



SAN FRANCISCO ARTS COMMISSION

Three-year Strategic Plan

Draft version 01

(A) Cultural Equity Grants Purpose Statement:			
<p>Cultural Equity Grants (CEG) serves individual artists and arts organizations, and their communities throughout San Francisco - especially those rooted in current and historically underserved communities – and the greater arts field by distributing financial resources and creating learning opportunities through accessible, equitable and transparent processes to help them achieve high quality artistic work, meaningful community engagement, and sustainable adaptive organizations.</p> <p>By doing this, we help our organization achieve its goal of being a catalyst for cultural vitality, integrating arts into every aspect of daily life in San Francisco.</p> <p>We drive our organization’s financial/resource model through:</p> <ul style="list-style-type: none"> • Designing and implementing responsive grantmaking programs that attract and institutionalize additional civic funding for the arts • Partnering with key constituents and funding partners to establish and share best practices and innovations for the field around issues of cultural equity • Collaborating with funders and service entities to increase financial and knowledge opportunities • Demonstrating the return-on-investment by documenting, articulating and sharing the impact of our grants and services 			
Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Develop and implement a knowledge-sharing and capacity building initiative that strengthens – and pro-actively addresses urgent challenges facing – artists and arts organizations who are rooted in immigrant and historically underserved communities.	Research, field convenings, building community support, and discussions with other funders and service intermediaries	Sponsor activities and initiative design development, while continuing research, field convenings, building community support, and discussions and collaborations with other funders and service intermediaries	Initiative pilot launch, with evaluative processes in place
(2) Strengthen the case for investment for Cultural Equity Grants	Conduct assessment of the long-term impact of CEG program, and widely share the findings (distribution continuing into FY2012).	<ul style="list-style-type: none"> • Better analyze and use available data to make a stronger case for investment for CEG. Data may include: Cultural Data Project, Americans for the Arts Economic Prosperity studies, CEG collected data, 	Create a well-informed, active group of spokespersons who are able to educate about cultural equity, access, immigrant and historically underserved communities, and artistic practices promoted by CEG.

		<p>and various studies.</p> <ul style="list-style-type: none"> • Identify additional and/or future data and materials necessary to make a stronger case for investment. 	
<p>(3) Provide leadership in the arts and funding communities when addressing issues of cultural equity, access, and innovative artistic practices in immigrant and historically underserved communities.</p>	<ul style="list-style-type: none"> • Build store of expertise and knowledge about the target issues, strategies, etc., by identifying, communicating with, and exchanging information about CEG with key allies and potential partners locally, regionally and nationally • Partner with funders and service intermediaries on activities and research on the target issues • Continue to give presentations and workshops at local, regional and national convenings about the target issues and CEG • Str: Commission ecology scans about artists and arts organizations in historically underserved communities 	Ongoing	Ongoing
<p>(4) Solidifying CEGs' reporting and program evaluation processes.</p>	<ul style="list-style-type: none"> • Training of CEG new staff and clarify distribution of roles and responsibilities 	Ongoing.	Ongoing.
<p>(5) Develop and implement new grant categories (GFTA funded).</p>	<ul style="list-style-type: none"> • Design & develop guidelines • Community meetings 	Launch pilot grant program.	Revisit and revise grantmaking processes as necessary.

<p>(B) Administration (B1) Development Purpose Statement: The Development Office serves all SFAC programs by bringing visibility and awareness, and by identifying and researching potential donors and funders, making requests, meeting grant deadlines and matching new and existing programs to potential donors.</p>			
Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Create a “Friends of the Arts” (FotA) in FY 2010-2011.	<p>Str. Convene a group of 14 FotA founders who represent the SFAC programs.</p> <p>Str. Assess advantages & disadvantages of tax exempt incorporation or fiscal sponsorship with legal counsel.</p> <p>Str. Hold stakeholder meetings with groups like ArtsForum, Theater Bay Area and ArtSpan among others to build excitement and awareness for the FotA.</p> <p>Str. Consider establishing committees for specific programs that would help with fundraising and advocacy.</p>	<p>Meet quarterly or semi annually with all the local funders (i.e., program officers) to keep them abreast of all our program activities to get their buy-in on the FotA initiative.</p>	<p>Major FotA 80th Anniversary Gala in the fall of 2012</p>
(2) Celebrate the SFAC’s 80 th Anniversary in 2012.	<p>Str. Secure a publisher for a book documenting the history of the Arts Commission.</p> <p>Str. Hire a historian/editor to spearhead the book project.</p> <p>Str. Secure KQED participation on a documentary on the SFAC.</p>	<p>Finalize all text and book design by March 2012 and send to printer.</p> <p>Documentary enters final post production July, 2012</p>	<p>Book is delivered in Sept. 2012 for fall gala events.</p> <p>Documentary airs in fall, 2012</p>

