| File No. | 160878 | Committee Item No2 |  |
|----------|--------|--------------------|--|
| _        |        | Board Item No.     |  |

## COMMITTEE/BOARD OF SUPERVISORS

AGENDA PACKET CONTENTS LIST

| Committee:                 | Government Audit and Oversight  | <b>Date</b> _April 28, 2017              |
|----------------------------|---|--|
| Board of Sup<br>Cmte Board | pervisors Meeting   | Date                                     |
|                            | Motion Resolution Ordinance Legislative Digest Budget and Legislative Analyst Re Youth Commission Report Introduction Form Department/Agency Cover Letter a MOU Grant Information Form Grant Budget Subcontract Budget Contract/Agreement Form 126 – Ethics Commission Award Letter Application Public Correspondence |  |
| OTHER                      | (Use back side if additional space  | is needed)                               |
|                            | Referral FYI - 08/01/16 Fine Arts Museums PPT - 09/01/16 Fine Arts Muesums PPT - 10/26/16   | A. A |
| Completed k                | •   | teApril 21, 2017<br>te                   |

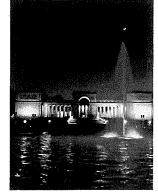
16878

SUBMITTED +
PRESENTED

# Fine Arts Museums of San Francisco

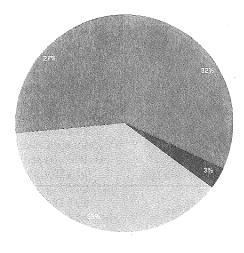
**Cultural Asset Management** 

October 26, 2016





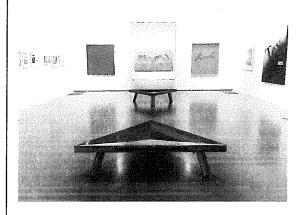
## **Revenue 2015-16**



- Earned Revenue (\$18,937,591)
- Endowment Support (\$1,923,586)
- © Contributions (\$22,885,988)
- City Contributed Revenue (\$15,779,493)

## **Cultural Assets at FAMSF**

- Art
  - Permanent Collection
  - Exhibitions
- Buildings
  - de Young and Legion of Honor, two landmark buildings in idyllic park settings
- Programs and Performance



Installation view of Ed Ruscha and the Great American West, De Young, 2016

### The Museums Landscape

Legion and de Young combined: 410,165\* sq ft **Exhibition Space** 71,259 sq feet (dY) 44,631 sq feet (Legion) Climate Controlled Storage 113,290 sq ft Special Exhibition Space 18,811 sq ft Permanent Collection **Exhibition Space** 94,479 sq ft Art Handling Space 20,172 sq ft Conservation Space 10, 029 sq ft

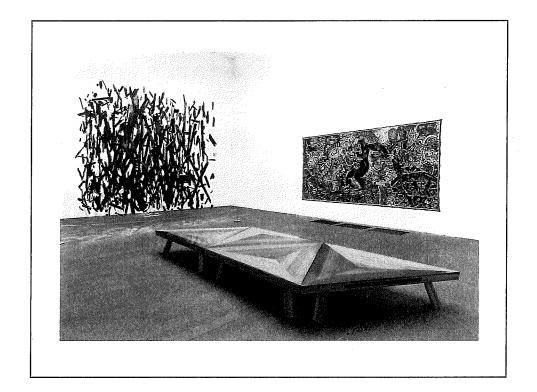
## **Art: FAMSF Permanent Collections Overview**

