salary of \$70,000 plus 20 percent for additional payroll related costs (i.e. employer taxes, healthcare, benefits, etc.) This position is envisioned to be a mid-level person who is energetic, resourceful, and has a background in event planning.
- The part-time position is assumed to be an assistant who can help with the logistics and administrative work of booking, scheduling, and operating the actual events and marketing efforts.
- Administrative costs, which could include the costs of insurance, legal, and purchasing for basic supplies and services, is estimated to be about 5 percent of the total budget.
- Maintenance is estimated to be \$3.50 per square foot, which includes basic janitorial and maintenance services. Note that this does not include cleaning up for event rentals, which is assumed to be part of the event rental cost.
- Utilities are estimated at \$2.50 per square foot, which would reflect a typical cost of utilities for a cultural facility.

- The marketing budget is approximately 7 percent of total operating budget. In addition, there will need to be a pre-opening market budget for the development of a website, printed materials, outreach, communications, and events.

Earned Income and Utilization Potential

Performing arts theaters and multi-purpose facilities generally do not cover their entire budget with earned income. They typically require contributed income from sources such as individual contributions, foundation grants, public funding, or annual fundraisers. However, in the case of the Gerald Simon Theater, much of the subsidy required will be funded through services provided by Laguna Honda Hospital which reduce the effective operating budget.

In order to analyze likely earned income and the possible gap requiring contributed income, we used two methods:

- Earned income percentage approach – We used typical earned income ratios for similar facilities to the Gerald Simon Theater gross operating budget, applied the “subsidy” provided by Laguna Honda Hospital in the form of utilities, janitorial, maintenance, and security services (those that would be provided anyway), and calculated the remaining gap requiring contributed income (see **Figure 19**) for three scenarios.
- Utilization approach – We created three hypothetical utilization profiles to understand what frequency, profile, and rental rate structure would be required to achieve various earned income levels (see **Figure 20**). The profiles were based on our market research. Assuming a similar rental rate structure as comparable facilities in San Francisco and Bay Area region, possible rental rates might be approximately \$300 to \$600 for short-duration weekday events, depending on the space used, \$1,000 to \$1,750 for day-long use of entire facility on weekdays, and \$2,000 to \$3,000 for weekend events.

As shown in the following two tables, based upon both methodologies, we would estimate that the Gerald Simon Theater will be able to generate between \$85,000 and \$140,000 in earned income annually, which when applied to the effective operating budget of \$124,000, implies that the Gerald Simon Theater could either generate a modest positive net income, break even, or have to generate around \$40,000 of contributed income annually.

Figure 19: Contributed Income Required Annually with Different Earned Income Ratios

Category	Low	Medium	High
Earned Income %	50%	60%	70%
Earned Income Amount (Annual)	\$88,000	\$106,000	\$123,000
Required Contributed Income	\$88,000	\$70,000	\$53,000
Amount Contributed through Laguna Honda Hospital Services	\$52,000	\$52,000	\$52,000
Amount Left to Raise	\$36,000	\$18,000	\$1,000

Source: AECOM.

Figure 20: Utilization and Event Profiles to Achieve Earned Income

Event Type	Average Rental Price	Low	Medium	High
Short Weekday	\$400	2	4	6
Long Weekday	\$1,000	0	1	1
Weekend	\$2,000	<u>3</u>	<u>4</u>	<u>5</u>
Total # of Events		5	9	12
Resulting Monthly Revenue	n/a	\$7,000	\$11,000	\$13,000
Estimated Annual Revenue	n/a	\$84,000	\$132,000	\$156,000
Annual Revenue Required to Cover Effective Operating Costs	n/a	\$124,000	\$124,000	\$124,000
Remaining Gap	n/a	(\$40,000)	\$8,000	\$32,000

Source: AECOM.

Sutro Meadow and Other Outdoor Spaces

The Laguna Honda Foundation requested that AECOM examine the revenue generating potential for Sutro Meadow and other outdoor spaces at Laguna Honda. This section presents our analysis of these venues.

Special event planners and promoters are a creative lot. One implication of that is they are constantly looking for new venues, and some may find Laguna Honda provides a new canvas for them to work on. Some types of events may work in outdoor settings instead of indoors, and other events will combine both indoor and outdoor spaces as part of some larger production. The Sutro Meadow, and potentially other areas such as the outdoor space in the front parking lot, can provide additional venues for special events, either as stand-alone uses or in combination with the Gerald Simon Theater.

The primary attractiveness of indoor spaces is that they are cost effective to use. They already provide shelter, power, climate and light control, and have a predictable ambiance and character. A user group can move right in and, with perhaps only a few embellishments create the space to support their event. They are willing to pay for this convenience.

In contrast, more cost is typically incurred to create events outdoors. Events in the Sutro Meadow or other outdoor areas around the Laguna Honda campus will generally be required to bring in their own power generation. Many will be required to bring in some amount of tent structures, portable toilets, and other support infrastructure. The result is they will be willing to pay less for the basic rent on the space.

