



Colonial Williamsburg News

INFORMATION ABOUT COLONIAL WILLIAMSBURG PEOPLE AND PROGRAMS
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From the Desk of the President

Reiss announces new incentive program for employees

Mitchell B. Reiss, Colonial Williamsburg president and CEO, recently announced a new incentive program for all employees, supervisors and managers except administrative officers and directors.

The purpose of the program is to reinforce:

- The importance of financial success at all levels of Colonial Williamsburg, and
- The vital contribution all employees make to our financial success and guest satisfaction.

Beginning in March 2015, a \$50 award will be paid out to all employees for each month in 2015 when revenue and specific controllable expenses (net revenue) are better than the same month in 2014. Please review the Frequently Asked Questions below for additional information.

Details of the program are being finalized. Early in 2015 additional information about the new incentive program will be shared. Employees should contact their manager or Human Resources generalist with any questions.

CWF Incentive Program FAQ

Program design

Q: What is the program?

A: Beginning with March 2015, each month that the Foundation's net revenue, including hospitality operations, exceeds 2014 net revenue, eligible employees will receive a payout of \$50.

Q: What do you mean by "net revenue"?

A: For purposes of the incentive program, net revenue is defined as all earned revenue, minus selected controllable expenses.

Q: What is adjusted operating revenue?

A: Adjusted operating revenue starts with total operating revenues and deducts all

gift and endowment support.

Q: Okay, so what do you mean by "selected controllable expenses"?

A: These expenses include only direct payroll, supplies, cost of goods sold, travel and business meals, outside contracts, contract services, and building and landscape maintenance. Additionally, all development expenses are excluded from controllable expenses.

Q: What about charitable gifts and grants?

A: They are excluded from our net revenue calculations, because the month they show up may vary so wildly from one year to another.

Q: How much do we have to exceed last year's net revenue figures?

A: By as little as \$1 – but hopefully much more.

Q: How will we know what the revenue/expense goal is for each month?

A: The monthly revenue/expense figures from 2014 will be shared via CW News, bulletin board posters and e-mail.

Eligibility

Q: Who is eligible?

A: All employees are eligible, except administrative officers and directors, who are employed for the entire incentive month and who work at least once during the month.

Q: Why is office/support staff eligible? They don't impact revenue.

A: All employees can impact revenue either directly or indirectly; all employees also can impact cost savings. Front-line employees obviously impact revenue through the kind of guest experience they provide. Other employees can effect revenue through the support they provide other staff.



Colonial Williamsburg President and CEO Mitchell B. Reiss and his wife Elisabeth Reiss donned 18th-century attire for the holidays. The Wigmaker Shop provided wigs for the couple, and the Costume Design Center fitted them for 18th-century clothing.

Plan Pay-out

Q: When would we see an incentive payment?

A: After month-end, the chief financial officer will determine if the incentive is triggered based on 2015 net revenue results compared to same month in 2014 (for example, March 2015 to March 2014, April 2015 to April 2014, etc.). If the incentive is triggered, it will be paid out. We'll begin measuring in March 2015 for a potential April 2015 pay out.

Q: How will it be paid out?

A: The \$50 incentive payment will be paid out in the second paycheck after month-end. Example: March 2015 revenue exceeds March 2014 revenue. Eligible employees will receive the \$50 payout

in their April 16, 2015 check (for CWC employees) or in their April 23, 2015 check (for CWF employees).

Q: Will it be taxed?

A: Yes, it will be taxed as required.

Q: How will we know if we have met the net revenue goal?

A: Monthly financial results will be shared as stated above. A notice will be included in the check that contains the incentive. Congratulations will be posted online and on bulletin boards.

Q: I'm a crossover employee. How will I receive the \$50?

A: You'll receive the \$50 payout in your primary job's check.

CW to raise \$40 million for major expansion of its Art Museums

By Joe Straw
Communications Manager

The Colonial Williamsburg Foundation plans a major expansion of its award-winning art museums to enrich Americans' appreciation of their nation's history through the power of art and material culture.

The \$40 million project represents the first large-scale expansion and upgrade of the building that houses both the Abby Aldrich Rockefeller Folk Art Museum and the DeWitt Wallace Decorative Arts Museum since its opening in 1985. When complete, the project will add 8,000 square feet of new gallery space and improve public access to the building.

