OCTOBER 2019

Leadership Announcement: A Time of Transition

Dear Colleagues:

With fall upon us, I would like to take an opportunity to update you on the search for a new President and CEO to lead The Colonial Williamsburg Foundation, and announce the formation of a transitional leadership team to manage the Foundation until we fill the position.

The candidate search is going smoothly. A global executive search firm, Spencer Stuart, has identified several exceptional candidates for the Foundation's next leader. These candidates will, of course, need to be carefully vetted and interviewed to ensure that only the best move forward as serious contenders to head the Foundation.

As you can imagine, finding the right leader will take some time. I am pleased to announce that an informal transitional management advisory team is bridging the gap between Mitchell Reiss' departure and the arrival of a new leader. The team meets regularly with me and members of the board. Together, we are managing day-to-day Foundation operations.

Transitional Management Advisory Team members are listed below in alphabetical order:

- Kevin Crossett: Vice President of Strategic Communications
- Davelin Forrest: Chief Human Resources Officer
- Charlie Haight: Interim Chief Development Officer
- Mark Hileman: General Counsel
- Ron Hurst: Vice President of Collections, Conservation, and Museums
- John Jimenez: Interim Vice President of Hospitality
- Beth Kelly: Vice President of Education, Research and Historical Interpretation



• Kevin Patrick: Chief Financial Officer and Treasurer

Thurston R. Moore

• Wendy Sumerlin has agreed to serve as the team's executive assistant.

With Mitchell's departure and the departures of Ghislain d'Humières and Paul Scott, we are experiencing a significant amount of change. This transition team represents all areas of the Foundation and is committed to providing collaborative operational leadership during this interim period. The board and I have full confidence in the transitional

advisory team's abilities, and we are excited about the opportunities we are

On behalf of the board of trustees, I would like to thank this group for agreeing to serve in this important advisory role. I would also like to thank each of you for your support of Colonial Williamsburg. I am committed to a smooth leadership transition and look forward to keeping the Colonial Williamsburg community informed of progress as we move forward.

Sincerely,

Thurston

Thurston R. Moore Chairman Board of Trustees The Colonial Williamsburg Foundation



Open Enrollment and Benefits News

Wellness Deadline: Dec. 1, 2019

Want to save \$650 on your health insurance? There's still time. Eligible employees who record a qualifying doctor visit with Wellness Revolution no later than Dec. 1, 2019, will be eligible to receive the 2020 Wellness Incentive of \$25 per pay period. That's \$650 annually! To report your annual physical:

- Log in to our updated wellness site: www.
 WellnessRevolution-CW.com
- Click on Rewards at the top of the screen.
- Under Actions you will see Annual Physical/Well Woman Exam and Self Report links.
 Click on the Self Report link.
 A box will open showing Self Report Annual Physical/Well

- Woman Exam. In this section, you will enter the date that your Annual Physical or Well Woman Exam was completed.
- Click Attach File to upload a copy of documentation showing the date you were seen by your physician. Documentation might be: A note from your physician's office stating the date you were seen or an EOB (Explanation of Benefits) from your insurance company.
- · Click Save.

The wellness discount in 2020 is available to active employees who were hired on or before Oct. 1, 2019, and are covered under a benefits-eligible health plan. The deadline to upload your doctor's note is Dec. 1, 2019.

Open Enrollment: Time to Review your Benefits!

Open Enrollment for 2020 begins Oct. 28 and runs through Nov. 15, 2019. For eligible employees, this is your annual opportunity to review and make changes to your participation in a health plan, dental plan, medical or dependent care spending account, life insurance and other elective benefits such as Legal Resources and the Vision Service Plan (VSP). Look for Open Enrollment packets to arrive in your unit in October outlin-

ing changes for 2020. In addition to the packet, the Benefits section of the Colonial Williamsburg intranet will be updated with new information by Oct. 29.

If you decline health care coverage for 2020, you're required to complete the waiver section of the health insurance election form and return it to the Benefits office by Nov. 15. Take time to understand the changes and ask questions.

