

Fine Arts Museums of San Francisco
Board of Trustees
December 7, 2021

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 7, 2021
4:30 pm

Call to Order

A regular meeting of the Fine Arts Museums of San Francisco Board of Trustees was held on
Tuesday, December 7, 2021 by Zoom. The meeting was called to order at 4:32 pm by Diane B.
Wilsey, Chair Emerita.

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

Trustees Present on Zoom

Carol Bonnie
Jack Calhoun
David Chung
Katherine Harbin Clammer
David Frazee
Frankie Gillette
Wheeler Griffith
Cynthia Gunn
Lauren Hall
Lucy Hamilton
Holly Johnson Harris
Gretchen Kimball
Yasunobu Kyogoku
Kathryn Lasater
Jason Moment, President
Richard Scheller

Fine Arts Museums of San Francisco
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David Spencer
Lisa Zanze

Diane B. Wilsey, Chair
Emerita

Trustees Unable to Attend

Janet Barnes
Juliet de Baubigny
Bryan Meehan
Carl Pascarella
Heather Preston
Lisa Sardegna
Jeana Toney
David Wadhvani

Corporation of the Fine Arts Museums Trustees Present

Bakari Adams
Sharon Bell
Stanlee Gatti
Holly Johnson Harris
Lynn Anderson Poole
Valerie Coleman Morris
David Shimmon
David Soward

AB 361 Legislation Impact Discussion and Possible Action – Jason Moment, President

Discussion and possible motion to adopt a resolution setting forth findings required under Assembly Bill 361 that would allow the Fine Arts Museums Board of Trustees to hold meetings remotely according to the modified Brown Act teleconferencing set forth in AB 361. **(See Appendix A – Draft Resolution).**

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

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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 October 12, 2021 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 gave no report and immediately called on Director Campbell to give the report of the Acquisitions Committee.

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

President Moment called on Director Campbell to present the report of the November 3, 2021 meeting of the Acquisitions Committee in the absence of William R. Hearst III, Fine Arts Museums Foundation Acquisitions Committee Chair

Director Campbell recommended the FAMSF Board approve the report of the Acquisitions Committee and accept 4 purchases, 6 funded purchases, 9 gifts, 35 first step deaccessions and 7 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 accepted the purchases, gifts and deaccessions. There was no discussion among the Trustees, and there was no public comment.

Report of the CFO – Jason Seifer, CFO

Report on the Fine Arts Museum (FAM) Budget:

- Expenses are within budget
- Greatest challenge looking forward is staffing in security and engineering. FY21 Budget was cut, and we are now feeling that pinch. Will seek to reinstate these 4 lost positions in FY23 budget.
- Two FAM budget hearing dates: January 18, 2022 and February 8, 2022

Fine Art Museums (FAM) City Department Budget

General Fund Only (excludes Admissions Fund)
 FY22 Approved Budget vs FY21 Approved Budget
 (\$ in thousands)

	Approved Budget FY22	% of FY22 Budget	Approved Budget FY21	% of FY21 Budget	Variance to FY21 Budget	
Staffing (primarily security)	14,251	78%	13,194	79%	1,057	• Thru Oct 31, overall FY22 actual expenses are within budget.
Utilities	1,730	9%	1,498	9%	232	
Art and Property Insurance	1,629	9%	1,421	8%	208	• Security and Engineering staffing shortage. 4 fewer security positions due to C19 cutbacks.
Buildings Service Contracts	348	2%	348	2%	-	
Other expense	<u>409</u>	<u>2%</u>	<u>284</u>	<u>2%</u>	<u>125</u>	• Higher OT and on -call expense.
Total Expenses	18,367	100%	16,745	100%	1,622	• Seeking increased headcount to pre - COVID level in FY23.
Capital Expenditures	<u>1,400</u>		<u>422</u>		<u>978</u>	
Total Spending	<u>19,767</u>		<u>17,167</u>		<u>2,600</u>	

FY23 FAM Budget: Key Dates

- December 15: Mayor’s Guidelines for FY23 Budget to CFOs
- January 14: FAM Capital and COIT Budget Submittal
- January 18: FAM Board Budget Hearing #1
- February 8: FAM Board Budget Hearing #2
- February 22: FAM Operating Budget 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

Resolution:

Consideration and Possible Action to Adopt a Resolution Acknowledging Funding Expended by the Corporation of the Fine Arts Museums During the Period July 1 through September 30, 2021

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 \$11,528,637 expended by the Corporation of the Fine Arts Museums for operations during the period July 1 through September 30, 2021.

