

Additional FY-89 Initiatives
New FY-90 Initiatives

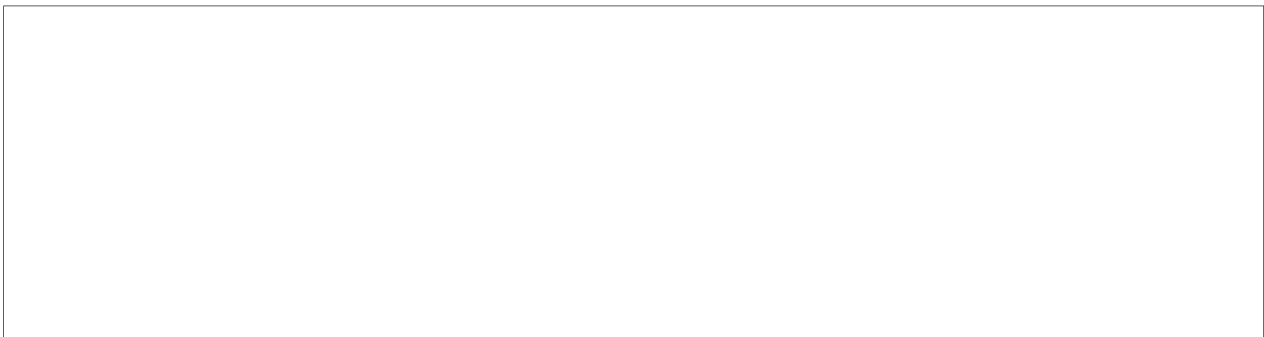
FMD

1. OHB - HVAC upgrade (\$4 million).
2. Day Care Center (\$1.8 million).
3. RFI - shielding for OHB (\$? million).
4. Asbestos removal (\$2 million).
5. EDR expansion (\$1 million).
6. Construction of Salt Shed (\$500,000).
7. Chill water thermal storage and removal of water tower (\$2+ million).
8. Reroof Second Deck (\$1 million.)
9. Replace Auditorium seats (\$150,000).
10. Develop master plan for Scattergood Thorne land (\$1 million).

PD

1. 25 new contract-officer positions, FY 89 (\$?). Provided that the budget for CLAS contains funds for new ADP hardware and software, PD has no new initiatives for FY 89 or 90 except for new positions; i.e., a new initiative for FY 89 for 25 new contract-officer positions just as we did for FY 88. The language used to justify the new positions for FY 89 will have to be a little more explicit than that used for FY 88.

P&PD



S E C R E T

OL Additional FY-89 Initiatives/New FY-90 Initiatives (cont'd)

2. Desk-top publishing (\$500,000 - FY 90). This emerging technology will have a definite impact on P&PD in the near future. In order to meet growing demand stemming from these relatively inexpensive and readily available systems, P&PD will need funding of \$500,000 in FY-90 to define and acquire interfaces from these systems to P&PD's Digital Prepress System so as to integrate desk-top publishing into the electronic publishing network.
3. HQ Auditorium renovation (\$2.5 million - FY 90). Complete renovation will be required in FY 90 if we are to provide the capability for quality presentations in a comfortable atmosphere. Funding of \$2.5 million will be needed to construct an addition for a rear-projection capability, remove asbestos, replace carpeting and seating, upgrade the sound system, and repaint the interior.

