

## Exceeding Visitors' Expectations

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Roman Alis, Company of Colonial Performers, assists one of our visitors at the Visitor Center. The goal of "Operation First Impression" is to exceed our visitors' expectations for hospitality, courtesy and service at the Visitor Center

and throughout the Historic Area. The program includes a number of features such as "hospitality representatives" stationed at the Visitor Center on a daily basis, improved orientation materials and more.

## New program aimed at creating a positive first impression

**V**isitors to Colonial Williamsburg are finding their expectations for hospitality and courtesy are being exceeded, thanks to a new program, "Operation First Impression."

The program, which started August 6, is intended to create a positive first impression with our visitors, by exceeding their expectations for hospitality, courtesy and service at the Visitor Center.

The program is simple and direct. "Hospitality officers" are stationed each day at the doors of the Visitor Center. Their job is to greet our visitors, open the doors for them, and provide answers to any questions they might have about tickets, bus service, restrooms, etc.

Hospitality officers are assigned from each of our twelve divisions on a rotating basis, with duty assigned by divisional directors. This benefits employees who serve as greeters in several ways—especially those who don't normally work directly with our visitors and guests.

By having direct contact with our visitors, greeters get a better feel for who our customers are. It also forces them to become familiar with the many choices our visitors face when they get here. Questions such as, "What do I do now?" or "Can I walk to the Historic Area from here?" or even "Where is the restroom/drink machine/gift

shop/etc.?" are not all uncommon. Finally, it serves as a reminder that our number one priority is to provide service to our visitors.

The costs of the program—primarily employees' time—are minimal compared to the payoff.

***By having direct contact with our visitors, greeters get a better feel for who our customers are. It also forces them to become familiar with the many choices our visitors face when they get here.***

Visitors are shown that they are important, and that the first person they see can help them. Many children, elderly and handicapped visitors have trouble with the heavy doors. And, visitors get ready answers and directions for further assistance immediately, without having to look for it.

Visitor service doesn't end at the front doors, however. Measures are under way to improve

services inside the Visitor Center and throughout the Historic Area as well. Visitor information stations will be set up inside the Visitor Center, staffed by costumed Visitor Aides and volunteers who have been specially trained to provide immediate assistance. Located on each side of the escalator, the stations will be easily identified, with colonial floor coverings and standing desks and stools.

The weekly *Visitor's Companion* is being redesigned to make it easier to use. And, a new orientation film is being developed.

In the Historic Area, several measures are being taken to make things easier for our visitors. Continued improvements are being made to the orientation at bus stop #1. Visitor Aides' duties are being enhanced as well, to enable them to respond immediately to visitors' needs or problems.

—Please see "Visitor" on page 3



Exceeding Our  
Visitor's Expectations



# Officers address visitor issues, challenges

Exceeding our visitors' expectations is the most important of our seven-year objectives. But in order to meet this challenge, we need to know the issues that affect our visitors. I talked with Denny O'Toole, vice president and chief education officer; Dick Schreiber, chief business officer; and Jim Miles, executive vice president, Hotel Properties, to get their views on the issues that impact our visitors, the travel industry in general, and each of us here at Colonial Williamsburg.

## What will the coming decade bring in terms of visitation?

**Schreiber:** "I think it will continue the way it's started off, as a very distressed economy, one in which the only survivors will be those people who are able to have their customers come back time and time again. You always find that in periods of economic stress, the most established brand names do the best, while less established names go out of business. I think it will be a time of great consolidation. We're going to see many enterprises go out of existence because they haven't done things properly, and see the really good ones do quite well. They will continue to prosper. That's what we have to do."

**O'Toole:** "The 80s at CW were a period of remarkable growth by any index. This growth period, in terms of facilities, is going to expend itself in 1991. Then we're going to see a period—and this is in the plan—where we're not just paying lip service to the notion that we are a people business, and how we deal with our visitors is the bottom line. We're going to see what we can do as an organization to make that happen. We have the resources and we don't need to keep growing, in the physical sense. We must develop in a quality sense or we'll be in trouble by 1995."

"We're living in a period of incredible change. The 90s will be the period when the implications of these changes are played out. It's hard to see to the end of the decade, but it looks like these changes will be achieved with fairly stringent resources. We'll have to get the most out of what we've got—our human and physical resources—in a way that we've never really been pressed to do. Flexibility, getting the most out of the people who are your organization, being customer driven...we've been reading about it for awhile. Now it's really happening."

## What does it mean to be "customer driven?"

**O'Toole:** "It means a lot of things. It means a heck of a lot more time needs to be spent with our customers—our visitors and guests—than I think we leaders—and I include everyone from supervisors on up—have been doing. It means paying closer attention to demographic trends. It means more analysis, through various techniques like focus groups and surveys, of what people actually expect, of what they're doing, and what it takes to make them come back again. And it means working with our programs to make sure we meet those needs and exceed those expectations. That all has big implications for how we train people, who we hire, how we supervise them, how we're organized, the degree of autonomy they have...it's really revolutionary."

**Miles:** "The hotel business should have had an inside track on this, as opposed to manufacturing. In a manufacturing plant, raw material goes in one end and widgets come out the other with people inside putting it all together. Their customers could be a thousand miles away, and the people in the factory have no daily contact with them."

"In the hotel business, our customer is our product. Our customer lives with us. We don't have to go very far to find the people we're serving. The cook or the dishwasher in the middle of the kitchen only have to peer through the kitchen

door to see real, live customers and see their product—the meal they've cooked or the dishes they've cleaned—being used right on site."

"Being customer driven means trying to talk more to our customers, to find out what they want, and then adjust our product to match their needs and desires."

**Schreiber:** "I recently saw a letter from a woman who had ordered something through our mail order department. In the letter, she said she had been doing business through the mail for 25 years, having started with the greats like Horchow and L.L. Bean. In no time during her 25 years had she come across service equal to what our employee had done for her. That is what I think paying attention to the customer is all about."

"That lady will be a very good customer of ours for a long time to come, because one person made a difference to her. To me, this whole area of dealing with your customers, of exceeding their expectations, is not a program. It's almost a golden rule sort of thing, 'Do unto your customer what you would like *them* to do if you were the customer.'"

"It's always been an axiom in the retail business that 'the customer is always right.' Well, the customer isn't always right, but treating the customer as if he is always right is the way to ensure that he'll come back again. If a customer isn't happy with something, don't try to persuade him to be happy."

"Every interaction between a CW person and a visitor, hotel guest or customer in one of our stores, is an opportunity for us to do something that other people don't do—by making sure the visitor goes away having fulfilled what he or she came for. It's not a program, it's just dealing with each situation in a very sensitive way."

## It sounds easy. So often, the solution to a problem seems to be common sense. Why do we miss the boat?

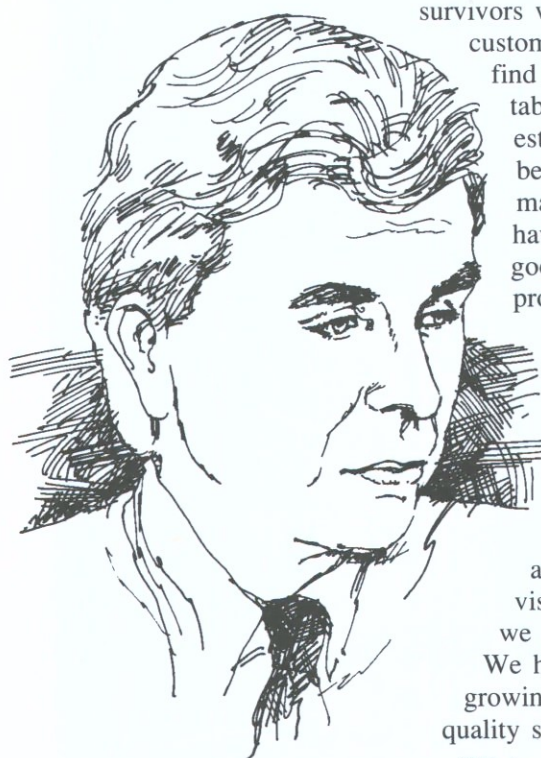
**Schreiber:** "Because we're 4,000 human beings here. Human beings don't approach perfection, they do the best they can. Perhaps in a given situation, an individual doesn't have the information to know how to solve a problem immediately. Perhaps that individual doesn't feel properly empowered to solve the problem. We need to make it easier for employees to do the things they would like to do for our customers, but who are perhaps unsure of what are acceptable actions."

**O'Toole:** "I think there is something intrinsically satisfying about being able to solve a problem, not just for the person who has the problem but for the person who is part of the solution. But to do that, you need to be a problem solver, to have the resources and feel that you can manipulate those resources. I think the challenge for managers is to find ways to empower employees who are face to face with our visitors, to solve problems. To know what things they can solve immediately, or what steps must be taken in order to solve problems as quickly as possible."

**Miles:** "Each of us has thousands of 'moments of truth' during a day, when we can give our guests a positive or negative image of CW. Some of these moments are very minor, but there are thousands of moments when our customers are asking themselves, 'Will I buy it again, Will I recommend it to my friends,' or,

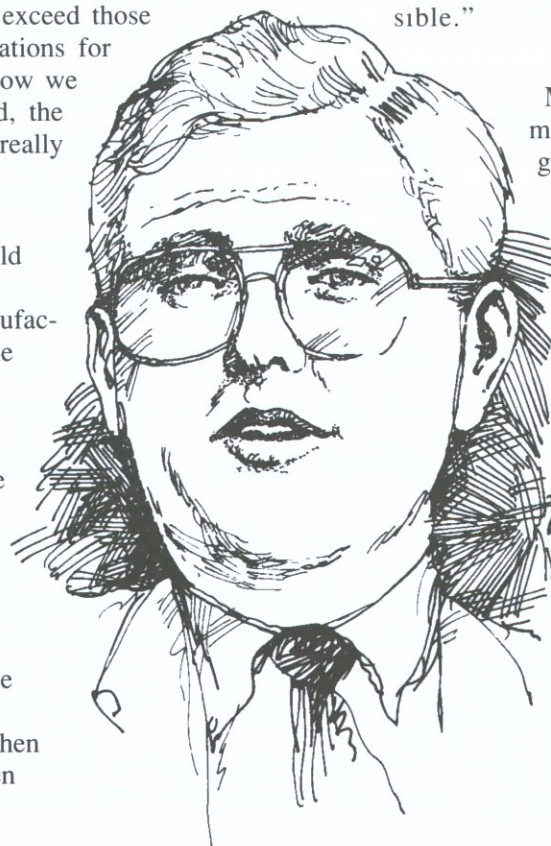
**"In the hotel business, our customer is our product. We don't have to go very far to find the people we're serving."**

—Jim Miles



**"We'll have to get the most out of what we've got—our human and physical resources—in a way that we've never really been pressed to do."**

—Denny O'Toole





"This is just another run of the mill experience, wait until I get home and tell my friends about this..." Moments of truth is a very real concept.

"We're all consumers, just like our visitors. We shop and spend our money where the people treat us well, where we like the facility, where the staff calls us by name or they're just very friendly and helpful. We don't go where we get poor treatment, where we do not get service or are rushed or snubbed or treated aggressively. There are too many places we can go to buy a shirt or a hat, or groceries or gas. We go where we're wanted, and where our money is wanted.

"This is the same thing our guests do, time and time again. They go where they're treated well, where the staff is obviously glad to have them, and they keep going back. And if they don't get it here, I can guarantee you there are hundreds of resorts where they can get it. They can't get a historic area, that's true, but they can come to the historic area and not stay with us."

