

## **DRAFT MINUTES**

### **Fine Arts Museums of San Francisco Board of Trustees**

Zoom Meeting held by Teleconference Pursuant to the Governor's Executive Order N-29-20  
and the Fifth Supplement to Mayoral Proclamation Declaring the Existence of a Local  
Emergency

During the Coronavirus Disease (COVID-19) emergency, FAMSF Board's regular meeting rooms are closed. Trustees, Staff and Members of the Public convene remotely.

**Tuesday, February 9, 2021**  
**3:00 pm**

#### **Call to Order**

A regular meeting of the Fine Arts Museums of San Francisco Board of Trustees was held on Tuesday, February 9, 2021 by Zoom. The meeting was called to order at 3:04 pm by Diane B. Wilsey, Chair Emerita.

#### **Approval of Minutes** – Jason Moment, President

President Moment called for approval of minutes. Upon motion, duly second there was no discussion among Trustees. There was no comment from the public. The minutes of the December 8, 2020 and January 19, 2021 meetings of the Board of Trustees, having been delivered in advance to all trustees, were unanimously approved.

#### **Calling of the Roll** – Jason Moment, President

#### **Trustees Present on Zoom**

Janet Barnes  
Carol Bonnie  
Jack Calhoun  
Katherine Harbin Clammer  
David Fraze  
Frankie Gillette  
Cynthia Gunn  
Lauren Hall  
Lucy Hamilton  
Holly Johnson Harris  
Gretchen Kimball  
Yasunobu Kyogoku  
Kathryn Lasater  
Bryan Meehan  
Jason Moment, President  
Carl Pascarella

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Heather Preston  
David Spencer  
David Wadhwani  
Lisa Zanze  
Diane B. Wilsey, Chair Emerita

**Trustees Unable to Attend**

Juliet de Baubigny  
David Chung  
Denise Fitch  
Wheeler Griffith  
Amy McKnight  
Lisa Sardegna  
Richard Scheller  
Jeana Toney

**Corporation of the Fine Arts Museums Trustees Present**

Alexandria Ashdown\*  
Sharon Bell  
Max Boyer Glynn  
William R. Hearst  
Michael Linn  
LeShelle May  
Lorna Meyer\*  
Valerie Coleman Morris  
Lynn Anderson Poole  
David Shimmon  
David Soward\*  
Mariana Wall

\*Also a Trustee of the Fine Arts Museums Foundation

**Ex-Officio Trustees Unable to Attend**

Mayor London Breed  
Mark Buell, President, Recreation and Park Department

**Report of the President**

President Moment reviewed details of the city's required filings and emphasized the importance of the filing by the April 1 deadline.

### **Report of the Acquisitions Committee**

President Moment called on William R. Hearst III, Fine Arts Museums Foundation Acquisitions Committee Chair to present the report of the January 14, 2021 Acquisitions Committee.

Mr. Hearst recommended the FAMSF Board approve the report of the Acquisitions Committee and accept 2 purchases, 7 proposed gifts, approve first step deaccessioning of 12 objects. The full report of the Acquisitions Committee is attached as Appendix 1.

On motion, duly seconded, the Board approved the report, accepted the gifts and purchases and approved first step deaccessioning. There was no discussion among the Trustees, and there was no public comment.

### **Report of the Director and CEO**

Jason Moment called upon Director Campbell for his Report. Director Campbell spoke on the following points:

#### **Land Acknowledgement:**

Director Campbell shared a newly revised statement drafted with the assistance of Christina Hellmich, Curator in Charge, AOA and meant to raise awareness of the enduring relationship of the Ohlone community to land in the Bay Area and our role as a museum working to foster inclusivity among the communities we serve. Director Campbell stated his intention to share this acknowledgement at the top of each board meeting.

Consideration of Possible Action to Approve one loan requests:

1. From: Museo Picasso Málaga for: **Pablo Picasso, Still Life with Skull, Leeks, and Pitcher, 1945**, May 2021 to February 2022  
For: Reciprocal Loan in collaboration with the Museo Picasso Málaga

There was no discussion among the Trustees, and there was no public comment. On motion, duly seconded, the Board approved the loan.