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

Report on Museum Programs – Thomas P. Campbell, Director and CEO
Director Campbell called on Christina Hellmich, Curator in Charge, Curator in Charge of the Arts of the Africa, Oceania, and the Americas to present on *Jules Tavernier and the Elem Pomo*.

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

Consideration of Possible Action to Approve Loan Requests

1. Request from: Museum of Fine Arts, Boston
Work 1: Frank Bowling Penumbra, 1970
For the exhibition: Frank Bowling, Americas 1966-75
Exhibition dates: October 22, 2022-April 9, 2023

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

Current Exhibitions

Hung Liu: Golden Gate, July 10, 2021 – August 7, 2022

Hung Liu installation will remain in Wilsey Court for 5 additional months. To honor the artist's memory, the closing date now falls on the one-year anniversary of her passing.

Judy Chicago: A Retrospective, August 28 – January 9, 2022

The exhibition has been a great critical success, with extremely positive responses from the media. On October 16, in conjunction with the exhibition, we were pleased to be able to stage Judy Chicago's site-specific atmosphere performance, *Forever de Young*.

Color into Line: Pastels from the Renaissance to the Present, October 9, 2021 – February 13, 2022

Our collection and other treasures on loan from California collections really shine in Color Into Line: Pastels from the Renaissance to the Present. The result is an exhibition that charts the history and versatility of the medium through an array of stunning works

Patrick Kelly: Runway of Love, October 23, 2021 – April 24, 2022

Approximately 4,000 visitors were at the de Young on October 23 for our Patrick Kelly opening day celebrations.

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We undertook a host of measures to prepare our audiences for the inclusion of Kelly's racist memorabilia (staff training, trigger warnings placed in the galleries, blog posts and catalogue essays that focus on the memorabilia, public programs). The press has done a great job of illuminating this critical aspect of Kelly's work through articles in Vogue, KQED, Architectural Digest, and the Chronicle.

Michelle Erickson: Wild Porcelain, October 30, 2021 – November 20, 2022

In the Legion's Bowles porcelain gallery, we've opened a small exhibition of work by contemporary American artist Michelle Erickson, a ceramic artist and scholar whose porcelain creations combine 18th century techniques with 21st century themes and subject matter.

Upcoming Exhibitions

Jules Tavernier and the Elem Pomo, December 18, 2021–April 17, 2022

This exhibition, organized in partnership with the Met, will bring together more than 75 works—including paintings, watercolors, and photographs—to tell the story of Jules Tavernier's extraordinary career and travels with a focus on his masterwork *Dance in a Subterranean Roundhouse at Clear Lake, California*. Major works by Tavernier will be shown alongside historic and contemporary Pomo basketry and regalia, celebrating the enduring artistry and resiliency of the Pomo artists and cultural bearers and highlighting their continued cultural presence in their homelands today.

Alice Neel: People Come First, March 12, 2022 – July 10, 2022

This will be the first comprehensive West Coast museum survey of one of the 20th century's most radical painters. Neel was a champion of social justice, with a deep, and longstanding commitment to humanist principles—principles that resonate deeply with the social and cultural politics of our time. The exhibition includes portraits of Neel's neighbors in Spanish Harlem, political leaders, queer cultural figures, activists, mothers, and a diverse representation of nude figures including visibility pregnant women, all of whom embody a candor and irreverence without precedent in the history of western art. We were especially thrilled to see it named exhibition of the year by Apollo magazine.

Guo Pei: Couture Fantasy, April 16, 2021 – September 5, 2022

Through exquisite artisanship, lavish embroidery, and unconventional dressmaking techniques, Guo Pei creates fantasy that fuses the influences of China's imperial past, decorative arts, European architecture, and the botanical world.

Throughout December, the façade at the de Young will feature a projection of giant scrolling lines of poetry. The installation, by Illuminate, is part of [The Alterverse](#), a family-friendly celebration of poetry and light, and [Winter Lights](#), which includes free activations throughout Golden Gate Park all December long.

Recent Press

SF Arts recently published a feature on new curatorial hires in Bay Area museums. Natasha Becker, our inaugural Curator of African Art and Furio Rinaldi, who is curator in the Achenbach, were two of the five curators mentioned. The article highlighted Color into Line, in addition to some of the acquisitions that Furio and Natasha have brought into their respective collection areas since joining the museum.