Want to know more? Attend one of these Open Enrollment information sessions:

Tues., Nov 5, 10 a.m. to 2 p.m. at the Lodge Friday, Nov. 15, 9 a.m. to 5 p.m. at the Williamsburg Woodlands Conference Center

Also on Fri., Nov. 15, 10 a.m. to 2 p.m. employees may speak with vendors

If you have any questions about the Wellness Deadline, about existing benefits, or about changes for 2020, please contact Daryle Combs at dcomps@cwf.org or Angela Franklin at afranklin@cwf.org.

CW in the News

Leroy Graves featured on CBS Sunday Morning



Conservator Leroy Graves was featured on *CBS Sunday Morning* on Sept. 15. See the segment at https://www.cbsnews.com/video/sitting-pretty-colonial-williamsburg-furniture-restoration/

Graves' work is featured in the current museum exhibition Upholstery CSI. He is author of Early Seating Upholstery: Reading the Evidence, published by The Colonial Williamsburg Foundation.

Ride WATA for Free

Just show your employee ID to ride. Contractors and volunteers are also eligible.

See <u>www.gowata.org</u> for routes and schedules.



The CW Employees Arts & Crafts Show Nov. 23 & 24

CW employees, retirees, and volunteers are eligible to participate.

Contact **Donna Munroe**, participation chairman, at dmunroe226@gmail.com or (757) 221-0868 for an application.

All fees and applications are due no later than *Friday*, Nov. 8th.

Your Story: Paul Undra Jeter

by Chuck Reusing

POSITION: Stud Groom Supervisor, Coach and Livestock Department

YEARS OF SERVICE: I am a relative newcomer to Colonial Williamsburg and began here in June 2017. Until I was promoted to my current position this summer, I served as a carriage driver.

WHAT I DO: I am responsible for the overall care and physical well-being of our 32 horses, including the Cleveland Bays, considered one of our Rare Breeds.

Assisting me are three other grooms who work together to ensure that our horses are properly cared for, fed and seen by our veterinarians.

Colonial Williamsburg has approximately 40 different pastures surrounding the Historic Area, and most of our horses will remain in our pastures in the evenings and when they are not involved in the carriage rides for our visitors. We normally keep 4 to 6 horses together in our pastures, and, at the very least, we will always house at least two horses together in each individual pasture. Horses pastured together are known as "pasture buddies" and they will also work together in pulling the carriages for our visitors. As with their human counterparts, horses like to be with one another, and they'll remain in their

respective pastures in the evening and in all kinds of weather. All of our pastures are equipped with automatic watering systems, giving the horses constant access to water.

Our stallion is housed in our barn at night, as is any horse that might be injured and need recovery time. We normally keep four horses in our barn, just down the hill from the Fifes & Drums building, over night. Our remaining horses will all be in different pastures.

I drive our carriages when the need arises. All of our carriage drivers have been certified by the Carriage Association of America.

WHAT I DO TO IMPROVE THE GUEST EXPERIENCE: We try to have at least four carriages operating continuously in the Historic Area throughout the day. A Historic Area carriage ride is a highlight for many visitors to Colonial Williamsburg. Most carriage rides last 15 minutes, although some can extend up to 30 minutes.

The horses that we use in Colonial Williamsburg must be properly trained and have the right disposition to lead our carriage rides. They certainly must be patient and not react to the sounds of cannon fire and gunshots, sounds heard throughout the day in the Historic Area.



Guests like to pet the horses between carriage rides and horses may have to wait patiently for the next ride to begin.

In addition to being certified by the Carriage Association of America, all of our carriage drivers are also certified interpreters by the National Association for Interpretation, similar to all of the historical interpreters in Colonial Williamsburg. Our drivers must be able to relate to their passengers on our carriage rides and have a knowledge of Colonial Williamsburg and the events that occurred here, as well as the programs offered in the Historic Area.

MEMORABLE EXPERIENCES:

Last year we had a photo shoot with the William and Mary gymnastic team. I was the driver for the photo shoot and was included in the official team photo!

BIGGEST ACCOMPLISHMENT:

We had two horses that didn't possess the disposition and qualifications to interact with guests and staff. Paul Bennett, then director of Coach and Livestock, gave me 30 days to work with them and train them. If they were not suited to the work after a month, they'd be sold. I've been around horses all my life and believed I could work with them to change their behavior. Happily, I was successful and today both are pulling carriages and performing well.

