

Dumbarton House: The National Society of The Colonial Dames of America

1. The Nature of the Request

Dumbarton House, an early Federal period home in Georgetown, is in the midst of transformation. Two of four first floor period rooms have been reinstalled, and the staff is working to identify alternative interpretive uses for five upstairs rooms/galleries (total exhibit space of 4,100 s.f.). This *Museums, Libraries, and Cultural Organizations* planning grant application is for scholarly support in the testing and refinement of the humanities themes and formats of the Dumbarton House Interpretive Plan, preliminary design of interpretive experiences, and audience evaluation of potential experiences. The new plan will improve the visitor experience by developing more interactive learning opportunities through the best of period room interpretation on the first floor, and new engagement uses for second floor galleries, while recommending supportive programming and prioritizing future research efforts to further enhance interpretation.



Dumbarton House is one of Washington's earliest historic house museums. It was restored by The National Society of The Colonial Dames of America (National Society) and opened to the public over 80 years ago. The house is associated with several prominent 18th and 19th century public figures, and the early history of the Georgetown neighborhood, specifically Joseph Nourse, first Register of the Treasury, who transferred the Treasury Department records from Philadelphia to Washington in 1800 and assisted Alexander Hamilton in organizing the new nation's financial system.

Traditionally, Dumbarton House has relied on standard house museum installation and interpretation including a full house of period room interiors, 45-minute docent-guided tour access, and a focus on the lives of the owners of Dumbarton House interspersed with an overview of the decorative arts objects on display. Moving forward, Dumbarton House seeks to change its interpretation in order to enhance the visitor experience. New information from ten years of scientific, architectural and documentary research programs related to the property, along with a recently completed Historic Furnishing Plan and a MAPIII Programs Assessment, provide a strong guide for re-installations (2014 – 2016); and for re-interpretation, collecting, and public programs at the museum.

This request is for \$39,865, or not-quite half of a \$95,615 project. The grant will fund these activities:

- Formative and continuing evaluation
- A Summit of scholarly advisors and community representatives (Advisors) followed by two working meetings of this group
- Exhibit mockup activities with evaluation
- Team preparation of final Interpretive Plan themes with recommended formats and major topical components for period rooms and galleries, including interpretive connections to the 21st century experience, and for programmatic components such as discussion programs, lesson plans suitable for sharing through NEH's Edsitement website, and for institutional collaborations

The following draft interpretive themes will be tested during this grant project:

- Building a New Nation: Civil service during the forming of the Early Republic and connections to today's Capital experience and present-day civil service, fiscal policies, and Federal agencies.
- Becoming Washingtonians: Social life during the time period of the Nourse Family's residence and the development of Washington society for the elite, working class, and enslaved people living together in this new urban environment.
- Women and Historic Preservation: The National Society of The Colonial Dames of America, the historic preservation movement, and preservation at Dumbarton House.

2. **Humanities Content** (Themes, Significance and Scholarship)

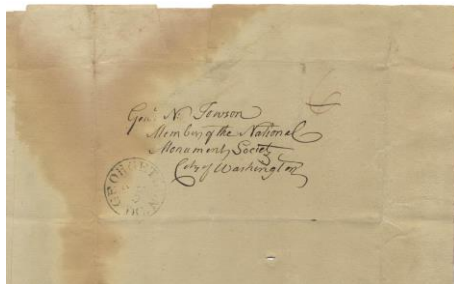
Our research and professional assessments suggest that these three themes are strong and appropriate for our current understanding of the house, the collection, and local and national history, and for organizational history. During this project we will review those assumptions with humanities scholars and community representatives, and look for appropriate refinements or expansion of those themes, for additional scholarship to inform the selected themes, and for advice in expanding the connections between these themes and a broader audience for highlighting the parallel worlds of the 19th and 21st centuries using shared contemporary experiences.

This section of the narrative takes each of the three themes and describes their significance to the humanities and current scholarship.

Theme One: Building a New Nation: Civil service during the forming of the Early Republic and connections to today's Capital experience and present-day civil service, fiscal policies, and Federal agencies.

Significance to the Humanities: There are seventeen historic houses in Washington, DC. Most interpret the history of particular organizations, such as the National Council of Negro Women, The Society of the Cincinnati, or the history of the White House; or are the residences of famous people such as Frederick Douglass or Marjorie Merriweather Post. Dumbarton House is one of the very few to focus specifically on the early history of Washington and it is uniquely positioned to share with the public the experience of becoming a new nation:

- The house was built in 1798-99 precisely because the nation's capital moved to Washington, DC
- The manuscript collection includes 1,000 pages of Nourse and period-related primary source documents that provide insight to the development of the Treasury



We have a strong relationship with White House Historical Association staff and, based on recommended themes, could partner with them on programming and exhibit loans that can provide public outlets for their content and collections – historical and modern-day - currently restricted by security limitations. Themes related to the U.S. Treasury, currency and the economy also have great potential to connect to current events and modern Washington. Joseph Nourse served as first Register of the Treasury and under Alexander Hamilton during a

time when the nation was debating the role of a national bank, interstate commerce, and taxing and customs—all topics that resonate today.

Architecturally, Dumbarton House is an example of an urban villa: neither a townhouse typical of city-living, nor a plantation in the rural country such as Mount Vernon. The heights of Georgetown were considered rather suburban at the time: neither downtown DC, nor quite as country as the area by the National Cathedral or beyond. Through our work with Advisors we would like to investigate the interpretive value in researching/presenting such questions as: How did the new capital's neighborhoods evolve and why? How can we better understand the role of early civil service in creating the capital?

The War of 1812 and the burning of Washington had tremendous impact on the new capital but are interpreted infrequently, if at all, at area historic sites. Many of the relevant sites such as The Capitol and The White House have much broader stories to tell, or have very limited public physical access due to their governmental nature. Dumbarton House is uniquely positioned to tell the story of the War of 1812 and its effect on the government and shaping American identity.

Dumbarton House: The National Society of The Colonial Dames of America

Potential sub-themes:

- Defining the life of a civil servant in the new government, and comparing it to today's experience.
- The development of the Department of the Treasury in early Washington; and related discussion of the economy, and the role of the Federal Reserve and the President in the new government.
- Building a new national American identity in the Federal Period.
- The War of 1812 and its effects on government and the city of Washington.

We will depend upon the Advisors to recommend more specific avenues of inquiry and to help us identify scholars and experts for guidance and programing – both historical and modern.

Resources/Scholarship:

Bob Arnebeck's 1991 *Through fiery trial: building Washington, 1790-1800* provides an excellent overview of the difficult years during which enslaved and other workers built the new capital's infrastructure to ready it for the 1800 relocation of the government. The Junior League of Washington's *The City of Washington: an illustrated history* provides in one text a collection of early maps, sketches, and images of this new city and its residents.

Kenneth R. Bowling's *Establishing Congress: the removal to Washington, D.C., and the election of 1800* (2005) addresses the federal government's move to Washington from Philadelphia. Bowling examines how this move and the election of 1800 completed the founding of the Republic.

