

Fine Arts Museums of San Francisco
Board of Trustees
February 13, 2024

DRAFT MINUTES

Fine Arts Museums of San Francisco Board of Trustees
Tuesday, February 13, 2024
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 13, 2024. The meeting was called to order at 3:03 p.m. by Diane B. Wilsey, Chair Emerita, who welcomed new trustees Jamie Bowles and Dorka Keehn.

Calling of the Roll

Trustees Present

Jamie Bowles
Jack Calhoun
Dorka Keehn
Jason E. Moment, President
Carl F. Pascarella
Heather Preston, M.D.
Diane B. Wilsey, Chair Emerita

Trustee Attending via Zoom (is not counted in quorum)

David A. Frazee

Trustees Unable to Attend

Bryan Meehan

Approval of Minutes

Mrs. 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 16, 2024 meeting of the Board of Trustees, having been delivered in advance to all trustees, were unanimously approved.

Report of the President – Jason Moment, President

Mr. Moment presented for consideration and possible action a resolution setting the 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 Trustee of the Fine Arts Museums of San Francisco does hereby set the number of Trustees at eight (8) until such number is changed by this Board.

On motion, duly seconded, there was no discussion among trustees. There was no public comment. The board voted unanimously to adopt **Resolution 1948**, setting the number of trustee positions at 8.

Mr. Moment reminded trustees that 2024 public filings, CA Form 700 Statement of Economic Interests, Sunshine Ordinance Declaration, and Certificates of Sunshine and Ethics Training are due April 2, 2024.

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

Mr. Campbell presented the report of 2023 Year End Gifts of Art; 767 year-end gifts come into the collection from 26 different donors. Following are highlights:

Achenbach Foundation for Graphic Arts - Works on Paper

Mr. Kirk Edward Long's collection includes preeminent examples of early modern European printmaking from Italy, France, Germany, as well as a collection of European paintings, decorative arts, and Roman antiquities, which are being donated to the Museums as a year-end gift ahead of the Legion's 100 anniversary. His print collection will be donated in three tranches through 2028, with the first group, just over 400 German and French prints, being presented as 2023 year-end gifts. Mr. Long's gifts will re-characterize the Achenbach as a leading repository for old master prints.

Ancient Art, European Decorative Arts and Sculpture, European Paintings

Mr. Long also gifted a Roman sculpture, which will be an important addition to the collection as we are lacking fine examples of classical statues with heads. Mr. Long's paintings collection is particularly strong in Symbolist material, a major lacuna at the Fine Arts Museums. *Prometheus Chained* by Gustave Moreau will have a transformative effect for our collection, adding a new dimension to the story of nineteenth-century French art told in our galleries.

American Art

Lorna Meyer gifted a sculpture by Manuel Neri. Sculpted in Neri's signature material of roughly-textured plaster, *Beach Figure* (1958) exemplifies the artist's lifelong exploration of the expressive possibilities of the human figure. Neri painted the figure in bursts of primary colors, with the loose, gestural brushstrokes that are characteristic of Abstract Expressionism.

Art of Africa, Oceania and Americas

Thomas Weisel has gifted thirteen exceptional and well-provenanced pieces that fill key gaps in our Oceanic holdings. This is the most significant gift of Oceanic art since the Jolika Collection.

Contemporary Art

We are grateful to Jason Moment for his continued support of our Contemporary program. We received three year end gifts by Cecily Brown, Zanele Muholi and Dawoud Bey, artists who were not previously represented in our collection.

Costume and Textile Arts

Denise Hale gifted her collection of French couture and Italian and American high fashion garments. Mrs. Hale is an international style arbiter and member of the Best Dressed Hall of

Fame. Many of the garments in the gift are the only examples of their type, and were worn to seminal cultural events.

European Decorative Arts & Sculpture

The Malcolm D. Gutter Collection of Early Meissen Porcelain, is a bequest from Malcom Gutter, who died in 2019. Comprising 174 pieces, it features the early phases of the Meissen manufactory in Germany, ranging from the experimental pieces made by the inventor of true porcelain, Johann Friedrich Boettger, to the more sophisticated pieces decorated by Horoldt in the 1720s. It also includes over 30 pieces documented as from the collection of Augustus the Strong, Elector of Saxony and the patron of the factory.

Mr. Campbell presented a European Decorative Arts collection update, detailing work done on canapé (or settee) from young Queen Marie-Antoinette's private sitting room at Versailles, originally supplied in 1779. It came into our collection in 1957 as a part of the Oakes collection and was last reupholstered in the early 2000s as a stopgap. It is the principal piece of French royal furniture in the Legion collection and being associated with the most famous queen of France it has a special and lasting significance.