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Ramaytush Land Acknowledgement

We have two temporary installations of our institutional land acknowledgement at the de Young. Both installation sites were selected for their views of the surrounding land. We will explore a more permanent installation in the next budget cycle. Onsite installation of the Land Acknowledgement at the Legion of Honor will be folded into a larger signage project that will be carried out there leading up to the centenary.

Svane Family Foundation Gift

In the October meeting, we shared news of a \$1M dollar gift from the Svane Family Foundation. Over the next year, this gift will fund acquisitions of work by emerging and underrepresented contemporary Bay Area artists. This gift is a testament to the work that we have been doing already, both with our Free Saturday program, and with the de Young Open. This gift has been enhanced by an additional \$250,000 to support an exhibition of the work that we acquire with the original gift. The acquisitions process will be a cross departmental effort led by Claudia Schmuckli and will take place in 2022, followed by an exhibition of those works at the de Young in 2023.

Public Programs

After a long, covid-induced hiatus, we have resumed in person programming. In addition to our Patrick Kelly opening day celebrations mentioned, we recently had full day of music, dancing, and food tastings in honor of the bicentennial of Peru's Independence. On November 6, the penultimate day of the Wangechi Mutu exhibition, we hosted a film screening and book-signing event with the artist. We had well over 1,500 people at the Legion that day for those events, and for a fascinating discussion between Furio and Xavier Solomon on pioneering pastel artist Rosalba Carriera. These programs complement our digital offerings, including Virtual Wednesdays and the film program that the Digital Department is spearheading

Return to Onsite Work

Our administrative staff returned onsite with a hybrid schedule on November 1. About a month in, we are happy to report that we have successfully reintegrated teams, created conference spaces for hybrid meetings, and have seen the benefits of in person work once again. People are genuinely appreciative of the flexibility a hybrid arrangement allows, and it helps the offices feel less crowded. We continue to navigate anxieties related to the omicron variant, and will follow City guidance on any necessary changes to the current plan.

Staffing

Over the past year plus, our HR team has put a great deal of energy and thought into shifting our hiring practices to prioritize DEI values. In December 2020, 33% of COFAM staff identified as BIPOC and 67% of our COFAM staff identified as white. One year later, 38% of our staff identify as people of color and 62% of our staff identify as white. 50% of 2021 COFAM hires identify as BIPOC. This calendar year we have hired 45 new COFAM employees. Most of this hiring has been in the past six months, and 31/45 are regular, 14/45 on-call.

TMS

The process of final conversion into TMS Collections, Conservation Studio, and Media Studio began on Friday Nov 12. We are expecting to receive the converted databases by Dec 3, marking the close of a nearly two-year-long migration project, and the launch of over a year's worth of preparation work to implement what we are calling our TMS Ecosystem. This program provides a framework for ensuring the information we hold and present about our permanent

collections is accurate, accessible, and relevant, and that we are conforming to best practices in stewarding the collections we hold on behalf of the public.

Website Redesign

Our team, comprising Area17, the agency who we have been working with site, and internal stakeholders have just kicked off the implementation phase: a series of design and development sprints that would lead us to launch the new website this summer. Drawing from our current brand guidelines, we have refreshed the look and feel of our brand online. We are pleased with the result--it really feels like a natural evolution, with our brand is still recognizable, but it also looks more modern.

Legion of Honor Masonry

A multi-year project funded by the City to repair and restore the masonry in the Legion of Honor Courtyard, including restoring the frieze that allows our wonderful organ music to be heard in the Court of Honor. The project started in 2014 and has been done in phases. We finished 90 percent of the project prior to the pandemic but then lost funding for the completion due to the pandemic. During the upcoming budget cycle, we will request funding for the courtyard completion.

Hamon Tower

We are working with Swinerton, using the information gathered from the mock up that was completed earlier this year, to determine approaches and order of magnitude costs to repair the Tower.

JFK Drive Closure

An op-ed that written by Director Campbell on the JFK closure was published a couple of weeks ago in the San Francisco Chronicle. We have received feedback from many members of the public who have been impacted by the ongoing closure. SFMTA closed their survey about two weeks ago and their board and the Recreation and Parks Commission plan to consider the matter in early 2022 (Jan/Feb); it is expected to go to the Board of Supervisors in March 2022. The closure of JFK Drive continues to have a significant impact on our staff, visitors and de Young operations. Staff who need access along JFK Drive to complete their work duties continue to face harassment. Vendors and delivery vehicles continue to have difficulty accessing the museum loading dock. Our visitorship is at about 50%, in comparison to this time pre-pandemic in 2019. We continue to hear from more of our visitors impacted by the ongoing closure and how challenging it is has made it for them to come to the de Young, and for some, prevented them from visiting. Lowering barriers is fundamental to the de Young's mission and closed JFK continues to diminish access to the museum. We want to ensure safe and equitable access for all to Golden Gate Park and to the de Young.