Finally, Anthony Pitch's 1998 *The burning of Washington: the British invasion of 1814* compellingly relates the fateful events of August, 1814 when the British invaded and burned the new Capitol building and White House during the War of 1812. Pitch's research also conclusively proved Dolley Madison's stop at Dumbarton House as she fled the approaching British, allowing the museum to definitively document this historic moment, which had long been told through oral and family histories.

Theme Two: Becoming Washingtonians: Social life during the time period of the Nourse Family's residence and the development of Washington society for the elite, working class, and enslaved people living together in this new urban environment.

Significance to the Humanities: The Nourse family lived at Dumbarton House during a period of great significance and transition in DC and the nation. Their story is an opportunity to look at members of the upper middle class in depth, whereas so many other sites focus on the families of the wealthiest early Americans (the Washingtons and Jeffersons, for example) and much less so the social history and material culture of families similar to the Nourses. Can our Interpretive Plan research lead to increased scholarship about this class of founding "brothers" (instead of founding fathers)?



Dumbarton House is also a valuable setting for interpreting urban slavery. Most visitors are more familiar with plantation slavery, and make assumptions that all slavery fits that profile. We know that during the Federal period Washington, DC included a vibrant mix of African Americans—enslaved, some indentured, and freed blacks. Intermarriage (between enslaved and freed blacks) was not uncommon, and enslaved workers were often rented out to others for service when not needed at home. They experienced far more freedoms than did plantation slaves who were much more isolated—but of course they still were not free. Households typically owned far fewer slaves than did southern plantations—the Nourse family, for example, seems to have had about 10 servants total living on site—most enslaved, but some indentured and free. And Nourse hired-in help (possibly slaves) periodically for seasonal work. We have begun research in this area, including a Phase 1 archeology project currently underway (funded in part by The National Trust for Historic Preservation Dorothea de Schweinitz Fund)

in which we hope to find the foundations of a bank barn known to have been on the property. This project carries with it the possibility of other discoveries, such as the work and living spaces used by servants. We have not yet fully interpreted the topic, and we welcome direction from the Advisors for our work.



Over the last two years, the region has commemorated the Bicentennial of the War of 1812 with programs, concerts, reenactments, and festivals. This war had a tremendous impact on the everyday lives of those living in the early capital. Now that most of the celebrations of the 1812 Bicentennial are over, who will continue to tell this story? Dumbarton House sheltered First Lady Dolley Madison on August 24, 1814, as she fled the White House and waited for word from her husband. Those in the house witnessed both the burning and rebuilding of Washington from the heights of Georgetown—resident-owner Charles Carroll actually

helped negotiate with the British to save Georgetown, and the Dumbarton House manuscript collection holds primary source documents that bring to life the effect of these events on early Americans.

Potential sub-themes:

- Becoming Washingtonians: physically, socially, and in aspiration
- The complexity of social and domestic issues as the family created and maintained an urban household that included enslavement and servitude
- How Dumbarton House reflects the transitions in architectural, social, economic and governmental changes from the 18th to 19th century
- The War of 1812 and its effects on everyday life

Resources/Scholarship:

Three types of resources support research and interpretation for programs and exhibits on the house and the family: Nourse family materials, 19th-century probate inventories, and general materials from the period. Fortunately many Nourse manuscript documents including extensive family correspondence and significant numbers of Joseph Nourse's private expense accounts survive and are available for study. They illustrate the everyday richness of family relationships and friendships; the economic challenges of a family and businessman; the complex role of servants—enslaved, indentured, and free—in an urban environment; and the effort involved in building a new government and capital from scratch.

Nineteenth-century Washington, D.C. probate inventories shaped research by two other area museums that is very valuable to our work. Scholar Barbara Carson's work for the Octagon Museum guided the inventory selection process, and the inventory database developed by Richard and Barbara Farner as part of the *Gunston Hall Museum Room Use Study* enabled a detailed analysis. Unfortunately, the volumes from the 1840s and 1850s, which might contain probate inventories for Joseph and Maria Nourse and their son, Charles, are lost. However, a sufficient number of inventories survive from Georgetown and Washington City which represent households of Joseph Nourse's contemporaries and do provide for a valid study. These materials, with the Nourse manuscript collection, supported background research regarding how the individual rooms in Dumbarton House would have been furnished during the Nourse family occupancy and what the furnishing choices indicate about the lifestyle and world view of Joseph and Maria Nourse.

Research on the larger context in which the Nourse family home existed benefits from local and regional primary source material such as merchant account books, newspapers, governmental records, and personal papers such the letters and accounts of contemporaries. This period covered the Nourse family's

arrival in Georgetown in 1800, their move into Dumbarton House in the summer of 1804 and their subsequent departure in the summer of 1813.

Texts that inform the museum staff in the social history of this period include Margaret Law Callcott's *Mistress of Riversdale: the plantation letters of Rosalie Stier Calvert, 1795-1821*, (1991), which clearly illuminates the everyday life of the Calverts as they maneuvered within the social world of the Washington region; and Barbara Carson's *Ambitious appetites: dining, behavior, and patterns of consumption in federal Washington* (1990), which focuses on food and consumption in the new capital city. *The first forty years of Washington society in the family letters of Margaret Bayard Smith from the collection of her grandson J. Henley Smith* (1906) adds further primary source reflections on the development of this new society.

Theme Three: Women and Historic Preservation: The National Society of The Colonial Dames of America, the historic preservation movement, and preservation at Dumbarton House.

Significance to the Humanities:



There is very little collected scholarship on women and historic preservation in the United States beyond biographies of what the field generally acknowledges as the most prominent women preservationists, and/or their most prominent projects such as Mount Vernon or the Alamo. There is very limited synthesis and less that addresses the local, state or regional projects compared to the national-profile or national networked ones. We would welcome guidance from the team on how Dumbarton House can play an interpretive and programming role to foster increased study of women's organizations and preservation groups that participated in the development of the

national preservation movement and its professionalization. We are interested in identifying relevant programming including tours, lectures, partnerships with high school and post-secondary students that might develop as catalysts for scholarly research and public engagement on this topic. We have partnered with the DC Preservation League to present *Behind the Scenes: Preservation at an Historic House*. We have presented twice already - once on our plaster restoration work and then historic wallpaper research for the period rooms.

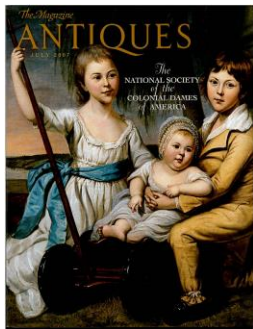
With our Washington, DC, location, proximity to the archives and staff at Mount Vernon, and as the National Headquarters for the National Society, Dumbarton House is an important place to share the history of this women's organization, so pivotal in the early preservation movement in our country. Dumbarton House houses the National Society's archives and as the National Society's headquarters we have connections with 15,200 members and over 80 Dames-affiliated historic properties across the country and are well-positioned to contribute to the broader interpretation of Women in Preservation historically and today. With input from the Advisors, we hope to refine and determine how best to share this untold story.

