SFAC GRANTS DATA & COMMUNITY FEEDBACK

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Policy & Evaluation
RESEARCH FRAMEWORK

- Purpose: to assess the grant-making of the San Francisco Arts Commission within the context of the Strategic Plan

- Research Questions
  
  - What has been SFAC’s funding pattern in the past?
    - Study of SFAC grants data from 1995-2014
  
  - What are promising practices in the field of grant making?
    - Review of secondary literature on promising practices in grant-making
  
  - What is the local context of SFAC grants?
    - Focus group with prospective and former grantees, as well as experts in the field
## FINDINGS ORGANIZATIONS 1995-2014
*(EXCLUDING CULTURAL CENTER FUND GRANTS)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Grants Given</td>
<td>1,881</td>
</tr>
<tr>
<td>Total Amount of Grants Given</td>
<td>$29,672,835</td>
</tr>
<tr>
<td>Number of Organizations Grantees</td>
<td>421</td>
</tr>
<tr>
<td>Mode (Most Frequent Grant Amount)</td>
<td>$12,000</td>
</tr>
<tr>
<td>Maximum Grant Amount</td>
<td>$120,000</td>
</tr>
<tr>
<td>Minimum Grant Amount</td>
<td>$900</td>
</tr>
</tbody>
</table>
DISTRIBUTION OF ORGANIZATIONAL GRANTS BY CATEGORY: 1994-2014

- OPG: 35%
- CEI-L2: 20%
- CEI-L1: 19%
- CRSP: 10%
- Other: 84%
- PIC: 6%
- ACIP: 7%
- Native: 2%
- ANV: 1%
- SPG: <1%
<table>
<thead>
<tr>
<th>Organizations</th>
<th>Total Grant Amount</th>
<th>Number of Grants</th>
</tr>
</thead>
<tbody>
<tr>
<td>509 Cultural Center / The Luggage Store</td>
<td>$411,560</td>
<td>14</td>
</tr>
<tr>
<td>ABADA Capoeira San Francisco</td>
<td>$451,830</td>
<td>15</td>
</tr>
<tr>
<td>Aunt Lute Books</td>
<td>$447,125</td>
<td>8</td>
</tr>
<tr>
<td>Brava Theater Center</td>
<td>$356,510</td>
<td>14</td>
</tr>
<tr>
<td>Chinese Cultural Productions</td>
<td>$402,300</td>
<td>15</td>
</tr>
<tr>
<td>Chinese Culture Foundation of San Francisco</td>
<td>$444,883</td>
<td>20</td>
</tr>
<tr>
<td>Chinese Historical Society of America</td>
<td>$395,950</td>
<td>14</td>
</tr>
<tr>
<td>Cultural Odyssey</td>
<td>$362,750</td>
<td>9</td>
</tr>
<tr>
<td>Dance Brigade</td>
<td>$438,800</td>
<td>14</td>
</tr>
<tr>
<td>Galeria de la Raza</td>
<td>$661,525</td>
<td>22</td>
</tr>
<tr>
<td>Kulintang Arts Inc.</td>
<td>$345,110</td>
<td>17</td>
</tr>
<tr>
<td>Queer Cultural Center</td>
<td>$515,755</td>
<td>17</td>
</tr>
<tr>
<td>Women’s Audio Mission</td>
<td>$335,950</td>
<td>10</td>
</tr>
<tr>
<td>ZACCHO Dance Theatre</td>
<td>$404,550</td>
<td>14</td>
</tr>
</tbody>
</table>
### FINDINGS INDIVIDUAL ARTISTS 1995-2014

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Grants Given</td>
<td>495</td>
</tr>
<tr>
<td>Total Amount of Grants Given</td>
<td>$4,373,350</td>
</tr>
<tr>
<td>Number of Individual Artists Grantees</td>
<td>361</td>
</tr>
<tr>
<td>Mode (Most Frequent Grant Amount)</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Maximum Grant Amount</td>
<td>$10,000.00</td>
</tr>
<tr>
<td>Minimum Grants Amount</td>
<td>$2,433.00</td>
</tr>
</tbody>
</table>

![IAC Number of Grant Distribution by Disciplines](image)
FINDINGS CULTURAL CENTERS 2004-2014

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Grants Given</td>
<td>70</td>
</tr>
<tr>
<td>Total Amount of Grants Given</td>
<td>$24,634,646</td>
</tr>
<tr>
<td>Number of Cultural Center Grantees</td>
<td>7</td>
</tr>
<tr>
<td>Mode (Most Frequent Grant Amount)</td>
<td>$96,974</td>
</tr>
<tr>
<td>Maximum Grant Amount</td>
<td>$621,551</td>
</tr>
<tr>
<td>Minimum Grant Amount</td>
<td>$84,847</td>
</tr>
</tbody>
</table>

