



### GROUP 1:



*Colonial Williamsburg | To find the human spirit by sharing America's enduring story.*

### GROUP 2:



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### GROUP 3:



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## Foundation Addresses Compensation

In an all-employee meeting in late November, President and CEO Mitchell Reiss announced that the board of trustees had endorsed base pay increases as part of the Foundation's 2019 budget.

While increases will not be possible for all employees, the first priority will be those who have waited the longest.

In addition, all non-bargaining-unit employees hired prior to Nov. 27, 2018, and active at the time of payment, will receive a \$200 Appreciation Bonus in their first paycheck of January 2019. This includes junior interpreters, the Fifes & Drums, casual and regular staff.

To determine your status in regard to the base pay increase, see the charts to the left.



*Note that these base pay raises affect non-bargaining-unit employees only. Flat-rate and executive management positions are not eligible. Bargaining unit employees will continue receiving the raises stipulated in the union contract. To find more details and see the President's prepared remarks from the Nov. 27 all-employee meeting, go to <http://intranet>.*

## Grand Illuminations by the Numbers

*How to prepare for a holiday of historic proportions?*

- hang **775** wreaths on **215** buildings;
- light **67** cressets;
- install **50,000** white lights on the Inn and Lodge;
- offer musical performances on **6** stages; and
- feature **60** pipers, **30** snare and **8** bass drums. . .

*All to welcome a crowd of 35,000–40,000 at Grand Illumination 2018.*



**BOARD OF TRUSTEES**

# Trustees Elect New Chair and New Members; Bid Farewell to Wolf, Farrell, and Milligan

Two former board of trustees chairmen are among three board members who retired last month. Thurston R. Moore, a member of the board since 2009, has become the body's new chairman.

Moore is the chairman emeritus of Hunton & Williams, a Richmond law firm where his primary focus was corporate and securities representation. He has been active in organizations that serve business, artistic and educational needs, including stints on the boards of the Virginia Museum of Fine Arts, The Nature Conservancy and the Virginia Foundation for Independent Colleges.

Outgoing chairman Henry C. Wolf has led the board of trustees since 2016 and also has served on the Colonial Williams-

burg Company Board. He has aggressively sought to improve the fiduciary health of the organization, while at the same time minding its civic and educational responsibility to the nation. He and his wife, Dixie, have demonstrated strong philanthropic leadership for the Foundation, funding significant programs from the Art Museums and its staff to planned preservation.



*Neil M. Gorsuch*



*Thurston R. Moore*

Wolf had a storied career of more than 34 years at Norfolk Southern Corporation, where he retired in 2007 as vice chairman, having also served for 14 years as its chief financial officer. He worked in the U.S. Army Judge Advocate General Corps and clerked on the United States Tax Court. He is a former member of the College of William & Mary's Board of Visitors, where he was vice rector, among other

educational and corporate boards. Thomas F. Farrell, who was chairman from 2011 to 2016, has also been an enthusiastic supporter of the Foundation. He and his wife, Anne Garland, have contributed to such initiatives as the Campbell Endowment. Dominion Energy's support for Colonial Williamsburg has expanded during his tenure as the company's chairman and chief financial officer to include the Museum Expansion Project and Liberty Ice Pavilion.

Cynthia H. Milligan has served on the board since 2005, including as chair of the Educational Programs and Policy Committee. She and her husband, Bob, recently provided the financial support necessary to restore the Raleigh Tavern Porch, just one of a number of initiatives to which they have contributed.

Milligan is president and CEO of Wood-Stieper Capital Group and dean emeritus of the College of Business Administration at the University of Nebraska-Lincoln. She has served on numerous corporate and nonprofit boards in addition to practicing and teaching law, and was director of banking and finance for the state of Nebraska. The sophisticated combination of legal and financial expertise that Milligan brought to her work at the Foundation will be greatly missed by her fellow board members.

Three new trustees have accepted the call to serve in the stead of those stepping down. Neil M. Gorsuch, associate justice on the United States Supreme Court, was elected to the Foundation's board of trustees in July. Before taking his seat on the Supreme Court, he served as a judge on the United States Court of Appeals for the 10th Circuit and taught at the University of Colorado Law School.

Edward Ayers and Walter B. Edgar, featured in the October issue of CW News, were also elected in July.