Potential sub-themes:

- The preservation of this house and history – the science and the practice, and through the stewardship of the National Society
- The profession of historic preservation and the role of women in the field in the United States, historically and today

Resources/Scholarship:

William J. Murtagh's *Keeping time: the history and theory of preservation in America* (3rd edition) provides information on preservation history in the United States at the time the National Society was beginning its work. Unfortunately Murtagh makes no mention of the National Society or of Dumbarton House. He does comment on Mount Vernon Ladies Association as a national model that others failed to emulate at the Hermitage and Valley Forge. Ann Pamela Cunningham is an important figure in historic preservation, and her legacy is well-documented by the Mount Vernon Ladies Association and by Barbara Howe, author of "Women in Historic Preservation: The Legacy of Ann Pamela Cunningham", an article in *The Public Historian*, 1990. Murtagh mentions Fiske Kimball, then Director of the Philadelphia Museum of Art, as one of the first proponents of a national preservation organization that would become the National Trust, but it does not identify his association with the National Society. Kimball was the consulting architect on the 1930-32 restoration of Dumbarton House by the National Society following their purchase of the property after its service as a private residence for the 130 years prior. The organization is included, briefly, in Patricia West's *Domesticating history: the political origins of America's house museums*, published in 1999.



The 2007 publication of an entire issue of *The Magazine Antiques* dedicated to the Society's work in the field of preservation has begun to elevate knowledge in this area, and numerous internal publications (like the 1934 *A history of the National Society of the Colonial Dames of America, from 1891 to 1933* by Clarinda Pendleton Lamar) will inform this interpretive area. The papers of Joseph Rucker and Clarinda Pendleton Lamar are housed at the Hargrett Rare Books & Manuscripts Library at the University of Georgia. They include material on Clarinda Lamar's time as President of The National Society of The Colonial Dames of America between 1914 and 1927, and her work to protect three important National Society sites in particular: Sulgrave Manor, England, (the ancestral home of George Washington), Dumbarton House, and Gunston Hall (the home of George Mason).

Restoring women's history through historic preservation (2003), edited by Gail Lee Dubrow and Jennifer B. Goodman documents contributions to historic preservation movement made specifically by women and women's groups. The book won the Antoinette Forrester Downing Award from the Society of Architectural Historians and is an important and leading work on the topic of women and historic preservation.

3. **Project Formats and Participant Experience**

Our goal is to provide a visitor experience that is effective and evocative enough that visitors will leave understanding:

- That there was great uncertainty and were great accomplishments during this period when the success of the American Revolution and democratic government were anything but guaranteed
- That everyday residents (elite, working class, and enslaved people) of this new city had a role in shaping the government and in creating the social and professional life of a capital city – something new to them and new to the world
- The similarities and differences between the historical and present-day experiences of 19th and 21st century Washingtonians
- More about the history and nature of historic preservation as a movement and as a profession, and about the role of women and the National Society in this endeavor

We have many visitor-experience options to choose from and test during this grant. The Advisors will help us select and prioritize the options and sequence the testing. Options include:

- Interpretive themes –refine drafted themes and subthemes; identify missing themes
- Formats –docent-guided tours with thematic options; self-guided brochures for all themes, and new ones to respond to current events; self-guided exhibit-like installations; and possibly audio options; plus special programming including parlor discussions
- Settings –first floor period rooms and second floor galleries; multi-sensory approaches throughout both floors (sounds, smells, lighting; opportunities to touch and manipulate)

Dumbarton House’s mix of temporal stories (Building a New Nation, and the War of 1812) and social stories (Becoming Washingtonians, and Women and Historic Preservation), make it very well-suited for an interpretive approach that builds on the sense of place at Dumbarton House and the surrounding city of Washington, and on the discussion of shaping a government and the daily lives of those involved as told through the household’s personal experiences.

Through preliminary studies over the last two years, and based on visitor comments and on our own observations, we have identified three visitor issues we would like to resolve or respond to through this grant:

- Not all visitors enjoy 45-minute docent-guided tours as their only means to access the museum—many request self-guided or shorter options for visiting.
- Many visitors lose interest touring the second floor bedchambers in the museum.
- Visitors frequently ask about the history of the house after the Nourse period, the National Society, and how we go about the “business” of preserving and interpreting a house museum.

The process: The discoveries noted above have supported our thinking on change, and encouraged us to design this planning project. The project has four major activity types: 1) assessment and evaluation, 2) work with scholarly and community advisors, 3) review and testing of themes and formats, and 4) development of the final recommendations for the Interpretive Plan.



With this grant we will *first* conduct deeper, more formal assessments of current visitor experience and of audience potential to share with a team of scholarly advisors and community representatives (referred to as Advisors) during their first meeting, what we call the Summit. During the project, in the intervals between the Summit and the two additional on-site meetings, staff and the evaluator will test the Advisors’ recommended interpretive approaches including tour language, exhibit components, low-tech interactives, and special programs, to assess audience response and interest. That feedback will drive the iterative process of refining Dumbarton House’s Interpretive Plan. The project includes funds for evaluation before, during and after mock-up installations, and for identification of our visiting and our non-visiting public. Evaluation is a continuous part of this project and will play a significant role in our planning.

The *second* major activity is a series of Advisor meetings, beginning with a two-day Summit and then two separate, day-long workshops to coach, assess and discuss staff progress with between-meeting assignments, and to continue to refine their recommendations to us. During the Summit we will orient the Advisors and staff to scholarship focusing on this time period, examine previous visitor evaluations and current practice at Dumbarton House, refine themes, and plan the most effective use of the work intervals between the two subsequent workshops. The Advisors will eventually contribute their own ideas for discussion and consideration to guide the project, but their work will be framed initially by a set of questions generated by Dumbarton House staff:

Thematic:

- How shall we focus and prioritize messages? The story of this family in this house at this time is not the only story worth telling. The War of 1812, the role of urban slavery, the preservation of the house, the history and role of the National Society, and the history of historic preservation nationally are all important topics; equally so are the exploration of humanities questions such as: what was/is the Capital/nation-building experience for those so intimately involved in it? What was/is the role of the civil servant -- in aspiration and reality? What was/is the role of citizens in a democratic republic?
- Are these themes, Building a New Nation, Becoming Washingtonians, and Women and Historic Preservation, the most fitting for our house, history and story?
- How well do these interpretive themes and formats best serve our local community? How can they better serve a broader audience?

Operational:

- What changes must be made so that our exhibits engage the public in our stories?
- Are the tour formats we're considering the most appropriate for telling those stories in these spaces?
- What new period room interpretation formats would suit the first floor of Dumbarton House?
- Within the period-room format, are there ways we can tell the stories better – artifact placement, choice, narrative, and guided discussion?
- How can we move the visitor from period rooms to galleries while maintaining consistency in the quality of the experience and meet visitor needs while advancing our mission?