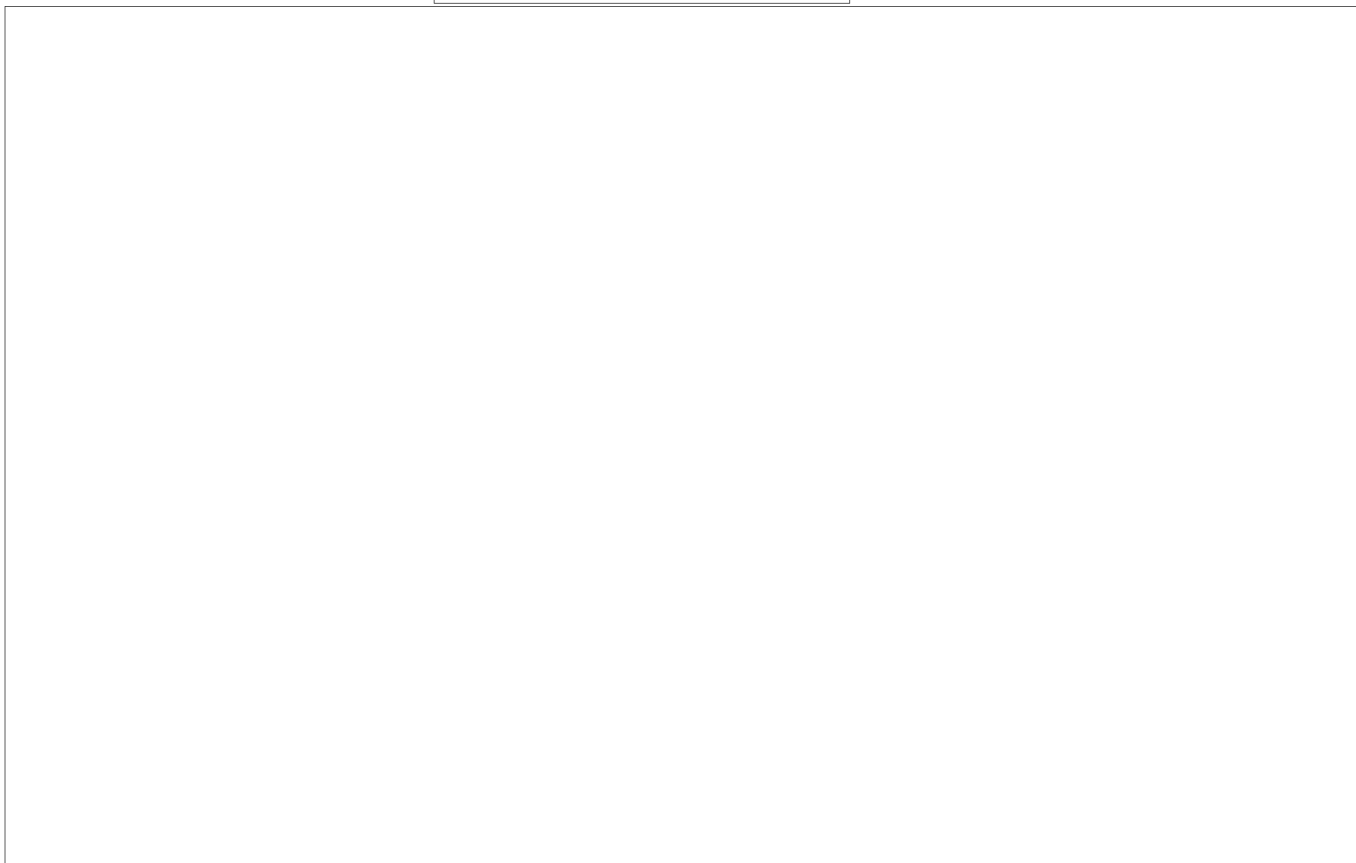
SD

1. Existing - FY 89.

° 10 new positions

25X1

25X1



Initiatives (FY-89 additional, FY-89 new) (cont'd)

25X1



PMS

1. Implement contractor-provided, in-house procurement training capability (\$350,000 - FY 90). Include basic courses (cost and price analysis, negotiation techniques, contract administration, special laws and authorities of the Director/Agency, contract process) needed for all procurement personnel. Teach the courses from the Agency's perspective, and focus on the unique methodologies/processes used for CIA procurements.

2. Establish Government-Furnished Equipment (GFE) Program (contractor-provided) (\$500,000). Survey the field to determine how many companies offer programs for the maintenance of GFE furnished/acquired property in hands of contractors. Needed to facilitate settling contracts and preparing consolidated reports, address present limitations expressed by the IG, and minimize loss and waste of Gov't assets. Should be able to augment CLAS capabilities.

Other suggested OL objectives/projects/studies

IMSS

C(b) 1. Address present/future OL ADP activities:

- ° Evaluate the future of all current ADP applications in OL and determine the need for additional applications. Identify the resources needed to design/implement application changes.
- ° Study feasibility of centralizing all data-/word-processing activities in OL (e.g., determine the future of DAS).
- ° Study the feasibility of having the ADP Control Officer, IMSS, manage the entire OL ADP budget.
- ° Evaluate means, methods, and justification to expand the IMSS/DAS/TG work force through use of co-op students, new EODs, contract personnel, personnel from outside components, other OL careerists having ADP skills, and long-term rotational assignments, or through new staff positions.

C(h)* 2. Streamline OL office procedures and correspondence formats (possible OL secretarial committee, coordinating w/IMSS, Registry, and OL/SS).

C(h)* 3. Conduct OL workshops re office procedures and correspondence formats, emphasizing the ones that are unique to OL.

25X1
25X1
C(j)* 4. Present noontime motivational/personal-growth video tapes and films for OL [redacted] employees to improve services/morale. Strictly voluntary, informal, nonstructured sessions, offered once or twice a week and announced [redacted] bulletin and/or menu-board notices in the 2nd-floor lobby, would focus on such topics as coping with stress, understanding personal interaction styles, time management, communicating successfully, nonverbal communication, achieving your potential, motivation to work, productivity, solving employee conflict, etc. These could interest/benefit OL members by enabling them to see some of the many excellent video tapes available in the OTE Learning Center or through OTE courses without necessitating travel to HQ or attendance at an entire OTE training course. The idea does not conflict with or duplicate the Brown-Bag Seminars studied under the Training Committee's "new initiatives," because the subjects themselves would be different and there would be no discussion or formal presentation.

* secretarial job enrichment

CONFIDENTIAL

Other suggested OL objectives/projects/studies (cont'd)

- 25X1
- ** 5. Examine present OL personnel policies to --
- Ensure that --
 - all OL employees are equally represented on the LCB.
 - employees are not penalized (i.e., in awards/promotions) for being specialists rather than generalists.
 - Determine feasibility of giving qualified photo-specialists rotational assignments among all Agency photo activities, including P&PD, OTS, NPIC, [] (to broaden knowledge and contributions, enrich job content; and increase promotional opportunities). (This suggestion passed on to P&PD on 9/19/86.)
- ** 6. Implement LETTS (Logistics Employee Training and Tracking System). (P&TS)

PD

1. Cash awards for professional certification. Several years ago the possibility of paying cash awards for personnel who achieved professional certification in their particular field was discussed and then the idea was dropped. I believe we should discuss the matter again to see if there is some tangible way we can recognize employees who successfully complete the requirements for professional certification.
2. Exercise program for OL careerists. Many firms are paying part and sometimes all of the dues to health spas, etc. for their employees as a means of encouraging their participation in an exercise program. For example, the employee joins a health spa and personally pays the dues required for a six-month period. At the end of the six months, he submits a receipt for the amount paid to the spa company and a sign-in sheet certified by the spa management which reflects an average attendance of at least twice or three times a week. These firms believe this approach is more cost effective when taking into account their capital investment in exercise facilities and in the loss of time on the job for employees who spend more time exercising than they should. Agency management would have to approve such an initiative, but I think it is worth exploring.

