

## **FINAL 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, December 8, 2020  
3:00 pm**

#### **Call to Order**

A regular meeting of the Fine Arts Museums of San Francisco Board of Trustees was held on Tuesday, December 8, 2020 by Zoom. The meeting was called to order at 3:06 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 October 13, 2020 meeting 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**

Jason Moment, President  
Jack Calhoun  
David Chung  
Katherine Harbin Clammer  
David Frazee  
Wheeler Griffith  
Cynthia Gunn  
Lauren Hall  
Lucy Hamilton  
Holly Johnson Harris  
Gretchen Kimball  
Yasunobu Kyogoku  
Amy McKnight  
Carl Pascarella  
David Spencer

David Wadhvani  
Lisa Zanze  
Diane B. Wilsey, Chair Emerita

**Trustees Unable to Attend**

Janet Barnes  
Juliet de Baubigny  
Carol Bonnie  
Denise Fitch  
Frankie Gillette  
Kathryn Lasater  
Bryan Meehan  
Heather Preston  
Lisa Sardegna  
Richard Scheller  
Jeana Toney

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

Alexandria Ashdown\*  
Sharon Bell  
William R. Hearst  
Debbie Jorgensen\*  
Michael Linn  
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 Acquisitions Committee**

President Moment call on Thomas P. Campbell, Director and CEO to present the report of the November 12, 2020 Acquisitions Committee.

Director Campbell recommended the FAMSF Board approve the report of the Acquisitions Committee and accept 1 purchase, 17 funded purchases, 901 proposed gifts, approve first step deaccessioning of 50 objects and approve second step deaccessioning of 516 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:

Consideration of Possible Action to Approve two loan requests:

1. From: From Petit Palais, Musée des Beaux-Arts de la Ville de Paris, for **Giovanni Boldini: Pleasures and Days**, March 30, 2021-July 18, 2021  
Request for Giovanni Boldini  
*The Misses Muriel and Consuelo Vanderbilt*, 1913 (67.31.2)
2. From: Metropolitan Museum of Art for **Portraits, Power, and Identity: Florence under Cosimo I de'Medici**, April 19, 2021-August 29, 2021  
Request for Benvenuto Cellini (attrib. to), *Portrait Bust of Cosimo I de'Medici, Grand Duke of Tuscany*, 1549-1572 (75.2.16)

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

### **Museums Closure Report**

On November 17 the Fine Arts Museums received notice from Sean Elsbernd that the state was changing its COVID regulations. Key change: tier evaluations had previously been based on 2-3 weeks of data; as of Nov. 17, tier evaluations were made every 2-3 days. Institutions would only have 24 hrs notice before they were required to close. On Saturday, November 28 the City and County of San Francisco were moved from the red to the purple tier, which required us to close both the de Young and Legion of Honor within 24 hrs. Though museums have been shown to be safe spaces by a recent survey by the AAMD, we must place our trust in the public health order that mandated us to close this past weekend and do all that we can to keep our visitors, our neighbors, and our colleagues safe as COVID cases rise throughout the Bay Area. We are in regular contact with City officials, and will be monitoring the situation extremely closely. Staff have been reassured that as with our last closure, it is my number one priority in the weeks ahead to do all that I can to maintain the integrity of our staff, and that we will not be implementing furloughs or layoffs during the holiday period.

### **Exhibitions Report**

***The de Young Open*** (Herbst Galleries), October 10, 2020-January 3, 2021

- The response to this exhibition and its focus on the creativity of the Bay Area, have been extremely heartening
- Mounting this exhibitions was an extremely complex undertaking, I am proud of the large group of staff involved in executing this so quickly

***Frida Kahlo: Appearances can Be Deceiving*** (Galleries 50-60, 61)

- Original dates: 3/21/20 - 7/26/20
- Opened with the museum's reopening on September 25 (to members on September 22) — February 7, 2021
- In the 9 weeks that this exhibition was open to the public, the public showed enormous interest in this show
- Operating at reduced capacity, tickets were booking up almost as soon as they became available
- Though we all wish that audiences could experience this exhibition in person, given our current situation, I'm really pleased that have a virtual tour of the show on our Youtube channel that allows audiences near and far to gain insight into the fascinating interconnections between the artist's biography and her artistic practice. Nearly half of these views are international and over 13% of viewers have watched the film with Spanish subtitles
- This virtual tour has enjoyed great success, with over 85,000 views on Youtube

***Uncanny Valley: Being Human in the Age of AI***, February 22, 2020-June 26, 2021

Forthcoming Exhibitions

With the lockdowns currently underway in Europe, and our own recent closure, the Exhibitions team is once again mitigating heightened uncertainty in their management of the exhibition schedule. Director Campbell shared a preview of our forthcoming exhibitions, as they are currently scheduled:

***Wangechi Mutu: I Am Speaking, Can You Hear Me?***, February 6 – August 1, 2021

Over the past two decades, Wangechi Mutu has created chimerical constellations of hybrid figures and fantastical landscapes that take the viewer on journeys of material, psychological, and sociopolitical transformation. Mutu's work, which will be displayed in dialogue with Rodin's "Thinker" in the Court of Honor, and inside of the museum, will invite visitors to reflect upon the histories on display in the museum.

