

SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

MEMORANDUM

TO: Board of Directors

DATE: March 20, 2015

FROM: General Manager

SUBJECT: Art Policy Issues – Funding and Programming Alternatives

Per the Board's direction, staff has been working to develop a new art policy that will provide a foundation for the effective planning and management of the Art in BART program. The purpose of the art policy work is to unify BART's art program, integrate art into larger initiatives, and explore the potential for expansion of the program through innovative partnerships with funders and other organizations. Staff will discuss potential program funding and staffing alternatives at the March 26 Board meeting as an informational item. This memorandum provides greater detail on the policy development process to date and includes preliminary recommendations for program goals, funding and staffing for discussion at the Board meeting.

Policy Research and Development

Staff has facilitated a number of activities to explore key issues related to the development of the art policies. These activities include:

- An inventory of artworks on BART property, including works commissioned by BART and works developed in partnership with other groups (ongoing).
- Peer review of national transit art programs that provided information on staffing, funding, art integration and temporary arts programming for 10 peer transit agencies. Responses were received from 8 agencies with formally adopted art policies and from 2 with informal, though active, art programs. A condensed summary of the findings on Best Practices in Funding and Staffing is included as Attachment A.
- Four roundtable strategy sessions to explore opportunities for temporary art, rotating art, and innovative partnerships with civic arts and cultural organizations. Round Table participants included arts professionals, leaders of regional arts, cultural and youth organizations, educators, and members of the Civic Center and Powell Street area arts and performance organizations. Additional roundtable sessions are scheduled in April, in Castro Valley and Walnut Creek. A list of participating and invited organizations and institutions is included as Attachment B.
- One-on-one interviews with BART Directors regarding their goals for the art program at BART (September 2014 - January 2015).
- Interviews with key staff members representing the Office of the General Counsel, Systems Safety, Real Estate and Property Development, Office of the District Architect, Government & Community Relations, Marketing and Research, extension projects with art (such as Warm Springs), and Maintenance and Engineering.

- Participation and discussion at the Northern California Public Art Administrators and the American Public Transportation Association Art in Transit meetings in October 2014.
- Informational presentation to the Board on Mission, Vision, Goals, Art Opportunities, and Constraints (January 22, 2015).

Art Policy and Program: Findings

Following are several findings from the outreach described above that have influenced the policy alternatives analysis:

- Every domestic art in transit program with a policy has full time staff, which is at least partially funded through the operating budget.
- Programs without an operating budget typically do not have temporary art, other programmed art, or community partnership opportunities. This is because capital fund sources used for art may be restricted and these programs are not necessarily allowed.
- Top transit art programs understand that art procurement must be combined with a vigorous program of interpretation and outreach in order to achieve maximum impact.
- Local arts organizations are very interested in partnering with BART, but emphasized that BART needs to demonstrate respect for its own art collection through a maintenance and conservation program.
- Partnership programs flourish by setting clear ground rules and making it easy for partners to engage with the agency. BART must do this work upfront, creating an internal culture that meets potential collaborators halfway and provides some clear guidance and technical support (e.g. on insurance agreements, permit process, etc.).
- Local arts organizations believe it will be difficult to do everything at once with a single staff member— a phased approach where BART demonstrates one or two early wins will offer a stronger start and help to build credibility for deeper partnerships with future funders or art providers.
- A successful art program will balance high profile and large-scale art opportunities with community-based art initiatives.
- Embedding art or artistic design up front in major capital projects will stretch limited art dollars further and could have a large-scale visual impact, but should not be the sole objective of an art program.

In summary, findings from research and analysis to date confirm that a successful art program must be driven by a clear program mandate, adequate and sustained project funding, and visionary leadership by professional internal art program staff.

Art Policy: Key Recommendations

Staff is requesting that the Board provide guidance at the March 26 Board meeting on three key areas to be addressed in the policy: Vision and Goals, Funding, and Staffing. These are described below.

A. Vision and Goals

Board, staff and community stakeholders all contributed to the vision of a unified, active art program. Based on the research to date, staff recommends that the vision for the art program be as follows:

The San Francisco Bay Area Rapid Transit District seeks to implement an arts program that will enrich rider experience, connect to communities and support a distinctive sense of place at stations and beyond. BART's art program will build on best practices, lead the field in community participation strategies, engage with arts and cultural organizations and artists, and make riding BART a more delightful, vibrant, and welcoming experience.

This vision is supported by eight proposed goals, which emerged from the three original concepts presented at the Board meeting on January 22nd: Make Transit Work, Create Place, and Connect to Community:

- **Cohesion.** Create a single cohesive and consistent art program to implement the art policy.
- **Opportunity.** Proactively seek opportunities to **implement art** across the District.
- **Partnerships.** Maximize art in the system by leveraging BART's investments through partnerships with other organizations and agencies, and through grant-writing and fundraising.
- **Make Transit Work.** Use arts programming to further BART's functional goals and enhance public perception of BART as transit system that works well for its riders.
- **Showcase Art.** Maintain and make BART's art collection accessible through effective asset management and interpretive strategies.
- **Up-Front Design.** Identify art and environmental design opportunities up front in planning for all major projects, and utilize art to raise the bar on design of projects in stations and affirm distinct identity of each station/community.
- **Transparency.** Establish a transparent and effective process for developing and implementing collaborative projects and programming.
- **Engagement.** Engage with communities throughout the BART system to enhance customer relations, support BART's positive impact in communities and create visible expressions of the unique characteristics of neighborhoods around stations and along trackways.