An unpublished drawing in Paris was discovered which included the design for embroidery with the queen's cipher, MA and her favorite flowers, roses, violets, narcissi, and irises was made and as a result, it was decided that the upholstery from the early 2000's should be removed and replaced with a new cover using this design as a basis. Frame conservator Natasa Morovic and objects conservator Jena Hirschbein treated the frame to stabilize its structure, cleaned and stabilized its surface, filled losses with gesso, carved the newly added gesso and gilded it.

French upholsters regarnished the canapé in March 2023 and worked on applying the fabrics and the trim onto the canape over the month of January (2024). We hope to have the object on view before long as part of our Legion 100 celebrations

Mr. Campbell also noted that the recently acquired Londonderry able, a magnificent hardstone work attributed to Giacomo Raffaelli, has been installed in the British galleries at the Legion of Honor.

Mr. Campbell next presented exhibition and program updates:

DeYoung Open

- The second iteration of the de Young Open closed in early January. And we have data from a survey issued to the exhibition's participating artists:
 - Of the 883 exhibiting artists, 775 participated in our survey
 - Of the 775 artists, 303 or 39% sold either their artwork featured in the exhibition or other art as a result of participating.
 - 27.30% (211 individuals) sold their artwork featured in the exhibition
 - 20.65% (160 individuals) sold other art as a result of participating — of this group, 45% sold one artwork, 46% sold 2-4, and 9% sold 5+

Botticelli Drawings

- Botticelli Drawings, the first exhibition to bring together much of Botticelli's surviving corpus of drawings, closed on Sunday at the Legion.

Fashioning San Francisco, January 20- August 11, 2024

- Since the Exhibition's opening January 20, response to Fashioning San Francisco has been enthusiastic
- So far, there have been glowing reviews in the San Francisco Chronicle and in Vogue

Lee Mingwei: Rituals of Care, February 17 – July 7, 2024

- Encouraging visitors to think about how art can encourage social connection and healing in a time of so much trauma and loss, the exhibition features projects made between 1995 and 2020 that place the visitor at the center of radical acts of generosity and care.

Irving Penn, March 15 – July 21, 2024

- Over 175 photographs from genre-defying photographer Irving Penn's seven decade career will be on view at the de Young
- Conceived by, and exhibited at the Met on the occasion of Penn's centennial, the exhibition was popular with New York audiences, and we expect strong engagement in San Francisco too.
- A special section of images from San Francisco's 1967 Summer of Love features portraits of hippies, members of the Hells Angels Motorcycle Club, and local rock bands the Grateful Dead and Big Brother and the Holding Company.

DeYoungsters Day Out, May 4, 2024

- Building upon what has become a wildly successful event, de Youngsters Day out has been scheduled for May 4
- Last year, there were over 6,000 attendees. Our partner Oakstop provided 5 free shuttle buses for over 400 children and their families who are not directly served by public transit. We featured programming with 9 community partners.
- 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
- Sincere thanks to Committee Chairs, Max Glynn, Darby Gaynor Glickman, and Damon Johnson for their strong leadership in fundraising efforts, and for ensuring outreach efforts are maximized to engage youth and families who don't usually have the opportunity to visit the museum.

Free Saturdays

- Seeing our Free Saturday attendance surpass half a million visitors has had many of us reflecting on the program's impact
 - We thank Mrs. Wilsey for her profound foresight in making the museums more accessible to our local communities
 - FY24 Free Saturday Attendance: 113,000
 - FY24 Free Saturday Average Attendance: 3,500
 - FY24 % Change in Saturday Attendance Compared to 2018 (before program launch): 203%
 - Free Saturday attendance since launch: 533,900

Education Update: data on the impact of educational offerings at the Museums

- In the first six months of this fiscal year, wide-ranging education programs served 165,000 participants; this number reflects the popularity of the Kehinde Wiley exhibition and programming
- We are committed to serving both SFUSD students and San Francisco youth. The Equity School Partnership Program engages schools that traditionally have not visited the Museums.
- The Education Department is on track to reach approximately 30% more visitors this fiscal year than last.
- Last year, Public Programs participation was 79,467; in the first six months of this FY, participation is already 76,361
- Fiscal 2023 school and youth participation overall was 46,335; in the first six months of this FY, it is 20,265
- Fiscal 2023 *San Francisco* school and youth participation was 27,800, including 18,648 SFUSD students; in the first six months of this FY, it is 15,985

