

"Shoulder your firelock!"

Lead interpreter Dale Smoot trains a group of recruits in the proper handling of firearms at the Military Encampment. Visitors were encouraged to "join the continental army" to learn about 18th-century military life. The popular program is one of several in which visitors are encouraged to play an active role.



Cathy Bush and Jean Ferguson of the Greenhow store examine one of the displays at the new Winthrop Rockefeller Archaeology Museum during employee open house. Along with the Courthouse, new golf course, AARFAC addition and more, the museum is a part of a long list of new programs and activities that have or soon will be open to visitors. See inside for more details.

1991: A year of openings at Colonial Williamsburg

With three major facilities coming on line, 1991 is being called "the year of openings" at Colonial Williamsburg. Employees across the Foundation joined to make them a success.

Historic trades carpenters, mechanical technicians, character interpreters, historical researchers, historical architects, curators, conservationists and others had a hand in remodeling and designing the interpretive programs for the Courthouse, opened June 1.

"The response from visitors has been wonderful," said Carson Hudson, character interpreter at the Courthouse. "A major opening such as this could not be accomplished without the help of many employees across the Foundation."

The Winthrop Rockefeller Archaeology Museum opened June 27 at Carter's Grove. The museum explains the rediscovery and history of Martin's Hundred, a 17th-century settlement destroyed during an Indian attack in 1622. Wolstenholme Towne served as the administrative center of Martin's Hundred.

"The Winthrop Rockefeller Archaeology Museum is a special example of a successful collaboration by employees," said Beatrix Rumford, vice president of museums. "I hope Colonial Williamsburg employees will visit the museum to get a first hand view of what all of us can accomplish working together."

The opening of a second major 18-hole golf course is also on the burner, set for October 28.

Designed by Rees Jones, it is the third golf course at the Williamsburg Inn. Named the Golden Horseshoe Green course, it will serve hotel and conference guests.

"The routing really fits the land. We were able to avoid the really rugged terrain and develop a course that combines different types of holes that fit the site. We tried to make this a shotmaker's course," Jones said.

The newly renovated Abby Aldrich Rockefeller Folk Art Center opens May 1, 1992. The renovation has added 19,000 square feet to the facility, tripling the exhibition space for the museum's famous collection of American Folk Art.

Golf course open house on Sunday, October 27

Employees, retired employees and members of the community may tour Colonial Williamsburg's new Golden Horseshoe Green Course 10 a.m. to 4 p.m. Sunday, October 27. Light refreshments will be provided. The open house is the day before ceremonies marking the start of play on the new golf course.

Employees and retirees may enjoy complimentary greens fees and cart rental Tuesday, October 29 through Monday, November 4. Employees and retirees who wish to take advantage of the offer must call 220-7696 in advance to reserve a tee time.

On Monday, October 28, an 18th-century musket volley signals the opening of the course, designed by renowned golf course architect Rees Jones. The links-style course complements the award-winning Gold course, designed by Rees' father, Robert Trent Jones, opened in 1963.

The Green course's design respects the environment and features abundant woodlands and natural terrain. "This is rugged land, with a lot of ravines and draws. We had to be very careful routing the course to take best advantage of the topography," Rees Jones said.

"The routing really fits the land. We were able to avoid the really rugged terrain and develop a course that combines different types of holes that fit the site. We tried to make this a shotmaker's course."

The Golden Horseshoe Green course incorporates advanced technology. An electronic weather station is part of a computer-controlled irrigation system capable of monitoring atmospheric conditions, measuring soil moisture and nutrients, and customizing irrigation patterns for the various turf grasses.

The course plays 7120 yards from the back tees to a par of 72. Water comes into play on six holes—two



Rees Jones, designer of the Golden Horseshoe Green Course, tees off as Mike Stubblefield, pro at the Montclair, NJ Country Club looks on. The course's design takes advantage of the natural terrain, featuring abundant woodlands with lots of ravines and draws and providing a challenging complement to the Golden Horseshoe Gold Course.

played over water and four with lateral hazards.

In addition to a 3,000 square-foot clubhouse, the course complex includes a practice range and putting green.

The Golden Horseshoe Golf Club is the keystone of Colonial Williamsburg's sports and recreation facilities. In addition to two championship 18-hole layouts, it offers a 9-hole executive-length course, the Spotswood.

GOLF magazine named the Golden Horseshoe Gold course and the Williamsburg Inn one of the top

12 golf resorts in the nation and awarded its Gold Medal in 1988, renewing the honor in 1990.

Golf Digest includes the Golden Horseshoe in its 1990 rankings of the best 75 resort golf courses, and *Southern Links* magazine conferred its Best of the South designation on the Gold's four par-three holes.

The Williamsburg Inn has earned the Mobil travel guide five-star rating 14 consecutive years.

The Colonial Williamsburg golf courses are operated by the Williamsburg Inn, one of four hotels run by Colonial Williamsburg Hotel Properties, Inc.

New AARFAC building readied for May 1 opening



Secretary Janet Smith, left, and communications associate Sharon Muntain enjoy the view from one of the galleries in the new Abby Aldrich Rockefeller Folk Art Center building. Construction at the Folk Art Center is mostly complete. The center is to reopen in May, 1992.

Displaying one of the country's best-known American folk art collections, the Abby Aldrich Rockefeller Folk Art Center re-opens May 1, 1992.

The enlarged facility contains an additional 19,000 square feet, tripling the amount exhibition space.

The Folk Art Center was constructed in 1957 and resembles a two story brick federal home. The "L" shaped addition is a modern design that matches the brick walls and slate roof of the original building.

The wing attaches to the present building through a ground-floor corridor. It borders the south side of the rose garden and a portion of the addition faces South England Street in front of the Lodge.

The main floor of the new building contains exhibition galleries, including space for rotating displays of textiles, such as quilts and coverlets, and a glassed area which accommodates much of the center's collection of weathervanes, shop signs and tobacconist figures. This gallery will be lit at night so passersby can enjoy the objects from outside.

The basement of the new building is for storage while the second floor houses a significantly larger library and office space.

The new building includes an enlarged and fully equipped loading dock and a shipping and packing area to receive and send loan exhibitions. The facility is fully accessible to the handicapped.

Visitors will continue to enter the enlarged facility through the present entrance. Museum staff plan to return the original building to its

intended use—to exhibit the material collection of Abby Aldrich Rockefeller, the wife of John D. Rockefeller Jr. and a leader among a small group of folk art enthusiasts collecting in the 1920s and 1930s.

The firm of Kevin Roche, John Dinkeloo and Associates of Hamden, Connecticut designed the new building and its modern interiors. The firm, with principal designer Roche, also designed the Winthrop Rockefeller Archaeology Museum and the DeWitt Wallace Decorative Arts Gallery.

The museum has been closed to the public since renovation began in the winter of 1989. Nevertheless, folk art lovers across the nation were able to view many of the center's most prized possessions in the traveling exhibit "Treasures of American Folk Art."

The traveling exhibit returned to the facility August 21 from a successful run in ten of the nation's most prestigious museums.

They included The Whitney Museum of American Art, New York; the Joselyn Art Museum, Omaha, Nebraska; the North Carolina Museum of Art, North Carolina; The Toledo Museum of Art, Ohio; the National Museum of American Art, Smithsonian Institution, Washington, D.C.

Also, the Fine Arts Museums of San Francisco, M. H. de Young Memorial Museum, San Francisco, California; Dallas Museum of Art, Texas; The Philbrook Museum of Art, Oklahoma; the Carnegie Museum of Art, Pittsburgh, Pennsylvania; and the Minneapolis Institute of Arts, Minnesota.

Chowning's, our oldest operating tavern, celebrates 50 years

On August 21, 1941, Colonial Williamsburg opened the doors of its first operating tavern, Josiah Chowning's. Like nearly all the reconstructed buildings in the Historic Area, Chowning's roots lie in the 18th century. There are, however, a number of interesting stories relating to its "modern" history.

The late John Green was manager of the hotels and restaurants when Chowning's was built. In an article about the tavern, he wrote that a number of "tricks" were used to create an 18th-century atmosphere while concealing modern conveniences.

Pipes were run from a large cooler in the basement to the beer and ale taps in the bar room. "To the customer, it looks as though the bartender is drawing from a real keg," Green wrote. "At least ten people a day ask the bartender how beer can get so cold in a wooden keg. It can't."

The original plans for the tavern did not include air conditioning. Many officers in the restoration thought exhaust fans would be enough to keep it cool during the summer. Others thought the new tavern wouldn't be able to compete with the restaurants downtown because they had air conditioning. The final decision came when then-president Chorley visited Williamsburg in August and saw "visitors fainting in the exhibition buildings." Even then, only the first floor was air conditioned.

Wanted...a BIG man

In 1940, thought was being given to how the tavern would be staffed. It was determined that the tavern keeper should be, according to Green, a large man "physically capable of ejecting the undesirable element." Finding someone who met these qualifications was difficult.

"From old prints and literature it seemed that practically all tavern keepers were gargantuan individuals, tall and broad of beam," Green wrote. "When we started looking for such a large gentleman to play the part of host, there didn't seem to be any.

"Apparently the whole population of the Virginia Peninsula was suffering from slenderness, and in fact were mere pygmies of five feet ten or so, tipping the scale at a pathetic 180 pounds. In desperation we inserted an ad in the local papers which read:

Wanted -- BIG MAN,
Over six feet two. 250 pounds.
No experience necessary."

Although a number of applications were received, no one met the qualifications. Finally, an application came from Capron, Virginia, near the North Carolina border. Mr. Green's assistant went down to check it out.

"There burst upon his delighted gaze the apparition of Mr. Julien Dickens, over six feet two, weighing 290 pounds, with a friendly personality and a million-dollar grin," Green wrote. "Julien never had a chance. Clothed in green tavern keeper's outfit, with cap and ruffled shirt, he acts as host, confident, and general overseer of the activities at the tavern."

Dickens, in fact, was almost too perfect. "We all had a momentary fit of uneasiness, wondering whether Dickens would be able to get through the narrow trap door to the bar," Green wrote. "Fortunately, no remodeling was necessary. He cleared it with a scant inch to spare on each side."

A haven for the thirsty

Early offerings at the tavern included draught beer and ale, wines popular in the 18th century, cider and "fruit-ade." Prices for drinks ranged from \$.25 for a glass of "Ballantine's XXX Ale" to \$8.25 for a bottle of *Veuve Clicquot, Yellow Label, Dry champagne* from France.

