



2019–2020

ANNUAL REPORT

A CENTER OF OUR COMMUNITY

2019 was a pivotal year for the Frick, during which interim director Judith Hansen O'Toole not only maintained momentum but also launched important new initiatives, including a campus-wide effort to address matters involving diversity, equity, accessibility, and inclusion. After Elizabeth Barker took the helm in December, we developed plans for the years ahead, outlined later in this document.

The pages that follow capture a snapshot of our past fiscal year, from April 2019 through March 2020. The numbers are certainly impressive, and include more than one million visits to our website and more than 140,000 visitors to our campus. But the data alone cannot convey the human moments that inspire everything we do. To see a child alight with wonder before a historic car, a family dancing to the music on a summer Friday, a viewer moved to tears in an exhibition, a couple laughing over dessert in The Café, visitors sharing experiences of their own family home with a Clayton docent—those moments happen in person—and these days, also online. To create your own Frick moment, please visit our site or take advantage of our many virtual offerings. We'd love to see you!

MISSION

Furthering the vision of Helen Clay Frick, we share authentic experiences with art, history and nature that inspire and delight.

VISION

What we aspire to achieve
Our experiences of discovery, inspiration and learning will be essential to people's lives and to the cultural fabric of our region.



COLLECTIONS & EXHIBITIONS



exhibitions and
special Installations
at The Frick Art
Museum



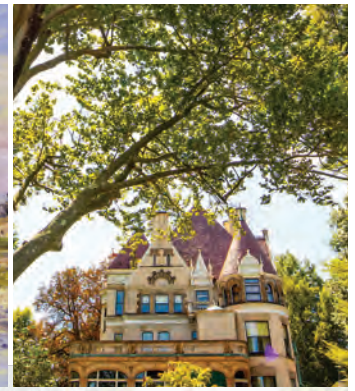
themed
installations at
Clayton



new exhibition
at the Car and
Carriage Museum



Claude Monet's *Bords de la Seine à Lavacourt* (*Banks of the Seine at Lavacourt*), purchased by Henry Clay Frick in 1901, was included in the Denver Art Museum exhibition *Claude Monet: The Truth of Nature* from Oct. 21, 2019–Feb. 2, 2020, before traveling to the Museum Barberini in Potsdam, Germany where it was displayed as part of the exhibition *Monet: Places* from Feb. 22–July 20, 2020.



The restoration of the enclosed porch at Clayton, the historic home of the Henry Clay Frick family, was completed in early 2020. This \$1 million project started in 2017.

3

Objects Loaned

10

Acquisitions

9

Objects Conserved



16,106

attended Clayton

38,334

attended
The Frick Art Museum

32,934

attended the Car and
Carriage Museum

36,000

attended Summer Fridays
at the Frick events

AUDIENCE & ENGAGEMENT

Membership

7,044

member households

5,569

membership renewals

1,475

new members



Followers

12,500

Instagram @

13,781

Facebook f

8,721

Twitter

29,784

e-news subscribers



Website

404,366

web sessions

1,026,901

pageviews



144,467

Total site-wide attendance

EDUCATION & PROGRAMS

33 community organizations
Frick educators visited

68 adult programs

2,786 adult program participants

35 family programs

2,149 family program participants

12 Summer Fridays Events

222 school visits

6,651 students served

\$ 68% of students served at no cost to schools



OUR TEAM

41

Full-time

124

Part-time

10.87%

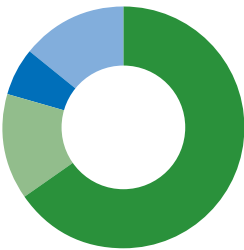
People of color

66.85%

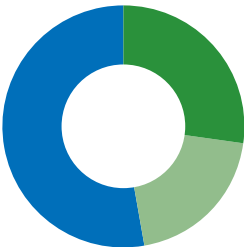
Women



FINANCIALS



| EXPENSES | | | |
|-------------------------|-------------|--------|--|
| Program | \$5,286,830 | 65.50% | |
| Museum Support Services | \$1,135,838 | 14.07% | |
| Fundraising | \$516,482 | 6.40% | |
| Capital Projects | \$1,132,063 | 14.03% | |
| Total | \$8,071,213 | | |



| INCOME | | | |
|-------------------|-------------|--------|--|
| Contributed | \$2,207,375 | 27.35% | |
| Earned | \$1,610,181 | 19.95% | |
| Investment Income | \$4,253,657 | 52.70% | |
| Total | \$8,071,213 | | |