### **Museums Closure Report**

Director Campbell shared that since the last board meeting in December 2020, San Francisco has moved into the purple tier, which has enabled outdoor dining and other activities to resume on a limited basis. While this development did not impact us, it does signal a step in the right direction. The good news is that COVID19 cases in San Francisco have dropped by more than 50% the past few weeks. COVID19 cases need to drop another 20% to reach the red tier that allows us to reopen. In the week prior to this meeting there was a flurry of advocacy, at the City, State and National levels. A letter jointly signed by Jason Moment was sent to the Mayor Breed and Governor Newsom and was also signed by the Directors and Board chairs from SFMOMA, Cal Academy and the Asian Art Museum. FAMSF signed on to advocacy by the California Association of Museums to the State's budget chairs to urge immediate relief funding for arts organizations and also joined the Cultural Advocacy Group in demonstrating to the Biden Harris administration the importance of the arts sector to economic and national healing.

## **Exhibitions Report**

In the week prior to the board meeting the 2021 exhibitions schedule was released. The line up was shared with the trustees and showed an emphasis on women artists and artists of color.

### ***Uncanny Valley: Being Human in the Age of AI***

Run of show: February 22, 2020-June 26, 2021

Named by *Frieze* as one of the top ten shows in the US in 2020

### ***Frida Kahlo: Appearances can Be Deceiving***

Extended once more to May 2, 2020

Given the enormous public interest in this exhibition during the 9 weeks that it was accessible to visitors, we are delighted to be able to keep this exhibition on view. Meanwhile, the virtual exhibition tour on our youtube channel has now had well over 100,000 views

### ***Calder-Picasso***

Originating at the Musée Picasso, Paris, and subsequently exhibited at the Museo Picasso Málaga, *Calder-Picasso* will open in the Herbst galleries as early as February 27, 2021. The de Young will serve as the inaugural American venue for "Calder-Picasso," the first major museum exhibition to place the works of these two masters in dialogue. This exhibition, conceived by the artist's two grandsons and comprising over 100 loans from the Calder Foundation in New York and the Musée Picasso in Paris, presents a compelling conversation between two artists who engaged in lifelong explorations of modernism.

### ***Last Supper in Pompeii***

Original dates: 4/18/2020 - 8/30/20, we now plan to open *Last Supper in Pompeii: From the Table to the Grave* at the Legion of Honor this April 2021. The first exhibition to focus on the love of food and drink in Pompeii. Bringing to San Francisco a treasure trove of more than 300 objects, including magnificent Roman sculpture, mosaics and frescoes, precious metals, and more, this spectacular exhibition features many pieces shown in the United States for the very first time, all acting as witnesses to the destruction of that tragic day.

### ***WANGECHI MUTU: I AM SPEAKING, CAN YOU HEAR ME?***

Run of show: May 1 – November, 2021

*Wangechi Mutu: I Am Speaking, Are You Listening?* is a sprawling, site-specific exhibition of new and recently created sculpture, collage, and film by visionary Kenyan American artist Wangechi Mutu. Part of the Museums' contemporary art program and three years in the making, *I Am Speaking, Are You Listening?* responds to the permanent collection and neoclassical architecture of the Legion of Honor; a museum built for the presentation of European art history, and presided over by Auguste Rodin's *The Thinker*.

### ***Hung Liu***

Run of show: July 17, 2021 – January 2, 2022

*Hung Liu: Golden Gate*, a new installation in Wilsey Court will combine new and existing work to highlight international and domestic narratives of migration. Based in Oakland, Liu is one of the most important Chinese-born artists working in the US today. Reimagining some of her most

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iconic paintings through the lens of her personal history, she places herself among and celebrates the migrants who arrived in California from both land and sea.

### ***Judy Chicago: A Retrospective***

Run of show: August 28, 2021 – January 9, 2022

The first retrospective of pioneering feminist artist Judy Chicago's work. The exhibition spans from her early engagement with the Californian Light and Space Movement in the 1960s to her most current body of work; a searing investigation of mortality and environmental devastation, the exhibition will include around 150 paintings, drawings, ceramic sculptures, prints and performance work, that chart the boundary-pushing path of the artist.

