



2019

*Annual Report*

*Colonial Williamsburg®*



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# *Colonial Williamsburg®*



*Ted Boscana, a master joiner since 2016, was named the new director of the Historic Trades and Skills department.*

## **ANNUAL REPORT 2019**

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## ▶ A MESSAGE FROM THE PRESIDENT

Annual reports offer an occasion for reflection and contemplation. When we began preparing this document in January, we were celebrating Colonial Williamsburg's successes in 2019 and looking ahead to the great promise of 2020. This was weeks into my tenure at this irreplaceable institution, when I was still getting to know many of my new colleagues — who like me, were eager to lean into what we knew was a bright future. This talented, dedicated staff was bursting with ideas about what we could be and what we should accomplish. The conversations were inspiring.

And then the global pandemic hit, dramatically changing our lives and presenting a cascade of challenges. Like millions of businesses and organizations across America, we were forced to close our doors to the public. In the blink of an eye, coronavirus changed everything.

*Well, not everything.*

Despite the uncertainties with which we are currently dealing, my optimism about Colonial Williamsburg's future remains strong as ever. And that's in large part because of the wonderful people who work here — people who are now reaching out online daily to hundreds of thousands of fans, families, students and teachers with innovative programming and behind-the-scenes tours. People who, mindfully and at a safe distance from one another, are hard at work beautifying the Historic Area and caring for our precious animals, gardens

and buildings. People who are working with partners across the community and repurposing our kitchens, food stores and hotel rooms to help local residents in need.

Our faith in Colonial Williamsburg's mission is as strong as it was at the start of this unprecedented year. The creativity,

industry and resolve that once transformed Williamsburg into an incubator for revolution remain alive and well here. As we meet today's challenges head-on, all of us are determined to move ahead with bold plans for the near future and beyond.

Six years from now, we will have the rare occasion to honor the

remarkable birth and coming-of-age of both America *and* Colonial Williamsburg. The year 2026 will bring our nation's 250th year — specifically, the semiquincentennial anniversary of our Declaration of Independence, and of the ideals, courage and perseverance it took to build a new nation that would forever change the world. As if this occasion were not momentous enough, 2026 also marks the centennial anniversary of John D. Rockefeller Jr.'s restoration of Williamsburg — a monumental undertaking that led to the creation of America's largest living-history museum. Up to and including this milestone year, we will pay tribute to Colonial Williamsburg's auspicious beginnings and its ceaseless work through the last century to preserve, investigate and interpret America's complex origin story for the world.





Eighteenth-century Williamsburg was a crucible of revolutionary politics, thought and action; it was also a microcosm of the broader social, cultural and economic dynamics of the era. In keeping with our commitment to historical accuracy, and to sharing the experiences of the entire founding generation, we will dive deeper into all these narratives in both our research and our programming. This will be our greatest opportunity yet to illuminate these complex American stories in creative ways that capture the modern imagination and lend urgently needed context to our current political landscape.

Like America's Founders, we find ourselves living today in fraught and uncertain times. Colonial Williamsburg is poised to lead important national

conversations on America's founding principles and system of self-governance. While much of our planning for 2026 remains in progress, I can share that we are working with our partners in the state General Assembly, and with other historical sites and museums around the region, on plans to commemorate this anniversary across Virginia and the nation in a meaningful and coordinated fashion. Colonial Williamsburg, we hope, will host a series of thought-leadership conferences exploring the 21st-century relevance of our revolutionary heritage. We will open new facilities, such as a planned archaeology center, as well as expanded and revamped ones, including our just-completed Art Museums — broadening our research, exhibition and

*A family enjoys a ride along Duke of Gloucester Street with carriage driver Edgar Peters.*





programming capabilities. I am excited, too, about leveraging digital technology to extend our educational programs, discussions and resources beyond the bounds of our geographic footprint, which is something we are testing even now.

At the same time, we will honor the efforts, vision and achievements of those who came before us here at the Foundation — from interpreters, researchers and curators to the cooks, concierges and countless others whose work through the years has endeared this unique place to so many. I

know many of you have vivid memories of special moments in the Foundation's history, and hope that you

will share them with us as this important tribute begins to take shape.

Above all, though, we will honor this legacy by positioning Colonial Williamsburg for another century of success. Much progress has already been made, both structurally and financially. More work remains, however, and we continue to progress toward a long-term sustainable operational model — one that clearly prioritizes the guest experience. Now and for the long term, Colonial Williamsburg must focus squarely on providing rich experiences of the highest quality for all who come here — whether they are touring our historic buildings, exploring a museum exhibition, shopping in Merchants Square or staying in our hotels. Our financial success, and that of our mission, depend equally upon it. Our visitors deserve nothing less.