Because the tavern was intended "first and always to be a haven for the thirsty," food offerings tended to the light side, mostly soups, bread and cheese, clams or oysters served in the shell, or sandwiches made by the bartender with "large slices of *French bread* and *Meat-a-plenty*."

Prices ranged from \$.30 for a slice of "Buttr'd Apple-Pye" to \$1.25 for a "Bowl of Shrimps with Sippets."



Chowning's, our oldest operating tavern, turned 50 on August 21. The tavern is best known as the home of Gambols and such favorite dishes as Brunswick Stew.

During its early days the tavern provided breakfast for guests staying at the Market Square Tavern.

In 1953 the menu expanded to include char-broiled steaks. The addition was a great success, for in just a few months the 10,000th steak was served, to Mr. and Mrs. Richard Alden Hack of Columbus, Ohio.

An overnight success

Several touches added to Chowning's 18th-century atmosphere. Guests were offered free clay pipes and tobacco for smoking. Tables featured painted-on checker and backgammon boards and guests were provided playing pieces. Horseshoe pits were available in the tavern garden "for the amusement of those gentry who prefer to drink their beer from a spot where they may watch the passing show."

The tavern was a success upon its opening, and soon was host not only to out-of-town guests, but to locals, college students and soldiers stationed at the area's military bases. A guest in 1954 was so impressed that he wrote this Christmas greeting:

"Crazy place! It swings no end. I would like to wish the owner and all the workers a cool yule and a Frantic first!"

The September, 1941 issue of the *Restoration News* notes that the tavern's first VIP guests were two actors: Mr. Brian Ahearne and his wife, Joan Fontaine.

Over the years, Chowning's grew. In 1953, tavern singing sessions were extended to three nights a week. In 1960, the tavern's second floor, which had housed public restrooms, was renovated and a second dining room added.

Gambols, a "revival of activities of 200 years ago," were introduced in 1977. Featured entertainers included magician and illusionist Bob Chambers, and balladeers Cliff Williams and Bob Hutcheson.

A 1983 news release attempted to settle the issue of *Chowning's* vs. *Chowning's*. The controversy has existed since the tavern's opening. According to the news release, family tradition and documentary evidence suggest the *Chowning* pronunciation.

Today, Chowning's is one of Colonial Williamsburg's most popular colonial taverns, with many repeat visitors requesting such traditional Chowning's favorites as Brunswick Stew and Welsh Rabbit.

Ambassador from Antigua and Barbuda visits Colonial Williamsburg



Dr. Patrick Albert Lewis, ambassador to the United States for Antigua and Barbuda, visited Colonial Williamsburg Sept. 5.

Ambassador Lewis, who presented his credentials to President George Bush on August 6, toured the Slave Quarter at Carter's Grove.

A native of Antigua, Ambassador Lewis emigrated to the United States in 1962. He graduated from Hampton University in 1966 with a bachelor's degree in history and earned master's and doctorate degrees from the University of Cincinnati.

Ambassador Lewis joined the faculty of Hampton University in 1973 and became

full professor in 1983. He received the Distinguished Award for Teaching in 1979, while at Hampton University.

In 1984, Lewis became an advisor to the Deputy Prime Minister of Antigua and Barbuda and in 1987 was appointed Minister Counsellor and represented Antigua and Barbuda at the United Nations in New York.

His wife, Michele Lollia Lewis, and their two children, Pascal and Daneille, live in Hampton. Mrs. Lewis teaches French at Hampton University.

Antigua and Barbuda is an independent twin-island nation in the Caribbean.

From left: Sandra Johnson, Ambassador Dr. Patrick Lewis, Robert Watson, Robert Watson Jr., and First Secretary Iva Mendes, during a visit to the Carter's Grove slave quarter. Robert Watson, assistant director of AAIP, presented the book, "Williamsburg Before and After."



Three join Order of the Pineapple



Pam Johnson

Three people joined the Order of the Pineapple, Colonial Williamsburg's highest employee honor, recognizing outstanding hospitality and courtesy toward guests and fellow employees.

"I feel different, honored, now that I have received Colonial Williamsburg's highest award," Shields Tavern associate **Pam Johnson** said. "It impressed my family."

When asked what makes a "pineapple person," Pam responded, "You need to be doing, giving, sharing, honorable, to go out of your way for others and be respectful."

"Making others happy makes me happy. When guests come to the tavern I help make sure things go their way and that their wants and needs are satisfied. When it comes to my fellow employees, I try to be helpful and willing to do anything that needs to be done. Also, be truly appreciative and thankful of things that are done for you."

Pam has been cited many times for her outstanding courtesy and hospitality toward guests in her job as Shields associate D-3 (hostess). A fellow employee wrote: "Last year when my family came to visit from Germany, we made plans for them to meet me in Merchant's Square. Somehow they ended up at Shields. They speak very little English, but Pam talked with them and figured out they were looking for me in Merchant's Square. Instead of just giving directions and leaving my family to find their own way, Pam personally led them to me."



William Swann

Williamsburg Inn sous chef **William Swann** is known for his outstanding and consistent service and his graciousness with fellow employees and guests.

"Getting the Order of the Pineapple is something I always dreamed of," William said. "Captain Thess [Judkins, retired] and the late Gladys Manly, who worked in the pantry, received the pineapple and inspired me. They were nice not only to guests but to those of us in the back of the house."

When asked what advice he would give to others who seek the Order of the Pineapple designation he responded: "Be kind. Give everyone a beautiful smile when you greet folks and give the best quality service you can possibly give. Work hard. Treat your co-workers well. The bottom line: treat guests and fellow employees like you want to be treated yourself."

Several of William's fellow employees together wrote an Order of the Pineapple nomination. "Chef Swann is an outstanding individual," they said. "Chef Swann will go to pick up employees who do not have transportation to work, and he takes employees home who do not have transportation. He visits employees who are ill, taking them box lunches, desserts, etc. to cheer them along. He visits employees who are bereaved, extending his condolences and asking if there is anything that he may do to help them."

"At employee functions he is constantly putting out, never tiring until the job is done, to ensure that the employees are enjoying themselves (even on his day off!). Chef Swann gives advice to employees who may need it. He is respected by all his peers."



Manfred Roehr

William is not the only one known to go pick up employees who are stranded. **Manfred Roehr**, manager at Shields Tavern, goes out of the way for his employees, too.

A fellow employee writes: "...Manfred has skillfully and effortlessly continued the tradition of the spirit of family in the work place [by] using traditional and sometimes novel practices. Manfred cares for his 'family.' He will challenge and involve himself with his staff to develop their talents. He will do anything he can to help his family with personal problems, even out of pocket. His caring doesn't end at the property line, either."

"I was shocked," Manfred said when he learned he was an Order of the Pineapple recipient. Jokingly, he said, "I'm trying harder to be nicer, too!"

When asked what makes someone an ideal candidate for an Order of the Pineapple award, he said, "You should always be nice and helpful, not just to guests but to your co-workers as well."

His employees attest to that. One writes: "I've seen him washing dishes, seating guests, conveying food and beverage products and taking out the garbage. He is helpful without interfering with the regular tasks of his staff—he does it all!"

Another employee summed it up best: "He is fair and is devoted to his associates and sets a good example. He really believes in them and he lets them know this from the support and understanding he gives. Manfred is one of a kind."

Openings part of our continuing improvement

In our search for publicity we have come to calling 1991 the year of openings, referring, of course, to the Courthouse opening on June 1, the Winthrop Rockefeller Archaeology Museum opening on June 27, and the opening of the Golden Horseshoe Green Course this month.

We could, if we chose to, open the Abby Aldrich Rockefeller Folk Art Museum new building this year, but are going to wait until 1992 for that.

Since its founding, Colonial Williamsburg has been a place of openings, special occasions marking the addition of yet another fine new exhibition building, museum, hotel or restaurant.

Imagine the excitement in any other city of the size of Williamsburg if, since 1980, there had been additions the equivalent of Bassett Hall (open to the public), the Dr. Barraud House, the Public Hospital and DeWitt Wallace Gallery, the Visitor Center rehabilitation, Reception Center at Carter's Grove, Wolstenholme Towne, Shields Tavern, Tazewell Wing of the Lodge, Tazewell Club, Play Booth Theatre, Costume Design Center, Encampment, Anderson's Blacksmith Shop, Light-

foot Kitchen and Laundry, Providence Hall and the Greenhow Store, in addition to our 1991 openings.

These achievements are only the most vivid elements in a program of continuing change and improvement. They are the fruits of our research, in the case of educational facilities, and, for income producing properties, our growing success in finding ways to generate income to support educational activities.

Less obvious but equally important are the dozens of new educational and interpretive programs, refurbished and reinterpreted buildings and sites, dramatic programs, tours and other presentations.

Colonial Williamsburg is a hugely different place from what it was in 1980, richer and more varied, better integrated, more dramatic in presentation, more authentic and, increasingly, a great value for our visitors.

We have spent a lot of time and effort, all of us, on the most important of our seven year objectives: to exceed visitor expectations.

Our personnel selection, training, rewards and, of course, the reason for the investments cited above, is to en-

able us to exceed visitor expectations.

I think we are doing well, very well indeed. The level of visitor satisfaction is high. We need to keep it that way and continuously work to make it higher. Any visitor who leaves Williamsburg unhappy, disappointed, or even simply unenthusiastic about his or her visit, is our failure.

Why are we here?

In spite of all our effort, I still find that there is some confusion about the place of employees in the scheme of things.

We say employees are our most valuable assets, and indeed they are. We say we want to make this the best place to work. We do, and have worked hard to improve all the elements implied by that statement—respect, salaries and wages, working conditions, work spaces, benefits, tools, equipment, training and opportunities for growth.

The confusion is that some seem to believe that Colonial Williamsburg exists for us, the employees, and that the hours, policies, practices and programs are to be tailored first to our

needs.

Colonial Williamsburg exists for the reasons outlined in our mission statement; in brief, to preserve and present 18th-century Williamsburg, to teach the history of early America, and to offer our visitors hospitality, services and products of value and quality.

How do we fit in, we employees? We are vital to the achievement of the mission. It couldn't be accomplished without us all doing our very best. And we are the beneficiaries of the achievement of our visitor satisfaction goal.

Colonial Williamsburg does not exist for us or because of us. It operates and progresses because of us, but let's never confuse ourselves with the institution.

