

**DRAFT MINUTES**

**Fine Arts Museums of San Francisco Board of Trustees  
Tuesday, February 7, 2023  
3:00 pm**

The meeting was held in person and by Teleconference Pursuant to the February 10, 2022 Forty-Fifth Supplement to Mayoral Proclamation Declaring the Existence of a Local Emergency Dated February 25, 2020.

Voting trustees attended in person, except for those who received exemptions for COVID-related reasons. Members of the public had the opportunity to join remotely by phone.

**Call to Order**

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

**Calling of the Roll** – Megan Bourne, Chief of Staff and Executive Secretary to the Board of Trustees

**Trustees Present in Person**

Jack Calhoun  
David Frazee  
Jason E. Moment, President  
Carl F. Pascarella  
Diane B. Wilsey, Chair Emerita

**Trustees Present on Zoom with City Exemption**

Yasunobo Kyogoku  
Richard H. Scheller Ph.D.

**Trustees Unable to Attend**

Janet Barnes  
Juliet de Baubigny  
Lauren Hall  
Bryan Meehan  
Heather Preston, M.D.  
David Wadhvani

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

Bakari Ayinde Adams  
Alexandria J. Ashdown  
Sharon Bell  
Carol N. Bonnie

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Bettina S. Bryant  
Max Boyer Glynn  
Holly Johnson Harris  
Valerie Coleman Morris  
Lynn Poole  
David Soward  
Brenda Wright  
Lisa Zanze

**Approval of Minutes** – Diane B. Wilsey, Chair Emerita

Diane B. Wilsey 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 January 17, 2023 meeting of the Board of Trustees, having been delivered in advance to all trustees, were unanimously approved.

**Report of the President** – Jason Moment, President

President Moment discussed the return to in person meetings. The Fine Arts Museums received notice from the City Attorney's Office in January regarding changes to the rules for in-person meetings of City boards. For nearly three years, special rules have governed the meetings of these City public bodies, in response to the COVID-19 public health emergency. The Governor has announced he will end the statewide emergency on February 28, 2023. The Mayor's order regarding public meetings will also end on this date. Effective March 1, 2023 the City requires FAM Trustees to meet in person in order to participate, vote and count toward a quorum. Exceptions to this requirement may be requested on the basis of disability or parental leave; exception requests will be forwarded to the City Department of Human Resources, which will determine eligibility. Even with an exemption to attend remotely, the Trustee will not count toward a quorum or be able to vote.

Public Filings are due April 3. There is no provision for an extension of a filing deadline. Late statements are subject to a \$10 per day late fine. Persons who fail to file their Form 700 timely may also be referred to the Ethics Commission's Enforcement Division, which may impose a penalty of up to \$5,000 per violation.

In addition, late filers will be disqualified from all participation in and voting on matters listed on the meeting agenda until they have met their filing requirements.

**Report of the Director and CEO** – Thomas P. Campbell, Director and CEO

Consideration and Possible Action to Approve Loan Requests:

1. Request from: The Los Angeles County Museum of Art, Los Angeles, CA  
For the Exhibition: *Eternal Medium: Seeing the World in Stone*  
Exhibition dates: January 29, 2023 to May 14, 2023  
Urbano Ferrucci (attrib. to), Italian, active early 17th century, Matteo Nigetti (attrib. to), Italian, 1600–1648, **Panel depicting a vase of flowers**, ca. 1600–1650