***Calder-Picasso***, February 27 – May 23, 2021

Originating at the Musée Picasso, Paris, and subsequently exhibited at the Museo Picasso Málaga, *Calder-Picasso* will follow *The de Young Open* in the Herbst Exhibition Galleries this spring.

***Last Supper in Pompeii***, Original dates: 4/18/2020 - 8/30/20

We hope to open *Last Supper in Pompeii: From the Table to the Grave* at the Legion of Honor this spring.

***Hung Liu (Precise dates forthcoming; July-December 2021)***

Pleased to announce an exhibition featuring local artist, and one of our de Young Open artist jurors, Hung Liu.

**Judy Chicago: A Retrospective**, Original dates: 5/9/2020 - 9/6/2020  
Precise dates in the fall of 2021 are forthcoming

**Line into Color: The Art of The Pastel**, October 2, 2021 – February 12, 2022  
Spanning from the Renaissance to the contemporary, *Line into Color: The Art of the Pastel* complements the Museums' holdings with select loans from local public and private collections. The show will feature about 50 works from the Achenbach and around 30 works from local permanent collections.

**Patrick Kelly (precise dates TBC; tentatively 10/16/21-4/17/22)**

An exhibition of the work of the late African American designer Patrick Kelly will be presented at FAMSF by Laura Camerlengo.

#### Public Programs

With our closure, virtual programs are once again taking increased prominence as the most significant way that we can engage with our audiences. Virtual Wednesday Nights Featuring artists and thinkers from a diverse range of disciplines, backgrounds, identities, abilities, and sensibilities. In January, Virtual Wednesdays will continue with programs that will explore the changing vision and range of impact public art has in our communities through a series of programs in partnership with Bay Area's artists and stakeholders such as SeeBlackWomxn. "Local Voices" is a podcast series from the Fine Arts Museums of San Francisco designed to celebrate art and Bay Area creativity. Highlights unique perspectives from Bay Area visual artists, musicians, scholars, community leaders, and thinkers.

#### Staffing

We are currently in a hiring freeze, though we are filling key positions on an as needed basis, and as funding allows. We have appointed Natasha Becker, as our inaugural curator of African Art.

#### Equity and Anti-Racism Work

Over the past five months, the Fine Arts Museums have worked with the Oakland-based consultancy Be the Change to explore ways in which systemic racism permeates many aspects of both our visitor engagement and our workplace culture. 144 staff members participated in these trainings. In addition, in biweekly meetings with the leadership of our staff Inclusivity, Diversity, Equity, and Access (IDEA) Committee, I have been listening closely and actively to their experience and thoughts, exploring tactics and steps to begin rooting out and addressing such ingrained practices.

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

In June Swinerton began the mock-up of the proposed methods for repair of the tower corrosion early June. As part of this work, Copper panels were removed from the 3rd and 4th floors along with several other elements. Will replace with stainless steel anchors to minimize the need for on-going maintenance of these elements that are difficult to access. Zahner has advised that the north, south, west and east elevations should be addressed in order of priority. Swinerton will work on developing estimates for those areas in order to identify funding.

#### Report on Access to de Young via John F. Kennedy Drive

JFK drive remains closed. We are in active dialogue with Rec and Park and SFMTA to provide them with information on our visitors' needs and to arrive at long term transportation solutions. I have met Phil Ginsberg, Rec and Park and Jeffrey Tumlin, SFMTA. Megan Bourne is currently participating in working group hosted by the San Francisco County Transportation Authority (SFCTA) to review the current operations of JFK Drive and to identify the area's transportation needs.

#### Report on Museum Programs

Christina Hellmich, Curator in Charge of the Arts of Africa, Oceania and the Americas, gave a presentation on Collections Stewardship of Art from Africa, Oceania and the Americas.

#### **Public Comment**

There was no public comment on any agenda item during the course of this meeting.

#### **Adjournment**

President Moment adjourned the meeting at 4:11 pm.

## **DRAFT MINUTES**

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

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**Tuesday, January 19, 2021  
3:00 pm**

#### **Call to Order**

A special meeting of the Fine Arts Museums of San Francisco Board of Trustees was held on Tuesday, December 8, 2020 by Zoom. The meeting was called to order at 3:04 pm by Diane B. Wilsey, Chair Emerita.