## New Titles and Responsibilities for Familiar Faces

Recently, Senior Vice President for Core Operations Ghislain d'Humières announced new titles and responsibilities for key leaders in ERHI, Strategic Communications and Development.

### ERHI



*Beth Kelly  
Vice President of Education,  
Research and Historical  
Interpretation*

### Development



*Cara Sisson will lead Principal  
and Major Gifts, Administration,  
and Development  
Communications teams.*

### Strategic Communications



*Kevin Crossett  
Vice President for Strategic  
Communications*



*Andrea Sardone  
Executive Director of Brand  
and Marketing*



## Winter Programs

by Nathan Ryalls

Though our Winter season has lower visitation, the division of Education, Research and Historical Interpretation (ERHI) will be just as busy. Our staff members are ready to greet guests who brace the cold for carriage rides, visit with Nation Builders, and stop at our trade shops and historic sites. This slower time allows our guests to more intimately engage with our staff and to spend more time in trade shops, walking through buildings, asking questions after tours. Our Guest Satisfaction score rises during the winter months, reflecting this more personalized experience.

It's also a time when our staff can devote more time to projects. This includes the Colonial Garden growing winter-hardy varieties in hot beds, research and other special projects around the Historic Area.

February will be focused on Black History Month with highlighted Nation Builder programs, museum theater pieces including **A Perfect Adornment**, **A Gathering of Hair** and others. Tours of the Palace, Capitol and Randolph House will all focus on the contributions of African Americans to our history.

Women's History Month will run through the end of March, with panel discussions on topics relating to the lives of 18th-century women, museum theater pieces, stories highlighting our female Nation Builders, as well as tours that focus on women's contributions to America's enduring story.

## Povinelli Named Master of Shoemaking Shop



Val Povinelli began shoemaking at Old Sturbridge Village and joined Colonial Williamsburg Shoe Shop in 2002 under master Al Saguto. Val completed his apprenticeship in 2008, and became Journeyman Supervisor of the Shoe Shop in 2016.



## Winter Training

We will conduct training for all ERHI staff during January and February including:

- Introducing our Guest Satisfaction survey results and analyzing them critically to determine methods of more effective engagement in the future.
- Examining how we present historical fact free from our own biases.
- Exploring the roles 18th-century women played in society to give interpreters the tools to share stories that our modern audiences — especially female guests — can relate to.
- Delving into the stories of African Americans to explore their lives as well as the impact of slavery on our modern society.

Individual units will be offering training to ensure everyone is updated on current scholarship and operational procedures for specific sites and buildings.

Coach & Livestock drivers at all levels are working toward further Carriage Association of America certification.

The actor-interpreters will be developing and rehearsing their Winter and Spring programming, as well as concentrating on character ensemble work designed to bring specific sites and landscapes to life in anticipation of the beginning of Spring programming.

This year, our normal Spring hours (9 a.m. to 5 p.m.) begin on March 15, and Spring programming launches April 1. This decision by our Programming Committee allows us to give full attention to Women's History Month in March.

## Community News



CW's bi-annual **naturalization ceremony**, co-sponsored by the Williamsburg Chapter of the Daughters of the American Revolution, will be held Monday, Dec. 17 at 2 p.m. in the Capitol.



Colonial Williamsburg hosted **Salute America's Heroes** for a leadership conference for combat-wounded veterans. They met Martha Washington, James Armistead Lafayette and President Jefferson, saw 18th-century military programs and toured Liberty Lounge.



*Photo Courtesy of Lisa W. Cumming Photography*

Our **Veteran's Day** ceremonies began with a military proclamation near the entrance of Liberty Lounge on Duke of Gloucester Street. Active military members, veterans and their families gathered outside the Capitol for a parade down Duke of Gloucester Street honoring veterans. The parade ended with a Salute to the Citizen Soldier.

A memorial service honoring fallen service members was held in collaboration with the Williamsburg Chapter of the Sons of the American Revolution in the Governor's Palace Revolutionary War cemetery. As dusk fell, a lone bagpiper honored our nation's heroes with music played from the roof of the Governor's Palace.



The **Community Christmas Tree** lighting will be Thursday, Dec. 20 at 5 p.m. in the Market Square/Courthouse vicinity. It is held in collaboration with the Kiwanis Club of Williamsburg.