There was no discussion among Trustees on the Director's Report. Eight members of the public commented, supporting the closure of JFK: Luke Bornheimer, Lucas Lux, Parker Day, Zach Lipton, Brian Culbertson, Harold Findley, Sheffield and Joey Lusterman. They objected to the Mr. Campbell's and the museum's stance on the closure, and the museum's advocacy to describe the impacts of the closure. Several said they will no longer visit or join the museum unless it embraces car-free JFK.

General Public Comment

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Luke Bornheimer stated that he and fellow KidSafeJFK member Jason Ford offer to transport anyone who has limited mobility or disabilities to the de Young Museum. Mr. Bornheimer gave his contact information, 617 – 899- 4487, luke@kidsafesf.com. He stated that Mr. Ford had emailed his information, but it has not been received at the de Young.

Trustee Frankie Gillette commented that as a board member for many years and lover of the park, she was surprised and disturbed by the comments on JFK. She stated her support of Director Campbell. She stated that the only way for her to access Golden Gate Park is for someone to drive her through it and that seniors need to be able to access the park. She stated that the use of JFK does not need to be an either / or but an opportunity for everyone to work together.

Adjournment

Diane B. Wilsey, Chair Emerita adjourned the meeting at 5:45 p.m.

Fine Arts Museums of San Francisco
Board of Trustees
January 18, 2022

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, January 18, 2022
3:00 pm

Call to Order

A regular meeting of the Fine Arts Museums of San Francisco Board of Trustees was held on Tuesday, January 18 by Zoom. The meeting was called to order at 3:07 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 on Zoom

Janet Barnes
Carol Bonnie
Jack Calhoun
Katherine Harbin Clammer
David Frazee
Cynthia Gunn
Lauren Hall
Lucy Hamilton
Yasunobu Kyogoku
Kathryn Lasater
Bryan Meehan
Jason Moment, President
Carl Pascarella
Richard Scheller
David Spencer
Lisa Zanze

Fine Arts Museums of San Francisco
Board of Trustees
January 18, 2022

Diane B. Wilsey

Diane B. Wilsey, Chair
Emerita

Trustees Unable to Attend

Juliet de Baubigny

David Chung

Frankie Gillette

Wheeler Griffith

Gretchen Kimball

Heather Preston

Lisa Sardegna

Jeana Toney

David Wadhvani

Corporation of the Fine Arts Museums Trustees Present

Bakari Adams

Aida Alvarez

Alexandria Ashdown

Stanlee Gatti

Max Glynn

Ho

Lynn Poole

LeShelle May

Valerie Coleman Morris

AB 361 Legislation Impact Discussion and Possible Action – Jason Moment, President

Discussion and possible motion to adopt a resolution setting forth findings required under Assembly Bill 361 that would allow the Fine Arts Museums Board of Trustees to hold meetings remotely according to the modified Brown Act teleconferencing set forth in AB 361. **(See Appendix A – Draft Resolution).**

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 President – Jason Moment, President

President Moment gave no report and immediately called on Jason Seifer, CFO to give the report of the CFO.

Report of the CFO – Jason Seifer, CFO

Report on the Fine Arts Museum (FAM) Budget:

CCSF FY23 Budget Overview

- Exiting Historic Budget Shortfalls: Rapid Financial Improvement
- Two-Year Surplus Projection of \$108M
- FY23 Surplus of \$26M and FY24 Surplus of \$82M
- Key drivers of Surplus:
 - Overall revenue growth with new sources: Excess ERAF, Federal Relief, Taxes
 - Significant ongoing savings in retirement due to record returns
 - Constrained ongoing cost growth

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 18, 2022; Public Meeting #2: Feb 8, 2022
- 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 FY23 Budget: Mayoral Guidelines

- Mayoral Priorities:
 - **Restoring vibrancy** in SF, including improved public safety and street conditions
 - **Recovery** of the local economy: Return of tourists/office workers; small biz
 - **Reprioritization** of funding to improve core service delivery
 - **Accountability & equity** in programming, services and spending
- Get “back to basics” with a focus on core service delivery
- Focus on programs that produce meaningful, equitable results
- No Mandatory reductions, but no increase to General Fund support

