

# Vision 2020



Aerial visual design by Digital Design & Imaging Service, Inc.

## Tudor Place Strategic Plan 2020-2023

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## **MISSION**

Tudor Place Historic House & Garden preserves the stories of six generations of descendants of Martha Washington and the enslaved and free people who lived and worked at this Georgetown landmark for nearly two centuries. By examining their legacy, we challenge ourselves and our visitors to celebrate the triumphs and confront the complexities of the past.

### **Mission Attainment**

Tudor Place attains this mission through the following endeavors:

*Preservation:* As a pioneer in historic preservation and a recognized leader in the care of collections, Tudor Place is committed to providing the highest level of stewardship for the historic architecture, objects, documents and landscapes that tell the story of this National Historic Landmark.

*Education:* Through tours, programs, scholarship, and educational partnerships, Tudor Place interprets its historical resources to advance the public's understanding of the past.

*Rejuvenation:* With 5½ acres of gardens and grounds, Tudor Place provides an unexpected retreat for contemplation and healing in a restless city.

*Community Engagement:* Through activities for children and families, Tudor Place builds lasting memories and cultivates the next generation of cultural stewards.

## **VISION**

An honest look at the past to realize a better future.

## **VALUES**

### ***Inclusivity***

Tudor Place facilitates the full engagement of the community.

### ***Stewardship***

Tudor Place cares for its human and historical resources.

### ***Identity***

Tudor Place is self-aware and seeks to understand the needs of those it serves.

***Statements approved by the Tudor Place Board of Trustees, June 17, 2020***

# PLANNING PROCESS

In preparation for this strategic planning process, the Board of Trustees and staff engaged in reflection and commissioned studies to better understand the current state of the organization and envision its future.

- In late 2018 and early 2019, Compass DC conducted a Board Development Project, examining the composition and conduct of the Board of Trustees. In May 2019 they delivered a report that outlined five strategic recommendations that included expanding and diversifying the composition of the Board; defining a succession plan for Board leadership; creating a “Development Committee of the Whole;” and engaging in a strategic planning process that will include an annual planning retreat.
- Throughout 2019, staff worked with museum interpretation and evaluation consultants Dale Jones and Dean Krimmel to assess the museum tour experience and develop tools for gathering feedback from visitors. Their report made several important recommendations, including the presentation of a more inclusive story and developing tours around a few specific themes. As a follow-up to this study, staff conducted nearly 100 post-tour interviews with visitors.

These activities prepared the Board and staff for the conversations that followed and provided data that informed the planning process.

In the fall of 2019, Tudor Place engaged the services of Brent Glass, LLC to facilitate a strategic planning process. Mr. Glass and his colleagues were selected because of their specialization in planning for cultural heritage organizations, experience in working with historic sites, and knowledge of the cultural landscape of Washington, DC.

The Board of Trustees held a day-long planning retreat facilitated by Brent Glass and his associates at Evermay on January 17, 2020. Discussions at the retreat focused upon mission and a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. A half-day retreat with the Tudor Place’s staff on January 24, 2020, also centered upon mission and SWOT. Concurrent with the activities, the consultants conducted interviews and surveys with trustees, staff and community stakeholders.

After summarizing, assimilating and synthesizing the information gathered through retreats, interviews and surveys, the consultants held work sessions with the Strategic Planning Team on March 11, 2020 (as the Covid-19 Pandemic approached Washington, DC). During this meeting, team members reviewed a mission and vision statement drafted by Brent Glass and Mark Hudson and discussed goals for the plan. That discussion revealed a lack of consensus about the mission and vision statements, but a general agreement about the plan’s goals.

At subsequent work sessions, ideas from each member of the team coalesced into mission and visions statements and a set of goals to guide the organization through 2023. Working through the Covid-19 Pandemic presented challenges, but also provided clarity and focus. With these parts of the plan in place, the staff began work on the Action Plan that will translate these ideals and aspirations into action.

