

# SAN FRANCISCO ARTS COMMISSION

## Six Month Market Manager Evaluation

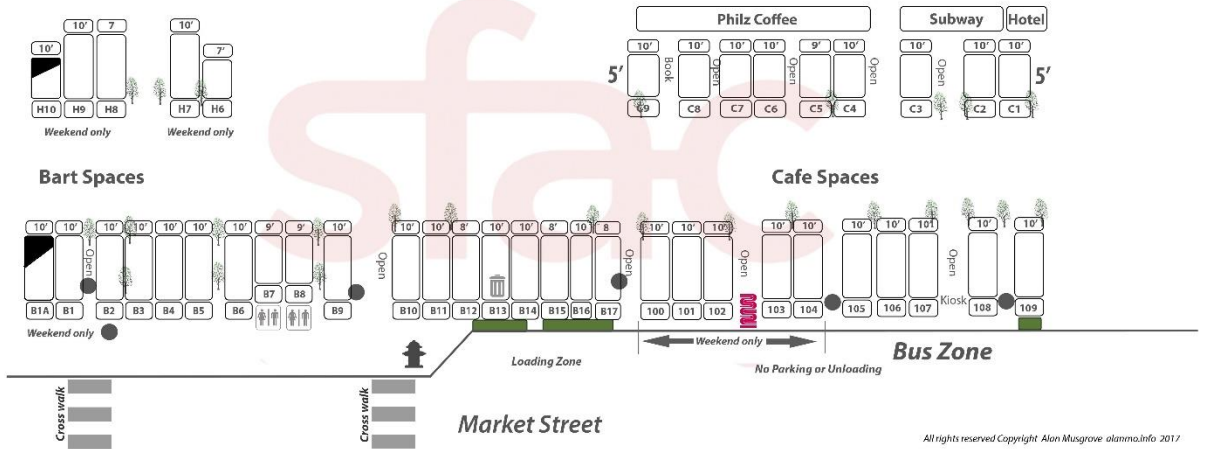
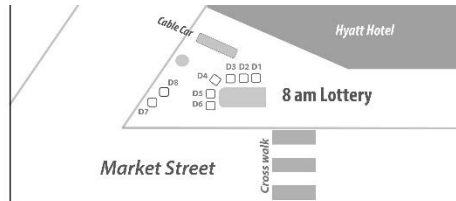


Market & Bart Spaces  
 Date: \_\_\_\_\_  
 Lottery Committee  
 Notes: \_\_\_\_\_

Questions & Complaints:  
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ANNE TRICKEY  
 PROGRAM OFFICER

August 7, 2019

## EMBARCADERO PLAZA ART MARKET

In 1972, the City & County of San Francisco designated Embarcadero Plaza as the flagship art market for the City. For the last 47 years, the market has hosted hundreds of artists making and selling their handmade work.

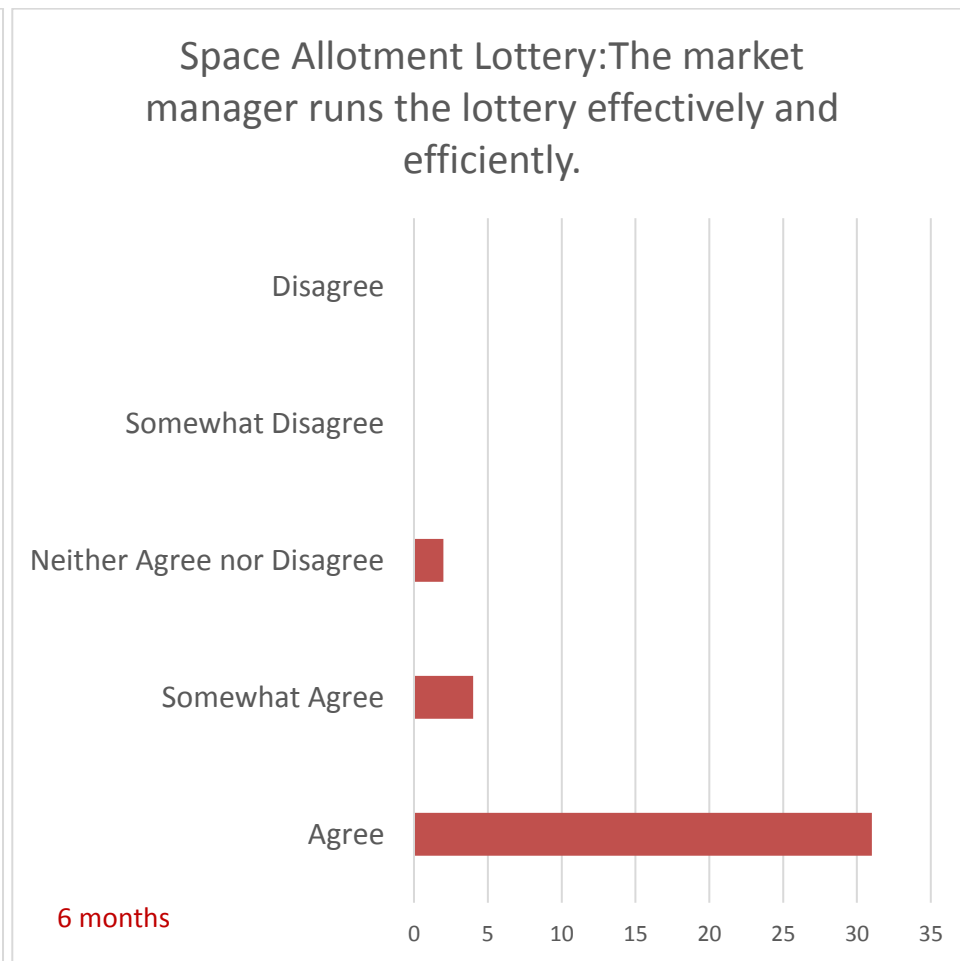
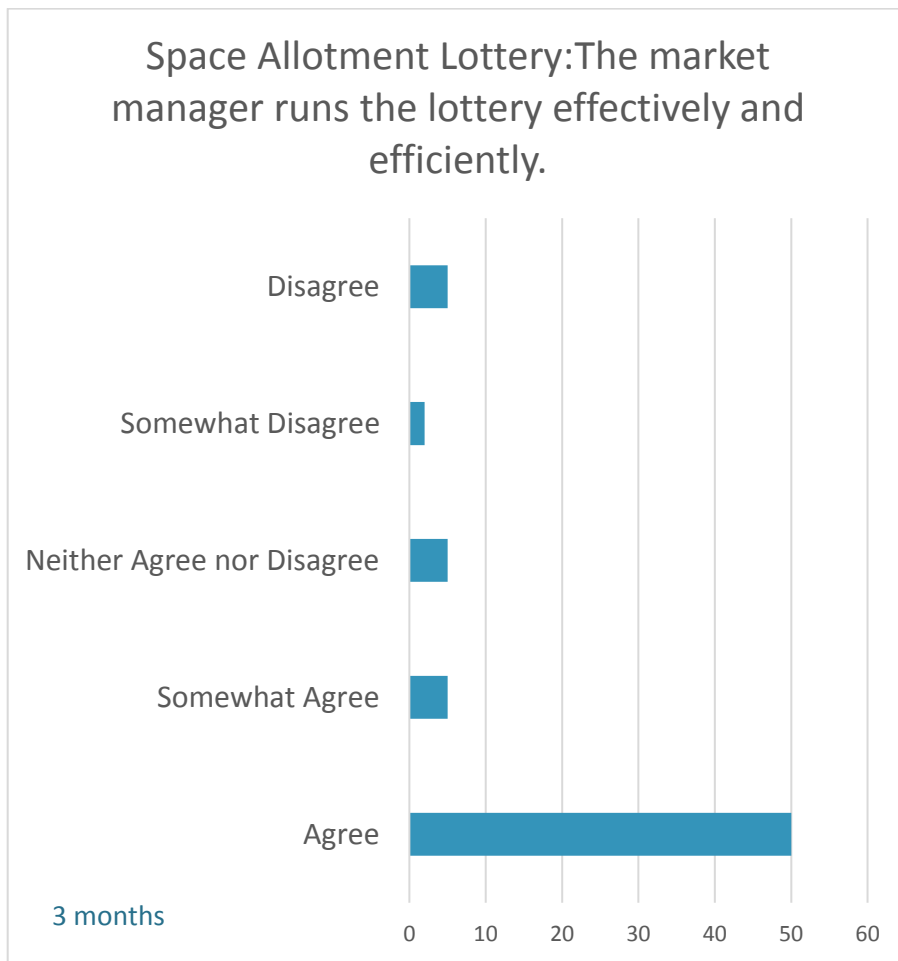
Although a self-sustaining entity for many years, recently the Arts Commission has worked towards providing a more official structure for administrative oversight of the market. Previously, artists volunteered for this work. These volunteers were not paid, but compensated by a guaranteed space at the market.