By honoring Williamsburg's extraordinary role in America's founding, we can draw more people into the stories we

have to share. We may just even strengthen our national unity in the process, by deepening our shared sense of heritage and common purpose. And by elevating the legacy of Colonial Williamsburg itself, we hope to draw more people into the Historic Area and our museums to discover all that we have to offer them.

As I write these words, our buildings and exhibitions remain temporarily closed to visitors. We look forward, however, to welcoming our guests and the community back to the Historic Area

and our Art Museums as soon as it is safely possible to do so. I also look forward to keeping you apprised as we move ahead

*Like America's Founders,  
we find ourselves  
living today in fraught  
and uncertain times.*

with our 2026 initiative, in the hope that you will join us in this exciting effort. To succeed in these aspirations, we will need the help and support of our friends. In the meantime, thank you for all that you do for Colonial Williamsburg, and for the many ways you further our mission *to feed the human spirit by sharing America's enduring story*. We are grateful for all you enable us to accomplish here, every single day.



Cliff Fleet  
President & CEO  
The Colin G. and Nancy N. Campbell  
Distinguished Presidential Chair



▶ A MESSAGE FROM THE CHAIRMAN

*“It is terribly important that the ‘small things forgotten’ be remembered. For in the seemingly little and insignificant things that accumulate to create a lifetime, the essence of our existence is captured.”*

—James Deetz, *In Small Things Forgotten: An Archaeology of Early American Life*

This city has always been rich in history writ large. As the capital of Britain’s largest American colony, Williamsburg developed into a cauldron of revolutionary activity that advanced the cause of independence. It was here after all, where Virginia lawmakers formed Virginia’s Committee of Correspondence in 1773 to coordinate with their “sister colonies” in the face of British actions. And here where they formed an association to boycott British goods. When the Continental Congress voted in 1776 to separate from England, it did so because the Virginia Convention had voted months earlier — in Williamsburg — to call the question.

To this very day, the words of Thomas Jefferson, George Washington, Peyton Randolph, George Wythe, Patrick Henry and James Madison still echo across these 301 historic acres. It was this rich heritage that inspired the Rev. Dr. W.A.R. Goodwin and John D. Rockefeller Jr. —



as the latter phrased it, *to restore Williamsburg to what it was in the old colonial days and make it a great center for historical study and inspiration.* Yet to truly fulfill that

ambition, we had to dig deeper. There was so much more to Williamsburg’s story, and that of colonial America itself — hidden, by and large, in small things that might otherwise be forgotten, were it not for the work of our committed historians, archaeologists, curators and other interrogators of the past.

As you will read throughout this report,

2019 was an intense period for the Foundation, filled with important historical milestones as well as far-reaching change. Most significant was the change we experienced in leadership, when Mitchell Reiss announced that he would step down in October after five years as our president and CEO. As we bid Mitchell farewell with sincere thanks for his service, the Board continued its intensive, careful





Kurt Smith, portraying Thomas Jefferson, and Jamar Jones, portraying his enslaved servant Jupiter, perform in the program *Jefferson and Jupiter: Across the Board*.

search for his successor. In December, Cliff Fleet III was appointed as Colonial Williamsburg's new president and CEO. A successful business leader with a passion for history and education, Cliff arrived on Jan. 1 to lead us into an exciting new era.

But even amid so much change, 2019 was also a year of continuity, as our dedicated staff continued to expand what we know of America's founding story. In so doing, they daily renewed our commitment to the painstaking work of historical inquiry that remains at the core of what we do, and who we are as an organization. In our laboratories and dig sites, the hidden recesses of our historic buildings and the archives of the John D. Rockefeller Jr. Library — across the Foundation, the investigation into the vestiges of America's past goes on,

drawing our guests deeper into the stories that lie within.

The year began with the start of our five-year excavation of Custis Square, which reminds of us daily of the potential for revelation that lies within a handful of wooden fragments or shards of glass. John Custis IV, a member of the Governor's Council and Martha Washington's first father-in-law, was a tobacco planter who owned more than 200 enslaved people during his lifetime. He was also an avid horticulturalist who consulted and corresponded with leading botanists of the day, and whose ornamental gardens were renowned for their beauty and intricacy.

Within months of breaking ground, our archaeology team unearthed tens of thousands of artifacts at the site. We believe



this ambitious, donor-supported initiative has the potential to transform our knowledge of early America's landscapes and gardens, scientific pursuits, economy and consumerism, and perhaps most of all, the lives of the enslaved people who lived and worked on the Custis property. We look forward to sharing our findings with you as this work progresses and to introducing to our guests the history we uncover.