BOARD OF TRUSTEES

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DIVERSITY, EQUITY, ACCESSIBILITY, AND INCLUSION COMMITTEE

Committee Co-chairs

Barry Adams, *Human Resources Manager*
Amanda Gillen, *Director of Learning and Visitor Experience*

Committee Members

Elizabeth E. Barker Ph.D., *Executive Director*
Amanda Crytzer, *Visitor Services Lead*
Emily Davis, *Publications and Website Manager*
Colin Green, *Security and Gallery Attendant Administrator*
Melanie Groves, *Manager of Exhibitions and Registrar*
Beth Muth, *Director of Enterprise and Visitor Services*
Bill Nichols, *Director of Operations*
Lisa Viscusi, *Manager of Adult Learning*
Elita Walker, *Membership Manager*

SAFETY COMMITTEE

Committee Chair

Greg Lauer, *Security Manager*

Committee Members

Barry Adams, *Human Resources Manager*
Elizabeth E. Barker Ph.D., *Executive Director*
Dawn Breaun, *Associate Curator of Decorative Arts*
Emily Davis, *Publications & Website Manager*
Maddy Fisher, *Manager of Individual Support*
James Hitch, *Operations Manager*
John Hrenick, *Staff Accountant*
Arianna Lower, *Museum Experience Associate*
Mike McGough, *Maintenance Coordinator*
Beth Muth, *Director of Enterprise & Visitor Services*
Bill Nichols, *Director of Operations*
Kelsie Paul, *Manager of School Learning*
Tori Trimble, *Museum Experience Associate*
Phil Weber, *Gallery Attendant*



SOCIAL COMMITTEE

Committee Chair

Keri Golebiewski, *Development Associate & Frick Societies Concierge*

Committee Members

Caito Amorose, *Manager of Partnerships & Performances*
Kim Cady, *Associate Curator, Car and Carriage Museum*
Kathi Connelly, *Assistant to the Executive Director*
Jennifer Forster, *Human Resources & Finance Associate*
Paul Lauteri, *Café Services Coordinator*
Beth Muth, *Director of Enterprise & Visitor Services*
Kim Rothert, *Grounds Manager*

OUR TEAM

Barry Adams, *Human Resources Manager*
Linda Ahlstedt, *Teacher*
Jo Ellen Aleshire, *Docent*
Sarah Allen, *Docent Trainee*
Charles Altman, *Docent*
Caito Amorose, *Manager of Partnership Events & Performances*
Susan Bails, *Teacher*
Chenoa Baker, *Teacher*
Elizabeth E. Barker, Ph.D., *Executive Director*
Jeffrey Bates, *Maintenance Coordinator*
Jamie Blatter, *Docent*
Juliana Borreggine, *Museum Experience Associate*
Nicole Bosley, *Docent Trainee*
Helen Garrison Bradlow, *Teacher*
Dawn Brean, *Associate Curator of Decorative Arts*
Alicia Britton, *Museum Experience Associate*
Holly Burnett, *Docent*
Kimberly Cady, *Assistant Curator of the Car & Carriage Museum*
Alan Carter, *Mailroom Coordinator*
Helenann Chase, *Docent*
Elizabeth Christof, *Teacher*
Stephen Cicero, *Teacher*
Kaitlyn Clem, *Marketing & Communications Associate*
Nancy Coleman, *Docent*
Kristine Comito Gupta, *Docent*
Kathleen Connelly, *Assistant to the Executive Director*
Nancy Craft, *Teacher*
Karen Crenshaw, *Docent Trainee*
Megan Crutcher, *Docent*
Amanda Crytzer, *Museum Experience Associate*
Cora Crytzer, *Museum Experience Associate*
Gary Daniels, *Housekeeping*
Emily Davis, *Publications & Website Manager*
Kathy Dax, *Docent*
Janet DeAngelo, *Museum Experience Associate*
Heather Deem, *Docent*
JoAnn DeForrest, *Docent*
Jerome Demarino Jr., *Grounds Crew*
Carly DiPaolo, *Teacher*
Joyce Dorman, *Head Docent*
Bernadette Fischer, *Teacher*
Maddy Fisher, *Manager of Individual Support*
Katharine Fleischner, *Museum Experience Associate*
Jennifer Forster, *Human Resources & Finance Associate*
Emily French, *Museum Experience Associate*
Alexandra Freyvogel, *Teacher Trainee*
Rosalie Garfinkle, *Events Support*
Lisa Gehring, *Director of Finance*
Pamela Gianni, *Docent*