### ***Color into Line***

Run of show: October 2, 2021 – February 13, 2022

This exhibition presents a powerful selection of masterpiece drawings done with pastel. Spanning from the Renaissance to most recent artistic experimentations the narrative highlights technical aspects with an emphasis on the design process behind the work and is drawn mostly from the Fine Arts Museums' own holdings in the Achenbach Foundation for Graphic Arts, the Museums' department of works on paper.

### ***Patrick Kelly: Runway of Love***

Run of show: October 23, 2021 – April 24, 2022

Celebrating the remarkable career and legacy of African American fashion designer Patrick Kelly (ca. 1954–1990). With 80 of Kelly's fully accessorized ensembles, footage from his groundbreaking fashion shows, and selections from his personal collection of Black memorabilia, *Patrick Kelly: Runway of Love* reveals a designer's enduring message of love.

### ***Nampeyo and the Sikiyatki Revival***

Run of show: February 27, 2021 – ongoing

Celebrating the artistic ingenuity of Nampeyo, famed Tewa-Hopi potter, the de Young museum presents an installation of 32 pots from the collections of the Fine Arts Museums of San Francisco—this group of works is largely drawn from the Thomas Weisel collection.

### ***Jules Tavernier and the Elem Pomo***

Run of show: December 18, 2021 – April 17, 2022

This exhibition will bring together more than 40 works—including paintings, watercolors, photographs—to tell the story of Jules Tavernier's extraordinary career with a focus on his masterwork *Dance in a Subterranean Roundhouse at Clear Lake, California* (1878). Major works by Tavernier (born France, 1844–1889) will be shown alongside historic and contemporary Pomo basketry and regalia from the Elem Pomo Indian Colony revealing the resiliency and vitality of Elem Pomo culture.

### ***Bouquets to Art***

June 8 – 13, 2021

We are hopeful to return to an in-person gallery experience with our fan favorite, Bouquets to Art, the week of June 8-13. Building on the success found with Virtual Bouquets to Art last year, the SF Auxiliary and Special Events team are currently exploring ways to create a hybrid experience - both analog and digital.

### **Black History Month**

We're using our histories to look at our present and the hope of the New Year. As we support black programming year-round, rather than create a new series are highlighting an already scheduled digital series that focuses on content by Black Artists and have kicked off the month with a post on Frank Bowling's map painting, *Penumbra* (acquired 2019) on all of our social channels

### **Public Programs**

Virtual Wednesday Nights, every Wednesday night at 5 pm on Youtube. This series of programs supports new ways of engaging with art through innovative dialogues and experiences and featuring artists and thinkers from a diverse range of disciplines, backgrounds, identities, abilities, and sensibilities.

### **Local Voices**

"Local Voices" is a podcast series from the Fine Arts Museums of San Francisco designed to celebrate art and Bay Area creativity.

### **Digital Engagement**

Since September we have gained 3.3k subscribers and more than 200k views. 100k+ of those views were of the Frida Kahlo Exhibition Film. Increased average view time to 6:29. Our global audience has broadened to more than 60 countries.

### **Anti-Racism Work**

The second post in our monthly Anti-Racism blog series is now live—this series aims to share work that is underway in the museums. This post, which takes the form of an interview with HR Director, Christine Moss, and Staffing Coordinator, Megan Chin, shares out our staff and board demographics

### **Report on Condition of the de Young Tower**

An analysis of the damage to the tower was carried out in the early fall where rust was found on anchors that link copper cladding to the tower. \$413K was spent on the mockup through November 2020 with an additional \$10K each month to keep the swing stage etc. We have just received proposal to complete the mockup which has not been finalized, but would be in the range of \$225K, including materials. Swinerton and Therma hope to determine during the completion of the mock up project whether subsequent work can be accomplished without the removal of the panels. That will make a huge difference to the cost and duration for continued work.

**Report on Access to de Young via John F. Kennedy Drive** Chief of Staff Megan Bourne reported that on November 9, 2020 the de Young circulated a survey to visitors looking for feedback on how accessing the museum has changed during the COVID-19 pandemic, as well as visitor sentiments towards COVID-19 safety. The survey went out to 25,458 people, representing all ticket holders from reopening (September 22 - November 8). A total of 63,000 tickets were reserved in this time frame. The survey was open for one week (November 9-16, 2020). In that time we received 2,416 responses, a response rate of 9.49%.