#### Are we achieving it?

**Miles:** "I think we are, in the large picture. Like any organization, we can do some things better. But we wouldn't have the reputation that we have, we wouldn't have the level of repeat business that we have, if we weren't achieving it. I believe we have a work force that is dedicated to doing this. We hire people who want to do this.

"We've got people who care, who are interested, who understand the importance of doing the job right for our visitors. Having a visitor return is much easier than trying to find a new visitor. I believe we all want to do a good job, we want to succeed. No one wants to work for a loser."

**O'Toole:** "If you think about the Order of the Pine-apple people, one of the most common statements they make is, 'I wasn't doing anything out of the ordinary, I was just doing what I do all the time...I just like people, I enjoy doing this.' These are the people who have, for whatever the reasons might be, the kind of background and personality that makes them really enjoy helping people.

"These people are amazed that we give them all this recognition, because they get a kick out of working with people. I think we've got a lot of people here who get a lot of satisfaction out of working with our visitors. The challenge is to tap into that."

#### What kinds of things can we do to help us appreciate the connections between our individual actions, our visitors' reactions, and the effect on Colonial Williamsburg?

**Miles:** "I think we all need to understand how we fit in, how our contributions help, and what doesn't help. We should hear our visitors' opinions. They don't have to be earth-shaking, headline-making kinds of things. It's those

'moments of truth' which do not seem big, but which make the difference.

"A lot of it is just a smile. If you come for breakfast and the people in the dining room don't smile, the food is slammed down on the table and things are just 'slam, bam,' that doesn't help. Yet, when people are polite, friendly, cheery—with a positive attitude—my word, the food could taste lousy and it wouldn't matter because the people are upbeat, excited.

"That's hard to capture, but it's important to do. Sharing visitors' comments—positive and negative—is one of the easiest things we can do. And, it's one of the hardest for us, because we don't just have people who work from 9 to 5, with weekends off. Tracking people down and making sure they get an appropriate 'atta boy, or atta girl,' is difficult. In some places we do it very well, in others not as well as I'd like.

"I think it helps our guests. We've got an advantage over the guy who puts the headlights on a car but who never sees the customer. In our business, it's easy to see that whether you're putting the potatoes on the plate, cleaning the room, carrying luggage or giving directions, your job makes a difference. It's all around you. Sharing comments with employees is a good way to let them know that they do make the difference.

"Believe me, our 2,000 people in the hotels and restaurants can make a difference, every day, a thousand times a day. They can make for a wonderful guest experience."

**Schreiber:** "I overheard a golfer who was unhappy with the condition of the Golden Horseshoe, because of something called 'winter kill.' I don't think the ranger, to whom the man addressed his remarks, felt empowered to do very much for this man. My reaction was to tell our guest that I understood his problem, and to offer him a full refund.

"If his impression was that he'd be playing on a course that was in better condition—which it is, 99% of the time—then there's no reason he should have to pay us.

"We should be helping our people to know that this kind of decision is a very good decision to make. The financial implications aren't that important. If a visitor drives hours and hours to do something and the situation isn't what he expects when he arrives, he has every right and reason to be unhappy. It's our obligation to ease that problem for him."



**"Every interaction between a CW person and a visitor is an opportunity for us to do something that other people don't do, by making sure the visitor goes away having fulfilled what he or she came for."**

—Dick Schreiber

—Patrick Saylor

## Visitor...

Operation First Impression was born as a result of a special "first-time visitor experiment," developed by a special task force that was formed after focus group interviews were held with our visitors last April, and conducted by members of the Hospitality & Courtesy Committee in June.

During the experiment, employees were stationed at the Visitor Center to greet and identify first-time visitors. These visitors were given a special information packet which included the "60-Second Quick Start Guide," a yellow sticker that visitors could place on their tickets, which identified them as first-time visitors, and a follow-up survey asking visitors to rate the program.

More than 9,600 packets were handed out during the experiment's

11-day run, according to Barbara Beaman, one of the H&C representatives who helped coordinate the program. "The greeters were overwhelmingly in favor of the experiment, and many of the employees in the Historic Area appreciated knowing which visitors might need additional assistance," Barbara said.

"Responses from some of our visitors, as well as visitor contact employees, indicated that the stickers didn't seem to make that much difference. All visitors received the help they needed, with or without the sticker. The personal greeting and special orientation materials seemed to be much more helpful.

"I think the excitement generated among employees was just wonderful. People who don't normally have contact with visitors were very enthu-

siastic. Those employees who have regular contact were pleased to be doing something extra in terms of providing special orientation.

"I think one of the things that made people feel so good was that all our visitors seemed to appreciate the extra step. It was reinforcing and very rewarding."

Hospitality representatives will be assigned from each division during the following times: September-Products/Marketing; October-President's Office & External Affairs (1-13), Finance (14-20), Products (21-27), Administration (28-31); November-Hotel Properties; December-F&PM; March, 1991-HAPO; April-Hotel Properties; May-Administration; June-Hotel Properties (1-14), HAPO (15-30); July-Hotel Properties.

—Patrick Saylor



## Viewpoints from the President...

# Our Story is real and timeless

***"The names and ideals of American patriots such as Thomas Jefferson are mentioned frequently in eastern Europe, emphasizing the power of our message."***

This issue's guest columnist is John Bacon, assistant to the president, legal officer, and secretary of the Foundation.

**R**ecent headlines tell the story of a world that's changing rapidly. The remarkable spread of democracy and freedom continues in eastern Europe, with many countries holding their first free elections in years. This country's long-time rival, the Soviet Union, is also committed to a course of sweeping political and economic change.

Nationally, the stories are of a weakening economy, slow growth, crisis in the savings and loan industry, and threats to our environment.

Locally, recent stories have reported the land exchange between the City of Williamsburg, James City County and Colonial Williamsburg involving Bruton Heights, and a study led by civic and Colonial Williamsburg leaders of needs of community service organizations.

Anticipating and responding to our visitors' needs and interests is a significant challenge in a world dominated by rapid change. We have established "exceeding visitor expectations" as a primary long-term

objective. Achieving this objective represents a challenge we must meet if we are to build on Colonial Williamsburg's past successes and ensure our future.

We all share responsibility in meeting the challenge. That responsibility includes being informed and staying informed about Colonial Williamsburg--what we offer our visitors in terms of programs and service, and how and what we are doing in the face of competition from museums and vacation destinations.

It includes doing our jobs to the best of our abilities, recognizing that each of us ultimately touches our visitors through our work. And it includes working together, respecting and supporting each other so that our focus is on the challenges we face in exceeding visitor expectations and building Colonial Williamsburg's future.

We are working toward 1991 openings of four new facilities in support of our educational and business activities--an archaeology museum at Carter's Grove, a major addition to the Folk Art Center, the restored Courthouse on Market Square, and a new golf course.

We're planning for the preservation and renovation of Bruton Heights, for the benefit of visitors, employees and the community. We're developing our next employee opinion survey, one of many efforts to improve Colonial Williamsburg as an employer.

We're starting a program of greeting and assisting all visitors at the Visitor Center, as they begin their journey into America's past. We're serving as a pacesetter in Williamsburg's United Way campaign, helping to bring out the best in our community.

These and other programs and actions will safeguard Colonial Williamsburg's place as a leading living history museum and citizen.

The story Colonial Williamsburg tells is real and timeless. The names and ideals of American patriots such as Thomas Jefferson are mentioned frequently in eastern Europe, emphasizing the power of that message. Our challenge is to continue to draw people to this setting for the story, and to provide the best possible experience once they're here.

—John S. Bacon

## The Quality Spirit...

# The "how" is just as important as the "what"

***"Can it work? You bet. Is it easy? Heck no, or it would've been tackled before."***

**I**'d bet that everyone reading this column is familiar with our mission and seven-year objectives.

I'd also wager that you recognize the overwhelming importance of exceeding our visitors' expectations. All of us are customers of other businesses. We know that each contact with an employee, and the quality of the service or product, help to determine our satisfaction--and whether or not we become a repeat customer.

At Colonial Williamsburg, most of our services and products are delivered by front-line employees. But in many cases, the quality at the point of visitor contact is either improved or hampered by the quality of support given behind the scenes.

Sometimes the quality of this support is determined within the department; the quality of orientation and training for employees, for example, is a responsibility of department management.

We have many systems and processes that cross organizational lines. W. E. Deming and Joseph Juran, renowned American quality "gurus" whose consulting with Japanese industry in the 1950s, '60s, and '70s was instrumental in the quality and efficiency revolution there with which we're all familiar, both emphasize that it is critical to focus on the "how" as well as the "what."

Look at the system of production

and service, says Deming. Break down barriers between departments and help everyone do a better job by working as a team to evaluate and rework how things are done. Juran lays out detailed steps for realizing "process improvements."

Last month I discussed "we's and they's" in this column. Processes and systems involve lots of "we's" and "they's." The key thing about taking a fresh look at cross-organizational systems and processes is that it takes "we's" and "they's" working together to do it:

- First, recognize the opportunity for improvement.
- Second, agree that it would be

worthwhile to take a fresh look at what a process is intended to do and at how it's functioning.

- Third, reach agreement on how to proceed and get organized and trained.

Obviously, these steps require good faith conversations by all concerned, cooperation of management and employees, and coordination by all departments involved.

Can it work? You bet. Is it easy? Heck no, or it would've been tackled before. But if the problems are there and no one helps start the ball rolling, the problems persist.

Will our visitors?

—Steve Elliott

***The Meet the Challenge symbol in this issue identifies news of the reasons for and the benefits of exceeding visitor expectations at a time of increased competition and an unfavorable economic climate.***





## Our visitors Speak Out...

### A great vacation...

Gentlemen:

My wife and I have recently returned from our visit to Historic Williamsburg. We have never been so impressed with a historic area. We are certainly going to recommend Williamsburg as a "must visit" place to all our friends.

From the time we started our vacation (April 14-21) we were constantly impressed with the cleanliness, friendliness, and courtesies extended to us while in Williamsburg. Every possible hour that we spent in Williamsburg was cherished.

The shops in Merchants Square are exquisite! Merchandise found in the shops was of impeccable quality. The meals that we enjoyed at Shields Tavern and King's Arms Tavern were truly authentic colonial cuisine. Being in Williamsburg was truly stepping back into the 18th century.

We most definitely look forward to returning to review and see the attractions that we didn't have sufficient time to see.

Thank you for providing us with such a great vacation.

Yours Truly,  
Julien and Diane Emond  
Greene, Maine

### Is the Historic Area too clean?

Frank Coleman of Mountain Shoals Plantation in Enoree, South Carolina, shared with us an article he wrote for the *Daniel Morgan Register*. Entitled, "To be or not to be: historically authentic," Frank's article discusses the balance between presenting a pleasing appearance for our visitors and being historically accurate.

"After an absence of several years, this writer spent Easter in Williamsburg, and was much delighted to discover that '18th Century Interpretation,' à la the 1920s and 1930s, had been reassessed. The Governor's Palace had a more realistic 18th century look, as did the Brush Everard House.

"However, in spite of the more than 50 years and millions of dollars spent for historic restoration and interpreting the interiors of the homes and buildings with real early American furniture, the lawns, greens and parks are sadly lacking in true and authentic expressions of the 18th and 19th centuries. Each space of grass looked exactly alike--not a weed or sprig of clover.

"When this writer visited Williamsburg in the early 1940s during World War II, there were several cows grazing on the green in front of the Governor's Palace, and scattered about the village were "victory gardens" or small patches of vegetables, such as corn, beans, etc., which gave a more believable 'Colonial' ambience than has been seen there at any time since.

"All of this boils down to a philosophy of approach which amounts to: Should you give the visitor the kind of grounds and gardens he expects to see (according to his 20th century eyes) or should you conduct your maintenance program in an educational way and

show the visitor how the grounds would have looked during the period being represented? If you expect to see 18th century buildings and 18th century furniture, does it not follow that one expects to see 18th century grounds?