Building Updates

- As the de Young building approaches its 20th anniversary, and the Legion of Honor approaches its 100th anniversary, both buildings have significant capital needs
- With the city's looming budget deficit, we are concerned about the budget impact on our capital needs
- A 2020 analysis of corrosion in the support system that joins the de Young tower's copper facade panels to the building resulted in a rough order of magnitude totaling \$30M to repair the damage, and this figure is grown with inflation
 - In speaking with city and state stakeholders about this project it is clear that this project cannot be funded in the ordinary budgeting process
 - The tower is one of the top free tourist destinations in San Francisco. Each year hundreds of thousands of people visit the tower

Budget Hearing Introduction

- The city is facing a nearly \$800M budget deficit over the next two fiscal years and city departments are being asked to cut 10% of our budgets
- We are required to go through this process about how we would achieve a 10% budget reduction.
 - A reduction in our city budget would require us to close at least one additional day per week
 - The city needs to rebuild tourist visitorship and create quality of life incentives for people and businesses to move back to San Francisco, our closure one day per week would be counterproductive to those efforts and this is why:

1. FAMSF improves quality of life for San Franciscans

- As the City's art museums, our exhibition program and educational offerings contribute to a vibrant arts and cultural landscape in San Francisco, which makes the city an attractive place to live.
 - We bring the world's cultural heritage to San Francisco and are the only institution in Northern California that can do this. Examples include: Kehinde Wiley, Guo Pei, Fashioning San Francisco, Ramses, and Pompeii

- We go above and beyond to provide free access to our permanent collection galleries:
 - Since the Free Saturdays program launched in 2019, over half a million Bay Area residents have visited the museums' permanent collection galleries free of charge.
 - Our 22 public facing education programs serve hundreds of thousands of people every year. Many of these programs take place during school hours from Tuesday - Friday. Closing one of those days would mean 25% less capacity for education programs at the de Young and Legion of Honor for SF students.
 - In fiscal year 23, our education and public programs served over 194,000 k-12 school-aged children, older adults, Free Saturday visitors, college students, scholars, and tourists participated in these programs
 - 18,648 SFUSD students were served by FAMSF programs in FY23. As cuts to public art education are anticipated, the privately funded educational services that we provide are critical services.

2. We are a top attraction in San Francisco and directly contribute to the city's economic recovery

- In fiscal year 23 we welcomed 1.5 million visitors to the de Young and Legion of Honor. This makes us the 5th most highly attended museum in the country.
 - Almost 700,000 regional tourists (from within driving distance) visit the de Young and Legion of Honor every year.
 - Almost half a million (480,000) national and international tourists visit the de Young and Legion of Honor every year.
 - Per SF Travel, all non-San Francisco visitors who visited the de Young and Legion spend a combined \$245 million in SF every year.
 - Museum visitation is a top 3 activity for visitors to SF.
 - We are also a major employer: 486 employees.
 - Of these employees 336 are full time, and 104 are city employees

3. We are brand ambassadors for San Francisco

- We create positive publicity for San Francisco through the diverse exhibitions we bring to San Francisco and that we send out into the world.
 - In 2023, we had over 8,300 media mentions; the publicity value of these mentions is over \$108 million.
 - Through cooperation and partnerships with peer institutions and private individuals around the globe, we bring world-renowned, otherwise inaccessible historic and contemporary art to San Francisco.
- A 10% budget cut would require us to cut one security management role and 18 security positions.
- That would necessitate closing the de Young and Legion of Honor at least one day per week (Tuesdays), and additional gallery closures would likely be required on other days.

- This would compel us to shrink all aspects of our programs and offerings, diminishing access to art for SF community members and tourists alike.
- Were we to close one day per week, we would lose 180,000 of our present visitation. This would result in reduced visitation to San Francisco and reduced economic revenue in the city.
- Compounding negative impact on the money that COFAM earns and fundraises, and the programming that we are able to put on

Report of the CFO – Jason Seifer, Chief Financial and Administrative Officer
Mr. Seifer opened the second Fine Arts Museums budget hearing. The first was held on January 16, 2024.

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 16, 2024; Public Meeting #2: Feb 13, 2024
- 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 FY25 Budget Overview

- Slow growth revenue outlook with escalating costs
- Two-Year Deficit Projection of \$799M
- FY25 Deficit of \$245M and FY26 Deficit of \$554M (by FY28 \$1.35B)
- Key drivers of Deficit:
 - Decline or nominal growth in major tax revenues: Property transfer, Hotel and Sales taxes
 - Business taxes seeing significant rates of dispute and litigation
 - FEMA and Other Fund Balances are nearly depleted
 - New BOS Ordinance or Voter Initiatives: Student Success Fund and CPI Adjustments for Nonprofits
 - Higher salary and benefit costs

de Young 1 1916-1918
1 Legion of Honor 1918-1920
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CCSF FY25 Budget: Mayoral Guidelines