2. Request from: The Baltimore Museum of Art, Baltimore, Maryland  
For the Exhibition: *Making Her Mark (working title)*  
Exhibition dates: The Baltimore Museum of Art, October 2023 to January 2024; Art Gallery of Ontario, Toronto, Canada, February to May 2024  
Marie-Guillemine Benoist, ***Psyche Bidding Her Family Farewell, 1791***
3. Request from: The Art Institute of Chicago, Chicago, IL  
For the Exhibition: *Camille Claudel (working title)*  
Exhibition Dates: The Art Institute of Chicago: 10/7/2023 to 2/19/2024; J. Paul Getty Museum: 4/2/2024 to 7/21/2024  
Camille Claudel, ***Reve au Coin de Feu, 1899***
4. Request from: David Zwirner Gallery, Los Angeles, CA  
For the Exhibition: *At Home: Alice Neel in the Queer World*  
Exhibition Dates: David Zwirner Gallery: 11/1/2023 to 12/1/2023 TBC  
Alice Neel, American, ***Robert Avedis Hagopian, 1971***
5. Request from: Royal Museum of Fine Arts, Antwerp, Belgium  
For the Exhibition: *In Your Wildest Dreams: ENSOR BEYOND IMPRESSIONISM (working title)*  
Exhibition Dates: Royal Museum of Fine Arts: 9/27/2024 to 1/5/2025  
Jean-François Raffaëlli, ***The Absinthe Drinkers (Les déclassés), 1881***
6. Request from: The Art Institute of Chicago, Chicago, IL  
For the Exhibition: *Georgia O’Keeffe: “My New Yorks,”*  
Exhibition Dates: The Art Institute of Chicago: 06/02/2024 to 09/22/2024; High Museum of Art: 10/25/2024 to 02/16/2025  
Georgia O’Keeffe, ***Untitled (New York), ca. 1925–1930***
7. Request from: Musée du Louvre, Paris, France  
For the Exhibition: *Watteau*  
Exhibition Dates: Musée du Louvre: 10/16/2024 to 2/3/2025  
Jean-Antoine Watteau, French, 1684–1721, ***The Foursome (La Partie Quarrée), ca. 1713***
8. Request from: Gallerie d'Italia-Piazza Scala, Milan, Italy  
For the Exhibition: *Moroni (1521-1580) A portrait of his time (provisional title)*  
Exhibition Dates: Gallerie d'Italia-Piazza Scala: 11/23/2023 to 4/1/2024  
Giovanni Battista Moroni, ***Portrait of a Gentleman (traditionally called Giulio Gilardi), ca. 1550***

On motion, duly seconded, there was no discussion among Trustees. There was no public comment. The board voted unanimously to approve the loan requests.

#### **Report of 2022 Year-End Gifts of Art**

Mr. Campbell reported that FAMSF accepted 306 year-end gifts. The full report of the Year-End Gifts is attached as Appendix 1.

### **Collection Updates**

There has been a great deal of movement and activity in our collection galleries the past two months.

At the Legion we have opened a new Achenbach gallery and the treasures that are on display in our display of acquisition highlights from the past 15 years. We are delighted to have this new gallery space dedicated to works on paper to more regularly exhibit works from our massive collection of works on paper in the Legion of Honor.

A recent acquisition by Camille Pissarro now graces the galleries at the Legion. The painting came to us by an anonymous donor via the Getty sale greatly enhances our collection of Impressionist figure paintings.

Canaletto's masterful painting of Santa Maria della Salute is now on view at the Legion. The crowning jewel of the Getty collection, this is among a series of magnificent early gifts that we have received for our gift of art campaign, which we are organizing on the occasion of the Legion's centenary, which also coincides approximately with the 50th anniversary of the formation of the Fine Arts Museums of San Francisco.

Woody de Othello's monumental sculpture, *Fountain*, was installed in our sculpture garden at the de Young a few weeks ago. This is one of the 42 works by local artists that came into the collection thanks to a gift from the Svane Family Foundation

### **Publications**

In 2013, the museums received a transformational gift from the Thomas W. Weisel family of over two-hundred masterworks of Native American art, largely from the American Southwest. This significant gift allows the de Young to present a comprehensive survey of Native American art with a distinctly western focus, stretching from the Arctic Circle to the American Southwest. The collection spans nearly a thousand years of artistic production, from 11th-century Mimbres ceramics to 19th-century baskets and ceramics by recognized artists such as the Hopi-Tewa artist Nampeyo, and additional masterworks of Navajo weaving. The 430+ page book-- *Native American Art from the Thomas W. Weisel Collection* -just off the press in Germany was over five years in the making and celebrates Mr. Weisel's legacy as a collector while speaking to the complexities of the Native American art field and exploring the diverse beliefs, histories, and practices of Indigenous makers past and present. Encompassing contributions from over 80 authors from different disciplines and cultural backgrounds, the catalogue will be available for purchase in late March/early April 2023

### **Exhibitions and Public Programs**

*Ramses the Great and the Gold of the Pharaohs*, August 20, 2022 – February 12, 2023

We've had a wonderful response to *Ramses the Great and the Gold of Pharaohs*. Celebrating the reign and achievements of Ramses II, this multisensory exhibition is filled with exquisite sculptures and objects produced during Egypt's Golden Age