Custis Square lies directly across Nassau Street from the Art Museums of Colonial Williamsburg, which grew dramatically as a destination for reading America's story through the lenses of art and material culture. This was an intense year of construction for the museums, which stayed open through it all. Thanks to this \$42 million expansion, funded entirely by our generous donors, these world-class facilities are now far more accessible and stand 65,000 square feet larger. With the addition of eight new galleries and other needed spaces, both public and behind-the-scenes, we look forward to sharing more of our exquisite collections with the public than ever before.

2019 also brought important moments of reflection on the Foundation's own past — starting with our 40th anniversary of African American interpretation. Williamsburg was at least one-half black during the Revolutionary era, built largely by the hands of those enslaved. Yet it was not until 1979 that we began to meaningfully interpret this side of our history, so much of which lay buried deep within obscure documents and artifacts. Eve, Jupiter, Johnny, Aggy — for many, we have only a first name. Their circumstances and life experiences speak no less powerfully, however, to the social, economic and political forces that defined the era and governed how this fledgling nation took shape. Had it not been for the work of our research and interpretive staffs, this long-hidden side of

our history would remain just that. I am grateful for, and humbled by, the brave work of our African American interpreters through the years to bring these important stories into the light. As a series of compelling, emotional programs and exhibitions reminded us throughout the year, understanding this complex side of America's history is essential to understanding who we are today.

Finally, I am pleased to report that this was a year of strong financial performance for the organization as well. We arrived at year's end with operating revenues well ahead of forecast, and operating expenses lower than projected. Hotel revenues were especially robust, and while we saw a slight percentage dip in visitation, our ticket revenues still exceeded the previous year's, thanks to midyear adjustments in pricing and sales. More work remains as we continue to chart our path toward long-term financial sustainability — but after several challenging years of economizing and restructuring, these results were truly gratifying.

As you have just read in Cliff Fleet's message, we are meeting the challenges of 2020 with resourcefulness and imagination. Most of all, we are meeting them with determination to remain true to Colonial Williamsburg's mission, through the COVID-19 situation and beyond. Colonial Williamsburg's trustees stand with Cliff and our entire Foundation family as they steer the organization through these uncertain times. And we look forward to working with him in the coming months and years to realize his inventive direction for the present and his inspiring vision for the future.

*Thurston R. Moore*

Thurston R. Moore  
Chair, Board of Trustees



# YEAR IN REVIEW



Archaeologists uncover several artifacts at the Custis Square site.



Robert Weathers portrays George Wythe.



Teacher Institute participants learn about 18th-century farming from historic farmer Ed Schultz.



Daniel Cross portrays George Washington in the earlier years of his life.



Crews install a cupola on top of the new entrance of the Art Museums of Colonial Williamsburg.



# Sharing the Whole Story

## *Honoring the Past, Looking to the Future*

2019 was a year of celebration and reflection, both for the important work we do at Colonial Williamsburg and for the inspirational research and creative programming yet to come. The year brought tangible reminders of why it is so critical for Colonial Williamsburg to position itself at the center of today's national discourse on our nation's founding. Our educational mission calls us to be part of the conversation surrounding America's values and motivations. It is important to elevate the diverse voices and experiences that make up this rich and complex story, which we tell through unique programming, world-class Art Museums and the research that makes our singular brand of storytelling possible.

It was also a year of change here at the Foundation. After Mitchell Reiss announced during the summer that he would step down as president and CEO at the end

of his five-year contract, the Foundation began looking for its next leader. After a nationwide search, Cliff Fleet was chosen in December to fill those roles. He brings with him a mix of business and educational experience, a passion for history and a profound respect for the work we do here, as well as strong ties to the Williamsburg area.

### **A YEAR OF MILESTONES**

Throughout 2019, Colonial Williamsburg commemorated significant milestones that highlighted the many remarkable contributions made over the Foundation's 93-year history.

The year marked the 40th anniversary of African American interpretation at the Foundation. For many years, black employees worked in a variety of costumed positions, but it was not until 1979 that costumed interpreters began



to share the stories of the free and enslaved black population of Williamsburg from a first-person perspective. A powerful exhibition at the Raleigh Tavern titled *Revealing the Priceless: 40 Years of African American Interpretation* introduced thousands of guests to our efforts to bring the stories of these men, women and children to life. A series of panel discussions featuring the African American interpretive program's founding members and current staff gave insight into the creation and implementation of such revolutionary programming in Virginia.

The Teacher Institute could boast two celebrations: its 30th anniversary and its 10,000th participant among more than 500 educators from across the country taking part in the 2019 sessions in Williamsburg. To honor two donors integral to the establishment of the Teacher Institute, the Foundation has named the program The Bob and Marion Wilson Teacher Institute of Colonial Williamsburg. The Wilsons saw a need for teacher professional development in their home state of California and collaborated in 1989 with then-President Chuck Longworth and other staff to organize the first session in just a matter of months. The Wilsons' longtime commitment and generous investment have ensured that this nationally known program continues to inspire each generation of history lovers.