INTERESTS/HOBBIES: I enjoy spending time with my family. I also enjoy playing fantasy football. I played college football at Gardner-Webb University in North Carolina.









Coach & Livestock Prepares for Halloween and Celebrates Honors at the Virginia State Fair

When the Haunting on DoG Street began about four years ago, employees in Coach & Livestock had an idea for a special touch: painting skeletons on the horses that pull carriages and carry ghostly riders through the Historic Area. Now a beloved tradition, the horses sport spooky bones and sometimes other creative flourishes, including zebra stripes and steampunk gears.

"We try to paint them the morning of their appearance, so they stay nice, clean and pretty," said Samantha Hughes, administrative support coordinator for the department. "The last thing you want is to paint one and then have it roll in the dirt! We use heavy-duty craft paint that's nontoxic, so the horses are perfectly safe." She explained that, once familiar with the process, a painter can usually apply the skeletal decoration to a horse in about 10 minutes.

Hughes said the carriage horses get a different treatment, getting paint jobs only on the areas of their bodies that are visible to visitors. That's especially important for keeping the black harnesses paint-free. "Also, it makes it eas-

ier for some of our older horses to recognize each other," she added.

Recognizing their stablemates is important, Hughes said. "A few years ago, we painted Captain and Ranger, and at the end of the day we put them out in a pasture together. Because of the paint, they didn't recognize each other and started making all kinds of noise!"

In addition to wrangling the skeletal equines, members of the Coach & Livestock team also serve as headless horsemen and other scary riders and decorate the carriages as with spiderwebs and skeletal passengers. Carriage drivers may also apply ghoulish makeup to their own faces.

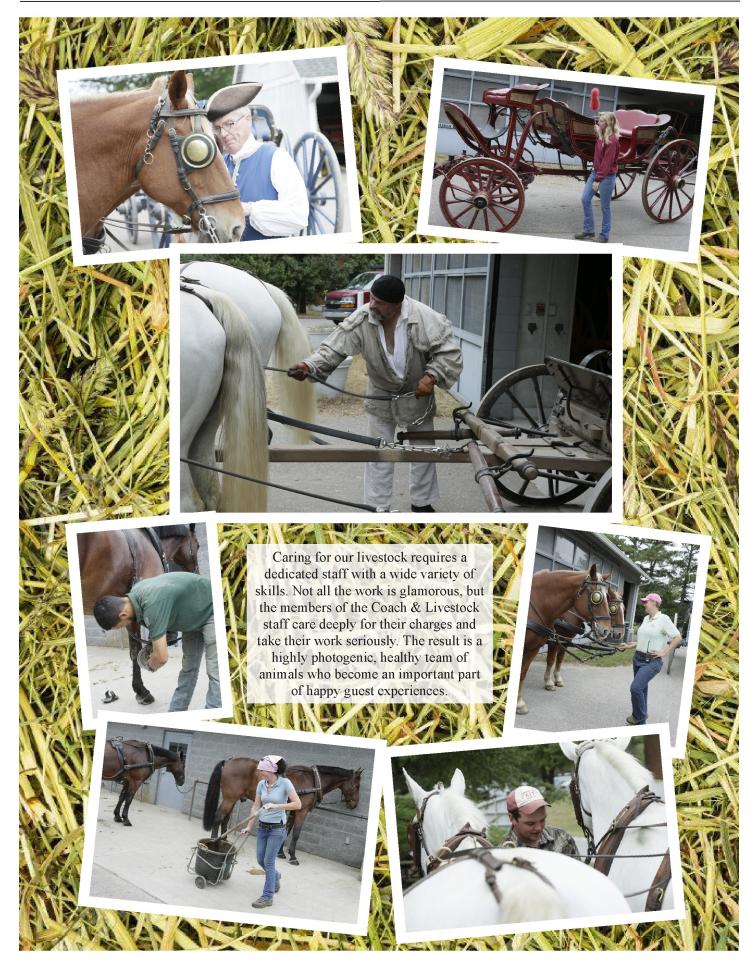
The work of Coach & Livestock's 22 employees isn't only visible at Halloween, of course. They care for horses — including the three foals born this year through the efforts of the Cleveland Bay breeding program — as well as oxen, sheep and chickens, and they maintain the department's nine carriages, cleaning and repainting as needed. Edward Merkley, journeyman coach driver, recently repainted the red carriage.