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

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

Jason Moment, President  
Carol Bonnie  
Jack Calhoun  
Katherine Harbin Clammer  
David Frazee  
Wheeler Griffith  
Lauren Hall  
Lucy Hamilton  
Holly Johnson Harris  
Gretchen Kimball  
Yasunobu Kyogoku  
Kathryn Lasater  
Bryan Meehan  
Carl Pascarella  
Lisa Sardegna  
David Spencer  
Lisa Zanze

Diane B. Wilsey, Chair Emerita

**Trustees Unable to Attend**

Janet Barnes
Juliet de Baubigny
David Chung
Denise Fitch
Frankie Gillette
Cynthia Gunn
Amy McKnight
Heather Preston
Richard Scheller
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**Corporation of the Fine Arts Museums Trustees Present**

Alexandria Ashdown\*  
Max Glynn  
Michael Linn  
Lorna Meyer\*  
Valerie Coleman Morris  
Lynn Anderson Poole  
David Soward\*

\*Also serve on Fine Arts Museums Foundation Board

**Ex-Officio Trustees Unable to Attend**

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

**Report of the Director and CEO**

Director Campbell was not able to speak, due to internet connectivity issues. Mr. Moment called upon Chief of Staff Megan Bourne to speak on his behalf.

Ms. Bourne stated that this special meeting was called in order to hold the first of FAMSF's two required hearings on the FY 21-22 budget that will include mandated cost reductions. CFO Jason Seifer will lead today's hearing.



Before that, Christine Moss, Director of Human Resources and Melissa Cayabyab, Principal HR Analyst, will present on the museums' Racial Equity Plan, which Trustees received via email in late December. This Racial Equity plan is a new requirement of all 54 City Departments, and the events of the last two weeks put a fine point on the critical importance of this work.

Against the backdrop of the U.S. Capitol insurrection manifesting white supremacist violence, our work toward Diversity and Inclusion takes on ever greater urgency. The Office of Racial Equity developed a plan template for all City Departments that is actionable and measurable. The idea is to push City departments to move beyond platitudes and to identify progress they can and will actually accomplish. In terms of staffing, FAM's plan is primarily focused on the museums' City employees, the majority of whom are security officers and who are people of color. It also acknowledges that they serve together with staff of the nonprofit supporting organization COFAM, which also has goals for racial equity established in its museum plan.

Ms. Bourne offered this Ohlone land acknowledgment: The de Young Museum respectfully acknowledges the Ramaytush Ohlone, the original peoples of what is now the San Francisco Peninsula, and acknowledges that the greater Bay Area is the ancestral territory of the Miwok, Yokuts, Patwin, and other Ohlone.

Indigenous communities have lived in and moved through this place over hundreds of generations, and indigenous peoples from many nations live and work in this region today. Please join us in acknowledging and honoring their ancestors, their elders, and their communities.

#### FAMSF Racial Equity Plan

Ms. Bourne called on Ms. Moss and Ms. Cayabyab who spoke on the following points:

Pursuant to the Office of Racial Equity legislation passed in July 2019, a plan was designed to review and analyze, Citywide, how systemic racism exists and can be dismantled internally (phase 1: staff) and externally (phase 2: community.) All 54 City Departments participated in this, and a uniform template was used across all Departments. While we are working across the entire institution on this work, the RE Plan specifically dives into FAM (City employees) Phase 1: Look within each City Department's internal practices regarding hiring, retention, promotive and discipline as it relates to BIPOC employees. We are looking at the Department as a whole to create a systematic way to approach equity. The RE Action plan will serve as a blueprint for advancing racial equity in all aspects of the Department's work over the next three years.

#### Areas of focus:

1. Hiring and Recruitment
2. Retention and Promotion
3. Discipline and Separation
4. Diverse and Equitable Leadership and Management
5. Mobility and Professional Development
6. Organizational Culture of Inclusion and Belonging
7. Boards and Commissions

#### Commitments and Objectives:

To offer access to employment, promotive, and training opportunities equally to people of color as to white employees.

- Mentorship program
- Incorporate new systems to regularly listen to concerns of employees of color; ensure communication systems are in place.
- Peer mediation
- Improved attention to equipment and digital needs of employees.

#### Report of the CFO

Jason Moment called upon Jason Seifer, CFO, for his report. Mr. Seifer spoke on the following points:

##### 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
- 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 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.

FY22 Requests for New Positions:

Mayor's Budget Office has said no new positions can be proposed

#### Capital Improvements Requests

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

#### Possible Expenditure Reductions

- Few options as FAM expenditures are related to security and maintenance which are required to operate the Museums
- Open Positions – Hard Freeze
- Review changes to Museum operating hours and analyze their impact on service levels to the Public and to Equity
- Budget reduction proposal to be reviewed at Feb 9 FAM Meeting.

#### **Public Comment**

There was no public comment during the course of this meeting.

#### **Adjournment**

President Moment adjourned the meeting at 3:50 pm.