<p>(3) Development office aggressively pursues corporate donations in the first two quarters of 2011.</p>	<p>Str. Work with the Director and Commissioners to build relationships with corporate staff so we have more “ins” to corporate dollars Str. Contact Chamber of Commerce to help SFAC make mutually beneficial connections with the business sector. Str. Work with Director to set meetings or phone calls with corporate donors in the first two quarters of each fiscal year.</p>	<p>Ongoing Ongoing. Ongoing</p>	<p>Ongoing</p>
<p>(4) Raise between \$250,000-500,000 (from corporate, foundations, and family funders) for each of the next three years.</p>	<p>Str. Work with Communications Committee to prepare a packet of 2009 press and other milestones and successes to have ready for distribution at the early end of 2010-2011 budget preparation and negotiations. Str. Build on the relationship with SFADA to pilot and then stabilize an “adopt-a-monument-or-public-artwork” fund. Str. Ensure that Arts Commissioners are aware of programs so they can provide leads and support.</p>	<p>Ongoing Ongoing Ongoing</p>	<p>Ongoing</p>

(B) Administration

(B2) Information Technology (IT) Purpose Statement:

We ensure that technological systems are operational, secure, and address the constantly evolving communications and information needs of the Agency. We advocate for advancing technology within the Agency and the City. By doing this, we help our

organization to share data and communicate with our constituencies. We drive our organization's financial/resources model by creating and maintaining the systems that are essential to the functions of all programs and staff.

Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Raise the competency of staff that are less comfortable with office software and technology.	<ul style="list-style-type: none"> • Implement staff training "Director's Digital Boot Camp" • Make technology use and competency a performance measure. 	Ongoing	Ongoing
(2) Maintain and strengthen our online resources, unifying all programs' use of communications tools.	<ul style="list-style-type: none"> • Continue to use current web contractors experienced with our site. • Establish a schedule for hardware replacement. 	Ongoing	Ongoing
(3) Create an electronic offsite backup system to duplicate current systems.	<ul style="list-style-type: none"> • Identify potential vendors • Establish a long-term service contract. 	Maintain contracts.	Ongoing

(B) Administration

(B3) Communications & New Media Purpose Statement:

The Communications and New Media Committee serves the San Francisco Arts Commission by being a resource for its programs and staff's to better communicate the Agency's activities to the public. By doing this, the Committee: 1) increases visibility of and raises public awareness about the Arts Commission and its diverse services and programs; 2) Generates public support and advocates for the Arts Commission and its programs; and 3) increases the public's access to and participation in the arts.

Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Increase visibility and raise public appreciation and support for the agency.	<ul style="list-style-type: none"> • Increase web traffic by tracking and analyzing unique users, making web site easily navigable, redesigning homepage, shortening url and updating content regularly. • Improve efficacy of eNewsletter communications by analyzing performance rate 	<ul style="list-style-type: none"> • Develop partnerships with other city agency communications staff in order to reach a broader audience and to help engender a sense of ownership and pride in the Arts Commission that is on a par with the public's perception of the Rec & Park department 	Ongoing.