The iconic Fifes and Drums program began in 1958, but it would be more than 40 years before female members joined the ranks. Amy Edmondson Miller, now supervisor for music and performing arts and a member of the Governor's Musick ensemble, served as the program's first female field instructor and mentor for the succeeding group of girls. In 2019, one young woman was part of the class of 13 Senior Corps graduates.

Charlton's Coffeehouse, which opened to the public in 2009, celebrated its 10th anniversary. This popular site remains home to engaging programming, including intimate conversations with first-person interpreters and Nation Builders, as well as an in-depth tour of the coffeehouse. Guests enjoy samples of coffee, tea and chocolate during their visit and learn about Mr. Charlton and the customers he hosted.

Liberty Lounge welcomed its 200,000th guest in 2019. This space offers respite for active duty, veterans and retired military and their families in the Historic Area. With more than 60 volunteers all connected to the armed forces, Liberty Lounge is just one small way we thank servicemen and women and their loved ones for their many contributions to our nation.

## HISTORY UNCOVERED AT CUSTIS SQUARE

In March, we broke ground at Custis Square, the site of the early 18th-century home and garden of John Custis IV. Through extensive research and archaeology, we hope to find more information about his elaborate landscape and estate, illuminating the lives of the free and enslaved people who lived and worked there. The excavation has already yielded artifacts from the 18th century through the 20th century, including wine bottles featuring Custis' seal.

During the months of excavation in 2019, Colonial Williamsburg's Archaeology department recovered and cataloged more than 70,000 artifacts. These artifacts run the gamut of human occupation at the site and include projectile points made and used by American Indians about 4,500 B.CE and a Spanish silver coin from the 17th century that is now the oldest of its kind in the archaeological collection. Custis was perhaps

Katharine Plttman, portraying Martha Washington and Deirdre Jones, portraying Alice, participate in programming at the Custis Square site.



best known for his extensive pleasure garden and passion for botany. In 2019, crews located what may be the remains of that garden, discovering planting holes that could date to the early 18th century.

Over the next few years, we plan to make this project as accessible as possible to our guests. More than 800 people joined us over the course of a week for our Archaeological Discovery Lab in April, taking an up-close look at the excavation and even getting their hands dirty. Open houses at the Archaeological Collections Building in October allowed guests to see the artifacts uncovered during the excavations, and we offered guided tours of the Custis Square site through the end of the year. This project was made possible thanks to a generous lead gift by the Jacqueline Badger Mars Landmark Investments 8, LLC Charitable Lead Trust.

After five years at its location next to the Prentis Store, the *DIG! Kids, Dirt & Discovery* program retired at the site in 2019. The program reached more than 21,000 children, offering a hands-on

class on archaeology and demonstrating how artifacts can be used to learn about history. A new iteration of the program moves to the Custis Square site in 2020 and can be enjoyed by the young and the young at heart.

### THREE CLEVELAND BAY FOALS JOIN FAMILY

The arrival of three Cleveland Bay foals in the spring and summer helped solidify Colonial Williamsburg as one of the largest breeders of this once prolific horse that is now a rarity in North America. Williamsburg Valiant, affectionally known as Moose, was the Foundation's first foal in nearly 16 years, with Williamsburg Fearnought (Monty) and Williamsburg Janus (Mendel) following soon after.

The foals are the tangible success of our Cleveland Bay breeding program, which began in 2017. While there were no viable pregnancies in the first year of the program, the determination to continue remained. Because of a relatively small gene pool of Cleveland Bays, the Coach & Livestock team utilized a database known as SPARKS, or Single Population Animal Records Keeping





*Three new foals joined the growing family of Cleveland Bay horses in 2019.*

System, to ensure the breeding pairings were not too closely related. This research ultimately yielded four embryos between two mares and two stallions, including our own Lord Brigadoon (Clarence), who has been licensed internationally for pure or part breeding. All of this was made possible by the remarkable and continued generosity of several donors.

Colonial Williamsburg's Bill and Jean Lane Director of Coach & Livestock, Undra Jeter, recently took the proverbial reins after serving as a coachman and stud groom supervisor. Jeter has experience as a successful horse breeder and trainer and plans to add to the Foundation's team of Cleveland Bays.

#### **TRADESMEN EARN NEW TITLES**

Longtime Historic Area tradesman Ted Boscana was chosen in 2019 to lead Colonial Williamsburg's historic trades and skills program, which encompasses two dozen historic trades as well as military and music programming and the Fifes and Drums unit. A master joiner, Boscana's more than 30 years of experience at the Foundation made him an ideal candidate to lead this important department.