"It doesn't make sense to present a restored building, village, cemetery or farm, and then surround these historic structures with modern grounds. In fact, the writer has contended for years this had been a major problem in the past and continues to be. Spaces around a building have been neglected in the interpretive scheme. If the landscaping is expected to reflect the period of the building, then the visitor will leave the site with a much better image of the past."

Ed Chappell, director of Architectural Research, replies to Mr. Coleman's article:

*Thank you for your thoughtful observations about the character of the landscape here. As you probably suspect, we receive a variety of probing, often stimulating responses to what people see in the Historic Area. There is much to delight the senses here. There is also a broad spectrum of opinion, ranging from belief that we offer an overly-sanitized portrait of history to insistence that Colonial Williamsburg's once high standards of maintenance have fallen precipitously.*

*We know from archaeology, contemporary descriptions, and surviving images that the 18th-century Chesapeake presented a great range of material life, from lavish and relatively clean environments to settings that were meaner and more unkempt than many can easily accept today. Sharp contrasts between genteel and ordinary or vernacular landscapes were an essential part of the visual*

*character presented by a town like Williamsburg.*

*What Colonial Williamsburg increasingly has done is to show some of that range. What visitors see here now, then, is not just the extremes of the Governor's ballroom or James Anderson's waste tips, but some of the middle ground as well, like parts of Nicholson Street that by modern suburban standards seem a little overgrown.*

*The yards of the slave quarter at Carter's Grove and Peyton Randolph's entertaining rooms are two other environments in which some of the diversity of the 18th-century Virginia experience has recently been brought into sharper focus.*

*Admittedly, the restored town still leans predominately toward gentility. There are some thirty formal gardens and only three chicken yards, for example. But relevant investigation directed toward establishing a more complete picture of 18th-century life is already underway, as in the current excavations searching for more evidence about the nature of the Anderson work yard. While much remains to be done through future projects like the presentation of tenant life and work, the museum has much vitality, and further change will come.*

*Help comes from our visitors as well as our resident scholars. Observations like yours help keep us thinking and make us aware that past accomplishments aren't enough.*

Sincerely,  
Edward Chappell  
Director of  
Architectural Research

**"It doesn't make sense to present a restored village...and then surround these historic structures with modern grounds."**

—Frank Coleman  
Enoree, South Carolina

**"There is a broad spectrum of opinion, ranging from belief that we offer an overly sanitized portrait of history to insistence that Colonial Williamsburg's once high standards of maintenance have fallen precipitously."**

—Ed Chappell  
Director of  
Architectural Research

## Employees Speak Up...

### Employees who must work late are sometimes left out of special sales...

Catherine Barnett of the Visitor Center wrote to president Chuck Longworth to express her thoughts about employee sales.

Dear Mr. Longworth,

It is very disheartening to work until 8 p.m. at the Visitor Center when they have a sale at Commonwealth Hall as they did Thursday, June 7 (sale time 6 p.m. to 8 p.m.). Each time we have open house for employees and a complimentary movie is shown, because we work until 8 p.m. we are left out.

Most other events are on weekends when we also work. We certainly could go to some of these events. The sales at Commonwealth Hall could have opened from 9 a.m. to noon in the morning or could have stayed open until 9 or 9:30 p.m. to give employees who work until 8 a chance, at least.

Please let me know if employees who work the late shift can be accommodated?

Sincerely,  
Catherine Barnett

Dear Catherine,

*I received your note about the scratch and dent sale, and can certainly understand your frustration with having to miss the sale. I've checked into the time schedule but I'm not sure I can guarantee a solution to your problem.*

*This sale was scheduled after five o'clock in order to give as many employees as possible a chance to attend. In a company as large as ours we must operate around the clock, seven days a week, and there is always going to be some conflict with work schedules. I have passed your comments along to Mr. George Grattan in the Products Division so that your thoughts may be considered in future events.*

*I'm not sure I solved the problem, but I do appreciate your taking the time to write.*

Sincerely,  
Charles R. Longworth

Do you have a question, suggestion or comment about an issue of concern to Colonial Williamsburg employees? Need help getting an answer? Tell us!

We'll print your letter, along with a reply from a person who is knowledgeable or qualified to respond to the issue.

Letters should be about a problem or issue that affects many employees, not items that relate to a specific work area. Letters will be edited for clarity and to remove potentially false or malicious material. Letters must be signed with your name, work area and phone number. Letters that are not signed will not be considered for publication.

Remember, your letter will not be confidential. It will be forwarded to a person who is qualified to respond, in order that we all may learn.

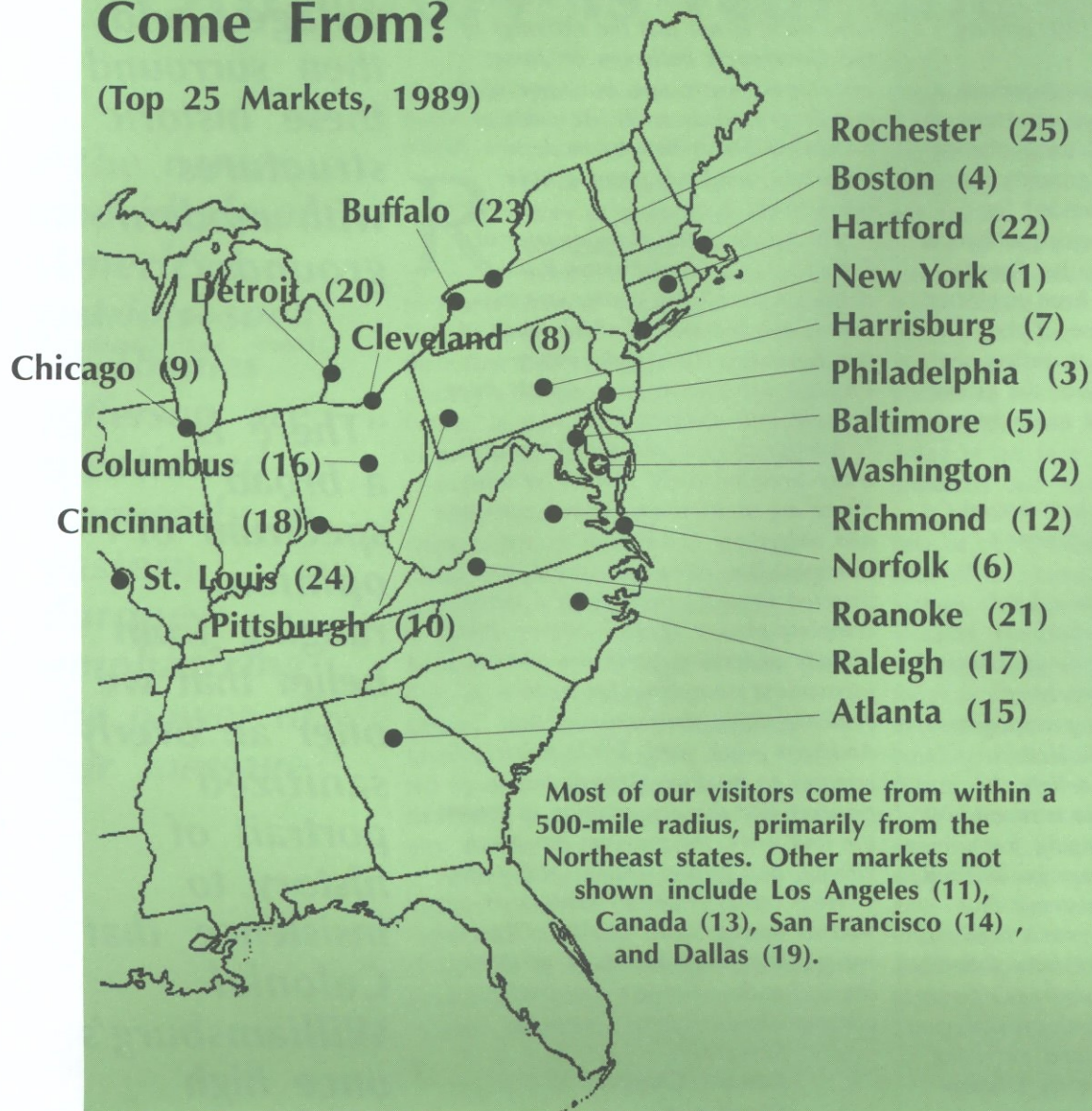
Send your letter through the interoffice mail to: "CW News, MPO." Or, write to us in care of, "CW News, P.O. Box C, Williamsburg, VA 23187."



# Getting to Know our Visitors

## Where do Our Visitors Come From?

(Top 25 Markets, 1989)



## What Are Our Visitors Like?

- ✓ Most are between the ages of 35 and 64.
- ✓ Most are married.
- ✓ Most have gone to college.
- ✓ The majority earn \$30,000 or more per year.
- ✓ They travel primarily in pairs or with children.
- ✓ More than half have visited before.

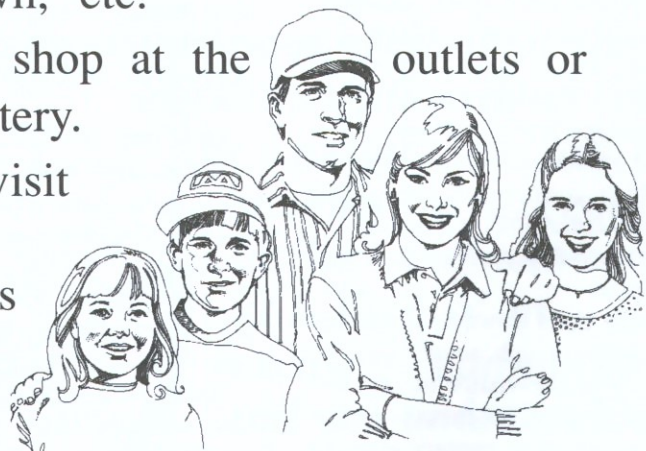


## Why Do Visitors Choose Williamsburg?

- ✓ 3 in 5 come primarily to visit the Historic Area.
- ✓ Half are interested in 18th-century life, colonial decoration and furnishings, colonial architecture, or to learn more about independence.
- ✓ One third express an interest in the difference between the 18th and 20th centuries, to see and talk to craftsmen, to view flowers, gardens and landscaping, or "touch, ask questions and participate."
- ✓ One fifth express an interest in folk art and period art, or to "study aspects in depth."

## What Do Visitors Do When They Get Here?

- ✓ 1 in 5 stays in a CW hotel.
- ✓ 4 in 5 stop at the Visitor Center.
- ✓ 8 in 10 purchase a ticket (9 in 10 for first-time visitors).
- ✓ 1 in 4 buy a Patriot's Pass.
- ✓ 1 in 4 visit other historic sites—Carter's Grove, Jamestown, Yorktown, etc.
- ✓ 2 in 5 shop at the outlets or the Pottery.
- ✓ 1 in 5 visit Busch Gardens





### Unsung Heroes...

## Giving Motor House guests five-star treatment



Raymond Piggott orients a small guest from Parkersburg, West Virginia. Raymond gives all Motor House guests five-star treatment.

When guests check in at the Motor House, they anticipate that it is just another motel. More often than not, they are families who are tired from their travels. Some are surprised when they are greeted by a bellman who offers to show them to their room and take in the luggage.

With suitcase tucked under his arm, a garment bag slung over his shoulder, smaller pieces of luggage in his hand, he climbs up a flight of steps to the guests' room. Gingerly setting his load down, he opens the door to the room and our guests receive their first visitor orientation from Raymond Piggott, bellman.