The Art Museums of Colonial Williamsburg boast internationally renowned collections of American folk art through the present day and of British and American fine and decorative arts from 1670-1830. These diverse, extensive collections play critical roles in Colonial Williamsburg's mission to inform and engage Americans in the dramatic story of their country's founding.

"Colonial Williamsburg's art collections both preserve and convey powerful infor-

mation and insight into America's origins and its evolution through the centuries," said Mitchell B. Reiss, president and CEO of The Colonial Williamsburg Foundation. "Seeing Britain's captured flag in Charles Willson Peale's portrait of George Washington at the Battle of Princeton – as British soldiers are marched off in the background – one begins to appreciate the messages and lessons revealed through these works of art and objects. With the campaign investments of our supporters, we will ensure that these tangible pieces of our national story will be even more accessible and meaningful for all Americans."

The plans for the Art Museums include a new entrance that will replace a circuitous, partly underground route through the reconstructed Public Hospital of 1773. The new gallery space will enable the Art Museums to showcase more of their renowned collections of furniture, paintings, silver, numismatics, ceramics, tools, textiles, maps, weapons, and other media and early American folk art. Other improvements include:

- A new lobby overlooking the pastoral site of the John Custis House and Gar-

den, and a grand concourse that will provide access to both museums.

- Enhanced programming and activities to engage visitors.
- An expanded museum cafe and store near the entrance.
- New, expansive windows overlooking Bicentennial Park, and providing natural light for the museum cafe and store.
- Space and equipment for efficient museum operations and exhibition presentations.
- New and upgraded mechanical and climate-control systems.

"These additions and improvements to the Art Museums will allow Colonial Williamsburg to reach even more guests with the fascinating, story-driven exhibitions for which it is so well-known," said Ronald L. Hurst, the Foundation's Carlisle H. Humesline Chief Curator and vice president for collections, conservation and museums.

Colonial Williamsburg has evolved through the decades as a source of education and inspiration about the complex story of our nation's origins and now embarks on

an ambitious campaign that aims both to strengthen and reimagine its role in the 21st century as a leader in both historical preservation and history education.

Boosting the campaign is a new, \$13 million commitment from senior trustees Abby M. and George D. O'Neill of Oyster Bay, N.Y. The gift will provide unrestricted funds to address both immediate and emerging needs throughout Colonial Williamsburg. Their previous campaign gifts total \$1.1 million and include support for teacher development in New York State. Mrs. O'Neill is the eldest grandchild of John D. Rockefeller Jr., Colonial Williamsburg's benefactor.

Campaign fundraising to date includes \$11.8 million committed toward the \$40 million goal for the Art Museums project, including \$1 million for endowment to support operations. Additionally, \$14.4 million from the sale of Carter's Grove has been designated for endowment.

Samuel Anderson Architects has been selected to design the expansion. In 2006, the firm designed the space that now houses the Abby Aldrich Rockefeller Folk Art Museum.



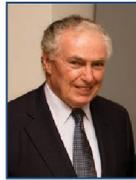
Campbell One Foundation Award named to honor legacy of president

By Joe Straw
Communications Manager

Colonial Williamsburg will expand and rename its top award for institutional unity to honor Chairman Emeritus **Colin G. Campbell**, who conceived and led the "One Foundation" campaign as Foundation President and CEO, his successor, **Mitchell B. Reiss**, announced.

Originally the One Foundation Award, the honor will now be known as the Colin G. Campbell One Foundation Award and will include an engraved silver presentation piece and an honorarium.

"Colin Campbell's legacy of leadership extends beyond our Foundation, across our region and into our broader mission of education and historical preservation,"



Colin G. Campbell

Mitchell said. "But to the thousands of dedicated, talented employees and volunteers who served during his tenure, Colin's greatest imprint is his critical and successful work to unify elements of a complex and diverse organization. I

can think of no better tribute to Colin than to have this award named after him."

Campbell had already served on the Board of Trustees for 11 years, two of them as chairman, when he became president and CEO in 2000 and found that the Founda-

tion's different divisions, which play roles as varied as historical interpretation, hospitality, educational outreach, were not optimally collaborating.

He personally coined the term that described his goal of unity, and in 2003 launched the One Foundation initiative to bring together staff and resources from across the organization to work efficiently and effectively toward its mission.