For horses and oxen, strict heat index policies are followed. Horses are not worked when the heat index reaches 100 degrees and oxen are not exercised when the heat index reaches 95 degrees.

At the 2019 Virginia State Fair, Coach & Livestock won Grand Champion and Reserve Grand Champion in the Any Other Breed Class. In Milking Devons, Juno placed seventh in Senior Cow, Juno and Olivia placed second in the Bred and Owned Dam and Daughter Class, Olivia placed third in the Winter Heifer Class and Oscar placed second in the Winter Bull Class. Congratulations!









If These Walls Could Talk M Roofs in Williamsburg

by Emily Campbell

When you look at the roofs in the Historic Area, we have a variety of styles including gable, gambrel, clipped gable, and pyramidal. What do all of these have in common? They have a central apex, or highest point. This allows water and snow to be shed from the roof, preventing leaks.

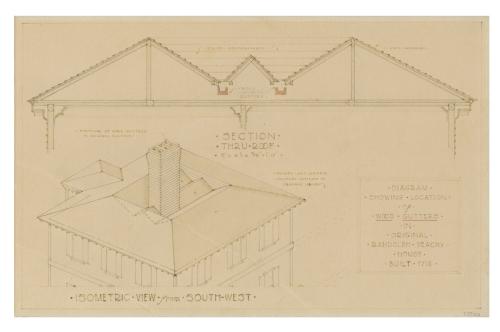
In 18th-century Williamsburg, there was another style of roof used in town. We call it an "M roof." It was sometimes called a treble roof in the period. Unlike the other roof styles that have a central apex, these roofs had interior troughs for catching water. From the ground, you would have seen a slight incline before it cut off horizontally like a flat roof.

In the attic space, there would have been a framing structure shaped more like a "W." In the two low points, gutters ran the length of the roof to collect and divert the water. These gutters would either channel the water into a cistern or through holes in the side of the roof.

M roofs were also used in England. More than likely, it was a style engineered for shorter timbers. Old-growth hardwood trees had all been harvested in England, so they didn't have the wide, long timbers that we associate with early Virginia. This system of roofing could be fabricated with shorter, narrower pieces.

In colonial Virginia, this roof style was used primarily in the early 18th century. It was largely abandoned by the 1750s. When builders converted the M roof, they usually left the framing in place and built a second hipped section to cover the troughs and form a central apex. This is exciting for architectural historians because it means there is extant material to study.

There is surviving evidence of the earlier M roofs at Robert Carter House and Peyton Randolph House. At the Robert Carter House the entire framing system is still intact in the attic. We know from









Clockwise from top: Isometric and section of M roof at Peyton Randolph House. Robert Carter House, Attic, Framing for M roof. Robert Carter House Roof. Gutter from Peyton Randolph House.

dendrochronology (tree-ring dating) that the original M roof was built around 1727 and the roof was converted to a hip on hip roof about 1759.

From Peyton Randolph House, we have framing as well as pieces of the original gutter. The gutter pieces are rare survivals! Our materials analyst, Kirsten Moffitt, studied them and found

that the interior of the gutter is finished with tar to waterproof the wood.

The roofs on these houses are an excellent reminder that our historic buildings were evolving throughout the 18th century. Next time you pass the Robert Carter House or the Peyton Randolph House, try to imagine how they would have looked with a different roof line.

Bird Is the Word

A few months ago, Jennifer Losik answered a letter from a woman seeking an opinion about the value of a coffee grinder she had found. She was so pleased with the answer that she sent a donation to the Foundation in Losik's honor.

Losik, who goes by the family nickname "Bird," manages Colonial Williamsburg's newly formed Guest Communications team, an enthusiastic group who serve as part of Strategic Communications. From her Visitor Center office, Losik responds to guest questions and comments that come to us in person and through our websites, email and letters. But that's just part of Losik's work. She's also creating a system to harness the valuable data such correspondence contains.

