



SAN FRANCISCO ARTS COMMISSION

Three-Year Strategic Plan
Fiscal Years 2011 — 2013

Part I: Introduction

Part II: Organizational Goals/Strategies/Objectives and Deliverables by Fiscal Year

San Francisco Arts Commission

Part I: Introduction

The San Francisco Arts Commission is pleased to present to Mayor Gavin Newsom and the citizens of San Francisco our strategic plan for fiscal years 2011-2013. It represents a ten-month collective effort that engaged cultural leaders, artists, other City departments, and stakeholders, as well as the staff and Commissioners of the SFAC in its drafting. We especially want to thank our consultant, Teri Jourgensen, Training Officer, with the SF Department of Human Resources for helping us throughout that rich and intense process.

The Arts Commission recognizes that the three years ahead are fraught with many challenges, not the least of which is maintaining municipal support for arts and culture during a period of shrinking tax revenues. Nevertheless, the document helps the Commission to chart a course with meaningful goals designed to maintain the delivery of programs and services that enrich the lives of our citizens and helps to make our City a cultural destination.

In summary, the five goals consist of:

1. Promote the arts as an essential component of city life.
2. Provide access to the arts for all communities.
3. Improve the quality and efficiency of internal operations, services and work products.
4. Maintain financial stability for all Arts Commission programs.
5. Secure permanent and code-compliant facilities for all programs and operations of the Arts Commission.

The timing of this plan is most propitious since 2012 coincides with the 80th Anniversary of the founding of the Arts Commission. It reminds all of us that during the depth of the Great Depression, the citizens of San Francisco set their sights on establishing the first local arts agency in the nation – leading the way for the creation of the National Endowment for the Arts 33 years later.

The strategic plan does not contain a comprehensive work plan representing all the services, programs and initiatives currently being implemented by the agency. Rather, this document identifies core improvements, efficiencies and special initiatives that the agency plans to undertake above and beyond the existing work that the agency is currently doing. The plan's overall success requires tracking and measurement of deliverables as well as an evaluative process that allows for appropriate adjustments. In addition, there needs to be a constant awareness of emerging barriers to execution, such as the reaction to change, or the tension between resources and demands. To this end, each program is responsible for tracking the progress of each of their deliverables and providing a quarterly status report on achievements, recommended adjustments, and identification of emerging barriers. In addition, all staff will meet on a quarterly basis to review progress reports and provide feedback and recommendations. The Director of Cultural Affairs and his management team will be responsible for considering all relevant feedback and making any appropriate adjustments to what the Arts Commission hopes will be a dynamic and evolving plan.

Sincerely,

PJ Johnston
President

Luis R. Cancel
Director of Cultural Affairs

San Francisco Arts Commission

Part II: Organizational Goals/Strategies/Objectives and Deliverables by Fiscal Year

Strategic Management Plan 2011 — 2013

Mission Statement: 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 Arts Commission was established by City charter in 1932.

SFAC Core Values: Access, Equity and Quality

Plan Purpose Statement: This planning document guides the San Francisco Arts Commission through the next three fiscal years (July 1, 2010 through June 30, 2013) and is not intended to be a cultural plan for the City of San Francisco. It identifies our organizational goals, the strategies we intend to implement and the objectives and deliverables we hope to achieve. It identifies opportunities for growth and change within each of the programs and allows for a periodic reassessment of priorities based upon available resources and capacity.

Legend for Abbreviation Codes:

ALL	All SFAC programs	DHR	Dept. of Human Resources
ADA	Americans with Disabilities Act	FOTA	Friends Of The Arts
ArtsEdu	Arts Education – Community Arts & Education	GAL	SFAC Art Gallery
CAE	Community Arts & Education	GFTA	Grants for the Arts
CC	Cultural Centers – Community Arts & Education	IT	Information Technology & Database Workgroup
CEG	Grants Program (Cultural Equity Grants Program)	MGT	Director of Cultural Affairs and/or Management Team
CIVIC	Civic Design Program	MOD	Mayor's Office for Disabilities
COLL	Civic Art Collection	PA	Public Art Program
COMM	Communications & New Media Workgroup	SA	Street Artists Program
DEV	Development Officer	WC	WritersCorps – Community Arts & Education

Organizational Goals:

