



# **Strategic Plan 2014–2019 Year 1 Update**

March 2015

**Goal 1: Invest in a vibrant arts community**

**Goal 2: Enliven the urban environment**

**Goal 3: Shape innovative cultural policy**

**Goal 4: Build public awareness of the value and benefits of the arts**

**Goal 5: Improve operations to better serve the San Francisco arts ecosystem**

# Goal 1:

## Invest in a vibrant arts community

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
1.1 Review and evaluate SFAC grantmaking strategy on an annual basis to determine:					
<ul style="list-style-type: none"> <li>Alignment with SFAC vision, values and mission</li> </ul>	Existing/ACLS Fellow	Director of Community Investments	Quarter 4 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ Community Investment “vertical” created to bridge Community Arts and Education and Cultural Equity Endowment grantmaking, therefore aligning strategy, grant processes and data collection to better serve agency values.</li> <li>✓ Transitioned program managers to program officers to clarify role as grantmakers and capacity-builders as opposed to administering services.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<ul style="list-style-type: none"> <li>Efficiency and effectiveness of application, selection and reporting process</li> </ul>	Existing/ACLS Fellow	Director of Community Investments	Quarter 4 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ Research for online grant management system in partnership with GFTA underway and RFQ for a service provider is in development.</li> <li>✓ ACLS Fellow conducted grantee stakeholder and private funding partner focus groups for feedback on application and reporting processes. First phase process improvements slated for summer 2015.</li> </ul>
<ul style="list-style-type: none"> <li>Technical assistance needs and best mechanisms for offering technical assistance</li> </ul>	Existing/ACLS Fellow	Director of Community Investments	Quarter 4 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ Technical assistance strategy will be reviewed in preparation for release of revised guidelines in Summer 2015.</li> </ul>
<ul style="list-style-type: none"> <li>Achievement of grant outcomes and appropriate accountability</li> </ul>	Existing/ACLS Fellow	Director of Community Investments	Quarter 4 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ Draft logic model developed to guide performance measures and outcomes across the agency.</li> <li>✓ Program Officer role will include management of grantee 'docket' to assist grantees in meeting grant outcomes and facilitate shared learning among grantees.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<ul style="list-style-type: none"> <li>Demographic profile of artists and organizations reached</li> </ul>	Existing/ACLS Fellow	Director of Community Investments	Quarter 4 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ ACLS Fellow is currently reviewing grants data and engaging community on future strategy (nine focus groups and first annual community grants meeting scheduled for April 2, 2015).</li> <li>✓ First-ever comprehensive review of demographic of artists and arts organizations grantees complete and presented to CAEG Committee.</li> <li>✓ Identified gaps in data collection and management. ACLS Fellow will review data management systems in Fall 2015.</li> </ul>
<ul style="list-style-type: none"> <li>Impact of general operating support compared to capacity-building or project/program support</li> </ul>	Existing/ACLS Fellow	Director of Community Investments	Quarter 4 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ ACLS Fellow currently reviewing grants data and engaging community on strategy (nine focus groups and first annual community meeting regarding grants strategy).</li> <li>✓ Will review community feedback in context of SF funding landscape.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