** personnel-related

SECRET**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

Initiatives & Objectives for discussion at OL Planning Conf, 7-8 Oct 86

FROM:

Planning Officer, IMSS

EXTENSION

NO.

DATE

3 Oct 86

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

C/NBPO
1J45 HQ

2.

C/B&FB

3.

C/PMS

4.

C/P&TS

5.

C/SS

6.

C/FMD
3E14 HQ

7.

C/PD

8.

C/P&PD
154 P&P Bldg

9.

C/RECD

10.

C/SD

11.

12.

13.

14.

15.

A-IUG when separated
from classified attachments

Attached for your info are copies of the consolidated (1) proposed FY-87 objectives and (2) additional FY-89 initiatives and new FY-90 initiatives. All are scheduled to be discussed at the conference Tues.

Please feel free to take your copy with you if you'd like, but I plan to have enough there to hand out to everyone attending.

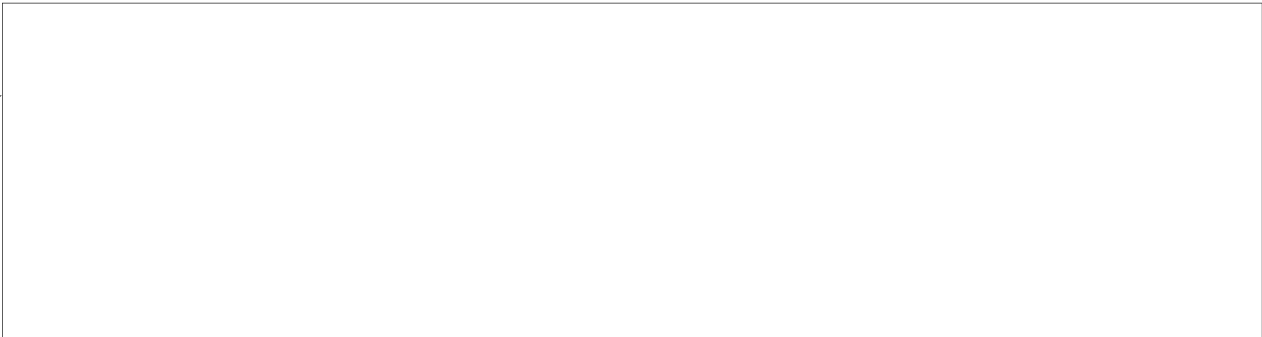
Thanks to you all! You did a super job of responding on time, in a consistent format, and with some excellent ideas.

FORM 1-79 **610** USE PREVIOUS EDITIONS**SECRET**

Proposed FY-87 objectives

FMD

1. Develop move schedules; discuss/resolve key issue impacting HQ Complex Consolidation (ILSP).
2. Backfill existing HQ Bldg/upgrade utilities. Develop plan/schedule for up to two-thirds rehab of existing HQ Bldg.
3. Implement waste-disposal plan. Ross, Murphy, Finkelstein report provides options for disposal but indicates that incineration is the most effective and economical.
4. Expedite design capability. Create procedures/capabilities for rapid survey/design of space requirements to support the establishment of DO Task Force offices.



- 25X1
8. Reestablish the North Dock facility at HQ.
 9. Upgrade Motor Pool. Install new, larger car-wash capability. Construct new services pit for maintenance on large vehicles. Install holding tank in the MP area to drain buses of effluent.
 10. Develop O&M program for OHB. Thoroughly review all previous documentation/procedures/long- and short-range objectives. Ultimate goals: establish a computerized maintenance-management program; develop computer-based, graphically enhanced O&M procedures; monitor selected major utility systems serving HQ Bldg; and conduct a study on Energy Management System for the entire HQ Bldg including Power Plant and New Bldg.
 11. Establish program for FMD/Opns oversight of after-hours operations. Identify project officer from Maintenance Br to work 3-11 shift. Establish liaison w/Escort Sec of HQ Security. Establish checklist and reporting format for renovation projects.
 12. Develop a more responsive PTI system for HQ and external buildings.

S E C R E T

S E C R E T

Proposed FY-87 objectives (cont'd)

13. Develop/implement building standard for overhead lighting and ceiling configuration. Prepare scope of work for A&E. Award contract for A&E design. Develop floor-by-floor plan for establishing database.
14. Establish EDR Co-op Program w/Culinary Institute of America.
15. Develop workable HQ Bldg clean-up program to keep material out of hallways.
16. Design/complete Jogging Tunnel.
17. Provide coffee service for conference rooms in NHB. Identify serving areas and develop procedures to provide efficient services.
18. Publish a handbook describing all M&CB services.