Goal I. Promote the arts as an essential component of city life.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Provide easy access to useful information about our programs and services to the public.	1. Develop a 'go-to' expert strategy.	<ul style="list-style-type: none"> Bring EmbARK Kiosk (Civic Art Collection database) on-line using a multi-phased approach. COLL & IT Work with City Guides Program and other organizations to have public art and collection information included in their tours. COLL 	<ul style="list-style-type: none"> Phase II of bringing EmbARK Kiosk (Civic Art Collection database) on-line using a multi-phased approach. COLL & IT Expand City Hall Docent Program to include public art in Civic Center. CAE & COLL Develop pilot cell phone tour of SFO Public Art program. PA 	<ul style="list-style-type: none"> Phase III of bringing EmbARK Kiosk (Civic Art Collection database) on-line using a multi-phased approach. COLL & IT Complete on-line program catalogue with photo documentation of the Public Art Collection. PA & COLL
	2. Raise awareness about all programs through educational programs and events.	<ul style="list-style-type: none"> Prep for "Know Your Monuments" which will initially focus on Golden Gate Park; compile text and images; edit and photography. ArtsEdu & COLL 	<ul style="list-style-type: none"> Launch "Know Your Monuments" which will focus on Golden Gate Park; go live on-line and distribute to SFUSD, Rec & Park, and Convention and Visitors Bureau. ArtsEdu & COLL Compile text and images for the Civic Center version of "Know Your Monuments". ArtsEdu & COLL 	<ul style="list-style-type: none"> Continue "Know Your Monuments" with other areas of the City. ArtsEdu & COLL
B. Increase visibility and raise the profile of the Arts Commission.	1. Drive traffic to our website through press, eNewsletters, marketing, analytics and social media.	<ul style="list-style-type: none"> Produce 11 Culture Wire episodes and 12 newsletters. ALL Produce 4 "Deep roots" podcasts. COMM Request social media contacts in all SFAC application forms. ALL Continue outreach to local and national press about programs through regular press releases and media announcements. COMM Revamp Arts Commission homepage. IT Increase visibility of CEG constituents by more effectively utilizing Agency-wide communication vehicles – CEG grantees featured on Culture Wire, Facebook, Website, etc. CEG 	<ul style="list-style-type: none"> Produce 11 Culture Wire episodes and 12 newsletters. ALL Produce 6 "Deep roots" podcasts. COMM 	<ul style="list-style-type: none"> Produce 11 Culture Wire episodes and 12 newsletters. ALL Produce 6 "Deep roots" podcasts. COMM

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
	2. Develop more effective and sophisticated marketing strategies to communicate about and promote SFAC programs.	<ul style="list-style-type: none"> • Create an award of excellence for Civic Design. CIVIC • Produce a 40th anniversary publication for the Gallery. GAL • Continue annual Mayor’s Art Award ALL 	<ul style="list-style-type: none"> • Publish history of the Arts Commission 80th Anniversary Book. MGT • Launch City Hall Triennial to correspond with 80th Anniversary. GAL • Continue annual Mayor’s Art Award. ALL 	<ul style="list-style-type: none"> • Continue annual Mayor’s Art Award ALL
C. Cultivate partnerships between SFAC programs, other city agencies, nonprofits and other arts organizations.	1. Develop a range of programs and events that enhance partnerships.	<ul style="list-style-type: none"> • Develop model audio tour for Terminal Two at SFO as a prototype for the Public Art Collection. COLL & PA & ArtsEdu • Launch “Commissioner Ambassador” program for Cultural Centers. CC • Work with SF Symphony to ensure that Arts Commission is prominently represented as a sponsor in all graphic materials and printed programs. MGT 	<ul style="list-style-type: none"> • Prep work associated with 80th Anniversary Gala. FoTA & DEV • Research & design the 80th Anniversary book. FoTA & MGT 	<ul style="list-style-type: none"> • Host 80th Anniversary Gala. FoTA & DEV • Print the 80th Anniversary book. FoTA & MGT
	2. Cultivate relationships and partner with other city agencies.	<ul style="list-style-type: none"> • Meet with department heads to discuss raising design excellence standards for both landscape and architecture project on city property. CIVIC • Secure funding from DCYF and Library for WritersCorps. WC & DEV * Secure funding from DPW & MOEW for the expansion of Art-in-Storefronts. MGT 	<ul style="list-style-type: none"> • Issue annual report card for SFUSD evaluating their implementation of Arts Education Master Plan. ArtsEdu & MGT • Continue WritersCorps spring reading series at SF cultural venues including museums. WC 	<ul style="list-style-type: none"> • 2nd annual report card for SFUSD evaluating their implementation of Arts Education Master Plan. ArtsEdu & MGT
D. Advocate the importance of the arts to elected officials, media and the public.	1. Involve Supervisors in the preservation and maintenance of Public Art projects in their districts to encourage support, awareness and stewardship.	<ul style="list-style-type: none"> • Director and management team to continue regular meetings with Supervisors to keep them apprised of programs. MGT • Develop relationships with neighborhood organizations and create partnerships with Supervisors to bring attention to the value of the Civic Art Collection. Enlist their assistance in supporting the need for funds to care for artwork in their neighborhoods. COLL & MGT • Produce and disseminate the SFAC annual report. ALL 	<ul style="list-style-type: none"> • Continue regular meetings with Supervisors to keep them apprised of program activity. MGT • Produce and disseminate the SFAC annual report. ALL 	<ul style="list-style-type: none"> • Continue regular meetings with Supervisors to keep them apprised of program activity. MGT • Produce and disseminate the SFAC annual report. ALL
	2. Coordinate press with other city agency communications staff (Rec & Park, DPW, SFMTA, etc.).	<ul style="list-style-type: none"> • Schedule quarterly Communications Workgroup meetings with other city agency communications staff. COMM • Celebrate the re-opening of the Bayview 		