1.2 Facilitate improved interactions between other City agencies (e.g., Grants for the Arts, Office of Economic and Workforce Development, etc.), private philanthropy and corporate sponsors to ensure coordination of investments within the arts community	Existing	Director of Cultural Affairs	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ Convened private philanthropy on three occasions in FY15 to discuss arts affordability challenges and coordinated solutions.</li> <li>✓ Jointly issued RFP with MOHCD for non-profit displacement mitigation fund.</li> <li>✓ Partnered with MOHCD to lead the citywide Nonprofit Displacement Working Group.</li> <li>✓ Jointly issued RFP with GFTA &amp; OEWD for one-time Central Market capital fund.</li> <li>✓ Participated as reviewer with OEWD &amp; MOHCD on citywide cultural facilities fund.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<p>1.3 Continue to build strategic partnerships with the San Francisco Unified School District (SFUSD) and arts providers to identify gaps in arts education service delivery, renew the Public Education and Enrichment Fund, support development of the next phase of an SFUSD Arts Education Master Plan and connect arts education resources</p>	<p>Filling vacant position/hiring new Arts Education Program Manager/ Youth Arts funding</p>	<p>Director of Community Investments</p>	<p>Quarter 4 FY 13/14</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>✓ Filled vacant position (Arts Education Program Officer).</li> <li>✓ Supported successful renewal of the Public Education Enrichment Fund &amp; Children’s Fund.</li> <li>✓ SFAC will play expanded role in administration of Children’s Fund allocation to out of school time.</li> <li>✓ Requested General Fund support for arts education positions currently funded through inter-departmental work orders.</li> <li>✓ Staff working to design a coordinated arts education citywide initiative in partnership with the SFUSD.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<p>1.4 Provide leadership to develop projects and initiatives that are competitive for large-scale grants from state and national funders for high-impact projects that benefit the San Francisco arts community</p>	<p>Existing</p>	<p>Director of Public and Private Partnerships</p>	<p>Ongoing</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>✓ Leveraging \$2M million supplemental to mitigate arts org displacement.</li> <li>✓ Secured \$75K NEA “Our Town” grant for CAST to conduct asset inventory.</li> <li>✓ Secured new California Arts Council support for partnership between the luggage store and CounterPulse.</li> <li>✓ Co-hosted SF Fed Reserve and ArtPlace national convening of funders to explore promising practices in creative placemaking.</li> <li>✓ Attended national funder site visits to CAST and CAST partners, Luggage Store and CounterPulse which resulted in new national funding for SF arts organizations.</li> <li>✓ SFAC working with national funders and policy leaders to secure new resources and advance cultural equity policies.</li> <li>✓ Partnered with YBCA and Planning Department on pending NEA “Our Town” grant for Market Street Urban Prototyping to engage community in Better Market Street redesign.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
1.5 Work with Cultural Centers to identify indicators of quality (e.g., quality-of-life benefits, economic impact, community- building outcomes, youth development) to better convey the impact of the Centers to the public, policymakers and sub-tenants	Existing/ACLS Fellow	Director of Community Investments	Quarter 1 FY 14/15	Quarter 4 FY 15/16	<ul style="list-style-type: none"> <li>✓ ACLS Fellow will begin Cultural Center outcomes work in March 2015 with a target completion date of August 2015.</li> <li>✓ Initial Cultural Center Endowment financial data included in ACLS Fellow’s presentation to community.</li> </ul>
1.6 Review lease structure for Cultural Centers and explore possibilities for separating SFAC’s grantmaking and landlord functions; determine staffing needs for managing facilities	Existing	Director of Community Investments	Quarter 3 FY 13/14	Quarter 1 FY 14/15	<ul style="list-style-type: none"> <li>✓ Review of 9.9-year lease possibility underway with City Attorney’s office.</li> <li>✓ Final lease structure will tie to future grant agreements and outcomes.</li> <li>✓ Director recommendation that SFAC retains landlord function in partnership with Dept. of Real Estate rather than propose a transfer of function to the Dept. of Real Estate.</li> <li>✓ New capital position request in SFAC budget (would oversee real estate and collections capital planning and management).</li> </ul>



OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
1.7 Maximize potential for the new expanded programming and exhibition space in the Veterans War Memorial building to meet community need	Existing	Director of SFAC Galleries	Quarter 3 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ Two community focus groups held to workshop the SFAC Galleries role in the SF arts ecosystem and determine community need and ideas to support/engage artists in meaningful ways.</li> <li>✓ Forthcoming presentation to Commission of community focus group summary and staff recommendations.</li> <li>✓ Move-in date scheduled for September 2015 with an opening exhibition in January 2015.</li> </ul>

## Goal 2:

### Enliven the urban environment

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
2.1 Implement process improvements for the Civic Design Review, Public Art and Civic Art Collection programs that address structural challenges, promote alignment and provide improved service to City agencies	Existing	Director of Cultural Affairs	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ Formalized role of VAC Commissioner serving on Civic Design, to link the two Committees.</li> <li>✓ Revised guidelines for Civic Design and Collections including a clause clarifying that construction mitigation cost is born out of project and not art enrichment budget.</li> <li>✓ SFAC grant guidelines will now clarify that VAC approval is still required for visual art projects.</li> <li>✓ Started to streamline point of entry for mural review and oversight.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<p>2.2 Create an interdepartmental working group to promote coordination between Public Art, Civic Design, and capital planning</p>	<p>Existing</p>	<p>Deputy Director</p>	<p>Quarter 1 FY 14/15</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>✓ Working with Capital Planning staff to create a planning model for agency financial projections (PAP bond pipeline and modeling for Collections management).</li> <li>✓ Recommendation that a working group may not be best structure for this work; rather, new capital position (requested) would act as SFAC liaison with capital planning, Dept. of Real Estate and other City departments on issues related to capital planning and maintenance.</li> </ul>
<p>2.3 Explore additional partnership agreements with City departments to maintain the Civic Art Collection</p>	<p>Existing</p>	<p>Senior Registrar</p>	<p>Quarter 1 FY 14/15</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>✓ Piloting new model MOU template with the Dept. of Real Estate for Collections maintenance agreement at the Public Safety Building.</li> <li>✓ Utilize a centralized strategy with Dept. Real Estate to imbed maintenance commitments in lease agreements with City client departments.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
2.4 Complete Civic Art Collection inventory, evaluate significance and condition of Collection and apply appropriate collections management strategies and procedures in accordance with established SFAC collections policies and promising practices	Existing/Temporary Registrar	Senior Registrar	Ongoing	Quarter 2 FY 14/15	<ul style="list-style-type: none"> <li>✓ Inventory was completed and final report was presented to the full Commission in Fall 2014. An update was also presented to Capital Planning in February 2015.</li> <li>✓ Inventory process rebuilt relationships with client departments, raised awareness about collection stewardship and utilized promising practices.</li> </ul>
2.5 Complete a five-year plan for the care of the Civic Art Collection, including projected cost estimates and potential revenue sources	Existing	Director of Public Art	Quarter 1 FY 15/16	Ongoing	<ul style="list-style-type: none"> <li>✓ Vendor selected for Collections data analysis based on inventory. Analysis to begin in summer of 2015.</li> <li>✓ Staff research shows that Collections cost modeling project would be first of its kind for a municipality.</li> <li>✓ “2% for Art” Ordinance successfully amended to increase Collections maintenance funding up to 10%.</li> </ul>
2.6 In partnership with other City agencies and elected officials, seek stronger enforcement of existing laws for public art vandalism abatement	Existing	Director of Public Art	Quarter 1 FY 15/16	Ongoing	<ul style="list-style-type: none"> <li>✓ Supported President Breed’s vandalism legislation.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
2.7 Raise awareness of the historic significance and quality of the Civic Art Collection through exhibits, programs, and educational resources that make the work more accessible to the public	Existing	Public Information Officer	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ Raised awareness of collection through Art on Market Street several poster series commissions.</li> <li>✓ Significant Collections loans and public programs this year include: <ul style="list-style-type: none"> <li>○ Pan Pacific International Exhibition (PPIE) diorama at CA Historical Society</li> <li>○ Panel in June 2015 about PPIE</li> <li>○ Haring sculpture at de Young</li> <li>○ Haring poster series</li> <li>○ Golden Gate Park art info featured in Rec and Park’s app</li> <li>○ COIT Tower re-opening celebration and significant press coverage</li> </ul> </li> </ul>
2.8 Ensure safe and secure storage space of the Civic Art Collection in the Veterans War Memorial Building	Pending NEH grant request and FY 14/15 FFE budget proposal	Senior Registrar	Ongoing	Quarter 1 FY 15/16	<ul style="list-style-type: none"> <li>✓ Civic Art Collection slated to move into Veteran’s War Memorial in September 2015.</li> <li>✓ Portion of FFE Collections storage request made in FY15 budget through general fund allocation.</li> <li>✓ First NEH grant request denied; second request pending.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
2.9 Maximize and refine Public Art Trust legislation to better enliven the urban environment.	Trust Contributions	Public Art Trust and Special Projects Director	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ Arts Commission approved Public Art Trust guidelines and Fact Sheet for public distribution.</li> <li>✓ Developer agreement template in process.</li> <li>✓ First Public Art Trust funded project underway on Bill Graham Civic Auditorium thanks to Emerald Fund contribution (\$1.5 million).</li> <li>✓ Director of Public Art Trust and Special Projects working with Planning Department to market the Trust.</li> <li>✓ Several active developer inquiries for both public art and capital contributions currently in process.</li> <li>✓ Staff is working with local CBDs to encourage developers' contributions to Trust to enable art activation of public spaces adjacent to development sites.</li> </ul>