In the years that followed, Campbell established the One Foundation Award to recognize individuals and teams that embodied the values of guest focus, collaboration, communication, stewardship and accountability.

Past recipients of the One Foundation Award include **Dave Gregory**, formerly of

the products division; the conference services and banquet setup teams; the support maintenance team; **Robert Jones** of the collections, conservation and museums division; **Larry Christian** and **Sandra Wiggins-Elliott** of building automated systems; the Greenhow Lumber House ticketing staff; coach drivers/interpreters; the landscape staff; **Susan Zarecky** of the purchasing department; **Jo Brooks** of the architecture projects and engineering department; **Richard Tate**, former director of special events and executive assistant manager of the Williamsburg Inn; the accounts receivable team; **Tom Redd** of Historic Trades; the information technology help desk and customer support team; and **Suzanne Spiri** of the products division.

Housekeepers' Appreciation Luncheon



Photos by Carole Moore

Housekeepers from the Williamsburg Inn, Colonial Houses, Williamsburg Lodge, Williamsburg Woodlands Hotel & Suites, and the Governor's Inn were recognized during the Housekeeper's Appreciation Luncheon recently. According to *Virginia Walker*, housekeepers enjoyed lunch and games. Participants played bingo and "musical steps," which is similar to "musical chairs," for gift certificates. For more prizes, employees answered questions about setting up a room prior to a guest's arrival and the remake of a room during the guest's stay. Prizes for correct answers included a \$100 spa gift card, a one-night stay at the Inn with breakfast, a one-night stay at the Lodge with breakfast and a two-night stay at the Woodlands with a free continental breakfast. (Above) *Sharon Charity-Brown* and *John Hallowell* had the opportunity to talk during the Housekeeper's Appreciation Luncheon. (Below) *Annie Warren, Patricia Harris, Ted Horan, Dale Montague* and *Sherry Washington* participated in games during the luncheon.



Please pass the conserve!

Condiments from the past fit for today's tables

By Barbara Brown
Communications Manager

Three new historically inspired products from Colonial Williamsburg are sure to spice up any meal. Old Stitch Brown Ale Mustard, Mad Mary Tomato Catsup and Jane Vobe's Tomato Conserve bring the flavors of the past to the present.

"We're always looking for new ways to bring the taste of the past to today's kitchens," said **Frank Clark**, master of Colonial Williamsburg's Historic Foodways. "We collaborated with our products and culinary staff to create a line of historically inspired condiments."

In 18th-century England and the colonies, mustard was used in its whole seed form or ground into a powder. Many chocolate makers used their mills to grind mustard. The powder was rolled into balls and sold to be mixed with water, wine or beer to form a paste.

"Our version mixes the mustard powder and spices with Old Stitch Brown Ale, brewed especially for Colonial Williamsburg," Frank said.

Although the tomato was not native to Virginia, it was introduced to the colony in the 18th century, and a recipe for catsup can be found in "The Virginia Housewife," a cookbook by Mary Randolph written in 1824. The recipe for Mad Mary's Tomato Catsup is a thicker version with less sugar than used in today's catsup and was adapted from a recipe found in "The Carolina Housewife" cookbook.

The recipe for Jane Vobe's tomato conserve is inspired by a recipe from "The Virginia Housewife," with the actual ingredients and proportions taken from the family recipe of a Colonial Williamsburg executive chef.

The condiments are distributed by Smithfield Specialty Foods Group and



Colonial Williamsburg photo
Jane Vobe's Tomato Conserve (above), Old Stitch Brown Ale Mustard and Mad Mary Tomato Catsup are the newest specialty foods that bring the 18th century to the 21st-century table. These condiments can be found online and in Colonial Williamsburg retail stores.

are available for \$5.95 at www.williamsburgmarketplace.com, the Craft House and Everything Williamsburg in Merchants Square, the Williamsburg Lodge gift shop, Revolutions in the Colonial Williamsburg Regional Visitor Center and the John Greenhow Store and Tarpley, Thompson & Co. in the Historic Area.

Colonial Williamsburg's Department of Historic Foodways was created in 1983 with the purpose of researching and recreating the foods of the 18th century. Many of the culinary selections served in Colonial Williamsburg hotels and taverns today are inspired by 18th-century recipes.

