

**DRAFT MINUTES**

**Fine Arts Museums of San Francisco Board of Trustees  
Tuesday, April 4, 2023  
3:00 pm**

**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 3:01 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**

David Frazee  
Jason E. Moment, President  
Heather Preston, M.D.  
Diane B. Wilsey, Chair Emerita

**Trustees Present on Zoom-Absent**

Jack Calhoun  
Yasunobu Kyogoku  
Carl F. Pascarella

**Trustees Unable to Attend**

Janet Barnes  
Lauren Hall  
Bryan Meehan  
Richard H. Scheller, PhD  
David Wadhvani

**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 February 7, 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 introduced the reports being given in today's meeting.

**Report of the Acquisitions Committee** – William R Hearst III, Fine Arts Museums of San Francisco Acquisitions Committee Chair

President Moment called on William R. Hearst III, Fine Arts Museums of San Francisco Acquisitions Committee Chair, to present the report of the March 3, 2023 meeting of the Acquisitions Committee.

Mr. Hearst recommended the FAMSF Board approve the report of the Acquisitions Committee and accept 8 purchases, 7 funded purchases, 62 gifts, 71 first step deaccessions and 24 second step deaccessions. The full report of the Acquisitions Committee is attached as Appendix I.

On motion, duly seconded, the Board approved the report and accepting the purchases, gifts and deaccessions. There was no discussion among the Trustees, and there was no public comment.

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

Both museums have had strong attendance throughout fiscal year 2023, with a diverse range of exhibitions such as Guo Pei, Obama Portraits Tour, Faith Ringgold, Ramses, and now Sargent and Spain and Kehinde Wiley encouraging visitors to return to the museums. Since Sargent and Spain opened on February 11, there have been over 46,000 visitors through March 26. In its first two weeks, Kehinde Wiley increased de Young General Admission by 78%. Over the past 8 months/first 8 months of fiscal year 2023, Museum Attendance was up 124% from the first 8 months of fiscal year 2022.

- Attendance first 8 months FY22: 435,000
- Attendance first 8 months FY23: 976,000; this exceeds most pre-pandemic years.

Sargent in Spain has already attracted 46,000 visitors. The average attendance is over 1,100 visitors per day, making this the strongest Paintings exhibition at the LOH since the Klimt exhibition. Sargent is expected to have over 90,000 attendees (+20,000 to budget)

Ramses had 312,000 attendees (2,100/day). Ramses had the strongest exhibition attendance since Late Monet (2019) and successfully drove membership higher from the steep pandemic decline.

Director Campbell shared updates on the way in which attendance and membership rebounded in remarkable ways in calendar year 2022. This was documented last week by the Art Newspaper, which compiles annual attendance for arts institutions. As with other institutions that have separate buildings like the Tate with the Tate Modern and Tate Britain, The Fine Arts Museums are required to report separate figures for the de Young and Legion of Honor. In 2022, the de Young welcomed 797,444 visitors, and was the 12th most attended museum in the United States. The Legion welcomed 360,820 visitors in 2022. When combined, FAMSF total attendance is 1,158,264, making FAMSF the 5th most highly attended museum in the United States. Total 2022 attendance doubled over attendance in 2021, when the museums greeted 564,480 visitors to FAMSF. Attendance for 2022 was only 14% behind pre-pandemic numbers – in 2019 FAMSF welcomed 1,345,011 visitors. Attendance at museums such as the Louvre and Met, which rely heavily on international tourism is still down from pre-covid numbers (-20% at the Louvre and -34% at the Met for instance). They are still at the top of the chart as usual,

but their recovery has been slower. As the city's museums, we are delighted to be representing San Francisco with such strong figures on this list.

### **Free Saturdays**

The Free Saturdays program has played an important role in bringing visitors back to the museums and driving engagement with local communities at both the de Young and Legion.

De Youngsters Day Out was a success. There were over 6000 attendees; 2,500+ children and their families engaged in 10 gallery activations and activities throughout the museum. Thanks to a collaboration with Oakstop, 400 youths and their families and their families received free transportation from Oakland to the de Young museum, and were able to take part in the festivities. Proceeds from de Youngsters Day Out supports our Equity Schools Partnership Project, an education initiative which provides in-classroom instructional support, art supplies and transportation to schools that do not typically visit the museum, partnerships with community-based organizations serving BIPOC students, and teacher fellowships. A new endowment fund was launched in memory of Mariana Gantus Wall, and in honor of all the work that she did in her tenure as a COFAM trustee to champion education programs that are inclusive, accessible, and free of charge for every Bay Area Family. In memory of Mariana's legacy, the Mariana Gantus Wall Education Fund will be established to support education programs for families and schools at the Fine Arts Museums of San Francisco.

