

# **Key Findings of Assessment**

***May 2013***

# Methodology

- Background Research
- Benchmark Study
- Interviews (~80 total)
  - Commissioners, Staff, Board of Supervisors, City Dept Representatives, Peer Funders, Arts Organizations, Arts Education Partners
- Surveys of Staff and Commissioners
- Focus groups
  - Cultural Equity Grants recipients
  - Cultural Centers

# Topics Discussed with Interviewees

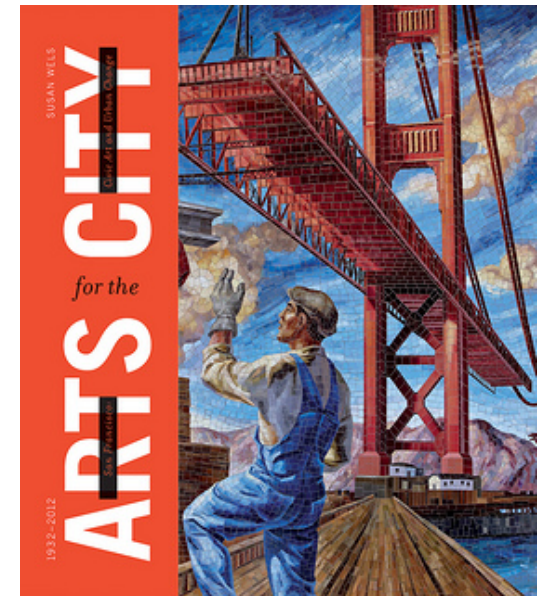
- Strengths of SFAC
- Areas in need of improvement
- Critical issues facing the SFAC
- Future vision
- SFAC Leadership
- Community perceptions



# Key Findings

# SFAC Strengths

- Director's leadership and communication skills
- Committed, knowledgeable staff



# Overall Critical Issues Identified by Interviewees

- Lack of vision
- Adequate funding for breadth of programs
- Program relevancy and accountability
- Care for collections
- Visibility and awareness of SFAC

# Critical Issues Identified by Commissioners

- Perceived as a “rubber stamp”; work done in committees
- Lack of clarity about roles and responsibilities
- Current focus on operational issues vs. policy, vision, and mission



# Critical Issues Identified by Staff

- Lack of clarity about SFAC vision and mission
- Reactive vs. strategic decision-making
- Minimal data to drive decision-making
- Internal communications lacking across program areas
- Limited visibility to the public and City government
- Lack of SFAC champions



# Critical Issues Identified by External Stakeholders

- Mission creep
- SFAC's role as a producer vs. funder
- Program silos
- Changing demographics and ensuring program relevancy
- Civic Design Review process



# Critical Issues Identified by CEG & Cultural Center Grantees

- Tension between SFAC's conflicting roles as:
  - funder vs. landlord
  - funder vs. program provider
- Promotion of grant opportunities
- Overly complex reporting and application processes
- Lack of long-term leases for cultural centers
- Non-competitive grants for cultural centers
- Changing demographics and need to reach new constituencies

# Interviewees' Suggestions About Future of SFAC

- Make the arts more of a “player” in education, economy, and city government
- Focus on roles as grantmaker, capacity builder, convener, resource, and advocate
- Build relationships to leverage financial and political support



# Interviewees' Suggestions About Future of SFAC

- Be more efficient in carrying out what we currently do
- Bring a sense of focus to our work
- Build funding base
- Enhance branding and marketing
- Celebrate the work of grantees and local artists



# Interviewees' Opinions: Barriers to Achieving SFAC's Future

- Bureaucracy
- Budget constraints
- Lack of cohesive vision/clear goals
- Political realities
- Need for stability/fear of risk

# Next Steps

- Strategic Planning
- Community Engagement
- Draft Plan
- Ongoing Evaluation of Plan





# SAN FRANCISCO ARTS COMMISSION STRATEGIC PLAN

# SFAC Mission

- The San Francisco Arts Commission is the City agency that champions the arts in San Francisco. We believe that a creative cultural environment is essential to the City's well-being. Our programs integrate the arts into all aspects of City life. The Commission was established by charter in 1932 (Charter sections 5.103 and 16.106).