		Opera House after completion of interior renovations. CC		
Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
	3. Strengthen the case for investment in Cultural Equity Grants.	<ul style="list-style-type: none"> • Increase analysis and use of existing available data, identify, gather and/or generate additional and/or new data and materials. Data may include internal CEG collected data, or external such as Cultural Data Project, Americans for Arts Economic Prosperity Studies and various studies. CEG • Identification of analysis measures, e.g., arts jobs, attendance, etc. (indicators of how arts contribute to City's health) CEG • Document CEG impact in SFAC's annual report. CEG • Develop appropriate messages, both content and communication vehicles to convey CEG's case for investment. CEG 	<ul style="list-style-type: none"> • Deliver system(s) for assessing the short-term and long-term impact of CEG program. CEG • Deliver preliminary findings on the impact of CEG, including stakeholder feedback process. CEG 	<ul style="list-style-type: none"> • Deliver finalized and widely distributed report on CEG's impact on arts and cultural equity. CEG • Create a well-informed, active group of spokespersons that are able to discuss cultural equity issues on access, immigrant and historically underserved communities, and artistic practices promoted by the program. CEG

Organizational Goals:

Goal II. Provide access to the arts for all communities.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Improve cultural vitality of the City as a whole and engage challenged communities to increase their access to the arts.	1. Design/revise/develop grant management systems and implement new grant programs under CEG in partnership with GFTA. CEG	<ul style="list-style-type: none"> Evaluate existing grant programs CEG Design and develop guidelines CEG Conduct community meetings CEG 	<ul style="list-style-type: none"> Launch pilot grant program CEG Revisit and revise grantmaking processes as necessary CEG 	<ul style="list-style-type: none"> Revisit and revise grantmaking processes as necessary CEG
	2. Continue to be a leader in Arts Education.	<ul style="list-style-type: none"> Develop interpretive youth and adult educational programming around specific exhibitions. ArtsEdu & GAL Continue StreetSmARTS and Where Art Lives programs with DPW support. ArtsEdu Launch a “pilot” Cultural Head Start Program. ArtsEdu Continue to serve a minimum of 345 students through WritersCorps program and maintain current level of teaching artist. WC Publish final edition of Inside/Out: a guide to arts and arts educations resources for youth in SF. ArtsEdu Design and implement a Speaker’s Forum on arts education topics. ArtsEdu Continue to serve as coordinator to the Arts Providers Alliance. ArtsEdu Work collaboratively with the VAPA office of the SFUSD. ArtsEdu 	<ul style="list-style-type: none"> Develop interpretive youth and adult educational programming around specific exhibitions. ArtsEdu & GAL Continue StreetSmARTS and Where Art Lives programs with DPW support. ArtsEdu Expand the Cultural Head Start Program to 70% of the 6th grade. ArtsEdu Continue to serve a minimum of 390 students through WritersCorps program and maintain current level of teaching artists. WC Continue the Speaker’s Forum on arts education topics. ArtsEdu Continue to serve as coordinator to the Arts Providers Alliance. ArtsEdu Continue to work collaboratively with the VAPA office of the SFUSD. ArtsEdu 	<ul style="list-style-type: none"> Develop interpretive youth and adult educational programming around specific exhibitions. ArtsEdu & GAL Continue StreetSmARTS and Where Art Lives programs with DPW support. ArtsEdu Expand the Cultural Head Start Program to 100% of the 6th grade, 70% 7th grade. ArtsEdu Continue to serve a minimum of 500 students through WritersCorps program and maintain current level of teaching artists. WC Continue the Speaker’s Forum on arts education topics. ArtsEdu Continue to serve as coordinator to the Arts Providers Alliance. ArtsEdu Continue to work collaboratively with the VAPA office of the SFUSD. ArtsEdu
	3. Promote neighborhood revitalization.	<ul style="list-style-type: none"> Establish a mechanism to secure New Market Tax Credit Capital Improvement funding for the four Cultural Centers. MGT Support community revitalization by preparing Cultural Center tenant organizations for long-term leases. CC Bring a new and diverse audience to the Arts Commission sponsored Symphony programs through an effort to distribute free tickets through the Cultural Centers. CAE 	<ul style="list-style-type: none"> Establish long-term leases for 1 or 2 Cultural Centers. CC Work with City Attorney’s Office to clarify and coordinate among grant, lease, management report deliverables and legislative requirement for the Cultural Centers. CC Continue the annual Passport event, which introduces 400+ people to local businesses in a new neighborhood each year. GAL 	<ul style="list-style-type: none"> Establish long-term leases for 1 or 2 Cultural Centers. CC Continue the annual Passport event, which introduces 400+ people to local businesses in a new neighborhood each year. GAL