Raymond helps guests get settled in their room and acquaints them with their home away from home. He'll point out the air conditioning and heating thermostats, show how the television works, locate spare pillows, Murphy beds and ice and drink machines.

"If people are really tired, I'll go get ice or drinks for them," said Raymond. "Folks keep coming back because of the way the Motor House is set up. It's a motor hotel with flair." Raymond quickly pointed out that he isn't the only bellman who does this at the Motor House. It's standard operating procedure for all of the bell staff.

Raymond's wife of 24 years, Joyce, suggested he apply for the bellman's job the Motor House six years ago. He also works occasionally as a banquet waiter at the Lodge and Cascades. "I like to see the guests come in. If they don't come in, then I don't get a chance to treat them right," he said.

—Heidi Moore

**"Folks keep coming back because of the way the Motor House is set up. It's a motor hotel with flair."**

—Raymond Piggott  
Bellman, Motor House



## Brian Sheer wins trip to Ireland

About three years ago, Lisa Pittman, entremetier at the Clubhouse, was traveling through Montross, Virginia, and stopped in at a small, family owned restaurant. Impressed by the food, she asked to see the chef and his credentials. After finding out that he didn't have any and realizing the talent that the young man had, she encouraged him to apply for CW's apprentice program.

"My family has always been in the restaurant business," said Brian Sheer, recent apprentice graduate. "My grandfather was a butcher and my family owns The Inn at Montross. I got my start at age 14 working in pizza places and washing dishes."

In addition to earning his apprentice diplomas, Brian was awarded first place, apprentice category, in the Virginia Beach-American Culinary Federation Food Show this spring. He is also just one class away from earning the American Hotel and Motel Association's food and beverage management certification.

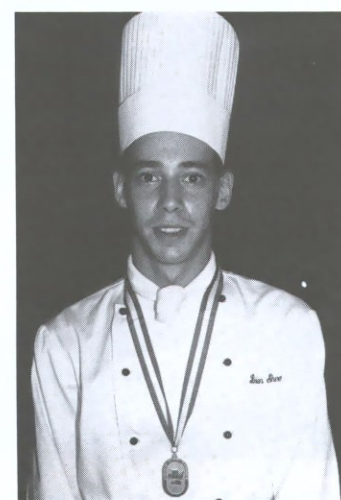
Most recently, however, he won the Virginia Chef's Association/Pocahontas Foods Williamsburg area prize for being the top apprentice in the Williamsburg area—a trip to Dublin, Ireland. To earn his prize, Brian scored the highest in the practical and written portions of the apprentice exam.

While in Dublin, he'll study international cuisine for a week at the Deer Park Hotel Culinary School. Pocahontas Foods, USA, based in Richmond, donated the trip including airfare, room, board and tuition.

"I'm very excited about going," said Brian. "The last time I had a vacation was a year ago. Even then, I still had to go to classes."

For the time being, Brian will remain with CW as a rounds cook at the Inn. "There is always a challenge for me here at CW," said Brian. "Johnson and Wales, Culinary Institute of America graduates, old timers—I can learn from every single person here."

—Heidi Moore



Brian Sheer: "I got my start at age 14 working in pizza places and washing dishes."



# The magic of oat bran...Help or hype?

**“...water soluble fiber is much more effective in lowering blood cholesterol levels. Foods that feature water soluble fiber include fruit, oats and legumes, such as beans.”**

**O**at bran has recently become popular as a dietary means of lowering blood cholesterol. What are the pros and cons of an oat bran supplement in your diet?

Oat bran is available in both the separate form as well as in oatmeal. It is available in a variety of breads and muffins as well as a number of different breakfast cereals. To understand more about oat bran, it's necessary to have an understanding about dietary fiber.

Dietary fiber can be water soluble or water insoluble. Authorities feel that water soluble fiber is much more effective in lowering blood cholesterol levels. Foods that feature water soluble fiber include fruit, oats and legumes, such as beans.

It is not known exactly how eating oat bran lowers serum cholesterol levels. Some authorities feel that the undigestible dietary fiber binds cholesterol and other substances in the intestines and prevents their absorption, thereby lowering the serum cholesterol level. It is also important to note that the long-term safety and effectiveness of consuming large

amounts of dietary fiber is not known.

Several studies have shown that consumption of dietary fiber is effective in lowering cholesterol values. When large amounts of oat bran or dried beans are eaten daily, cholesterol values decrease on an average of about 19%. It's also important to know that you should adhere closely to a low-cholesterol diet, in addition to increasing your dietary fiber, if you hope to achieve significant cholesterol reduction. Recent studies have also suggested that the daily use of Metamucil is effective in lowering serum cholesterol levels.

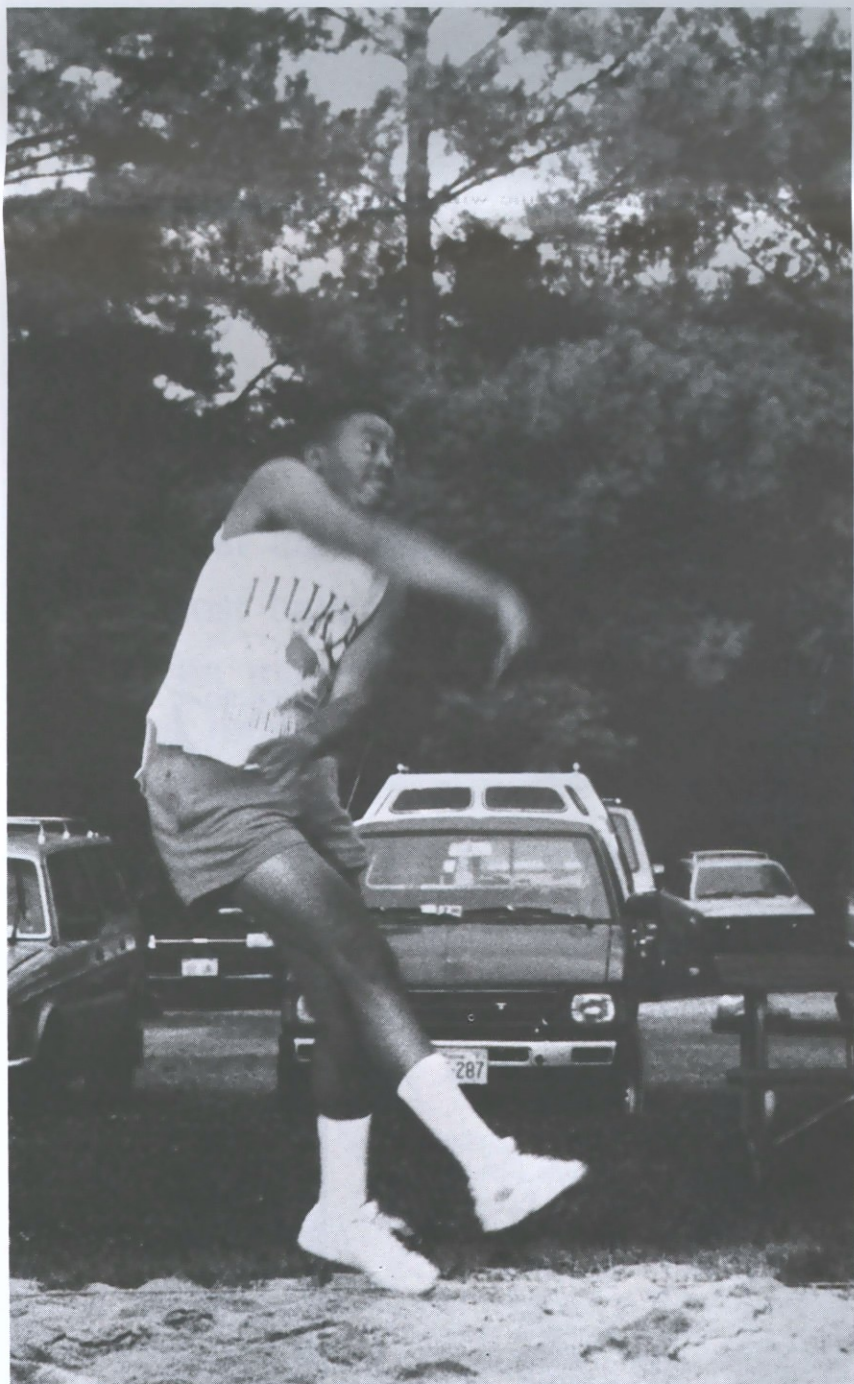
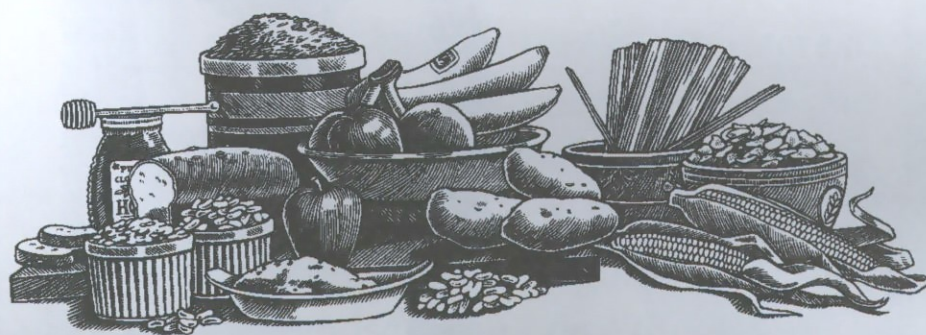
Overall, eating oat bran appears to be safe. However, there are side

effects, such as constipation. Large amounts of oat bran and other dietary fiber can also cause gaseous bloating.

It is suggested that you begin a high dietary fiber program gradually, slowly increasing your intake of fiber over several weeks in an effort to avoid these uncomfortable side effects.

—Dr. John Hamrick

Dr. John Hamrick is Colonial Williamsburg's medical consultant. This column is intended to provide up to date information about health issues and concerns. If you have a topic that you'd like Dr. Hamrick to address, please call Sue Houser at ext. 7029.



Osborne Taylor, Jr., of the Distribution Center volleyball team, gives it the old one-two during regular season play at the Franklin Street courts. The Distribution Center finished first in regular season play during the summer volleyball league.

## Briefs...

### Carter's Grove Run/Walk

When was the last time you enjoyed a walk on the Country Road? Here's your chance! You're challenged and encouraged to walk (or run) in the Carter's Grove 8-Miler Run/Walk scheduled for Saturday, September 15. Walkers begin at 8:30 a.m. and runners begin at 9 a.m. This event is part of the kick-off for United Way. There is a \$10.00 registration fee (\$12.00 late fee after September 8). Call Donna Cassell at ext. 7250 or Sue Houser at ext. 7029 to have a registration form sent to you!

### Toastmasters

Do you often wish you could speak with the confidence and eloquence of Patrick Henry? Do you find yourself unable to express yourself in the simplest of words? Toastmasters probably won't turn you into a modern-day Patrick Henry but it will help you become a better communicator! All CW employees and spouses are invited to attend the Town Criers Toastmasters meetings, held the second Tuesday of each month at 12:15 p.m. in the Personnel Training Building. For more information, call the Town Criers information line, 220-7791.

### Volunteer Income Tax Assistance

If you enjoy helping others, overcoming challenges, and learning new skills, then consider being a VITA (Volunteer Income Tax Assistance) volunteer. VITA is an Internal Revenue Service program in which trained volunteers help others complete federal and state tax returns. CW has sponsored this service since 1981. Volunteers have helped fellow employees, retirees and dependents save tens of thousands of dollars in tax preparation fees alone! If you have the time, we have the need. Call Sue Houser at 220-7029 and volunteer today!