Navis created a win-win situation with Call Center, guests

Colonial Williamsburg's Call Center has increased sales and revenues because of a new computer system. Navis is designed to give Call Center agents the top 100 best management practices for independent hotels.

Su Tutone, director of the Call Center, said Navis has changed the way Call Center agents approach sales. "Before we were order takers," she said. "Now we're sales makers."

The new platform gives agents several new advantages. "It lets us know who is calling, what campaign they are calling about and possibly what ad they are calling about," she said. "Agents know if the guest has called before and can track their call history."

Su said the new system has improved guest service. "Agents can follow up with

people," she said. "Before getting the new program, we kept track of requests on sticky notes. Now after talking with guests, we suggest calling them back in a few days."

Navis has not only created better guest service, it has created higher revenues. When the Call Center started using Navis in 2013, [the company that sold them the product] projected there would be a 2 percent increase in outbound calls or \$225,000.

"We have generated a 5 percent increase or \$700,000 a year in outbound calls," Su said.

Because of the new system, a new employee incentive program has been put in place. Su also believes that it will attract new employees. "More employees will want to work here," she said. "How awesome is that."



CW HOLIDAYS

Revolutionary City holiday decorations are a natural

Residents in Colonial Williamsburg's Revolutionary City homes received awards for the best holiday decorations.

Awards were given in professional and amateur categories. Professional entries were a collaboration between the resident and a Colonial Williamsburg landscape staff person or florist professional. Amateur entries were fashioned by the residents themselves.

The 2014 award winners in the professional category were Taliaferro-Cole House - Joshua Piker and Tayloe Kitchen - **Dorean Neisner**. The 2014 winners in the amateur category were: Taliaferro-Cole Kitchen - **Brenda Leek**; Hartwell-Perry Tavern - **Kirsten Moffitt**; Ludwell-Paradise House - Yarra and **John Hallowell**; and Catherine-Blakley Kitchen - Elizabeth Eaton.

Awards also were given for upkeep of decorations and included: **Don Moore**, James Moir House; **Nancy Milton**, George Reid House; **Andrea Squires**, John Blair Kitchen; and **Lindsay Keiter** and Bryce Bowman, Scrivener's Store.

More than 100 buildings in the Revolutionary City are decorated for the holidays during a period of five to seven weeks, beginning the week of Thanksgiving. Materials used in creating the holiday decorations are ordered in early September and stored in a warehouse until ready for use. All natural plant materials are used throughout Colonial Williamsburg's residences, offices, stores, taverns and trade shops using a generous supply of pine, boxwood, Frazier fir, holly, magnolia leaves, dried flowers, and assorted fruits and berries.



1. Joshua Piker took one of the top honors in the professional category with a design of magnolia leaves, apples, pomegranates, bayberries and wheat on the Taliaferro-Cole House. (2) Dorean Neisner used greens and pine cones on her award-winning decorations on the Tayloe House. (3) Brenda Leek's innovative design at the Taliaferro-Cole Kitchen started with a basket on top of a wreath. The basket featured greens, red berries, a gourd and dried fungi. (4) Kirsten Moffitt highlighted her wreath with pear gourds, pine cones, yarrow and wheat at the Hartwell-Perry Tavern. The most unusual feature of the decoration was deer antlers. (5) The traditional design of the decorations over the door and on the front of the Ludwell-Paradise House featured greens, magnolia leaves, orange slices, green apples and pomegranates. (6) The brightly decorated boxwood wreath at the Catherine-Blakley Kitchen was adorned with cardoon flowers, burgundy cockscomb flowers and berries. All Historic Area residents had a decoration on their front door by Grand Illumination. The Foundation supplied all residents with fresh fruit and greens, and the landscape staff provided the list of appropriate materials to make decorations. Landscape staff also offered classes to the residents on making decorations and consulted with the residents if they had questions. Decorations were constructed of natural materials and reflected the use of the building.



3. 4. 5. 6.

Holiday celebrations in grand style at the Williamsburg Inn

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Photos by Tom Shrout

The Williamsburg Inn held several events during the holiday season. (1) *I.D. Durham* lit the Christmas tree at the Inn with his mother Jean Durham. (2) Gerald Dickens, the great-great grandson of Charles Dickens (seated), visited with guests in the lobby. He performed a dramatic retelling of "A Christmas Carol" during a tea and dinner at the Inn. (3) Father Christmas visited with guests at the Williamsburg Inn. (4) The yule log ceremony is held every year at the Inn. *Mary Crowell* and *Anthony Pusey* led the procession that brought in the yule log. Burning of the yule log represented casting away cares with a sprig of greenery into the fire and celebrating the upcoming new year.