**An Un-Colonial Christmas**, a holiday evening program, has been revamped with an original and carefully researched script by Emma Cross, a playwright and Nation Builder. The audience, accompanied by guides, moves from building to building for each scene as they travel in time to three distinct periods of Williamsburg's history occurring after our normal Colonial focus. Audience members witness a party introducing the Christmas tree to Williamsburg by Charles Minnigeroide in 1842, then travel to the Civil War era on the very night that the town's enslaved population would gain its freedom. The audience makes a final trip through time to the busy USO in Williamsburg during World War II. The program will run selected evenings through Christmas Day.



## Library Hosts Goodwin Society

In November, members of the Goodwin Society met at John D. Rockefeller Jr. Library where Nation Builders and staff from the Library, Architecture, Conservation and the Corporate Archives shared artifacts and rare books with the group. Here, Associate Archivist Donna Cooke answers questions about items from the Foundation's corporate archives.

## Library Staff Shares History of Merchants Square

In October, Marianne Martin and Tracey Gulden made a well-received presentation on the evolution of Merchants Square at the Williamsburg Regional Library on Scotland Street.

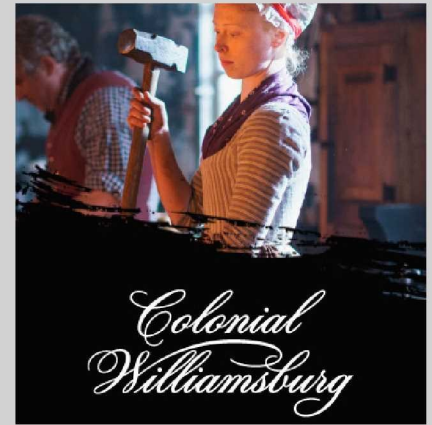
The public program included photos of Merchants Square businesses from the turn of the century to the present, revealing how the concept of Merchants Square was developed during John. D. Rockefeller Jr.'s restoration of Williamsburg.

Becky Michaels, an Adult Services Librarian at Williamsburg Regional Library, volunteers at the John D. Rockefeller Jr. Library and assists with the archival photo collection. Fascinated by photos of Merchants Square's evolution, she asked Tracey and



Marianne to create the program to share some of the Foundation's collections with the community.

Marianne and Tracey repeated the presentation for the Foundation's Volunteer Enrichment program and will make additional presentations for the community in 2019, including a May appearance at the Hennage Auditorium.



## Video Billboard Launched in Times Square

If you find yourself in Times Square this holiday season, go to 43rd and Broadway and look up.

Colonial Williamsburg will be looking back at you — from a digital billboard, that is.

This 10-second spot was produced in-house using footage shot during the summer. The Foundation took advantage of a discounted rate available only to nonprofits for the spot, which will play a minimum of three times per hour for 20 hours per day on a two-sided digital billboard. While the video plays on one side, an image with the logo is displayed on the other side. The video went live Nov. 9 and will be in place through Jan. 31, 2019.

This billboard is directly across the street from the ball drop on New Year's Eve. Approximately 1 million people pass through this area daily. Since many of them are tourists who travel as a family to NYC for the holidays, this will be great visibility with the "connection seekers" that our marketing research identified as our target.

The billboard features female blacksmith Aislinn Lewis.

See for yourself at:

<https://www.youtube.com/watch?v=aDUUC5magB0>

# Behind the Scenes with the Visitor Center

*You may not see them, but their work is vital*

For many guests visiting Colonial Williamsburg, the Visitor Center is a first stop. The center, originally built in 1957, houses a team of welcoming, energetic ambassadors knowledgeable about the opportunities available to guests.

About 40 ticket agents, two supervisors, two lead guest service specialists and 70 volunteers pride themselves on being the first Colonial Williamsburg representatives guests encounter.

Debee Martin, manager of orientation and admissions, supervises the guest service specialists. These representatives are prepared with training that includes interactions with members of other departments and time spent in the Historic Area for first-hand experiences.

Agents strive to greet each guest in a WARM way, an acronym for Welcome/Ask questions/Recommend/Make the experience. Agents take a genuine interest in their customers, asking about their plans and special interests and how long they will be visiting — all to help them plan better.

Representatives must be prepared to answer a variety of guest questions. Some common ones include why a ticket is necessary and whether Colonial Williamsburg receives state or federal funding. Others ask about history, some about the ages of original buildings, and some want to know more about other nearby attractions.