The volunteer system is outdated. Artists felt that this was a burden that impeded their ability to sell at the market. It made it difficult to deescalate situations and did not guarantee the skillset needed for market management. With this in mind, the Arts Commission contracted with MJM Management group in October 2019 to provide art market administration and security three days a week: Friday, Saturday and Sunday.

An initial evaluation of the relationship between the licensed artists, MJM Management staff, and the Arts Commission was conducted in April 2019. This report is a comparison between previous and current responses from the artists regarding: lottery administration, market set up, parking, safety, artist support, event coordination, and communication with the Arts Commission.

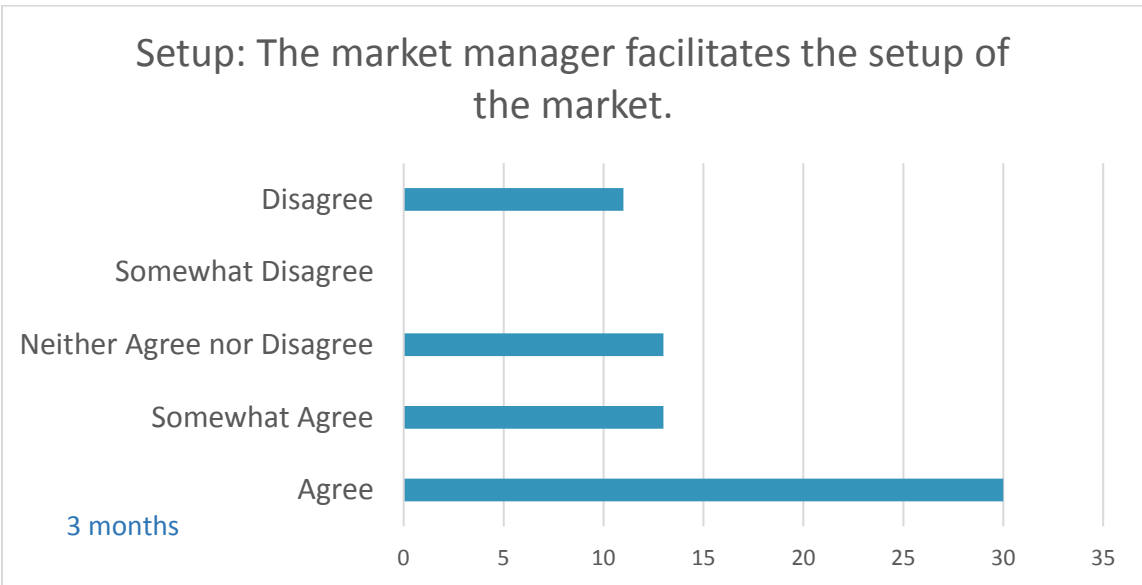
The first evaluation was distributed as a hard copy and online version in three languages: Chinese, English and Spanish. Out of 120 average number of artists entering the lottery on Saturdays, 68 artists responded for a 56% response rate.

Since very few paper evaluations came in the first round, the second evaluation was only distributed online in Chinese, English and Spanish. 37 artists responded for a 31% response rate.

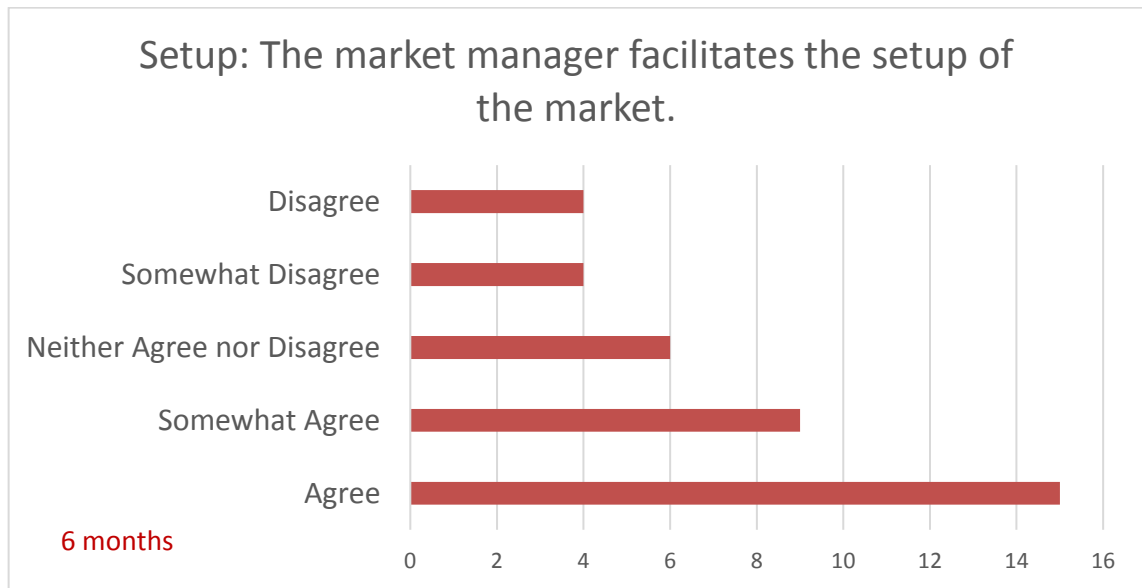


Every morning at 7am the market manager runs a lottery which allows artists to choose where they want to sell for the day. Before 2018 this was a process done by hand with paper. The Arts Commission built a tailored system with specifications set by the artists to facilitate this process. Artists enter and are given their number in line electronically. They pick their space in person on the map.

While there are fewer artists responding to the survey for the second round, the responses show an increase in satisfaction with the market manager running the lottery.