The *third* major activity is exploring humanities themes and testing interpretive formats and methods (this occurs as part of mockup evaluations, and Summit/workshop discussions). To illustrate our work during the grant project, here is an example using the theme **Becoming Washingtonians** of how the team might review and consider and test its use throughout the house: In order to leave visitors with a better understanding of what life was like for people living in the early city of Washington, the Advisors will help us explore fresh approaches to interpreting historic interiors. We are interested in appealing to the senses in the period rooms, and in exploring the possibility of layering some reproductions within the period interiors to allow for interactivity. Our

2010 MAPIII review encouraged such changes in its suggestions for the Dining Room that, “rather than talk to children [and other visitors] about the grand dining room, let them experience part of the work, feel the importance of the preparation, and leave with a different thought as to what meal time would have been like in the Federal period.” This approach raises many questions about collections care and safety, use of reproductions, temporary and permanent settings, and how to communicate changing room ‘rules’ to visitors as they tour. Working with our advisors and then testing options will help us sort through these questions.

The MAPIII reviewer also suggested approaching the experience from the servants' point of view. What preparations did they have to make for the meal and which servants completed which duties before, during and after the meal? Who were the servants and how did they come to be part of the Nourse Family Household? What was servitude and slavery like in a city and how was that different from what we know about plantation life? This could be accomplished by 'assigning' personalities and duties to visitors, and then pausing at the end of the activity to talk about the experience. This sort of group discussion after a shared experience has been an extremely successful approach in other institutions.

While we explore interpretive themes and methods, we are also re-examining setting. Other sites have created "dress-up" spaces, or designated all-reproduction rooms, but few have developed engagement experiences throughout the house that add layers to the interpretive message and which we hope would be highly engaging for adult visitors and for youth groups. To more fully create authentic period involvement we would like to test multi-sensory experiences with smells and sounds as part of the exhibit infrastructure and tactile experiences with possible additional audio choices—both in the period rooms and in the engagement galleries on the second floor, but we have many questions. How do you successfully prepare visitors for this unexpected period room experience when they may have experienced only velvet-rope approaches to tours? How exactly can these rooms become more experiential period environments and include the sounds, smells and tactile opportunities? For example, can we integrate the smell of the fire burning in the Breakfast Room, or the sounds of a dinner party in the Dining Room? How would the visitor experience be changed by darkening the Parlor and interpreting the room as if in the evening? By imaging such options with the Advisors, we hope to research and test new ways of providing this experience.

A similar process of in-depth review would take place for the remaining themes. For the theme, **Building a New Nation**, we would ask the Advisors to take into consideration how Dumbarton House and its Georgetown neighborhood reflect the broader historical trend of the development of the city of Washington as the seat of federal government. We would like to connect Joseph Nourse's role in the Treasury and put his civil service in context with the broader history of Georgetown and early Washington more regularly in our tours. We want visitors to leave with a greater understanding of how uncertain success of the American Revolution and democratic government was, and that in the first decades of our nation these ideals were hopes, not expectations. We anticipate developing and refining interpretive approaches that encourage visitors to actively examine these questions:

- What challenges faced our nation's earliest leaders following the Revolution and how did they respond?
- How did "everyday" Americans, like Joseph Nourse, help build and run the new government?
- How was the American identity crafted in these early days, and who shaped this identity?
- How does the speed of information exchange today affect the process of leading the nation and how may it have affected the process of building the new government?
- What other parallels are there to the present day?

As previously mentioned, the staff, volunteers, board, and visitors are interested in seeing the upstairs rooms used in more imaginative and flexible ways. The second floor passage is an opportunity to prepare the visitor for non-period room interpretation that builds on the themes and engagement experiences begun on the first floor. The flexible galleries can be interpretive spaces for the War of 1812, the subsequent history of the house; or exhibits of loaned historical and decorative arts items to emphasize themes interpreted elsewhere; or spaces to add or expand on themes less well-suited to period room interpretation. For example, these spaces could be used for exhibitions about the history of early American currency; Washington under attack: in 1812, during the Civil War, and on 9/11; or Archaeology at Dumbarton House.

For the third theme, **Women and Historic Preservation**, we have many opportunities to advance our interpretation and support recognition of the field of historic preservation. On the national scale there is an opportunity in this theme to partner with the Daughters of the American Revolution (DAR) and with Mount Vernon's Ladies Association. We have good relationships already with the DAR Museum staff here in Washington and Mount Vernon. Farther afield, there are the Daughters of the Republic of Texas who saved the Alamo and the garden clubs who preserved Natchez, MS with whom we could work.



As for the National Society, from its founding in 1891 it has focused on preservation of historic artifacts and buildings, but until recently visitors to the museum learned very little about the organization which has owned and operated Dumbarton House as its national headquarters and museum property since 1928. At the national and state levels, members of the National Society support dozens of historic properties and collections, which could be highlighted in a new exhibition space through small rotating displays and/or technology interfaces that allow the public to “visit” the sites

virtually while in the exhibition. Exploring the history of this organization will allow visitors to gain a greater understanding of the importance of women in the early preservation movement in our country; the evolution of that movement over the past century; and the current work performed by the National Society and its 15,200 members across the country. We are currently piloting an exhibit on the second floor about the National Society and its role in historic preservation, spotlighting efforts at Plymouth Rock, Jamestown, Sulgrave Manor, and Gunston Hall; and encouraging visitors to identify The National Society's work near their homes. Current observations show that visitors are lingering in the pilot gallery, spending time reading the text panels and examining the artifacts on display.

In 2012, we installed “From House to Home: Reinterpreting Dumbarton House” museum-wide. It addressed questions such as: How does the staff determine how to accurately reflect the house as it was really lived in by its early residents? For example, how does the staff know how the family placed their furniture; what they likely choose to hang on their walls; if they used carpet, rugs, or hardwood; if they choose paint or wallpaper?

The exhibit invited visitors to discover the answers through the house's own interior clues, in concert with images and resources from the past that show custom and practice in similar homes of the period, as well as primary resources such as residents' letters and possessions. The behind-the-scenes aspect also captured visitor interest with the idea that historic house museums are active, relevant institutions today, and as much more than collections of handsome furniture. This approach provided a relevant and natural avenue to introduce the NSCDA and its role in protecting and sharing the house, and we would like to consider incorporating it into more of our interpretation.

A gallery can highlight ongoing archaeological or architectural investigations at Dumbarton House. Changing installations could explore preservation work, allowing visitors to handle wood fragments and discover ghosted architectural detail outlines, marks left behind by various woodworking tools or decorative layers; or provide a comparison chart and a mix of nail formats to identify by time period, or paint layers by date. Visitors could practice copying a conservator's process of scraping for paint colors, or identifying patterns or architectural changes using raking light. This concept of interpreting the preservation of Dumbarton House, the story of the National Society, and the history and practice of historic preservation may continue to have relevance in the period rooms while being explored more deeply in the second-floor passage or the second-floor galleries.



Response to past exhibits and the NSCDA pilot space have convinced us that formal front-end evaluation (like that included in this proposal) is vital to ensuring our interpretive plan and galleries are developed most effectively. We simply lack the in-house resources to professionally assess visitor response to the settings, content, format, etc.