	<p>by tracking open rate as well as conversion rate (conversion rate refers to users who go from email to website) and adhering to the newsletter schedule to help build user confidence and maintain consistency.</p> <ul style="list-style-type: none"> • Build internal public relations protocol and strategy to ensure facile access to information for both the press and the public at large. • Build relationships with the press by keeping database up to date and by reaching out to journalists with stories that are appropriate for their beat. • Record press mentions and scan best mentions for end of year report. 	<p>and/or the Public Library.</p> <ul style="list-style-type: none"> • Measure social media interactions over number of followers/fans • Track @SFAC mentions to see what are the hot topics 	
(2) Designate and dedicate staff and financial resources for communications.	<ul style="list-style-type: none"> • Articulate relationship and roles between Development Office and Communications Office. • Each department to allocate funds to pay/reimburse for internal communications services. 		<ul style="list-style-type: none"> • Advocate for a full-time communications staff, like other city agencies.
(3) Establish the Arts Commission as an expert in art-related issues on local and national scale. Become the “go-to” for arts news and issues in the City.	<ul style="list-style-type: none"> • When possible, participate in local, national and international dialogues online or via the media. • Issue more op/ed pieces. 	<ul style="list-style-type: none"> • Continue to build relationships with press contacts. • Continue to post relevant art and cultural issues through our social media outlets. 	Ongoing

(C) Programs			
(C1) Public Art Purpose Statement:			
<p>The Public Art Program serves San Francisco residents, visitors and employees by integrating outstanding works of art into civic spaces and facilities throughout the city. Through the acquisition of artworks for public display, the Arts Commission provides a more aesthetically pleasing and culturally enriched urban environment and a establishes a distinguished cultural legacy for the future. High quality artwork is accessible to people in their everyday activities, thereby enhancing San Francisco’s appeal as a place to live, work and visit.</p> <p>The Public Art Program drives the Arts Commission’s financial/resource model through 1) entrepreneurial initiatives, such as seeking non-mandated public art opportunities; 2) leveraging maximum art enrichment funds for all capital improvement projects; 3) efficient internal management procedures and resource allocation; and 4) the creation of successful public art projects which encourages continued public support for civic funding of the arts. In a broader context, we directly impact San Francisco’s economy by enhancing its appeal as a cultural destination for tourists who provide support for the arts in San Francisco through the Hotel Tax Fund.</p>			
Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Improve public art project financial management by developing a range of management procedures appropriate for projects at different funding levels, including methods for adequately restricting the number of administrative tasks required for smaller projects so that they can be completed within the allocated administrative budget.	<ul style="list-style-type: none"> ▪ Analyze current program practices and procedures and look for efficiencies that can be adopted (such as pooling funds from small projects and other recommendations made as part of Katherine Servier’s program analysis). ▪ Continue to improve bookkeeping and financial management, i.e., monthly reconciliation of accounts. ▪ Provide upper Agency management with quarterly financial reports that better illustrate the program’s financial conditions. 	<ul style="list-style-type: none"> ▪ Analyze current program practices and procedures (ongoing) ▪ Continue to improve bookkeeping and financial management. (ongoing) 	Ongoing

<p>(2) Improve program outreach to a broader audience both locally and nationally, including the Board of Supervisors, other city agencies, other artists and arts professionals, and the general public, including youth</p>	<ul style="list-style-type: none"> ▪ Explore more sophisticated and effective methods to articulate and promote the Public Art Program locally and nationally through discussions with other agencies and organizations, and constituents. ▪ Develop strategies for involving Supervisors in the development and maintenance of Public Art projects in their districts to help develop an interest in the preservation of the collection. Model: Art in Your Neighborhood program developed for District 11. ▪ Develop strategies for building a consensus for support of SFAC's programmatic goals for utilizing the best practices in the field in order to commission outstanding artworks. ▪ Work with Arts Edu. Manager to develop study aides for students in SFUSD. 	<ul style="list-style-type: none"> ▪ Ongoing ▪ Ongoing ▪ Ongoing ▪ Develop partnerships with other organizations to disseminate information, including public art project tours, etc. (City Guides) ▪ Develop model project audio tour for the Airport. 	<ul style="list-style-type: none"> ▪ Ongoing ▪ Ongoing ▪ Ongoing ▪ Complete on-line program catalogue by completing photo documentation of the public art collection.
<p>(3) Identify and pursue alternative funding sources for public art projects, collections maintenance, and other non-funded program activities.</p>	<ul style="list-style-type: none"> ▪ Continue to seek entrepreneurial opportunities for non-mandated public art projects. ▪ Pursue changing Section 149 of the Planning Code 	<ul style="list-style-type: none"> • Investigate "swopping" bond funds with Furniture and Fixtures expenses (FF&E) funds so that the 5% maintenance funds allowed in the ordinance can be utilized. 	