We're here so the visitors can be out there; they do not come to Williamsburg so we can have jobs. They come to enjoy and learn from what we have to offer. If they do, we will have the jobs, wages, salaries, benefits, satisfaction, and all the rest that goes with making this the best place to work.

—Charles R. Longworth

Quality Control: It's just 'common sense and plain dealing'

"Nothing astonishes men so much as common sense and plain dealing."

—Ralph Waldo Emerson

He had been a newspaper reporter and a public relations officer. Now, as a free-lancer commissioned by another organization to write for its magazine about Colonial Williamsburg, he wanted to know how Colonial Williamsburg manages to do things so well.

He had been here before on his own, as a visitor with his family. "Colonial Williamsburg's people are so good," he said. "You can ask them anything and they will help you out or give you a very knowledgeable answer."

How, briefly, do you summarize our drive to excel? I said that we have a long tradition of quality. Colonial Williamsburg was founded with vision, high standards and the resources, including top-notch staff, to do things right.

I described our realization, as historical sites proliferated and other destinations and operations in the market improved their programs and services, that we need to continue to distinguish ourselves and never take our reputation for granted.

I told him we are up front about it. Our primary objective is to exceed visitor expectations, no small feat considering that about 60% of our visitors have been here before and have very high expectations.

I said our most important resource in exceeding those expectations and delivering on our preservation and educational mission is Colonial Williamsburg's people. It is the quality of our human resources that secures and deploys our other resources—our money, our facilities, our information, and our time.

And, in recognition of the critical role our people play, our other key objective is to make Colonial

Williamsburg the best place to work so we can attract and develop the best people and help them succeed—and take pride—in producing the best results for our customers and for Colonial Williamsburg.

Can I boil it down? Is there a structure for our quality performance program? It's not all original, and it ain't brain surgery. It's more like "common sense and plain dealing":

Communicate clear mission, objectives and values

- Nurture each colleague and work unit's "connectedness" to Colonial Williamsburg's mission and objectives
- Familiarize staff members continuously with other Colonial Williamsburg operations and programs
- Deliver clear and consistent messages
- Get everyone to "walk the talk" and emphasize to managers that they are models
- Treat each person with respect
- Reinforce quality concepts
- Work together

Focus on the customer

- Focus everyone in Colonial Williamsburg on our visitors and guests
- Listen to employees who listen to our customers
- Identify internal customers
- Identify customers' expectations
- Assess and communicate how well we're meeting them



Develop clear expectations and standards

- Involve those doing the work...they know best!
 - Translate customers' expectations into expected job results and performance standards
 - Measure performance
 - Plan and execute improvement
- ### Make continuously improving performance the organizational norm
- Recognize that individual and cooperative employee performance is the key
 - Hire the best people
 - Orient, train, and coach for success—continuously
 - Build commitment—continuously
 - Provide a good working environment
 - Involve all staff in identifying and solving problems
 - Transfer responsibility and authority
 - Recognize and reward good work
 - Examine and streamline systems and procedures
 - Study processes across organizational lines
 - Strive for simplicity and "no-hassles" efficiency

It is always interesting to see what others use to guide their work. Carol Brinkley recently returned from a press check at a printer's in Richmond, where she noticed the following on the wall.

QUALITY...

- Is achieved only through constant communication and vigilance.
- Must be in our people before it goes into our product.
- Cannot be inspected into our products.
- Makes us unique and is our only security.

It sounds like they, too, are working hard to meet the challenge.

—Steve Elliott

Winthrop Rockefeller Archaeology Museum:

Discovering Martin's Hundred

The Winthrop Rockefeller Archaeology Museum, which opened June 27, interprets and explains one of America's earliest English settlements, Martin's Hundred.

At Carter's Grove, this 7,000 square-foot underground museum was conceived by retired Colonial Williamsburg Foundation archaeologist Ivor Noël Hume.

"Although most potsherds, scraps of rusted iron and bits of broken glass are visually no more gripping than yesterday's garbage, Noël Hume says. "In the museum, ours help us piece together the story of Martin's Hundred's settlers and the fate that befell them, and they illustrate how the archaeologists and curators did their work."

The 1619-1622 history of Martin's Hundred and its principal settlement, Wolstenholme Towne, is mixed with the story of the lost town's rediscovery through archaeology.

Museum visitors see artifacts uncovered on the site and learn how archaeologists and others used them as stepping stones to the past.

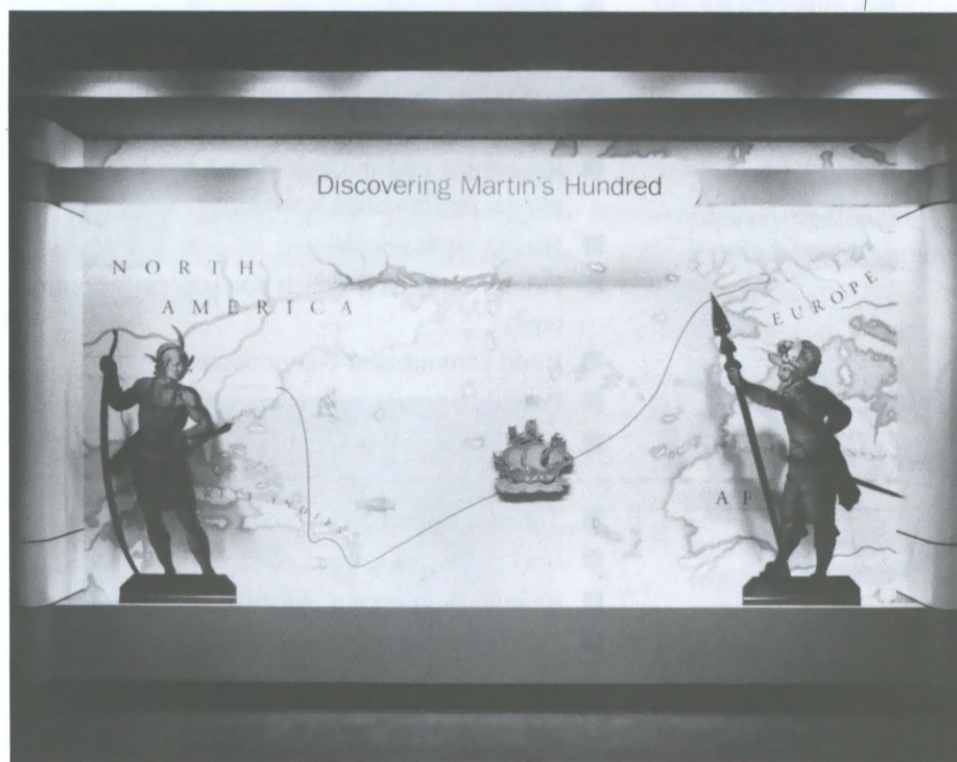
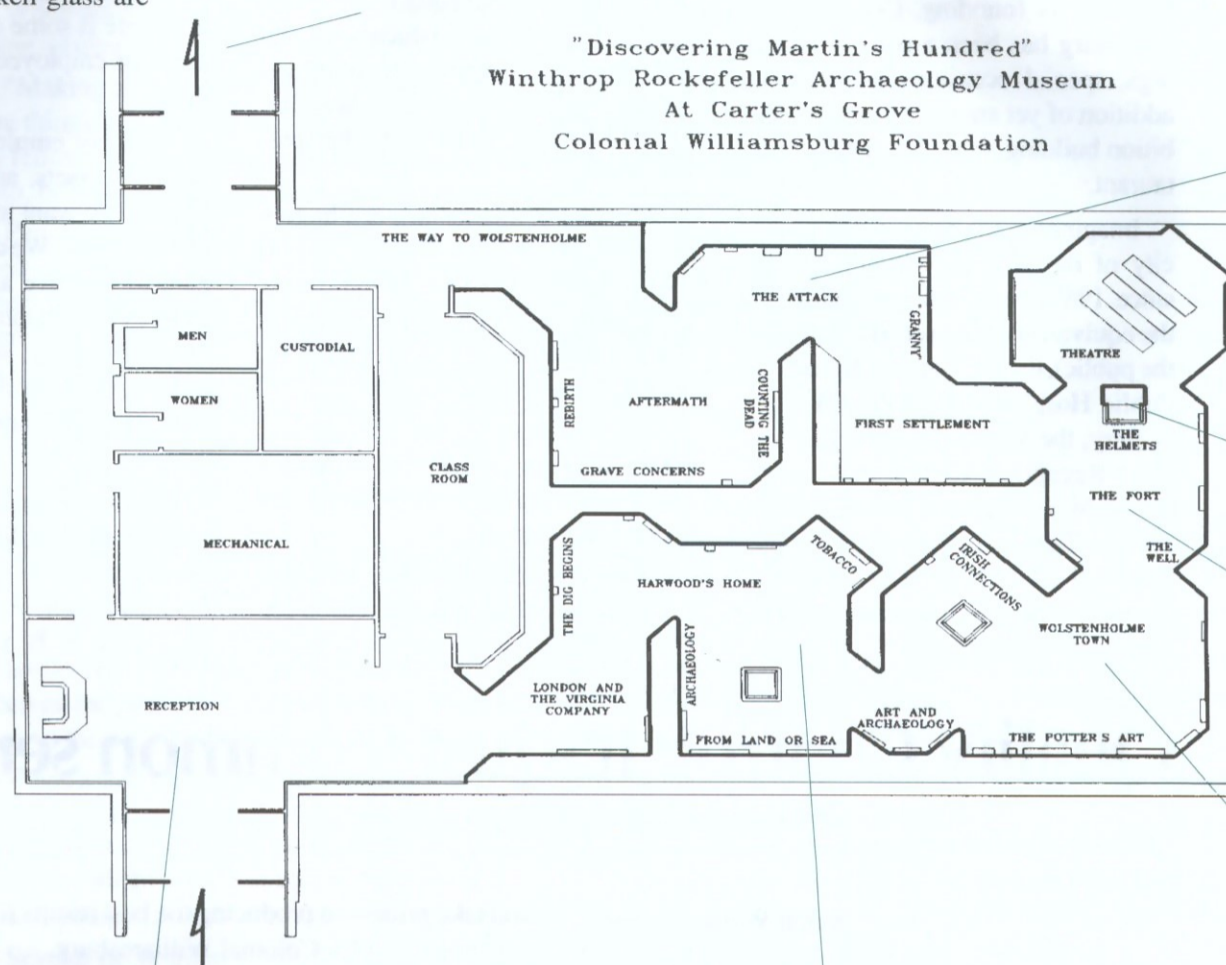
The first Martin's Hundred settlers reached Virginia in 1619, 12 years af-

ter the settlement of Jamestown. They established their foothold on land that would not be known as Carter's Grove for another century. The main settlement, Wolstenholme Towne, was built in 1620 and destroyed during an Indian uprising in 1622.