The *fourth* activity is the production of the Interpretive Plan, finalized by the Education Manager by synthesizing the Advisors' final recommendations based on the scholarly discussion, community feedback, and visitor assessment. The final Interpretive Plan will include tour/program themes with recommended interpretive formats (guided tour, gallery settings, audio tour, etc.) and major topical components for individual period rooms and galleries. The Plan will include tour outlines, volunteer and staff training recommendations, and exhibition outlines for new gallery installations. Additionally, recommended program topics and formats will be included, such as school programs for sharing through NEH's Edsitement website, new or revised adult programs based on finalized interpretive themes, and suggested institutional collaborations.

4. Project Resources

The last ten years' work to gain intellectual control of the collection, to expand it as appropriate, and to develop a furnishings plan, have given this project the necessary artifacts, manuscript resources, and intellectual background to create the proper setting supporting reinterpretation.

The Collection: The permanent collection includes Federal period fine and decorative arts and a manuscript collection particularly rich with primary source material related to the history of the house and the Nourse family. We actively collect objects and manuscripts associated with: Joseph Nourse, the first Register of the Treasury and first occupant of the property; the Nourse family; 18th and 19th century life in the early Republic; and the history of Dumbarton House as a site, including cultural origins and residents through time, and as a house museum. In addition to furnishing the period rooms, the collections are used to promote the museum and The National Society as an historical and educational organization, through objects' appearances in popular and scholarly articles and publications written by the museum staff and other research professionals, and through loans to other institutions.

Collection Type	Approx. Number of Objects	% Exhibited	% Owned
Fine Arts	100	98%	90%
Decorative Arts	1500	85%	90%
Archives/Manuscript	1200	1%	100%

The collection includes 1,600 artifacts, and 1,200 archival materials (books, maps, letters, and documents currently stored appropriately in a permanent, dedicated storage area). Artifacts fit into four major categories: Food service and processing items: porcelain, glass, and silver bowls, cups, saucers, plates, tea and coffee services, as well as flatware; Furniture: clothes presses, chests of drawers, beds, desks, tables, and chairs; Clothing and other textiles: period suits and cloaks, shoes, dresses, and bedding materials; Accessories and art: vases, candelabrum, candlesticks, fireplace tools, portraits, and personal items.

Highlights include:

- Charles Willson Peale 1791 portrait of the children of Benjamin Stoddert, first Secretary of the U.S. Navy. Painted from the family's Georgetown portico, the background scene illustrates the thriving tobacco port city in the days leading up to the capital city's move to the District of Columbia.
- Gentleman's ca. 1780 printed silk waistcoat with linen back and lining, owned by Joseph Nourse.

- Philadelphia ca. 1780 woman's silk embroidered shoes, owned by Maria Nourse, handmade, depicting the highest level of craftsmanship worn by early Americans in the new national capital.
- Chinese export ca. 1815 cup and saucer in the "Quaker Farmer" pattern; the largest public collection of this pattern of porcelain, illustrating booming trade relations between China and America after the Revolution.

The House: Dumbarton House's greatest resource is the house itself. In its National Register listing it is described as "an outstanding representation of American architecture of the early Federal Period; it represents a transitional phase in American architecture, from the Georgian to the Federal; and it has retained much of its original building fabric despite successive alterations."



It is one of an exceptional group of houses built c. 1800 in the area, including Woodlawn Plantation, Oatlands, and The Octagon. The Smithsonian's Dr. Richard Howland has described it as "one of the few remaining examples in Washington of the Georgian country house modified by the...emerging styles of the new Republic... a significant link between our ...colonial heritage, and... the early 19th century."

The house was located on the fashionable heights of Georgetown, the centerpiece of a working urban farm, surrounded by four, eventually eight, acres of gardens and grounds. During the nine years the Nourse family resided at Dumbarton House, they finished the home's

interior—furnishing the property with family pieces and decorating it according to the latest fashions. Through Joseph Nourse's meticulous record-keeping and thoughtful correspondence with his wife and children, the museum has been able to learn a great deal about the personality of Joseph Nourse, his relationship with his family, and their life at Dumbarton House as Washington, DC was defining its Capital City persona. It remained the residence of Joseph Nourse until 1813, when he sold it to Charles Carroll—a cousin of the signer of the Declaration of Independence. The house was moved uphill in 1915 by the DC government to make way for Q Street to connect Georgetown with the Dupont Circle neighborhood via the newly-planned Dumbarton Bridge over Rock Creek. The original 1800 center block of house was saved and moved; the wings were dismantled and rebuilt. The structure was placed on a new foundation. The house changed hands a number of times, until the National Society purchased the property in 1928. The National Society restored the property under the direction of architectural historian Fiske Kimball and architect Horace Peaslee, and opened the house to the public in 1932 as a historic house museum dedicated to the early history of our nation.

5. Project History

Dumbarton House has a long history of transformation. In 1991, the National Society renovated and expanded Dumbarton House—modernizing the facility and adding a program and meeting space in honor of its Centennial. The celebrations increased awareness of Dumbarton House and its rich history, inspiring the donation of several significant Nourse-related materials. Among the gifts from the estate of Mrs. Charles J. Nourse were nearly 1,000 pages of archival material related to the Nourse family. The account books and manuscripts, including papers related to the family's residency at Dumbarton House, provided remarkable insight into 18th and 19th century material culture. The National Society began the painstaking process of transcribing those historic documents and in 1994 opened the exhibition *In Search of Joseph Nourse: 1754-1841*—illuminating, for the first time, the important role played by Nourse in the early federal government.

In 1999 and 2000, Architectural Historian Mark Wenger, formerly of Colonial Williamsburg and now of Mesick, Cohen, Wilson & Baker in Albany, New York, conducted architectural investigations and reported on the sequence of changes in the house's structure and construction from 1800 to the present day. Shortly after, Dumbarton House hired Brian J. Lang as its first paid professional curator to oversee the museum collection, to organize temporary exhibitions, and to direct all research and restoration programs of the museum. During his tenure, the museum made significant strides in updating and computerizing a portion of the collection records, greatly improving administrative policies and procedures including the drafting of a comprehensive collections management policy, an institutional code of ethics, a strategic plan, a revised museum mission statement all integral to Dumbarton House's 2006 AAM accreditation.



Lang continued to research the Nourse family and their time at Dumbarton House, building relationships with a number of Nourse descendants who shared the museum's interest in preserving the legacy of Joseph Nourse. In 2006, Dumbarton House invited scholar Ellen Donald to create an Historic Furnishing Plan. Working with Lang, current Deputy Director and Curator Scott Scholz, and several interns, Donald researched Nourse family manuscripts, period Georgetown newspaper advertisements, and inventories of similar period households in order to reconstruct—as accurately as possible—the interior spaces of Dumbarton House between the years 1804 and 1813. With the completion of the Historic Furnishings Plan (HFP) in 2010, Dumbarton House entered a new era of interpretive accuracy. This plan is a foundational document for a museum-wide re-interpretation identified as a major institutional goal in the 2014-2019 Dumbarton House Strategic Plan.