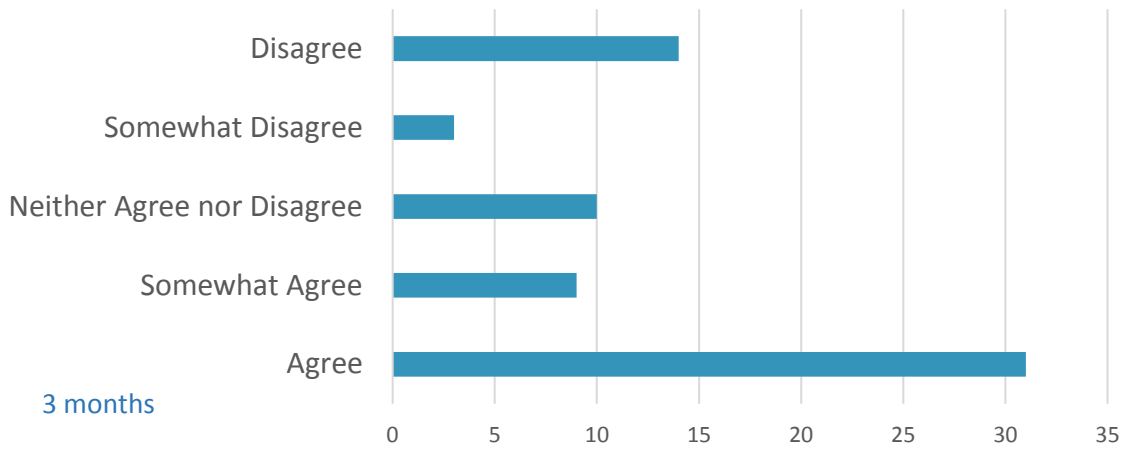


MJM was chosen as the contractor for the market management because of their familiarity with city systems. They understand who to contact for services with street cleaning and other needs and have direct experience with other city agencies who have overlapping jurisdiction in the Embarcadero Plaza area.



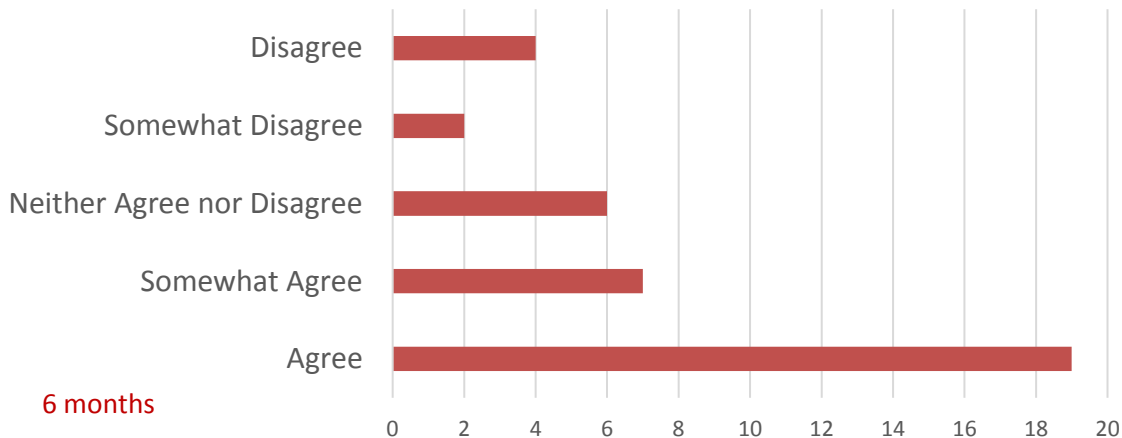
The percentage of artists that Agree or Somewhat Agree that the market manager facilitates the setup of the market rose from 62% to 67% over the last few months.

Setup: The market manager addresses issues such as cleanliness and individuals or objects occupying artist spaces.



Artists disagreeing that the market manager addresses issues such as cleanliness and individuals or objects occupying artist spaces dropped from 28% to 16%.

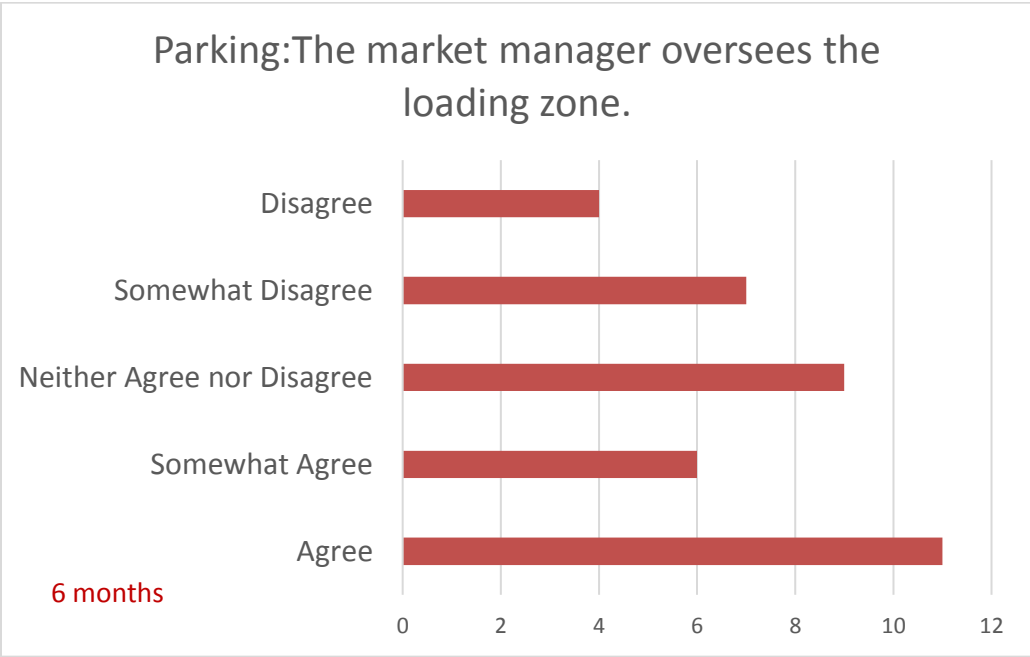
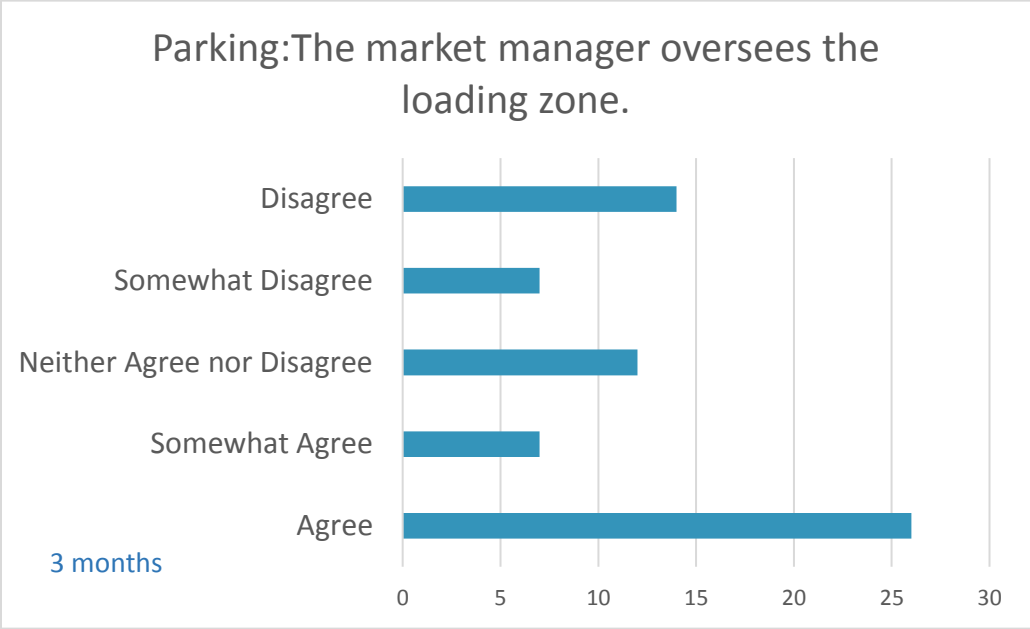
Setup: The market manager addresses issues such as cleanliness and individuals or objects occupying artist spaces.