### Weight Watchers

Weight Watchers has helped more people succeed at weight loss and weight control than any other weight-loss organization in the world. It contains a four-way approach to weight control: a balanced, nutritious Food Plan; a practical Exercise Plan; the Self-Discovery Plan; and a Group Support System. You'll receive a personalized and enjoyable weight-loss program plus a new way of thinking, eating, and living! You are supported but only you can make it happen!

Please turn to page 9



## Briefs...

### Weight Watchers (Cont.)

CW sponsors the Weight Watchers-at-Work Program on Wednesdays from Noon to 1 p.m. Two more 8-week sessions are planned for this year. Starting dates for the sessions are: **September 12** (registration deadline is September 6) and **November 7** (registration deadline is November 1). The cost of each session is \$89.00. Employees, retirees, spouses and friends are encouraged to participate. Employees may participate in the payment plan, and if eligible, may receive a 25% rebate on the registration fee. Call Sue Houser at 220-7029 for more information or to register. The knowledge, attitudes, and values you develop will last a lifetime for a slimmer, happier, healthier you!

### American Heart Association TurkeyWalk

Each year more than 20,000 Virginians die from some form of cardiovascular (heart) disease and stroke. The American Heart Association is a non-profit health agency fighting to reduce that number! Your help is needed. Here's a fun way for you to get involved.

The annual Williamsburg TurkeyWalk is scheduled for Saturday, November 17. Walkers are asked to collect money donations from family, friends, church members and co-workers, bring them to the TurkeyWalk site, and enjoy walking the course. T-Shirts and other "prizes" (based on donations collected) and food will be provided. More information will be available in September. Please join us in promoting the American Heart Association's cause. It could help you or one of your loved ones!

If you'd like to volunteer to help work the TurkeyWalk, want to walk, or just want more information, please call Sue Houser at 220-7029.

## Calendar

### September

- 11 Toastmasters Meeting, 12:15 p.m., PTB
- 11 Bowling 10-Week Mini-league begins
- 12 Weight Watchers 5-90 8-Week session begins
- 15 Carter's Grove Run/Walk
- 18 Speedwalking Clinic begins

### October

- 9 Toastmasters Meeting, 12:15 p.m., PTB
- 16 Reduced price Mammograms available
- 23 Recreation Awards Reception/Presentation
- 26 Toastmasters District Meeting/Conference hosted by CW Town Criers Club

### November

- 7 Weight Watchers 6-90 8-Week Session begins
- 13 Toastmasters Meeting, 12:15 p.m., PTB
- 17 American Heart Association TurkeyWalk

## Child Care Center offers sliding fee rate structure

Colonial Williamsburg has announced a sliding scale fee structure for the new child care center, which opened Monday, September 3. The new fee structure is intended to assure quality child care and make it more affordable for CW employees. Child care service is available to all Colonial Williamsburg employees, with priority given to regular employees.

"Employees' comments were greatly appreciated and led to the final decision on a sliding rate structure, rather than a single fee plan," explained Barbara Wielicki, director of Employee Services.

The revised fee schedule is tied to the employee's gross family income, with the lowest rates for those making less than \$23,000 per year. The new plan is also intended to ease the pressure created by the state's withdrawal of some funds from its child care subsidy program.

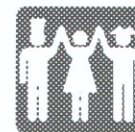
According to a survey of similar facilities in the area, the new price structure allows the child care center to offer the lowest prices. Weekly full time rates for employees making less than \$23,000 per year range from \$40 to \$53 per week for the first child, and \$20 to \$33 per week for each additional child. Rates for employees making \$23,000 to \$36,000 per year are slightly higher. Employees making more than \$36,000 per year will pay the rates originally announced.

Employees who qualify for government subsidies must apply for the money, in order to further reduce the cost of care. Proof of income will be based on the employee's 1989 income tax return and recent pay stubs.

Service began September 3 for up to 60 children. The center is expected to be able to handle up to 100 children by winter, and move to its full enrollment of 126 by next spring. Weekend care is expected to begin in November.

For more information on rates or enrollment, please call Peggy Bender at 220-7185, or Barbara Wielicki at 220-7045.

*The sliding fee structure is intended to assure quality child care and make it more affordable for all CW employees.*



Making CW  
The Best Place  
to Work



James Ward of the Peninsula YMCA, Peggy Howells of HAPO, and museum intern Cari Coe enjoy a less than easy walk through the woods during the Speedwalking clinic held earlier this summer. The class will begin again in the fall. For more information, call Sue Houser at ext. 7029.



No, it's not a giant stereo...it was a hearing test, conducted as part of the Employee Health Fair held in June. The fair included displays and activities geared toward increasing employees' knowledge of health and safety in the home and at work.





### Five join Order of the Pineapple

Photos and text  
by Heidi Moore



In 1973, a 10-year old boy visited Colonial Williamsburg with his parents. The most memorable part of his visit was dinner at King's Arms Tavern.

"When the waiter asked me if I wanted tea, he called me 'sir,'" said **Joe Poole**. "It stuck out in my mind as the way of doing things around here."

Joe returned in 1986 as a summer intern and again, in 1987, as full-time employee in Architecture and Engineering. He plans to take a year-long leave of absence to complete his architectural studies in North Carolina.

"I'm definitely coming back to CW," said Joe. "I've always been impressed with the Foundation—it is truly the best place to work."

"No individual epitomizes the spirit of the Foundation or hospitality and courtesy more than Joe," wrote a co-worker. "He is selfless and gives freely of his time and energy to all and in the most gracious manner."



Spend just ten minutes in **Margaret Timbrell's** presence and you'll leave with a glow that will last the rest of the day!

"Margaret is always up and friendly," wrote a fellow employee, about the cashier from The Sign of the Rooster. "Everyone who comes in contact with Margaret leaves with a positive feeling."

Margaret, a native of Dursley, Gloucestershire, England, came to Williamsburg for some of the same reasons that the 18th-century English settlers found Virginia so appealing—the climate and the friendly people.

"There's nothing more beautiful than a walk down Duke of Gloucester in the early morning or evening—it's worth more than money," said Margaret. "I love CW. It's almost NOT a job—it's so fun to come to work."

"Margaret strives to achieve excellence in her work," wrote another co-worker. "She is of flawless character—a friendly, cheerful person with a smile for everyone—a person who finds something good in everything."



**Harold Twining**, messenger/chauffeur, spends his day driving people around and making special deliveries. Although his work seems tedious and repetitive, Harold creates a sense of peace and well-being in those who encounter him.

"He is consistently friendly and courteous to his fellow employees and demonstrates a willingness to help those in special need," wrote a co-worker. "He makes the Foundation the 'best place to work.'"

"I treat people above and beyond the way I would like to be treated," said Harold. "It may sound cliché, but kindness is the oil of life—it creates less friction."

A co-worker relates a story about Harold: "We were in Lot 44 and just missed the shuttle bus to the Goodwin Building. It was already 8:30 a.m. and we just knew we were going to be late."

"We noticed Harold driving into the parking lot. He offered us a ride to the Goodwin Building. This is so typical of Harold, who is always thoughtful and considerate. He is ready and willing to help anyone at most any time. His cheerfulness has a great effect on everyone he meets."



Tucked behind the Golden Ball in a small kitchen, master engraver **Wink Crittendon** quietly works, engraving things that thousands of visitors will pick up, admire, and purchase. While he doesn't deal directly with visitors, his special touch on the items he engraves makes them treasures for our guests.

He engraves all the 25-year bowls, Keeper of the Key awards, Raleigh Tavern member awards, special gifts for the State Department (including the President), and for our own board of trustees.

"Wink is always cheerful and does whatever it takes, always with a smile," wrote a co-worker.

"I engrave the Pineapple awards, but I never thought too much about the award," said Wink. "But, it's a great thing to be presented with the Order of the Pineapple. It's very humbling."



The Hospitality and Courtesy committee and its many sub-committees handle programs such as the employee picnic, open house, hobby and craft show, bloodmobile and yard sale, just to name a few.

For the past three and one-half years, **Donna Whalen**, hospitality and courtesy coordinator, has kept this committee on track and full-steam ahead. It is due to her dedication and hard work that these employee events are so successful. In addition to her duties, she also assists with the Employee Assistance Program.

"I believe in what we do," said Donna. "Hospitality and Courtesy is the most important thing we do here at CW. We make a difference, now more than ever."

"Donna practices the new style of leadership as she makes others look good and helps others to be successful," wrote a co-worker. "She goes out of her way to meet the needs of the members of the Committee, including the chairman and her fellow employees," wrote another co-worker. "She is an excellent example for us all."

"There are lots of people who should be Pineapple winners," said Donna, "if only someone will nominate them."

If you know of someone who is outstanding when it comes to hospitality and courtesy, write a short letter of nomination and send it to Brenda Canada, Products, or Donna Whalen, Labor Relations and Employee Relations

Colonial Williamsburg News congratulates these newest members of the Order of the Pineapple!



# First Summer Institute for California Teachers: Teaching colonial history from a Virginia perspective



Robert Watson, of the African-American Programs team, looks on as Lyda Chee, of Monterey Highlands School, Monterey Park, California, planes a board at the Carter's Grove slave quarter. This was one of many hands-on activities during the institute.

**F**ifth graders in California will be taking a closer look at colonial American history as seen through the sights and sounds of Colonial Williamsburg.

Earlier this summer, 36 teachers and two curriculum coordinators took part in our first Summer Institute in Early American History for California Teachers. The institute was comprised of two one-week workshops which were developed by CW staff in cooperation with educators from the Los Angeles County School Districts, San Diego City and County Schools and the California State Department of Education.

The workshops were developed to meet the educational needs created by California's recent adoption of a new curriculum framework for the teaching of history and social studies, to be implemented this fall. This framework targets the fifth grade as the place for major emphasis on colonial history.

The Institute had two major objectives: to provide content and experiential background for teachers who will be instructing California fifth graders in colonial history, and to develop, in

cooperation with those teachers, the materials and resources needed to teach the content most effectively.

In addition to classroom work, the teachers took part in a variety of on-site activities in the Historic Area, at Carter's Grove, at Jamestown and Yorktown. Many of the on-site experiences and classroom sessions included activities and materials developed by CW School Services staff for use in fifth grade classrooms.

While the Institute has concluded, the educational impetus continues. Funding for future institutes is being explored. Each California teacher will be field testing the materials developed for the institute.

Information gained from the classroom experiences will help us to refine and improve the materials and their accompanying lesson plans, so they will be more useful to a wider teacher audience. Additional materials needs will be identified by the teachers and developed by CW.

The end result will be more and better educational materials for the teachers of the more than 100,000 students who visit CW each year.

CW staff members who lent their time and expertise to making the Summer Institute in Early American History a success include: Denny O'Toole • George Collins • Anne Willis • Sandy Bradshaw • Vivian Paquette • David Desimone • Cynthia Nothstine • Scott Simpkins • Pat Samford • Kevin Kelly • Robert Watson • Greg Bullock • Arthur Johnson.

Wayne Randolph • Terry Thon • Kerry Shackelford • Tom Hay • Rex Ellis • Richard McCluney • Barney Barnes • Berry Hoak • Brenda LaClair • Kristen Everly • Christy Coleman • Becky Rencher • Mary Conway • B.J. Pryor • Jim Ebert • Elaine Dawson • Marge Cook • Carol O'Melia • Tab Broyles • Cynthia Burns • Company of Colonial Performers • Shields Tavern

Special thanks to the Jamestown/Yorktown Foundation, National Park Service, Dr. John Selby and James Axtell of the College of William and Mary, and Bill Cole of the Waterman's Museum.

Funding for The Summer Institute in Early American History for California Teachers was provided by Mr. and Mrs. Robert S. Wilson, Raleigh Tavern Society members from Los Angeles, California, and by General Dynamics Corporation.