*Lhola Amira: Facing the Future*, December 17, 2022 – December 2, 2023

In December, we opened *Lhola Amira: Facing the Future* at the de Young with a powerful, ritualized foot washing ceremony offered by the artist to members of the black community in San Francisco. This exhibition inaugurates a new contemporary African art program that has

been conceived as a means to engage more deeply with African history, culture, and society in our global present. I am delighted that Natasha Becker is with us today to speak about Lhola Amira's work

*Sargent and Spain*, February 11 – May 14, 2023

*Sargent and Spain* is the first exhibition to explore the influence of Spanish culture on the dynamic visual practice of the American expatriate artist John Singer Sargent. Celebrated as the leading society portraitist of his era, John Singer Sargent influenced a generation of American painters. His captivation with Spain, which developed over the course of seven visits to the country between 1879 to 1912, resulted in a remarkable body of work. The exhibition will present an array of Sargent's dazzling oils, watercolors, drawings, and never-before-exhibited photographs from his personal collection, which showcase Spain's rich culture, its people, and its magnificent urban and rural landscapes. Our presentation of *Sargent and Spain* will be the exclusive West coast venue for this exhibition.

*Kehinde Wiley: An Archaeology of Silence*, March 4 – July 9, 2023

At the de Young, *Kehinde Wiley: An Archaeology of Silence* will present a new series of monumental paintings and sculptures by groundbreaking contemporary artist Kehinde Wiley to U.S. audiences for the first time. Unearthing the haunting toll of systemic violence in Black communities around the world using the classical visual language of the fallen figure, Wiley's work stimulates critical discussion around the legacies of colonialism.

*Ansel Adams In Our Time*, April 8 – July 23, 2023

A major exhibition of photographs by Ansel Adams will contextualize the renowned 20th century Bay Area photographer's early environmental activism amongst the work of contemporary photographers whose work actively contends with the present climate crisis.

*The Tudors: Art and Majesty in Renaissance England*, June 24 – September 24, 2023

The Legion of Honor in San Francisco will be the sole West Coast venue for *The Tudors: Art and Majesty in Renaissance England*, the first major exhibition of Tudor portraiture and decorative arts in the United States. The exhibition includes some of the most iconic images of England's most enduring monarchs, as well as the lavish treasures with which they lived and which they employed as political tools.

*Bouke de Vries: Memories in Porcelain*, July 22, 2023 – March 24, 2024

The stunning and provocative work of London-based Dutch artist Bouke de Vries will be on display in the Legion's porcelain gallery starting this July. Trained as a porcelain restorer, Bouke de Vries uses broken ceramic shards, as well as glass and other materials, to create imaginative works of sculpture. *Bouke de Vries: Memories in Porcelain* at the Legion of Honor will feature eight works commissioned by the Fine Arts Museums. These pieces respond to the history of San Francisco, including the devastating earthquake of 1906, and complement the Fine Arts Museums' extensive collection of European ceramics in the Bowles Porcelain Gallery. Created with fragments of broken European and Asian ceramic pieces, De Vries's contemporary sculptures capture what the artist describes as the "beauty of destruction," challenging our notions of perfection and worth by finding new potential in that which is broken.

*de Young Open*, September 30, 2023 – January 2024

The immensely popular de Young Open exhibition is returning this year as a newly recurring triennial, featuring artworks from the region's diverse creative communities. Juried by four

established artists from the area, as well as Fine Arts Museums curators, we invite submissions from artists who currently live in the nine Bay Area counties: Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. Installed salon-style, the 2020 iteration of the de Young Open filled the museum's 12,000-square-foot Herbst Galleries with 877 works by 762 artists. All proceeds from artwork sales, then and now, go directly to the artists. In 2023, the application period is June 5 to June 18th. We look forward to once again celebrating the creativity of Bay Area artists with this exhibition dedicated exclusively to their work.

*Botticelli Drawings, November 18, 2023 – February 11, 2024*

A quintessential artist of the Italian Renaissance, Alessandro di Mariano di Vanni Filipepi—better known as Sandro Botticelli—has had an enduring influence on contemporary culture, from art and design, to dance, music, fashion and film. An expert draftsman, Botticelli's drawings underlie and animate his greatest compositions. Although key to his continued relevance and popularity, there has been no major exhibition dedicated to Botticelli's art of drawing until now. Bringing together nearly 80 works from 40 lending institutions across the United States and Europe, Botticelli Drawings is the first exhibition to explore the central role that drawing played in the artist's practice. Anchored by extensive research by Furio Rinaldi, Curator of Drawings and Prints at the Fine Arts Museums of San Francisco, the exhibition centers several newly attributed drawings alongside works from the Uffizi, Louvre, and other museums that have never before left their lending institutions. Pairing Botticelli's graphic output as a whole with key paintings, Botticelli Drawings offers a rare opportunity to explore the artistic process behind some of the world's most beloved masterworks.