PD*

1. Issue an Agency supplement to the FAR. While not specifically mentioned in the D/L's action plan, this objective will help us do our jobs better by having a document which sets forth in a concise and coherent fashion the Agency's basic policies and procedures to be followed in the acquisition process. This initiative was started in FY-1986, but needs to be highlighted as our number one objective for FY-1987 to ensure its completion.
2. Issue a new FOCI policy. This objective was mentioned in the D/L's action plan and should be considered our number 2 objective for FY-1987. The current policy is a bureaucratic fiasco of the first order and cannot be implemented with the resources available to do the job. In fact, it is now consuming far more resources than the threat from FOCI really warrants when compared to a number of other industrial security problems.
3. Implement the Coopers and Lybrand Report. This is a given since the final report has now been received.
4. Develop ways to cope with shortage of clerical personnel. This objective should be geared principally to PD/GPB, which has a near-term problem. Alternatives such as planned Saturday work, contracting out, and hardware/software options must be considered.
5. Develop a Procurement "Flying Squad." This objective would provide opportunities for procurement personnel to experience the overseas work environment while providing much needed support to operational requirements.

S E C R E T

Proposed FY-87 objectives (cont'd)

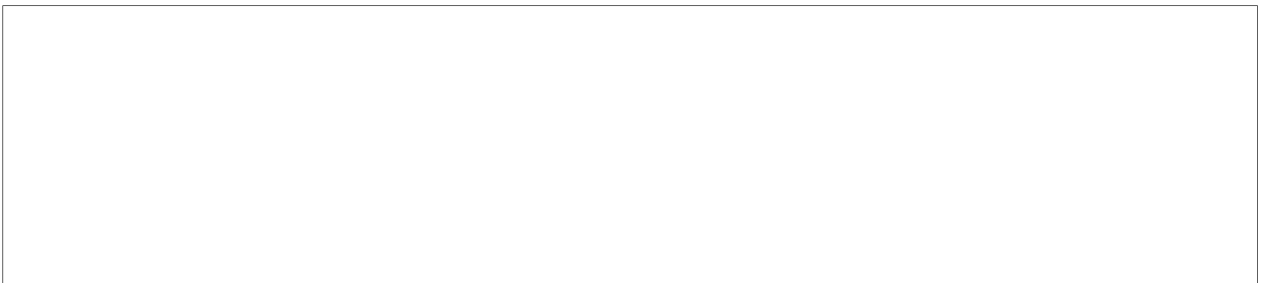
6. Establish a program to enhance competition in contracting. Since enactment of the Competition in Contracting Act, the requirement for competition has never been more intense. We need an objective to take steps to improve our record with regard to increasing competition on Agency contracts.

* Re the Group-A (critical) operational activities mentioned in the D/L's action plan for 86/88, a memo was distributed on 2 Sep 86 to all PD personnel identifying these activities as requiring special attention during the next several years.

P&PD

- C 1. Conduct baseline survey of printing & photography. Purpose is to (a) determine equipment capacity in terms of present and future requirements and (b) analyze utilization of personnel in terms of production capacity.
- C 2. Conduct survey of major printing/photography equipment (systematic, branch-by-branch study or complete division-level study.) Purpose is to stay abreast of technology and meet P&PD needs.
- C 3. Establish P&PD historic data for equipment, supplies, and production. Collect data for future justification and evaluation purposes.
- C 4. Establish Printing & Photography Advisory Group (PPAG). Involves supervisory personnel in decision-making.
- B 5. Provide electronic interfacing for computer graphics. FY-86 MBO.
- C 6. Improve P&PD front-office environment. FY-86 MBO.
- A 7. Continue graphic interface for FOC of Digital Prepress System. FY-86 MBO.

RECD



25X1

Proposed FY-87 objectives (cont'd)

25X1



3. Establish standards and procedures to control repairs/alterations in external buildings. In the interest of maintaining the existing procedures for controlling FY-87 funds, it is recommended that the moratorium on alterations and other nonessential work requests be continued through FY 87. Vaulting requests for the purpose of convenience is an example of nonessential work and should not be

Proposed FY-87 objectives (cont'd)

considered for short-term occupancy. Standards will be established in keeping with the above and to maintain consistency throughout the Agency.

- 25X1
4. Strengthen our relationship w/GSA. This Agency depends on GSA to acquire properties [redacted] CIA's relationship with GSA will be strengthened through the recruitment of Real Estate Division (RED/GSA) via the continuation of our relationship with the Chief, RED.
- 25X1
25X1
5. Support decentralized requirements. Review existing engineering support requirements, and determine additional requirements. Known additional requirements are for OC, FBO and the DS&T. Evaluate the scope of these requirements and how best to satisfy them. [redacted]

- Historically RECD has been unable to hire sufficient people to meet vacancies within the present system. Perform study of in-process time of applicants, history of high number of vacancies, number of people in the pipeline, disqualification rate, etc.
- Study RECD vacancies (approx 22), and determine other possible needs. Extraordinary assistance from the DDA in the form of accelerated recruitment will be required to meet RECD's mission.
- Draft memo to DDA to identify vacancies/needs. Include applicant processing statistics and other data to prove that we cannot meet our engineering mission under the present processing arrangements.

- 25X1
- Develop a training program for new employees to hasten their knowledge and thereby effectiveness in project management through cross-training and expansion of RECD's training program. This will require additional RECD funding for training.
 - Increase travel/budget to meet increased needs.

Proposed FY-87 objectives (cont'd)

SD

A 1. Improve the exchange of logistics intelligence between Supply Div
(Essential) and component logs officers.

