



SAN FRANCISCO ARTS COMMISSION

GAVIN NEWSOM
MAYOR

LUIS R. CANCEL
DIRECTOR OF
CULTURAL AFFAIRS

February 17, 2009

To: President PJ Johnston
Director Luis R. Cancel
Members of the Ad-Hoc Committee
From: Judy Nemzoff, Program Director and CAE staff

PROGRAMS

CIVIC ART COLLECTION
CIVIC DESIGN REVIEW
COMMUNITY ARTS
& EDUCATION
CULTURAL EQUITY GRANTS
PERFORMING ARTS
PUBLIC ART
STREET ARTISTS LICENSES

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Thank you for this opportunity to address my concerns and offer suggestions regarding the issues facing the Arts Commission. We would specifically like to address the Arts Commission's priorities and re-organizational structure presented at the February 2, 2009 Full Commission meeting.

1. **Proposed Elimination of Deputy Director position:**

This at-will position should not be eliminated. The position plays a critical role in the oversight and management of the agency and once eliminated would be difficult to reinstate.

Option A: Allow the director to place a team member of his choice in this position. Design an exit strategy that would allow for a graceful exit of the current deputy director and leadership transition.

Option B: Consider current staff to fill the deputy director position. This would allow for several positive outcomes:

- a. The director could re-position his management team
- b. This would eliminate a position within upper management for a salary savings, while retaining the deputy director position and responsibilities

Example: Assign a current program director to the deputy director position. Do not fill the program director position. Re-allocate the program director job responsibilities across other program staff.

2. **Proposed reorganization of the SFAC:**

As currently proposed, the duties and responsibilities of the deputy director position would be re-allocated across three programmatic silos. This structure requires that three program directors be reclassified into new and higher management positions, in part, as required by Union rules regarding supervision and rank. People should be paid appropriately for the work they do, but this is not the economy for increasing upper management positions and pay increases.

Additionally the programmatic impact on Community Arts and Education is extreme and breaks apart the program across two proposed program silos. The history of the CAE program, celebrated last year at the 40th anniversary of the Neighborhood Arts Program, is rooted in the community arts movement that celebrates and values the intersection between art, culture, access, participation, community revitalization, and identity. The proposed



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reorganization, while unintended, dissipates four decades of commitment to community arts and creates a fissure that could pave the way for the eventual elimination of the program.

Additionally, two of four staff positions identified for elimination or reduction are CAE positions.

Option A: If there are savings and economy of scale to be realized in a reorganization consider the following:

Public Programs:	Public Art:	Finance & Operations:
<ul style="list-style-type: none"> • CAE • CEG • Street Artists • Pops 	<ul style="list-style-type: none"> • Public Art/Temporary Public Art • Collections • Gallery • Civic Design 	<ul style="list-style-type: none"> • Policy and Planning • Development • Human Relations • Finance • Operations • IT

3. **Proposed elimination of the arts education program manager position:**
The community has spoken eloquently and presented compelling reasons to maintain this position. The elimination of this position is the elimination of the program. The position should be retained.

4. **Reduce the building & grounds superintendent to half-time:**
The Arts Commission has a legal responsibility to support safe and healthy environments for the tenants and community use at the four city-owned cultural centers. There is a lot of work to do because of deferred maintenance as well as several areas of renewal and expansion.
Option A: Bring the position onto SFAC staff full-time. This would eliminate the over head charges by DPW and would result in significant cost savings.
Option B: As proposed, reduce the position to 50/50 shared time with DPW to be renegotiated every six-12 months. The position would increase as capital project funds become available.

5. **Proposed reduction of development director to half-time:**
This position should be retained at full-time. Because only a small portion of CAE programs are supported by legislated funds such as the Cultural Centers' Hotel Tax Fund, this position holds a critical key to the on going sustainability of CAE programs. This position should help with applying for and receiving Economic Stimulus Funds through the NEA or other sources.

6. **Policy Priorities: Set budget reductions based on clear policy priorities:**
As indicated in the current restructure, priorities include:

- Maintain all current programs
- Reduce impact to community as much as possible.

In order for this to work, we will need to also understand as a priority:

- Choose equitable cuts across all programs
- Recognize and allow for decreased outcomes and expectations
- Understand that the next round of budget cuts will affect programs or grants and we should identify where we go from here.

Other priorities for 2009-2010 might include:

- For the next two fiscal years, eliminate double and triple grant dipping
- Coordinate with Grants for the Arts and Department of Children, Youth and Families
- Strengthen opportunities to serve as a community resource

Examples:

- Reduce WritersCorps' teaching staff from seven to four, which would result in serving fewer students.
- Encourage the Gallery to host a single, year-long exhibition in the Grove Street site.
- Rotate fewer shows into the City Hall and War Memorial Building gallery spaces.
- Support capacity of the Street Artist program by putting registration online and having a computer kiosk at the Arts Commission for the community to use to register.
- Produce fewer temporary art installations.
- Down size the Mayor's Art Award by using City Hall and limiting the hospitality.

In addition to the above, we would like to encourage the Arts Commission to continue to work on a strategic plan. We should think boldly about change and consider any and all options so that twelve months from now, a possible new model and clear priorities will have emerged.

Examples for FY2010-11 might include:

- Prioritize programs that are legislated and mandated
- Merge the Gallery with a non profit 501c3.
- Change WritersCorps to be administered as a program of the Library.
- Merge Street Artists with another program of the City.
- Merge some or all programs with Grants for the Arts.
- Sell a portion of the collection.
- Sell a building and use the proceeds to renovate and restructure an existing building or purchase a new one.
- Consider staff furloughs and early retirements.