### **Staffing Updates**

Karin Breuer, longtime curator in charge of the Achenbach will retire this month. Over the course of her 37-year tenure at FAMSF, Karin left an indelible mark on the institution through the thousands of works on paper that she has brought into the collection, through the numerous exhibitions that she has curated, through her stewardship of the Achenbach collection, and through her authorship of numerous FAMSF publications. In the American Art Department, Tim Burgard will retire in late September. Tim joined the museums in the 1990s, and like Karin, his impact on FAMSF is truly profound. While at the Museums, he has curated 24 exhibitions, served as the coordinating curator for 17 traveling exhibitions, and authored or co-authored 15 books. Tim will continue to work at the Museums through July 16th, and then remotely until his return to install The de Young Open beginning August 27th. His official last day of work will be September 30th, The de Young Open exhibition's opening day. After leaving the Fine Arts Museums, Tim plans to undertake research, writing and guest curatorial assignments.

### **Exhibitions**

To ensure ample of time for the two curatorial presentations, Director Campbell forwent the regular overview of the exhibition program and quickly focused in on the recently opened Kehinde Wiley exhibition. The exhibition contends with and interrogates systemic violence faced by Black people the world over and is especially poignant and important for US audiences. The strength of the work in this exhibition, and the message that the work embodies enabled us to secure significant support from the Ford Foundation, and from Google.org--Google's philanthropic arm--with funding of \$1 million apiece. Google.org does not typically support exhibitions, and certainly not to this scale, and their support speaks to the extraordinary nature of the work in the exhibition and the alignment our respective organizations' values.

The google.org grant supports:

- free admission to the exhibition on eight weekends throughout the run of the exhibition
- a free audio guide
- public programming such as a talk with the artist, grief workshops, school and youth curriculum
- the exhibition film, which has already been viewed over 94,000 times on our YouTube channel
- ongoing community engagement speaker series presented in partnership with LiveFree—an SF organization working to end the gun violence, mass incarceration, and the criminalization of Black and Brown people
- The Museums will also partner with Google Arts & Culture to amplify the exhibition through the YouTube series “Art Zoom.”

The Ford Foundation has supported FAMSF projects in the past, but their \$1M gift for Kehinde Wiley far exceeds their previous support and in general it is an extraordinary gift. The scale of these grants is extremely unusual and speaks to the power of the work in the exhibition and the way in which the exhibition aligns with the Ford Foundation and Google.org’s funding priorities. The press attention that this exhibition has generated goes beyond what our exhibition program typically experiences. The exhibition was featured on the front page of the New York Times’ weekend arts section a few weekends ago, which is almost unheard of for Bay Area exhibitions. Some of you may have seen the 8 minute feature on Wiley and on the exhibition in the PBS Newshour that aired yesterday. Staff have put a great deal of thought into how we are presenting and interpreting this exhibition, with dedicated respite and resource rooms being key features, and I am glad that this work is experiencing meaningful exposure.

### **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 begin in mid-April. You may remember that 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. The work that is beginning in mid-April will enable us to complete 75% of the remaining project as we seek funding for the final section.

There was no discussion among trustees on the Director’s Report and there was no public comment.

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

Fine Art Museums (FAM) City Department Budget  
General Fund Only (excludes Admissions Fund)  
FY23 Approved Budget vs FY22 Approved Budget  
(\$ in thousands)

	Approved Budget FY23	% of FY23 Budget	Approved Budget FY22	% of FY22 Budget	Variance to FY22 Budget
Staffing (primarily security)	14,762	77%	14,251	78%	511
Utilities	2,143	11%	1,730	9%	413
Art and Property Insurance	1,352	8%	1,629	9%	(277)
Buildings Service Contracts	370	2%	348	2%	22
Other expense	<u>365</u>	<u>2%</u>	<u>409</u>	<u>2%</u>	<u>(44)</u>
Total Expenses	18,992	100%	18,367	100%	625
Capital Expenditures	<u>1,035</u>		<u>1,400</u>		<u>(365)</u>
Total Spending	<u>20,027</u>		<u>19,767</u>		<u>260</u>

- Thru Jan 31, overall FY23 actual expenses are in line with budget.
- FY23 Staffing expense higher due to add-back of 3 Security Guards.
- FY23 Utilities and Insurance are based on FY22 actual results.

#### CCSF FY24 Budget Update

- Slow growth revenue outlook with escalating costs.
- Two-Year Deficit Projection of \$728M (and growing)
- Key drivers of Deficit:
  - Slow or no growth in major tax revenues; Loss of Federal funds
  - Increased pension costs due to recent market down-turn
  - Higher salary & benefit costs
- Mandatory reductions: FY24 5% (\$987,000) and FY25 8% (\$1,578,000)
- Working with Mayor's Office on proposal to Supervisor's due June 1.

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
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.

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

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

There was no discussion among trustees on the CFO's Report and there was no public comment.

**Curatorial Presentations**

Director Campbell called upon Sarah Mackay, Assistant Curator, Achenbach Foundation for the Graphic Arts to present on *Ansel Adams in Our Time*, followed by Claudia Schmuckli, Curator in Charge of Contemporary Art and Programming to present on *Kehinde Wiley: An Archaeology of Silence*.

There was no discussion among trustees on the curatorial presentations and there was no public comment.

**General Public Comment**

There was no comment from the public.

**Adjournment**

Diane B. Wilsey, Chair Emerita adjourned the meeting at 3:51 p.m.