- ° Increased demands for supply support are reducing excess capability in the supply system and will ultimately affect our ability to react to ad hoc requirements. New programs with long lead-time procurement, new facility requirements, and heavy workload implications will exacerbate the situation. It is imperative that SD and component logs officers do a better job of anticipating and jointly planning for substantial requirements, capabilities, capacities, and problem areas.
- ° SD plans to improve communications by increased visitations, conducting periodic updates to decentralized logs offices, and hosting a senior logs-officer conference, and will seek other means to increase the amount and value of logistics intelligence flowing (two-way) between the Div and components. We will also assess and improve SD's functional capability to generate intelligence and support components.

25X1

Proposed FY-87 objectives (cont'd)

25X1



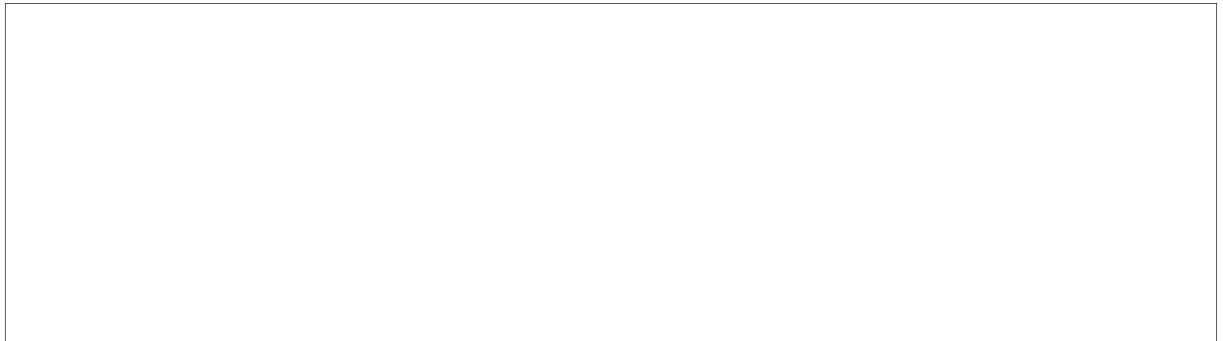
5. Enhance the management/development of SD human resources.
(Essential)

25X1

- With more than professional supply careerists, increased positions authorized in HQ and field components, frequent TDY requirements, and heavy recruitment activity, more efficient and effective management techniques are needed to track requirements, rotational assignments, and training.
- With the large number of new personnel and rapid reassignment of MLS employees, we must improve the professional development process by identifying training/assignments tailored to individuals' needs and ensuring that those needs are met.
- SD management must develop and rely on better administrative and decision support systems to identify/solve/follow up on assignments and personnel-development requirements.

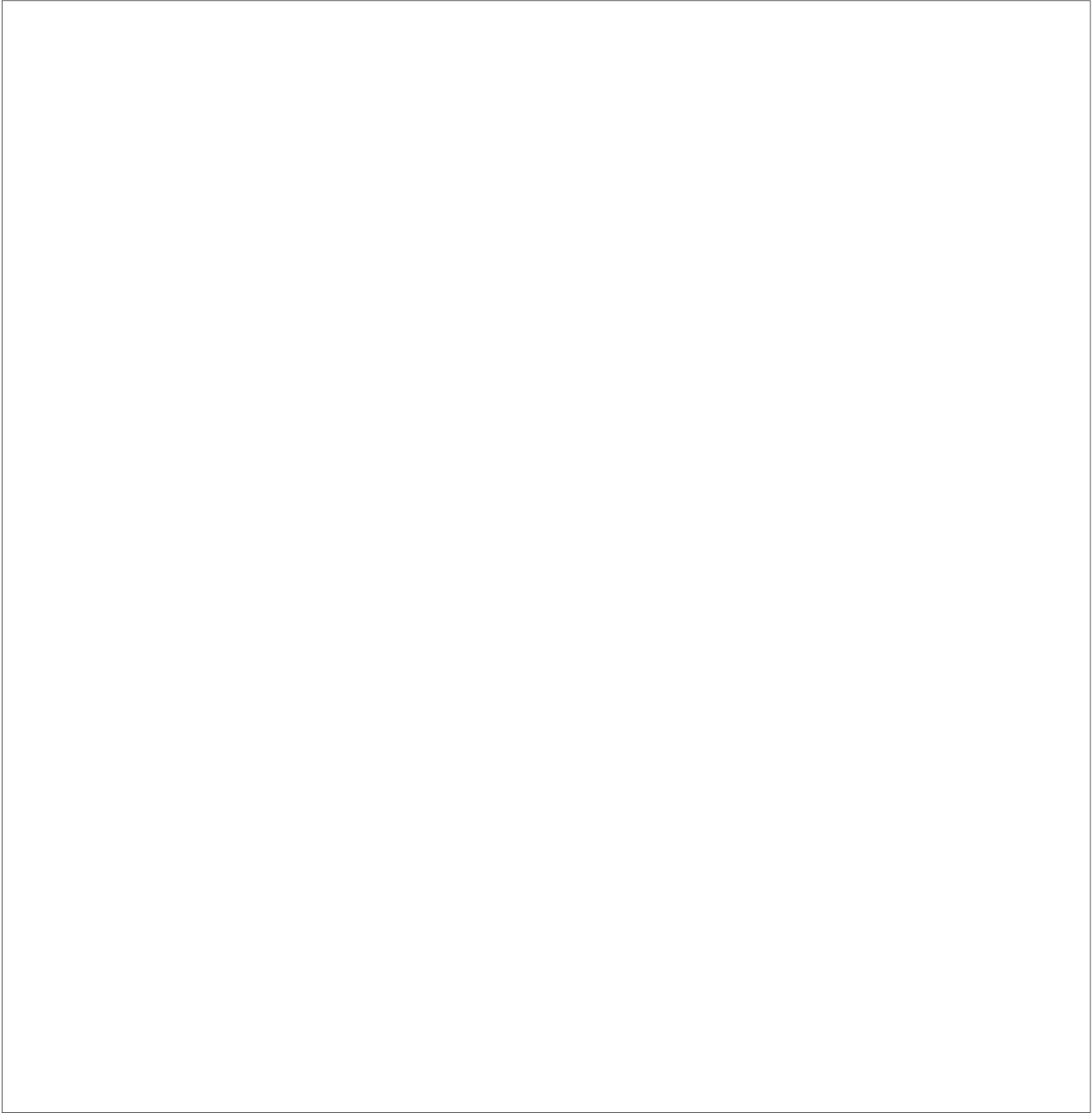
6. Streamline disposal procedures in the HQ area.
(Important)