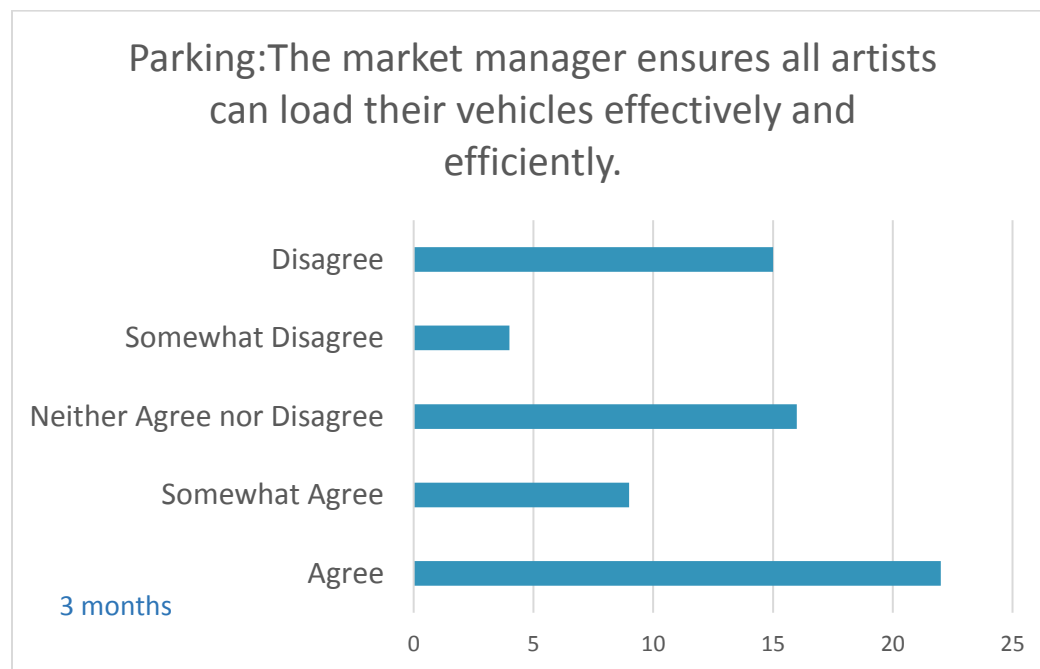
In the open-ended questions, artists are requesting that the market manager or Arts Commission ask for daily cleaning of the area by the Department of Public Works (DPW). DPW has stated that they do this every morning, but artists still find that they need to clear trash including human waste from spaces occupied by unhoused people at night.

Parking is a long-standing issue at the market. There are only a few metered spaces, a loading zone, and a handshake agreement with Rec and Park to use the plaza before 9am and after 4pm to alleviate loading congestion. The bottleneck affect leads to contention and disagreement between artists. This remains an area of need for continued oversight.

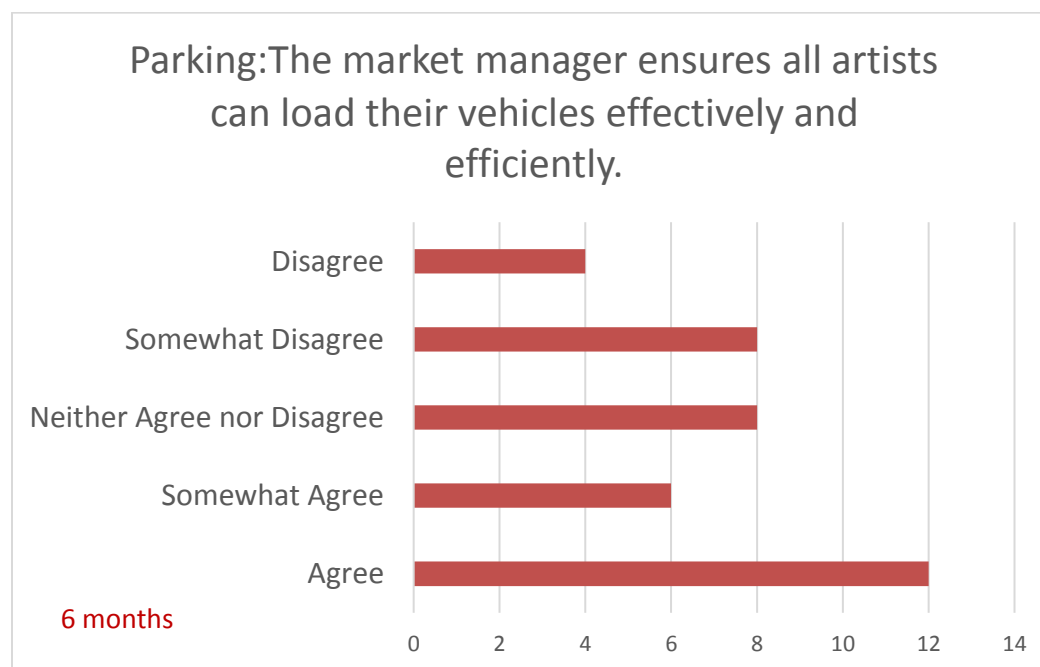
While 30% of artists still Disagree or Somewhat Disagree that the market manager oversees the loading zone, the open-ended questions point to this being an issue when the market manager is not there Monday through Thursday.



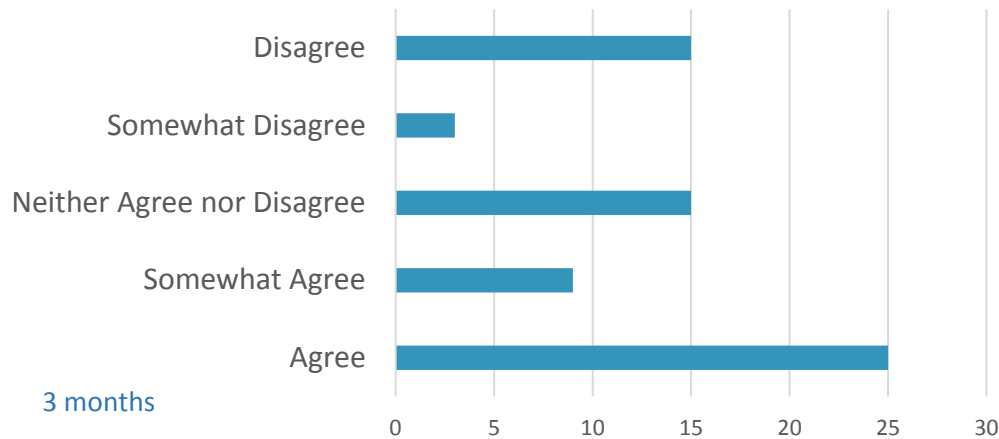
The percentage of artists who Agree or Somewhat Agree that the market manager ensures all artists can load their vehicle effectively and efficiently rose slightly from 46% to 49%. That said, altercations over parking and the loading zone are the number one issue leading to disciplinary proceedings in the program.



Artists have requested a parking permit or discounted parking from local garages. Program staff investigated this idea with MTA, but did not get much traction. A staff person would need to be present to validate the parking and a business agreement would need to be signed between the market and the parking garage. This most likely would be an additional cost to the program.