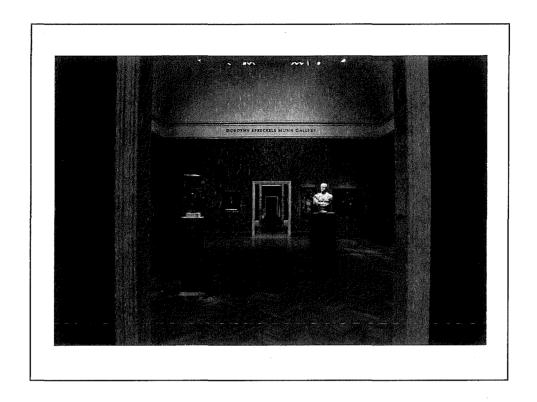
### Number of Objects by Department

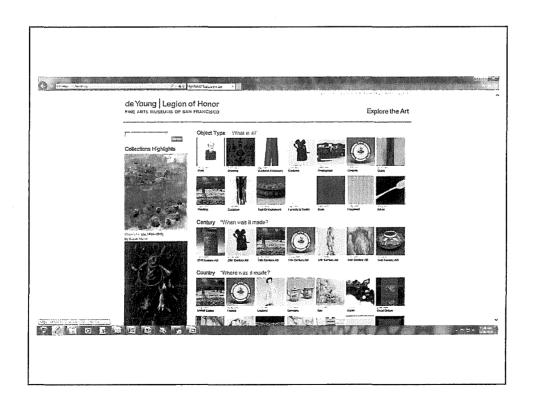
| ivanibel of objects by a                     | opai anci | 16                    |
|--|-----------|-----------------------|
| de Young                                     |           |                       |
| Africa, Oceania, Americas                    | 10,606    |                       |
| American Decorative Art                      | 4,794     |                       |
| American Paintings                           | 1,040     |                       |
| Total American                               | 5,834     |                       |
| Contemporary Art                             | 8         |                       |
| Textiles                                     | 13,195    |                       |
| 4  | 29,643    | de Young total        |
| •  |           |                       |
| Legion of Honor                              |           |                       |
| Achenbach Foundation (Including Photography) | 78,989    |                       |
| Ancient Art                                  | 1,435     |                       |
| European Decorative Arts & Sculpture         | 6,338     |                       |
| European Paintings                           | 794       |                       |
| Total European 7,132                         |           |                       |
| , ,  | 87,556    | Legion of Honor total |
| History                                      | 5,027     |                       |
| Miscellaneous                                | 4,031     |                       |
|  | ,         |                       |

(All objects in City Collection except for 342 objects, given to Foundation per donor designation)

126,257 TOTAL







## Art: Exhibitions

Approximately 20 Exhibitions per year, based on FAMSF collection and from major international museums (also connected to FAMSF collection)

## The Brothers Le Nain Painters of 17th Century France Legion of Honor



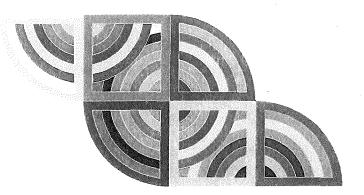
"Startingly prescient" New York Times

"a truly encyclopedic international exhibition" Art & Antiques

"Brilliant" Wall Street Journal

### Frank Stella

A Retrospective de Young, opens November 5



"Billed as 'the most comprehensive presentation of Stella's work to date'" CNN

"Easily one of the most highly anticipated art exhibitions of the season"

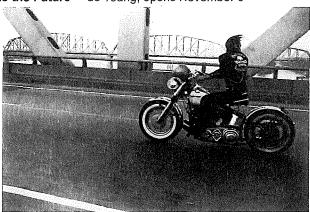
Wallpaper

"Mr. Stella has continued to push the boundaries of what is considered art" New York

Observer

### Danny Lyon

Message to the Future de Young, opens November 5



"Like all of Lyon's pictures and films...it's a story that resonates even louder now" Vogue

"Mr. Lyon sides with anyone who struggles against authority" Wall Street Journal

"Like those Chicago bikers sweeping across the never-ending highway pavement, Lyon is a true American character, on the road to nowhere and everywhere at the same time" The Village Voice

Rodin Centenary
Legion of Honor, Galleries 8, 10 & 12
January 28–December 31, 2017, Martin Chapman

Reinstallation of Galleries and Publication



The Call to Arms, 1879 Bronze Fine Arts Museums of San Francisco



Monet: The Early Years
Legion of Honor, B-F/Rosekrans
February 25, 2017–May 29, 2017
Esther Bell



Luncheon on the Grass 1865–1866 Oil on canvas Musée d'Orsay

# Degas, Impressionism, and the Paris Millinery Trade

Legion of Honor, June 24, 2017–September 24, 2017 Esther Bell



Edgar Degas
The Milliners, ca. 1882
Oil on canvas
The J. Paul Getty
Museum

# Gods in Color Painted Sculpture of Classical Antiquity

Legion of Honor, Galleries B-F/Rosekrans October 28, 2017–January 7, 2018 Renée Dreyfus



Archer, Paris from the West-Pediment of Aphaia-Temple in Aigina

# Casanova The Pursuit of Pleasure

Legion of Honor, B-F/Rosekrans February 10–May 20, 2018 Esther Bell



Canaletto, *Bacino di San Marco, Venice,* ca. 1739 Oil on canvas Museum of Fine Arts, Boston

# Mastering the Masters Pre-Raphaelite Sources of Inspiration

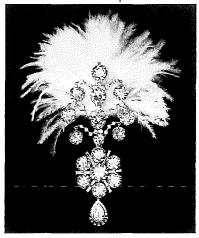
Legion of Honor, Galleries B-F/Rosekrans June 30 September 30, 2018 Melissa Buron



Dante Gabriel Rossetti Monna Vanna, 1866 Oil on Canvas Tate, London

# East Meets West: Princely Jewelry from the Al Thani Collection

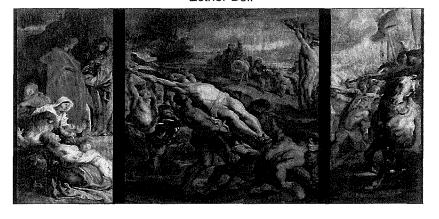
Legion of Honor, Galleries B-F/Rosekrans November 3, 2018–February 24, 2019 Martin Chapman



Turban ornament 1907, reconstructed in 1935

# The Early Celebrity of Peter Paul Rubens

Legion of Honor, Galleries B-F/Rosekrans April 6 2019 Esther Bell



Rubens, *The Raising of the Cross*, ca. 1610. Oil on panel Musée du Louvre, Paris