The Tudor Place Executive Committee endorsed the plan, with minor modifications, sending it on for final review by the Board of Trustees. The Board of Trustees approved the plan at their meeting on June 17, 2020.

## Tudor Place 2020 Strategic Planning Team

Geoffrey Baker, President Emeritus

Helen Hubbard-Davis, Director of Finance & Administration

Mark Hudson, Executive Director

Beverly Jost, President

James Lee, Trustee

Joshua Meyer, Director of Buildings, Gardens & Grounds

Grant Quertermous, Curator

Hillary Rothberg, Director of Education & Visitor Services

Janet Wall, Director of Development & Communications

# GOALS

## INCLUSIVITY

**A renewed focus upon inclusivity reflects the values of our organization and the community we seek to serve. Tudor Place will promote inclusivity in its interpretation, audience and governance through the following actions:**

- Consolidate existing research and conduct new research that documents the experiences of the enslaved and free individuals who worked at Tudor Place. Integrate this information more fully into the site's interpretation, public programming and educational content.
- Reduce impediments to visitation and participation, including physical, developmental and economic barriers.
- Using the strategies outlined in the Compass Board Development Project report, expand the Board of Trustees to include people from varied racial and ethnic backgrounds, vocational endeavors and geographic areas.

## STEWARDSHIP

**The human and historical resources of Tudor Place are at the core of everything we do. To fulfil our stewardship role, Tudor Place will:**

- Provide salaries, benefits and intangible offerings that establish Tudor Place as one of the best employers among the cultural institutions in Washington, DC.
- Complete the next phases of the Master Preservation Plan by upgrading underlying site infrastructure, completing the expansion and renovation of the Garage and upgrading systems in the Main House.
- Create a site-wide plan that reduces the organization's environmental footprint, addressing energy conservation, waste reduction and water use.
- Develop a plan for the creation, management and use of digital assets, including documents, images and collection surrogates.

## IDENTITY

**Comprehending external perceptions and our own self-perceptions are critical to understanding our potential and our ability to serve the community. With an eye toward balancing our dual role as a National Historic Landmark and as a community resource, Tudor Place will:**

- Conduct a comprehensive inventory of the tangible and intangible resources of the organization.
- Participate in the American Alliance of Museum's MAP III—*Community & Audience Engagement* assessment—to better define our community and understand their needs and perceptions.
- Using information derived from the inventory and outreach, complete an organizational marketing and branding plan that projects the desired image and identity.

# ACTION PLAN

## YEAR ONE

### Inclusivity

- Consolidate existing research on enslaved and free workers
- Assess current accessibility offerings
- Incorporate DEI into Board development process

### Stewardship

- Gather information for human resources initiatives
- Complete design and permitting for Mower House
- Complete design development for the Garage and Main House

### Identity

- Conduct the MAP 3 Assessment

## YEAR TWO

### Inclusivity

- Continue Board diversity initiatives.
- Prioritize future accessibility opportunities; begin implementing enhancements
- Conduct new research on enslaved individuals

### Stewardship

- Implement workplace changes and begin pay and benefit enhancements
- Complete design and permitting for the Garage
- Assess and quantify organization's environmental footprint
- Complete an inventory of digital assets

### Identity

- Complete the MAP 3 assessment
- Engage marketing/branding consultant

## YEAR THREE

### Inclusivity

- Engage descendants of enslaved individuals
- Incorporate research into exhibitions, programs and interpretation about the lives of enslaved individuals
- Address financial and developmental barriers through policies and programmatic adaptation

### Stewardship

- Begin renovation/expansion of Garage
- Complete design and permitting for Main House
- Create a plan to reduce the organizations' environmental footprint
- Create a plan for the management of digital assets.