The museum is named for Winthrop Rockefeller, chairman of Colonial Williamsburg's board of trustees from

1953 until his death in 1973. The construction was financed through a grant from the Winthrop Rockefeller Charitable Trust.

The exhibits were largely underwritten by a major grant from the National Endowment for the Humanities with additional financial help from the National Geographic Society and private supporters.



The reception area introduces visitors to the museum's permanent exhibit, "Discovering Martin's Hundred." The exhibit outlines the settlers' voyage from England to the New World and their life at Martin's Hundred.



Visitor interaction is a key to many of the exhibits. In an audio recording at the standing case, retired Colonial Williamsburg archaeologist Ivor Noël Hume explains how archaeologists assemble pottery shards, a process known as "cross mending." At the back wall, visitors may peer through a diver's mask to see a shipwreck being investigated—another technique archaeologists use to learn more about fragments found in the ground.



Left: From the museum, visitors proceed outdoors to the site of Wolstenholme Towne, its ultimate artifact.

Chronology: Wolstenholme Towne Martin's Hundred

1619: Settlers begin arriving at Martin's Hundred.

1620: Wolstenholme Towne established as the administrative center of Martin's Hundred.

1622: Settlement mostly destroyed in an Indian uprising.

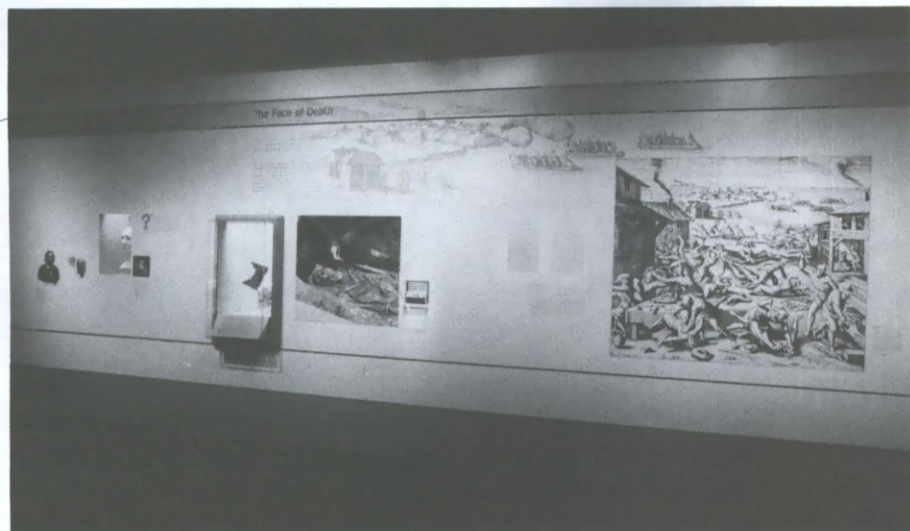
1622-1970: Settlement remains buried until preliminary archaeological surveys by Colonial Williamsburg reveal evidence of occupation.

1976: First traces of Martin's Hundred are exposed.

1977-81: The National Geographic Society joins Colonial Williamsburg in underwriting excavations, which prompt two *National Geographic* articles, a documentary, "Search for a Century," and the book, "Martin's Hundred."

1985: Wolstenholme Town site opens to the public July 10.

1991: The Winthrop Rockefeller Archaeology Museum opens to the public June 27, with the permanent exhibit "Discovering Martin's Hundred."



Above: In this gallery, visitors learn about the Indian uprising on March 22, 1622, during which most of the settlement and its people were destroyed. Their secret remained hidden for nearly 250 years.



Left: The first helmet found at Wolstenholme Towne, like much armor of the early 17th century, was put together from parts old and new. The head piece, known as the bowl or skull, dates from about 1580, but the visor and chin defense were added later. Using x-rays and experience, craftsman Luther Sowers was able to create the reproduction helmet shown at right.



In the Wolstenholme Towne gallery, visitors get a close-up view of the day-to-day lives of the Martin's Hundred settlers, through objects recovered during archaeology of the site. Wolstenholme Towne served as the settlement's administrative center beginning in 1620.



This painting shows how the fort at Wolstenholme Towne might have appeared to the Martin's Hundred settlers. It was the settlement's military and defensive training headquarters.

The Courthouse: through

The Courthouse, opened June 1, offers visitors a lively experience of the 18th-century judicial system.

"The activity surrounding the Courthouse shows life in the 18th century," said Carson Hudson, interpreter at the Courthouse. "From documents, we know that activities such as selling of wares were going on while citizens waited to attend court."

Outside activities are one aspect of the interpretations at the Courthouse. Inside, visitors learn how an 18th-century court operated by becoming involved in the court proceedings.

The program begins outside with orientation by a costumed character interpreter. The interpreter recruits volunteers to portray central figures of the court proceeding, or to perform some other courtroom function.

Following the program, the character interpreter leads the group of visitors outside the Courthouse and explains the role the legal system played in the lives of ordinary citizens before and after the Revolution and answers questions.

1



The Courthouse provides visitors an opportunity to experience the 18th-century judicial system on the local level through participation in court proceedings based on cases from the 18th century.

2



Visitors will find the area outside the Courthouse bustling with activities designed to give a sense of life on the scene. Here, Annette Ranger demonstrates an 18th-century game.

3



The farmer's work was never done, even if he happened to be in court. Elaine Shirley, (seated, center) plucks and cleans pigeons for cooking as Abigale Shuman and a visitor look on.

4



Before entering the court, visitors are "introduced" to the history of the 18th-century judicial system and the role of the Courthouse.

n the eyes of our visitors

5



Visitor participation is a critical part of the Courthouse experience. For each "session" of the court, visitors are selected to serve as witnesses and magistrates. Here, a visitor is sworn to tell the truth before testifying by clerk Clip Carson as sheriff Kevin Dixon looks on.

6



Things occasionally become dramatic, with outbursts by plaintiffs and defendants pleading their case to the magistrates. Here, plaintiff Laurie Bannister expresses her discontent as a surprised visitor looks on.

7



Bringing the Courthouse to life are, top row from left, John Greenman, Clip Carson and Jack Flintom. Bottom row from left, Becky Rencher, Roman Alis and Jeremy Fried.

Introducing the Colonial Williamsburg

Colonial Williamsburg has a long-standing commitment to provide a safe and healthy work environment.

Consistent with this objective, the Foundation has established a drug- and alcohol-free workplace policy. Our goal is to maintain a productive work environment that is free from the effects of alcohol and other drugs.

It is not our intent to intrude into employees' private lives. Our objective is to have all employees report to work in a condition to perform their duties safely and efficiently. The presence of alcohol and other drugs on the job, and the influences of these substances on employees during working hours, are inconsistent with our objective.

The program encourages employees who have drug or alcohol problems to seek help. Through the Employee Assistance Program—EAP—employees can find confidential help for their alcohol and other drug problems.

All Colonial Williamsburg employees, including those of Colonial Williamsburg Hotel Properties, Inc. and

Colonial Williamsburg Employees Child Care Center, are covered by a new drug- and alcohol-free workplace policy.

For employees covered by the collective bargaining agreement, the collective bargaining agreement shall prevail in case of conflict between the Drug- and Alcohol-Free Workplace Policy and the agreement.

Some facts about substance abuse...

What is substance abuse?

It's the harmful or dangerous use of alcohol and other drugs.

It affects all types of employees—male and female, young and old, front-line employees, managers—anyone can have a problem with substance abuse.

Substance abuse can be prevented or treated. Professionals can treat problems that exist now—and people working together can prevent problems from occurring.

Who pays for substance abuse?

The costs are more than economic.

The abuser often suffers legal and health problems, conflicts at home, and accidents on and off the job.

In families, substance abuse plays a major role in divorce and contributes to domestic violence, child abuse and sexual abuse.

For co-workers, working with a substance abuser can be unpleasant and dangerous. Their work habits affect fellow employees' safety, efficiency, satisfaction and enjoyment.

For employers, substance abuse affects safety, production, attitude and much more.

What are the most commonly abused substances?

Alcohol is the most commonly abused drug. It causes thousands of deaths each year from heart and liver diseases, mental illness, suicide, motor vehicle accidents and accidents at work and home. Even moderate use greatly increases the risk of a motor vehicle or other accident.

Cocaine is an addictive stimulant with unpredictable results. It may produce changes in blood pressure, heart and breathing rates. It can cause coma or death. Severe weight loss, tremors, convulsions, infections, heart attacks, stroke and psychosis may result from continued use.

Marijuana affects coordination, short-term memory, visual tracking, and heart rate. Regular use produces changes in the reproductive system,

Please see "Facts" on facing page...

Why do we need a drug and alcohol-free workplace policy?

Drug and alcohol abuse costs American industries approximately \$76 billion a year in reduced productivity. Between 10% and 23% of all U. S. workers use drugs on the job.

Studies show these workers are a third less productive; are three times as likely to miss time from work; have five times as many worker's compensation

claims; use three times the average level of sick benefits and perform at only 55% to 66% of their capacity.

Other measurable losses can be attributed to drug and alcohol problems—leave abuse, suspension, chronic use of health insurance, disability claims, corporate theft and threats to the safety of co-workers.

What is the drug and alcohol-free workplace policy?

Colonial Williamsburg does not permit the possession, use, sale or purchase of illegal drugs and alcohol while on Foundation time or on Foundation property.

An exception to the policy, as it applies to alcohol, is the handling or use of alcohol in connection with certain Colonial Williamsburg functions. Intoxication is not appropriate under any circumstances.

Therefore while on Foundation time or property:

- if you have a blood alcohol level of .04 or above, or have any detectable level under current laboratory guidelines of any illegal drug, or
- if you possess alcohol, except as a required part of your job or when authorized in advance by a director-level manager or above, or
- if you possess, buy, sell or attempt to sell or purchase any illegal drug, you will be disciplined up to and including discharge.

In short, employees who abuse drugs and alcohol cost us—Colonial Williamsburg, you and your fellow workers—by not showing up for work, in higher insurance premiums, and by putting you at risk of a workplace accident or injury.