# San Francisco's 1906 Earthquake through the Lens of Arnold Genthe

Legion of Honor, Galleries, September 7, 2019–January 5, 2020 Jim Ganz



Clay Street, Looking East Toward Stockton Street, Arts Museums of SApril 18, 1906, modern print from digital scan of cellulose nitrate negative. Fine Arts Museums of Francisco

### **James Tissot**

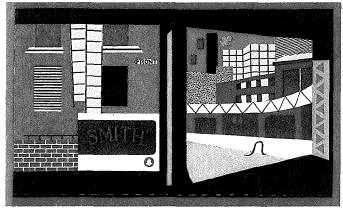
Legion of Honor, Galleries B-F/Rosekrans February 1 2020 Melissa Buron



Self Portrait, ca. 1865
Oil on panel
Fine Arts Museums of San
Francisco

## Stuart Davis: In Full Swing

de Young, Herbst Special Exhibition Galleries April 1–August 6, 2017 Emma Acker



House and Street, 1931 Oil on Canvas Whitney Museum of American Art

## Summer of Love

Herbst Special Exhibition galleries, de Young April 15–August 20, 2017 Colleen Terry, Jill D'Alessandro, and Julian Cox



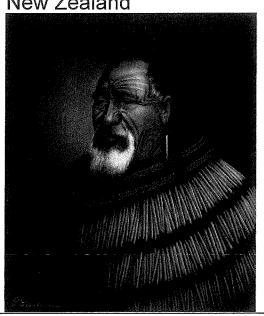
Jim Marshall, The Charlatans play a free concert off the back of a flatbed truck in the Panhandle by Golden Gate Park, 1967

Gottfried Lindauer's New Zealand

The Māori Portraits

de Young, Galleries 60-61, Fall 2017–Winter 2018 Christina Hellmich

Gottfried Lindauer (1839-1926)
Paora Tuhaere
1895
oil on canvas
833 x 717 x 50 mm
Auckland Art Gallery Toi o
Tamaki, gift of Mr H E Partridge,
1915



# Teotihuacan City of Water, City of Fire

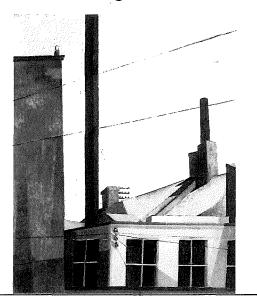
de Young, Herbst Galleries September 30, 2017–February 11, 2018 Guest Curator Matthew Robb



Old Fire God, 150-550 Stone Museo Nacional de Antropología

# America in Focus Precisionism in the Machine Age

de Young, Herbst Galleries March 17–August 12, 2018 Emma Acker



Charles Demuth, From the Garden of the Château, 1921 Fine Arts Museums of San Francisco

## Fashion of Islam

de Young, Herbst Galleries September 22, 2018–January 13, 2019 Jill D'Alessandro and Laura Camerlengo



Iman Aldebe , Spring/Summer 2016

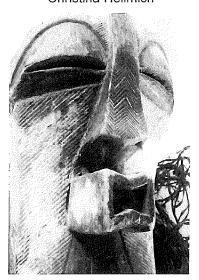


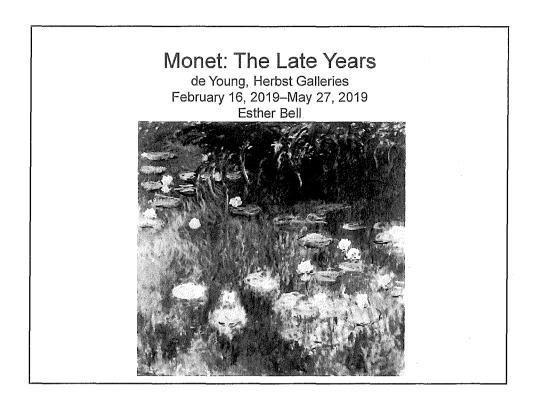
## Surrealism and "the Other"

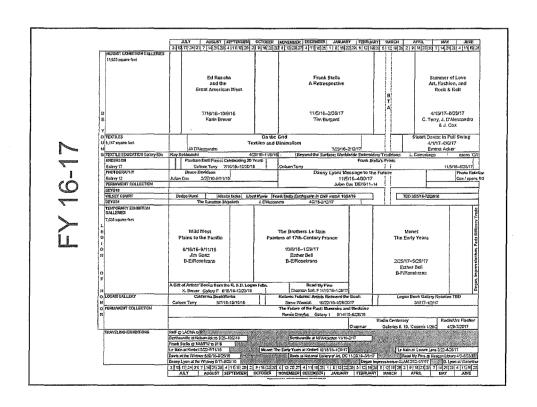
de Young, Herbst Galleries Summer-Fall 2018 Christina Hellmich