B. Funding Recommendations: Capital Projects and Operating Fund Allocations

In order to achieve art program goals, consistent and adequate funding is required. Following standard practices in the field of art in transit, staff is recommending that the Board consider two separate yet related methods of funding the art program, Capital Project allocations through a percent-for-art policy, and annual operating fund allocations. A justification for each type of allocation is described below.

1. *Percent-for-Art Capital Allocations for Art*

Staff is recommending that the Art Policy authorizes a percent for art allocation from capital improvement and new construction projects for *all public-facing facilities*, such as new or renovated stations, plazas, tunnels, aerial trackways, and maintenance yards through which patrons pass. Such a policy will help enhance the visual impact of improvements on surrounding communities and on riders, and art in areas only visible to riders and employees will help

generate interest and pride in BART as a unique experience in its own right. Art allocations will be used for costs related to the planning, procurement, installation and maintenance of artwork. The use of funds from all sources will comply with applicable State, local or federal regulations.

Staff is recommending a capital set aside as follows:

- 2% of capital project budgets under \$20 million
- 1% of capital projects over \$20 million.

Pooling Funds: As allowed by various funding sources, staff recommends considering the option to pool funds at the program-level, or reallocate funds from art project budgets in cases where: 1) the art allocation is insufficient to execute a project appropriate to the capital site (capital projects below \$50,000), 2) there is a lack of viable physical space for art, or 3) available resources can be aligned to address District-wide priority locations and objectives for art (e.g. stations lacking art, in need of greater identity enhancement, or that are highly visible global destinations) based-on a strategic systemwide analysis to be completed following policy adoption. Staff also recommends that funds be reserved for permanent or temporary art projects and for the maintenance and conservation of existing artworks, as funding sources allow. Many sources, such as FTA funds, may not allow such pooling or use for art programming. Therefore it is not guaranteed that pooling or reserving capital funds when sources allow will always result in a sufficient amount of funding for temporary or maintenance and conservation programs.

2. Operating Budget Allocations for Program Staffing

Staff is recommending an annual allocation in the amount of roughly \$200,000 from the operating budget to support one FTE position (Art Program Manager). In all of the case studies where a transit agency has adopted an arts policy, between 1 and 8 staff are funded either partially or fully through the operating budget. Further, employing a full time Arts in Transit Program manager is APTA Recommended Practice.¹ The rationale for staffing this position includes the on-going need for experienced staff to:

1. Maintain continuity in the management of the arts program and to bring expertise in art procurement processes.
2. Understand the complexity of operations and maintenance issues to ensure that art projects are compatible with system requirements.
3. Guide artists through the complex process of design and construction, ensuring that critical deadlines are met and budgets adhered to.
4. Partner with community stakeholders to develop and promote District-wide community engagement opportunities.
5. Provide oversight of the art collection, including maintenance and repairs, relocation and alterations, art law interpretation, donations, and de-accessioning.
6. Generate funding for the art program through grant writing, fund raising and private sponsorship opportunities, which will require ongoing relationship-building with potential partners and funders.

Staff notes that this is an ambitious and comprehensive mandate that may require more than one FTE in future years to successfully implement. This underscores the need for a phased approach in which demonstrated success builds a rationale for continued investment and increased capacity.

¹ *Best Practices for Integrating Art into Capital Projects*, American Public Transportation Association, 2013.
<http://www.apta.com/resources/standards/Documents/APTA-SUDS-UD-RP-007-13.pdf>

3. *Operating Budget Allocations for Temporary Projects, Asset Management and Interpretive Strategies*

Lastly, staff recommends an allocation of \$10,000-\$35,000 annually to fund activities to support art program goals and to engage communities across the District. These activities may include pilot programs that engage youth, temporary performances or art displays, production and distribution of interpretive materials related to the existing collection, or the maintenance and repair of damaged artwork. Over time the allocation will be supplemented through grant writing, fundraising and partnerships. This allocation will enable flexibility to conduct these activities, particularly if significant fund sources for major capital projects are restricted and cannot be pooled or reserved for maintenance or programming.

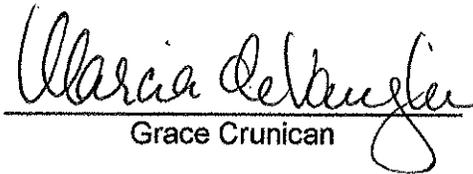
Informational Item Overview

At the March 26 Board meeting, staff will seek guidance from the Board on the following items:

- Confirmation that the Draft Vision and Goals express the intent of the Board with creation of a formal art policy and program;
- Discussion of potential capital set-aside percentages and the pros and cons of each alternative;
- Discussion of a potential operating budget allocation for art maintenance and temporary and community programming;
- Input from the Board on overall program funding and staffing options.

In the coming weeks, the art policy team will finalize a report summarizing research methodologies, best practices, and funding strategies, and art policy recommendations for consideration and adoption by the Board.

If you would like additional information, please contact Robert Powers at (510) 874-7410 or rpowers@bart.gov.


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Attachments

- Attachment A: Art in Transit Best Practices Summary
- Attachment B: Round Table Participants and Invitees

cc: Board Appointed Officers
Deputy General Manager
Chief Planning & Development Officer