

The logo for the San Francisco Arts Commission, featuring the lowercase letters 'sfac' in a white, stylized, sans-serif font on a red square background.

san francisco  
arts commission

# San Francisco Arts Commission Meeting

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**December 4, 2023**

# **Item 1: Call to Order, Roll Call, Agenda Changes, Land Acknowledgement**

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- Call to order
- Roll call / Confirmation of quorum
- Agenda Changes
- Ramaytush Ohlone Land Acknowledgement

# Land Acknowledgement

The San Francisco Arts Commission acknowledges that we are on the unceded ancestral homeland of the Ramaytush Ohlone who are the original inhabitants of the San Francisco Peninsula. As the indigenous stewards of this land and in accordance with their traditions, the Ramaytush Ohlone have never ceded, lost nor forgotten their responsibilities as the caretakers of this place, as well as for all peoples who reside in their traditional territory. As guests, we recognize that we benefit from living and working on their traditional homeland. We wish to pay our respects by acknowledging the ancestors, elders and relatives of the Ramaytush Community and by affirming their sovereign rights as First Peoples. As a department dedicated to promoting a diverse and equitable Arts and Culture environment in San Francisco, we are committed to supporting the traditional and contemporary evolution of the American Indian community.



*Antone Family (Tohono O'odham), 2019, Photo by Hulleah Tsinhnahjinnie*  
Left to right: Christine [seated], Melanie, Michelle and Arianna

## **Item 2: Approval of Minutes**

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*Discussion and Possible Action*

**Motion to Approve November 6, 2023 Minutes**

# Public Comment

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## Item 2: Approval of Minutes

## **Item 2: Approval of Minutes**

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**Motion to Approve November 6, 2023 Minutes**

## **Item 3: General Public Comment**

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### *Discussion*

*(This item is to allow members of the public to comment generally on matters within the Committee's purview as well as to suggest new agenda items for the committee's consideration.)*

# Public Comment

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## Item 3: General Public Comment



## **Item 4:** Strategic Plan Overview Presentation

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### *Discussion*

**Presenters:** Linda Cheu, Vice President, AECOM and Martin Cohen, Principal,  
Cultural Planning Group

**Presentation Time:** Approximately 10-15 minutes



# San Francisco Arts Commission Agencywide Strategic and Business Plan

December 4, 2023



# Agenda

1

Meet Our  
Team

2

The Planning  
Process

3

Questions?