Our policy will be vigorously enforced.

Sound tough? Not really, especially when it comes to providing a drug- and alcohol-free workplace for employees. We care about your health and safety and were committed to you.

If this policy describes some of your activities and/or behavior while on the job or Colonial Williamsburg property, we urge you to contact Sharon Randall, the Employee Assistance Program administrator, immediately by calling 220-7327 or 220-7021.

How and when will the policy be enforced?

Foundation facilities assigned to employees, such as lockers, desks and filing cabinets, may be inspected without prior notice. In the event illegal drugs are found on Foundation property, the Department of Security and Safety will be contacted immediately.

The Foundation may, but is not required to, screen for the presence of drugs and alcohol. All drug tests will be confirmed and verified prior to taking any disciplinary action. Refusal to submit to a test will result in immediate discharge.

If you have a drug or alcohol problem and voluntarily come forward for an assessment and referral through EAP, your case will be handled confidentially. Such disclosure will not in itself result in disciplinary action against you. EAP is provided so you can get help.

Who will be tested for drugs?

Colonial Williamsburg may require a screening for drug use for all prospective employees and current employees:

- in management,
- in safety-critical positions,
- involved in an on-the-job accident causing personal injury or property damage where there is no obvious explanation for that accident,
- whose job performance or workplace behavior has significantly declined,
- or in any situation where drug and alcohol use may be a factor.

What if I'm asked to take a drug or alcohol test?

Before asking you to take a drug or alcohol test, your manager will seek review by an Employee Relations staff member. If the Employee Relations staff is unavailable, your manager will go to his or her immediate manager.

If you are a bargaining unit employee, Rich Villella, senior human resources specialist, and the union will be notified prior to your taking the test.

You will be taken or asked to report to the hospital to take a drug test. In most cases, you will be asked not to return to work until you are notified of the test results.

If you are asked to take a breathalyzer test, it will be administered in the privacy of an office or conference room; or, your manager may choose to escort you to Security and Safety, where the

test will be administered.

In many cases, you will be asked not to return to work, pending the results of the test.

Results of drug screens will be sent to the Employee Assistance Program specialist within 48 hours of collection. Breathalyzer test results are displayed on the device approximately thirty seconds after taking the test.

How will the drug and alcohol test be administered?

Williamsburg Community Hospital will conduct urine drug screenings to include collection, verification and chain of custody following the collection pro-

cedures established by the National Institute on Drug Abuse (NIDA).

Breathalyzer tests to determine alcohol impairment will be administered by

the Security and Safety Department following the regulations for impairment set up by the United States Department of Transportation.

Drug- and Alcohol-Free Workplace Policy

What happens if the drug test result is positive?

When the hospital determines the drug test is positive, your specimen will be sent immediately by Williamsburg Community Hospital to an NIDA-accredited testing facility for in-depth second-level testing.

If the second-level test results come back positive, Williamsburg Community Hospital will inform the Employee Assistance Program specialist who, in turn, informs the authorizing manager, Employee Relations, and you.

Positive test results usually will be reported to you in person. The meeting will consist of you, your manager and the Employee Assistance Program specialist handling your case. If you are a

bargaining unit employee, you may choose to have a union steward present.

The Employee Assistance Program specialist will review the drug- and alcohol-free workplace policy.

You will be placed on final written warning and will not be allowed to return to work until enrolled in a rehabilitation program to fit your needs.

Afterwards, all others present will leave and the Employee Assistance Program specialist will discuss your benefits—short-term disability, health care coverage, etc.—and selection of appropriate treatment providers.

If the treatment recommended requires you to miss work, you are eligible

to receive the short-term disability you have accrued, once enrolled in treatment.

In order to remain employed, you must satisfy all the requirements of the rehabilitation program, including no further evidence of drug or alcohol use.

After you have successfully completed your in-patient treatment, the Employee Assistance Program specialist handling your case will set up the Return to Work Contract.

This will involve meeting with the Employee Assistance Program specialist, the authorizing manager, the Employee Relations representative and your

treatment counselor, to discuss issues surrounding your treatment and continued recovery.

After this meeting, the treatment center will draw up the written contract, which you will be asked to sign. A copy will be sent to the Employee Assistance Program specialist working on your case.

If you decide to enter treatment after the drug test is administered but before test results are complete, you must contact the Employee Assistance Program specialist handling your case before returning to work.

If you refuse the recommended treatment, you will be discharged.

What happens if the breathalyzer test result is positive?

You will be treated in much the same way as if you had a positive drug test. The Employee Assistance Program specialist handling your case will review the drug- and alcohol-free workplace

policy. Your manager will describe the pertinent facts that led to the request for the drug or alcohol test, such as date, time, location, observations, etc. You will be placed on final written warning.

As described earlier in this article, the Employee Assistance Program specialist will discuss your benefits and treatment with you.

What happens if the test result is negative?

If your drug test result is negative, the hospital will inform the Employee Assistance Program specialist handling your case. She will, in turn, notify you and the authorizing manager of the results.

If you are a bargaining unit employee, Rich Vilella, union liaison, will be notified as well.

In the case of a negative breathalyzer test, you will be permitted to return to work promptly.

Whether you are a bargaining unit or non-bargaining unit employee, all back pay and benefits will be paid. It will be as if you had been at work.

What are my rights and responsibilities as an employee?

As an employee, you have the right to work in a drug- and alcohol-free workplace. We have taken every precaution, through training managers, to ensure that you are treated fairly and without bias according to the letter and spirit of the policy.

Approximately 40 employees have been trained by the staff of Bensinger DuPont and Associates, management consultants for a drug-free workplace. These employees will present the components of our drug- and alcohol-free workplace policy to fellow employees.

Besides the policy, employees will learn about the effect of drug and alcohol abuse, workplace impact, myths and facts about drugs and alcohol, components of a reliable drug testing system and how Colonial Williamsburg's Employee Assistance Program works.

If you are asked to take a drug test, you have the right to split your sample and, at your own expense, have it sent to another NIDA-certified laboratory of your choice.

You have the right also to refuse to take a drug test. However, refusal to

submit to a test will be treated as if the results would reveal use and you will be discharged.

As a Colonial Williamsburg employee you are responsible for:

- reading the policy and abiding by it,
- taking advantage of help offered through the Employee Assistance Program,
- notifying management within five days of any criminal drug conviction. Failure to notify your manager may result in immediate discharge.

Where can I get help?

If you need help with drug, alcohol, other addictive behaviors, if you need

help in dealing with someone who has an addiction, or just need someone to

talk to, call the Employee Assistance Program on extension 7021 or 7EAP.

What is the Employee Assistance Program?

The Employee Assistance Program—EAP—is designed to help employees of Colonial Williamsburg Foundation and its subsidiaries with medical, behavioral and personal problems affecting job performance.

We recognize that addiction to drugs or alcohol is a medical problem. EAP is provided so you can get help with per-

sonal problems before job performance deteriorates and disciplinary action occurs.

EAP goes much further, by helping people with addictions by providing education to you and your family.

The EAP staff has established and maintains a drug and alcohol awareness program. EAP has a library of books,

audiotapes, videotapes, pamphlets and brochures available to lend if you want to find out more about the harmful effects of drugs and alcohol.

Call extension 7021 or 7EAP. The Employee Assistance Program is here to help you, even if you just need to talk with someone.

I have questions. Who do I ask?

You can learn more about this policy by talking with your manager, a member of the Employee Relations staff or

by calling EAP at extension 7EAP or extension 7021.



Working to make
Colonial Williamsburg
the Best Place to Work

Facts...

damage to lungs, and it may affect the immune system.

Prescription drugs include stimulants ("uppers"), depressants ("downers"), and narcotics. Used illegally or improperly, they can cause physical and mental dependence, heart problems, malnutrition, coma and death.

Other drugs such as PCP, LSD, heroin and mescaline have a wide variety of negative health effects—from hallucinations and mental confusion to convulsions and death.

Combinations of drugs make physical and mental effects unpredictable and often much more severe than if the same drugs were taken separately. Combining alcohol with depressants, cocaine or marijuana can be especially dangerous.

How do I know if I have a drug or alcohol problem?

Do you:

- drink in the morning?
- need more alcohol or drugs to get the same "high?"
- notice memory loss, "shakes," weight loss, mood swings, loss of appetite or other physical symptoms related to alcohol or drug abuse?
- have a hard time getting through the day without alcohol or other drugs? Rationalize your drinking or drug use?
- make "getting high" a priority in your day, more important than family, friends or other commitments?
- spend money on alcohol or other drugs that should be used for food, housing or other necessities?

There's something for everyone at the Health & Safety Fair

Come to the second annual Health and Safety Fair Thursday, October 17 from 2 p.m. to 7 p.m. at Commonwealth Hall. Take advantage of the many free screenings and tests provided by professionals from Williamsburg Community Hospital.

The event is sponsored by the Employee Relations and Security and Safety departments.

At the fair you can see a fire engine, an emergency vehicle, and the city's crime van.

The police will register your bicycles and instruct kids on bicycle safety and user courtesy. Each year more than 350,000 kids are injured in bicycle-related accidents in the U. S. Decrease the chance for another statistic by increasing your and your child's safety awareness.

Have you ever had to use a fire extinguisher? How long will it take you to use a fire extinguisher and squirt water into a bucket? Here is your chance to practice using one in a safe area and to be prepared for a future emergency.

Free cholesterol and diabetes screenings will be provided. Remember, your finger is pricked to get the drop of blood needed for the screening.

Complete "RISKO - A Heart Hazard Appraisal," a free, short heart disease risk assessment. Is your heart pumping enough oxygen through your body? Don't know? We can check it. We can also check your blood pressure.

When was the last time you had your eyes and ears checked? How well do you see and hear?

Have you had problems with your back? Physical therapists will be available to assess your walk and bending flexibility, answer questions,

and help you with special back-strengthening exercises.

The Ask-a-Doctor booth will be back. Here is your chance to talk with the Colonial Williamsburg medical consultant, Dr. Hamrick, and other local doctors.

Reduced-price mammograms will be available through the Chesapeake Mobile Imaging van or Williamsburg Community Hospital. One of every nine women will develop breast cancer, but the earlier it is detected the greater the chance of containment or cure. Call Sue Houser at 220-7029 #8 for an appointment for either one.