Although many employees communicate with guests, the "formal" role of guest communications is new to CW. When the Guest Communications team receives a message, a database record is created, the matter is then assigned to the appropriate employee for resolution, and the guest receives a response. It is challenging work, given CW's unique and complex operations, IT infrastructure and dispersed locations.

Since February 2019, Losik has logged more than 5,000 instances of feedback and questions from the Colonial Williamsburg website alone. The data is being analyzed to better understand guests' needs and wants and to improve guest communications by ensuring consistency in our responses to guest inquiries. Losik compiles answers to recurring questions into a knowledge base that will not only be available to



other frontline employees, but will help point out patterns that may help with strategic planning.

This effort is still in its infancy, Losik says. "Resolving some guest relations issues requires whole teams of people. Now we are working to create this single resource to strategically solve guest problems. If we're doing this right, there's never an end to the process. We'll try to anticipate issues before they occur, but there will always be surprises."

She sees the work as part of what our marketing plan refers to as "the guest journey." Our interactions with guests help foster the sorts of emotional connections and long-term relationships that result in return visits and even priceless support for Colonial Williamsburg that continues over generations in many families.

Another success story illustrates the

value of this work. A guest lost her camera containing all of her family's vacation photos during a recent visit. With the assistance of colleagues in Operations, Strategic Communications and Hospitality, Losik was not only able to coordinate the return of the camera within 24 hours, but she also managed to procure a soup recipe the guest had requested. The episode ended happily, with the guest not merely satisfied, but now an enthusiastic promoter of Colonial Williamsburg with a story to share with others.

As an additional benefit, a new coordinated standard response was created using what was learned in the process of solving this particular problem. This information is now part of the knowledge base that other members of the Guest Communications team will be able to use to help with future guest issues.

United Way Campaign 2019

Your generosity made it possible for the Foundation to donate \$32,528 to United Way of the Virginia Peninsula. Your pledges will serve the communities of Williamsburg, James City County, Gloucester County, Mathews County, York County, Hampton, Newport News and Poquoson. Thank you for opening your hearts and sharing your gifts.





Employee Picnic Thank You & Photos

Thank you to all who planned, coordinated and worked to make the employee appreciation event in August such a success. This event offered a welcome opportunity for employees and their families to celebrate another happy summer! Entertainment, food, games and fellowship made it a day to remember. The event's planning team:

Jayson Belew Mary Laboy
Beverly Brown Jeff Metcalf
David Jenner Whitney Thornberry

The team would also like to send a special shoutout to Michele DeRosa and the Culinary and Hospitality teams from the Lodge.

















A New Name for Teacher Institute

In 1989, donors Bob and Marion Wilson recognized a need for teacher professional development in their home state of California. Working with Colonial Williamsburg, they developed the Teacher Institute, and for more than 30 years, countless donors from across the country have generously supported this remarkable initiative to inspire the next generation of history lovers. In their honor, the Foundation is pleased to announce the Teacher Institute's new name - Bob and Marion Wilson Teacher Institute of Colonial Williamsburg. We are deeply grateful to the Wilsons for their leadership, and to all donors to the institute for their continued commitment.

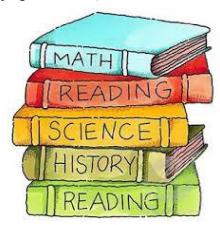
Homeschool Days

As of Sept. 20, Homeschool Days totaled 3,091 admission tickets and \$40,296.91 in revenue.

This surpassed our homeschool admission ticket 2018 total year by 612 tickets and \$8,291 in revenue.

Also as of Sept. 20, there were 1,884 special homeschool programs sold for \$13,827 in revenue.

Special homeschool programs numbers surpassed those in 2018 by 726 programs and \$4,087 in revenue.



ASWAD Conference Comes to CW

On Nov. 5–9, William & Mary will host the 10th Biennial Association for the Study of Worldwide African Diaspora (ASWAD) Conference at the Williamsburg Lodge. More than 1,000 international scholars from 30 countries are expected to attend. The conference will explore the theme "Remembrance, Renaissance, Revolution: The Meaning of Freedom in the African World Over Time and Space."

