

SAN FRANCISCO MUSEUM OF MODERN ART

SPACE, SERVICE, ORGANIZATIONAL STRATEGY

SFMOMA planned a major expansion to more than double in size and to grow in quality and impact as well – “to mean more, to more people.” For the visioning, space programming, and space planning process, brightspot’s Founder Elliot Felix led the overall process and Amanda Wirth conducted the research and analysis and developed the space program (while at the firm DEGWA). The process included workshops and roundtable discussions with museum staff, leadership, and Board members. We complemented these conversations with observational studies of visitors, surveys, additional interviews, and quantitative and qualitative peer benchmarking research.

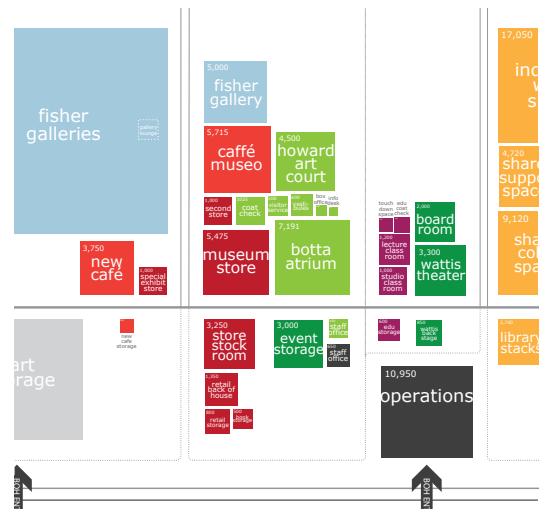
We established the vision for SFMOMA to be “magnetic, generous, and transformative” – to draw people in and welcome them, to offer them comfortable and inspiring experiences, and to transform how they see themselves and the world while transforming SFMOMA as an organization. Some of the hallmarks of the vision for the building were to create an outward-looking and engaging gathering space, create one service point, and provide access to exceptional art in “free” lobby spaces. Connections to the surrounding neighborhood and city were to be carefully considered, along with bringing the benefits of landscape and the outdoors to the museum spaces. Visitor research conducted after the reopening shows that 93% feel the “experience at SFMOMA is consistently excellent,” 91% feel “SFMOMA is easy to get to,” and 93% feel the “SFMOMA staff provide excellent service.”

During this process we worked closely with Snøhetta architects and Directional Logic cost planners to develop different program scenarios at the space category level that took into account budget and site constraints. Once we identified the scenario that had the right mix of renovation and addition, we developed the program in detail and complemented it with adjacency diagrams, design criteria, technical requirements, and strategies for visitor experiences and services. All of this was compiled into a design brief to guide the design of the LEED Gold-certified facility which was subsequently designed, built, and opened to public acclaim in the spring of 2016.

brightspot also developed SFMOMA’s strategic plan for their organizational transformation, building on the earlier planning work. Our role was to design and lead the overall process, facilitate the workshops and roundtable discussions with external experts, and draft the strategic plan with SFMOMA staff and leadership. In preparing for the expansion, we worked with staff in a hands-on way to create a plan that was both visionary and actionable. The plan capitalized on opportunities to engage new audiences, innovate the visitor experience, showcase collections, and create a work culture that is both dynamic and supportive.



BLOCKING AND STACKING WORKSHOP



ADJACENCIES DIAGRAM



SFMOMA VISION