### Identity

- Complete marketing/branding plan

## YEAR FOUR

### Inclusivity

- Address physical accessibility limitations through implementation of Master Preservation Plan

### Stewardship

- Complete upgrades to systems in the Main House

# TUDOR PLACE ORIGINS



Tudor Place Archive

Tudor Place's story begins with its connections to our nation's original first family. Tudor Place's founding matriarch, Martha Custis Peter, shared hereditary ties to her grandmother, Martha Washington, and bonds of affection with George Washington. This relationship assumed tangible dimensions with the acquisition of heirlooms and personal effects after Martha Washington's death in 1802. The Peter family's pride in these artifacts and their recognition of their importance to the nation's history fostered a curatorial ethos and a desire to ensure that these national treasures were saved for posterity.

As each generation of Washington descendant called this place home, Tudor Place assumed a significance beyond the associative. The stories of six generations of the Peter family fill the house and gardens, their lives influenced by and influencing major historical events. From these experiences, the Peters of Tudor Place established roots that run deep, with each generation making a unique contribution to the site's identity and legacy.

In the fifth generation, Armistead Peter 3<sup>rd</sup> envisioned a gift to the nation—one that would celebrate the site's association with the founding family while acknowledging that Tudor Place “was lived in and loved by generations of our family and in which they found great happiness.” By securing status as a National Historic Landmark, conveying a preservation easement to the U.S. Department of the Interior, and creating a charitable foundation, he laid the groundwork for his gift to the nation to be delivered.

His ideals and directives have guided our work for over three decades. The love of family and a deep affection for the place they called home still resonate in the site's interpretation. With each decade, our understanding of the history of the site deepens, as does our ability to interpret it with objectivity and honesty. For while the Peter family found great happiness here, their lives are also filled with moments of tragedy, internal strife and the injustice of slavery. Within the balance, between veneration and condemnation, we find meaning in their lives.

# TUDOR PLACE TODAY

Tudor Place is today a cultural anchor in Georgetown. Our focus upon accessible family programming, a willingness to collaborate, and a commitment to share a green urban landscape ensure community engagement and support. With the vision and structure provided by our founder, the oversight and assistance given by preservation partners, and the affection and support of our neighbors, Tudor Place Historic House & Garden has endured and thrived for over three decades.

With collections that were made, used and owned by the residents of Tudor Place, visitors are provided an authentic, immersive experience, seeing objects in their original context. A vast archival collection documents these treasures and provides more tangible links to the past. Tudor Place has been honored for its stewardship of these historical resources, receiving national and local awards for the care of its historical resources.

Understanding that historic house museums are unique laboratories for learning, providing a sense of place as well as the stories and artifacts of those who lived in the past, Tudor Place has built significant tour and education offerings. Since opening to the public in 1988, we have steadily increased our educational outreach programs, serving preschoolers, elementary and secondary students from the District of Columbia, and undergraduate and graduate students from area universities. Workshops, lectures and specialized tours engage lifelong learners, while seasonal events attract families with children.

Care and conservation of the historic architecture and landscapes of Tudor Place is a critical concern as well. Guided by a *Cultural Landscape* Report, architectural studies and other assessments, the organization completed a Master Preservation Plan for the site in 2012.

The plan addresses needs in four areas:

- Preserving an architectural treasure
- Protecting the archive and collection
- Caring for a sustainable landscape
- Enhancing education & visitor outreach

Since adopting this plan in 2012, Tudor Place has endeavored through the Third Century Capital Campaign to raise the funds needed to ensure the success of this plan. Significant progress in planning and implementation of the plan have occurred, with major projects awaiting implementation in the next 3-4 years.

From its quiet beginnings as a historic house museum in 1988, Tudor Place has evolved and grown. It is today a significant part of the cultural fabric of Washington, DC—as both a landmark of national significance and a vital resource for the Georgetown community. Throughout this planning process, Tudor Place has strived to find the proper balance between these dual identities.

Tudor Place Master Preservation Plan, 2012



*I want to make alive to you the fact that this house  
has seen this pageant of American history.*  
-Armistead Peter 3rd

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