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# Meet our core team



**Linda Cheu**  
Project Director/Manager  
AECOM



**Martin Cohen**  
Planning Process Leader  
CPG



**Lisa Abboud**  
Facilitation & Engagement  
InterEthnica



**Francisco Refuerzo**  
Deputy Project Manager  
AECOM

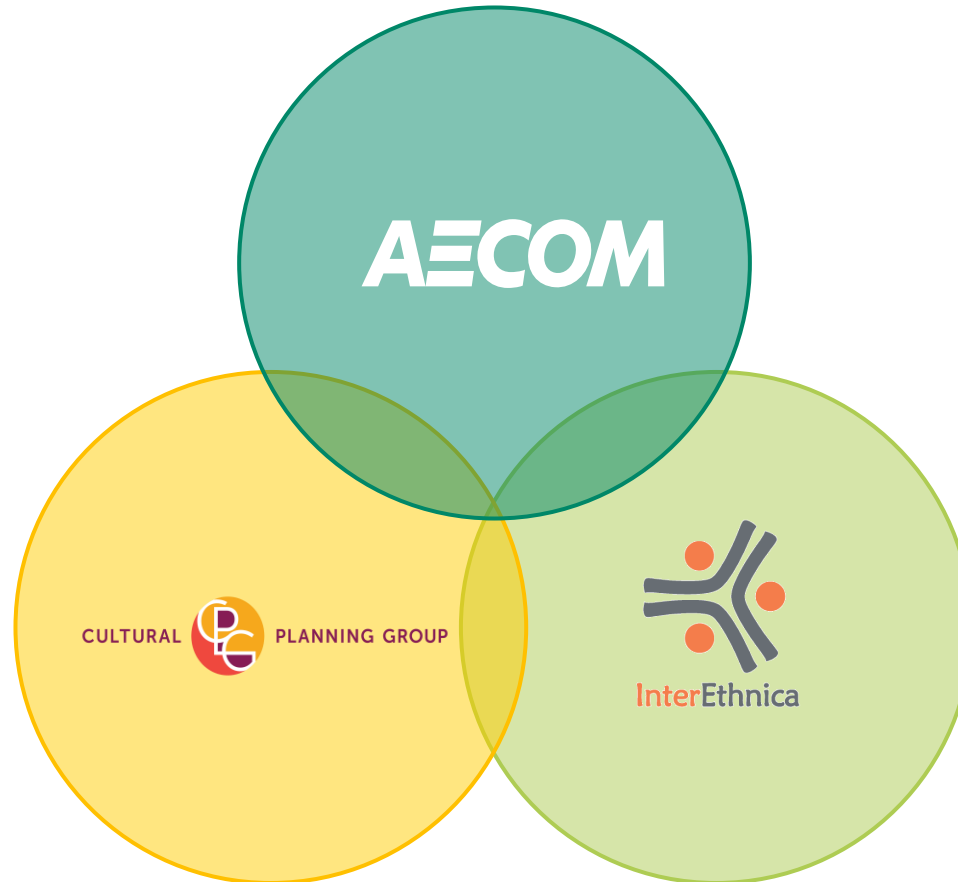


**Sean Tapia**  
Research, Data & Equity  
AECOM

# What our teams brings to this project

## CPG

- Decades of experience preparing strategic plans for arts agencies
- Understanding of policy, funding, and operational trends
- Expertise with cultural policy and equity policies and programs
- National database of arts agency benchmarking data



## AECOM Economics + Advisory

- Over 65 years of experience with arts and culture economics and business planning
- Clients include public agencies and nonprofit organizations
- Specialty practice developing social and racial equity indices to evaluate public agency investments
- Regularly work with City & County departments and other public agencies in San Francisco
- Familiar with the art and cultural landscape in San Francisco

## InterEthnica

- Facilitation, public engagement, and communications
- Equity engagement for over 20 years
- Based in San Francisco with extensive experience with City & County of San Francisco agencies and communities
- Certified, multilingual team

# Our team's experience

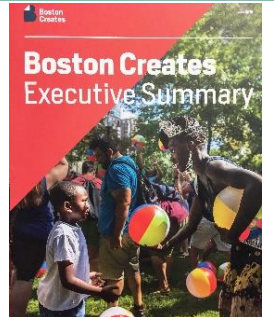
## Public Arts Agency Experience

Public arts agency strategic and business plans

Arts & cultural masterplans

Public art plans

Social and racial equity analysis



# Our team's experience

- National Center for Civil and Human Rights / Morehouse College Martin Luther King, Jr. Collection, Atlanta, GA
- Southeast Community Center, San Francisco, CA
- Autry Museum of the American West, Los Angeles, CA
- Oakland Symphony, Oakland, CA
- Little Saigon Strategic Development Strategy, Westminster, CA
- GLBT Historical Society, San Francisco, CA
- California Indian Heritage Center, Sacramento, CA
- Mexican Museum, San Francisco, CA
- City of Bellevue Cross Cultural Center Strategy, Bellevue, WA
- Dallas Asian American Cultural Center, Dallas, TX
- Charleston International African American Museum, Charleston, SC
- Vancouver Chinatown Economic Development and Cultural Strategy
- San Francisco Chinatown Economic Revitalization and Cultural Strategy
- Plaza de Culture y Arte, Los Angeles, CA
- Culver City Arts and Culture Element of the General Plan Update, Culver City, CA
- City of Santa Ana Arts & Culture Master Plan, Santa Ana, CA
- National Center for Latino Arts and Culture/Centro Alameda Theatre, San Antonio, TX
- National Museum of African American History and Culture, Washington, DC
- Japantown Expansion and Revitalization Strategy, San Jose, CA
- Raices Culturales Latinoamericanas, Philadelphia, PA