United Way winners



Photos by Chris Andrews

Donations from Colonial Williamsburg's employees, retirees and volunteers raised more than \$130,000 during the 2014 annual Pacesetter Campaign. (Photo left) Alicea Potts of conference services won a gift certificate for golf for two at the Golden Horseshoe. (Photo right) Osville Isaac of bus operations won a Seafood Feast for two at Traditions. A third prize went to retiree Frances D. Griffin who won a Seafood Feast for two at Traditions. Funds raised during the campaign will go to United Way agencies to assist residents in the City of Williamsburg, James City County and the Bruton District of York County.

Hunter interprets colonial times using CW Rare Breeds

NAME: Eric Hunter

POSITION: Animal husbander, Coach and livestock department

YEARS OF SERVICE: "Seventeen years. I began employment with the Foundation in March 1997."

WHAT I DO: "I work with a staff of four full-time employees, and we provide for the care and upkeep for all cattle, oxen, sheep and chickens that are part of the coach and livestock department. I began my employment with the Foundation as a coachman. Now I work with all the livestock. Our animals are fed twice each day, and we make sure that they are eating properly and have enough water for their daily intake, especially in the summer months. If we notice that some animals are not eating properly, we check on them and may contact our on-call veterinarian if the animals do not appear healthy."

"In addition to feeding and caring for the animals, we may also build or repair hay feeders, fencing, pasture maintenance and perform other maintenance issues for the coach and livestock department. We are also involved with Colonial Williamsburg's Rare Breeds program and control the breeding of the Leicester Longwool sheep, American Milking Devon cattle and Nankin Bantam and Dominique chickens that were popular and existed in the colonial period. We also do a lot of carting of equipment for other trade shops in the Revolutionary City using our animals."

WHAT I LIKE ABOUT MY JOB: "When you work with animals, you are never sure of what you will find at the beginning of each day. I work four 10-hour days, and every day is different. My work is generally outside, and I work throughout the Historic Area, sometime in costume. We have a locker room where we can change into costume if that is needed. We never stay in one location throughout the day, and I like the variety of jobs I might perform throughout my working day."

WHAT I DO TO IMPROVE THE GUEST EXPERIENCE: "I try to be friendly and communicative with our visitors. Many of our guests like to watch the animals when they are being fed, which is what I do. Animals are very instinctive, and they know that food is being provided when our vehicles pull up to their area. Many guests will come up to me and talk about the animals when they are being fed."

"When we are shearing the sheep, visitors also like to come up and watch us



Eric Hunter

do that as well. We will also talk to them about that. We try to be very interactive with our guests when they show an interest in our animals. Guests also like to watch the ox carts as they go

by and ask us how our oxen are trained to perform their different tasks."

MEMORABLE EXPERIENCES: "Several years ago, I served as the coachman for the prime minister of Jamaica when he and his family visited Colonial Williamsburg. His wife and two children accompanied him. They were dressed very casually and were very friendly with our visitors as I drove them throughout the Historic Area. Many visitors did not know who they were, and I enjoyed being with them as they toured the area."

"Another time in front of the Wyrthe House, I was the coachman for a family when the rear axle broke in two and one of the wheels came off the coach. We stopped the horses, and the family was taken off the carriage without a problem. This happens very rarely, and we were able to handle the situation in a professional manner."

"I am also a member of the Poisoned Dwarf, a Celtic musical group. There are six members of this group, and I play the banjo and guitar. We have played for the National Governor's Conference and the Southern Governor's Conference during their meetings on Colonial Williamsburg properties. We also performed in a holiday concert at the Hennage Auditorium in the Art Museums of Colonial Williamsburg before Christmas."

BIGGEST ACCOMPLISHMENT: "I definitely enjoy working with Colonial Williamsburg's Rare Breeds program. Maintaining the breeding and care of these rare animals that were very prevalent in colonial times is a very special responsibility in my work for the Foundation."

INTEREST/HOBBIES: "I have a very strong interest in music and being part of the Poisoned Dwarf musical group. I enjoy playing the guitar and banjo in these musical performances in front of a large group of people. I also enjoy spending my spare time with my wife and two children. I also do some medieval paintings in my spare time."