What is your personal risk for developing cancer? Riverside Cancer Services will introduce you to C.A.R.E.S., the Cancer Awareness Risk Education Service. This is a free service.

It's easy to do. You complete a questionnaire—about 20 minutes—and receive a print-out analyzing your risks for a variety of cancers based on your answers. A nurse will be available to answer questions and talk about specific actions you can take to reduce your risk for getting cancer. Call Sue Houser at 220-7029 #8 for an appointment.

What foods won't you eat? Have your list ready and be prepared for a **nutrition analysis.** You will talk with a registered dietitian who will evaluate the food you eat in one day, for fat gram intake. You'll receive handouts and weekly menus based on the foods you will eat. There's a \$10.00/10 minute fee for this service. If you are interested, call Sue Houser at 220-7029 #8 for an appointment.

Weight Watchers program staff will be available to weigh you and give you information about their program. Remem-

Don't clown around with your health...



Health & Safety Fair

Thursday, October 17

2:00 p.m. - 7:00 p.m.

Commonwealth Hall

Employees, retirees
and family members welcome!

ber, nothing can beat good planning. Controlling your weight is a life-long challenge.

Weight Watchers offers a well-rounded program that includes proper nutrition, exercise, pep talks to help you improve your control and self-esteem, and group support. Call Sue Houser at 220-7029 #1 to register or for more information.

Do you need to be tested for Sickle Cell Anemia? Professionals will be available to draw your blood and answer your questions.

Do you use your safety belt? Do you have any idea what the impact would be if you were ever hit and weren't wearing one? Travelers Insurance will provide you with an opportunity to sit in a special seat and safely feel the impact at a slow speed—your imagination can do the rest.

Cindy Greczek, Ed Ross-Clunis and Bob Sweel from the Tazewell Club have machines to **measure your strength and flexibility.**

They'll lead a group of employees in our own **"Celebrity Aerobics"** session. You can participate in 15 minute sessions on toning and stretching exercises and check your pulse rate.

What is your body fat percentage? We'll check it for you, confidentially of course.

How would you like a nice, relaxing five-minute massage? A limited number of **free massages** will be available on a first come, first massaged basis.

How are your children developing? Beth Schultz from Riverside will lead a one-hour class on infant stimulation, so bring your baby—ages birth through 18 months.

Several teachers from our own Child Care Center will lead special sessions. Susan Berry-Ruane will lead children 18 months through 2-1/2 years in "finger plays" to help develop fine motor skills. Pat Vaticano will lead children 2-1/2 years through 5 years in parachute play, again developing and honing motor skills and teamwork.

Through our partnership program with Matthew Whaley, we are working with the physical education teacher and principal to provide **physical fitness testing for school-age children.**

The national **Ident-a-Kid** program staff will be available to take your child's pictures and fingerprints so you'll always have a laminated card to carry. The cost per child is \$5.00 for

one card, \$8.00 for two cards, and \$10.00 for three cards.

Kids-on-the-Block is a puppet program that shows kids how to sensitively interact with friends who have handicaps or disabilities.

Child Development Resources will be available to test the developmental progress of your child, age birth through 3 years.

Noahs Arc, a local Veterinary office, will provide a **pet safety and health class.** Please do not bring your pets.

There are many more activities lined up. Come and enjoy the balloons. You may win a door prize.

Jim Perdue will lead a session to help make you more aware of **home security.** What common sense, everyday things can you do to be more secure and safer at home? Do you know them all?

Linda Harper, Sharon Randall and Jeri Yeatts will provide information on services provided through their areas of expertise: Safety, Employee Assistance and Workers Compensation.

There's something for everyone, so come join the fun. See how healthy you really are, and share the day with your family.

Free Flu Shots

October 28 - November 15
Mondays, Tuesdays, Thursdays
and Fridays (no Wednesdays)

9 a.m. - 11:30 a.m.
1:30 p.m. - 3:30 p.m.

Employees and retirees only, with valid ID
Dr. John Hamrick, 1100-A Professional Dr. in the
Governor Berkeley Professional Center

This shot is not recommended for anyone who has experienced an allergic reaction to flu shots in the past, or anyone who is allergic to eggs. Questions? Call Sue Houser, 220-7029 #4.

Reduced price mammograms available in October

One of every nine women will develop breast cancer. Breast cancer is the leading cause of death in women between 40 and 65 years of age.

The earlier breast cancer is detected, the better the chance of containment or cure. Make an appointment for a mammogram today—for yourself or for a loved one.

Reduced price mammograms are available, by appointment:

- from Williamsburg Community Hospital on Monday, October 14, Wednesday, October 16, and Friday, October 18. The fee is \$60.00 (check or cash).

- from the Chesapeake Mobile Imaging Service van at the Health & Safety Fair on Thursday, October 17. The fee is \$50.00.

Call extension 7029 #2 for an appointment for either the hospital or the van.

Women between the ages of 35 and 39 should have at least a baseline study mammogram. Between the ages of 40 and 49, women should have mammograms every one to two years. After age 50, mammograms should be annually.

These are general guidelines. **Always check with your doctor for his or her recommendation.**



Alfonso Pierce (center), former maitre'd of the Inn, was one of three retired Inn employees honored at the first "We Remember When" luncheon, along with Fred Crawford and Ethel Kelly. George Fauerbach, the hotels' first director of restaurant operations, presents Alfonso with a commemorative plaque as Hubert Alexander looks on.

Colonial Williamsburg Hotel Properties

The Williamsburg Inn won the 1991 Family Resorts of the Year Award in the general resorts category, according to *Family Circle* magazine. The Inn was one of 125 resorts and cruise lines nominated by a panel of family travel experts. Nominees were rated by more than 6,000 readers on hospitality, accommodations, child and teen amenities, family entertainment and perceived value. The Inn has been nominated for the 1992 award, as well.

The Inn, Lodge and Cascades were awarded their seventh consecutive Pinnacle Award by readers of *Successful Meetings* magazine. Each year, meeting professionals choose the 25 best meeting hotels in five regions of the U.S. and two international regions.

Pineapple pins and pendants are now given to meeting and conference planners during their visits to Colonial Williamsburg. The pineapples are given out to help hotel and restaurant employees more easily identify these very important customers. Meetings and conferences made up about a third of our hotel business in 1990.

Profit-sharing plans have been put in place at the Wallace Gallery Cafe and Governors Inn. The plans reward employees for making their units more profitable, by holding the line on expenses and being more responsive to the needs of their guests.

The Lodge offered a new Country Buffet during July and August in an attempt to better serve the needs of its summer guests, mostly families. The

all-you-can-eat buffet replaced the venerable Chesapeake Bay Seafood Feast, and was priced to compete with offerings at other family-oriented restaurants.

Carlton Williams is the Lodge's newest Employee of the Year for 1990-91. He and other Lodge Employees of the Month were honored at a special banquet in July.

A very special group of retirees got together at the Williamsburg Inn, to share a meal and memories and to honor three of their own. The occasion was the first gathering of the "We Remember When" Club. Honored at the luncheon were Fred Crawford, the Inn's first executive chef, Ethel Kelly, former Inn pantry supervisor, and Alfonso Pierce, former maitre'd. The gathering was organized by Inn retiree Nat Reid and friends Melbon White, Emanuel Pierce, Thess Judkins, Hubert Alexander and John Haywood.

The cook apprentice class of 1991--Sharon Canty, Matilda Robinson, Michael Lawson and James Robinson--graduated with honors July 19. The four graduates earned the highest average score of any class to graduate the program since 1982.

Administration Division

Purchasing Department

The folks in Purchasing have been saving Colonial Williamsburg money.

Day in and day out, each purchasing agent saves \$10 here, \$50 there, \$100 someplace else. Over the course of a year that really adds up. Recent actions by three agents are a good example:

Deb Ogle will save \$20,000 on trash can liners between August and January. The Foundation had been buying liners from three sources. Seeing an opportunity to save by consolidating these different purchases, Deb contacted a single company and obtained samples. She asked the warehouse and users to field-test the samples. After receiving positive results from the field tests, Deb negotiated pricing and delivery with the vendor.

Deb also saved approximately \$21,000 on a linen purchase for the laundry. The savings came as a direct result of opening the bidding to more vendors. Most of the linen was purchased for less from the new vendor. Much of it is the exact item the Foundation purchased from the old vendor.

Helen Phillips has been working closely with the main warehouse and Products to consolidate deliveries to the Foundation by truck. Manpower is more efficiently used and the Foundation receives a greater discount from the carriers. In July and August, this effort saved \$7200.

Susan Zarecky saved \$4100 on the fall bulb order for Landscape. Susan and Landscape Maintenance director Gordon Chappel compared pricing and abilities of five vendors. Colonial Williamsburg doesn't always accept a low bid if a vendor cannot deliver in a satisfactory way. In this case, Colonial Williamsburg went with the second lowest bid, submitted by a vendor who could deliver high-quality bulbs on time.

The Purchasing department is a profit center. It can help you get the best products for the best prices. Give them a call before you place that order.

Audiovisual Department

The Audiovisual department is working on the final 1991 edition of *Colonial Williamsburg Today*. It should be in the can and ready for viewing by the end of October.

Mike Puckett and Rex Ellis, of African-American Interpretation and Presentation, recorded an audio storytelling tape. The tape features AAIP performers.

Photographic Services is working on several behind-the-scenes projects, including a slide program for the Board of Trustees' meeting in November.

Engineering and Maintenance is pleased with the results of the exhibits they installed in the Winthrop Rockefeller Archaeology Museum. They recently completed installation of a semi-automated projection system in the Patriot Theater. The system is reliable and popular with the staff in the Visitor Center projection booth. It now takes one person each day to handle screenings in both theaters.

Office Services

Congratulations to Francis Edwards, Office Services' United Way Pacesetter Campaign captain. The department raised \$690, exceeding their goal of \$490.

Geales Sands is working as a United Way loaned executive every Monday, Tuesday and Thursday until November 21.

If you work in the Boundary Street Office building, be sure to thank the mail room for heading up the recycling effort in your building. If you have paper or other recyclables, take them down to the mail room each week before Thursday.

Bus Operations

Bus Operations held a Bus Driver Appreciation Breakfast September 30 to thank the bus drivers for a job well done this summer. Even though three buses were cut from the route, the level of guest satisfaction remained high.

Bus Operations welcomed two new "employees" from High Point, North Carolina during July—they're 43-passenger Thomas Company buses.