This year's 400th anniversary of the first Africans brought involuntarily to North America makes the location and subject matter especially poignant and important. Additionally, 2019 marks the 20th year since ASWAD's founding.

Attendees will participate in a variety of presentations, discussions and excursions to nearby sites of historical significance. Renowned scholar Ta-Nehisi Coates and filmmaker Tim Reid are among those headlining the event, which will also include presentations by Colonial Williamsburg's Nation Builders and other interpretive staff. Sharon Dorsey, executive director of Human Resources, and interpreter Stephen Seals, who portrays James Armistead Lafayette, are coordinating the Foundation's participation in the event.

Find out more at http://aswadiaspora.org/





Your Part in Our Story

You know that Colonial Williamsburg relies on generous charitable contributions to help us succeed in our mission to feed the human spirit by sharing America's enduring story.

But did you know much of that charitable giving comes near the end of the year? We need your help getting the word out! The Tuesday after Thanksgiving is known as Giving Tuesday, a national day of giving back to the charities that mean the most to you. In 2019 Giving Tuesday falls on Dec. 3. On that day, Colonial Williamsburg will promote our end-of-year fundraising campaign on social media.

Follow Colonial Williamsburg on Facebook or Instagram (@colonial wmsburg) and watch for our series of profiles that will illuminate the areas in which donor funds help us. You will be able to share these posts on your Facebook feed to help us reach new audiences. If your preferred social platform is Instagram, share our posts in your Instagram Story, tag your friends in the comments or repost using a third-party app.

Thank you for all you do to share the personal and often seldom-told stories of the people who made their lives in Williamsburg and helped build our nation.

If you have any questions, feel free to reach out to Allison Gaul, Planning and Production Manager (x8625) or Rachel West, Manager of Development Communications (x7492) in Development, or the social media team (social@cwf.org).







Upcoming Events/Programs



New Library Exhibit Open

"An Elegant Seat:" Building and Re-Building the Governor's Palace

The Rockefeller Library is displaying a new exhibit to celebrate the 85th anniversary of the opening of the Governor's Palace in April 1934. Titled "An Elegant Seat:" Building and Re-Building the Governor's Palace, the exhibit is a collaborative effort between library and museum collections staff. It features four cases focusing upon the themes of colonial governors, archaeology, architecture, and the reconstruction and opening. A combination of manuscripts, archaeological artifacts, architectural fragments, architectural drawings, photographs, reports, memos, and postcards chronicle the story of the Palace from its 18th-century beginnings through its reconstruction in the 1930s. Items on display include Thomas Jef-

ferson's letter to the Board of Trade regarding moving the capital to Richmond, an excavated silver spoon fabricated by James Geddy, early architectural designs for the Palace, photos of the schools and businesses on the site prior to its reconstruction and a guest register signed by Winston Churchill and Gen. Dwight D. Eisenhower during their 1946 visit.

In addition, a slideshow on the exhibit monitor rotates through a series of historical photos showing the demolition of Williamsburg High School with the Governor's Palace rising behind it. The exhibit will be on display for six months through April 2020 and is free and open to the public during library hours Monday–Friday from 9 a.m.–5 p.m.

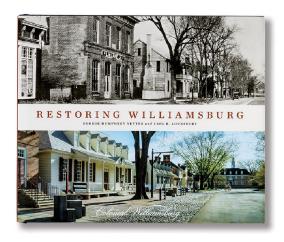
Governor's Christmas Ball

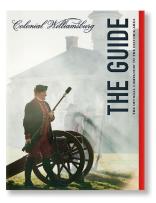
Celebrate the Christmas season with the royal governor at a grand ball hosted at the Governor's Palace and enjoy dancing, toasts and a special surprise.



The program centers around the true love story of John Hatley Norton and Sarah "Sally" Nicholas, who fell in love and wished to be married, but with John's eventual position as merchant in London and Sally's family not wishing for her to move to England, the parents broke up the couple. The two were said to have pined for one another so deeply that they made themselves sick. Eventually both parties agreed to a marriage, which took place on Jan. 30, 1773.

