

**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, October 13, 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, October 13, 2020 by Zoom. The meeting was called to order at 3:04 pm by Diane B. Wilsey, Chair Emerita. Mrs. Wilsey welcomed Trustees and members of the public, thanked Jason Moment for his thoughtful leadership, and thanked Director Tom Campbell for all he has done for the museums during this challenging time.

**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 June 8, 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**

Janet Barnes  
Carol Bonnie  
Jack Calhoun  
Katherine Harbin Clammer  
Marc P. Cruciger, M.D.  
David Frazee  
Frankie Gillette  
Wheeler Griffith  
Cynthia Gunn  
Lauren Hall  
Lucy Hamilton  
Holly Johnson Harris  
Gretchen Kimball  
Yasunobu Kyogoku  
Kathryn Lasater  
Jason Moment, President  
Carl Pascarella  
Heather Preston, M.D.  
Richard Scheller, Ph.D.  
David Spencer

Diane B. Wilsey, Chair Emerita

**Trustees Unable to Attend**

David Chung  
Belva Davis  
Juliet de Baubigny  
Denise Fitch  
Amy McKnight  
Bryan Meehan  
Lisa Sardegna  
Jeana Toney  
David Wadhvani  
Lisa Zanze

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

Sharon Bell  
Max Glynn  
William Hearst III  
Michael Linn  
Valerie Coleman Morris  
Lynn Anderson Poole  
Mariana Wall

**Fine Arts Museums Foundation Members Present**

George Hecksher  
Debbie Jorgensen  
Lorna Meyer  
David Soward

**Ex-Officio Trustees Unable to Attend**

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

**Report of the COFAM Nominating Committee** – Jason Moment, President on behalf of Carl Pascarella, Chair.

President Moment thanked Katherine Lasater and Lisa Zanze for their longtime commitment as co-chairs of the Nominating Committee. He presented the slate of nominees to serve on the Executive Committee.

Consideration and Possible Action to Elect the Following FAMSF Executive Committee Members to a Term of One Year, Effective October 13, 2020:

Carol Bonnie  
Jack Calhoun  
Kate Harbin Clammer  
David Frazee

Cynthia Gunn  
Lauren Hall  
Kathryn Lasater  
Amy McKnight  
Lorna Meyer  
Jason Moment, President  
Carl Pascarella, Vice President  
Lynn Anderson Poole  
Heather Preston  
David Shimmon  
David Spencer  
David Wadhvani  
Lisa Zanze

On motion, duly seconded, Trustees unanimously approved the slate of Executive Committee members. There was no discussion among Trustees, there was no public comment.

#### Report on Retirement from FAMSF, effective October 13, 2020

Mr. Moment reported that Marc Cruciger has retired from FAMSF. Marc left COFAM earlier this year and graciously stayed on FAM until a new chair of the Acquisitions Committee was appointed. He thanked Marc for his nine years of service and for his leadership of the Acquisitions Committee.

Mr. Moment proposed the following resolutions to set numbers of Trustee positions:

#### Consideration and Possible Action to Adopt a Resolution Setting the Number of Executive Committee Positions

WHEREAS, the Fine Arts Museums of San Francisco Bylaws Article III, Section I provide that the Executive Committee shall consist of at least thirteen Trustees, the exact number to be set by the Board of Trustees from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Fine Arts Museums of San Francisco does hereby set the number of Executive Committee members at seventeen (17) until such number is changed by this Board.

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

#### Consideration and Possible Action to Adopt a Resolution Setting Number of Trustee Positions

WHEREAS, On June 14, 1990, the Fine Arts Museums of San Francisco Bylaws were amended to provide for a variable number of Trustees, the exact number to be set by the Board from time to time; now, therefore, be it

RESOLVED, That the Board of Trustees of the Fine Arts Museums of San Francisco does hereby set the number of Trustees at twenty-eight (28) until such number is changed by this Board.

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

## Report of the Acquisitions Committee

President Moment called on William Hearst, III, Chair of the Acquisitions Committee to present the report of the September 10, 2020 Acquisitions committee meeting.