Sherri Galentine, a lead guest service specialist who has worked for the Foundation for nearly 20 years, says “We have to paint them a picture and describe all of the things they ought to see and would miss without that ticket. Some only have a short time and are surprised to find out they need more than a single day to see everything.”

Employees who greet the public are a special breed, and many began here because they had a keen interest in history and a love for this place themselves. Danielle Gammon, a guest services supervisor who has been with the Foundation for more than 20 years,



thinks it might surprise staff in other divisions to know how many ticket agents are history buffs.

There are two lines in the Visitor Center to take care of our guests. Those who have purchased tickets in advance, either online or elsewhere, can make use of Guest Services counters. Those who need to buy passes use the regular ticket line. Agents wave flags to let guests know they’re available to help.

Military guests and their families are greeted at the Military Information Desk, staffed by volunteers ready to share information about Liberty Lounge, as well as available discounts, honors, and experiences for these special guests.

These employees know how important it is to establish and maintain a friendly relationship with their customers, especially in a place so many hold dear. “So often, guests will tell us they came here

for their honeymoon or that they come here every year,” said Geoff Hummel, a guest services supervisor.

Sometimes the Visitor Center team gets a chance to add a special touch. Recently during a holiday crunch when lines were long, they learned of a guest who was nearing her 100th birthday. All agents stopped their work long enough to lead everyone in singing “Happy Birthday” to her.

The agents are prepared for most situations, but even these intrepid employees can be taken by surprise now and then.

A few years ago, a pair of oxen broke out of their pen at Great Hopes Plantation and crossed the bridge to wait outside the Visitor Center doors.

If the oxen had questions about their options at that point, they knew to come to the Visitor Center, where there were experts ready with answers.

# If These Walls Could Talk

## Brickwork Offers Clues to the Past

by Matthew Webster



*Top left: Circa 1750 fingerprints seen on a brick in the Coffeehouse cellar.*

*Top right: A brick from the 1750s foundation of the Coffeehouse shows the stippled surface created when rain hit the surface as it was drying.*

*Left: A brick seen in the wall of the Wythe house shows the glazed lines indicating the spacing in the kiln.*

Buildings in the Historic Area *can* talk and tell us tales about the conditions and people that made their construction possible.

Some of my favorite clues in the Historic Area are in our original brick buildings. If we consider the labor involved in making them, we glimpse the life of a brick maker. The Wythe House, for instance, required more than 360,000 bricks for construction, weighing almost 2 million pounds. Those bricks were touched by the brick makers more than 3 million times before construction even started.

The color of these bricks tells us the source for the clay and its location in the kiln during firing. The clay source for the late 1760s tower at Bruton Parish Church is very dark with many iron inclusions, while brick used in the 1750s was lighter, resembling the clay seen throughout the Historic Area. The dark glassy surface on the face of some brick is from sand that coated the mold and helped it release the clay. Bricks closest to the fire are exposed to higher

heat, which results in the sand vitrifying into a glazed surface.

Lines on the bricks tell us about the molds used. Some bricks show stipples or pock marks on the surface from rain when the raw clay “green” bricks were still drying. Others, like some on the chimney at Bracken Tenement, have marks left by the brick maker placing wet straw on the “green” bricks to keep them from drying too fast and cracking during hot and dry weather.

Some of the most meaningful marks are the maker’s fingerprints left on the bricks’ surface when “green” bricks were picked up after being molded. The firing process hardened these marks making them visible to us today.

These are a few clues to our past in the masonry structures around town. They help us understand the material, production, and labor involved in producing the bricks, and provide a link to and signature for individuals that is unlikely to survive in the written record. These walls can talk and they have amazing stories to tell.

# Fall Gonzales Award Winners Announced



**Nicole Brown**, who portrays Nation Builder Ann Wager, will travel to the United Kingdom to attend “Slavery, Christianity, and the Williamsburg Bray School in England” in London and Oxford in the winter and spring.

**Jonathan Lak**, Landscape Manager, attended the Green Industry and Equipment Exposition in Louisville, Kentucky, in October.



Interpreters **Stacy Loveland** and **Mary Lawrence Herbert** will take part in the Immersive Textile and Fashion Collection Tour in Boston, New York, Philadelphia and Washington, D.C., in January.