CCSF FY23 Budget: Key Dates

- Jan 14: COIT and Capital Budget Requests
- Jan 18: FAM Public Meeting #1 - FY23 Budget presentation
- Feb 8: FAM Public Meeting #2 - FY23 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 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)
 FY23 Base Budget vs FY22 Approved Budget
 (\$ in thousands)

	Base Budget FY23	% of FY23 Budget	Approved Budget FY22	% of FY22 Budget	Variance to FY22 Budget
Staffing (primarily security)	14,452	78%	14,251	78%	201
Utilities	1,730	9%	1,730	9%	-
Art and Property Insurance	1,629	9%	1,629	9%	-
Buildings Service Contracts	348	2%	348	2%	-
Other expense	343	2%	409	2%	(66)
Total Expenses	18,503	100%	18,367	100%	135
Capital Expenditures	1,020		1,400		(380)
Total Spending	19,524		19,767		(245)

• FY23 Staffing expense higher salary offset by lower pension costs. No new positions in base budget.

• FY23 Utilities, Insurance, Capital are based on FY22 balance and will be reviewed by respective departments.

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

	Base Budget FY23	Approved Budget FY22	Variance to FY22 Budget
Salary and Benefits	982	972	10
City Indirect Cost Reimbursement	65	65	-
Other expense	2	2	-
Reimbursement to COFAM	-	-	-
Total Expenses	1,049	1,039	10

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

FY 23 Budgeted Employees

General Fund

- Total Salary and Benefits: \$14,452,000
- 94 Full Time Positions
 - Security Management – 9 Positions
 - Security Staff – 65 Positions
 - Building Engineers – 10 Positions
 - Curatorial and Collections – 5 Positions
 - Administrative – 5 Positions

Admissions Fund

- Total Salary and Benefits: \$982,000
- Funded by General Admission revenue from COFAM
- 9 Full Time Admission Attendants

FY 23 Budgeted Employees

General Fund

- Total Salary and Benefits: \$14,452,000
- 94 Full Time Positions
 - Security Management – 9 Positions
 - Security Staff – 65 Positions
 - Building Engineers – 10 Positions
 - Curatorial and Collections – 5 Positions
 - Administrative – 5 Positions

Admissions Fund

- Total Salary and Benefits: \$982,000
- Funded by General Admission revenue from COFAM
- 9 Full Time Admission Attendants

FY23 Request for New Positions

- Mayor's Budget Office has said no new positions can be proposed.
- FAM lost 4 Security Guard positions during the FY21 Budget Reductions.
- Reduced headcount has led to gallery shortages which increases risks around visitor safety and art collection security and damage.
- FAM will advocate for reinstatement of these roles now that the Museums are fully operational again.

Capital and COIT Improvement Requests

- Capital Improvement requests in FY23 total over \$5M but available funding is unknown.

Key Requests (Priority 1)

1. LOH Masonry Restoration - \$500,000
2. LOH Security Upgrades - \$350,000
3. LOH Laylight Shades - \$500,000
4. de Young Chiller Overhaul - \$300,000
5. LOH Main Entrance Doors - \$150,000
6. de Young Tower Corrosion – Multiyear coordination with City Staff

Next Budgetary Steps

- Mayor has proposed no Mandatory reductions, but no increase to General Fund support

Reviewing Expenditures For Reallocations Within Current Budget

- Few options as most FAM expenditures are payroll and benefits or Museum operating expenditures (Utilities and Insurance)
- New Positions – Analyzing Security needs in light of the staffing challenges

- Next Budget proposal to be reviewed at Feb 8 FAM Meeting.

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

JFK Drive Closure

Prior to the Pandemic, the de Young served nearly 1 million visitors per year. Among those visitors, the education department welcomed thousands of SFUSD students each year with curricula tied to California standards. We have consistently and aggressively sought to lower barriers to entry at both the de Young and Legion of Honor.

For many years, we have welcomed low-income visitors and people with disabilities at low or no cost through several different programs. In 2019 we instituted Free Saturdays for San Francisco and the 9 county Bay Area. Over the past three years, we have continued to expand the narratives that we share in our collection galleries, and exhibitions. We have done this by centering traditionally underrepresented artists. In the Pandemic period alone, we've mounted an incredible array of exhibitions at the de Young and Legion of Honor, many of which highlighted the work of women artists, and artists of color--Nampeyo, Wangechi Mutu, Judy Chicago, Patrick Kelly, and the late, great Bay Area artist Hung Liu. In the fall of 2020, we put a spotlight on Bay Area creativity at one of the pandemic's low points, with the de Young Open.