	<p>regarding the percent for art requirement for private development to allow for PAP to manage these projects and for funds to go to the conservation of artworks in the downtown area.</p> <ul style="list-style-type: none"> ▪ Request funding from other city agencies for participation in city-wide committees, work involved in mural review, de-accessioning artwork, loan program, etc. ▪ Continue to work to try to find funding for repair and conservation of artwork through partnerships with other organizations, like SF Art Dealers Assoc., SFMoMA and others. 	<ul style="list-style-type: none"> • Pursue other sources of private and foundation funding 	
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(C1b) Civic Art Collection Purpose Statement:			
<p>We serve the residents, visitors, and employees of San Francisco by providing conscientious stewardship of the Civic Art Collection in an effort to encourage the public's appreciation of and investment in the city's art collection. By doing this, we help the Arts Commission sustain a creative cultural environment that is essential to the city's well-being.</p> <p>We drive our organization's financial/resource model through 1) responsibly allocating the limited resources we are given; 2) actively investigating alternative funding solutions capitalizing on the collection as a valuable civic treasure; and 3) effective cultural asset management that promotes civic pride, preserves San Francisco history, encourages tourism, and ensures the continuous, city-wide visibility of the Arts Commission as a vital municipal agency.</p>			
Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Provide stewardship for the Civic Art Collection by completing the collection	<ul style="list-style-type: none"> • Create 3-year project plan for completing collection inventory. • Draft specific job descriptions 	When possible, continue practice of re-packing artworks in storage currently packed in	

<p>inventory, pursuing adequate artwork storage facilities, and addressing the maintenance needs of our archival materials (collection records).</p>	<p>for graduate level internship program, geared toward IMLS students.</p> <ul style="list-style-type: none"> • Educate SFAC staff and Commissioners regarding standard museum quality inventory practices and the unique challenges we face cataloguing the portable collection. Address the need to re-prioritize other initiatives in order to complete this task. 	<p>non-archival materials. Make best effort to place new works in storage in a manner conducive to best collections management practices.</p>	
	<ul style="list-style-type: none"> • Investigate San Francisco Public Library History Center as possible depository for certain collections records. • Keep apprised of developments involving the War Memorial building, to secure museum quality art storage in the basement. (old SFMoMA storage) • Add additional poly draping to works stored in 25 Van Ness, to mitigate risk of wet sprinkler pipes overhead. 		
<p>(2) Explore opportunities that can provide sufficient funding for collection's staff, as well as maintenance and proper storage of the Civic Art Collection.</p>	<p>Find a means of accessing the 5% maintenance allowance mandated in the art enrichment ordinance. Research strategies for easing or circumventing restrictions on available funding, i.e., FFE availability on certain Art Enrichment projects, state bond legislation changes,</p>		

	<p>etc. Continue yearly CIP requests, proposals, and arguments. As archive analysis requires extended stretches of funded staff time, continue investigating grant opportunities.</p>		
<p>(3) Raise the public's awareness of the Civic Collection.</p>	<ul style="list-style-type: none"> o Develop relationships with neighborhood organizations and create partnerships with individual Supervisors. (i.e., "Art in Your Neighborhood" – District 11 Supervisor Avalos) o Investigate opportunities for support from the Convention & Visitors Bureau. 	<p>Work with CAE's Arts Edu Manager to create a curriculum based on the works located in the Music Concourse of GGP, that can be accessible through the collections website.</p>	
<p>(4) Identify, prioritize, and plan collection's information and access initiatives.</p>	<ul style="list-style-type: none"> o Prioritize the dissemination of collections information, specifically online. o Bring EmbARK Kiosk on-line and create Flickr page highlighting works in the collection. o Complete application for NEH Digitizing Collection's Grant, March 2010. o Project plan for "Know your Monuments" focused on Golden Gate Park 	<p>Ongoing</p>	

(C2) Civic Design Review Purpose Statement:
 We serve the public & client agencies by ensuring excellence in public architecture and landscape architecture. By doing this, we help our organization achieve the integration of high quality design into the fabric of civic life. We drive our organization's financial/resources model by aiming to cover all program costs through fees paid by client agencies.

Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Modify guidelines to articulate design standards	<ul style="list-style-type: none"> • Staff will work with the Capital Improvements Advisory Committee to find out about new bond projects. • Staff will distribute revised guidelines and recommendations. 		
(2) Create an award of excellence for Civic Design and partner with AIA	Articulate the selection process and display location for the design award.	Talk further with AIA and SPUR about participating in design excellence awards	
(3) Implement new billing system for all projects			
<p>(C3) Art Gallery Purpose Statement:</p> <p>The Art Gallery serves San Francisco’s residents and visitors by presenting exhibitions and special events featuring local, national and international artists in multiple Civic Center locations. We help them achieve a better understanding of how San Francisco’s visual art production reflects the vibrancy and diversity of our community while it also participates in an international contemporary art dialogue. By doing this, we help our organization (the SFAC) gain greater visibility with the public through exhibition and event attendance, press coverage, unique exhibition opportunities for artists, creative partnerships with community organizations, and art education through special programs such as panel discussions and lectures.</p> <p>We drive our organization’s financial/resource model through managing our budget strategically and conservatively without compromising programmatic integrity, raising additional funds through grants and individual and corporate asks to support both programmatic and administrative costs, building relationships with corporate sponsors who donate goods and services to off-set costs, and providing the general public with opportunities to financially invest in the SFAC Gallery program through event ticket sales and art purchases.</p>			
Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Meet programmatic exhibition goals.	Programmatic focus on the Latino community and related issues. This will require a partner and/or co-curator with expertise in this arena.	Final preparations for the City Hall Triennial.	The City Hall Triennial exhibition will be thematically linked to the 80 th anniversary of SFAC.
(2) Increase programmatic collaboration with the SFAC Education Program.	Develop a lesson plan for at least one exhibition a year and market to schools and arrange for groups of children to visit the gallery.	Ongoing	Ongoing

(3) Improvements to physical locations: office and storage facilities; equipment inventory; and ADA requirements	Redesign the office space at the Main Gallery in order to maximize workstations, storage and equipment. Reorganize the back storage area at the Main Gallery to better accommodate equipment storage, tool storage and gallery archive. Work with the rest of the Agency to further clean out and organize Grove Street.	Upgrade visual and audio equipment inventory.	Increased attention paid to meeting ADA requirements for all exhibitions. Additionally, we would increase attendance if we offered cell phone based audio guides for all (or at least some) of our exhibitions.
(4) Identify and secure a large permanent facility for the SFAC Gallery.	Finalize facility planning with the War Memorial for space in that building after its renovation.		
(5) Increase our annual budget by \$100,000 through non-City sources in the next three years. (This would not include the City Hall Triennial budget).	Increase grant and foundation support, corporate and individual donors and generated income through fundraisers and art sales.	Grow the success of the Passport event/fundraiser. By 2012 Passport should bring in between \$10k and \$15k annually.	
(C4a) CAE Community & Economic Development Purpose Statement:			
<p>The Community Arts & Education program serves San Francisco neighborhoods and their visitors by supporting community-based art centers to deliver programs and training for artists and youth, advocating to integrate the arts into schools and civic life. Our programs help give voice to people's stories, nurture them into new members of cultural communities, and create a more engaged citizenry. By doing this, we help our organization achieve visibility, promote diversity, and equitable access to the arts. To support Community Arts & Education goals, the program seeks diverse funding sources from legislated, public and private sector funds. The program cultivates effective partnerships throughout the City.</p>			
Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Improve the cultural vitality of economically challenged communities.	<ul style="list-style-type: none"> • Work directly with cultural centers to expand and build quality programs and infrastructure. • Seek capital funds from City agencies and through creative partnerships. 	<ul style="list-style-type: none"> • Increase programs with and funding from, multiple city agencies. • Increase marketing and visibility campaigns • Build capital campaigns in conjunction with cultural 	