*National Center for Civil & Human Rights, Atlanta, GA*



*San Francisco Chinatown Economic Development and Cultural Strategy*

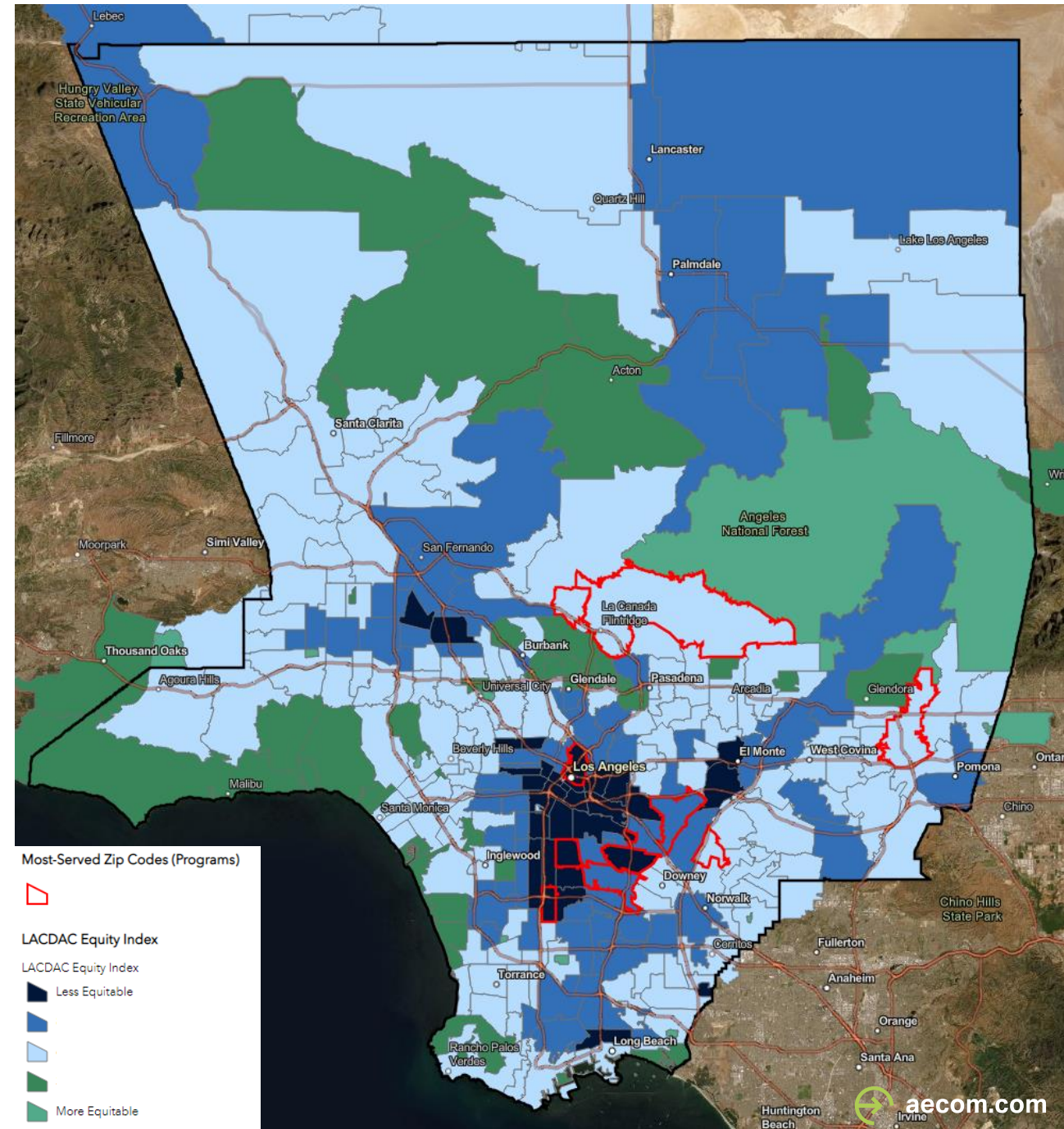


# Our team's experience Los Angeles County Department of Arts and Culture

- Developed an equity index responding to the Countywide Cultural Policy Equity and Inclusion Initiative
- Worked with LACDAC, CEII Advisory Committee, and other County Departments
- Informing Department priorities, policies and programs, and action (LACDAC Datathon)

## **Key Metrics**

- Race/Ethnicity
- Poverty Status
- Household Income
- Age
- Educational Attainment
- LGBTQ+
- Language Spoken at Home
- Employment
- Disability Status
- Housing Burden
- Transit and Car Access
- Park & Community Institutions Access
- Healthy Food Access