Man Ray, Simone Kahn (with Vanuatu male figure, Eastern Malekula), 1927

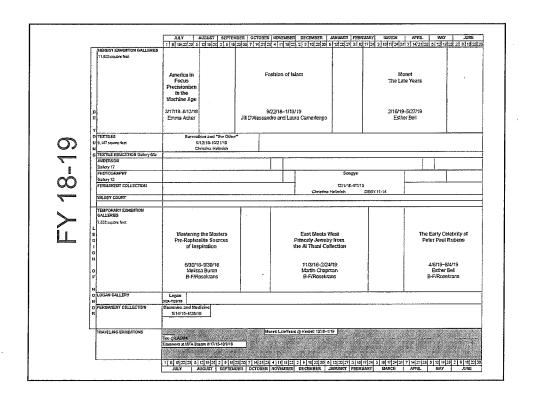
Songye de Young, Gallery TBD Winter 2018–Spring 2019 Christina Hellmich







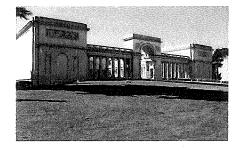
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|          |  | Summer of Love<br>Art. Fashion, and<br>Rock & Roll   |   |   | Teotihuacan<br>City of Water, City of Fire   |  |           |               | America in Focus<br>Precisionism in the<br>Machine Age |  |                                       |
|          | D E  | 4/15/17-8/20<br>Teny, D'Alcoss<br>& Cox  |   |   |  | 9/30/17-2/11/<br>Matthew Robi  |           |               |  |  | 17/15–8/12/18<br>Imma Acker           |
| <b>~</b> | O TEXTLES  | Stuart Davis   |   | l                                       | Gottfried Line   | aper's New Zeal:   |           | asori Portait | ,  |  | Surrealism and T                      |
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|          | PERMANENT COLLECTION   |  |   |   |  |  |           |               |  |  |                                       |
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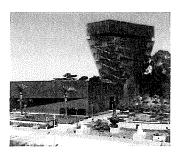


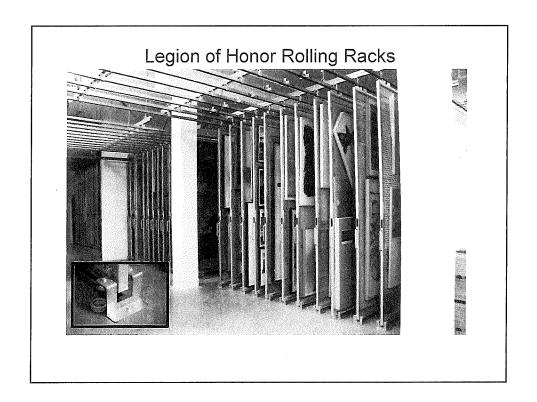
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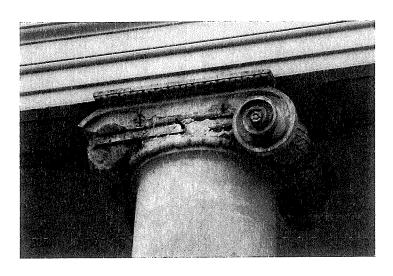
# Buildings



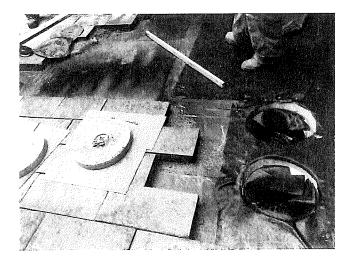




Masonry Work at Legion of Honor



Drainage Work at de Young



## FY17-18 Project Needs

de Young - Replace Failed Exterior Lighting

de Young - Replace Failed Exterior Lighting
de Young - Tower exterior repairs
de Young - Diller Court Drainage Repairs
de Young - Replace failed doors and hardware at mechanical
equipment enclosure
de Young - Repair freezer for art treatment
de Young - Restroom fixture replacement
de Young - New clevator panels

de Young - Replace side acting door at Herbst Galleries

de Young - Roof repairs (conservation area)
de Young - Pest exclusion replacement/improvements

de Young - Waterproofing at tower lower level

de Young - Irrigation System Modifications de Young - Chain gate replacement

de Young - Replace failed HVAC sensors de Young - AHUs Drain Piping

 $\mbox{de Young}$  - Tower Fans and Controls

de Young - Install rails on top of cooling tower

de Young - Add bike parking

Legion of Honor - Masonry

Legion of Honor - Restroom Remodel Legion of Honor - Replace cafe kitchen floor

Legion of Honor - Roof Project Legion of Honor - Replace Security Shutters

Legion of Honor - Gate Replacement

Legion of Honor - Replace humidification system

Legion of Honor - Replace sump pumps

Legion of Honor ~ Replace fan motors (SF1, SF2, SF3, RF1)
Legion of Honor ~ Entry Door Replacement

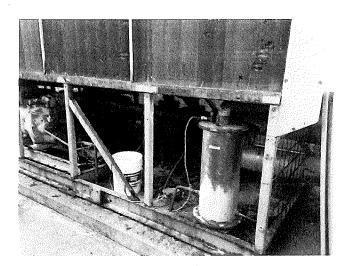
Legion of Honor - Reheat Coil Replacement Legion of Honor - Florence Gould Theater HVAC Legion - Colonnade Roof