\*NOTE: Public Art staff have noted the absence of an objective to address efforts related to ongoing art enrichment project management. Director recommends inclusion of a new objective (or objectives) that would capture this core programmatic work.

\*\*Also, of note is the successful completion of an intergovernmental agreement with the Treasure Island Development Authority to administer a \$50 million public art allocation.

# Goal 3:

## Shape innovative cultural policy

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
3.1 Work with elected officials and their staff to better understand the needs of each district and how the SFAC can play a role in meeting those needs	Existing	Director of Cultural Affairs	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ SFAC has received a significant increase in Board of Supervisor add-back funding to meet community needs including support for neighborhood art walks, mural restoration, etc.</li> <li>✓ SFAC has been one of the most successful City departments in obtaining funds through the new participatory budget process.</li> <li>✓ Community Investments will be institutionalizing a quarterly RFP process to administer add-back and participatory budget funds that fall outside of the annual grants process.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<p>3.2 Establish an annual Commission policy agenda and dedicate meeting time to address topics of relevance to the arts community</p>	<p>Existing</p>	<p>Director of Cultural Affairs</p>	<p>Quarter 1 FY 14/15</p>	<p>Annual</p>	<ul style="list-style-type: none"> <li>✓ Full Commission identified affordability as the key policy focus for FY15.</li> <li>✓ The FY16 and FY17 budget presentation identified the areas of artist housing, nonprofit arts capital and capacity building as enhancement priorities.</li> <li>✓ Director recommends review of how to better engage community on these policy areas.</li> </ul>
<p>3.3 Provide the Mayor and the Board of Supervisors with information on issues facing the arts community, and with policy proposals to address those issues</p>	<p>Existing</p>	<p>Director of Cultural Affairs</p>	<p>Ongoing</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>✓ Policy proposals have been submitted to the Mayor’s Budget Office to accompany our budget enhancement requests for FY16 and FY17. This includes proposals for artist housing, capital needs and additional support for artists and arts organizations through the Cultural Equity Endowment.</li> </ul>
<p>3.4 Act as a liaison between the arts community and policymakers, in order to forge an understanding of, and appreciation for, the way in which artists can contribute to creative problem-solving and new ways of thinking</p>	<p>Existing</p>	<p>Director of Cultural Affairs</p>	<p>Ongoing</p>	<p>Ongoing</p>	<ul style="list-style-type: none"> <li>✓ SFAC is a partner with the Planning Department and YBCA on the Market Street Urban Prototyping Festival including helping play host to national peers from the Knight cities initiative.</li> <li>✓ Director serves on Executive Committee of the U.S. Urban Arts Federation, which includes work to develop a national policy platform for the arts and culture.</li> </ul>



OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
3.5 Partner with thought leaders to strengthen SFAC's ability to educate decision-makers and the public about the significant contribution the arts make to San Francisco	Existing	Director of Cultural Affairs	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ Director of Cultural Affairs recently presented at the SF Federal Reserve on the value of the arts in placemaking and economic development.</li> <li>✓ SFAC and Mayor Lee contributed journal article and co-hosted ArtPlace and SF Federal Reserve convening on Creative Placemaking.</li> </ul>
3.6 Improve SFAC's ability to capture, analyze and use data to effectively inform policy development	ACLS Fellow; GSPP APA project	Deputy Director	Quarter 3 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ ACLS Fellow has completed initial grants research and is recommending data collection improvements to effectively inform policy development.</li> <li>✓ GSPP APA project underway for an evaluation of the Street Artists program.</li> </ul>
3.7 Establish a shared arts and culture policy agenda with other City arts agencies to strengthen and align the City's investment in the arts	Existing	Director of Cultural Affairs	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ Monthly meetings with Grants for the Arts address shared policy interests including those included in a joint enhancement proposal for FY16 &amp; FY17.</li> <li>✓ Need to continue review of how best to engage other City arts agencies.</li> <li>✓ Joined Planning Department as a partner in the LIZ (Living Innovation Zones) project along Market Street.</li> </ul>