Several longtime tradesmen achieved master status in their areas of expertise. These include tinsmith Steve Delisle, cooper Jon Hallman, military artificer Jay Howlett and cabinetmaker Bill Pavlak. Brian Weldy oversees the Joinery as journeyman supervisor, succeeding



Boscana. Additionally, two apprentices rose to journeyman status — Donald Mason as a bookbinder and Jan Tilley as a military artificer.

The weather vane that now sits atop the newly renovated and expanded Art Museums of Colonial Williamsburg involved the work of several trades and was one of the program's biggest projects. The 10-foot, 200-pound weather vane took nearly 200 hours to complete.

The Foundation remains dedicated to preserving these trades and skills to be enjoyed by future generations.

### LANDSCAPING MAKES HISTORY (AGAIN)

Colonial Williamsburg's Historic Area was named an ArbNet Level II accredited

arboretum, becoming only the second such arboretum in the state of Virginia. To secure the designation, Colonial Williamsburg surpassed the required 100 species of trees and woody plants, including at least 20 Virginia state champion trees and two national champion trees. The national champion jujube (*Ziziphus ziziphus*) is located in the Charlton House orchard and the new national champion paper mulberry (*Broussonetia papyrifera*) can be found in the Wetherburn's Tavern pasture.

The Landscape department now turns its attention to securing Level III status, which requires labeling 500 trees or woody plants as well as the ability to share information about the arboretum



Colonial Williamsburg was named a Level II arboretum.



with other institutions. The arboretum now includes about 250 trees and woody plants, each marked with a placard equipped with a QR code containing more information. The planned acquisition of software will enable the staff to share information with other organizations as well as manage the collection.

### REVOLUTIONARIES IN WILLIAMSBURG

Colonial Williamsburg welcomed three participants to our Revolutionary in Residence initiative. These notable achievers in the areas of politics, art, education and media spend time in Williamsburg and participate in engaging and interactive programming that seeks to connect our past with our present.

Actor Steven Skybell's residency focused on the staging of Shakespeare's work in both the colonial and current periods. During his stay in May, Skybell showcased his Broadway and Shakespearean talents at the 2019 Palace Garden Party, hosted by Thomas Jefferson, and later

took part in a discussion about how Shakespeare's work resonated both in the 18th century and today.

Tony Award-winning actress Anika Noni Rose kicked off her residency in July, headlining a public program in which she described some of her revolutionary roles, such as Lorrell Robinson in *Dreamgirls*, Princess Tiana in Disney's *The Princess and the Frog* and Kizzy in the History Channel's adaptation of *Roots*. She was also slated to perform during our Fourth of July fireworks production, which was unfortunately canceled due to severe weather. In October, she returned to Williamsburg to join the celebration of 40 years of African American interpretation, participating in a panel discussion about the future of African American programming.

Also in October, Pulitzer Prize-winning historian, Colonial Williamsburg senior trustee and Churchill Bell recipient Gordon S. Wood returned to Williamsburg. He moderated an event that brought back



*Historic Interpreter Da-Veia Brown meets Revolutionary in Residence Anika Noni Rose at the Revealing the Priceless: 40 Years of African American Interpretation exhibit.*



Richard Josey, Rex Ellis, Christy Coleman, and Dylan Pritchett participate in the African American Interpretation: Past program commemorating 40 years of African American Interpretation.

together President Thomas Jefferson portrayed by longtime Historic Area interpreter Bill Barker, who recently made Monticello his professional home, and Jefferson's younger self voiced by Nation Builder Kurt Smith. In this program, titled *Friends Divided: A "Revolutionary in Residence" Conversation*, the two Jeffersons discussed the third president's friendship and bitter rivalry with John Adams.

Colonial Williamsburg's Revolutionary in Residence program is generously supported by the Grainger Foundation.

### THE ART MUSEUMS OF COLONIAL WILLIAMSBURG

Crews made substantial progress on Colonial Williamsburg's largest initiative — the renovation and expansion of the Art Museums of Colonial Williamsburg — including the installation of the cupola atop the entry pavilion. Access to the museums moved from the Public Hospital to the new café generously supported by Dominion Energy.

Major improvements to the Hennage Auditorium also were completed. New

acoustical paneling and better theater lighting were installed, giving the auditorium a warmer look. These much-needed improvements create a better experience for both guests and performers.

Two new exhibitions opened this year:

- *"To Arm Against an Enemy": Weapons of the Revolutionary War.* More than 70 objects make up this exhibition, which showcases weapons used by American, British, French and German troops during the French and Indian War and Revolutionary War. Located in the Zadarlik-Sogoloff Gallery, this exhibition will be on display through 2022. It is funded by the Pritzker Military Museum & Library.
- *Textile Arts of Britain: A Commodity for the Colonies.* The British North American colonies were the biggest market for the textile industry in the 18th century. Textiles were spun, woven and finished in British factories to be sold by merchants around the globe. On view at the Alaimo Gallery, this exhibition will be on display through summer 2021.