Photo by Rachel West

Elisabeth Reiss, wife of Colonial Williamsburg President and CEO Mitchell B. Reiss, was the keynote speaker at the Dec. 5 Naturalization ceremony at the Capitol.

Becoming Americans:

Elisabeth Reiss discusses her naturalization experience

Twenty-nine citizen candidates from all over the world gathered in the Hall of the House of Burgesses at the Capitol building on Dec. 5 to become American citizens.

The Honorable Arenda L. Wright Allen presided over the ceremony. Colonial Williamsburg President and CEO Mitchell B. Reiss welcomed guests. Jane Hanson sang "The Star-Spangled Banner" and "America the Beautiful."

Elisabeth Reiss served as the keynote speaker. Her remarks focused on her experiences from the transition as a British citizen to an American citizen. "This is not my first

time I have participated in a naturalization ceremony," she said. "In 1998, I took the same oath you have just taken, resolving to make this country my home. And by doing so – I gained the special rights of American citizenship that were first articulated here."

"What I also did that day, as you have done today, is to accept the responsibilities of American citizenship, the responsibilities to help sustain our democracy and to help shape a more perfect union."

Following the naturalization ceremony, students from the Providence Classical School gave new citizens flags and candy.

News Briefs

Remembering Friends...

Ms. Mildred H. Arthur died Dec. 17 in Williamsburg. She began working for the Foundation as a hostess in exhibition buildings in 1976. In 1982 she was promoted to senior interpreter and remained in that position until her retirement in 1989 with 13 years of service. She is survived by two daughters.

Ms. Helen Strickler McConnell died Dec. 17 in Williamsburg. She had 10 years of service beginning in 1966 as an escort in group visits. She also worked as a hostess in exhibition buildings and was a historical interpreter when she retired. She is survived by two daughters, two sons, seven grandchildren and three great-grandchildren.

Marketplace

FOR SALE: Two Southwood Wingback chairs - \$375 each or \$700 for both. Picnics available upon request. CALL: (757) 342-3014.

FOR SALE: Small "Winter" baby grand piano circa 1935. Needs about \$500 inside repair. Asking \$600. CALL: Ruth at (757) 345-6092.

FOR SALE: Two Civil War signed prints. (1) "Hold the Ground at all Hazards" by Keith Rocco - circa 1995 - #378/950. Asking \$300; (2) "Return to Gettysburg" by Charles Peterson also signed print - 10889/1863, beautiful wooden frame. Asking \$500. CALL: Terry at (757) 814-7397. Pictures available upon request.

FOR SALE: Rollerblades, like new. Ladies, size 8 1/2. Mack and teal, wrist guards included. \$35. CALL: Debbie at 220-6713.

FOR SALE: Round oak table, 54-inches in diameter, plus 18-inch leaf, double pedestal bottom. Picture upon request. \$300. Also, California King sized Sleep Number bed. Used about nine months. (Original price \$3,100). Asking \$600. CALL: Terry at (757) 814-7397.

FOR SALE: Pottery Barn Futon, folds down to a full sized bed. Powder blue, 10 yrs old but gently used. Asking \$300 but open to negotiation. CALL: (757) 344-8802.

FOR RENT: Small apartment consisting of second floor of old farmhouse. One bedroom, eat-in kitchen, small living room, bathroom and storage room. Walking distance to Merchants Square and College. Off-street parking, lots of trees, nice view, mostly hardwood floors. (Please note: no central A/C, no washer or dryer hook-up, as this is an old house.) Looking for: Quiet, very responsible individual, non-smoker, for long-term rental. (Preferably a handy person who also likes cats.) Must be willing to share upkeep of large, pretty yard (to include mowing and raking) or the help pay for its maintenance. Single occupancy only (quiet visitors OK). Low rent, plus utilities. One month's security deposit and references required. CALL: 220-0265. Available March.

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Deadline for Marketplace text is Monday at noon one week prior to publication. Ads must include employee's name and personal telephone number. Ads can run for up to two consecutive issues. If you would like your ad to run again, please resubmit it. Submit ads in person, through internet office mail to FSO-104, fax to 565-8780 or e-mail to Penna.Rogers at progers@cw.org.

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