The survey asked a total of 14 questions, with 10 dedicated to JFK Drive. The survey responses show that during the limited opening, many guests had trouble navigating their way to Golden Gate Park, were late or missed their prespecified time slot, and/or had trouble accessing the

institutions within the park. Additionally, visitors are extremely frustrated by the high cost of the parking garage, which is seen as a barrier to entry.

Key takeaways:

- 79.58% of respondents drove to the park via their own personal vehicle
- 3.27% of visitors traveled via bicycle
- 7.48% of respondents require ADA blue zone handicapped parking. More than double the number of respondents who arrive via bicycle.
- 11.88% of those who drove parked outside of Golden Gate Park due to limited availability
- Many patrons were impacted by the closure of JFK Drive, with an emphasis on those with mobility issues who are not ADA placard carriers.
- Many patrons struggled or failed to meet their appointment window because of the road closures.
- Out of the open-ended questions, 71% of respondents were against the road closures, 15% in favor, and 14% neutral.
- There is a large tonal difference between those who support the closure and those who are against. Those who are for a Car-Free-JFK are aspirational in their support, while for those against, it is a personal struggle that directly affects their daily lives and ability to access the museum.
- The garage is too expensive to be a viable resource. The nuance of it not being under the management of FAMSF is lost on the majority of visitors.
- The bike racks around the museum additionally need to be re-evaluated.

**Fine Arts Museums of San Francisco FY22 Budget Hearing #2**

CFO Jason Seifer presented an overview of the budget planning process and the FAMSF Budget, attached as Appendix 2. There was no public comment.

**Report of the CFO**

CFO Jason Seifer offered the following resolution:

Consideration and Possible Action to Adopt a Resolution Acknowledging Funding Expend by the Corporation of the Fine Arts Museums During the Period July 1, 2020 through September 30, 2020

WHEREAS, The Corporation of the Fine Arts Museums is a 501(c)(3) not-for-profit corporation that exist to support the activities of the Fine Arts Museums of San Francisco; now, therefore, be it

RESOLVED, That the Board of Trustees of the Fine Arts Museums of San Francisco does hereby acknowledge with gratitude funding in the amount of expended by \$7,847,617 the Corporation of the Fine Arts Museums for operations during the period July 1, 2020 through September 30, 2020.

There was no discussion among the Trustees, and there was no public comment. On motion, duly seconded, the Board approved the resolution.

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**Report on Museum Programs**

This agenda item was tabled as the meeting ran over on time.

**Public Comment**

There was no public comment.

**Adjournment**

Diane B. Wilsey, Chair Emerita adjourned the meeting at 4:11 pm.

# Fine Arts Museums Budget Hearing

- Budget process legislation requires greater transparency and public input in budget process. (Ordinance No. 191072)
- Legislation signed by Mayor Breed on Dec 20, 2019
- Requires two public meetings during development of budget.
  - Public Meeting #1: Jan 19, 2021; Public Meeting #2: Feb 9, 2021
- Share budget priorities and allow feedback from members of the Public (up to two minutes from each member of the Public)
- Centralization of all budget documents on single website coordinated by Controller's Office

# CCSF FY22 Budget Overview

- Unprecedented Health and Economic Crisis
- Two-Year Deficit Projection of \$653M
- FY22 Deficit of \$411M and FY23 Deficit of \$242M
- Key drivers of Deficit:
  - Revenue declines
  - Unbudgeted labor costs
  - Ongoing COVID expenses

# CCSF FY22 Budget: Mayoral Guidelines

- Mayoral Priorities:
  - Supporting small business and economic recovery efforts
  - Continuing response to COVID
  - Implementing homelessness and mental health programming
  - Prioritizing programs around equity
- Emphasis on racial equity in departmental proposal
- Prioritize core services and present clear tradeoffs
- Mandatory reduction proposals of 7.5% in FY22 (\$1.3M) plus 2.5% contingency should fiscal conditions worsen

# CCSF FY22 Budget: Key Dates

- Jan 19: FAM Public Meeting #1 - FY22 Budget presentation
- Jan 22: COIT and Capital Budget Requests
- Feb 9: FAM Public Meeting #2 - FY22 Budget presentation
- Feb 22: FAM Budget due to Mayor's Office
- June 1: Mayor's Budget to Board of Supervisors
- June/July: Board of Supervisor hearings and approval
- August 1: Mayor Signs Budget

# Fine Arts Museums Budget Overview

- Department was formed in 1972 with merger of de Young and Legion of Honor Museums
- Provide a rich and diversified experience of art and culture for Bay Area, Northern California and tourist audiences.