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
<p>B. Provide information about Cultural Equity to the arts field and the public.</p>	<p>1. Solidify CEG as a ‘go-to’ leader and collaborator in the arts and funding communities when addressing issues of cultural equity, access and innovative artistic practices in immigrant and historically underserved communities.</p>	<ul style="list-style-type: none"> • Continue to give presentations and workshops about CEG, target issues, constituencies. Minimum of one. CEG • Continue to partner with funders and service intermediaries on convening’s, trainings and research on the target issues. CEG • Participate in the planning for the Grantmakers in the Arts 2011 conference. CEG • Commission ecology scans about artists and arts organizations in historically underserved communities. FY11 topic: <i>“Changing demographics, arts and culture in immigrant communities.”</i> CEG 	<ul style="list-style-type: none"> • Continue to give presentations and workshops about CEG, target issues, constituencies. Minimum of one. CEG • Build store of expertise and knowledge about the target issues, strategies, etc., by identifying, communicating with and exchanging information about CEG with key allies and potential partners locally, regionally and nationally. Beta phase for website or blog as exchange site. CEG • Participate in Grantmakers in the Arts in San Francisco in October 2011. CEG • Commission ecology scans about artists and arts organizations in historically underserved communities. FY12 topic: <i>“Assessment of arts organizational infrastructure in Latino and Asian communities.”</i> CEG 	<ul style="list-style-type: none"> • Continue to give presentations and workshops about CEG, target issues, constituencies. Minimum of one. CEG • Launch website page or blog on cultural equity. CEG • Commission ecology scans about artists and arts organizations in historically underserved communities. FY13 topic: TBD CEG
<p>C. Strengthen SF’s artists and arts organizations by developing proactive services.</p>	<p>1. Collaborate with funding agencies, intermediaries and service providers to provide relevant services.</p> <p>2. Create a capacity building initiative specifically for artists and arts organizations that are rooted in immigrant and historically underserved communities.</p>	<ul style="list-style-type: none"> • Continue to analyze the challenges facing CEG constituencies. CEG • Continue to use policy discussions at grants review panels to gather information about challenges and brainstorm strategies and initiative design. CEG • Conduct focus groups and filed convening’s to gather information and to build community support. Minimum of one. CEG • Research existing efforts and funding programs. CEG • Conduct discussions with regional and national funders and service intermediaries to ascertain interest in formal collaboration. Minimum of two. CEG • Continue to fund, participate in, and develop service components of the Creative Capacity Fund. CEG 	<ul style="list-style-type: none"> • Continue to analyze the challenges facing CEG constituencies. CEG • Development of Initiative design. CEG • Continue to fund, participate in, and develop service components of the Creative Capacity Fund. CEG • Continue to co-sponsor knowledge-building activities. Minimum of one activity. CEG • Add more selling spaces for Street Artists. SA 	<ul style="list-style-type: none"> • Continue to analyze the challenges facing CEG constituencies. CEG • Initiative pilot launch, with evaluative processes in place. CEG • Continue to fund, participate in, and develop service components of the Creative Capacity Fund. CEG