Planning is underway for Bus Driver Training week, to be held the last week in February.

Information Systems

AT&T Language Line was installed for use by foreign speaking guests. Ten central office trunk lines were removed from service, without adversely affecting service and resulting in savings of \$800 per month.

More on page 14...

Wanted!

Information about the making of "The Story of a Patriot"

Were you in Williamsburg during the filming?
Did you work on the production?

We're planning a program focusing on the making of this classic, in honor of its 35th anniversary (1957-1992), and we're looking for eyewitnesses.

Please contact Mary Economou at the DeWitt Wallace Decorative Arts Gallery, 220-7984, if you have memories to share.



Day in and day out, our purchasing agents save Colonial Williamsburg a lot of money. Helen Phillips, Deb Ogle and Susan Zarecky are just three examples. By looking at different vendors and products, consolidating shipments of goods and using competitive bidding, the three have saved Colonial Williamsburg more than \$50,000. Over the course of a year, that kind of savings really adds up.

The C&P and AT&T service contracts were renegotiated, resulting in a larger commission being paid to Colonial Williamsburg.

Earn CEU's from Thomas Nelson when you attend a computer training class. To find out more, call Information Systems.

Personal computer maintenance is now handled in-house. If you need help, please call Tom Shanks.

Employee addresses now include "ZIP + 4" postal codes, which reduce postal charges and standardize addresses.

"ACORN"—which stands for A Classification of Residential Neighborhoods—codes were added to the donor systems. Funds Development uses this information to raise funds and give statistics.

Information Systems developed a new Capital Expenditure Request reporting system that reduces paper costs, staff accountants' time and monthly closing time.

A system is being developed to make the 18,000 architectural references recorded and indexed by Carl Lounsbury and Architectural Research staff available through the midrange terminals.

Installation of the credit card electronic funds transfer systems assisted in a revenue increase of more than \$90,000 in the first 12-month period.

The Credit Authorization System for Hotels—CASH—is being used to assist in the collection of credit card information for the Reservations department and front desk areas.

The IBM point-of-sale system is installed in the Woodland's Gift Shop, Little Patriot, Visitor Center bookstore, Cascade's Restaurant and Gift Shop, Woodland's Grill, Lodge restaurants, Lodge Gift Shop, Tazewell Club, Golden Horseshoe Pro Shop, Golden Horseshoe Clubhouse Grill, Craft House-Inn, the Inn restaurants, Inn Gift Shop, Carter's Grove, and the "new" Clubhouse complex on the Golden Horseshoe Green Course.

Retirees...

Watch for the next issue of the Colonial Williamsburg Retiree News, coming to your mailbox in November.

Have information to share? Call Heidi Moore, 220-7120

Publications

Colonial Williamsburg's newest book, *Christmas Decorations from Williamsburg*, is to arrive mid-October. It will be available at Craft House-Inn and Merchants Square, the Visitor Center Bookstore and the gift shops. The book retails for \$19.95. It is also available by mail order.

Retiree **Dick Stinely** designed the book. It was written by Sue Rountree and illustrated by Betty Babb.

Graham Hood's book, *The Governor's Palace in Williamsburg*, should be out in late December. It is a scholarly work that talks about life in and around the Governor's Palace.

Donna Sheppard is working on an AARFAC counting book for children. The book is co-published with Abrams book company. Expect delivery in late December.

Vernon Wooten designed Betty Leviner and Jan Gilliam's latest book, *Furnishing the Historic Buildings*. This book should also be out in late December.

In addition to all the books coming off the press, the Publications staff has been working on a promotional newsletter for Williamsburg Inn guests, and the Energy Conference and new Study Visits brochures.

Human Resources Division

Human Resources Development

"People and Programs/A Second Look" is a one-day orientation program designed for employees who have worked for Colonial Williamsburg a number of years and who would like to become re-acquainted with our mission, objectives and values.

The day's activities are designed to strengthen knowledge and understanding of Colonial Williamsburg's benefits and the services available to all employees. The importance of teamwork, quality, and hospitality and courtesy in carrying out daily tasks is also addressed. The class is once a month at the Personnel Training Building—PTB—from 8:30 a.m. to 4 p.m. For more details, call Jean Hancock at extension 7115.

Workshops are being developed by training specialists Charlie Blaha and Kathy Taylor. They include *Front Line Leadership*, *Leadership for Quality Performance Standards* and training in performance evaluation for managers in the Hotel Properties. They hope to have the classes up and running by year's end.

Compensation and Benefits

Open Enrollement for insurance benefits will take place November 20, 21 and 22 at Commonwealth Hall, from 8 a.m. to 6 p.m. each day.

During October, department bulletin boards and the *Colonial Williamsburg News EXTRA* will carry more information about Open Enrollement.

According to the Consolidated Omnibus Budget Reconciliation Act of 1985—better known as COBRA—covered employees and their dependents have the right to continue group health care benefits if coverage is lost because of qualifying event—termination (including retirement), loss of regular status, legal separation, divorce, or loss of dependent status.

If you have a question about COBRA or think that you may qualify, call Millie Wiley at extension 7026.

The KeyCare Customer Service number is 1-800-533-4107. Call this number if you have questions about Blue Cross and Blue Shield KeyCare claims or if you need new membership or prescription drug cards.

If you're enrolled in any of the Foundation's health care plans and you're expecting a child, remember



Gail Whiting of the Silversmith Shop became a journeyman this summer, after completing a six-year apprenticeship. One of her projects was this reproduction dish stand, based on a similar piece made in 1760 by Meyer Meyers of New York. Featuring an intricate pierced work design, the dish stand took 162 hours to complete and has more than 400 holes pierced by hand. "Colonial Williamsburg is fortunate in that Gail is the only female silversmith I know of who does this type of work," said master silversmith Jimmy Curtis. Gail was recently named a charter member of the National Gallery for Women of the Arts in Washington, D.C. She is also a member of the Society of American Silversmiths. Gail has been at the Golden Ball since 1979.

to enroll your new child within thirty days of birth.

Contact the Benefits office at extension 7026 to schedule a time to come in and complete a new application. The application must be completed before coverage for the dependent can begin. Applications made more than thirty days after birth cannot be accepted and coverage will not be available until 1992.

Do you have a dependent living outside Virginia? To ensure maximum KeyCare coverage for your dependents who reside outside the KeyCare area, you must file a claims exemption form. Call the Benefits office at extension 7026 if you need to do this. You may provide the needed information over the telephone.

Human Resources Information Systems

Have you received your new Employee Information Statement? They were sent to you in July, in confidential envelopes sent to your work address. If you haven't received your statement or have questions, call Bonnie Devine at extension 7027.

Employee Relations

The Employees' Hobby and Craft Show and Sale is Saturday and Sunday, September 28 and 29 in Commonwealth Hall. The hours are 11 a.m. to 7 p.m. on Saturday and 10 a.m. to 3 p.m. on Sunday.

Employee Open House is March 27, 28 and 29, 1992. Heidi Moore is chairing the Open House committee. If you have a request for an activity or would like more information, call Heidi at ext. 7121.

Welcome to volunteers Frances Pickering and Sandy Ambrose, who will work with Carla Wunderlich on the front desk Tuesdays, Wednesdays and Thursdays.

Historic Area Programs & Operations

Audience participation provided the magic for many visitors in the Historic

Area this summer. Programs at several sites allowed visitors young and not-so-young to learn by doing.

Since the Courthouse opened June 1, the interpretive staff has recruited thousands of magistrates, jurors, plaintiffs, defendants and other court principals from visitors. Participants adjourned from the courtroom with a new understanding of 18th-century law and the development of our modern legal system.

"Don't yell at the visitor!" may be a cardinal rule of hospitality and courtesy, but drill sergeants at the Military Encampment did exactly that most of the summer, much to the visitors' enjoyment.

As recruits in the Continental Army, visitors sampled several aspects of life for a Revolutionary War soldier, including hard-nosed drill sergeants ordered to get their recruits ready for duty. Besides the rigors of marching and musket drills, visitors enjoyed performing artillery drills and digging dirt for fortifications.

It's a dirty job, but somebody's got to do it. Why not a visitor? Cleaning stables and pitching hay at the Governor's Palace stable may not be *your* idea of fun, but it certainly caught the visitors' interest and enthusiasm.

Historic trades interpreters enlisted visitors to mix and mold bricks at the building trades yard. As a result, the biggest brick burn yet is scheduled for mid-October, with 17,000 bricks ready to be fired in the kiln.

There's an old adage that one bad apple spoils the rest of the bushel. When it was time to press apples into cider at the Rural Trades Yard, interpreters recruited young visitors to help separate the good apples from the rotten ones. Thanks to a bumper crop of apples from the orchard at Carter's Grove, our visitors had plenty to keep them busy.

Visitors who actively participated in new programs offered in the Historic Area left with enjoyable memories and experiences they will share with family and friends for years to come.

Another success story is religion programming. Visitors packed the pews of Bruton Parish Church on Wednesday afternoons to hear a character interpreter preach a 1772 sermon on the separation of church and state. More visitors flocked to the Capitol yard to hear an 18th-century evangelist deliver a sermon Sunday afternoons.

Sunday programming included a special focus tour concerning the role of religion in 18th-century Virginia. The tour enjoyed capacity crowds from the day it began this summer.

African American Programs

"The Storyteller" will be presented in the Hennage Auditorium October 2 and 30. "The Other Half Tour" ends October 26.

Museums Division

The Abby Aldrich Folk Art Center opens May 1, 1992. With major renovations almost complete, employees moved into the facility Sept. 3.

The "Treasures of American Folk Art" traveling exhibit returned to the center Aug. 21. It contained many of the Center's best examples of folk art.

Two interns, Chris Shelton and Harris, joined the department of Conservation. Hal Gill recently became a conservation technician.

At the Wallace Gallery, "Five Years of Collecting at the Abby Aldrich Folk Art Center" closed October 5. A library lecture series is on tap for October. Tom Burr, regional officer for the National Trust for Places of Historic Interest or Natural Beauty, Great Britain, will lecture on one of the Trust's newest acquisitions, Corfe Castle and Kingston Lacy.

The lecture series continues with Dr. Nicholas Dewey, fellow of the Royal Society of Medicine and visiting professor at Flagler College, who will discuss early treatment of mental illness and the life of Robert Burton, author of *Anatomy of Melancholy*.

Research Division

Mary Keeling became director of the Audiovisual Library Oct. 1.