As a part of this effort, the exhibition's 762 local artists, had the opportunity to exhibit and sell their work for 100% of the proceeds. The work that we do is in service to the public, and our work to lower and eliminate barriers is less impactful if our visitors' ability to physically access the de Young is reduced.

Director Campbell called on Karen Berniker, Access Director to speak on the Fine Arts Museums Access Program Manager and Sheila Pressly, Director of Education, to present on access to the museums; Megan Bourne, Chief of Staff, to present on JFK Drive road closure impacts; and Jason Seifer, CFO to discuss economic impact of the JFK road closure.

Karen Berniker stated that the de Young offers free general admission to people with disabilities and reviewed some of the free programs and services that specifically cater to the needs of people with disabilities: Access Days, Artful Discoveries, Speak Imagery, American Sign Language Tours, and Veteran's Personal Response. She stated that one in four adults in the U.S. have some type of disability and that the number of Americans ages 65 and older is on course to more than double by 2060.

Ms. Berniker stated that The Golden Gate Park Access and Safety Program, a collaboration between the Recreation and Parks Department and SFMTA, was launched in September 2021.

It includes a series of proposals, some of which impact access to and around Golden Gate Park:

Improving the Golden Gate Park Shuttle, which currently does not adequately serve people with disabilities

Keeping 8th Ave Entrance Closed to Vehicles, which prevents access from the North to Music Concourse Drive.

Moving ADA parking on the north side to Fulton Street, on a high injury network

Adding a loading zone at Fulton Street, on a high injury network

Converting the tour bus parking lot into an ADA parking lot; the lot is significantly farther from the de Young entrance than were the ADA spaces on JFK

Possible permanent closure of JFK Drive

Sheila Pressley reported on the loss of 17 ADA spaces serving the de Young on JFK.

The de Young remains concerned about the continued and proposed permanent closure of JFK Drive. Current proposals by SFMTA and RPD do not facilitate equal or improved access to the museum. We are continuing to advocate for increased accessibility with RPD, MTA, MOD and Mayor's Office.

- Within 1/4 mile of the de Young Museum entrance, Free ADA Parking has been reduced by 57% (17 spaces); within 1/2 mile, Free ADA Parking is reduced by 41%.
- The 17 ADA parking spaces lost on JFK Drive are within only 1/10th of a mile of the de Young Museum entrance.

- Within 1/4 mile of the de Young Museum entrance, Free Public Parking has been reduced by over 75% (140 spaces); within 1/2 mile, Free Public Parking is reduced by over 50% (280 spaces).
- The future of our Monday free access days, which rely heavily on access to JFK Drive and dedicated ADA parking along the roadway, is in question. In addition to the 17 ADA spaces along JFK Drive, we would get assistance from the Recreation and Park department to create additional temporary ADA spaces along JFK Drive. We have not been able to host an access day since March 2020.

Megan Bourne reported on operational impacts of the road closure. John F. Kennedy Drive East is the only point of access to the de Young's loading dock and used daily by staff and vendors. The ongoing closure has had significant impacts on the operations of the de Young, the safety of staff and visitors, and our ability to properly serve the public.

The de Young's loading receives 150-200 deliveries each week, including food, supplies, educational materials, etc., and very sensitive art movements (City owned art and loans). Since the current closure started in April 2020, there have been significant disruptions to our deliveries/pickups, including the following: rerouted, delayed and lost deliveries, and associated costs such as storage for undeliverables or charges for extra attempts to deliver.

Staff safety is a concern. The car-free narrative is misleading and fuels conflicts between people recreating on the road and workers who must access the building. Reports of nearly daily harassment of staff includes blocking, circling, and hitting cars; targeting staff on social media, verbal assaults including racial slurs and/or other racially focused comments. We have reported these increasing incidents to the Department of Human Resources and the City Attorney's Office.

Museum and RPD signage about loading dock access is continually vandalized. Staff need to park in the loading dock for work duties have reported multiple incidents of vandalism to their vehicles.

Staff report safety concerns around working late hours/early mornings, when walking to their vehicles or public transportation, and with unsafe conditions in the park (wildlife, increased crime, pathways). While de Young staff have lost safe, nearby parking, RPD has during this time dedicated approximately 35 public parking spaces exclusively for their staff's use on Martin Luther King near Bowling Green. The closure has also made it harder for San Francisco firefighters and paramedics emergencies affecting the de Young, visitors and staff.