![Cultural Center Grants Distribution](chart.png)
<table>
<thead>
<tr>
<th>Community Focus</th>
<th>Grant Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Specified Community Focus</td>
<td>3,063,165</td>
</tr>
<tr>
<td>Asian American</td>
<td>2,041,144</td>
</tr>
<tr>
<td>L/G/B/T/Q</td>
<td>608,870</td>
</tr>
<tr>
<td>Women</td>
<td>585,388</td>
</tr>
<tr>
<td>Multiple Community Focus</td>
<td>570,140</td>
</tr>
<tr>
<td>African American</td>
<td>558,350</td>
</tr>
<tr>
<td>Latino American</td>
<td>544,500</td>
</tr>
<tr>
<td>Native American</td>
<td>347,075</td>
</tr>
<tr>
<td>Immigrant</td>
<td>156,350</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>66,250</td>
</tr>
<tr>
<td>Disabled</td>
<td>25,000</td>
</tr>
</tbody>
</table>
COMMUNITY FOCUS – INDIVIDUAL ARTISTS
2004-2014

- Asian American: $745,950
- Women: $603,110
- L/G/B/T/Q: $517,460
- No Specified Community Focus: $387,330
- African American: $273,450
- Latino American: $266,625
- Pacific Islander: $10,000
- Native American: $8,500

Grant Amount
PROMISING PRACTICES IN GRANT MAKING

Grantee Centered Grantmaking

Self Assessment & Mutual Learning

Strategic Philanthropy

Streamlining & Standardization
- Netgrant
- Rightsizing
FOCUS GROUPS FEEDBACK: STRENGTHS

- **Commitment to cultural equity**
  - SFAC grants perceived as equalizer in the San Francisco arts ecosystem
  - Public panel fosters transparency
  - Diversity of panelists

- **Staff’s commitment to capacity building**
  - Easy access to staff for questions
FOCUS GROUPS FEEDBACK: CHALLENGES

- Challenges with SFAC grants
  - Long, difficult, time consuming, costly application
  - Discrepancies between scoring criteria and application questions
  - Inherent subjectivity of panel process
  - Lack of targeted outreach
  - Individual artists: questions in application fail to reflect artists’ work processes
  - Native community: broad definition of Native

- Ongoing critical issues
  - Housing, space, and displacement
  - Lack of adequate funding for the arts in the city
  - SFAC not fulfilling its function as convener and networker for grantees
FOCUS GROUPS FEEDBACK: MULTI-YEAR, UNRESTRICTED SUPPORT

- **Pros**
  - Counters underpayment in the non-profit sector
  - Promotes sustainability
  - Promotes stability for the field
  - Promotes planning for long-term and on-going programs leading to real changes and outcomes
  - Allows for flexibility in programming and responding to changes

- **Cons**
  - Possible concentration in funding
  - Higher competition rate
  - Less access for new and experimental programs
  - Less access for small organization due to capacity
FOCUS GROUPS FEEDBACK: ADDITIONAL SUPPORT NEEDED

- **Application**
  - Streamlined and online application
  - Increased capacity of panelists

- **Technical assistance**
  - Targeted technical support
  - Equitable access to information and technical assistance
  - Additional support for emerging individual artists and small organizations

- **Needs in the arts ecosystem**
  - A comprehensive arts agenda for the city
  - Analysis of the arts economic impact in the city
  - Access to space
Continued focus on underserved communities
Continued open-application policy

Multi-year, unrestricted operation support for anchor organizations upon further analysis of the local arts ecosystem
Project support for organizations and individual artists

Rightsizing and streamlining the application
Online grant management system
Annual evaluation of outcomes
THE FUTURE OF SFAC GRANTS

“EQUITY IS THE PROCESS; EQUALITY IS THE OUTCOME.”

Barbara Mumby
Senior Program Officer
RE-AFFIRM INTENT OF CULTURAL EQUITY LEGISLATION

- Maintain the original grant categories
- Continue to support underserved communities
- Preserve transparency through a public process

Image courtesy of Cuba Caribe Festival.
INCREASE EASE AND ACCESSIBILITY

- “Right-size” the application
- Clearer alignment of application questions to scoring criteria
- Standardized eligibility criteria
- Introduce an online grants management system
- Technical assistance workshops
DEEPEN SUPPORT AND PARTNERSHIPS

- Grantee and community focused approach
- Cohort learning opportunities
- Peer mentoring opportunities
- Learning Institutes and
- Ongoing support and feedback from SFAC staff

Image courtesy of Nā Lei Hulu I Ka Wēkiu.
- Stronger evaluation collection and analysis
- Annual review of outcomes and
- Ongoing community engagement
New guidelines created     May
Guidelines presented to CAEG Committee   June
Technical assistance workshops           July - Sept
First round of applications due          October
Panel review                             Nov – Jan
Funding recommendations to CAEG Committee Feb 2016
Final funding recommendations to full Commission March 2016
Grant window begins                      May 2016
SFAC GRANTS STAFF

- Judy Nemzoff, Community Investments Director
- Barbara Mumby, Senior Program Officer
- Robynn Takayama, Program Officer
- Liz Ozol, Program Officer
- Weston Teruya, Program Associate
- Cristal Fiel, Program Associate
- Alex Tan, Program Associate
Q & A