Collections Division

Colonial Williamsburg recently purchased a portrait of Daniel Parke II, a Virginian and military leader. The portrait hangs in the DeWitt Wallace Decorative Arts Gallery.

Linda Baumgarten, curator of textiles, prepared the Wallace Gallery's newest exhibit entitled, "Curtains, Cases, and Chairs: Upholstery Documents at Colonial Williamsburg."

Foundation Architect Nicholas Pappas retired April 1

Nicholas Pappas, FAIA, retired as Foundation architect on April 1. He was the sixth and final architect to serve in that position. He had the primary responsibility for assuring the authenticity of the Historic Area's architectural design, construction, maintenance and landscaping.

"I'll either be praised or damned for 'scruffing' the place up a bit," the retiring architect said. "Letting the strips between the sidewalk and street grow over or taking away the planting outside of the fencing are ways of indicating how Williamsburg looked during the 18th century. With the realism comes 20th-century restraints—we couldn't take the trees out. Everything we do is just a suggestion of how it really was in the 18th century."

"We brought modern scientific paint analysis to Colonial Williamsburg. We were the first place to replicate period colors on a large scale."

Before coming to Colonial Williamsburg, Nicholas was affiliated with the Washington, D.C. architectural firm of Yerkes, Pappas and Parker, and its predecessors, for 26 years. The



firm specialized in preservation and restoration projects, winning preservation awards.

"I have enjoyed working at someplace that is forever—it's always going to be here," Nicholas said. "It's always rewarding to work on a project where you think in terms of 100, 200 or 500 years, not just one."

Anniversaries March - September

10 Years

Kenneth Lyons, *Campbell's Tavern*
Mary Hill, *Security and Safety*
Morris Jackson, *Custodial Maintenance*
J.R. Langenhennig, *Security and Safety*
Steve Kojcsich, *Reservations*
Betty Leviner, *Collections*
Yvonne Goodman, *Williamsburg Inn*
Wanda James, *Reservations*
Allison Shepperd, *Campbell's Tavern*
Joan Hope, *Security and Safety*
Colin Macintosh, *Campbell's Tavern*
Sophia Crew, *Woodlands Grill*
Timmey Fauntleroy, *Chowning's Tavern*
Lisa Carson, *Finance*
Alfred Jackson, *Hotel Maintenance*
Richard Brown, *Warehouse*
Bridgette Jackson, *AAP*
Laurie Suber, *Collections*
Russell Steele, *Historic Trades*
Frank Brown, *Williamsburg Lodge*
Vona Lewis, *Shields Tavern*
Margaret Mayo, *Williamsburg Inn*
Edith Randall, *Williamsburg Inn*
Ed Joyner, *Comp. & Benefits*
Ann McCarron, *Shields Tavern*
Olive Senior, *Williamsburg Lodge*
Maude Ashby, *Laundry*
William Graham, *Architect. Cons.*
William Rhodall, *Commissary*
Lorena Walsh, *Research*
Bettie Boddie, *Laundry*
Evelyn Saunders, *Williamsburg Lodge*
Fern Haye, *Clubhouse*
Lorine Souers, *Historical Interpretation*
Bill Weldon, *Historic Trades*
Wesley Greene, *Landscape Maintenance*
Ovriil McDowell, *Williamsburg Lodge*
Anne Hethcock, *Products*

Beatrice Little, *Williamsburg Lodge*

Iris Diggs, *Comp. & Benefits*
Geryl Martin, *Reservations*
Liz Ackert, *Library*
Bonita Black, *Woodlands Grill*
Wateina Hatchett, *Clubhouse*
John Lucas, *Building Maintenance*
Glenn Strong, *King's Arms Tavern*
Robin Kipps, *Historic Trades*
Byron Whitehurst, *Products*
Warren Owens, *Building Maintenance*
Barbara Banks, *Museums*
Miguel Johnson, *Woodlands*
John Korczowski, *Williamsburg Inn*
Barbara Wielicki, *Employee Relations*
Sylvia Tyler, *Reservations*
Delores Glass, *Museums*
Sallie Warnock, *Presentations & Tours*
Tom Peck, *Building Maintenance*
Cherri Black, *Williamsburg Inn*
Eunice Pusey, *Williamsburg Inn*
Efrain Torres, *Cascades*
Nellie Swann, *Finance*
Susan Pryor, *Historic Trades*
Sheron Jones, *King's Arms Tavern*
Mary Jean Hurst, *Administration*
Baxter Hardinge, *Business Operations*
Lorenzo Washington, *Commissary*
Frank Leach, *Security and Safety*
Portia Lee, *Reservations*
Carson Hudson, *Exhibition Buildings*
Arlene Collins, *Business Operations*
Carolyn Simpson, *Business Operations*
Kris Fischer, *Products*
Johannes Heuvel, *Commissary*
John Fisher, *Cascades*
Marianne Hull, *School & Group Services*
Judith Milteer, *School & Group Services*
Helen Phillips, *School & Group Services*

15 Years

Robert Shumaker, *Bus Operations*
Ruby Washington, *Cascades*
Stanley Johnson, *Williamsburg Lodge*
Anne Willis, *Interpretive Education*
James Parker, *Museums*
Emily Spencer, *President's Office*
Margaret Jenkins, *Clubhouse*
Darius Gallimore, *Williamsburg Inn*
Martina Gaither, *Williamsburg Lodge*
Doris Kmetz, *Business Operations*
John Herzberg, *Security and Safety*
Mary Wiseman, *Exhibition Buildings*
James Wilson, *Landscape Maintenance*
Flora McCray, *Cascades*
Carolyn Evans, *Business Operations*
Jessie Abrams, *Custodial Maintenance*
Roger Thaler, *External Affairs*
Deborah Royster, *Cascades*
Scott Whitehead, *Admissions Marketing*
Bob Jeremiah, *Woodlands*
Del Snyder, *Golden Horseshoe*
Dorothy Evans, *Williamsburg Inn*
Mary Conway, *School & Group Services*
Susan Winther, *Williamsburg Inn*
Leroy Allen, *Williamsburg Inn*
Tom Redd, *Business Operations*
Barry Hoak, *School & Group Services*
Audrey Christian, *Building Maintenance*
Mildred Wiley, *Comp. & Benefits*
Brenda Hammond, *Tazewell Club*
Lucy Johnson, *Business Operations*
Billy Criswell, *Building Maintenance*
Mary Simpson, *Williamsburg Inn*
Cary Carson, *Research*
John Whitmire, *Shields Tavern*
John Coleman, *Williamsburg Lodge*
20 Years
Marie Tyler, *Woodlands*

Roz Ramsey, *Business Operations*

Eartha Hopkins, *Woodlands*
Barbara Piggott, *Woodlands*
Regina Wade, *Admissions Marketing*
Julia Franklin, *Williamsburg Inn*
Etta Davis, *Chowning's Tavern*
Richard Green, *Golden Horseshoe*
Margaret Bailey, *Williamsburg Lodge*
Purcell Brown, *Business Operations*
Sylvia Hundley, *Woodlands Grill*
Thelma Wilson, *Woodlands*
Nathaniel Smith, *Research*
Percy Brown, *Custodial Maintenance*
Marcus Hansen, *Historic Trades*
Leonard Hubbard, *Building Maintenance*
George Collins, *Exhibition Buildings*
Bernard Bilenki, *Building Maintenance*
Milton Parham, *Williamsburg Lodge*
Gloria Parker, *Admissions Marketing*
Donna Sheppard, *Publications*
Adassa Duncan, *Williamsburg Lodge*
James Moore, *Landscape Maintenance*
Chuck Trader, *Commissary/Laundry*
Gary Randall, *Campbell's Tavern*
Thelma Cowles, *Governor's Inn*
James Pettengell, *Historic Trades*
Orane Holloway, *Woodlands Grill*
Joseph Webb, *Landscape Maintenance*
Graham Hood, *Collections*
Wally Kmetz, *Commissary*
25 Years
Mildred Christian, *Williamsburg Lodge*
Rosa Holmes, *Williamsburg Lodge*
William Swann, *Williamsburg Inn*
Lewis Black, *Building Maintenance*
Matilda Brown, *Laundry*
Lewis Randolph, *Williamsburg Inn*
Samuel Paige, *Landscape Maintenance*
Eli Canady, *Chowning's Tavern*

Mary Jamerson, *Interpretive Education*

Barbara Washington, *Woodlands*
Carl Berkley, *Landscape Maintenance*
Clyde Hylton, *Hotel Services*
Mary Anne O'Connor, *Comp. & Benefits*
Bruce Marquardt, *Building Maintenance*
Armond Campbell, *Building Maintenance*
Lorenzo Parrott, *Business Operations*
Trudy Moyles, *Collections*
Italy Hopkins, *Landscape Maintenance*
30 Years
James Curtis, *Historic Trades*
U.T. Davenport, *Security and Safety*
Carl Harris, *Building Maintenance*
Warren Sutherlin, *Hotel Services*
Kathryn Lewellen, *Costume Design Ctr.*
Lew LeCompte, *Historic Trades*
Henry Trower, *Business Operations*
35 Years
Robert Jenkins, *Building Maintenance*
Dorothy Parsley, *Comp. & Benefits*
Joe Jones, *Coach and Livestock*
Bernard Johnson, *Lodge*
40 Years
James Jackson, *Williamsburg Inn*
In memoriam...
Charles H. Jimmerson Sr. (retired), *Building Maintenance*
Shirley Payne Low (retired), *Hostesses*
August R. Klapper (retired), *Crafts*
Littleton Taylor Sr. (retired), *Construction and Maintenance*
James Knight (retired), *Architecture*
Martha Ann Ballard McConkey, *Advancement*
Eugene M. Sheldon (retired), *Auditor*
Cue Willis Sr. (retired), *Lodge*
Norma E. Merithew (retired), *Products*

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Post Office Box 1776
Williamsburg, VA 23187-1776

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The Colonial Williamsburg News is published for employees, retirees and friends of Colonial Williamsburg, by the department of Communications. Please address all inquiries to Editor, Colonial Williamsburg News, Colonial Williamsburg, Post Office Box 1776, Williamsburg, VA 23187-1776. Or call, (804) 220-7120.

Photographic Processing Audiovisual Department
Printing The William Byrd Press Inc., Richmond, VA

U.S. Postage
PAID
Richmond, VA
Permit No. 1193
Non-Profit Org.