Amanda Gillen, *Director of Learning & Visitor Experience*
Susan Goldman, *Teacher*
Keri Golebiewski, *Development Associate & Frick Societies Concierge*
Jodi Golomb, *Manager of Institutional Support*
Seth Graziani, *Teacher Trainee*
Collin Green, *Security & Gallery Attendant Administrator*
William Griffith, *Docent Trainee*
Melanie Groves, *Manager of Exhibitions & Registrar*
Melanie Rose Gutowski, *Docent*
Mary Guzowski, *Head Docent*
Donald Henderson, *Gallery Attendant*
Kathleen Hewston, *Docent*
James Hitch, *Operations Manager*
John Hrenick, *Finance Associate*
James Hughes, *Docent*
Denise Humphrey, *Teacher*
Karen leong, *Docent Trainee*
Anne Isaac, *Docent*
Amy Jaffe, *Docent Trainee*
Linda Johnson, *Teacher*
Emil Kemp, *Gallery Attendant*
Mary Kilbridge, *Manager of Community & Family Learning*
Dallas Knight, *Docent*
Susan Knight, *Teacher*
James Konop, *Grounds Crew*
Patricia Labanc, *Teacher*
Cynthia Lackey, *Teacher*
Gregory Langel, *Director of Marketing & Communications*
Gregory Lauer, *Security Manager*
Paul Lauteri, *Café Services Coordinator*
Morgan Lawrence, *Museum Experience Associate*
Chelsea Leber, *Gallery Attendant*
Brian LeMaster, *Docent*
Linda Liechty, *Head Docent*
Nora Lopez, *Teacher*
Natalie Lorenze, *Museum Experience Associate*
Arianna Lower, *Museum Experience Associate, and Docent Trainee*
John Maloney, *Grounds Crew*
James Marchetti, *IT & Systems Technician*
Daniel Martinac, *Grounds Crew*
Scott Mayhew, *Gallery Attendant*
Virginia McCarthy, *Docent*
Lori McDermott, *Docent and Teacher Trainee*
Michael McGough, *Maintenance Coordinator*
Terri McKenzie, *Docent Trainee*
Kelly McMasters, *Coordinator of Learning & Visitor Experience*
Stacey McSorley, *Teacher*
Breanna Merritt, *Program Assistant*
Sally Meyers, *Teacher Trainee*
Jose Mieres, *Docent Trainee*