The Foundation also acquired several noteworthy pieces, including a portrait of Capt. Richard Bayly from 1764. Funded by the Friends of Colonial Williamsburg Collections, this piece was painted by Joseph Wright of Derby, one of the most accomplished English artists of his day. A silver teapot from 1771 first belonging to John Murray — fourth Earl of Dunmore and the last royal governor of Virginia — was donated to the Foundation in 2019 by his descendant Angus Sladen.

Senior conservator Leroy Graves and his exhibition *Upholstery CSI: Reading the Evidence* were featured on CBS' *Sunday Morning* in September. The segment highlighted his remarkable 50-year career with Colonial Williamsburg and reached nearly 6 million viewers. For those who missed it or wish to see it again, it can be viewed on the *Sunday Morning* website.

#### WASHINGTON AND WYTHE

Two new Nation Builders joined the ranks in 2019, and you may recognize

both. Daniel Cross, who portrays Col. George Washington when he was a young soldier, began his career at Colonial Williamsburg as a junior interpreter in 2001 and went on to work as an actor-interpreter. He focuses on Washington's life leading up to the Revolutionary War, including his courtship and marriage to Martha Washington. Ron Carnegie continues to portray Washington as the general and president.

Our newest George Wythe interpreter, Robert Weathers, began his career in 2008 as an actor-interpreter and has portrayed nearly two dozen characters during his tenure with the Foundation. His portrayal of America's first law professor and a signatory of the Declaration of Independence includes programs featuring Wythe's famous student Thomas Jefferson.

Both Nation Builders join a remarkable class of historians and scholars who meticulously research their characters to ensure their interpretations are as

"To Arm Against an Enemy": Weapons of the Revolutionary War remains on display through 2022.

historically accurate as possible. Some Nation Builder names are familiar, and others are not as well-known, but all those portrayed in the Historic Area helped shape their time — and a new nation.

### **PRESERVING OUR INFRASTRUCTURE**

Preservation efforts in 2019 included the completion of work at the Governor's Palace complex, which was funded thanks to a challenge grant from the Mary Morton Parsons Foundation and matching gifts from individual donors. Crews installed a new HVAC system at the east advance building and updated its electrical systems so that it may be used for programming. The Palace stable complex underwent major renovations, including upgrades to ventilation, water and electrical systems. The Coach & Livestock and Nation Builders teams will use this space as an interpretive site.

Much-needed infrastructure initiatives were completed thanks to another challenge grant made by an anonymous donor with matching gifts from individuals. Projects included replacing the roofs at the James Anderson House and the Lightfoot Tenement and replacing aging HVAC systems in the William Byrd III House, the Roscow Cole House and Bassett Hall. Replacing these systems serves the dual purpose of providing guests with comfort and maintaining the conditions of the structures.

Crews also completed preventative maintenance projects at 19 sites comprised of 60 structures and painted a total of 71 structures during the year. Five major masonry preservation projects were finished, as well as several major carpentry repairs. The Printing Office and Bindery underwent repairs and alterations, allowing for new interpretive opportunities. Another key project was the revamping of the lime kiln at Great Hopes Plantation, which will help provide high-quality shell lime, a common material used in the 18th century that is no longer in production commercially and critical to our needs.

### **THANK YOU**

As we look toward a new decade full of opportunity, we reflect on the people who have helped us succeed in our mission. Your support and passion for this national treasure have allowed us to share America's enduring story with everyone seeking to find their own place in history.

All the initiatives described here were made possible by generous philanthropy. Thank you for all you have done and continue to do for Colonial Williamsburg. It is through the generosity of dedicated friends that we can continue to preserve this institution to be enjoyed by generations to come.



## ► FINANCIAL RESULTS

### STATEMENT OF FINANCIAL POSITION

The Foundation's total assets were \$1.1 billion as of Dec. 31, 2019. The endowment, representing approximately 63% of total assets, had a market value of \$679 million. Net assets stood at \$611 million at the end of the year.

