

# 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.

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## 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