Joan Miles, *Docent*
Susan Morris, *Docent*
Beth Muth, *Director of Enterprise & Visitor Services*
Nancy Nernberg, *Docent*
Susan Neszpaul, *Director of Advancement & Engagement*
David Neville, *Gallery Attendant Coordinator*
Robert Nichols, *Director of Operations*
Mary Noonan, *Teacher*
Judith Hansen O'Toole, *Interim Executive Director*
Kelsie Paul, *Manager of School Learning*
Nancy Pedraja, *Membership & Development Assistant*
Leah Peifer, *Housekeeping*
Lydia Peifer, *Museum Experience Associate*
Micah Phillips, *Museum Experience Associate*
Teresa Polozoff, *Head Docent*
Cynthia Poole, *Docent*
Pamela Price, *Docent*
Judy Reese, *Head Docent*
Joy Richardson, *Docent*
Sharon Riesmeyer, *Teacher*
Shawn Robinson, *Museum Experience Associate*
Ana Rodriguez Castillo, *Arts Project Coordinator*
Kimberly Rothert, *Grounds Manager*
Mildred Ryan, *Teacher*
Rosemary Sainne, *Gallery Attendant*
Winifred Schano, *Docent*
Madeline Schatten, *Museum Experience Associate*
June Schultz, *Teacher*
Carol Schurman, *Teacher*
Heather Shanks, *Docent*
Richard Shields, *Gallery Attendant*
Thomas Smith, *Gallery Attendant*
Daniel Stabile, *Housekeeping*
Jane Steiner, *Teacher*
Paul Sylves, *Teacher*
Deborah Talarico, *Teacher*
Mark Terrell, *Docent Trainee*
Barbara Tischler, *Docent*
Simone Traub, *Museum Experience Associate*
Janet Treser, *Docent*
Victoria Trimble, *Museum Experience Associate*
Lisa Viscusi, *Manager of Adult Learning*
Igor Vishnevetsky, *Gallery Attendant*
Anna Wagstaff, *Housekeeping*
Elita Walker, *Membership Manager*
Sandra Ward, *Docent*
Perry Weber, *Gallery Attendant*
Philip Weber, *Gallery Attendant*
Dennis Wickline, *Docent*
Elizabeth Wilkinson, *Teacher*
Anthony Williams Jr., *Housekeeping*
Catherine Wright, *Docent*
Elisa Yukstas, *Teacher*

OUR PLANS

In December 2016, the Frick adopted a five-year strategic plan intended to attract new audiences, increase revenues, and hone sustainable business practices. That plan was successful. By the conclusion of Robin Nicholson's tenure as executive director in February 2019, the work it laid out had been accomplished.

Elizabeth Barker came to the Frick in December 2019 with a mandate to lead a planning process that would establish goals for the Frick's next chapter.

We began that process in January 2020, by identifying a mindset of **radical empathy for our visitors** as our overarching imperative. Next, we reviewed our mission statement, penned our first vision statement, and identified our organizational values. In our last in-person gathering with the Board before COVID, we reviewed and endorsed the following goals.

We welcome your responses to our plans, and look forward to sharing the results of our progress in future annual reports.

STRATEGIC GOALS, 2021-2027

I. ACCESS

A. Welcome Diverse Audiences to the Frick

1. Publish a Diversity, Equity, Accessibility, and Inclusion (DEAI) statement
2. Adopt a Rooney Rule in our hiring practices
3. Invest in staff training to ensure predictably outstanding services for all visitors
4. Seek to develop meaningful, long-term partnerships with trusted organizations in diverse communities
5. Be mindful of DEAI as we develop acquisitions, exhibitions, and programs
6. Develop programs for the Martin Luther King Jr. holiday, Black History Month, and Juneteenth
7. Implement ongoing visitor assessment

B. Ease Navigation of Our Site and Information

1. Undertake a comprehensive wayfinding audit and update our campus signage accordingly, beginning at the perimeter fence
2. In conjunction with resurfacing the parking lot, remove the guard booth and relocate that function, and add electric vehicle recharging stations
3. Implement the site lighting plan to enhance the safety and beauty of our campus, while demonstrating leadership in reducing light pollution by observing International Dark Sky guidelines
4. Overhaul the telephone tree for ease of use
5. Review the website