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
D. Collaborate with other city agencies to develop programs with a city-wide cultural impact.	1. Promote cultural policies that reach a large cross-section of city residents.	<ul style="list-style-type: none"> • Promote Civic design meetings as an appropriate venue for public participation to minimize conflict between community directives and Commission requirements. CIVIC • Continue the Art in Storefronts Program. CAE • Work with MOD to determine new methods of providing programmatic access for the disabled. ALL 		
	2. Use the to be revised Section 149, if adopted by the Board of Supervisors as a model for city-wide initiative.	<ul style="list-style-type: none"> • Implement revised Section 149 to introduce high quality original and imaginative works of public art in neighborhood settings. PA 		
	3. Develop MOU's for new initiatives and partnerships in an appropriate timeframe, adhere to deadlines, set targets and create schedules.			
E. Regularly evaluate the relevance of our programs and services to the communities we serve.		<ul style="list-style-type: none"> • Capture relevant stats on the effectiveness of programs and include them in performance reviews. ALL 	<ul style="list-style-type: none"> • Evaluate alignment of grant categories with needs of arts communities. Provide report. CEG 	

Organizational Goals:

Goal III. Improve the quality and efficiency of internal operations, services and work products.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Maximize use of available technology.	1. Ensure all appropriate staff is proficient in latest technology.	<ul style="list-style-type: none"> Encourage participation in the Director's Digital Boot Camp. MGT&IT Implement online fee payment system for Street Artists. SA 	<ul style="list-style-type: none"> Create an electronic offsite backup system to duplicate current system. IT Establish hardware replacement schedule. IT Complete phase 2 of the Filemaker database. IT Explore options for increasing Gallery computer networking efficiency. IT & GAL Develop website and payment system for donations and our web-based stores. IT & DEV 	
B. Improve financial management procedures.		<ul style="list-style-type: none"> Implement new billing system for civic design projects. CIVIC Develop financial management procedures to expedite public art projects. PA Provide management team with quarterly financial reports that reflect program current funding levels which will illustrate the impact of smaller projects on administrative funding. ALL Improve bookkeeping and financial management. PA, CAE & GAL Reconcile all accounts on monthly basis and interact with Director of Finance. MGT & ALL 	<ul style="list-style-type: none"> Find means to access 5% maintenance allowance mandated in Art Enrichment Ordinance through changes to bond legislation, exchanging funding with Fixture Furniture & Equipment budget. PA & MGT 	
C. Increase effective management of programs	1. Identify duplication of services within the SFAC and other City depts.	<ul style="list-style-type: none"> Modify guidelines to articulate appropriate design standards for Civic Design projects. CIVIC Work with City Attorney to have Board of Appeals collect its own surcharge. SA Build a consensus to support SFAC's utilization of Best Practices in order to commission outstanding artworks. PA Implement specific management procedures for projects that are commensurate with their funding levels so that projects may be managed within the funding available. PA & CAE 	<ul style="list-style-type: none"> Eliminate backlog of Street Artists violations. SA Analyze current program practices and process to achieve greater efficiency. Standardize program protocols such as scoring methodology for selection panels. PA 	