25X1



Proposed FY-87 objectives (cont'd)

7. Enhance the ASAPS data base to make it more responsive to customer needs. A product survey conducted by DCB will collect suggestions re ways to improve procedures and the data base. These suggestions will be reviewed with OIT and new system enhancements developed/tested for customer acceptance. Revised user manuals will be issued and customer training conducted.



Proposed FY-87 objectives (cont'd)

NBPO

Determine role of NBPO in FY 87/88. Portion of FY-86 MBO. Will require coordination w/FMD and guidance from the D/L (MBO not needed if already addressed by OL senior management).

- ° Alternatives include: (1) Dissolving NBPO and returning personnel to their respective career components in early FY 88 when moves into the NHB begin. (2) Absorbing all/some of NBPO's current personnel/functions into FMD as a separate staff to oversee NHB responsibilities. (3) Absorbing NBPO into FMD to assist existing workload and NHB phase-in requirements.
- ° With another full year of construction, any radical change in mission/organizational structure must be carefully weighed. NBPO's impacts are greatest at 2 points in the project: (1) early planning (Larry Myer's tenure). (2) Last 6-12 mo. of construction, when it is essential that completion dates be refined and met in order to minimize surprises where there is no time to recover.

B&FB

1. Develop uniform standards for OL elements to use in monthly/quarterly budget-review process. FY-86 MBO. These standards will facilitate development of formatted reports, which, in turn, will allow for a clearer presentation of budget data to OL management.
2. Enhance coordination between Finance Officers assigned to OL elements. FY-86 MBO. Finance careerists are currently assigned to OL/B&FB, SD/CD/B&F and SD/CLB, and FMD/B&F. Greater coordination about financial and logistical considerations and, if possible, cross-fertilization and training will improve the value of these employees to both OL and OF.

IMSS

- B(e) 1. Plan for move of OL ADP equipment to NHB. Evaluate/identify/clarify/plan for ADP issues relating to OL's move to the NHB in Sep 88.
- ° As of Sep 86, about OL personnel will move to the NHB and bring with them approx. 450 pieces of data/word processing equipment (Delta Datas, Wang apparatus, etc.).

25X1

Proposed FY-87 objectives (cont'd)

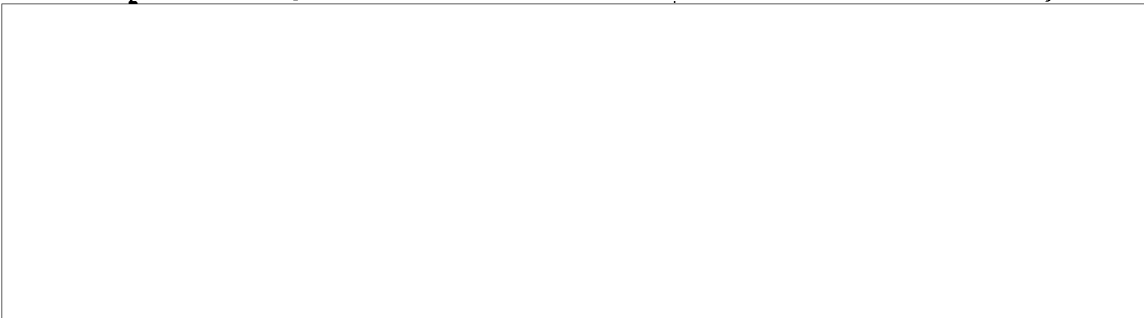
- At present no known planning has been done for the FY-89 installation/use/requirements for Delta Data terminals, dumb 3270 terminals, smart 3270 terminals, graphics devices, Wang equipment, printers, the cost of relocating these devices from their present stations, and the acquisition of special ADP-configured workstations (furniture).
- The concern for this problem extends to space requirements for housing and operating this equipment in NHB, plus the current lack of budgetary details that would clearly identify the funding needed to achieve the relocation. Preliminary investigation and advice (from OC) indicates that now is the time to initiate this planning. The attached outline of the problems has already been forwarded to the ILSP manager.

B(e) 2. Oversee scheduled reduction of OL paper file holdings in preparation for moves to the NHB (joint w/stfs and divs).

C(b) 3. Place an operational LOCS in selected field sites.

- Focus attention on evaluating commercially available software that can provide accountable-property and inventory-control capabilities to support OL requirements.
- Install PCs in one or more OC field sites, with one or both capabilities.

C(b) 4.



C(b) 5. Create formal ADP training program for all OL employees (will require filling vacant training position in DAS).