C. Attend to Our Visitors' Human Needs

1. Expand our accommodations for people with disabilities, including by widening curb cuts, automating entrance doors, and creating accessible restrooms in The Frick Art Museum
2. Establish a sanitary, safe place for nursing mothers and caregivers to breastfeed babies, express breast milk, and feed infants
3. Develop viable plans for secondary food service on site for visitors not seeking a fine dining experience, such as a coffee bar offering prepared food
4. Consolidate and update the restaurant and pastry kitchens to provide such expanded food service

II. INTERPRETATION

A. Align our Interpretative Strategy with our Visitors' Needs

1. Establish a full-time position dedicated to developing and overseeing the Frick's sitewide strategies for interpretation
2. Establish a culture of continuous assessment of our evolving Interpretation Plan in response to the changing needs of our visitors
3. Produce a visitor orientation video
4. Expand the menu of guided tours, and explore adding drop-in visits to Clayton
5. Reopen the Playhouse to the public as a learning space
6. Update and reissue the whole-site souvenir guidebook

STRATEGIC GOALS, 2021-2027 (CONTINUED)

B. Expand Learning Experiences for Families with Children

1. Develop interpretive, educational programs for the Playhouse
2. Review Greenhouse programming
3. Pilot outdoor art installations

C. Continuously Assess and Refine the Exhibitions Program

1. When possible, extend the duration of temporary exhibitions to accommodate expanded programming
2. Introduce focused research exhibitions and “pop-up” displays to smooth drops in attendance between large shows
3. Update the Permanent Collection displays, including by reviewing our label format and content from the vantage point of our visitors
4. Ensure that all exhibitions and displays are promoted, regardless of their location on campus

III. STEWARDSHIP

A. Preserve the Structures and Collections Entrusted to Our Care

1. Remediate the lead paint, conserve the structure, and repaint the exterior of Clayton
2. Complete other repairs, including the Juliet Balcony and Henry Clay Frick's bathroom
3. Correct the roof leaks, fluctuating climate conditions, and car lift in the Car and Carriage Museum
4. Undertake a comprehensive assessment of The Frick Art Museum and develop and implement a multi-year capital improvement plan
5. Restore the Playhouse and open it to the public as a learning space for families with children
6. Update the Collection Development Plan for the art collection

B. Review Certain Activities with an Eye to Sustainability

1. Refine and maintain sustainable systems for collecting and assessing information about our visitors and operations
2. Assess the museum's travel program to ensure that it is distinctive, economical, and well-managed
3. Review the Membership program to ensure that it is meeting our members' needs, helping to expand the group of prospective supporters, and financially supporting the needs and mission of the organization
4. Invest in leadership training for our managers and professional development for all staff so that we can perform our work effectively, efficiently, and with satisfaction

OUR VALUES



CURIOSITY



AUTHENTICITY



EMPATHY



SERVICE



REINTRODUCING THE FRICK: A CENTER OF OUR COMMUNITY

Museums, by their very natures, are always choosing what to include—and exclude. In a world filled with things, what precious few will be added to the collection or featured in an exhibition? Of the countless insights that might be shared about any artwork, which ones make the cut? Who decides? Such choices matter, since by showing us whose histories are worth saving and whose experiences deserve to be understood, museums give us insight into ourselves.

Or, at least, into some selves. Until recently, most museums chose to feature the contributions of white people (and of white men in particular), largely to the exclusion of the achievements of people of color. Such omissions not only narrowed our presentations; they have made many prospective visitors feel that their experiences were not valued and that they were not welcome.

The Frick recognizes the conspicuous absence of Black perspectives in our collections, our presentations, and our leadership—and therefore, not surprisingly, from our audience. We are committed to do better.

On July 16th, six weeks after publishing a statement decrying racial violence and systemic racism, the Frick made the following public commitments, developed by our staff Diversity Equity Accessibility and Inclusion (DEAI) Committee with support of senior leadership and the board.

1. THE FRICK PITTSBURGH SUPPORTS THE BLACK LIVES MATTER MOVEMENT and shares its commitment “to create space for Black imagination and innovation.”