For a user group that is willing to bring their own infrastructure to an outdoor location, there are many sites available throughout San Francisco and the Bay Area. Compared with the competition, the outdoor spaces in Laguna Honda are likely to suffer from a number of factors (some real, some perceived) including:

- Access for delivery trucks and other major equipment will be constrained;
- Access for attendees (e.g., needing to pass through the hospital reception) will be perceived as constrained;
- There could be conflicts with resident use of the open spaces;
- Night time use could be constrained;
- There will be fewer days of the year than in the indoor theater that will be usable; and
- There is the potential for damage to lawn areas.

In spite of these constraints, for a few compatible users, the outdoor spaces could add some marketability and revenue to the offering of the Gerald Simon Theater. The recommendation is that the Meadow, and potentially other outdoor spaces, be made available to user groups in the marketing of the space. In the long run, however, the outdoor spaces are unlikely to contribute a significant amount of net revenue back to Laguna Honda. For this reason, we recommend that no significant investment be made for special event use for these areas.

Strategic Recommendations and Implementation Steps

Finally, there are a few strategic recommendations and next steps for the Gerald Simon Theater, including:

- **Develop a Clear Scheduling and Ticketing Policy** - User groups will need to know in the first phone call if the dates and times they need are available, what basic rental rates they will have to pay, and have a pretty accurate feel for what other charges may be necessary and if there are any unusual operating rules. The ability to quickly arrive at a firm contract for use of the space is a necessary part of the marketing and of encouraging repeat use. Thus, one of the implementation steps will be to do the organizational homework required to determine what it will take to first accommodate resident needs, and at what dates and times will remain available for other users. Some potential user groups will inevitably ask “out of the box” questions, and Laguna Honda will need to have worked out in advance such issues as:
 - What range of uses are acceptable;
 - What amount of noise and traffic can be handled;
 - What insurance will be required;
 - What entity (Laguna Honda or user group) pays for security, janitorial, and other services;
 - How far in advance space can be reserved and contracted;
 - What dates and hours are available;
 - Whether or not there will be simultaneous events in the chapel and auditorium areas; and

- Any requirements related to resident participation / attendance at the event.
- **Develop Technology and Policy related to Resident Participation** – Given the likely time of day of most performances and the logistics of including residents, a policy requiring that a certain percentage of tickets are available for residents may not result in widespread resident inclusion in programming that is brought to the Gerald Simon Theater. We recommend that Laguna Honda develop (or confirm the planned development) of streaming or other technology that allows residents to view concerts and performances from their rooms or common areas within the hospital. This technology would maximize the impact of performances for residents.
- **Brand and Identity** – Thought should be given to creating a brand and identity for the Gerald Simon Theater that is separate (although related) to Laguna Honda. It will be important for both audience members and Laguna Honda residents to ensure that performances and events can have a separate entrance and signage. Laguna Honda residents did voice the need to ensure security.
- **Review Essential Physical Improvements to Confirm Cost** – Laguna Honda should develop a more detailed cost estimate for the “essential” physical improvements recommended by AECOM working with the appropriate professionals and/or suppliers, and also bring in a professional with expertise in acoustics to develop a plan for simple investments that can enhance the acoustic setting in the Gerald Simon Theater.
- **Marketing and Events Budget** – A pre-opening marketing and events budget should be developed that will allow for the creation of a Gerald Simon Theater website, marketing materials and collateral, advertising and communications, and pre-opening events. This budget should include the salary of the director, as this person should be going out and having meetings with performing arts groups, event planners, and others in order to start building awareness.
- **Explore Non-Profit Management Structure Options** – The potential to use the Laguna Honda Foundation as a non-profit vehicle for the operations of the Theater should be considered by senior staff and the Foundation Board of Directors. If this is not a viable option, then other alternatives should be investigated including setting up a separate 501(c)3 or using another organization as a fiscal agent for the first couple of years.
- **Consider Partnerships / Community Series Program** - The operating budget and rental model described thus far primarily focuses on the Gerald Simon Theater as a venue for rentals. However, we strongly recommend the development of a regularly held (annual, semi-annual, or even quarterly) event or performance series that would be produced by the Gerald Simon Theater for the neighborhood. This could include events such as a San Francisco Symphony neighborhood concert, a daytime music festival, or any number of other events. These events would help fulfill the goal of creating a stronger relationship with the surrounding community and would also help to demonstrate the usage of the Gerald Simon Theater. Without having such events, it may be difficult to raise contributed revenue, since the Theater may only be viewed as a rental venue rather than a community serving organization (SOMArts, as an example, has faced this challenge). Finally, these types of events would help create a “signature” program that the Gerald Simon Theater would be known for and assist in the development of a brand and identity for this new venue.