Legion - Cooling Tower

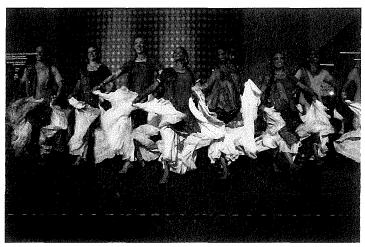
Legion of Honor - Tech shop exhaust system

Legion of Honor - Bike Lockers

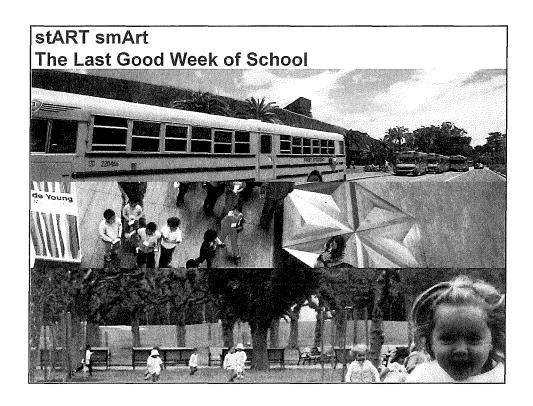
## Emergency Project: Replace Chiller at Legion of Honor



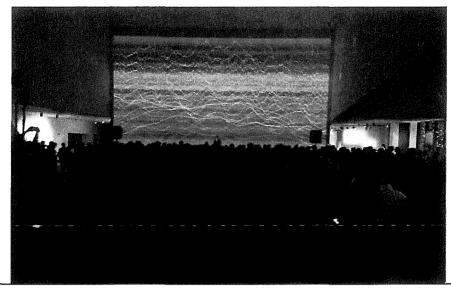
## Programs and Performance



Friday Night at the de Young

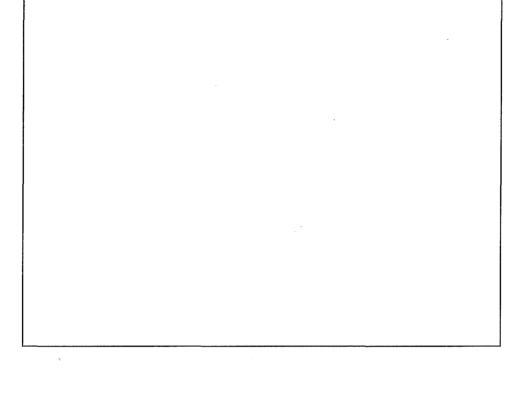






Pipilotti Rist Performance





## **Asset Management**

- AAM Accreditation
- Acquisitions
- Curators
- Conservators
- Collections Management
- Technicians
- Facilities Management

# American Association of Museums Accreditation

AAM Accretification

Governance

Budget

Budget year

Mission

Finances

Facilities

Staffing/Human Resources

Collections

Core Documents

2016-17 In depth evaluation included site visits of Museum operations, Policies Procedures, and Guiding Documents

# **Curatorial Departments of the Fine Arts Museums of San Francisco**

DE YOUNG

LEGION OF HONOR

AMERICAN ART - 3 curatorial staff

ACHENBACH FOUNDATION FOR GRAPHIC ARTS 3 curatorial staff

ART OF AFRICA, OCEANIA & THE AMERICAS – 3 curatorial staff

ANCIENT ART & INTERPRETATION 2 curatorial staff

**CONTEMPORARY ART 1 curatorial staff** 

EUROPEAN DECORATIVE ARTS & SCULPTURE 2 curatorial staff

COSTUME & TEXTILE ARTS 2 curatorial

**EUROPEAN PAINTINGS 2 curatorial staff** 

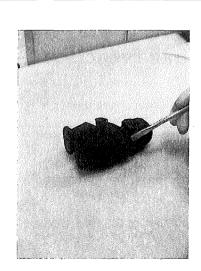




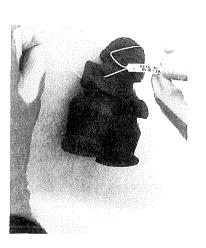
## Conservation

7 Conservators: Objects, Paintings, Works on Paper

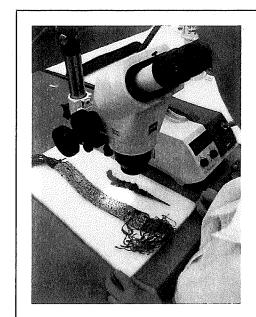
3 Mellon Fellows



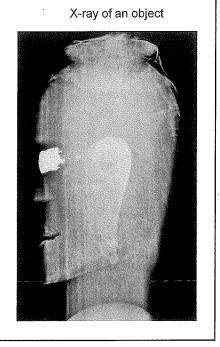
Dusting an object

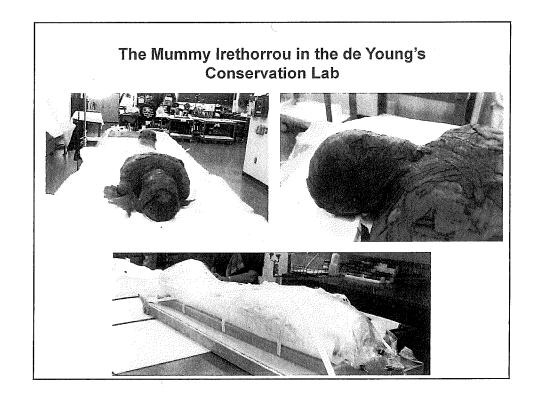


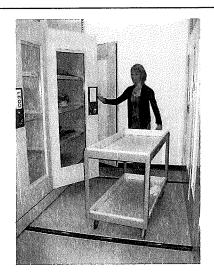
Labeling an object with its unique accession and barcode number