# Goal 4:

## Build public awareness of the value and benefits of the arts

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
4.1 Define decision-making framework and guidelines for assessing strategic partnerships with:					✓ This objective still in progress.
<ul style="list-style-type: none"> <li>City agencies and organizations</li> </ul>	Existing	Director of Cultural Affairs	Quarter 3 FY 14/15	Ongoing	
<ul style="list-style-type: none"> <li>Arts funders</li> </ul>	Existing	Director of Cultural Affairs	Quarter 3 FY 14/15	Ongoing	
<ul style="list-style-type: none"> <li>Community groups (e.g. merchants CBDs and other neighborhood interest groups)</li> </ul>	Existing	Director of Cultural Affairs	Quarter 3 FY 14/15	Ongoing	
<ul style="list-style-type: none"> <li>Local universities and nonprofit organizations</li> </ul>	Existing	Director of Cultural Affairs	Quarter 3 FY 14/15	Ongoing	
4.2 Increase awareness of SFAC programs and activities through marketing and communications activities that include:					

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<ul style="list-style-type: none"> <li>A cohesive communications and media strategy to increase the public's general awareness of SFAC</li> </ul>	Public Information Officer	Director of Cultural Affairs	Quarter 3 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ Ongoing press releases have resulted in significant positive press for SFAC projects in FY15.</li> <li>✓ Robust use of social media to position SFAC as local arts resource and promotional tool for agency activities and opportunities.</li> <li>✓ Comprehensive strategy is still in progress.</li> </ul>
<ul style="list-style-type: none"> <li>Annual convening of grantees, arts funders and other members of the arts community</li> </ul>	Public Information Officer	Director of Cultural Affairs	Quarter 3 FY 14/15	Annual	<ul style="list-style-type: none"> <li>✓ First annual grantee convening scheduled for April 2, 2015.</li> <li>✓ Three funder convenings have taken place this fiscal year, primarily focused on nonprofit arts displacement.</li> <li>✓ San Francisco to host national Americans for the Arts convention in June 2017. Contract negotiation in progress.</li> <li>✓ SFAC's Director of Communications is in the process of establishing a quarterly convening in partnership with SF Travel focused on networking among arts communications professionals.</li> </ul>
<ul style="list-style-type: none"> <li>Overhauling the SFAC website to service as a portal for information about SFAC Programs</li> </ul>	Funding requested in FY 15 budget	Public Information Officer	Quarter 2 FY 14/15	Quarter 2 FY 15/16	<ul style="list-style-type: none"> <li>✓ Website funding has been identified and an RFP for redesign is in development.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
<ul style="list-style-type: none"> <li>Increased engagement with the arts community including: artists, arts organizations and funders, and the general public</li> </ul>	Existing	Public Information Officer	Ongoing	Ongoing	<ul style="list-style-type: none"> <li>✓ Ten grantee and funder focus groups were conducted as part of the ACLS Fellow grants review in February 2015.</li> <li>✓ Director of Cultural Affairs and leadership team members regularly attend community events and have presented at the following:                             <ul style="list-style-type: none"> <li>○ Recent community budget meetings hosted by Arts for a Better Bay Area</li> <li>○ Grantee events</li> <li>○ Yerba Buena community meetings</li> <li>○ Engagement with ArtSpan and others to help track/monitor artist studio displacement</li> </ul> </li> </ul>
<p>4.3 Use evaluation findings and artist case studies to communicate the value and impact of SFAC grant investments to policymakers and general public</p>	Existing	Public Information Officer	Quarter 4 FY 14/15	Ongoing	<ul style="list-style-type: none"> <li>✓ ACLS Fellow grants review completed. Fellow will integrate case studies into forthcoming cultural center study.</li> <li>✓ PIO will build on case studies for future agency collateral.</li> </ul>