## **Departmental Service Support**

- Security Services
- Facility Maintenance
- Capital Improvements
- Administering public entry

# Fine Art Museums (FAM) City Department Budget

General Fund Only (excludes Admissions Fund)

FY22 Base Budget vs FY21 Approved Budget

(\$ in thousands)

	Base Budget FY22	% of FY22 Budget	Approved Budget FY21	% of FY21 Budget	Variance to FY21 Budget
Staffing (primarily security)	14,162	78%	13,194	79%	968
Utilities	1,686	9%	1,498	9%	188
Art and Property Insurance	1,629	9%	1,421	8%	208
Buildings Service Contracts	348	2%	348	2%	-
Other expense	<u>284</u>	<u>2%</u>	<u>284</u>	<u>2%</u>	-
Total Expenses	18,109	100%	16,745	100%	1,364
Capital Expenditures	<u>570</u>		<u>422</u>		<u>148</u>
Total Spending	<u>18,679</u>		<u>17,167</u>		<u>1,512</u>

- FY22 Staffing expense variance due to negotiated Union contracts & higher pension costs. No new positions.
- FY22 Utilities and Insurance increase due to estimated cost increase by related department.

# Fine Art Museums (FAM) City Department Budget

Admissions Fund Only (excludes General Fund)  
FY22 Base Budget vs FY21 Approved Budget  
(\$ in thousands)

	Base Budget FY22	Approved Budget FY21	Variance to FY21 Budget
Salary and Benefits	972	935	37
City Indirect Cost Reimbursement	187	187	-
Other expense	2	2	-
Reimbursement to COFAM	-	-	-
Total Expenses	1,161	1,124	37

- Special Revenue Fund in City Charter.
- Funded by COFAM General Admission Revenue.
- 9 Admission Attendants
- No significant changes between years.

# FY 22 Budgeted Employees

## General Fund

- Total Salary and Benefits: \$14,162,000
- 96 Full Time Positions
  - Security Management – 9 Positions
  - Security Staff – 67 Positions
  - Building Engineers – 10 Positions
  - Curatorial and Collections – 5 Positions
  - Administrative – 5 Positions

## Admissions Fund

- Total Salary and Benefits: \$972,000
- Funded by General Admission revenue from COFAM
- 9 Full Time Admission Attendants

# FY22 Request for New Positions

- Mayor's Budget Office has said no new positions can be proposed.
- None will be proposed by FAM.

# Capital Improvement Requests

- Capital Improvement and COIT requests in FY22 total \$4M but available funding is unknown.

## Key Requests (Priority 1)

1. de Young Tower Corrosion - \$500,000
2. LOH Masonry Restoration - \$500,000
3. LOH Security Upgrades - \$400,000 (COIT)
4. LOH Laylight Shades - \$175,000
5. LOH IT and Infrastructure Cabling - \$400,000 (COIT)
6. LOH Roof Waterproofing - \$225,000
7. de Young Server Room A/C - \$160,000

# Budget Reduction Target

- Mayor's Mandatory Budget reduction proposal of 7.5% in FY22 or \$1,297,000 plus a 2.5% contingency of \$432,000.
- Reductions are incredibly challenging due to FAM's small budget and expenditures are related to security and maintenance which are essential to operate the Museums

# Proposed Changes to Reach Target

- 1. Change Museum public operating hours from 6 days per week to 5 days**
  - Reduction in staff needed with savings of \$920,000
  - Multiple negative impacts on staff and community
- 2. Freeze Open Positions and Other Staffing Realignments**
  - Reduction in staff needed with savings of \$195,000
  - Challenging due to small departments and Museum operational needs
- 3. Reductions in Other Non-personal Categories**
  - Reduction budget for contracted services \$182,000
  - Challenging as the contracts represent essential and required public and life-safety needs
- 4. Contingency of 2.5% (\$432,000)**
  - Additional Reductions in Museum Hours – Extended Closure of the Legion of Honor