2. THE FRICK PITTSBURGH COMMITS TO CULTIVATE A STAFF AND BOARD that oppose all discrimination and are actively anti-racist by taking the following steps:

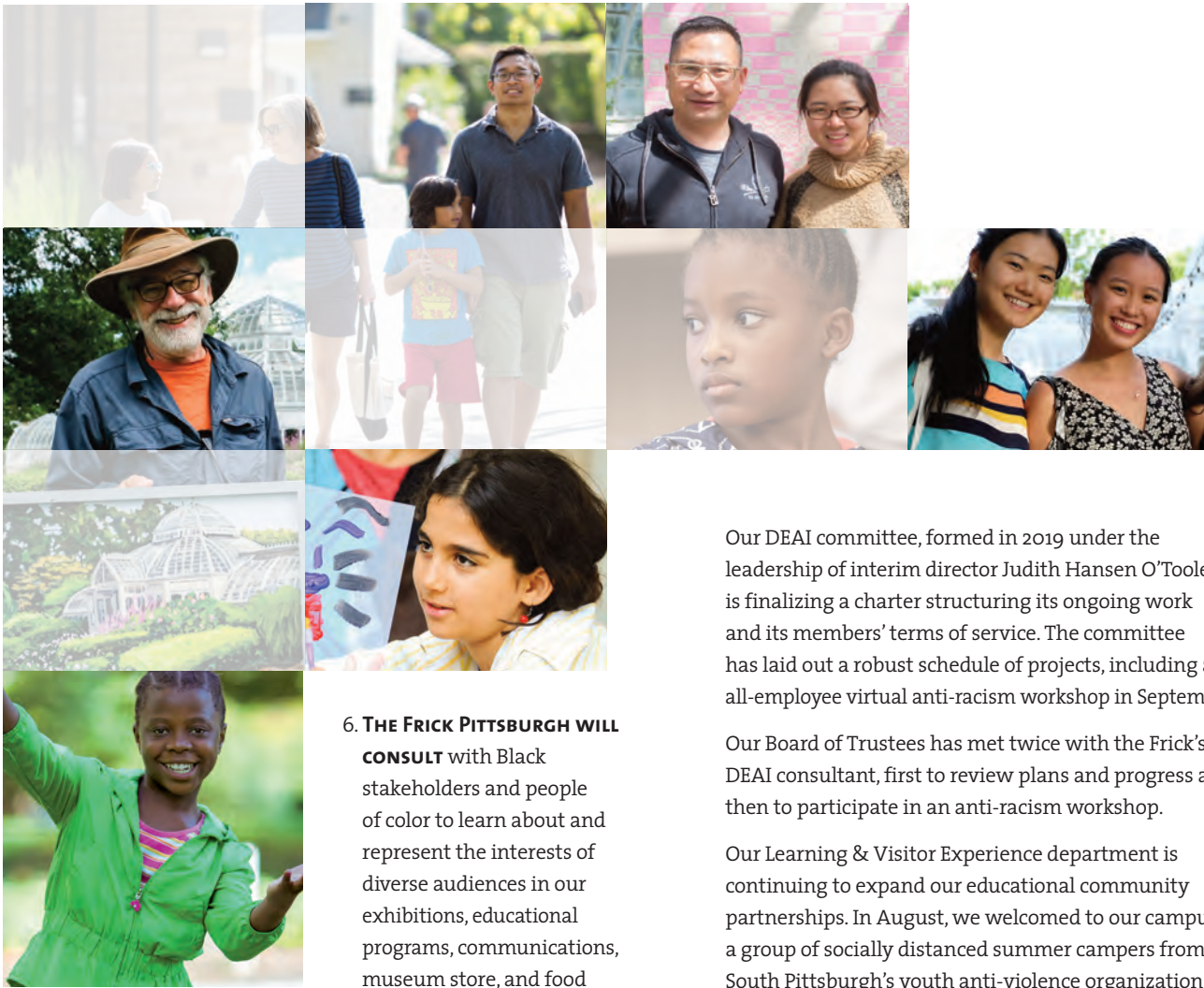
- Providing staff and community listening sessions and learning opportunities for all staff and board members in 2020;

- Providing ongoing opportunities for the education and enlightenment of all employees and trustees thereafter; and
- Publishing annual progress reports on this work in the Frick’s Annual Report (beginning in 2021).