## Goal 5:

### Improve operations to better serve the San Francisco arts ecosystem

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
5.1 Assess programs to determine alignment with SFAC vision, mission and goals	Existing	Director of Cultural Affairs	Quarter 3 FY 13/14	Quarter 2 FY 16/17	<ul style="list-style-type: none"> <li>✓ SFAC performance review process now aligned with strategic plan.</li> <li>✓ Community Investments and Urban Environment vertical strategy alignment made good progress in FY15. Need to continue review of direct service and producing program activity including WritersCorps, Street Artists and SFAC Galleries.</li> <li>✓ GSPP APA evaluation of Street Artists currently underway.</li> <li>✓ SFAC Galleries alignment progress to come before Commission in Spring 2015.</li> <li>✓ WritersCorps alignment progress to come before Commission in Spring 2015.</li> </ul>
5.2 Establish performance measures for all SFAC programs to better determine relevancy and impact	GSPP APA Project	Deputy Director	Quarter 3 FY 13/14	Quarter 1 FY 14/15	<ul style="list-style-type: none"> <li>✓ ACLS Fellow has built on the work of former GSPP APA project and is presenting draft performance measures for Commission review on March 30, 2015.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
5.3 Align organizational chart with Strategic Plan goals and priorities	Existing	Director of Cultural Affairs	Quarter 3 FY 13/14	Annual	<ul style="list-style-type: none"> <li>✓ Community Investment “vertical” created to bridge Community Arts and Education and Cultural Equity Endowment grantmaking, therefore aligning strategy, grant processes and data collection to better serve agency values.</li> <li>✓ Transitioned program managers to program officers to clarify role as grantmakers and capacity-builders as opposed to direct service providers.</li> <li>✓ Need to review number of direct reports to Director of Cultural Affairs in alignment with promising management practices (currently managing seven direct reports).</li> </ul>
5.4 Establish the Commission’s oversight of the Strategic Plan and related benchmarks	Existing	Director of Cultural Affairs	Quarter 4 FY 13/14	Quarter 1 FY 14/15	<ul style="list-style-type: none"> <li>✓ First annual status update before Executive Committee on March 30, 2015 and full Commission on April 6, 2015.</li> <li>✓ Ongoing updates to Commission leadership on monthly basis.</li> <li>✓ Recommended amendments to Strategic Plan to be considered on an annual basis.</li> </ul>

OBJECTIVE	RESOURCES	ACCOUNTABILITY	START	FINISH	STATUS
5.5 Strengthen Commissioners' orientation to include a meeting with the chair(s) of each member's assigned committee(s)	Existing	Director of Cultural Affairs/Commission President	Quarter 3 FY 13/14	Annual	<ul style="list-style-type: none"> <li>✓ Commissioner orientation completed for all new Commissioners.</li> <li>✓ Director of Cultural Affairs and leadership staff regularly meet with Committee Chairs.</li> <li>✓ Need to formalize Committee orientation structure and timeline.</li> </ul>
5.6 Provide Commissioners with support and messaging that enhances their ability to serve as ambassadors for the SFAC with the public and City government	Existing	Public Information Officer	Quarter 4 FY 13/14	Ongoing	<ul style="list-style-type: none"> <li>✓ This objective still in progress.</li> </ul>
5.7 Set the Commission's annual policy agenda in partnership with the Director of Cultural Affairs and in alignment with the Strategic Plan, and integrate that policy agenda into the work of committees	Existing	Commission President	Quarter 1 FY 14/15	Annual	<ul style="list-style-type: none"> <li>✓ FY15 policy focus on affordability established by the full Commission.</li> <li>✓ Nonprofit displacement mitigation work reported regularly to full commission.</li> <li>✓ FY16 policy agenda needs to be aligned with Committee work.</li> <li>✓ Need to review how ongoing mandated work of the Commission aligns with shifts in annual policy agenda.</li> </ul>