—Cynthia Burns  
Department of Historical Interpretation

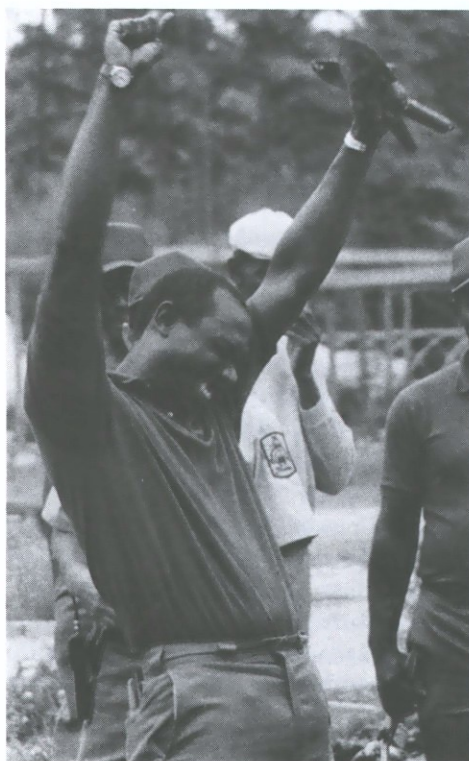


Patricia L. Bingham, of Alpine, California, and Tom Bauer, of Santa Fe Springs, California, practiced being "students" by doing a map study exercise developed for California fifth graders as part of the summer institute.

***"Information gained from the classroom experiences will help us to refine and improve the materials and their accompanying lesson plans. The end result will be more and better educational materials for the teachers of the more than 100,000 students who visit CW each year."***



Strengthening  
The  
Educational  
Program



## Construction crew takes trophy during Landscape Field Day

**M**embers of the Landscape Maintenance team held their second annual Field Day in June. Teams were made up of individual landscape crews, with members competing in a variety of work-related and fun events. This year's winner of the trophy for most team points was the construction crew, whose members

**Left: A triumphant Norton Vincent reacts to the announcement that he won the competition for planting annuals during the Landscape Maintenance team's second annual Field Day. Norton finished first in planting a bed of annuals in a pre-arranged pattern.**

included Paul Bass, Martin Johnston, Preston Armstead, Tyrone Wallace and Craig Sewall.

Winners in individual events were: Cross-cut saw-Paul Bass and Tyrone Wallace; Planting annuals-Norton Vincent; Chain saw-Paul Bass; Wheelbarrow race-David Banks; Softball toss-Goody Cobb; Topiary-Carl Ashby; Water can relay-David Roane, Vernon Roane, Preston Armstead and David Banks; Riding mower maneuvers-Eric Shockley; Plant identification-Lynn Fitzgerald.

—Laura Viancour  
Landscape Maintenance





## Bus Operations

By Richard Bull

Congratulations to Lottie Smith, Lottie Merritt, and Richard Bull on their promotions to lead driver. Lottie Merriott has been with CW for 12 years, Richard for 9 years, and Lottie Smith for 3 years.

Welcome to these new drivers: Diana Meadows, Dramer Settle, Joe Bailey and Harriet Pretlow.

Happy birthday to these drivers: Sarah Jones, Matthew Bailey, Tyrone Johnson, Cynthia Robinson, Mary Allison Winsor, Francis Holloman and Preston Owens.



Above: Emma Wyckoff (center) examines a slave's clothing, using her hands for eyes. Emma, the president of the Oregon chapter of the American Association of the Deaf/Blind, was one of nearly 125 AADB members who visited the Historic Area during their convention in June. "We really appreciate the opportunity to be able to touch things," said Emma's daughter, Susan Vonderherit (right). "History is so much more interesting when you're able to touch and feel the objects, costumes, etc." Assisting Emma and Susan is Sandra Johnson, of African-American Programs.



## Architecture and Engineering

By Phil McCormick

Welcome to our new arrivals: Joe Spruill, architect trainee; and summer interns David Cleaves, of Hampton University; David "Buzz" Crosby (a veteran intern), and Shawn Gordon, both from VPI.

Cheers to Coarse Aggregate, the home volleyball team, which placed first in the recreational league and second in the competitive league tournaments.

Farewell to Iva Sniegion, who has accepted a position with the Cheasapeake Corporation in her home town of West Point.

Stacy Chapman, Iva Sniegion, Dru Warr and Karen Whitehead were among the 16 secretaries and clerical staff in the F&PM division grateful to Bill Gardiner for his gift of an "Image Impact" seminar by M.G. Michael and Associates, Inc. The half-day workshop and lunch was held in May at Commonwealth Hall, and was arranged by Lorraine Tooley.

Will Gwilliam and Mark J. Wenger hosted a Glasnost visit in May by eight Soviet members of GOSSTROY, who are building code officials, architects and engineers. Will, Mark, and Jim Waite gave a light overview of the Historic Area for six couples representing Kiwanis Clubs of the Netherlands.

Bill Gardiner and Will Gwilliam attended the annual meeting of the Association of Physical Plant Administrators of Universities and Colleges (APPA) in Canada in July. Sessions addressing renewal and replacement and funding concerns were of particu-

lar benefit, according to Will. He says that Colonial Williamsburg is among only 5% of member facilities having a proactive R&R program and good monetary support.

Clyde Kestner attended the Attingham Summer School on the British Country House in July in England. Also present was George Yetter of the Foundation Library.

Tom Borkowski, Wayne Buhl, Bob Cowling, Jack Hancock, Keith Johnson and Joe Spruill learned the basics of the AutoCad computer-aided design system in July. Use of this software will facilitate networking with Archaeology.

Jim Waite is our representative on the F&PM Suggestion Committee, chaired by Dan Oles of Building Maintenance. Many F&PM employees had asked for the committee as a way to help meet our seven-year goals.

## Historical Interpretation

By Lin Pearson

We bid farewell to Joann Chappel and Gladys Manning, who have retired; to Pat Gibbons and Carol Moninger, whose husbands have been transferred; to Trace Matthews and B.J. Pryor, who are still in CW but have joined CCP full-time; and Barbara Bauer, Joyce Myers and Louise Nickerson, who are retaining casual status at their retirement. Good luck to all!

DHI welcomes several new members: Arthur Hopper, Patricia McIver, Yvonne Palmer, and Marcel Riddick. Our summer interns were Justine Alstrom, Christine Crumlish, Dennis Gephardt and Edith Williams. The School Services and Groups section has a new manager, Bill Douglas. Congratulations, good luck and welcome to everyone.

## Visitor Aides

By Lynn Evans

Thanks to all the HI's, trades people, CCPers and others who have helped us get through the long, hot days with relief, ice and water—just when we needed it most. I'm sure you all have new stars in your crowns for your troubles. We really appreciate it.

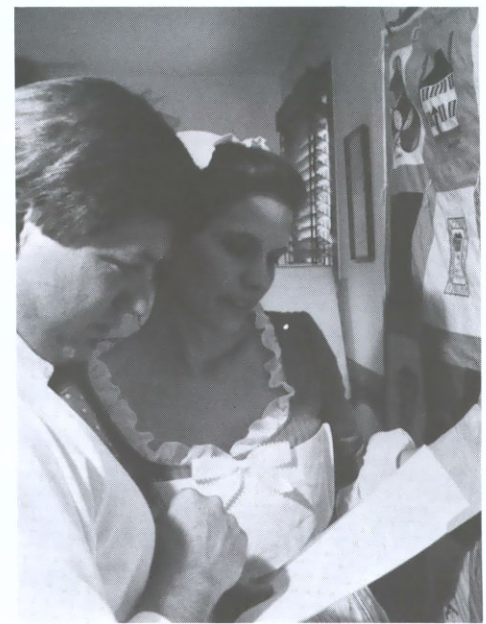
Congratulations to Kim Randolph. She has a beautiful baby girl, born in June. Our deepest sympathy to Merrill Roots, who lost her son in June.

We've been seeing a lot less of Bob Albergotti these days. He's been on a diet and has lost, to date, more than 100 pounds! Really lookin' good, dude!

He's back! Bill Rose finally made it through basic and SeaBee training and has rejoined the ranks of us regular folks—and just in time to miss all the really hot weather, too. Do you think he had it planned that way all the time?

She's gone away for to stay a little while...Julie Young's left for school and we probably won't see her until the holidays. Good luck and good grades.

Ever resourceful Jodi Norman has found a way to reduce her car insurance cutting her commute to work. She's gotten a house in the restored area! Now wasn't that clever of her? Why didn't I think of that?



Above: Elizabeth Berg of the Millinery Shop and Tom Hay of the Department of Historical Interpretation look over a special "friendship quilt" given to them in honor of their wedding August 11. The quilt was assembled from 25 squares, each of which was done by friends and co-workers.

## Museums

By Barbara Banks

Beatrix Rumford, Carolyn Weekley and Carey Howlett were three of the speakers at the Museums Disaster Symposium, organized by Carolyn and held at the Wallace Gallery. In addition, Carolyn, Carey and Julie Reilly served on a panel at the symposium, discussing collections-related issues in museum disasters.

Jon Prown left his part-time position as a technician in the furniture conservation lab to become a full-time assistant curator of furniture in the division of Collections. We'll sorely miss Jon in Conservation, but look forward to continue working closely with him in his new position.

John Watson attended the annual meeting of the American Musical Instrument Society in St. Paul, Minnesota. At the same event he met with other members of CIM-OIM, an international committee of music-related museum professionals.

The entire department of Conservation took part in the annual meeting of the American Institute for Conservation (AIC) held in Richmond. John Watson spoke to the general session on the "Ethics of Musical Instrument Conservation," while Carey Howlett spoke to the Wooden Artifacts Group on the conservation of Williamsburg's Benjamin Bucktrout Masonic Master's Chair. Julie Reilly and Steve Ray were member of the Local Arrangements Committee for the conference, which included a day-long tour of CW for conservation professionals.

Welcome Bill Brown and Leonard Adams to the Wallace Gallery. Bill, a rising senior at VCU studying Commercial Art and Design, is an exhibit intern. Leonard, a former employee of the Craft House at Merchants Square, is the newest senior custodian at the Gallery.

Happy May birthdays to: Richard Miller, Pam Mendoza, Delores Glass, Kenneth Piggott, Luther Florstedt and Patti Bailey. Happy June birthdays to: Beatrix Rumford, Anne Watkins, Douglas Canady, Frances Smith, Julie Reilly and Michael Lewis. Happy July birthdays to: Deborah Gainey, Barbara Luck, Clementine Jackson, Mary Peake and Muriel Buriak.



## Musical Notes

By John Moon

The senior Fife and Drum Corps prepared 32 new pieces of music for various presentations at Greenfield Village, Dearborn, Michigan, in July. While the senior corps was on the road, the junior corps took their place which, in turn, produced more work, more learning opportunities and more exposure.

We concluded a successful Governor's Evening Music spring series by highlighting English composers and English style. The summer series of Musical Diversions continued on Tuesday evenings at the Capitol. The Chamber Singers gave a special concert in the Hennage Auditorium on June 23.

On August 6, the senior corps and staff presented a workshop for the Middlesex County Volunteers, a fife and drum corps from Massachusetts. The senior corps also accepted an invitation to provide musical support for the TAC Tattoo August 29-31.

## Automotive Shop

By J. Elaine VonCannon

The Auto Shop has been host lately to several in-service seminars sponsored by Williamsburg NAPA in cooperation with other local automotive shops. The latest workshop was on air conditioning in current autos.

Have ya'll been over to see us anytime lately? If so, then you'll be missing Robert Moore, who retired. An informal farewell party was held at the shop and many of Bob's fellow workers stopped by to say 'hi.