- Mayoral Priorities:
 - Citywide economic vitality
 - Improving public safety and street conditions
 - Reducing homelessness and transforming mental health services
 - Accountability & equity in services and spending
- Only fill essential FTE vacancies for core services.
- Mid-year budget cuts do not impact Mandatory Reductions.
- Mandatory reductions: FY25 10% (\$2.1M) and FY26 10% (\$2.1M)
- Contingency Proposal: FY25 5% (\$1M) and FY26 5% (\$1M)

de Young 1 1916-1918
1 Legion of Honor 1918-1920
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FY25 FAM Budget: Key Dates

December 13: Mayor's Guidelines for FY25 Budget to CFOs

January 16: FAM Board Budget Hearing #1

January 19: FAM Capital and COIT Budget Submittal

February 11: 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

de Young | Legion of Honor
Fine Arts Museums
of San Francisco

Fine Arts Museums Budget Overview

- Department was formed in 1972 with merger of de Young and Legion of Honor Museums
- Fine Arts Museums are part of the voter approved City Charter.

Departmental Service Support

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

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Fine Art Museums (FAM) City Department Budget
 General Fund Only (excludes Admissions Fund)
 FY25 Base Budget vs FY24 Approved Budget
 (\$ in thousands)

	Base Budget FY25	% of FY25 Budget	Approved Budget FY24	% of FY24 Budget	Variance to FY25 Budget
Staffing (primarily security)	15,541	74%	15,025	74%	516
Utilities	3,169	15%	2,762	14%	407
Art and Property Insurance	1,852	9%	1,650	8%	202
Buildings Service Contracts	42	0%	350	2%	(308)
Other expense	<u>344</u>	<u>2%</u>	325	2%	<u>19</u>
Total Expenses	20,948	100%	20,112	100%	836
Capital Expenditures	<u>641</u>		<u>1,796</u>		<u>(1,155)</u>
Total Spending	<u>21,589</u>		<u>21,908</u>		<u>(319)</u>

- FY25 Staffing expense higher due to contractual obligations.
- FY25 Utilities and Insurance are based on department estimates.
- FY25 Building Service contracts were cut by Mayor but need to be added back.
- Capital budget reduced in FY25.

de Young | Legion of Honor | Socrates Sculpture Park

Fine Art Museums (FAM) City Department Budget
 Admissions Only (excludes Admissions Fund)
 FY25 Base Budget vs FY24 Approved Budget
 (\$ in thousands)

	Base Budget FY25	Approved Budget FY24	Variance to FY25 Budget
Salary and Benefits	1,116	1,083	33
City Indirect Cost Reimbursement	69	69	-
Other Expense	2	2	-
Reimbursement to COFAM	13	7	7
Total Expense	<u>1,201</u>	<u>1,161</u>	<u>40</u>

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

de Young | Legion of Honor | Socrates Sculpture Park

FY25 Budgeted Employees

General Fund

Total Salary and Benefits: \$15,541,000

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: \$1,116,000

Funded by General Admission revenue from COFAM

9 Full Time Admission Attendants

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FY25 Request for New Positions

- > Mayor's Budget Office has said no new positions can be proposed.
- > All vacant and temporary positions are also at risk.

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

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Capital and COIT Improvement Requests

- Capital Improvement requests in FY25 total over \$3.7M but available funding is unknown.

Key Requests (Priority 1)

1. de Young/LOH Building System Maintenance Program - \$1M
2. de Young/LH Fire Alarm System Upgrade - \$350,000
3. de Young Air Handling, Cooling and Humidification Systems - \$500,000
4. de Young Cooling Tower - \$650,000
5. LOH Security Upgrades - \$350,000 (COIT Request)
6. LOH Boiler - \$125,000
7. de Young Tower Corrosion – Multiyear coordination with City Staff

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Budget Reduction Target Proposal

- Mayor's Budget reduction target of 10% in FY25 or \$2.1M

Proposed Expenditure Reductions

- Reduced Security Headcount: 1 Manager and 18 Security Positions

Operational Impacts

- 26% decrease of Security Headcount
- Reduced Museum operating days from 6 days to 5 days with a Tuesday closure
- Heightened risks to safety of art and visitors
- Lower Museum attendance; Museums had 180,000 visitors on Tuesdays in FY23
- Negative economic impact on San Francisco through reduced visitor spending
- Diminished accessibility for public and reduced educational opportunities for students

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There was discussion among trustees. President Moment said that he is not in favor of

Curatorial Presentation

Janna Keegan is the associate curator of contemporary art and programming She is co-curator and will present on *Lee Mingwei, Rituals of Care*.

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General Public Comment

There was no comment from the public.

Adjournment

Diane B. Wilsey, Chair Emerita reviewed upcoming meeting dates, and then adjourned the meeting at 3:57 p.m.