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
		<ul style="list-style-type: none"> Process all immediate disclosure requests by deadline. ALL Modify Civic Design Guidelines to require projects to have informational meeting prior to development of design concept and to bring designs to Civic Design early in conceptual phase of work. CIVIC 	<ul style="list-style-type: none"> 	
	2. Identify, prioritize and plan Civic Art Collection access initiatives.	<ul style="list-style-type: none"> Create job descriptions for graduate level interns and recruit geared towards Inst. for Museum & Library Services students to help with inventory. COLL Conduct semiannual presentations to Visual Arts Comm. that include Collection Management Status Reports. Include data on Collections archive and how it represents the history of the entire agency. COLL 	<ul style="list-style-type: none"> Create 18-month plan for completion of Civic Art Collection wall-to-wall inventory. COLL 	
	3. Continue to provide high quality grants management, technical assistance and knowledge-building activities to CEG constituency	<ul style="list-style-type: none"> Orientation of CEG new staff and clear distribution of roles and responsibilities CEG Professional development of CEG staff to ensure delivery of accurate and informed technical assistance. Staff attends minimum of 3 workshops/conferences CEG Continue to improve implementation of the annual grants cycle, and budgeting and financial reporting, including: 1) Work plan, guidelines, identification of core panelists completed in May-August; 2) Procedures established for grantee evaluations, reporting and staff review of final reports; 3) Database improvements, including more data fields and reports. CEG 	<ul style="list-style-type: none"> Professional development of CEG staff to ensure delivery of accurate and informed technical assistance. Staff attends minimum of 3 workshops/conferences CEG Solidify CEG's procedures for evaluating grantee project fulfillment and reporting, specifically for internal audits; grantee financial accountability; and for lessons learned to share with the field. CEG 	<ul style="list-style-type: none"> Professional development of CEG staff to ensure delivery of accurate and informed technical assistance. Staff attends minimum of 3 workshops/conferences. CEG Solidify CEG's procedures for evaluating grantee project fulfillment and reporting, specifically for internal audits; grantee financial accountability; and for lessons learned to share with the field. CEG
	4. Promote programmatic collaborations.	<ul style="list-style-type: none"> Improve intra-agency communication. ALL Mount an exhibition on the art by War Veterans current with the presentation of proposals for the War Memorial Monument. GAL 		

Organizational Goals:

Goal IV. Maintain financial stability for all Arts Commission programs.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Address continuing projected decreases in General Fund allocations.	1. Assess existing resources and corresponding restrictions.	<ul style="list-style-type: none"> • Develop budget scenarios and priorities. • Assess programs in light of what is required by the Charter and Admin Code. MGT • Identification of opportunities for internal redistribution of funds. MGT 		
B. Increase funding from other government sources.	1. Have Director of Cultural Affairs serve on Capital Improvement Advisory Committee.	<ul style="list-style-type: none"> • Aggressively pursue annual Capital Improvement requests. MGT & DEV • Continue to pursue non-mandated opportunities to bring in additional revenue to program. Seek voluntary participation by City Departments at every opportunity. PA & MGT 	<ul style="list-style-type: none"> • Establish programmatic partnerships with organizations and City departments which will result in additional funding toward specific exhibition projects. GAL & MGT 	
C. Increase funding from non-City sources.	1. Identify and pursue outside resources.	<ul style="list-style-type: none"> • Develop a fundraising plan. DEV • Cultivate new relationships with potential corporate and individual donors that may be uniquely suited to each program. MGT & DEV • Launch Friends of The Arts for the entire agency. Needs Full Arts Commission involvement. MGT • Send an annual letter to potential and regular donors each fall. DEV • Promote and expand annual Passport event and expand base of community support. GAL 	<ul style="list-style-type: none"> • Work with Art Cares to raises \$50K for first art restoration project. DEV & COLL 	<ul style="list-style-type: none"> • Continue to work with Art Cares to raises \$50K for art restoration projects. DEV & COLL
D. Receive compensation for services whenever feasible.	<ol style="list-style-type: none"> 1. Evaluate cost effectiveness of initiatives and activities. 2. Evaluate and balance the amount of free and complimentary support that is provided to outside organizations. 	<ul style="list-style-type: none"> ○ Establish a policy to charge for services when feasible and appropriate. PA & CAE 		
E. Develop entrepreneurial opportunities		<ul style="list-style-type: none"> • Promote WritersCorps' online bookstore and at Gallery on line store to increase income for both programs to increase sales. IT & WC & GAL 	<ul style="list-style-type: none"> • Sell Street SmARTs and Arts Education Master Plan tool kit to other municipalities. CAE 	

Organizational Goals:

Goal V. Secure permanent and code-compliant facilities for all programs and operations of the Arts Commission.

Strategies	Objectives	Deliverables FY2011	Deliverables FY2012	Deliverables FY2013
A. Procure new home for all SFAC's programs.	1. Secure museum-grade storage facilities for the City Collection.	<ul style="list-style-type: none"> Participate in Veteran's Building facility retrofit meetings. MGT Explore other permanent facility options as they arise. MGT 		<ul style="list-style-type: none"> Establish San Francisco Public Library as the depository for certain Collection's records. COLL Redesign gallery office space or provide four work stations and redesign storage to accommodate increased storage needs. GAL
	2. Establish a professional and ADA compliant art gallery space of at least 4,000 sq ft			
B. Make necessary repairs, ADA upgrades and capital improvements to Cultural Centers		<ul style="list-style-type: none"> Continue to advocate for funding at Capital Improvements Advisory Committee. MGT 		