In summer 2010, Dumbarton House received a two-year IMLS Museums for America (MFA) grant to conduct a comprehensive collections inventory and cataloguing project to complete work begun earlier, to address additions to the collection, and to provide for accurate planning for reinstalling exhibits and developing new collections storage. The IMLS project provides complete intellectual control of the Dumbarton House collection with current information on the location of collection items, their history, or their condition. In the fall of 2010, Dumbarton House was awarded an NEH Preservation Assistance Grant (PAG) for rehousing portions of the museum collection (storage furniture and materials) while planning a dedicated collections storage space on site. That planning project is now complete and the storage area was created in the summer of 2013. This allowed for a second-floor room, previously used as storage space, to become a usable gallery. In fall 2012, Dumbarton House was awarded an NEH Sustaining Cultural Heritage Collections planning grant to assess the current HVAC system and plan for a measured replacement before failure. The first part of that work is done and the team concluded that the current system will last 3 – 5 years, and that its redesign and installation can be achieved using existing spaces and conduits without interfering with the period finishes on the first floor.

As part of the staff's work to create a draft Interpretive Plan, they visited local historic sites in summer 2010 including Riversdale, Montpelier, Carlyle House, and Woodrow Wilson House to explore effective self-guided touring options and installation of non-period rooms in historic interiors. In 2011, the Dumbarton House Board approved the preliminary themes for interpretation, and made the commitment to convert the second floor of the museum to gallery settings, revise museum tours, permit self-guided touring, and employ interactive and multi-sensory interpretation throughout the museum as appropriate. Critical preservation priorities and issues related to our HVAC system have delayed our progress in carrying out these initiatives. We have secured a talented and knowledgeable team of Advisors for this project, and look forward to their comments regarding the Interpretive Planning process to date, their response to the evaluation and mock-up process during the grant, and their recommendations on

interpretive themes, resources and format. With their input we will be able to create a strong and responsive Interpretive Plan.

6. **Audience, Marketing, and Promotion**

The Interpretive Plan will affect all aspects of tours and programming at Dumbarton House and reach the entire audience of museum visitors (almost 20,000 in fiscal year 2013 and forecasted to surpass this figure in fiscal year 2014) and 15,200 NSCDA nationally. By revising our interpretive themes and exhibition installations, and creating more engaging visitor experiences, our intent is to reach beyond our existing audience to a broader mix including more DC-area neighbors, youth groups, young professionals, and families.

Over the past six years, under the new Executive Director Karen Daly, Dumbarton House has reached out to the community in new and strategic ways to become more of a partner in community events themed as celebrating life in the modern capital by joining for the first time with local businesses on neighborhood festivals and establishing a network of DC historic sites interested in commemorating the bicentennial of the War of 1812 and its impact on our capital region. Our work has been acknowledged by our community: in 2011 the Georgetown Business Association awarded Dumbarton House its Communitarian Award, and in May 2012, the Citizens Association of Georgetown granted Executive Director Karen Daly the William Cochran Award for efforts at Dumbarton House to preserve the community's architectural resources and parkland.



Dumbarton House has created new partnerships with area cultural agencies to attract more visitors through complementary services, not competitive ones. Joint school programs with neighboring historic site Tudor Place, for example, have allowed us to provide full-day field trip programs while also hosting more students than we could working alone. A Georgetown History & Cupcake Walking Tour features neighborhood history, while also supporting our local business community and reaching audiences interested in seeing more of Georgetown than just our historic houses. A neighborhood Museum Walk Weekend draws over 1,000 mostly first-time visitors the first weekend of June, as Dumbarton House joins with 6 other local institutions to open for free; and a joint Holidays Through History program in December offers the community an opportunity to visit 4 local historic homes with one discounted ticket.

Some of our greatest challenges remain the lack of diversity in our immediate neighborhood of Georgetown, less success with families than with adult or youth groups, and the difficulties of financing and encouraging consistent DC Public Schools visits to the site for reasons of both time and money. We are addressing these challenges in a number of ways. We are actively recruiting more diverse members to our Advisory Committee—a group of local leaders who advise staff on specific policies and projects, and to help us extend our reach to inform potential visitors of the opportunities at Dumbarton House. This committee has historically contained subject matter experts to advise the museum curator of collections matters, but we are now reaching out to community groups to ensure a broader and more diverse pool of advisors and to include audience advocates in our planning. Such groups include the Mount Zion Cemetery Foundation (a historic, black cemetery located immediately adjacent to our site); the Citizens Association of Georgetown; the Dupont Circle Citizens Association (the neighborhood immediately to our east); DC Public Schools; DC Home Educators Association; and the DC Public Charter School Board. The two newest advisory committee members include Neville Waters (trustee of the Mount Zion Cemetery Foundation) and Carl Cole (6th generation Washingtonian and DC arts advocate). Their support, not only as Advisors, but for audience outreach now and in the future, is critical to strengthening our relationship with a broader community.

7. Project Evaluation

Working with Conny Graft as evaluator will help us create and test highest-level engagement opportunities, hopefully breaking new ground in historic site exhibitions. Dumbarton House currently conducts periodic visitor surveys, records observations of visitors, and collects comments in a guest book, but we conduct little formal evaluation and look forward to the training and discipline in evaluation that this project will bring. Graft will begin by leading us through a front-end study to establish more completely who is already visiting Dumbarton House, how they rate their current experience at the site, and what they think of our preliminary ideas for reinterpretation. She will also help us analyze through geocoding where our members and previous visitors/program participants come from, and provide perspective through census data review of what demographics are not visiting, thereby supporting plans to broaden the audience.

Grant funding will allow us to create mock-up installations to test aspects of these new approaches. Mock-ups could test sensory formats for smell and audio installations, alternative language for explaining themes and concepts, or temporary activity centers with reproduction materials and consumable items. After the team recommends initial interpretive themes and formats, Dumbarton House staff will develop prototype installations, and Graft will lead us through the next evaluation component of formative assessment of those installations. For the first set of mock-ups, Graft will conduct initial on-site observations and train the project intern, Dumbarton House staff, and volunteers to co-conduct subsequent on-site observations. We expect at least one update to the mock-ups and evaluation with support by Graft. We will provide the project team with images, video, and evaluation data and reports to review to continue the iterative design process. As the project is concluding, Graft will prepare a protocol for continued evaluation and testing practices for use after the project's conclusion.

8. Organizational Profile

NSCDA's Mission: The National Society of The Colonial Dames of America actively promotes our national heritage through historic preservation, patriotic service, and educational projects. (Adopted October, 2007.) *Dumbarton House Mission:* The mission of Dumbarton House, headquarters of The National Society of The Colonial Dames of America, is to support the NSCDA Corporate Societies and their members; to maintain an historic museum property, which serves as a resource for the NSCDA nationally; and to contribute to the cultural life of the surrounding community. Through the interpretation of its historic site and collections, the Dumbarton House Museum promotes the understanding of historic preservation and of the early history of our nation, so that the lives and ideals of early Americans inspire current and future generations. (Adopted April, 2013.)