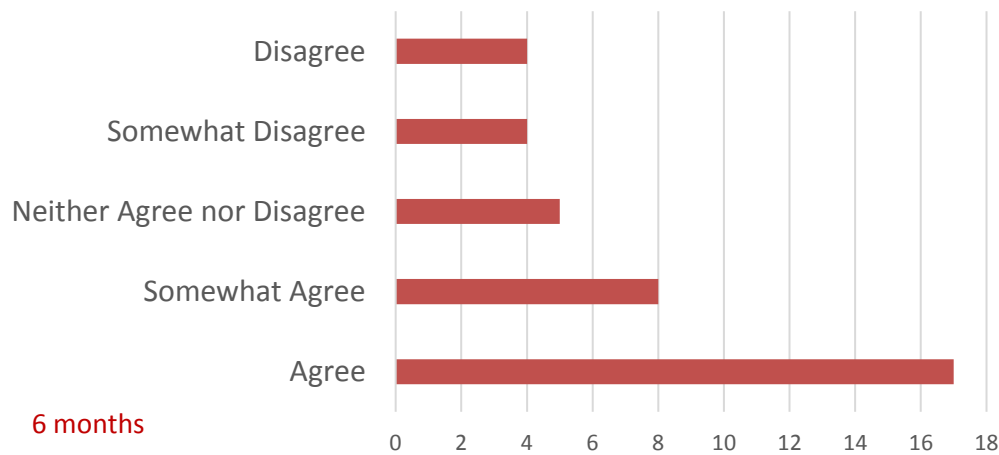
Safety: The security presence is effective.  
When incidents happen, I can rely on the security staff to deal with the issue.



Concerns for safety at the market have increased in the last three years in correlation with the city's rise in unhoused persons. The Embarcadero Plaza is an open space, and by design, a place built for gathering.

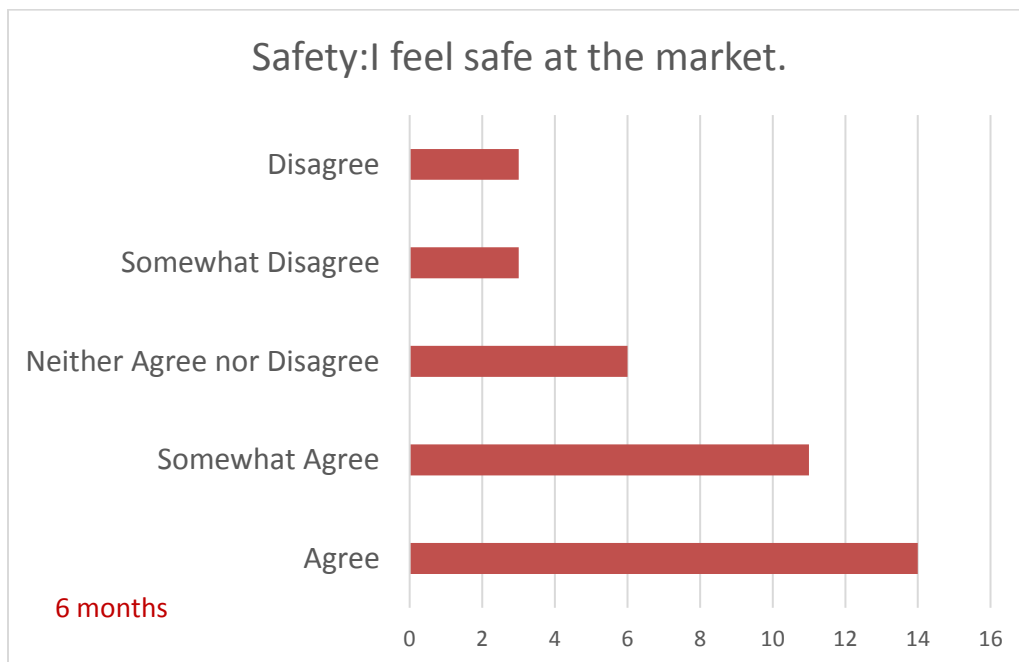
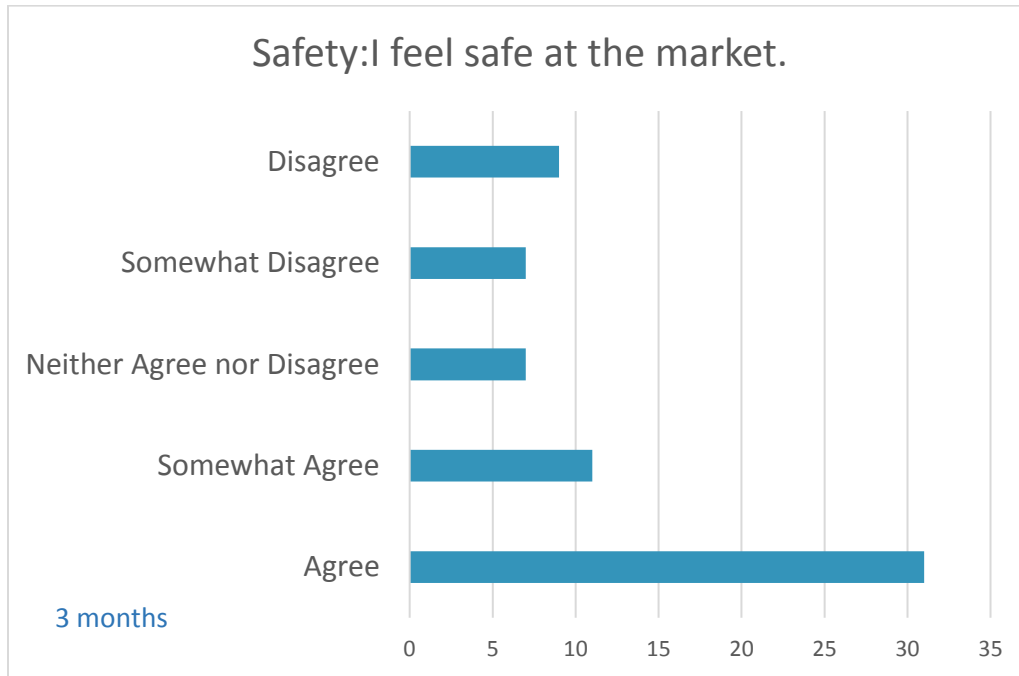
Weekly, MJM assists with managing the street population at the market to ensure artists continued safety and ability to conduct their business without disruption.

Safety: The security presence is effective.  
When incidents happen, I can rely on the security staff to deal with the issue.



Artists reporting that the security presence is effective rose 18 percentage points from 50% to 68%. MJM sends in a weekly report regarding the market. Each weekend there is at least one incident where MJM staff help clear the market of individuals experiencing trauma. MJM is vital in deescalating these situations.