- Acquire qualified instructor and curriculum.
- Provide hands-on training for specific OL data/word processing applications.
- Emphasize computer literacy when recruiting new employees.

S E C R E T

Proposed FY-87 objectives (cont'd)

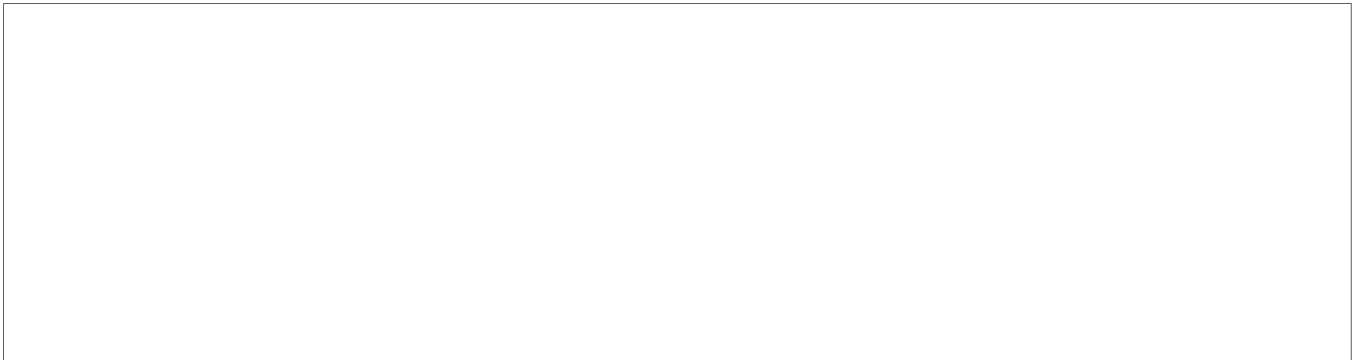
- Establish ADP training curriculum for new EODs, OL staff employees, and OL senior management.
 - Include basic instruction on Wang word processing, AIM and other electronic information capabilities.
 - Promote personal use of terminals to acquire/generate info.
 - Establish PC (Wang & IBM) support group (to assist OL users with commonly used hardware and commercial software).
 - Provide user-friendly "how to" texts that encourage ADP use, teach OL systems to OL users; publicize capabilities/advantages of OL's ADP facilities.
- C(c) 6. Have CLAS Beta (test) site facility operational (IOC) by 30 Sep 87 (FOC by Oct 88). This involves using, at a minimum, the Manufacturing (inventory control, requisitioning) and Purchasing software packages. The Beta site will use live data and will run parallel with existing systems until full implementation takes place.
- C(h) 7. Oversee an OL-wide review of the approximately 190 OL forms and their subsequent revision/consolidation/cancellation (joint w/stfs and divs).
- C(h) 8. Track the implementation of information-handling recommendations made by the OIS audit team in FY 86/87 (joint w/stfs and divs).
- C(h) 9. Complete review/revision of all pre-1984 OL regulatory issuances (joint w/stfs and divs). An IMSS FY-86 objective to update a total of 83 LIs and LNs was too ambitious to be completed by the end of FY 86 because of the large number involved and because the updating of several of these issuances should await key events such as organizational changes resulting from the Coopers & Lybrand study. About 50 percent of the total have been updated. The remainders are more difficult and are scheduled for completion by end FY-87.

25X1

S E C R E T

Proposed FY-87 objectives (cont'd)

25X1



25X1

C(h) 12. Create universal Wang glossary for OL users (format documents to conform w/Agency Correspondence Handbook [] and unique OL procedures). Some offices adhere strictly to the HHB; others do not. To help all OL stfs/divs (new clericals in particular) create documents in a uniform manner, a glossary could be written to ensure proper placement of text lines, correct top and bottom margins, and conformance with other format requirements.

C(h) 13. Oversee development of detailed operating procedures for all appropriate jobs in OL divs/stfs (joint w/stfs and divs). A "how-to" guide (w/samples of properly executed forms), based on the actual work done by the position incumbent, to help employees filling in temporarily or replacing someone who has been transferred. For best results, requires a focal-point organizer/writer/coordinator in each stf/div.

P&TS

1. Maintain ongoing recruitment efforts to ensure "at ceiling" strength on 30 Sep 87.
2. Conduct Phase II of OL training review. Follow-up/monitor courses reviewed in FY-86 MBO. Identify core courses/training required for advancement to next higher grade levels.
3. Update Employee Handbook. FY-86 MBO (carried over, per DD/L).
4. Update/reorganize all OL/TO records.

PMS*

1. Publish Agency FAR Implementation Guide. FY-86 MBO. For review by senior Agency procurement officials, L&PLD/OGC, and SS/OL, to determine acceptability and content. Submit as a stand-alone handbook or an addendum to []

25X1

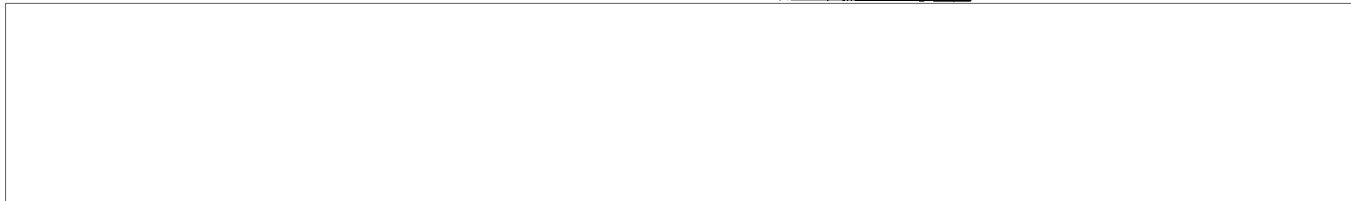
Proposed FY-87 objectives (cont'd)