At the last safety meeting, Louis McKinney talked about "Safety in the Home." It was very informative.

The Automotive Shop has been having monthly meetings with Bus Operations. We find that this is a great way to keep things flowing smoothly on the home front.

Elaine VonCannon is a representative on the new F&PM Suggestion Committee.

## Williamsburg Inn

By Elizabeth Parsons

The housekeeping staff said goodbye to executive housekeeper Catherine Griffin, who left for another position. Before she left, the housekeepers and supervisors surprised her with a gold watch, and management gave her a silver platter.

Welcome back, Patrice Harris, Sherry Tabb and Martha Bolden.

Get well wishes and a speedy recovery to Alice Berkley, Dorothy Forrest, Elsie Thomas, Mary Lattimer, Annie Rowling and Martha White. Our heartfelt condolences to Irene Street, who lost her brother.

Congratulations to Karen Grigsby on her promotion to front office manager. Karen has had a variety of positions in the front office.

The Inn picnic was fun, fun, fun, with prizes, games and lots of food. The heat didn't matter—everyone had a good time.

Ted Horan is our new executive housekeeper, assistant hotel manager and hotel services manager. His background includes stewarding and housekeeping at the Ritz Carlton in Boston and at the Waldorf Astoria in New York City. Welcome!

The housekeeping staff said goodbye to Ophelia Forrest, who retired May 1. Ophelia has worked in the Inn main building, the cottages and taverns. Most recently she was responsible for Providence Hall Building B, which consisted of 11 rooms that she kept neat and clean.

Martha Ripley retired from the upholstery shop, where she will be missed.

Mary L. Redcross will be attending supervisory and management classes. Robert Flocker has been appointed to the Hospitality and Courtesy Committee. He'll keep others informed about what's happening at the Inn.

## Collections

By Laurie Suber

Just in case you think curators spend all their time rearranging furniture or gazing at beautiful things, let me tell you otherwise. Much of their time is spent putting pencil to paper (or fingers to keyboard) to teach others about Colonial Williamsburg and the decorative arts.

Our department has finished some important publications this year, such as Graham Hood's book on the Governor's Palace. His completed manuscript is now at Publications. Margaret Pritchard and Ginny Sites's study of the Bodleian plates and their historical context is also at Publications. Margaret barely had time to catch her breath before beginning work on a gift-funded catalog of CW's maps. Some people at CW can truly "get lost" in the 18th century, but not our map curator!

Another major project being funded by a generous donor to CW is a catalog of southern furniture in the collection. Ron Hurst spent no time resting on his laurels after his article on Norfolk furniture appeared in the May, 1990 issue of *The Magazine Antiques*. He and his assistant, Jon Prown, had the portable computer buzzing with work on the new catalog before you could say "yellow pine."

John Sands orchestrated the publication of *American Antiques - The Hennage Collection*, written by Penny Stillinger. The book will be on the stands before the exhibition of the Hennage collection opens at the Wallace Gallery in mid-November.

*Furnishing the Historic Houses of Williamsburg*, a publication in the Wallace Gallery series, co-authored by Betty Leviner and Jan Gilliam, is expected soon in a bookstore near you!

—Please see "OnSite" on page 15

## Anniversaries—July, August, September

### 10 Years

Tom Partlow, *Campbell's Tavern*  
Rollin Woolley, *Landscape Maintenance*  
George Yetter, *Research*  
Donald Keith, *Security and Safety*  
William Roles, *Hotel Services*  
Robert L. Mickens, *Cafeteria*  
Yong C. Kim, *Lodge*  
Bill Gardiner, *F&PM Admin.*  
Larry O'Donnell, *Hotel Services*  
Suzanne Brown, *Audiovisual Library*  
Mary Gardner, *HAPO*  
Evelyn Dixon, *HAPO*  
Tim Edwards, *BC&M*  
Barbara Wright, *Mail Room*  
Phyllis Terrell, *Admissions Marketing*  
Sandra Jackson, *Group Reservations*  
Rich Villella, *Human Resources*  
Lonnie Robinson, *Security and Safety*  
Reginald F. Bassette, *Inn*  
Rick Guthrie, *Historic Trades*  
Cary A. Kennedy, *Campbell's Tavern*  
Nesburn G. Marsh, *Inn*  
Norma E. Merithew, *Products Silversmith*  
Carson Patton, *Security and Safety*  
Cynthia Burns, *Historical Interpretation*  
Sarah L. Caramia, *Historical Interpretation*  
Kristen Everly, *Company of Colonial Performers*  
Edgar M. Carson, *HAPO*

### 15 Years

Larry Heath, *BC&M*  
James V. Shipley, *BC&M*  
Nancy Gulden, *Equality Development & Administrative Services*  
Thomas H. Brown, *BC&M*  
Clarence D. Robinson, *Cascades*  
Robert L. Mason, *Campbell's Tavern*  
Calvin C. Graham, *Commissary*  
Russell A. Brown, *BC&M*  
Jarvis L. Pressey, *Hotel Services*  
Danny McDaniel, *Security and Safety*  
Betty Diakun, *Historical Interpretation*  
George Cloyed, *Historic Trades*  
Preston Jones, *Historic Trades*  
Margie Weiler, *HAPO*  
Dennis Cotner, *Historic Trades*  
Mary Rogerson, *Hotel Services*  
Jaqueline Jones, *Historic Trades*  
Brenda Winslow, *Visitor Aides*  
Jeannie Burch, *Information Systems*

### 20 Years

Esther Webb, *Motor House*  
Donald Darlington, *Hotel Services*  
George Wilson, *Historic Trades*  
Ella Holmes, *Laundry*  
William Taliaferro, *Landscape Maintenance*  
Neva Dixon, *Cafeteria*  
Mary Lattimer, *Inn*  
Elnora Jones, *Cascades*  
Stephen Smith, *Commissary*  
Mel Cousins, *Visitor Center*  
Comfort Robinson, *Lodge*  
Margie Dumas, *Products*  
Shirley Piggott, *Craft House-Inn*

### 25 Years

Hans Lorenz, *Collections*  
Doug White, *Construction Management*  
Delois Morris, *Shields Tavern*  
Lillian Williams, *Lodge*  
Matthew Meekins, *Landscape Maintenance*  
Herbert L. Harris, *Landscape Maintenance*  
Phyllis Jones, *Motor House*  
Shirley Jones, *Cafeteria*

### 30 Years

Earl Soles, *HAPO*  
Roland Wallace, *Products Distribution Center*  
Ethel Tyler, *Motor House*  
Velma Smith, *Lodge*

### 35 Years

Preston J. Jones, *Landscape Maintenance*  
Percy Wilder, *Custodial Maintenance*  
Herbert Otey, *Landscape Maintenance*  
Archie White, *Hotel Services*  
Phyllis Randall, *Inn*

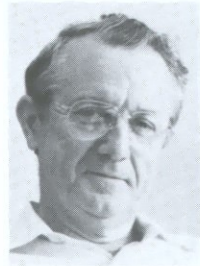
### In Memorium

Pinkey B.B. Robinson (retired), *Chownings*  
Rose K. Belk (retired), *Archives*  
John C. Goodbody (retired), *Vice President, Director of Presentation*  
Margaret F. Cherry (retired), *Historical Interpretation*  
Mary E. Hames (retired), *Historical Interpretation*  
Edgar R. Myers (retired), *Building Construction & Maintenance*



# Retirements

A few more meetings. One more deadline. No more neckties. **Robert "Bob" Birney**, senior vice-president, has retired.. well, sort of. While he's no longer at CW on a daily basis, Bob continues to advise the president and those who have responsibility for the Employee Opinion Survey.



"EOP needs to find its future without me," said Bob. "We plan to produce administrative devices, like those for United Way. What we'll end up with is a 'Do it yourself handy dandy read the instructions and you can't miss' EOP manual."

Bob's biggest project, however, is the completion of the archaeological museum at Carter's Grove. The building is complete, but the exhibits need to be designed and installed by next spring.

"A permanent exhibit is very different from one that changes," said Bob. "The exhibit is like a three-dimensional book that will not change for 10 years and will be completely devoted to the story of archaeology. We also have to consider the constraints of the physical plant. You can't make an exhibit change without affecting something else."

Looking back over his 12 years at CW, Bob's greatest accomplishment and one that he is most proud is the formation of the Central Library. "It's so vital to our success, in terms of impact. It was long overdue," said Bob.

"It is a privilege to be in the education business," added Bob. "We are paid with money that has been given to us. This faith in us has allowed me to do the work that I enjoy."

In 1947, the world was piecing itself back together again and **Irving Wright** came to work for CW as a laborer in Construction and Maintenance. In 1948, he became a gardener in Landscape. In 1985, he was promoted to senior gardener, a position he held until he retired in April. For the past 21 years, he has worked at the Governor's Palace.



"I learned a lot about Landscaping," said Irving. "I took what I learned and used it to start my own business. I also enjoyed talking to people and answering their questions."

Irving and his wife, Romayn, have four children and seven grandchildren. Romayn is an inspectress at the Motor House and his brother, Bernard, is a foreman in Landscape.

**Virginia Vines** came to work for the Lodge in 1950 as a dishwasher. She moved up to pantrywoman in 1958. After taking four years off in 1963, she returned to the same position in 1967, where she has remained until her retirement last month.



"I came in at 6 a.m. and would have the line set up 7," said Virginia. "I was responsible for getting the pancakes, waffles and Johnny cakes. By 11 a.m., we would break down and set up for lunch. I prepared the sandwich orders." Virginia has been the "mother" and trainer for many new employees and apprentices at the Lodge. She has given continuity and stability to the pantry.

Virginia, however, isn't the only member of her family with long service working at the Lodge. Her husband of 29 years, whom she met at the Lodge, is rounds cook Willie Vines, a 37-year employee. Her sister, Velma Smith, an inspectress, is a 30-year employee.

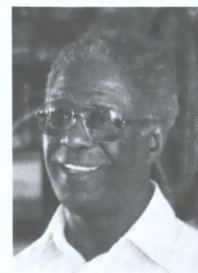
Virginia plans to spend her retirement shopping, cooking, traveling and dancing with Willie every chance she gets.

**Lucy Jones** also retired last month from the Laundry. "She was faithful and loved everybody," said Fred Clark, manager.

Lucy sorted and pressed the costumes and uniforms as well as guests' clothing. She was the back-up person for all the jobs in her department and oversaw production when her supervisor was absent.

Lucy enjoys cooking and gardening and plans to travel and care for her grandchildren, now that she has retired.

**Robert "Bob" Moore**, auto mechanic in Landscape and Facilities Services, has been at CW as long as the *Story of a Patriot* has. He was there for the premiere screening at the Visitor Center 33 years ago, when he came to work as a projectionist.



"You could hardly describe it," said Bob. "There were so many folks from California and all over. Everything had to be right. We ran dual projection in case one projector broke down during the screening. The audience would never know and a frame wouldn't be missed."

In 1969, Bob was promoted to projection supervisor and became superintendent of electronics in 1973.

Before Bob worked for CW, he "tinkered" with cars and worked at a filling station, in addition to running the films at Williamsburg's drive-ins--the B & L on Strawberry Plains road and the Stockade Drive-In on Richmond Road.

"I found it a challenge to take something apart and then put it back together again the right way," said Bob. "I like to get my fingernails dirty. You can't keep them clean if you work on cars." In 1978, Bob transferred to the Automotive shop as the office and parts manager. He became an auto mechanic in 1984.

Bob overhauled the engines and repaired automotive vehicles and equipment. He is a certified Virginia state inspector and has been responsible for inspecting CW's vehicles. He is always ready with a "can do" attitude.

