

February 17, 2009

**San Francisco Arts Commission
Proposed organization restructuring
Comments and concerns from the SFAC Gallery Staff**

The following notes are, in brief, the questions and concerns of the SFAC Gallery staff regarding the proposed re-organization of the SFAC. Please feel free to contact the SFAC Gallery staff for further clarification.

1. As a staff we feel that it is not possible to make a definitive or informed decision or statement about this re-organization without first discussing the very real and practical work flow, delegation of tasks, and hierarchy of authority from the Director of Cultural Affairs to the new Programs Director to the Gallery Director.
2. We anticipate that adding a new level of bureaucracy in the form of three Programs Directors would create a structural bottleneck that would slow operations and efficiency throughout the Agency. We understand that three points of contact would make the Director of Cultural Affairs' position more manageable, but we feel that this decision would negatively impact every individual program.
3. If there is truly a desire for three Program Directors, then we would respectfully recommend that the basic Agency structure remain the same (with Program Directors for each primary program – CAE, CEG, Gallery, Public Art, and Street Artists) until the following can take place:
 - a. Complete job descriptions for each of the new Programs Director positions should be created, with input from current Directors regarding what would be useful/helpful, *before* any reorganization is approved.
 - b. This way, job descriptions are created for ideal positions, instead of job descriptions being tailored for individuals on-hand that are being shifted into them.
 - c. Once job descriptions are made then a search at a future date for individuals with specific and unique qualifications for the positions can be made. Then budget cuts or layoffs can be made to accommodate these new positions.
 - d. To us, it seems shortsighted to move people currently on our staff into these new positions without considering full job descriptions and what qualifications the ideal candidate might have.
4. Particularly, we do not feel it to be advisable that the accountant is also the budget analyst. These tasks should be independent of each other for

- reasons of transparency as well as larger philosophical issues as they relate to building program budgets.
- a. We recommend filling this position with someone who can not only create and manage budgets, but someone with experience in financial planning, development, organizational strategic planning and administrative management.
5. What we need to make and/or support any reorganization plan that involves the creation of three Programs Directors:
- a. We would like to see specific details of how this reorganization would be implemented and sustained.
 - b. We would like to see the job descriptions of each new Programs Director. What would the relationship be between the new Programs Director and the SFAC Gallery staff?
 - c. We would like to see how the job description of the Gallery Director will change in this re-organization.
 - d. We would like for the Gallery Director to be engaged in a process that involves discussions addressing impact to our program and to the Agency as a whole. To date she has not been included in any discussions involving reorganization.

Next Steps:

If we had to choose from the plans currently on the table, we would support the plan that lays-off the Deputy Director and finds new ways to fund Tom Peterson's position. However, we would not support the creation of three Programs Directors at this time. We recommend keeping the structure that includes Directors from each department until a future date when the organization is able to fully identify what these positions ideally be, and how we would pay for them. Additionally, we would recommend that The Development Director's job description be amended to include 50% development, 50% administration (picking up some of the Deputy Director's responsibilities, and becoming the link to Human Resources).

We are very interested in being part of a process that involves brainstorming other reorganization solutions, and would offer time outside of work to be part of those discussions. We are confident that greater transparency and vetting through the Agency would be productive and fruitful, although we understand and are respectful that the Director of Cultural Affairs and the Full Commission are tasked with making final decisions.

Sincerely,
Meg Shiffler, Gallery Director
Aimee Le Duc, Gallery Manager