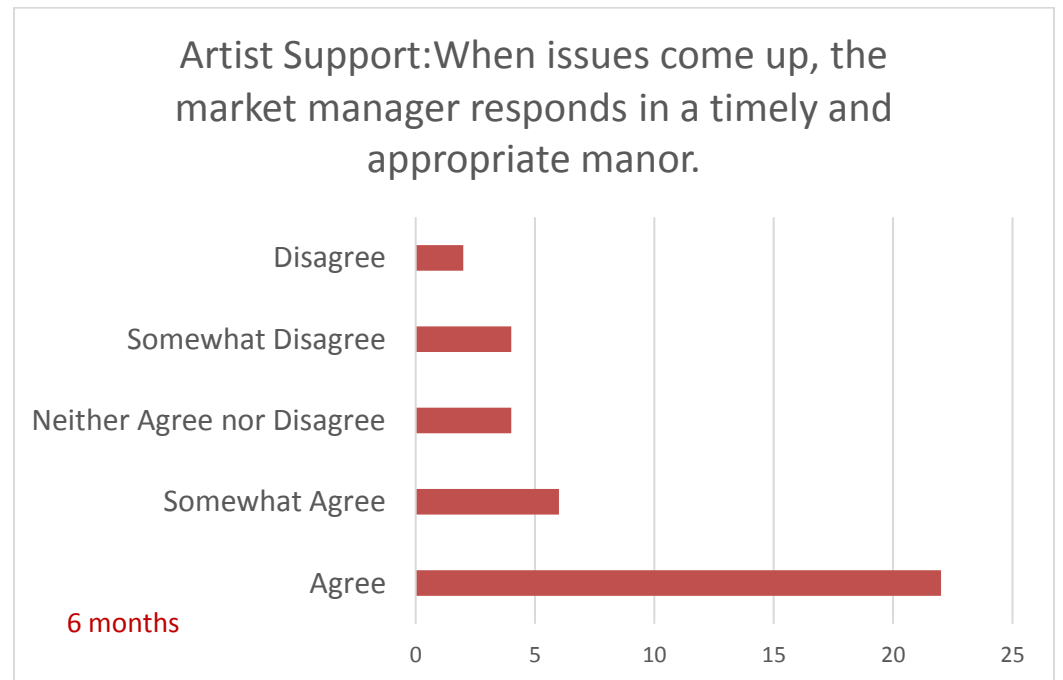
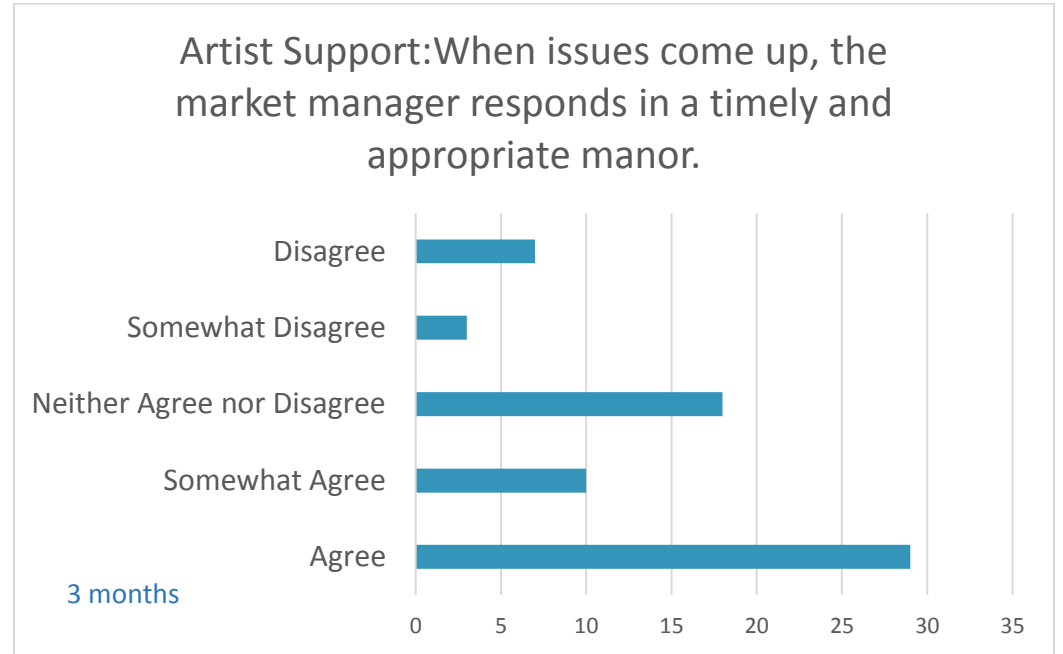




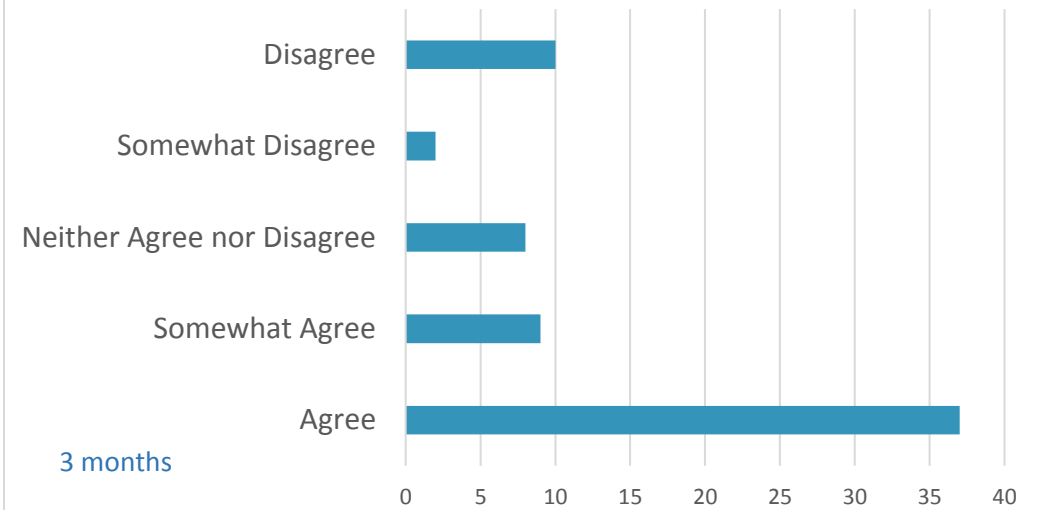
Artists reporting that they feel safe at the market increased from 62% to 68%. Open-ended questions sited the need for security every day, not just Friday, Saturday and Sunday.

The main goal of having MJM Management onsite is to ensure a smooth and efficient experience of the market. This leads to fewer disagreements between the artists, a more pleasant shopping experience for customers, and an atmosphere for commuters, tourists, and other users of the iconic San Francisco plaza.

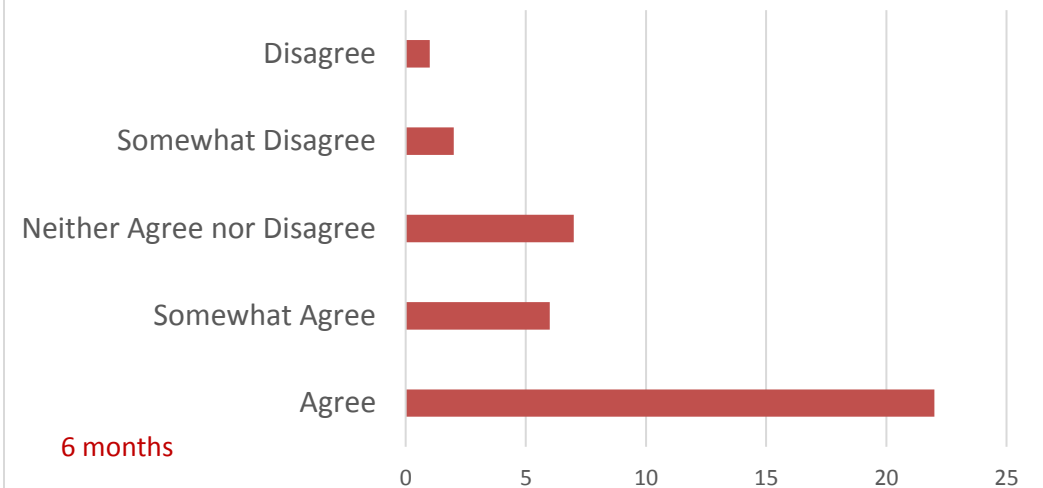
Artists reporting that the market manager responds in a timely and appropriate manor jumped from 57% to 76%, a 19 percentage point increase. We are seeing that with MJM onsite artists feel that their needs are addressed as they arise.