Mr. Hearst recommended the FAMSF Board approve the report of the Acquisitions Committee and accept 1 purchase, 2 funded purchases, 44 proposed gifts, and approve first step deaccessioning of 233 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 President – Jason Moment, President

Mr. Moment presented the dates for the 2021 Board meetings and proposed the following resolution:

RESOLVED, That the Board of Trustees of the Fine Arts Museums of San Francisco does hereby set the following dates, times, and locations for its 2021 regular meetings:

Tuesday, February 9, 2021	3:00 pm
Tuesday, April 13, 2021	3:00 pm
Tuesday, June 8, 2021	3:00 pm
Tuesday, October 12, 2021	3:00 pm
Tuesday, December 7, 2021	3:00 pm

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

## 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 one loan request by Berggruen Gallery, San Francisco, Ca. for *Wayne Thiebaud* October 16, 2020 – November 28, 2020:

Wayne Thiebaud, American, b. 1920

*Three Machines*, 1963

Oil on canvas

30 x 36 1/2 in. (76.2 x 92.7 cm)

Museum purchase, Walter H. and Phyllis J. Shorenstein Foundation Fund, the Roscoe and Margaret Oakes Income Fund, with additional funds from Claire E. Flagg, the Museum Society Auxiliary, Mr. and Mrs. George R. Roberts, Mr. and Mrs. John N. Rosekrans, Jr., Mr. and Mrs. Robert Bransten, Mr. and Mrs. Steven MacGregor Read, and Bobbie and Mike Wilsey, from the Morgan Flagg Collection 1993.18

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

## Reopening Report

On August 29, after months of advocacy, and waiting, Governor Gavin Newsom released a new four-tiered system for business reopening. We were able to open the de Young for Members on Tuesday, September 22 and to the public on Friday the 25th of September. Health and safety measures in place: increased cleaning, newly installed sanitizing stations, Plexiglas shields, physical distancing facilitated via directional signage, face coverings required, advance tickets encouraged. Frida Kahlo Exhibition is operating at 25% capacity. Collection galleries at 17% capacity. Working in entirely new circumstances, our visitor experience team has done a remarkable job of learning on the fly, and remedying issues as we all learn together. After months of sheltering in place, we're finding that our visitors, and especially those visitors who are members, are delighted to be back at the de Young, exploring our exhibitions and collections. Reopening has been a lifeline to our staff and a gift to the community, with over 50,000 tickets reserved to since September 14 when tickets went live (as of October 6). The Legion of Honor will be reopening to the general public on October 30, 2020.

Mr. Campbell also reported on *de Young 125* a volume on the permanent collection, published to mark the 125th anniversary of the de Young. Offering a fresh perspective on select collection objects, the book was conceptualized across museum departments. A publication for the Legion 2024 centenary publication is under way.

Additionally the Director reported on *Uncanny Valley: Being Human in the Age of AI*, February 22, 2020 – June 26, 2021; *Frida Kahlo: Appearances Can be Deceiving*, September 25, 2020 – February 7, 2021 and *The de Young Open*, October 10, 2020 – January 3, 2021.

## Report on Condition of de Young Tower

- The Mayor signed a balanced budget on Oct 1 for the current fiscal year in the face of staggering shortfalls. Due to the budget crisis, the Fine Arts Museums budget operating budget was reduced \$400,000 by freezing open positions, and the capital improvement budget was reduced by \$1M (90%) from the prior year. Thanks to capital funding from prior years, we have been able to continue with our assessment of the de Young tower—a project that was scheduled to begin in March. Swinerton began the mock-up of the proposed methods for repair of the tower corrosion as planned in early June. As part of this work, Copper panels were removed from the 3rd and 4th floors along with several other elements. Cleaning methods were tested; loss of material closely monitored in testing phase. The majority of elements that had been cleaned did not show significant loss of material after cleaning. An anchor that was removed showed severe rust. While not technically structural, there could be a failure of the façade/copper skin in an earthquake. Next steps:
  - Zahner and Wallace Engineering are developing recommendations to address the rusted anchors.
  - Swinerton is developing a quote to restore the mock up area
  - Zahner will prioritize a list of repairs for the various elevations of the building.