# The Planning Process

# Process Overview

## Timeline Overview



### Project Orientation & Context Setting

Communication and project  
management protocols

Due diligence review of documents

Early stakeholder interviews

Steering committee

**October 2023 – January 2024**



### Research and Engagement

Stakeholder & community  
engagement

Data analytics and research

Equity gap analysis

Peer benchmarking

**January 2024 – July 2024**



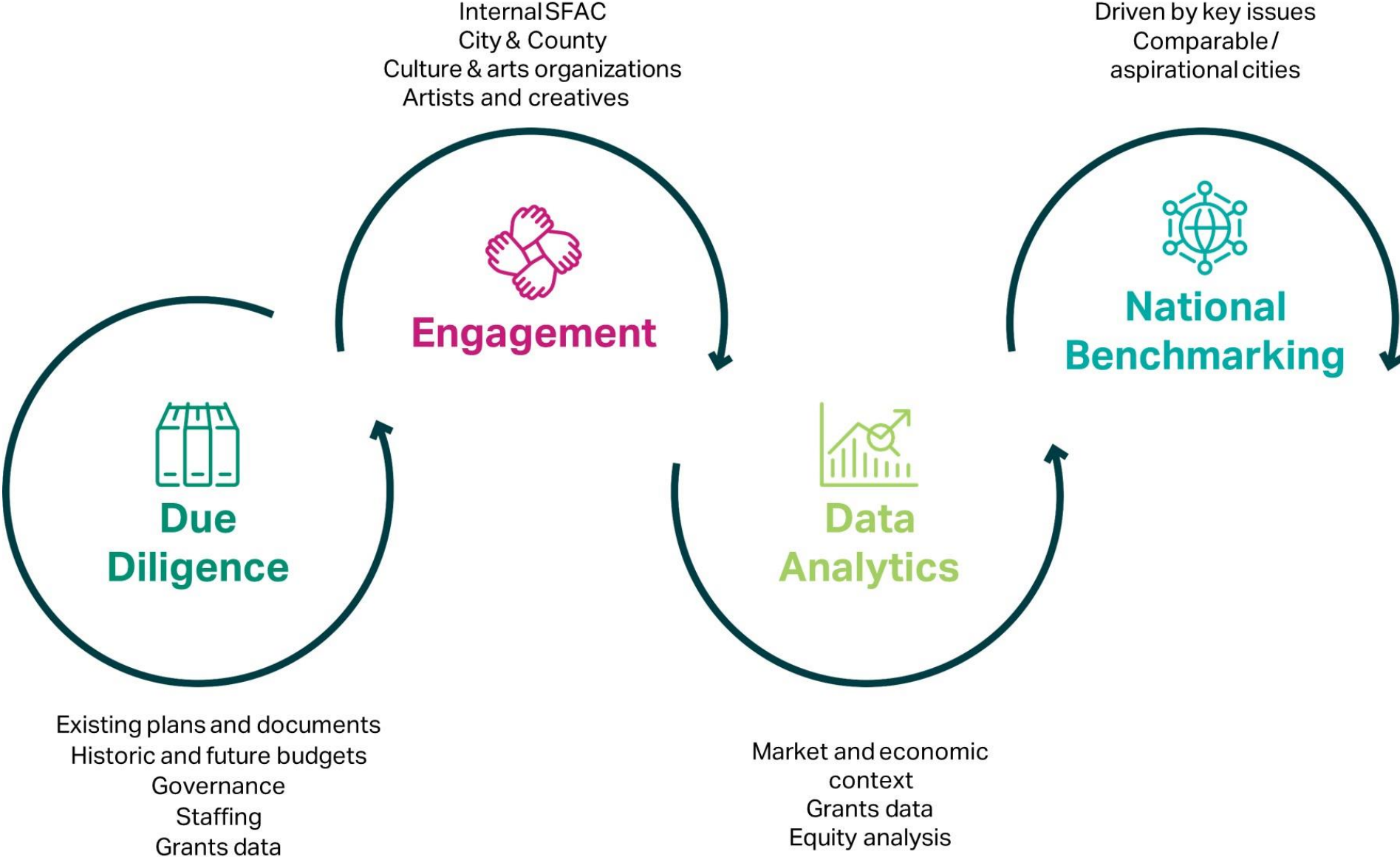
### Document & Presentation Development

Strategic plan documents

Business plan documents

**July – October / November 2024**

# Strategic Plan Process



# Stakeholder Engagement

## Who will we talk to?

SFAC staff  
SFAC commissioners  
City & County stakeholders  
Arts & cultural organizations  
Artists & creatives  
Cultural centers and districts  
Art philanthropic leadership