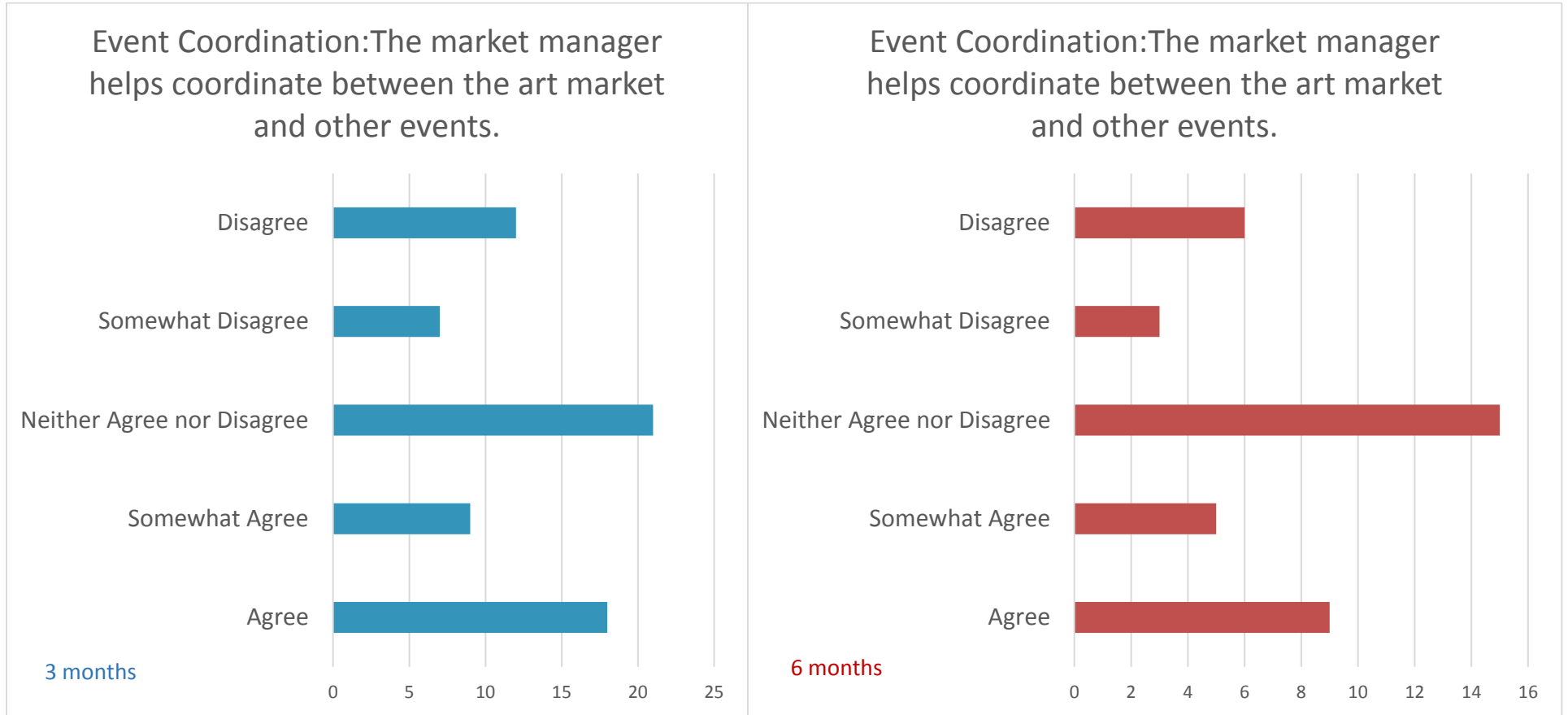
### Artist Support: The market runs smoother with the market manager onsite.



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76% of artists Agree or Somewhat Agree that the market runs smoother with the market manager onsite. The majority of open-ended responses state satisfaction with the personnel and presence of MJM staff at the market.

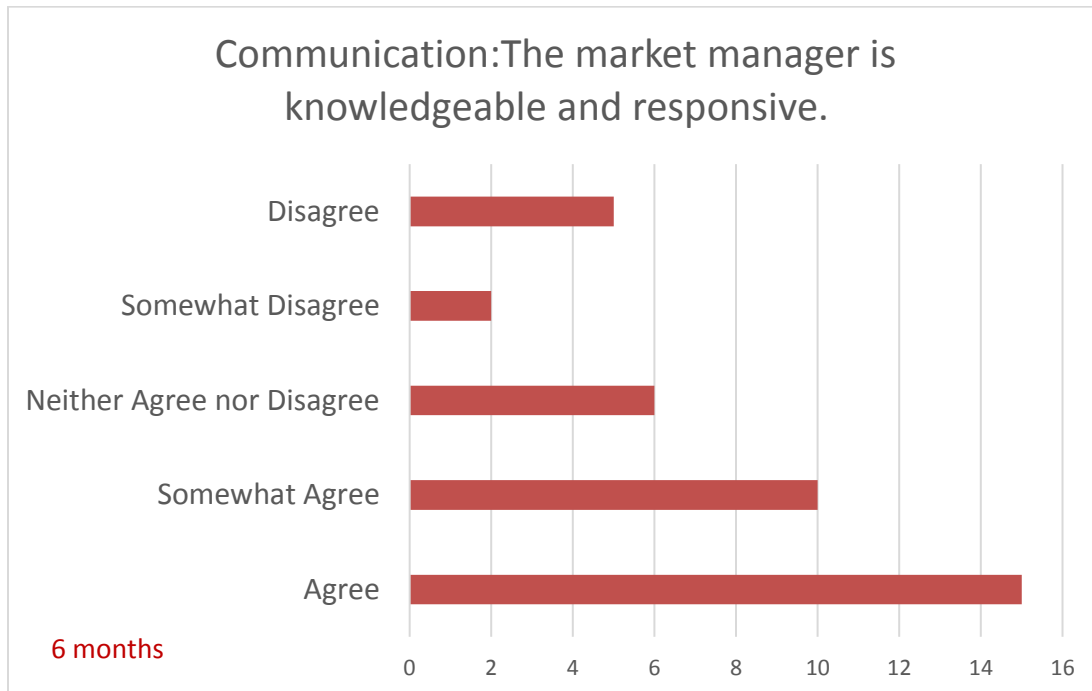


Embarcadero Plaza is overseen by the Recreation and Parks Department of the City and County of San Francisco. It is a known hub for protest marches, high profile events, and other activations such as marathons and parades. These events at times impact the market and require coordination of moving or closing artists spaces for the duration of the event. While it is convenient when these events occur on the days MJM Management is present, this space is activated Sunday through Saturday, 365 days a year. At times it can be difficult to convey the needed information to all parties involved.