*Bouquets to Art 2023, June 5 – 11, 2023*

Please save the dates for the 2023 edition of Bouquets to Art!

*Free Saturdays*

In this fiscal year, over 111,000 visitors have attended the Museums through Free Saturdays. This program continues to grow. Compared to FY22 (prior year), there are 30% more Free Saturday visitors or 800 more people each weekend. Saturday attendance is now 219% higher than before this program was launched. As a result, over 345,000 people have taken advantage of our Free Saturdays program since inception.

On a recent Free Saturday, we hosted a moving performance by Mobina Nouri, an Iranian-American multi-disciplinary artist based in San Francisco. Showing solidarity with the women of Iran, the artist invited participants to cut her hair, which was tied to columns in the Court of Honor. Providing space for artists and our public to engage with the issues of the day through art is a key aspect of our mission, and I am proud that we were able to offer this avenue of engagement to SF audiences.

*Vitality Arts*

The education department has launched its first two Vitality Art Making classes for adults 55 and older—one class is focused on narrative painting, the other is a printmaking class. These classes are designed to meet the needs of underserved adults through close partnership with community centers throughout San Francisco.

- These free classes seek to:

- Welcome new visitors to the museums
- Strengthen community relations
- Recruit potential new volunteers to the Gallery Guide Program, a new initiative designed to augment the museum's docent program with adults who reflect the ethnic diversity of our communities.
- Education plans to offer 4 more free classes and experiment with adult art making classes for a fee.

As a reminder, this program is funded through a generous grant from the E.A. Michelson Philanthropy.

### **Building Updates**

#### *Legion of Honor Courtyard*

The final phase of our multi-year project to repair and restore masonry in the Legion of Honor courtyard will start in the late Spring. We received funding to complete this project last year; however, due to rising costs, the funding that we have in hand no longer covers the full cost of the final phase. As you'll hear from Jason Seifer shortly, we are requesting additional funding in this upcoming budget cycle to bring this project to a close

#### *Hamon Tower*

Following our multi-year analysis of corrosion on the tower, a Rough Order of Magnitude estimate for the repair was projected at a cost way above anything we had imagined: \$30M. Since last spring the project has entered the city's capital plan system as a request. The tower project was entered in the city's 10-year Capital Plan. The request is for \$22 M for FY 24 and \$10 M for FY25 with a total estimated cost is \$32M (the addition \$2M from the ROM is to cover soft cost). Jason and our head of facilities, Gustavo Salas had a meeting with the city's Capital Planning staff in October to discuss the project. Due to the scale of the project CP did not have a good view on how to finance this large project

### **Report of the CFO – Jason Seifer, CFO**

#### 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 17, 2023; Public Meeting #2: Feb 7, 2023
- 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 FY24 Budget Overview

- Slow growth revenue outlook with escalating costs.
- Two-Year Deficit Projection of \$728M
- FY24 Deficit of \$200M and FY25 Deficit of \$528M
- Key drivers of Deficit:
  - Slow or no growth in major tax revenues; Loss of Federal funds
  - Incorporated 2022 election measures: School set-aside of ERAF Funds

- Increased pension costs due to recent market down-turn
- Higher salary & benefit costs
- Prepare for the financial outlook to worsen

CCSF FY24 Budget: Mayoral Guidelines

- Mayoral Priorities:
  - **Recovery** of the local economy: Focus on downtown and economic core
  - **Improving** public safety and street conditions
  - **Reducing homelessness** and transforming mental health services
  - **Accountability & equity** in services and spending
- Prioritize filling or reclassifying vacancies for core services.
- Maintain Mayoral initiatives and recommend operating efficiencies.
- Mandatory reductions: FY24 5% (\$987,000) and FY25 8% (\$1,578,000)