Now that he is retired, Bob plans to spend more time to make his lawn the most spectacular in the neighborhood. "I've always had a green thumb. I do my own lawn and landscaping. Wilbert Jones, husband of employee Barbara Jones and former landscape employee and projectionist, put pressure on me to have a nice lawn, when my wife, Florence, and I moved in."

In 1957, **Dick Stinely**, came to work at CW as an assistant to the director of Publications. "I came for six months and stayed for 33 years," said Dick.



Dick designed and oversaw the production of books and printed pieces published by CW. His use of color and overall graphic design in the just-released 1989 annual report will set the standard for future reports. He also played a major role in giving the *CW News* its new look.

"I enjoyed working on the different annual reports and books," said Dick about his favorite projects. "The most interesting to work on was the new guidebook. It was produced in less than a year and I think we did a pretty good job. We started from scratch. Everything was drawn to scale, with the exception of the drawings of the larger buildings. They were reduced to fit on the pages."

CW's newest books, *Williamsburg Before and After* and *Birds of Colonial Williamsburg*, epitomized Dick's talent as a book designer. His ability to capture the essence of 18th-century graphic design in modern publications has established a strong and appealing graphic style for CW.

Dick hasn't left book designing entirely. He will be freelancing and is already working on a book about the James River Plantations with Parke Rouse and a new cookbook with a concern out of Charleston, South Carolina. He also plans to renew his golf game and will do some traveling. He and his wife, Virginia, have four children. Their son, Peter, is a journeyman printer for CW.

1957 was a year of firsts for CW. In addition to premiering the *Story of a Patriot*, they also started a hotel sales department, then located in the Inn. **Gladys Manning** was there as a secretary. As the department grew, she was promoted to group schedule coordinator in 1962 and then to manager of Banquet Sales in 1973. In 1974, she took some time off.

In 1981, she returned as an historical interpreter, a position that she held until she retired in June. "I was always interested in theater and performing," said Gladys. "I was one of the founding members of the Williamsburg



Players, served as their director, worked on-stage and back stage, and served as producer." The historical interpreter position was "right up her alley."

Gladys interpreted and coordinated all of the exhibition buildings within the Department of Historical Interpretation. She was a faithful and dedicated employee who made each visitor feel truly welcome, and ensured that their visit was informative as well as interesting. She is known for her flexibility and ability to work a variety of assignments.

When asked about how she was spending her retirement, she confessed that she wasn't doing a whole lot, though she is enjoying it. She has taken this time to visit her son and granddaughter in Las Vegas and to spend more with her husband.

In 1964, **Margaret Brown** felt she needed to supplement the family income. Her children were in school, the timing was perfect, so she came to work at the Laundry as a flatwork finisher, a position that she held until her retirement in June.

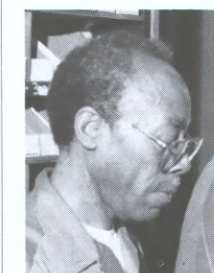


"After the children were out of school, I enjoyed it, so I stayed and kept on until I reached 25 years," said Margaret. She will receive her Silver Bowl in November. "I enjoyed working at the Laundry. Everyone is so nice."

Margaret was responsible for the final pressing and folding of sheets, pillowcases, towels, linens and napkins. A reliable and capable worker, she has always been ready to help out when asked to come to work earlier than the regular schedule.

She and her husband, Mahue, have three sons and four daughters. Her daughter-in-law, Stephanie Brown, works at the Laundry as well. Margaret enjoys sewing and gardening. Now that she is retired, she makes regular visits to the sick and shut-ins.

**Calvin Ashlock** started at CW as a warehouse worker in 1970.



Through the years he worked himself up through the ranks, to assistant and then to warehouse superintendent.

As a warehouse worker, Calvin was responsible for receiving incoming materials from vendors, placing items in stock, and issuing items to customers. He has been the mainstay in the receiving section and an integral team member in the conversion from a manual



## Around Town

### Furniture exhibit at Wallace Gallery

Contrary to a widely held belief, furniture of superior style and craftsmanship were available to 18th-century Virginians, despite their distance from major population centers like Boston, New York or Philadelphia. This availability is the focus of a new exhibit, "Virginia Furniture, 1680-1820" at the Wallace Gallery.

Objects are arranged in four regional and chronological groupings which reflect their geographic and cultural origins. The 40 objects and 20 paintings—all produced in Vir-

ginia between the late 17th century and early 19th century—provide a tangible record of artistic work demonstrating both the migration of skilled craftsmen during the period and the ethnic origins of Virginia's 18th-century population.

"Virginia Furniture 1680-1820" is installed in the south special exhibition gallery of the Wallace Gallery. It will remain on view through at least the end of 1993. Employees, retirees and dependents are admitted free with a valid employee or dependent's pass.

system to the new computerized inventory and purchasing system.

Calvin is very proud of his two college-graduate daughters and refers to himself as a successful "young" man. Now that he is retired, he plans to attend several professional ball games and take a trip to New Jersey.

Over the years, **Emily Seats** has held several jobs with CW. Beginning in 1958, she worked in Addressograph for two years, worked as a secretary in Office Services for four years and returned again in 1978 as a secretary in Collections. For the next 10 years, Emily worked as principal clerk and office manager in Collections. In 1989, she was promoted to executive secretary.

Emily was secretary to Graham Hood and the three "Johns"—Austin, Davis and Sands. She did a remarkable job of keeping them all on schedule and out of trouble, demonstrating a cheery attitude and wit. At the same time, she has been a "diplomat" for CW. Emily recently received the division's Employee of the Quarter award.

Emily has one son and one daughter. Her daughter-in-law is a customer service representative in Products. Emily hopes to live on a mountain-top farm in the near future.

—Heidi Moore

After a career that has spanned more than three decades, **Winnie White**, prep cook for the Cascades retired August 18.

She leaves a legacy of dedication, initiative and hard work equaled by few of her peers.

Winnie White began her 32-year career at CW as a bus person for the Williamsburg Inn. After a four-year hiatus for marriage



and the birth of her two daughters, she returned to the Inn in 1955 and advanced to the position of bus captain.

As CW grew and changed, so did Winnie White's sphere of operations. She became captain at the Lodge Coffee Shop when it was remodeled in 1963. Then she moved to the Cascades, supervising dining room personnel as captain when it opened in 1968.

Of those early years Winnie recalls, "It was just like a family and everybody pulled together. It was a pleasure going to work. Everybody from the dining room, to the pantry, down to the kitchen...everybody was together."

In 1970, Winnie made a change and advanced to prep cook. For the next 20 years, she helped to prepare thousands of meals for the guests at the Cascades. Winnie preferred the 6 a.m. morning shift, when she fired up the bacon and sausages for the Cascades' famous buffet breakfast. "I like getting up early in the morning. I'd rather get up early, get out and come on in."

Although Winnie is going to enjoy not "punching a time clock," she has no intention of sitting in a rocking chair watching the world go by. Her immediate plans for retirement include a vacation trip (destination as yet unknown) given to her by her children. She is also looking forward to doing volunteer work and spending more time with her granddaughter, Monica.

"I hadn't really planed on retiring," she said, laughing, "but my children told me after 32 years, it was time."

—Donna Oates



Making This the Best Place to Work

## OnSite (Cont.)...

John Austin's long-awaited catalog of English delft in the Colonial Williamsburg collection is nearing completion. Because I have had the honor of working with the photography for this book in great detail, I can assure you that it will be a beautiful and thorough publication, with more than 1,000 pictures.

Hans Lorenz steps out occasionally from behind the camera to sit at the writer's desk. His second article for *Photique Magazine*, titled "Selling an Era - the Dawn of Commercial Photography" appeared in July, 1990. A previous article, "This Collectible is Not Everyone's Cup of Tea," explained the 19th-century practice of photographing oddities of nature. If you are interested in seeing human curiosities, Hans is your man! Perhaps I should rephrase that . . . Hans has an extensive collection of early photos showing circus people and other interesting physical specimens.

Jay Gaynor and Nancy Hagedorn continue working on a catalog to accompany the tool exhibit, planned to open at the Wallace Gallery in late 1992.

Other works in progress include John Davis's study of Sheffield

silver, based on the Lowry Kirby collection at Williamsburg. A closely related effort is John Hyman's study of small useful wares in silver. Linda Baumgarten is working on a comprehensive catalog of costumes in the Colonial Williamsburg collection.

## Kudos

**Melissa Etchberger** successfully completed the Certification Examination for Payroll Professionals (CPP). She achieved her certification through many hours of preparation for the four-hour exam held in June. Certification as a Payroll Professional recognizes the skill level required in today's payroll environment. No longer merely a technical position whose basic function is to pay employees, today's payroll professional must be knowledgeable in Federal taxation, payroll accounting, electronic payroll processing technologies and payroll management. There are only 1,800 CPP's in the U.S. Three work here at CW. In addition to Melissa, they include Judy Martin and Colette McKowen, who were certified in June, 1989.



### Colonial Williamsburg Employees' Hobby and Craft Show

November 17 and 18  
Commonwealth Hall

Categories include: Needlework ☼ Wood-working  
Handcrafts ☼ Art ☼ Miscellaneous

**1st, 2nd, 3rd place ribbons in each category.  
Each first place receives a cash-award.**

Entry applications will be on departmental bulletin boards by September 15. Or, call Brenda DePaula, 220-7349 for an application. Open to employees, retirees and dependents. No entry fee.

### Merchants Exchange at Prentis Store

The yard next to the Prentis Store will come alive with character interpreters, booths and 18th-century entertainment over Columbus Day weekend, Saturday and Sunday October 6 and 7. The continuing celebration of the Prentis Store's 250th anniversary will be held to show visitors the meeting of the merchants of the colony, as it happened in October, 1770.

Join in the fun of the economic debates of the period, the puppet

shows, auctions by candlelight. Talk to Captain Stewart, Mr. Greenhow or John Prentis about the rages of the times. And, get an additional 10% off all merchandise bought at the Prentis Store (please, employees and their dependents only). This is in addition to the usual 25% employee discount.

Come out and be part of the fun! The festivities begin at 10 a.m. on Saturday and at 12 noon on Sunday. See you there!

### Costume Swap Day will be October 12

The Costume Design Center will hold its second annual swap day on October 12 from 7 a.m. to 7 p.m. This is your chance to "trade in" that piece of clothing that doesn't quite match the rest of your wardrobe, which isn't quite your color, etc.

The rules are simple. The items that you'd like to trade must be clean and they must be in your possession. Items that are in winter storage will be checked out to you. You may trade for items that are part of your regular allotment only. All garments will be ready for you to pick up beginning November 8.

All swap day participants may register to win the door prize—one of the following 18th-century garments of your choice, which can be exchanged for one item from your regular allotment: gown, coat, cloak,

jacket and petticoat, waistcoat and breeches, bag, or a cap. The winner will receive his or her item by December 1.

And, be sure to check out this year's new items, which will be displayed in the lobby:

**Caps and Wool Caps**  
September 13-20

**Men's and Ladies' Trimmed Hats**  
September 20-27

**Shirts and Shifts**  
September 27-October 4

**Waistcoats and Short Gowns**  
October 4-11

The CDC swap day is sponsored by the Costume Design Center Costume Committee. If you'd like to know more, call the customer service representative at ext. 7950.



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## Yard Sale!

For as many families as we can squeeze  
onto our space at the corner of First Street  
and Capitol Landing Road!

**Saturday, October 13**

**8 a.m. to noon**

**Rain date: Saturday, October 20**

Call Donna Whalen at 220-7118 (ext.  
7118) by October 8, for answers to any  
questions or to have a registration form  
sent to you. This sale is open to employ-  
ees, dependents and retirees.

Sponsored by the Hospitality  
& Courtesy Committee



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