Object under microscopic inspection

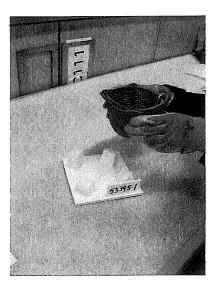






Above, Conservation Assistant Arielle Hambretch retrieves an object from storage

Below, each object has a storage and handling tray with its number, making it safe and easy to retrieve objects from storage



# The Process of Deinstallation and Documenting Artwork



Deinstallation



Transportation



Photographing



Digitizing

## **Collection Management**



Collection Size Over 126,000 objects

### Loans in

• 800-1000 objects/year

### Loans Out

• 100 loans; approx 250/ year

### Overview of Responsibilities:

- Acquisition
- Deaccession
- Storage
- · Lending and Borrowing
- Insurance
- · Movement and Transport
- · Overall Disposition of objects

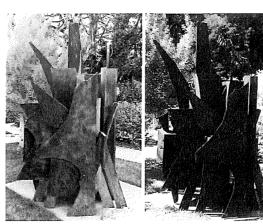
1 Department Head 6 Union Registrars

FAMSF Objects Conservation Lab

### **Collection Management Finances**

Insurance carried on collections \$200,000,000

Expenses for collection care in FY15 3,364,400



Louise Nevelson, Ocean Gate, 1981, Aluminum and

145 11/16 x 81 7/8 x 68 1/8 in

Before and After Treatment



**US Government Indemnity Program** 

- FAMSF received indemnity for 3 Exhibitions (Indemnity Program Administered by the NEA)
- Total insurance value of art covered by indemnity in FY15 was \$2,356,160,673 compared to \$599,352,504 in FY14
- The value of the insurance premium in FY15 saved \$8,800,000 compare to \$3,205,000 in FY14

## **Acquisitions Committee**

- Following American Association of Museum Directors guidelines
- Functions of the Committee:
  - Recommend Purchases
  - Recommend Gifts
  - Recommend Deaccessions
  - Recommend disposition of deaccessioned work by public auction or transfer to other cultural institutions



Elise Effman conserving a Le Nain painting



Geneva Griswold examining a sarcophagus

### Acquisitions

Purchases in FY15 270

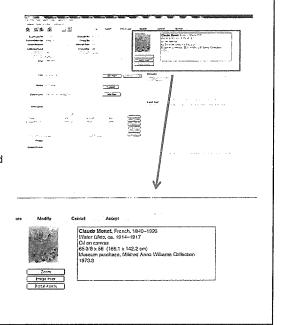
Donated to FAMSF in FY15 1495

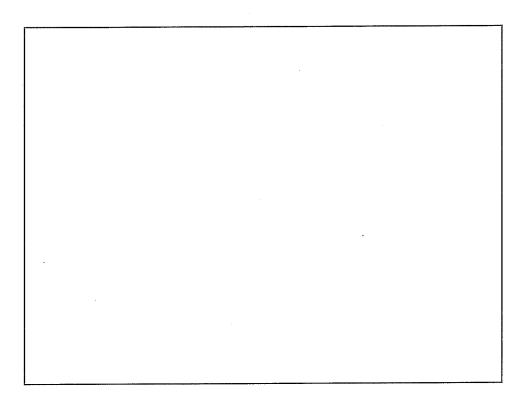
79% of the collection is digitized

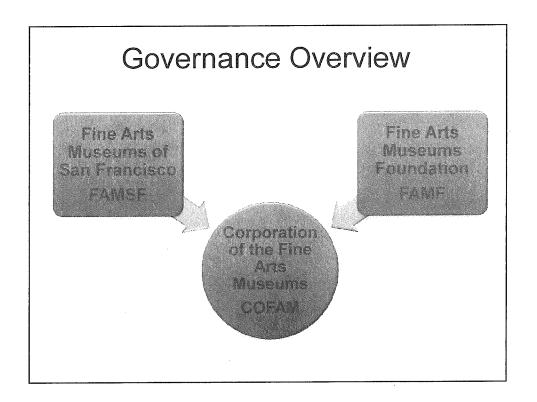
### **Collections Management Software**

- The Registrars assist with:

  - •Long-Term Loans In
    •Long Term Loans Out
  - •Undocumented Objects
  - Location-Based Inventories ·Searchable in our in house
    - database
- Data Specialists:
  - Working to transition out outdated system to a new one
- Capital need for 21st century Collections Management System







# The Fine Arts Museums of San Francisco (FAMSF)

- ·Charitable Trust Department of CCSF
- •Guiding documents:
  - ·San Francisco City Charter
  - •Bylaws of the Board of Trustees of the Fine Arts Museums of San Francisco
- •CCSF contributes \$19.2 million to Museum operations for FY 2016-17
- ·Subject to open meeting laws
- •Trustees required to file certain <u>public disclosures</u>
- •Self-perpetuating Board with the exception of two ex-officio positions, the Mayor and the President of the Recreation and Parks Commission
- •May have up to 62 elected Trustees. Current number is 50.