**Karen Clancy**, Master Weaver, and **Elaine Shirley**, Husbandry Supervisor, will travel to the 2019 Colored Wool Congress and visit museums in Milan, Italy, and vicinity in May.



# Your Story: Peggy Vogtsberger

by Chuck Reusing

**POSITION:** Guest Service Specialist-  
Colonial Williamsburg Regional Visitor  
Center

**YEARS OF SERVICE:** I have been employed by the Colonial Williamsburg Foundation for 12½ years, all in Guest Services. I now work at the Regional Visitor Center, but have also worked at both the Merchants Square Ticket Office and the ticket office at the Greenhow Lumber House during my career with Colonial Williamsburg.

**WHAT I DO:** I work at the Guest Service and Admissions counters redeeming vouchers for tickets purchased online by guests and selling basic daily tickets and tickets not purchased in advance. All of us in Guest Services and Admissions are cross-trained, and we can work on either side of the Visitor Center. I have also worked at all of our satellite ticket offices in Merchants Square, the Greenhow Lumber House and the William Pitt store.

**WHAT I DO TO IMPROVE THE GUEST EXPERIENCE:** The Guest Service staff at the Regional Visitor Center is really the first point of contact for most of our visitors to Colonial Williamsburg. We want to ensure an excellent guest experience for our visitors, many of whom are visiting Colonial Williamsburg and the Historic



Triangle for the first time. We try to assist visitors and their families in planning their time here. In addition to selling tickets and redeeming vouchers, we are able to provide each guest with the most current information available about the day and evening events. The Daily Flash information is in our computer system and the Williamsburg app is also now available to visitors in advance of their visit.

**MEMORABLE EXPERIENCES:** I have met many interesting visitors to Colonial Williamsburg from all over the world. They ask interesting and unusual questions and we try to answer them all. With many of our visitors, I can sense that they have a strong interest in our nation's early history and I try to help them make the most of their time here, which often is very short.

**BIGGEST ACCOMPLISHMENT:** My job as a guest service specialist can be very repetitive in nature, but I always keep in mind that many of our guests might be visiting Colonial Williamsburg for the very first time. My hope is that I will spark an interest in them and their families that will enhance their visit. This might give them a different perspective about Colonial Williamsburg and our programs

**INTERESTS/HOBBIES:** I love history and am a Civil War buff. I love to travel and I do a lot of hiking with my dog Roxie. I also enjoy swimming in my spare time and try to swim at least 2-3 days each week.





## Our Valued Volunteers



Recently, Paul Harrison was able to photograph a small representation of our nearly 800 volunteers.

### 401k Benefit Changes/New Enrollment Still Possible

A 401k can be an important part of your financial plan and there are funds available to match your contributions. Employees may enroll or make changes to their plans at any time of the year—not just during Open Enrollment. To learn the difference between a traditional and a Roth 401k, how to enroll in a plan or how to make changes to your existing account, go to

[http://intranet/humanresources/BenefitsNew/Retirement\\_Savings\\_Plans/401k/index.htm](http://intranet/humanresources/BenefitsNew/Retirement_Savings_Plans/401k/index.htm)

It is easy to access your account, conduct transactions and change your contribution percentage:

- **Online.** Log on to your account at [vanguard.com](http://vanguard.com) and click on retirement plan participants. To register for secure online account access, you will need your plan number (093649), social security number, birth date and zip code.
- **On your mobile device.** Go to [vanguard.com/bemobile](http://vanguard.com/bemobile) to download the Vanguard app to access your account on the go.
- **By phone.** Call 800-523-1188 to reach Vanguard's 24-hour interactive VOICE® Network. You'll need your Social Security number and a personal identification number (PIN). To create a PIN, follow the prompts. Or you can speak with a Vanguard Participant Services associate Monday through Friday from 8:30 a.m. to 9 p.m.

If you have questions, please contact Chris Beitzell at [cbeitzell@cwf.org](mailto:cbeitzell@cwf.org) or x7020.



### Santa Suit Rental

The Costume Design Center has Santa suits available for rent. The suit includes coat, pants, wig, beard, belt, boot covers, bag and hat. Rental is \$30 per day and payments must be cash. For more information, call the CDC at x7950.



### Making Crossing Safer

At the Foundation's request, the City of Williamsburg repainted the crosswalk on Lafayette and Botetourt Streets and erected high-visibility crossing signs.

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