	<ul style="list-style-type: none"> • Build marketing campaigns to increase visibility and awareness. 	center board of directors	
(2) Provide the criteria to be met for the issuance of long-term leases to cultural centers.	<ul style="list-style-type: none"> • Conduct research in best practice • Define “healthy” benchmarks by which to measure success • Define consequences for failure to meet benchmarks • Define criteria establishing long-term leases. 	Support and strengthen non profit tenant organizations Establish best practice requirements in conjunction with grants and leases. Provide professional development for center directors and their boards.	
(3) Expand the Art in Storefronts program.	Expand partnership with MOEWD on Art in Storefronts and build additional long-term neighborhood based projects.		
<p>(C4b) CAE Arts Education Purpose Statement: The Arts Education Program serves San Francisco communities, neighborhoods and their visitors by creating programming and training for youth and teaching artists and by advocating, integrating the arts into school and civic life. The Arts Education Program serves as a resource for arts providers, advocating for the importance of arts in schools and communities. We also implement and support initiatives which use the arts as a method to evoke thought and conversation about current issues applicable to our urban landscape. Our program provides professional writers in neighborhood settings to teach literacy skills through WritersCorps. We also support and maintain a partnership with the San Francisco Unified School District and San Francisco’s teaching artists. The Arts Education Program works to strengthen students’ cultural understanding, a 21st Century Learning standard, through curriculum-based programming such as the Cultural Head Start initiative. Financial resources are garnered through multiple City partnerships and private and federal funding sources.</p>			
Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Promoting in-school arts education.	<ul style="list-style-type: none"> • Will coordinate all programs within the department to maximize use of contacts, space, as well as human and monetary resources. • Will grow funding sources through strategic partnerships with arts organizations and city agencies. 	Ongoing	Ongoing

	<ul style="list-style-type: none"> • Develop and implement robust and sustainable programs with the goal of raising Commission visibility and department funding. 		
<p>Cultural Head Start Program (Voucher Program)</p> <p>The goal of this program is to elevate the cultural awareness of San Francisco youth through a wide array of artistic experiences.</p> 	<ul style="list-style-type: none"> • Begin to develop the Mission District pilot Cultural Head Start program for 6th graders (i.e. evaluation measures, school selection, cultural organization selections and calendar planning). • Devise a plan to obtain program funding. <p>NOTE: Funding requirements should be minimal. All participants should be advised that this is a community service program. Cost will include transportation for students and materials.</p> <p>It should also be noted, there are approximately 14 elementary schools in the Mission District.</p>	<ul style="list-style-type: none"> • Implementation of program in 6 of the 14 Mission District elementary schools for 6th graders (3 fall semester; 3 spring semester). This includes summer introduction letters and meetings with school administrators, teachers and community arts organizations to establish participating partners). • Develop a facilitator “guide sheet” with the goal of evoking conversation between young people, promoting cognitive development. • Conduct pre and post evaluations, measuring the number of student attendees and their past and present understanding of observed performances. 	<ul style="list-style-type: none"> • Implementation of program in all Mission District elementary schools for 6th graders. • Conduct pre and post evaluations, measuring the number of student attendees and their past and present understanding of observed performances.
<p>WritersCorps</p> <p>The goal of this program is to provide literary arts services to marginalized youth, increasing their writing skills, academic performance and self confidence.</p>	<ul style="list-style-type: none"> • Hire 8 teaching artists to work in a variety of community sites. • Host a reading series at 4 SF museums. • Provide advanced writing classes and youth leadership development to 10 students in the WriterCorps Apprentice Program. 	<ul style="list-style-type: none"> • Hire 9 teaching artists to work in a variety of community sites. • Host a reading series at 4 SF museums, featuring noted literary figures. • Provide advanced writing classes and youth leadership development to 15 students in the WriterCorps Apprentice 	<ul style="list-style-type: none"> • Hire 10 teaching artists to work in a variety of community sites. • Host a reading series at 4 SF museums, featuring noted literary figures. • Provide advanced writing classes and youth leadership development to 25 students in

