

sfac
san francisco
arts commission

benchmark study

Museum Management Consultants, Inc.
MIG, Inc.

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Purpose of Benchmark Study

Examine programs and operations of five urban arts agencies to discern trends and practices useful to SFAC as we proceed with the planning process.

Agencies Studied

The following agencies were chosen:

1. Chicago Department of Cultural Affairs and Special Events
2. Los Angeles County Arts Commission
3. New York City Department of Cultural Affairs
4. Philadelphia Office of Arts, Culture, and the Creative Economy
5. Seattle Office of Arts & Cultural Affairs

Why these 5?

- Interesting, Unique, and Instructive
- Similar Programs
- Recognized Leadership in the Arts

Methodology:

- Interviews
- Financials, Org Charts, Planning Documents, and more

Assumptions

Study Includes

- Basic - Mission, Vision, Governance, Financial
- Reorganization, Lessons Learned
- Programmatic Review

Study Does Not Include

- Demographic Shifts and Impact on Programs
- More than one agency per location

Findings, Observations, and Trends

Comparison of Arts Agencies

Agency	Resident Population	FY 2012 Budget	Per capita	Works in Collection	Facilities Managed
Chicago	3MM	\$30 MM	\$11	700	9
LA County	10MM	\$10 MM	\$1	143	1
New York	8MM	\$290 MM	--	--	0
Philadelphia	1.5MM	\$3 MM	\$2	1,000	0
Seattle	620K	\$7 MM	\$12	3,180	1
San Francisco	812K	\$18 MM	\$22	4,000	4

Demographics

Agency	Resident Population	White	Black	Native North Amer	Asian	Hispanic /Latino	Median Household Income
Chicago	3MM	45%	33%	1%	6%	29%	\$47K
LA County	10MM	72%	9%	2%	14%	48%	\$56K
New York	8MM	44%	26%	1%	13%	29%	\$51K
Philadelphia	1.5MM	41%	43%	1%	6%	12%	\$37K
Seattle	620K	70%	8%	1%	14%	7%	\$62K
San Francisco	812K	49%	6%	1%	33%	15%	\$73K

Demographic percentages for each agency add up to more than 100% due to individuals identifying more than one race or ethnicity.

Programs

AGENCY PROGRAMS	Chicago	LA County	New York	Philadelphia	Seattle	San Francisco
Art Education – Outreach						
Art Education - Convening						
Civic Art Gallery						
Civic Design Review						
Creative Placemaking						
Events						
Facility Rental						
Grants						
Public Art						
Street Artist Licensing						
Technical Assistance						

Programs

Observations and Trends

- Shift from producer and presenter to funder and convener
- Art for social change and economic development
- Move cultural programs to neighborhoods

Grantmaking

AGENCY	2012 GRANTMAKING BUDGET	% OF BUDGET	# OF GRANTS	AVERAGE GRANT TO ORG	AVERAGE GRANT TO ARTIST
Chicago	\$1,257,000	4%	522	\$3,342	\$845
LA County	\$4,118,000	46%	184	\$22,380	DNA
New York	\$279,300,000	96%	1,187	--	DNA
Philadelphia	\$1,539,091	51%	226	\$6,810	DNA
Seattle	\$2,400,000	34%	338	\$12,000	\$3,500
San Francisco	\$4,000,000	22%	131	\$35,274	\$9,175

Grantmaking

AGENCY GRANT PROGRAMS	Chicago	LA County	New York	Philadelphia	Seattle	San Francisco
Multi-year						
Require 1 year off						
Capacity Building						
Cultural Equity						
Capital Support						
Operating Support						
Professional Development						
Artistic Programming						
Outreach & Accessibility						
Individual Artists						
Partnerships						

Grantmaking Observations and Trends

- Cultural Data Project
- Few agencies provide support to individual artists
- Grant programs vary with agency
- Grant programs evolve to community needs
- All provide technical assistance to grantees, form of assistance varies

Public Art Collections

AGENCY	% FOR ART LAW		FUNDS SET ASIDE FOR		
	PUBLIC	PRIVATE	ADMIN	MAINTENANCE	CONSERVATION
Chicago	1.33%	DNA	20%		unexpended reserve
LA County	1%	DNA	15%	allowed but % unspecified	unspecified
New York	1%	DNA	unspecified	unspecified	unspecified
Philadelphia	1%	1%	unspecified	unspecified	unspecified
Seattle	1%	DNA	unspecified	unexpended reserve	unexpended reserve
San Francisco	2%	1%	20%	5%	unspecified