### OPERATING RESULTS

Total revenues for 2019 were \$204 million, which includes the continued commitment of support from our donors, endowment withdrawal, admission ticket sales, hotel and restaurant revenues and real estate rentals. Hospitality revenues improved by \$4.7 million year over year to \$73 million. Hospitality revenue growth was mainly driven by higher occupancy, higher average daily rate paid by guests and increased banquet business. Gifts and grants decreased by \$7 million year over year as a result of fewer realized bequests, a timing delay in receiving a grant for marketing support from the City of Williamsburg and the variability of funding for one-time projects from one year to the next. Operating expenses total \$205 million which is a 2% increase over the previous year. The increase in expenses is primarily driven by wage adjustments and additional full-time employees, including four gift-funded trades employees within Education, Research and Historic Interpretation. The increase in payroll was offset by savings in fundraising expenses associated with a targeted focus on improving fundraising efficacy via a reduction in mailings, fewer promotional items and focusing on donor retention.

### LOOKING FORWARD

Prior to the spread of the COVID-19 pandemic in March, the Foundation's financial performance was showing improvement

over the same period of 2019. As the COVID-19 situation accelerated, it started to have a profound impact on our economic environment in general and the Foundation in particular. Our business model, which is based upon bringing people together, has been greatly impacted by the current constraints on our society that are literally pushing people apart. Some of the pillars of our revenue model, including tourism and visitation, hospitality, rent received from local businesses, and cultural asset preservations, represent four of the economic sectors hit hardest by recent events.

We closed our Historic Area and most of our hospitality operations between mid to late March, as we anticipated COVID-19 will have a significant impact to travel and our site visitations. In doing so, we were well prepared to adhere to Gov. Ralph Northam's "Stay at Home" order issued in late March.

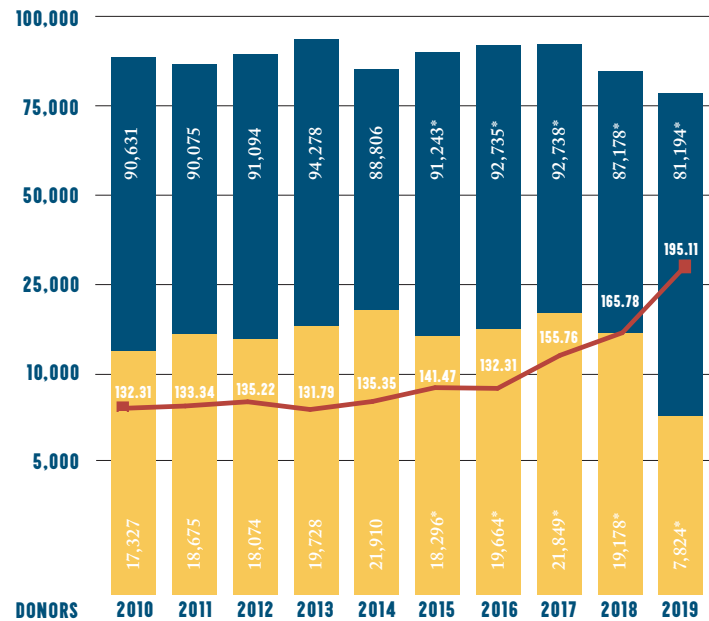
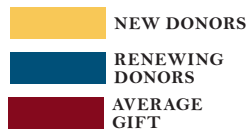
In response to the shutdown, we are focused on reducing our operating costs. As of this writing, we have:

- Implemented progressive pay reductions for salaried staff.
- Furloughed most of our hospitality employees, with our hotels and restaurants largely shut down.
- Placed many of the Foundation's regular hourly employees on emergency leave, while we take advantage of the related payroll tax credit contained in the federal CARES Act.
- Focused on cutting SG&A expenses by canceling conference activities and delaying non-essential IT projects, while reducing marketing and discretionary spending.

We are actively charting a path forward and will continue to do so, even though we do not know when or how this situation will end. We are fortunate indeed to have such dedicated donors, committed employees, financial flexibility and liquidity, a supportive community and an engaged Board.

## Growth in Donors

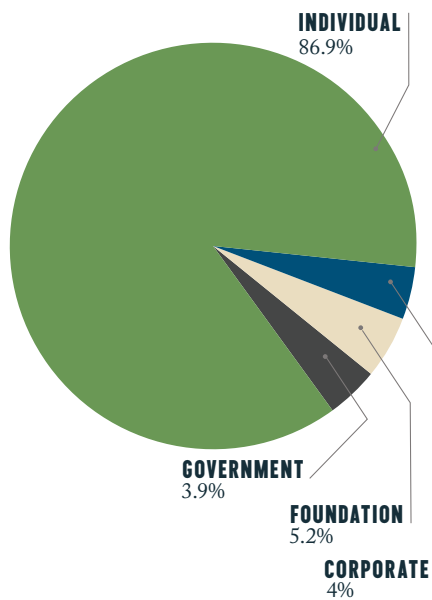
2010–2019



\*2015–2019 donor totals do not include donations made with purchases.