# The Fine Arts Museums Foundation (FAMF)

- •Private 501(c)3 organization
- •Guiding document:
  - •Bylaws of the Fine Arts Museums Foundation
- •Formed for the educational purpose of receiving, donating and otherwise disbursing funds for the embellishment, advancement, administration and enlargement of the Fine Arts Museums of San Francisco
- •Museums' Endowment funds are held by the Foundation. Contributes about \$2 million in operating funds to COFAM. In FY 14-15, contributed \$2 million for art acquisitions
- ·Self-perpetuating Board
- •May have up to 17 elected Trustees. Current number is 9.

# Corporation of the Fine Arts Museums (COFAM)

- •Private 501(c)3 organization
- •Guiding documents:
  - •Bylaws of the Corporation of the Fine Arts Museums
- •Primary purpose is to support, aid, promote, operate in conjunction with, and supplement the activities of the Fine Arts Museums of San Francisco
- •Contributes \$46 million to Museum operations
- Self-perpetuating Board
- •May have up to 75 elected Trustees. Current number is 50.

## Museum Staff

### **TOTAL COFAM STAFF: 316**

- Regular:
- 186
- union:86
- Merit: 100
- On-Call:130

### **TOTAL CCSF STAFF: 205**

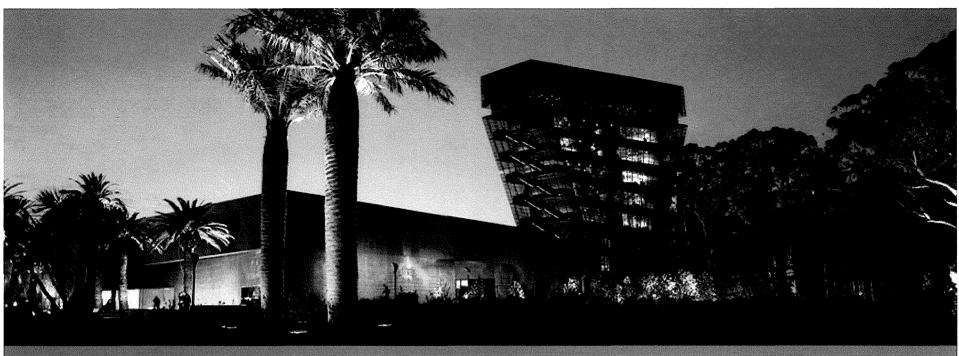
- Regular:98
  - Mostly frontline staff: security & visitor services
  - Management staff includes Director of Museums, Director of HR, Director of Security, Building and Grounds Maintenace Supervisor, Chief Preparator, two Curators of the Achenbach Foundation for Graphic Art
- On-Call:107

### Improvement of Internal Controls

- Since August 2015, the Museums have worked to improve:
  - Closing the books in a timely manner (15 days after period close)
  - · Cash flow statements
  - · Overall travel and entertainment policies and processes
  - · Improved documentation and approval of expenses
  - · Finance and audit committees meet on a regular basis

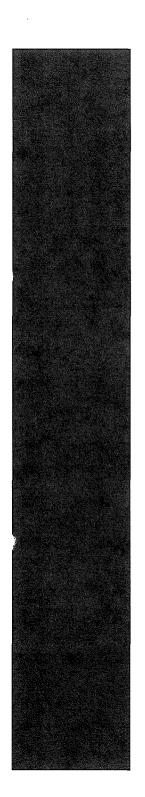
## Improvement of Internal Controls

- COFAM hired BDO to evaluate internal audit; August 2015 findings and recommendations continue to be implemented
- CEO Role has been restored to the Director of Museums
- · Hired new audit firm Moss Adams
  - Conducting separate audits of COFAM and Foundation for the first time
    - Lower thresholds of materiality reveal more details of transactions and processes
- Hired veteran non profit CFO



FINE ARTS MUSEUMS OF SAN FRANCISCO





# de Young | Legion of Honor

FINE ARTS MUSEUMS OF SAN FRANCISCO

## Governance Overview

Fine Arts
Museums of
San Francisco
FAMSF

Fine Arts
Museums
Foundation
FAMF

Corporation of the Fine Arts Museums COFAM

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## **Corporation of the Fine Arts Museums (COFAM)**

#### **Key Expenditures**

- Curatorial and Exhibitions \$13 million
- Education and Public Programs \$2.3 million
- Facilities and Operations \$10.6 million
- Marketing \$3.4 million
- Technology \$2.4 million



