



# 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

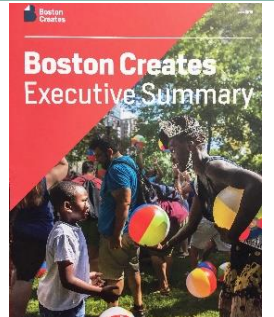
## Public Arts Agency Experience

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*



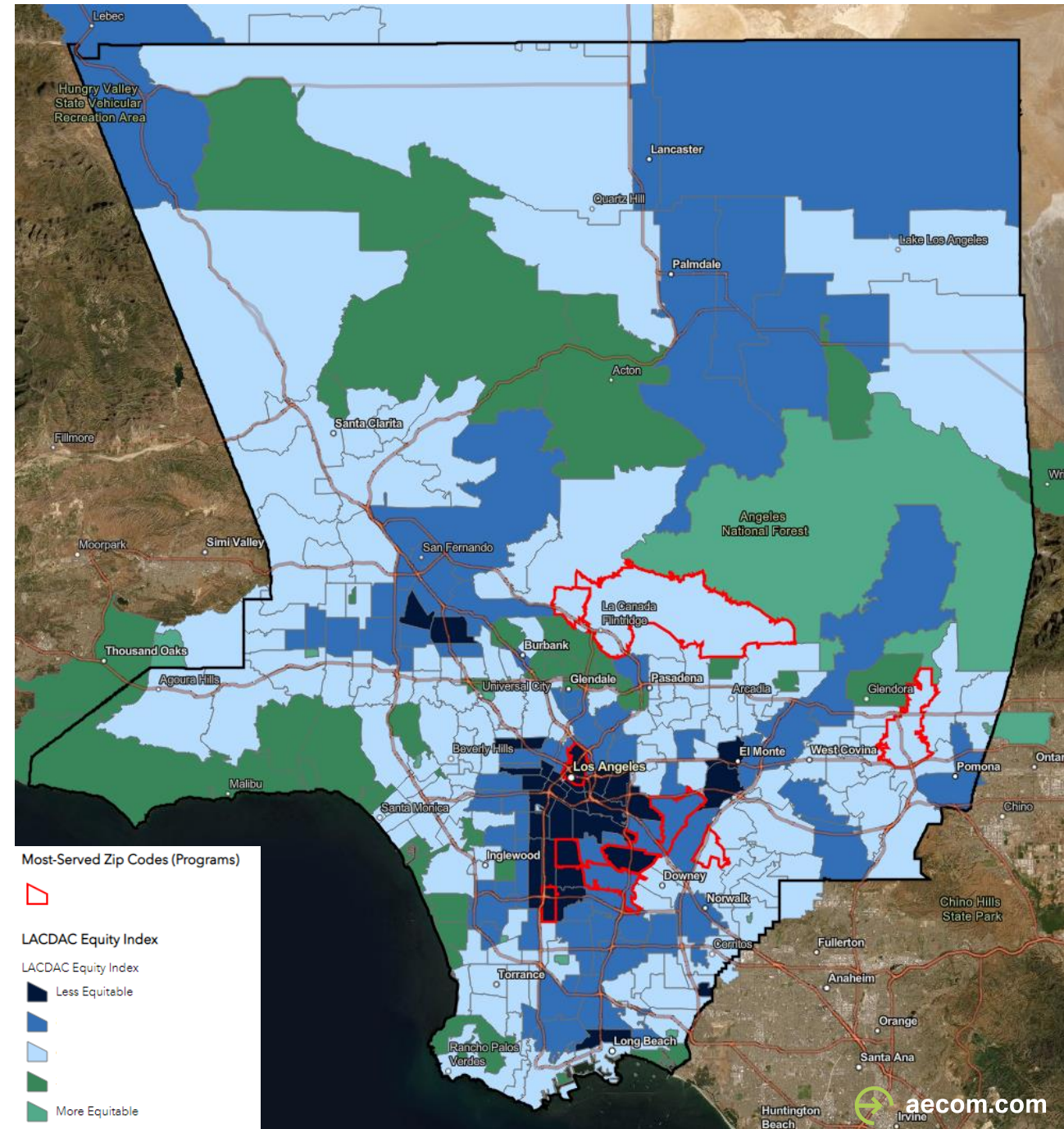
# Our team's experience

## 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**



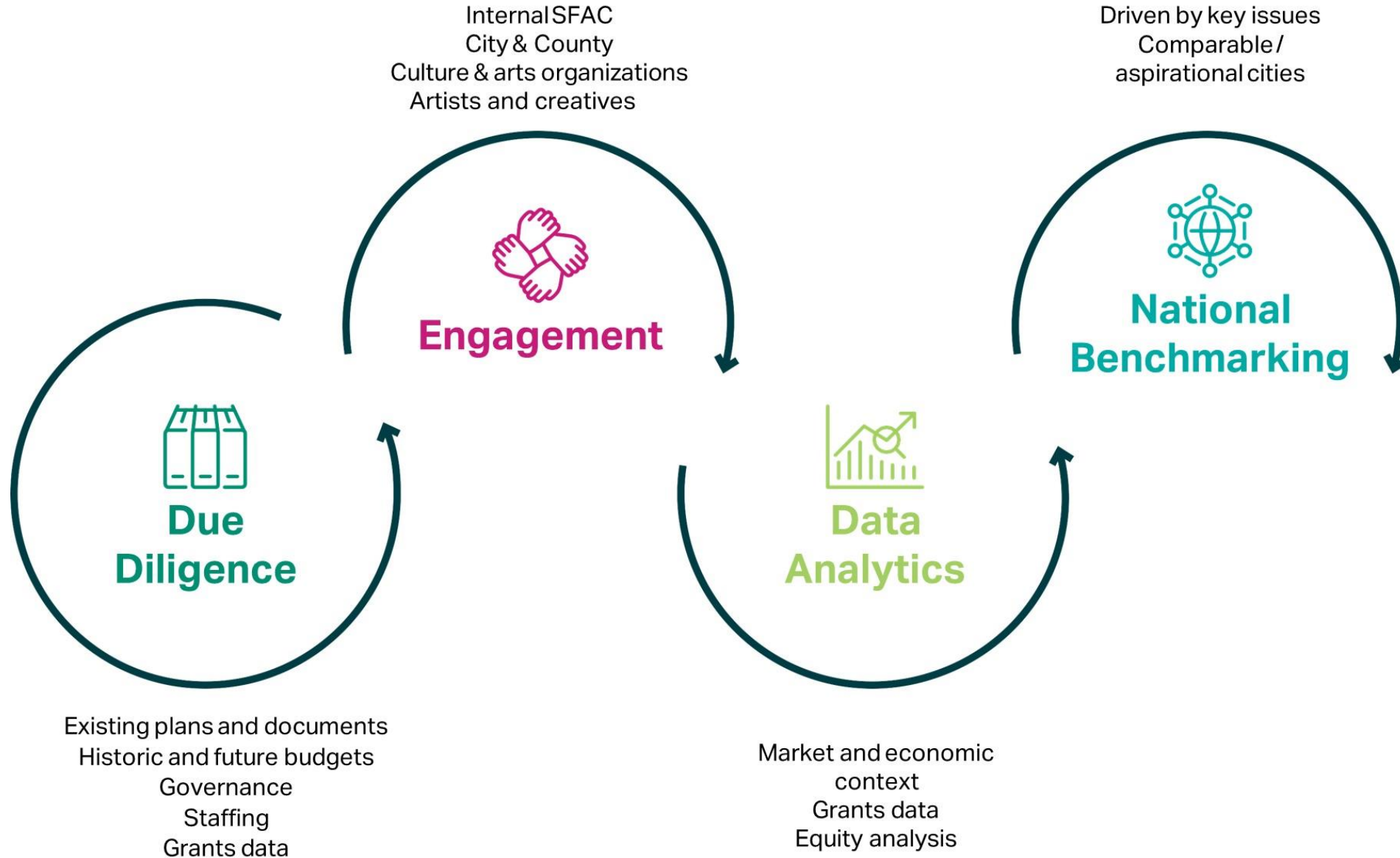
### Document & Presentation Development

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?

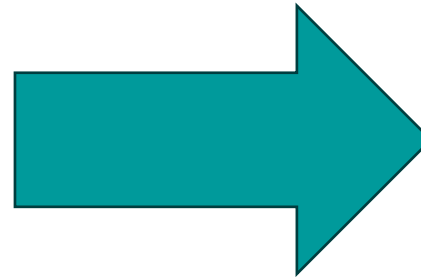
Listening sessions  
Focused group interviews  
Individual interviews  
Online survey

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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**



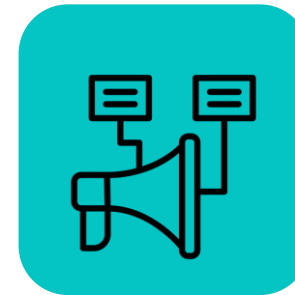
**Implementation  
Plan**



**Staffing and  
Budget Analysis**



**Data Collection &  
Organization**



**Communication  
Plan**



**Evaluation Tools and  
System of  
Accountability**

**Thank you.**