Jason Seifer reported on the economic impact of COVID and the JFK closure. Since March 2020, the Museums were closed for roughly 9 months and operated under capacity constraints into June 2021. During this period, revenues declined \$20M+. It was understood that the temporary JFK Closure was an appropriate response to the difficult period before a "return to normal" was possible and vaccination was widespread.

Capacity restrictions dropped mid-June 2021. The de Young had 214,000 visitors from July - December 2021, 45% lower attendance than the pre-pandemic average. Acknowledging that audience behavior affected by multiple factors including pandemic and to control for COVID19 impact, we compared attendance at the de Young and at the Legion of Honor. During the same

period, Legion attendance down 18% compared to Pre-Pandemic, indicating that the de Young has had a much larger attendance decline (27% more than baseline) and that one of the likely causations for higher decline is accessibility challenges created by the JFK Closure.

Mr. Seifer also spoke about the Music Concourse Parking Garage. In 1998, Voters approved Prop J, which authorized garage construction and established a nonprofit to build and operate the garage (800 spaces). The Music Concourse Community Partnership (MCCP), a 501(c) (3) Nonprofit was created to oversee the building of the garage and then its operations. The construction Cost as \$47M, funded by donations and bond financing. The outstanding bonds total \$25M and mature in 2038. Once bonds are repaid, the garage is gifted to the City.

MCCP is responsible to operate the garage and has a fiduciary responsibility to repay the bonds. Annually, the garage barely breaks even while paying the City \$1M+ in taxes and a ground lease. An eight member Board of Trustees governs the MCCP. The COFAM CFO is a member; over the years, Board Representation has included people associated with FAMSF, the CalAcademy, Rec and Park and other community leaders.

Garage rate changes are governed by Prop J requirements. Parking rates need to be equally provided to all; no special rates are allowed. Changes to rates require a complex approval process of approvals by MCCP, Rec and Park, Board of Supervisors and the Mayor. In December 2021, legislation was approved by the Board of Supervisors to simplify the process so that approval is only needed from MCCP, Rec and Park and SFMTA. FAMSF and the California Academy of Sciences are working with Rec and Park and SFMTA to review pricing models such as Flexible Pricing models. The parking garage is not a panacea in regard to the JFK closure. For example, it is not built for ADA compliant drop offs, but a revised rate structure could help at the margins.

Jason Moment, thanked the staff and noted that the presentation highlights the board's concerns about access operations, and the financial viability of the de Young when the road is closed.

There was no discussion Among Trustees.

Public Comment

Bill Bruckner, chair of the Access Advisors, which has provided support to the Fine Arts Museums since 1988 stated that the closure impacts all visitors, but is really onerous for people with disabilities. It eliminates equal opportunity for people with disabilities to participate in a number of activities in the park, including the Conservatory of Flowers, the Rhododendron Dell, and Stowe Lake. By eliminating access, the City and County of SF has violated the Americans with Disabilities Act, which intends to protect people with disabilities from discrimination and requires state and local governments to provide equal access to all activities and services it offers, including those in Golden Gate Park.

Howard Chabner stated that he has muscular dystrophy and uses a power wheelchair full time. He thanked the de Young for advocating for the reopening JFK. Closing the road has had an exclusionary impact (not intent) on people with disabilities, who park in any space that is close. Therefore it is not just the 17 ADA spots adjacent to the de Young that have been lost, but

Fine Arts Museums of San Francisco
Board of Trustees
January 18, 2022

hundreds along JFK have been eliminated for people with disabilities. Many people can walk only short distances, precariously, and may need assistance. Paratransit is a door-to-door, legally required service, which is now forbidden on JFK. The Park Shuttle is not a solution. (Mr. Chabner's written comment is attached to these minutes).

Jessica Gaynor serves as chair-elect of the Fine Arts Museums' Docent Council. Accessibility is defined as equitable access for everyone to the park and to our publicly funded arts institutions. People with disabilities, people with children, multi-generational families, cannot access the park. Navigating paths from Fulton Street is difficult. JFK already has bike paths, walking paths and an inline skating area. Golden Gate Park is not just a neighborhood attraction. It is a regional, national and international destination. Accessibility means inclusivity for all.

Tomasita Medál stated that there is no such thing as equal access to Golden Gate Park without the full reopening of JFK Drive permanently, 24/7. She cited the cruelty and indifference that has been expressed by the media and by City officials, including at Rec and Park and SFMTA, to all who have disabilities, people with multigenerational families and people who want to access the park but do not live near it. It is not just the de Young that is inaccessible; it is all of the gardens along JFK. There are dedicated bike and pedestrian paths in both directions. We are all equal human beings and we should return to the hard-won 2007 agreement to close JFK on Saturdays and six months of Saturdays.