The house and collections are described under Project Resources. The site hosts public programs of tours, lectures, camps, workshops, performances, civic programs of neighborhood and community meetings, events, and celebrations. It is also a green space for picnics and leisure visits. The museum's basement-level reception room/auditorium, and its patios and gardens, provide space for group programs and special events.

Dumbarton House has a budget of about \$1 million. It is in Georgetown, a neighborhood of Washington, DC, with a population of 23,345. The immediate neighborhood area is primarily residential, mixed income, not a tourist destination and not on Metro Underground, but with a public bus system. It is experiencing declines in population (4%), jobs (by 4% to 10% unemployment), and home values (21%). The cost of living is 147% of the average in the US. The resident population is overwhelmingly Caucasian, but the public school population is only 9% Caucasian; demographic percentages in the public schools are 76% Black and 13% Hispanic; 70% of students receive free and reduced-cost meals.

Dumbarton House is open for tours Tuesday-Sunday year-round from 11am-3pm. Admission is \$5 per person; children, students, and members admitted free. Free programs and admission are offered

periodically throughout the year including our participation in the Blue Star Museums program offering free admission to active duty military personnel and their families every May to September, this summer's regional *Muster the Militias* Open House Weekend, and our annual participation in the Dupont-Kalorama Museum Consortium's *Museum Walk Weekend*. School programs are free of charge year-round to DC public school classes, with bus transportation sponsored by the museum. The house is ADA accessible with elevator access available to both floors of the historic interior exhibitions spaces and level entrances to the site. *Dumbarton House can implement additional free days each month once the exhibitions are reinstalled to accommodate the NEH free admission policy.*



Attendance over the past six years has grown over 100% to over 20,000 served in 2013-2014 (year ends Aug. 31), with increases in all subcategories of visitors, including: walk-in visitors (taking guided or self-guided tours); public program attendees (lecture, workshop, concert, or family festival); and outreach program attendees (lecture, presentation, or community event held off-site). Large gains have been posted specifically in walk-in attendance for general public tours with an increase of over 100% in four years to almost 5,000, and in public programs by over 500% in four years to over 5,000. Our audience also includes 15,200 nationwide members of The National Society who benefit through the Dumbarton House newsletter and website, and programs when they are in the area for two annual meetings.

Youth program attendance remained strong with about 1,000 children and chaperones attending interactive school, Scout, and summer camp programs. DC fifth grade students focus on the theme of *Building the New Capital* by meeting women, enslaved and free servants, children, and an early government employee who lived and worked at Dumbarton House. We use excerpts from primary source documents in the archival collection, and discussions around artifacts these early residents actually used in their daily lives, so children gain a greater understanding of the struggles of early Americans working to create and sustain our democratic society. These programs will benefit from the new second floor gallery options, allowing us to provide split tours of first and second floor spaces in a more engaging way for young learners.

Dumbarton House's partnerships and continuing, active schedule of public programs, renewing the period rooms, and creating engagement galleries, creates opportunities to refresh and expand Dumbarton House's programming, and to contribute to collaborative efforts with area resources. Washington, DC-focused collaborations to commemorate the Bicentennial celebration of the War of 1812 informed our temporary War of 1812 exhibition, and we expect our interpretive planning research and process to refine our future 1812-related exhibits and tour theme development. Finally, providing a venue for sharing the history of The National Society and its role in preservation will allow us to network the Dames' properties across the country in ways that have never been accomplished before—bringing these sites and their collections to a broader public, and building relationships among the staff and volunteers who support these sites.



9. Project team

Staff

Executive Director: Karen L. Daly is the Project Director. She became Executive Director of Dumbarton House in 2008. Her five years of experience as the previous education director for Dumbarton House means she has a full understanding of interpretive development. Her work with the board in managing the 2006 AAM Accreditation process and the current Strategic Plan gives her a solid experience managing planning projects. She earned her Masters of Art in Teaching in Museum Education from The George Washington University. She is responsible for finances, reporting, promotion, and overall project quality.

Deputy Director & Curator: S. Scott Scholz joined the staff in 2008 after receiving his Master's degree in the History of Decorative Arts from the Corcoran College of Art & Design/Smithsonian Associates. He has overseen completion of a *Historic Furnishings Plan* research project, and has recently completed implementation of an IMLS Museums for America collections stewardship grant and NEH PAG collections rehousing grant. He will participate in all of the planning meetings, provide exhibition development expertise, and historical research to support the interpretive planning process.

Education Manager: We are currently in the hiring process for a Full-time Education Manager, who will join the staff in fall, 2014. Candidates being considered bring experience in community outreach, interpretation, and museum programming.

Collections & Facilities Manager: Jerry L. Foust joined the Dumbarton House staff full-time in 2013. He has a Ph.D. in American History from Loyola University Chicago and decades of experience in collections and archival management. He currently leads the project evaluating the implementation of a new HVAC system and its impact on the entire site, but particularly as it relates to effects on cultural resources. He will provide expertise on the access to, environmental impact on, and availability of the collections to the interpretive planning process.

Project Intern(s): Dumbarton House has an ongoing relationship with The George Washington University Graduate Museum Studies and Museum Education Programs, and has frequently hosted student interns from these and other local graduate programs. We will recruit graduate student project interns for Interpretive Plan development during three semesters of the grant project: summer 2015, fall 2015, and spring 2016. The intern(s) will work 15-20 hours/week on this project.

Consultants

Evaluator – Conny Graft worked for Colonial Williamsburg for 27 years in historic interpretation and visitor engagement and evaluation. She was consulting evaluator for a national professional development program “StEPS” developed by The American Association of State and Local History and continues training staff and volunteers nationwide in the evaluation work related to StEPs. Some of her many other consulting clients include Richmond History Center, Monticello, Montpelier, Old Town of Cáceres World Heritage Site in Spain, Smithsonian Institution, Nantucket Historical Association, Conner Prairie, Old Sturbridge Village, New York State Historical Association, and the National Trust for Historic Preservation.

Scholars

Theme 1: Building a New Nation: Civil service during the forming of the Early Republic and connections to today's Capital experience and present-day civil service, fiscal policies, and Federal agencies.

Dr. Gautham Rao is a historian of revolutionary America and the Early American Republic. He specializes in legal history and the history of capitalism and the state. He completed his

undergraduate and graduate work at the University of Chicago and was a Samuel I. Golieb Fellow of Legal History at the New York University School of Law. His article, "The Federal Posse Comitatus Doctrine: Slavery, Compulsion, and Statecraft in Mid-Nineteenth-Century America," received the Erwin Surrency Award from the American Society for Legal History, and the James Madison Prize from the Society for the History of the Federal Government.

Dr. Kenneth Bowling is co-Editor of the First Federal Congress project at The George Washington University and is an expert on the formation of the early federal government and the City of Washington. Dr. Bowling is the author of numerous popular books, including *Creating the Federal City, 1744-1800: Potomac Fever*, and the recently published *Peter Charles L'Enfant: Vision, Honor and Male Friendship in the Early American Republic*. His academic focus on the City of Washington, and his depth of knowledge on this topic and its supporting resources is particularly valuable.