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

With over 53,000 tickets booked to the de Young since September 14, we recognize a desire within the community to return to the de Young. The closure of JFK drive from Kezar Drive to Transverse Drive has inhibited our ability to meet our community's expectations by severely inhibiting their ability to access the de Young. This road closure has resulted in the loss of 30 ADA spaces. Under the health order that closed this section of JFK in April, the current closure will continue until 120 days after the health order is lifted. On behalf of our visitors, and our staff, we must advocate for the swift reopening of JFK from transverse to 8th avenue. Those visiting the museum who cannot afford to pay \$30 to park in the Music Concourse garage (which the de

Young does not operate), are compelled to park in the inner Richmond and Sunset neighborhoods. The logical solution to this situation (in which FAM had no input) is to open JFK Drive from Transverse to just east of 8<sup>th</sup> Avenue. This would provide a safe area for recreational users while providing the critical access needed for the de Young. We are working to make the Mayor’s Office on Disability aware of accessibility challenges. We are also 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

**Report of the Chief Financial Officer (CFO)**

Jason Moment called upon the CFO, Jason Seifer, gave an FY21 Budget Overview

- Unprecedented Health and Economic Crisis:
  - Significant revenue decreases along with additional expenses
  - Revenues not expected to return to FY19 levels until FY24
- Two-Year Deficit Projection of \$1.7B
  - FY20 Deficit of \$250M and FY21 Deficit of \$750M
- Fine Arts Museums Budget reduction target of 10% in FY21 (\$1.7M) plus a 5% (\$861k) Contingency, growing to 15% in FY22
- Balanced FY21 Budget Signed by the Mayor on October 1
- City Budget included no layoffs or hourly reductions
- Significant decreases in Capital and One-Time Expenditures
- Fine Arts Museums Budget
- Combined Budget Reductions of \$1,100,000 in FY21
- Budget Savings by Freezing 5 Open Positions (4 Security Guards/1 Admission Attendant)
- Capital Expenditure reduction of \$740,000

**Fine Art Museums (FAM) City Department Budget**  
 General Fund Only (excludes Admissions Fund)  
 FY21 Approved Budget vs FY20 Approved Budget  
 (\$ in thousands)

	Approved Budget FY21	% of FY21 Budget	Approved Budget FY20	% of FY20 Budget	Variance to FY20 Budget	
Staffing (primarily security)	13,194	79%	13,198	79%	(4)	• FY21 Staffing expense flat due to 4 frozen Security Guards.
Utilities	1,498	9%	1,546	9%	(48)	• FY21 Other expense decrease dues to one time de Young 125 <sup>th</sup> Anniversary archivist funding.
Art and Property Insurance	1,421	8%	1,328	8%	93	
Buildings Service Contracts	348	2%	348	2%	-	• Capital expenditure reduction of \$740k.
Other expense	<u>284</u>	<u>2%</u>	<u>380</u>	<u>2%</u>	<u>(96)</u>	
Total Expenses	16,745	100%	16,800	100%	(55)	
Capital Expenditures	<u>422</u>		<u>1,162</u>		<u>(740)</u>	
Total Spending	<u>17,167</u>		<u>17,962</u>		<u>(795)</u>	

**Fine Art Museums (FAM) City Department Budget**  
 Admissions Fund Only (excludes General Fund)  
 FY21 Approved Budget vs FY20 Approved Budget  
 (\$ in thousands)

	Approved Budget FY21	Approved Budget FY20	Variance to FY20 Budget
Salary and Benefits	935	1,138	(203)
City Indirect Cost Reimbursement	187	193	(6)
Other expense	2	2	-
Reimbursement to COFAM	-	94	(94)
<b>Total Expenses</b>	<b>1,124</b>	<b>1,427</b>	<b>(303)</b>

- Special Revenue Fund in City Charter.
- Funded by COFAM General Admission Revenue.
- Salary reduced by 1 Admission Attendant and part time staffing.
- No reimbursement to COFAM – low General Admission Revenue in FY21.

Mr. Seifer then offered the following resolution:

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

WHEREAS, The Corporation of the Fine Arts Museums is a 501(c)(3) not-for-profit corporation that exists 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 \$ 10,562,742 expended by the Corporation of the Fine Arts Museums for operation during the period April 1

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

**Report on Museum Programs**

Director Campbell called upon Timothy Anglin Burgard, Distinguished Senior Curator-in-Charge of American Art for his Report. Mr. Burgard spoke on the de Young Open, October 10, 2020 – January 3, 2021. Two weeks after closure, Director Campbell announced the de Young Open. The museum issued an open call for submissions to artists in all nine Bay Area Counties; 6,188 artists submitted 11,514 works. A jury of four Fine Arts Museums Curators and three very distinguished Bay Area Artists, Mildred Howard, Hung Liu and Enrique Chagoya judged the entries. In the end 877 works were selected by 762 artists.

**Public Comment**

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

Fine Arts Museums of San Francisco  
Board of Trustees  
October 13, 2020

## **Adjournment**

President Moment adjourned the meeting at 4:16 pm.