## How will engagement be organized?

Size of organization / budget  
Arts discipline and creative practice  
Supervisor district  
Neighborhood  
Demographic characteristics of communities served

## How will we engage stakeholders?

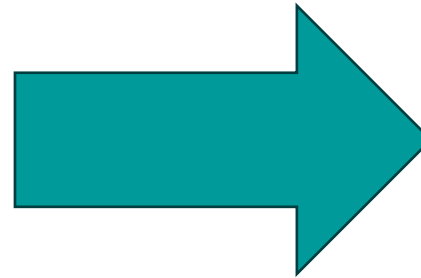
Listening sessions  
Focused group interviews  
Individual interviews  
Online survey

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# Strategic Plan Elements

## A good strategic plan for a public arts agency:

- ✓ Reflects the history & context of the community and agency
- ✓ Synthesizes research, data, and analysis
- ✓ Reflects the community's vision(s)
- ✓ Develops shared policy level goals
- ✓ Centers historically marginalized communities
- ✓ Leverages the creative sector as an economic driver
- ✓ Connects the community and arts sectors
- ✓ Clarifies priorities
- ✓ Is actionable, easy to read, and visually high quality
- ✓ Available in multiple formats

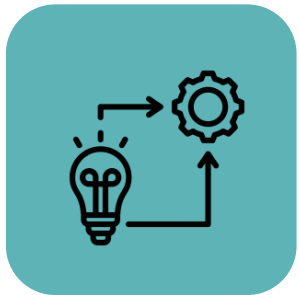


## Strategic Plan Elements

- Agency context
- Arts and culture landscape
- Organizational strategy
- Underlying rationale
- Recommendations
- Deliverables and tools
- Addresses governance, programs, systems, roles, staffing, & operations

# Business Plan Elements

**Business planning and strategic planning are iterative**



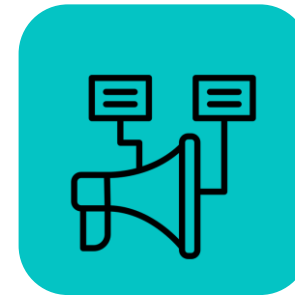
**Implementation  
Plan**



**Staffing and  
Budget Analysis**



**Data Collection &  
Organization**



**Communication  
Plan**



**Evaluation Tools and  
System of  
Accountability**

**Thank you.**

# Public Comment

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Item 4: Strategic Plan Overview Presentation



## **Item 5:** Nomination and Election of Arts Commission Officers

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### *Discussion and possible action*

Discussion and possible motion to nominate and elect officers of the Arts Commission (President and Vice President) for a term beginning on January 1, 2024. The Nominating Committee approved the slate of Charles Collins as President and Janine

# Public Comment

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**Item 5:** Nomination and Election of Arts Commission Officers

## **Item 5:** Nomination and Election of Arts Commission Officers

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**Motion to nominate and elect officers of the Arts Commission (President and Vice President) for a term beginning on January 1, 2024. The Nominating Committee approved the slate of Charles Collins as President and Janine Shiota as Vice President.**

**Item 6:** Announcement by Commission President  
regarding appointment of new Commission Secretary

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*Discussion*

## Public Comment

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**Item 6:** Announcement by Commission President regarding appointment of new Commission Secretary

# **Item 7: Committee Reports and Committee Matters**

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*Discussion*

# Item 7, Subitem 1

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## Visual Arts Committee Report

### *Discussion*

**Presenter:** Commissioner Ferras

**Presentation Time:** Approximately 10 minutes

Report from the Visual Arts Committee regarding activities of the Committee and the Program.