- 3. THE FRICK PITTSBURGH SEEKS TO CREATE AN ENVIRONMENT** of physical and psychological safety for our Black staff and visitors. To that end, we are committed to doing the following:
- Training all employees in verbal de-escalation techniques to empower our staff to interact with respect, professionalism, and empathy;
 - Requiring that every staff member participate in ongoing anti-racist education (as outlined above);
 - Strictly enforcing the policy that all employees adhere to our organization’s values, which include respect for all human rights, while at work or otherwise representing the Frick;
 - Hiring more Black and diverse colleagues at all levels of the organization (as described below);
 - Building trusted partnerships with organizations in the Black community, including by proactively participating in neighborhood activities outside our campus;
 - Making our site available to our neighbors for gatherings of Black community organizations; and
 - Using signage on our campus and statements on our website to demonstrate our commitment to treat all people with respect and dignity.

4. THE FRICK PITTSBURGH HEREBY ADOPTS A “ROONEY RULE” for staff hiring and vendor selection—no search, at any level of the organization, may proceed without qualified Black and other diverse candidates in the selection pool.

5. THE FRICK PITTSBURGH WILL COMPLETE AND PUBLISH A DIVERSITY AUDIT of our museum collections by 2021 and use that information to establish diversity goals for acquisitions.



6. THE FRICK PITTSBURGH WILL CONSULT with Black stakeholders and people of color to learn about and represent the interests of diverse audiences in our exhibitions, educational programs, communications, museum store, and food services.

7. THE FRICK PITTSBURGH WILL EXPAND OUR PROFESSIONAL NETWORKS to include diverse organizations, such as the African American Chamber of Commerce of Western Pennsylvania, which can help us expand our partnerships, audiences, and applicant pools.

8. WE PLEDGE TO DEVELOP STRATEGIES TO DIVERSIFY our leadership and board within the period covered by our Strategic Plan (2020-2027).

TEN WEEKS AFTER MAKING THESE COMMITMENTS, THE FRICK HAS EMBARKED ON THE JOURNEY TO HONOR THEM.

We began with an informal listening session with our staff, at which we were joined by Cecile Shellman, our DEAI consultant, and Jane Zwier, a licensed professional counselor with our Employee Assistance Program.

Next, our entire staff completed virtual seminars on the subject of empathy, followed by online classes in verbal conflict de-escalation techniques—opportunities that have empowered us to approach all interactions with compassion and clear communication.

Our DEAI committee, formed in 2019 under the leadership of interim director Judith Hansen O'Toole, is finalizing a charter structuring its ongoing work and its members' terms of service. The committee has laid out a robust schedule of projects, including an all-employee virtual anti-racism workshop in September.

Our Board of Trustees has met twice with the Frick's DEAI consultant, first to review plans and progress and then to participate in an anti-racism workshop.

Our Learning & Visitor Experience department is continuing to expand our educational community partnerships. In August, we welcomed to our campus a group of socially distanced summer campers from South Pittsburgh's youth anti-violence organization Voices Against Violence to create an anti-racist art installation on the Frick grounds.

We have begun asking our vendors to share information about their diversity and racial equity plans, and are ensuring that all searches for positions, services, and suppliers include Black and minority finalists.

Our curatorial department is in the throes of developing *The Frick Reflects* exhibition, examining both the social and art history of our collections and our institution's founding.

We know the work ahead will be difficult. We will inevitably make mistakes. But we are approaching it with open hearts and open minds. And we are prepared to go the distance. Thank you, our members, for making this journey with us. ■



THANK YOU FOR SUPPORTING THE FRICK PITTSBURGH

To learn more about how you can contribute to the work we do, visit TheFrickPittsburgh.org/support

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THE
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