	<ul style="list-style-type: none"> • Maintain quality of programs with existing budgetary challenges. • Engage key partners such as DCYF to support future WritersCorps funding and programming. • Define relationship and goals of the SFAC and SFPL to WritersCorps, meeting the partnership objectives of both agencies. • Work with the SFAC Director of Development to seek additional funds for WritersCorps programming. • Host initial planning meeting for WritersCorps Teen Center to determine location and fundraising goals. 	<p>Program.</p> <ul style="list-style-type: none"> • Work with the SFAC Director of Development to seek additional funds for WritersCorps programming. • Work with WritersCorps Advisory Board and key partners to create a fundraising plan for WritersCorps Teen Center. • Host a WritersCorps fundraiser. 	<p>the WriterCorps Apprentice Program.</p> <ul style="list-style-type: none"> • Work with SFAC marketing team to launch the WritersCorps Teen Center for the 80th Anniversary of SFAC.
<p>Anti-Graffiti Campaign</p> <ol style="list-style-type: none"> Where Art Lives Street Smarts Free Wall <p>The goal of this program is to stop graffiti vandalism among students before it even begins. The lessons taught in the program create commitment to the students' neighborhoods and connections to the artistic community</p>	<ul style="list-style-type: none"> • Where Art Lives: Work with the Department of Public Works to develop curriculum and implement program at 6 SF elementary/middle schools. • Street Smarts: Work with the Department of Public Works to connect 10 private property owners with established urban artists, through a competitive application process; partnerships will create murals on historically tagged walls to 	<ul style="list-style-type: none"> • Where Art Lives: Work with the Department of Public Works to implement program at all grade levels within each current partner school. • Street Smarts: Work with the Department of Public Works to connect 15 private property owners with established urban artists, through a competitive application process; partnerships will create murals on historically tagged walls to 	<ul style="list-style-type: none"> • Where Art Lives: Work with the Department of Public Works to implement program at all grade levels within each current partner school. In addition, provide 4th to 6th grade teachers with professional development training to implement the program in their classroom during the following school year

<p>surrounding them.</p> 	<p>deter further vandalism.</p> <ul style="list-style-type: none"> • Free Wall: Identify and develop existing Free Walls to make them safe spaces by renovating and advertising them to the public. Assign established urban artists to monitor walls. 	<p>deter further vandalism.</p> <p>Approach other city agencies to expand the program to include other public art projects. For example, partner with the Department of Parks and Recreation to work with landscape artists, renovating community gardens or connect hospitals to established urban arts for building beautification.</p> <ul style="list-style-type: none"> • Free Wall: Maintain current walls and create additional walls. 	<ul style="list-style-type: none"> • Street Smarts: Work with the Department of Public Works to connect 15 private property owners with established urban artists, through a competitive application process; partnerships will create murals on historically tagged walls to deter further vandalism. <p>Combine the Where Art Lives program to connect the WAL classes to an established artist to create and paint murals on public buildings.</p> <ul style="list-style-type: none"> • Free Wall: Identify and erect free walls in skate parks, collaborating with community youth and established urban artists.
<p>Advocacy</p>	<ul style="list-style-type: none"> • SFAC will continue its long-standing support and partnership with the SF Unified School District and the Arts Providers Alliance of San Francisco. • Continue to assist with the development of the Arts Education Master Plan. 	<p>Ongoing</p>	<p>Ongoing</p>

(C5) Street Artists Purpose Statement:

We serve street artists, San Francisco residents, tourists, arts and crafts consumers, and Arts Commission internal staff by clarifying and licensing the artists and their arts and crafts, by providing interpretation of the rules for both English and non-English speaking people, by providing order for the use of public spaces for artists and consumers, and by allowing artists to expand the types of their arts and crafts, in order to help the artists achieve a living through selling their own arts and crafts.

By doing this, we help our organization achieve its goal of providing equal access to high-quality arts and crafts for sale and drive our organization's financial/resource model through helping artists be self-sufficient, making San Francisco a welcoming home for creative communities, indirectly supporting the City's economy by attracting home and tourist income, and being a financial/resource model as a Program self-supported entirely by its license fees.

Program Goals	FY2010-11	FY2011-12	FY2012-13
(1) Increase the program's internal administrative efficiency	<ul style="list-style-type: none">• Take steps to implement on-line fee payment system• Add a part-time temporary employee to assist Program Director in researching files for "immediate disclosure requests"	After on-line systems is implemented, evaluate impact on staff administrative duties, and ensure appropriate division of labor and assignments	
(2) Continue to negotiate and obtain more selling spaces for the artists which promotes cultural tourism and the artists	Go to the proposed locations and take measurements, draft and present legislations for the spaces to the Arts Commission and Board of Supervisors		
(3) Catch up on backlog of violations	Add a part-time outside temporary employee to assist Program Director in researching/investigating violation cases and		
(4) Board of Appeals will directly collect or receive surcharge to be paid by artists	Work with City Attorney to have Board of Appeals collect its own surcharge		