Public Art Collections

AGENCY	CONSERVATION BUDGET	PERMANENT WORKS	PORTABLE WORKS	TEMPORARY PROJECTS
Chicago	\$150,000	700	0	No
LA County	\$0	143	0	Yes
New York	\$0	291	0	No
Philadelphia	\$0	1,000	0	Yes
Seattle	\$187,000	380	2,800	Yes
San Francisco	\$75,000	1,500	2,500	Yes

Public Art Collections Observations and Trends

- Struggle for Conservation Funds
- Looking at broadening % for Art Law

Facilities

AGENCY	# CITY-OWNED	CAPITAL FUNDS FY2012	AGENCY FUNDED	MANAGED	PROGRD	FOR RENT
Chicago	10	\$100K	9	9	8	10
LA County	1	\$10MM	1	1	1	1
New York	33	\$140MM	33	0	0	0
Philadelphia	6	--	6	0	0	0
Seattle	1	\$3M	1	1	1	0
San Francisco	4	\$600K	4	4	0	0

Facilities

Observations and Trends

- Agencies Spinning off Non-profits
- Use of Data for Accountability

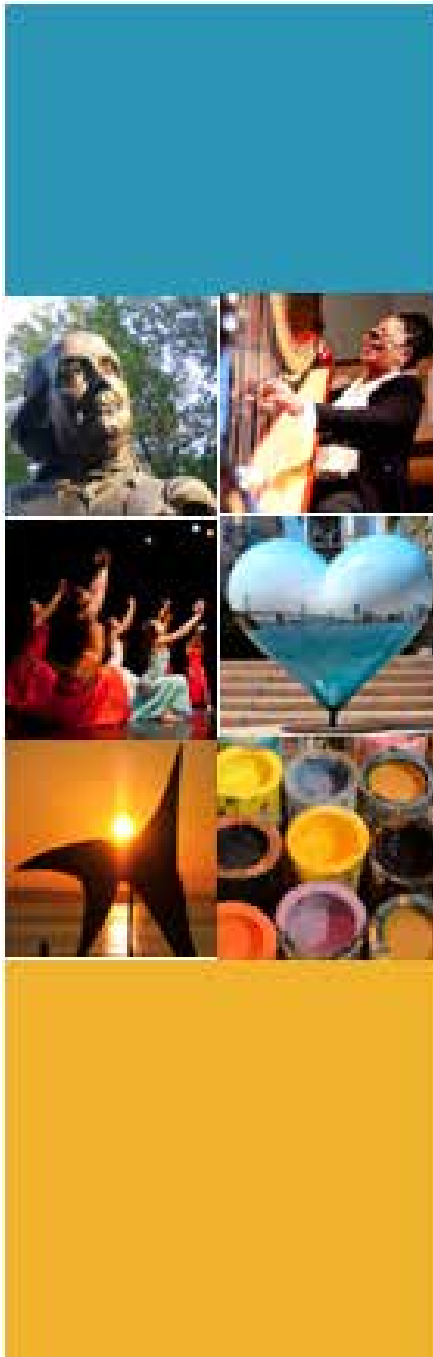
Governance

Observations and Trends

- Every Agency Heads/Director, with the exception of LA County, holds a cabinet level position, appointed by and reporting to the Mayor
- All Agency Boards/Commissions have an advisory and advocacy role, (not managing, governing, or legislative)

Governance

AGENCY	AGENCY HEAD REPORTS TO	BOARD NAME	BOARD FUNCTION	MEMBERS	SELECTION/ APPTBY
Chicago	Mayor	Cultural Affairs Council	Advisory	21 - 30	Mayor
LA County	County Board of Supervisors	Arts Commission	Advisory	15	Board of Supervisors
New York	Mayor	Commission	Advisory	15-21	Mayor
Philadelphia	Mayor	Cultural Council	Advisory	50	Mayor
Seattle	Mayor	Arts Commission	Advisory	16	Mayor (7), City Council (7), Commission (1), YMCA (1)
San Francisco	Arts Commission	Arts Commission	Governing, Managing, Legislative	15	Mayor



Questions?