The story's presentation focuses on the time when the couple was parted but still madly in love. Lord Dunmore will present the "problem" to the guests in the front hallway and ask for their assistance in helping to persuade Sally's father, Robert Carter Nicholas, to allow the marriage to proceed. Guests will have the opportunity to meet Lord Dunmore, Sally Nicholas, John Hatley Norton, Robert Carter Nicholas and a host of other friends, all with their own opinions on the subject. Of course, it will have a happy ending.





Book Releases

Our Publications department proudly announces the release of two new books: *Restoring Williamsburg* and *Colonial Williamsburg*: *The Guide*, co-published by Globe Pequot Inc.

Both books are revised and updated editions of bestselling works and include expanded content to enhance the experience of guests and armchair historians alike.



Waterman Family CD

We're excited to announce the release of a new album of music from Colonial Williamsburg's The Waterman Family! In *Welcome Here Again*, the ensemble showcases its musical styling using an array of colonial instruments and historically informed performance techniques in music with Scottish, Irish, French, African and English influences.

The Waterman Family was born out of a passion to tell the story of how America evolved from listening and playing European music to finding this country's distinctive voice and sound. Experience music that originated in Europe and transformed here as it was transported to the western part of the early American landscape. Sing along, tap your toes, and even dance along with The Waterman Family!

Visit http://store.cdbaby.com/cd/thewatermanfamily to check it out!



Everard Wedding

Preparations are continuing for the wedding installation at the Thomas Everard House, where we will depict the wedding of Martha Everard and Dr. Isaac Hall. Neal Hurst, Associate Curator of Costume & Textiles, has been studying a dress in our collection that was probably worn by Frances Norton when she married John Baylor IV in 1778. Hurst, along with one of our Collections interns, documented the pattern for this dress. The patterns have been delivered to the Milliner Shop, where they will re-create the garment for exhibition. The finished product will be on display at the Everard House in November.



American Indian Film Series

Join Colonial Williamsburg's American Indian interpreters and All Together Williamsburg for an educational film series and facilitated discussion on the history of native peoples and the implications of that history on native peoples today. Films to be screened over three consecutive Sundays include We Shall Remain: After the Mayflower, We Shall Remain: Tecumseh's Vision, Reel Injun, and White Shamans. Sundays, Oct. 27, Nov. 3 and Nov. 10, 2:30–5:30 p.m.



Fall Gonzales Award Recipients



Kirsten Travers Moffitt, conservator and materials analyst in Collections, Conservation and Museums will attend Wood Identification Class: What Wood Is It and Why? at the Mystic Seaport Museum in Mystic, Connecticut.

Melissa Sharifi, integrated pest management technician in Landscape Services will travel to Cuba for the Organic Growers School Cuba Agroecology Tour.





Kathaleen Getward, orientation supervisor in Education, Research and Historical Interpretation, will attend the upcoming Association for the Study of the Worldwide African Diaspora (ASWAD) conference in Williamsburg.

Media Collection Online

The John D. Rockefeller Jr. Library is pleased to announce the availability of Media Collections Online (MCO). MCO is a public-facing webpage that allows users to discover and purchase official photography of The Colonial Williamsburg Foundation.

This collection reflects our ongoing study and interpretation of the 18th century and features images that highlight the people, places, and objects from the Rockefeller Library's departments of Archives & Records, Special Collections, Visual Resources, Media Collections, and Museums. Also featured will be select photography from *Trend & Tradition*, the magazine of Colonial Williamsburg.



Registered users will be able to search the site to download free watermarked low-resolution .jpg images for research or study purposes.

Users can also purchase un-watermarked highresolution .tiff images for research or personal use. Those wishing to license or publish images will continue to be directed to the Visual Resources Librarian to obtain usage agreement forms and fee schedules.

New photography will be continually be added to the system so please check back often to see what's new to the MCO website! To explore MCO, please visit: https://images.history.org/



Our thanks to Lance Corporal David Degaraff of the Fifes & Drums and his teammates for all of their work on Degaraff's Eagle Scout Project to build new picnic tables and install bike racks at our Franklin Street Offices. (Not pictured: project team members Sam Turner, Ryan Degaraff, Ethan Gaul, Jake Scott and Connor Loy.)

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