# Chinatown Public Health Center - Dragon Sculpture



**Dragon Relief by Patti Bowler  
Existing Artwork Location**



## Proposed Relocation Options

**Mason St: Original Finish**



**Mason St: Gold Finish**



**Broadway St: Original Finish**



**Broadway St: Gold Finish**





# Mayor Ed Lee Bust

Existing James D. Phelan Bust



Proposed Mayor Ed Lee Bust on Phelan Plinth



Proposed Plaque Text to cover original

Edwin M. Lee  
李孟賢

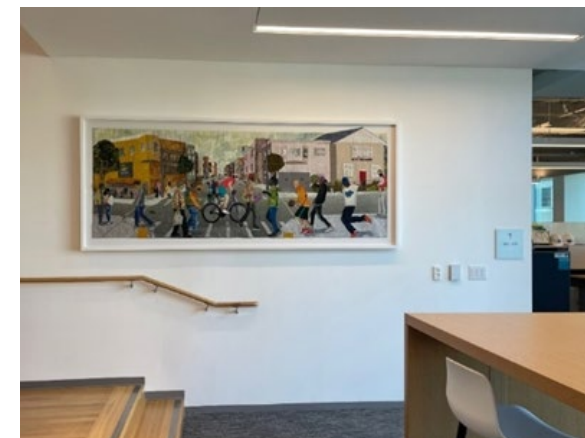
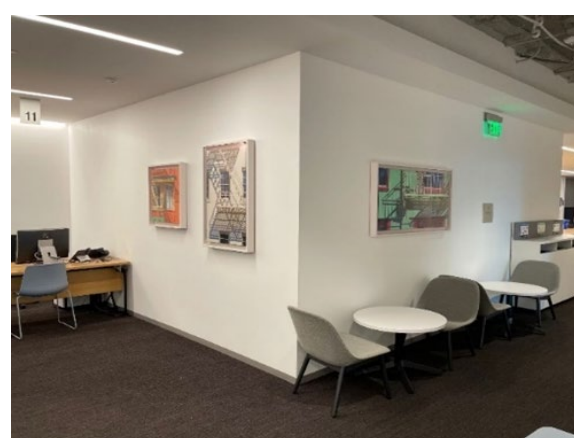
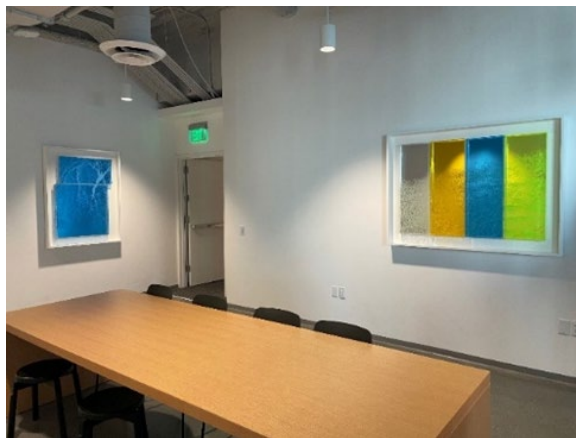
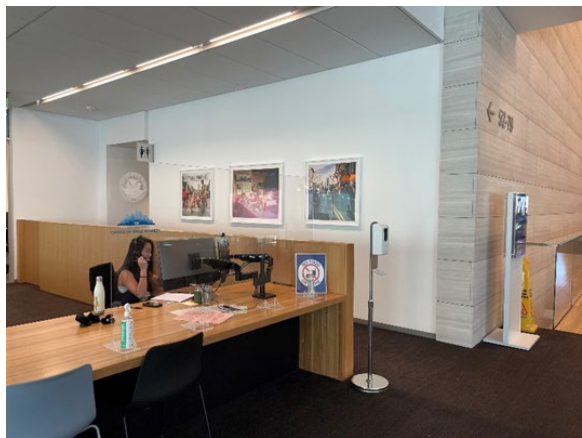
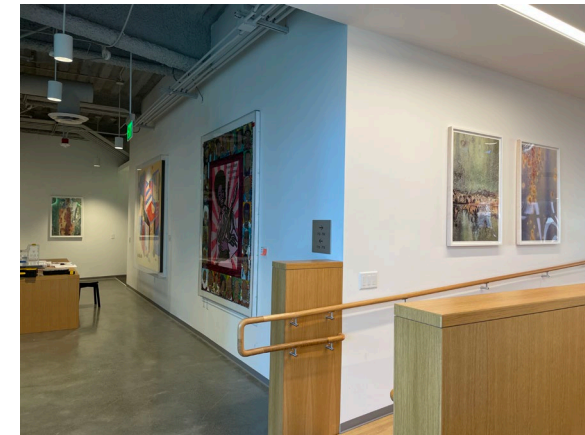
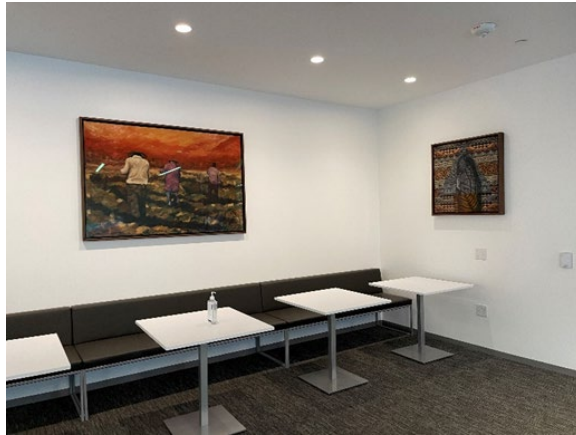
“There is no limit to the success and potential of this extraordinary City if we keep the door of opportunity open to every San Franciscan.”