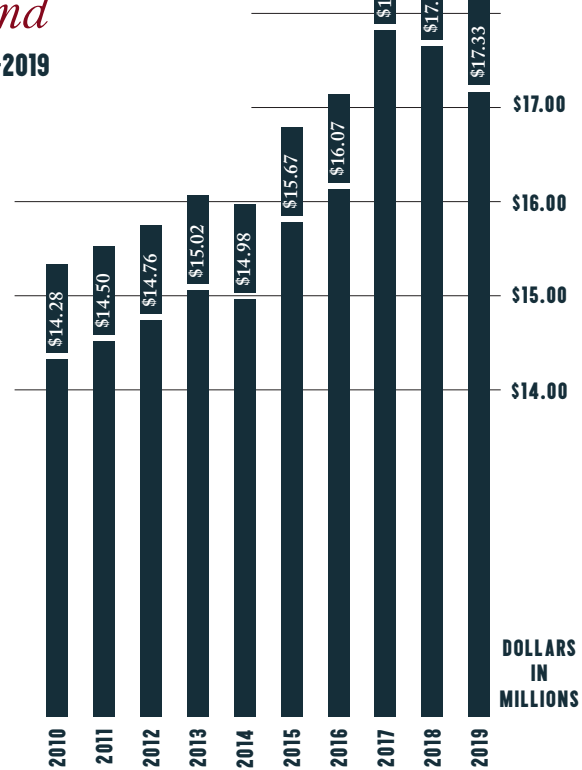
## Sources of Giving

2010–2019



## Growth in Colonial Williamsburg Fund

2010–2019





*Condensed Consolidated Statements of Financial Position  
As of December 31, 2019 and 2018 (dollars in millions)*

	2019 <u>Actual</u>	2018 <u>Actual</u>
<b>ASSETS</b>		
Cash and Temporary Investments	\$27	\$32
Other Current Assets	12	16
Total Current Assets	39	48
Fixed Assets, Net	308	301
Investments	679	650
Other Assets	47	42
Total Assets	<u>\$1,073</u>	<u>\$1,041</u>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities (excluding debt)	31	34
Debt	346	342
Other Non-Current Liabilities	85	43
Total Liabilities	462	419
Net Assets	611	622
Total Liabilities and Net Assets	<u>\$1,073</u>	<u>\$1,041</u>

*Condensed Consolidated Statements of Operations and Changes  
in Net Assets for the 12 months ended December 31, 2019 and 2018  
(dollars in millions)*

	2019 <u>Actual</u>	2018 <u>Actual</u>
<b>REVENUES</b>		
Operating revenues	\$105	\$99
Colonial Williamsburg Fund	17	18
Gifts and grants	19	26
Annual endowment withdrawal for operations	63	56
Total revenues	204	199
Total operating expenses	205	201
Operating (deficit) surplus	(1)	(2)
Non-Operating revenues and expenses and other changes in net assets:		
Endowment investment income, realized and unrealized gains/(losses) used for non-operating purposes or retained in endowment	24	(46)
Change in postretirement benefits	(38)	15
Other	4	1
Change in net assets	(11)	(32)
Net assets at beginning of year	622	654
Net assets at end of year	<u>\$611</u>	<u>\$622</u>





## ...to feed the human spirit by sharing America's enduring story...

Celebrate history and inspire others to do the same. Help preserve America's largest living history museum. Your support will help Colonial Williamsburg continue to serve as an instrumental resource and guide by providing an invaluable link between the past, present and future—even as the next generation is faced with unprecedented cultural and political choices.

Colonial Williamsburg brings our American story to life. Within our Historic Area, and in classrooms across the country, we help citizens of all ages understand and connect with the inspiring stories of our past... and make a commitment to stand up for our nation's future.

Not all of our revolutionary heroes led revolts. Some drafted great documents. Some held political appointments. But most contributed as the farmers, merchants, teachers, tradespeople—and so many others—whose hard work and dedication were critical to the creation of our nation.

### There are two ways to give.

You can set up a monthly donation or make a secure one-time gift today. Please call 1-888-293-1776 or visit us online at [colonialwilliamsburg.org/donate](http://colonialwilliamsburg.org/donate).

You also may use the enclosed envelope to send your donation by mail.



*Colonial Williamsburg*

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History  
Never Gets  
Old...  
Because of  
YOU!



*Thanks to the passion and commitment of our donors, employees, volunteers  
and local community, The Colonial Williamsburg Foundation  
had another remarkable year. The stories told throughout this report are  
a testament to the incredible generosity of those who contributed  
their time, resources and talent to this extraordinary institution.*

*If you would like to know more about how you can help us tell  
more wonderful stories about Revolutionary America,  
please call 1 (888) CWF-1776 or visit [www.colonialwilliamsburg.org/donate](http://www.colonialwilliamsburg.org/donate)*

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