## 10<sup>th</sup> Anniversary Community Day









## Access Programs



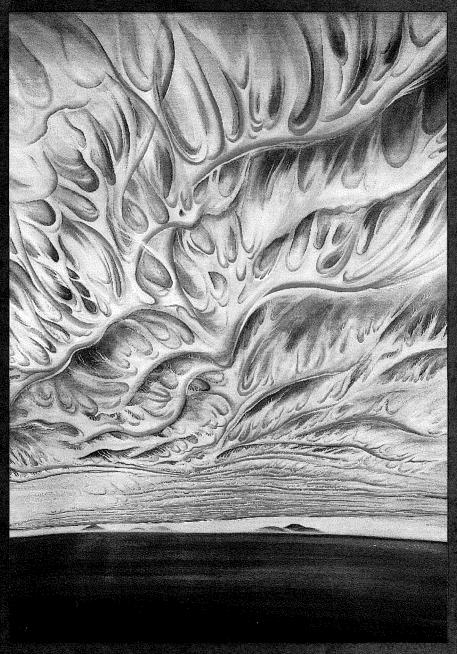
## Museum Ambassadors



## Friday Nights at the de Young



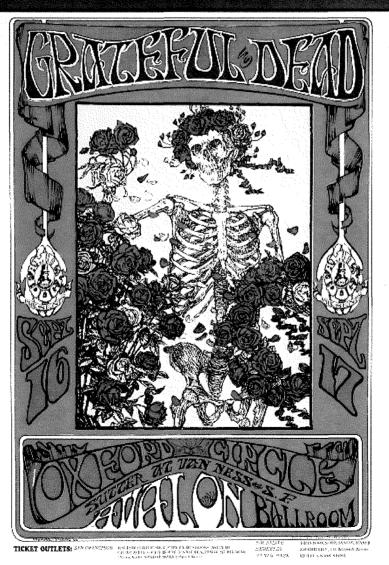




## Ed Ruscha and the Great American West



## Summer of Love



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#### **BOARD of SUPERVISORS**



City Hall
1 Dr. Carlton B. Goodlett Place, Room 244
San Francisco 94102-4689
Tel. No. 554-5184
Fax No. 554-5163
TDD/TTY No. 554-5227

#### MEMORANDUM

TO:

Max Hollein, Director, Fine Arts Museum

Ben Rosenfield, City Controller, Office of the Controller

Megan Bourne, Executive Secretary to the Museums, Board of Trustees

FROM:

Erica Major, Assistant Clerk, Government Audit and Oversight Committee,

**Board of Supervisors** 

DATE:

August 1, 2016

SUBJECT:

HEARING MATTER INTRODUCED

The Board of Supervisors' Government Audit and Oversight Committee has received the following hearing request, introduced by Supervisor Peskin on July 26, 2016:

File No. 160878

Hearing on the governance structure, oversight of assets, and city funding processes of the Fine Arts Museums of San Francisco (FAMSF) and its Board of Trustees; and requesting the Director of FAMSF and the Office of the Controller to report.

If you have any comments or reports to be included with the file, please forward them to me at the Board of Supervisors, City Hall, Room 244, 1 Dr. Carlton B. Goodlett Place, San Francisco, CA 94102.

CC:

Jenny Moore, Fine Arts Museum Todd Rydstrom, Office of the Controller Print Form

#### **Introduction Form**

16878

By a Member of the Board of Supervisors or the Mayor

| I hereby submit the following item for introduction (select only one):  | Time stamp or meeting date              |
|---|---|
| 1. For reference to Committee. (An Ordinance, Resolution, Motion, or Charter An   | nendment)                               |
| <u> </u>  |   |
| 2. Request for next printed agenda Without Reference to Committee.  |   |
|   |   |
| ☐ 4. Request for letter beginning "Supervisor   | inquires"                               |
| 5. City Attorney request.   |   |
| 6. Call File No. from Committee.  |   |
| 7. Budget Analyst request (attach written motion).  |   |
| 8. Substitute Legislation File No.  |   |
| 9. Reactivate File No.  |   |
| 10. Question(s) submitted for Mayoral Appearance before the BOS on  |   |
| Please check the appropriate boxes. The proposed legislation should be forwarded to the  Small Business Commission Youth Commission Ethics  Planning Commission Building Inspection Cor  Note: For the Imperative Agenda (a resolution not on the printed agenda), use a Imp  Sponsor(s): | s Commission<br>nmission                |
| Supervisor Peskin   |   |
| Subject:  |   |
| [Hearing on the governance structure, oversight of assets and city funding processes of the San Francisco (FAMSF) and its Board of Trustees, and requesting the Director and the Copresent.]  | I                                       |
| The text is listed below or attached:   |   |
| Request for a hearing at the Government Audit & Oversight Committee to receive present Director and the Controller's Office on the governance structure, oversight of assets and ci Fine Arts Museums of San Francisco (FAMSF) and its Board of Trustees.                                 | 1 /                                     |
| Signature of Sponsoring Supervisor:   |   |
| For Clerk's Use Only:   | 1 11 11 11 11 11 11 11 11 11 11 11 11 1 |