只要我們為每一位三藩市居民敞開機會之門，這座非同凡響的城市潛力和成就是無限的。

Mayor of San Francisco  
三藩市市長  
2011 - 2017

# 49 South Van Ness - 2D Art Program

66 artworks by 38 artists installed on floors 2-16 installed April 2021 and October 2023



# Public Comment

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## Item 7.1: Visual Arts Committee Report

## **Item 8: Consent Calendar**

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*Action*

# Public Comment

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## Item 8: Consent Calendar

## **Item 8: Consent Calendar**

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*Action*

## **Item 9: New Business and Announcements**

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### *Discussion*

*(This item is to allow Commissioners to introduce new agenda items for consideration.)*

# Public Comment

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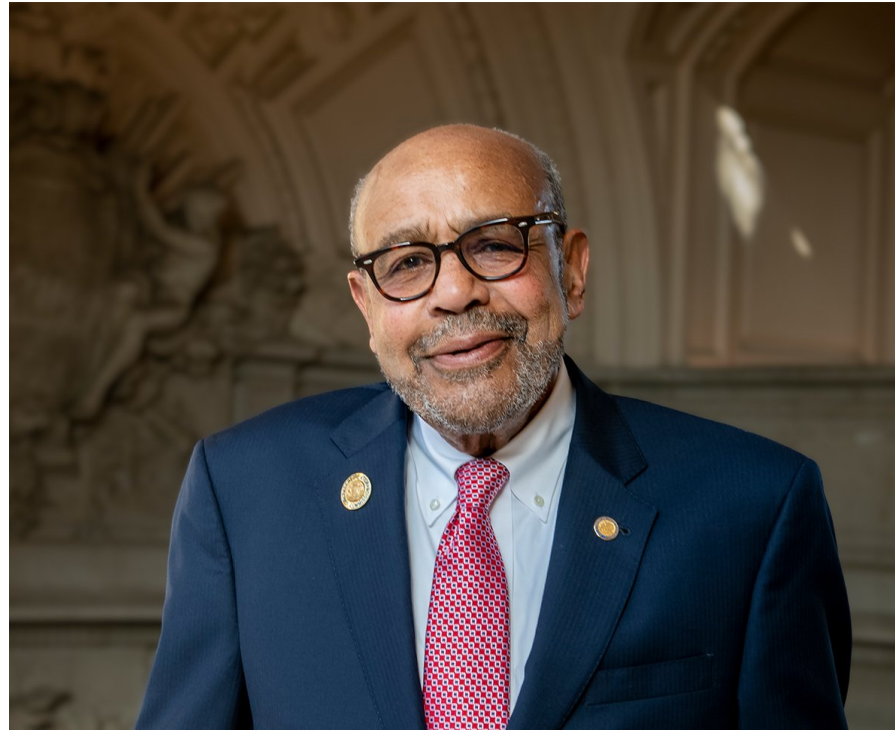
## Item 9: New Business and Announcements



# Item 10: In Memoriam

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*Discussion*



***Laurence "Larry" Griffin, REC Commissioner  
June 26, 1954 - July 5, 2023, age 69***



***Elaine Badgley Arnoux, Painter  
April 20, 1925 – July 15, 2023, age 97***



***Joyce Manalo, Artist & Former SFAC Colleague***  
***March 19, 1965 – July 17, 2023, age 58***



*William Lonon Smith, Arts Patron*  
*November 4, 1947 - September 23, 2023, age 75*



*Richard D. May, Actor*  
*July 8, 1958 - October 28, 2023, age 65*



*Chief Yagbe Awolowo Onilu, Master African Drummer and Composer  
1956 - November 2, 2023, age 67*

# Public Comment

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Item 10: In Memoriam



# Item 11: Adjournment

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*Action*