Chuck stated that closure involves anyone who needs to travel to Golden Gate Park from far distances. It involves families who want to visit and, sports teams with equipment, anyone who is not able to ride a bike or take a bus. Some visitors want to come for quick respites, which are now impossible. The parking garage does not do anything to solve problems with accessing the Conservatory of Flowers. Please reopen JFK 24/7.

General Public Comment

There was no general public comment.

Adjournment

Diane B. Wilsey, Chair Emerita adjourned the meeting at 4:15 p.m.

de Young \
Legion of Honor
fine arts museums
of san francisco

Megan Bourne <mbourne@famsf.org>

FAMSF Board of Trustees special meeting January 18, 2022 - public comment regarding JFK Drive

2 messages

Howard Chabner <[REDACTED]>
To: Paria Dea <pdea@famsf.org>, Megan Bourne <mbourne@famsf.org>

Tue, Jan 18, 2022 at 2:39 PM

Dear Trustees:

I have facioscapulohumeral muscular dystrophy and use a power wheelchair full-time. I want to thank the Fine Arts Museums of San Francisco for advocating to reopen (the eastern part of) JFK Drive to motor vehicles.

The De Young and Legion of Honor provide a wonderful, great benefit not only to San Franciscans but to all the people of the Bay Area, and beyond. We are fortunate to have these world-class museums in our backyard.

Closing JFK Drive to cars has had an exclusionary impact on many people with mobility disabilities, including me, and on seniors, families with small children and others. Not an intent, but an impact.

Disabled people don't park only in blue zones. We park in any parallel parking space if it's not too steep and there aren't obstructions. So closing JFK Drive to cars doesn't eliminate a couple dozen blue zones, it eliminates hundreds of parking spaces.

Many people with mobility disabilities can only walk short distances, and precariously, and some require assistance. Some in manual wheelchairs can't roll far. They need parking near all the attractions along JFK Drive – not only the museums.

Paratransit is a door to door, point-to-point service. It's legally required. When JFK Drive was open, people using paratransit could be dropped off anywhere. Now they can't be dropped off at all, because paratransit is forbidden on JFK Drive.

A shuttle isn't a solution. It's not feasible or fair or healthy to ask elderly people, disabled people, families with small children to wait for a shuttle when it's cold, rainy or windy. Does RecPark really expect people with mobility disabilities, seniors, families with small children, and women alone to wait in the cold, darkness, wind and rain for a shuttle? To stand because there are no benches at the stops? To risk the shuttle being full of able-bodied people (for whom it may be workable), and being passed up? To risk missing the last shuttle? To risk the wheelchair lift (assuming every shuttle has one) malfunctioning? Moreover, the shuttle operates only on weekends and holidays, and only until 8 PM.

Because of the closure, many disabled people, including me, have not been able to view the Winter Lights shows.

By closing JFK, the city is making things easier for those for whom things are already relatively easy, and more difficult for people for whom things are already difficult.

It's disappointing to the Chronicle is so biased, and merely parrots RecPark's talking points and seriously flawed data. Even when it publishes a letter to the editor in favor of reopening, it has a photo showing people enjoying the closed JFK Drive. The people who are there enjoying the park are visible and countable. But those who stay away because they couldn't get there due to the closure – those who are excluded – aren't visible, and aren't countable, because they aren't there.

Adam Nagourney of the New York Times interviewed me at length, and I offered to put him in touch with other disabled people who have been negatively impacted. But his article mentioned disability access only in one sentence in passing, and he didn't contact any other disabled person. He stuck to his preconceived narrative that the issue involves the powerful, wealthy, elitist old-school museums versus park lovers, as if all park lovers want JFK closed to cars. He also added a below the belt, prejudicial and irrelevant description of Thomas Campbell.

So thank you again for advocating that JFK Drive be reopened for all.

Sincerely

Howard Chabner

Megan Bourne <mbourne@famsf.org>
To: Howard Chabner <[REDACTED]>
Cc: Paria Dea <pdea@famsf.org>

Tue, Jan 18, 2022 at 2:44 PM

Dear Mr. Chabner,

Thank you for your written comment on this matter. It will be included in the minutes of the meeting.

Kind regards,
Megan

Megan Bourne

she/her/hers

Chief of Staff, Executive Secretary to the Board of Trustees

Fine Arts Museums of San Francisco

de Young | Legion of Honor

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