FY24 FAM Budget: Key Dates

- December 15: Mayor’s Guidelines for FY24 Budget to CFOs
- January 17: FAM Board Budget Hearing #1
- January 20: FAM Capital and COIT Budget Submittal
- February 7: FAM Board Budget Hearing #2
- February 21: FAM Operating Budget to Mayor’s Office
- June 1: Mayor’s Budget Proposal 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)  
 FY24 Base Budget vs FY23 Approved Budget  
 (\$ in thousands)**

	Base Budget FY24	% of FY24 Budget	Approved Budget FY23	% of FY23 Budget	Variance to FY23 Budget
Staffing (primarily security)	14,941	75%	14,657	77%	284



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Utilities	2,533	13%	2,136	11%	397
Art and Property Insurance	1,525	8%	1,352	8%	173
Buildings Service Contracts	350	2%	350	2%	-
Other expense	<u>398</u>	<u>2%</u>	<u>373</u>	<u>2%</u>	<u>25</u>
Total Expenses	19,747	100%	18,868	100%	879
Capital Expenditures	<u>1,033</u>		<u>1,035</u>		<u>(2)</u>
Total Spending	<u>20,780</u>		<u>19,903</u>		<u>877</u>

- FY24 Staffing expense higher due to contractual obligations.
- FY24 Utilities and Insurance are based on historical estimates.

**Fine Art Museums (FAM) City Department Budget  
 Admissions Fund Only (excludes General Fund)  
 FY24 Base Budget vs FY23 Approved Budget  
 (\$ in thousands)**

	Base Budget FY24	Approved Budget FY23	Variance to FY22 Budget
Salary and Benefits	993	983	10
City Indirect Cost Reimbursement	80	65	-
Other expense	2	2	-
Reimbursement to COFAM	<u>5</u>	<u>5</u>	=
Total Expenses	1,080	1,055	10

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

FY 24 Budgeted Employees  
General Fund

- Total Salary and Benefits: \$14,941,000
- 97 Full Time Positions
  - Security Management – 9 Positions
  - Security Staff – 68 Positions
  - Building Engineers – 10 Positions
  - Curatorial and Collections – 5 Positions
  - Administrative – 5 Positions

#### Admissions Fund

- Total Salary and Benefits: \$993,000
- Funded by General Admission revenue from COFAM
- 9 Full Time Admission Attendants

#### FY24 Request for New Positions

- Mayor's Budget Office has said no new positions can be proposed.
- In FY23, FAM regained 3 Security Guard positions cut during the FY21 Budget Reductions.

#### Staffing Challenges

- Building engineers: Shortage of engineers compared to building square footage and needed to maintain aging buildings.
- Security Supervisors: Added coverage at both buildings

#### **Capital and COIT Improvement Requests**

- Capital Improvement requests in FY24 total over \$5M but available funding is unknown.

#### Key Requests (Priority 1)

1. de Young Chiller Overhaul - \$800,000
2. de Young Fire Alarm System Upgrade - \$370,000
3. LOH Elevator Door Modernization - \$225,000
4. LOH Masonry Restoration - \$500,000
5. LOH Security Upgrades - \$350,000
6. LOH Laylight Shades - \$500,000
7. LOH Main Entrance Doors - \$150,000
8. de Young Tower Corrosion – Multiyear coordination with City Staff

#### Budget Reduction Target Proposal

- Mayor's Budget reduction target of 5% in FY24 or \$987,000
- FAM expenditures related to security and maintenance. No discretionary spending

#### Proposed Expenditure Reductions

- Reduced Security Headcount: 1 Manager and 6 Security Positions

#### Operational impacts

- 10% Decrease of Security Headcount
- Reduced Museum Hours (likely an additional weekday closure)
- Lower Museum attendance with negative economic impact on City

Mr. Seifer then introduced a consideration and possible action to adopt a resolution acknowledging funding expended by the Corporation of the Fine Arts Museums during the period of October 1 through December 31, 2022:

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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 \$15,902,496 expended by the Corporation of the Fine Arts Museums for operation during the period October 1 through December 31,2022

Upon motion, duly seconded, there was no discussion among Trustees. There was no public comment. Trustees voted unanimously to adopt the above resolution as **Board Resolution 1940**.

#### **Curatorial Presentation**

Director Campbell called upon Natasha Becker, Curator, African Art to present on *Lhola Ammira:Facing the Future*.

#### **General Public Comment**

There was no comment from the public.

#### **Adjournment**

Diane B. Wilsey, Chair Emerita adjourned the meeting at 3:48 p.m.