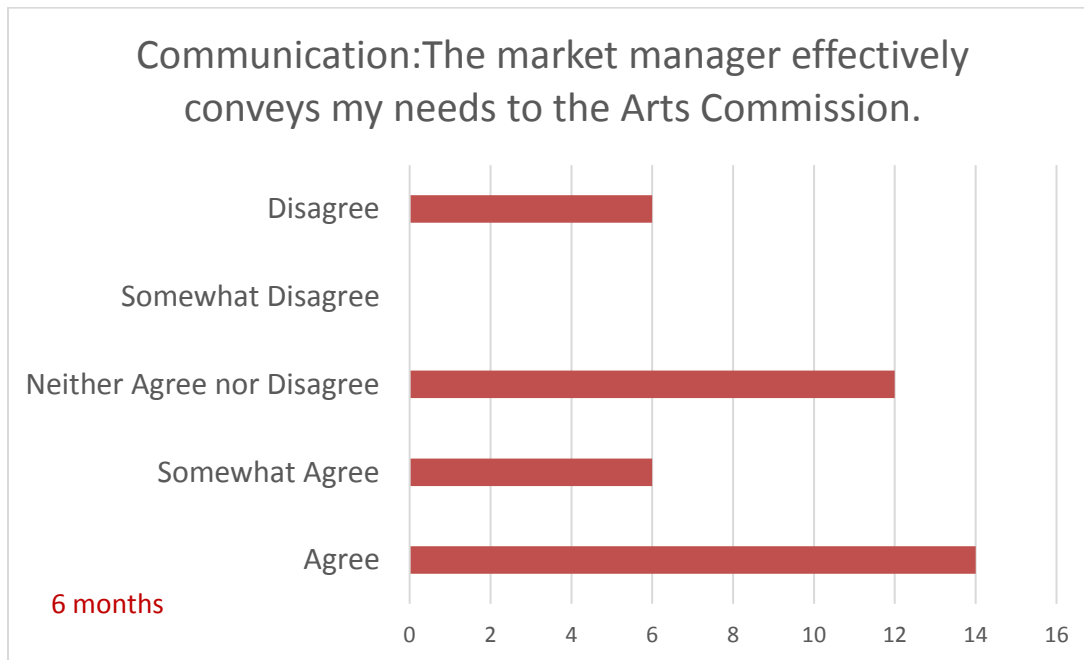
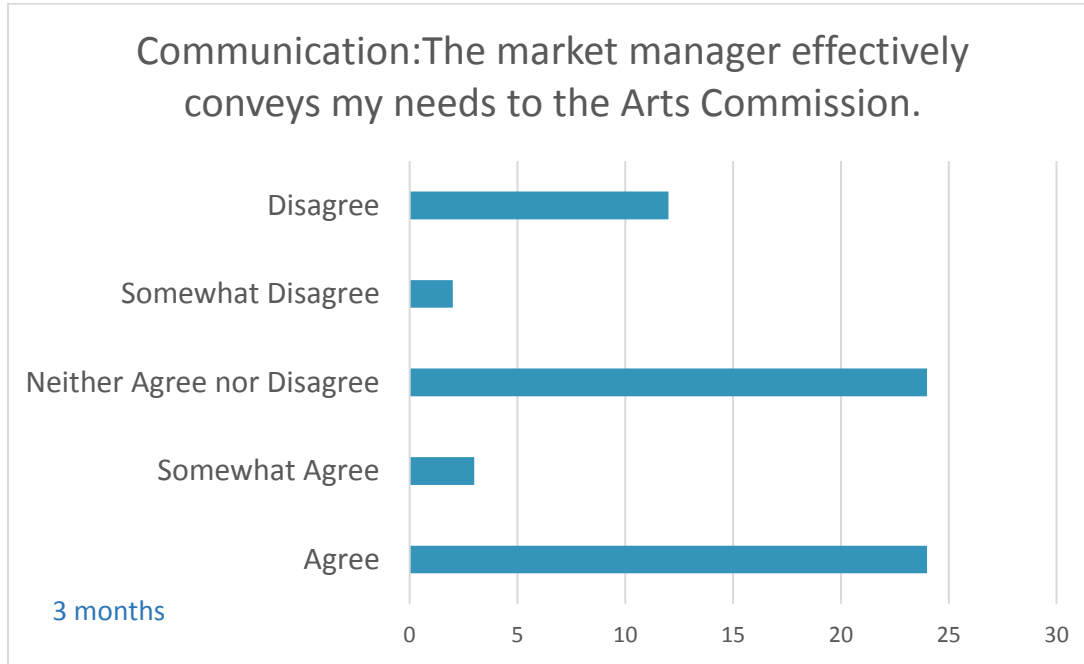
Only a few artists understand how the coordination between the events and the market work. These artists want to see more involvement on behalf of MJM and have requested a proactive stance.



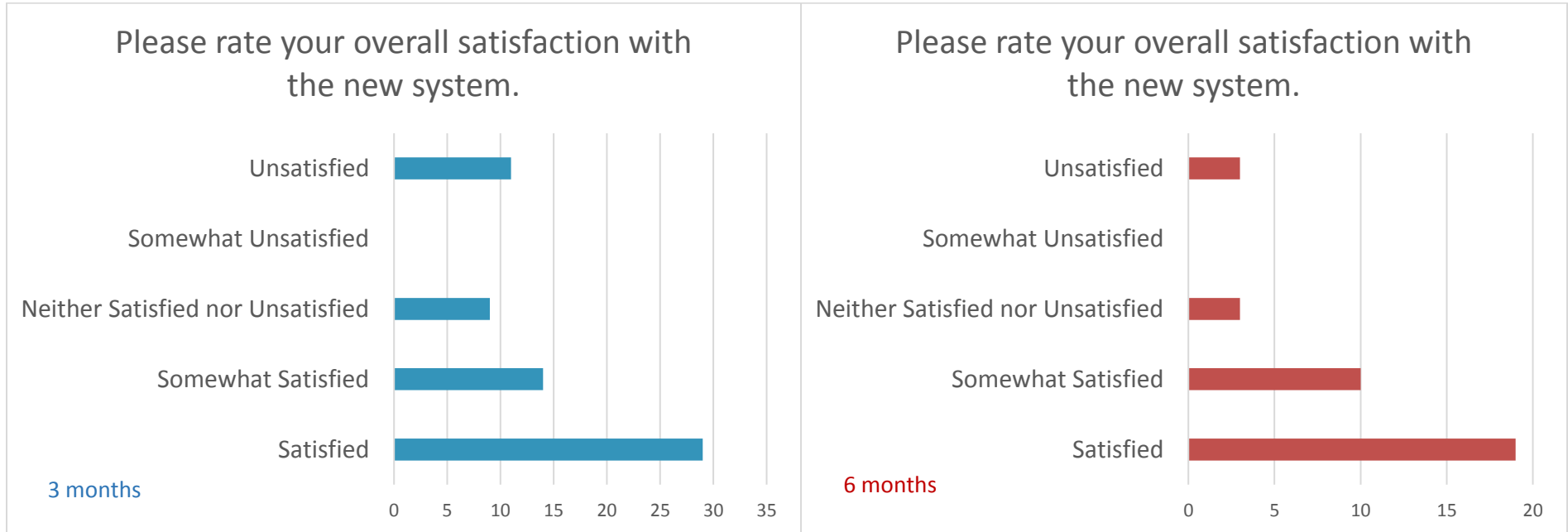
Having MJM Management onsite provides for a more direct conduit between the concerns of artists at the plaza and Arts Commission staff. They can respond and manage issues in real time. MJM provides weekly reports that document requests, trends, and needs of the artists.



Artists reporting that they Agree or Somewhat Agree that the market manager is knowledgeable and responsive increased from 56% to 68%.



54% of artists reported that the market manager effectively conveyed their needs to the Arts Commission. This is a 14-percentage point increase from 40% in the first round of evaluation.



**After three months**, 64% of respondents reported they were Satisfied or Somewhat Satisfied with the new management system. Only 16% of respondents reported they were Unsatisfied. This is so far a success with specific areas for improvement.

Needs identified by the artists that require additional support from other city agencies include:

- Daily Cleaning of the market area by DPW.
- Advertisement of the market, in person through signs and sandwich boards as well as online and in print materials.
- Parking validation for Friday and Sunday. The Farmer's Market validates on Saturday.

**After six months**, 78% of respondents reported they were Satisfied or Somewhat Satisfied with the new management system. Only 8% of respondents reported they were Unsatisfied. This model has shown great improvement at the market.

The other agency needs remain the same. Without a legislative mandate for DPW, Rec and Park or MTA to support the market, the Arts Commission will have to strategize on how to respond to these issues without local jurisdiction.