Theme 2: Becoming Washingtonians: Social life during the time period of the Nourse Family's residence and the development of Washington society for the elite, working class, and enslaved people living together in this new urban environment

Dr. Ira Berlin has written extensively on American history and the larger Atlantic world in the eighteenth and nineteenth centuries, particularly the history of slavery. Berlin is the founding editor of the Freedmen and Southern Society Project, which he directed until 1991. The project's multi-volume *Freedom: A Documentary history of Emancipation* (1982, 1985, 1990, 1993) has twice been awarded the Thomas Jefferson Prize of the Society for History in the Federal Government, as well as the J. Franklin Jameson Prize of the American Historical Association for outstanding editorial achievement, and the Abraham Lincoln Prize for excellence in Civil-War studies by the Lincoln and Soldiers Institute of Gettysburg College. In 1999, his study of African-American life between 1619 and 1819, entitled *Many Thousands Gone: The First Two Centuries of Slavery in Mainland North America* was awarded the Bancroft Prize for the best book in American history by Columbia University; Frederick Douglass Prize by the Gilder-Lehrman Institute; Owsley Prize by the Southern Historical Association, and the Rudwick Prize by the Organization of American Historians. In 2002, *Generations of Captivity: A History of Slaves in the United States* was awarded the Albert Beveridge Prize by the American Historical Association and the Ansfield Wolf Award.

Theme 3: Women and Historic Preservation: The National Society of The Colonial Dames of America, the historic preservation movement, and preservation at Dumbarton House.

Dr. Gail Lee Dubrow is a Professor of History at the University of Minnesota specializing in U.S. Urban History, U.S. Women's History, Public History, and Historic Preservation. She is the author, with Jennifer Goodman, of *Restoring Women's History through Historic Preservation*, John Hopkins University Press, 2002 and co-author of *Sento at Sixth and Main*, with Donna Graves and Karen Change, Smithsonian Institution Press, 2004). She received the 2004 Antoinette Forrester Downing Book Award from the Society of Architectural Historians.

Carol Borchert Cadou is the Senior Vice President of Historic Preservation & Collections at George Washington's Mount Vernon. Carol received her MA through the Winterthur Program in Early American Material Cultural from the University of Delaware. After working at Historic Charleston Foundation and the Maryland State Archives, she was hired as Mount Vernon's curator, where she has worked for the past 14 years. She is the author of several books, including *'An excellent table': The Art of Dining at Mount Vernon* (2011) and *The George Washington Collection: Fine and Decorative Arts at Mount Vernon* (2006). Carol is also an active member of The National Society of The Colonial Dames of America in the State of Maryland.

Community Representatives

The representatives will be asked to be additional, local audience advocates as they participate in three meetings, provide feedback based on the meeting experiences, contact constituents where appropriate to collect additional comments, and direct us to resources or individuals and groups to help broaden Dumbarton House's reach in the community. They will be expected to ask their community members to visit Dumbarton House, either casually or during special-focus events, to provide feedback. The representatives we will invite to join our planning efforts include:

- Citizens Association of Georgetown President, *Pamla Moore* and Director, *Jennifer Altemus*
- Dupont Circle Citizens Association President, *Ramon Estrada*
- Mount Zion Cemetery Trustee and Dumbarton House Advisory Committee member, *Neville Waters*
- DC arts advocate and Dumbarton House Advisory Committee member, *Carl Cole*
- DC historic house/preservation professional and Dumbarton House Advisory Committee member, *Jean Taylor Federico* (former DAR Museum Director and Historic Alexandria Director)
- Dumbarton House next-door neighbor, (b) (6)
- DC Public School teacher from Meridian Public Charter School and private school teacher from Washington International School, recently visited for Dumbarton House school programs
- Girl Scout troop leader selected from recent visitors and a representative from the Girl Scout Council of the Nation's Capital, *Brigid Howe*
- Dumbarton House volunteer docents, *Frances White*, *Sally Smyser*, *Sarah Bahleda*, and *John DeFerrari*

We understand that not all of these leaders may be able to join us; in that case we will ask them to designate a representative.

10. Work Plan with Expected Outcomes and Outputs

Date	Timeframe	Activity	Participants	Outcome/Output
2015 March	Grant notice	Prepare pre-reading for Advisors; finalize schedule for activities; Recruit summer Intern	Project Director (PD), Education Manager (EM)	Completed preparations for successful meeting
April	Beginning of Month	Distribute pre-reading to advisors	EM, Advisors	Prepared group for forthcoming summit
May	All-month	Formative evaluation - onsite observations, online surveys, passive questionnaires	EM and Evaluator, Intern	Report on visitor types, and their expectations and current knowledge
June	2-days	Pre-scheduled Advisors' Summit at DH	All Team Members	Scholarly and professional explorations for planning new interpretation; develop a shared understanding of interpretive theme opportunities, and limitations for the House
July	End of Month	Advisors submit initial responses to thematic and interpretive	Advisors	Redraft thematic approaches; list scholarly and professional resources; outline interpretive

		opportunities		delivery recommendations; suggestion sites for staff visits
August	All month	Review recommendations; collect supporting materials for next meeting; Recruit academic year intern	Project Staff, EM	Prepare for workshop #1
September	1 day toward end of the month	Workshop #1	Project Team	Develop tighter descriptions of thematic implementation in both period rooms and 2nd floor engagement galleries
October	Six weeks – Oct. through mid-Nov.	Staff develop mock-ups for at least 2 recommended formats: at least one each for a gallery and period room	Project staff with evaluator	Test opportunity to inform next workshop
November	mid-Nov. to mid-Dec.	Evaluation of mock-ups and implementation of subsequent ones	Project staff with evaluator	Observe public response and understanding from the mock-ups
December	1 day of third week	Workshop #2 (mockups may be left in place)	Project Team	Assimilate feedback from mock-ups; discuss final recommendations
2016 January	all month	Complete Workshop #2 assignments: recommendations, outlines, product text, etc.	Project Team	Individual components of plan completed (themes, materials, programs, interpretive tools)
February	all month	Work to synthesize individual Interpretive Plan recommendations into one text.	EM, Intern	Final text by February 29, 2016
March	During month	Report to NEH	PD	Report to NEH

11. Fundraising plans

Dumbarton House will provide cost-sharing through staff salaries and benefits. This grant award would allow us to add external advisors, keep designated interns, and professional evaluation (including front-end mock-ups and formative evaluation) to the project.

Over the years, Dumbarton House has shown strong financial performance, despite the national economic climate. While our investment income was impacted significantly with the 2008-2009 recession, our contributions from individuals, foundations, and grants grew over 78% from FY2006-FY2014. Additionally, significant surpluses from Fiscal Years 2009, 2011, 2012, and 2013 due to cost-cutting measures and better-than-expected contributed and earned income, has allowed the staff and board to pursue important preservation projects and human resources investment as we prepare for reinterpretation.

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