2. Promulgate one uniform workable policy re FOCI. Review present applicable documentation/procedures. Will minimize frustration and be functional/responsive to Agency requirements.
3. Implement the remaining (approx 10) Coopers and Lybrand recommendations approved by the D/L. These actions reflect operational changes over the coming year beyond whatever other organizational changes may be approved.
4. Publish informal, bimonthly Procurement Newsletter. Cover happenings in the world of procurement, e.g., upcoming policy/procedural changes, significant upcoming legislation, personnel movements, D/L comments, etc.
5. Implement review of Contracting Teams. Establish baseline format for reviewing contract teams. Establish a program to review and assess at least 3 or 4 teams in FY 87.
6. Continue application of the Contracting Officer Intern Program (COIP) to appropriate procurement personnel currently in the system and to new individuals coming on board.

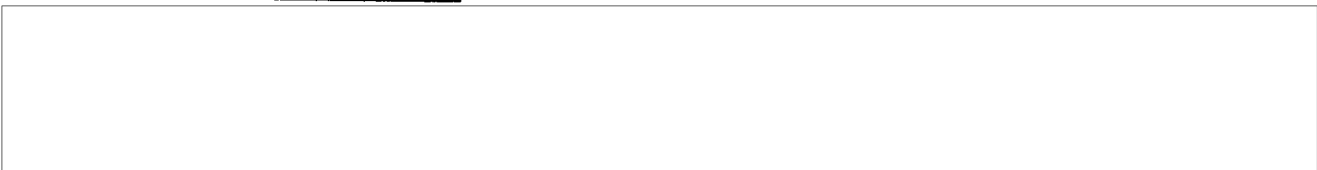
* (Note: All PMS objectives are premised upon the following staffing: Chief, Deputy Chief, 3 staff officers, 2 rotational officers, 2 retired annuitants, 1 contract support assistant, 3 secretaries.)

SS

1. Strengthen the Industrial Security Program by requiring contractors to respond in writing, within 90 days, re actions to correct deficiencies cited by SS/OL officers.



- 25X1
- B(c,d,e) 4. Process security-clearance requests for individuals to be utilized on the New Building Project, other Agency facilities and the ILSP.



Proposed FY-87 objectives (cont'd)

- C(e) 6. Refine the FOCI Program to better fit Agency procurement procedures and to protect Agency equities (joint with PMS). Designate those areas regarded as the most threatening to the Agency, design methods to isolate the threat, define those aspects of an unclassified contract that are regarded as sensitive and require a FOCI application, prepare and publish a FOCI handbook, schedule CO and COTR appearances before the FOCI Review Panel to respond to inquiries, promote more FOCI eligible determinations at the CO and SO level. The reshaping of our FOCI Program will entail an increase in SS/OL staffing of one clerical (GS 5 or 6), and either a full-time Security Officer (GS-13) or an annuitant (\$175.00 - \$185.00 per day). The proposed addition also would require an increase in our Wang equipment.
- C(j) 7. Continue to illustrate in SS/OL briefings OL/OS cooperation in helping the FBI identify a possible Soviet access agent.
- C(j) 8. Distribute the new Industrial Security Manual to contractor security officers.
- 25X1 C(j) 9. Assist in solving [] procurement problem (joint with PMS).
- C(j) 10. Arrange for OS's Security Education Group to present a series of security-awareness briefings to OL personnel.
- C(j) 11. Input all Industrial Security Reinspection Reports into the Wang system (approximately 90% complete).
- C(j) 12. Mail to contractor security officers the new personal-declaration attachments to the Personal History Statements.



Planning Conference

7 Oct 86

1. Career Management System -
2. Career Training Program - need facility management
GS14 and GS15 - all will be interviewed - formal game plan.
3. Staffs - most effective support to the rest of the office.

Objectives:

- FMD - 4 main obj. ^{OIA move (technical)}
- office A.) ILSP - ^{OTS move (technical)}
- office B.) Backfill HQS. - space, utilities
- C.) Cleaning
- division D.) The way HQS. receives materials - multi year

What is ILSP going to do in 1987:

- need to develop move schedule
- who is moving?
-

Away from generalist → specialist

2. PD

1. Property Accounting
2. Briefing Book
3. A conference -

[Redacted]

[Redacted]

STAT
STAT

4.

New Initiatives:

7 Oct 1986

FMP-

- 1). Develop master plan for Scattergood FY89
Thorne land (\$1 million)

PD -

- 1). 25 new contract-officer positions, FY89

RFPD -

STAT

- 2). HQS. auditorium - FY90
modify so that graphics project.
removal of asbestos
- 3). Desk-top publishing FY90

RECD-

STAT

SD -

- 1). 10 new positions at CD FY89

STAT

New Initiatives

7 Oct 1986

PMS - (none)

- 1). Establish GFE Program - (tie into bar code.)

SS -

- 1). Major upgrade of industrial security FY89
 - 10 → 15 positions
 - \$1 million

Planning Conference:

8 OCT 86

ZBB -

1. standard format
2. spending ^{plan} known and reserve
- 3.*

OL Visitation Program

Early 1985

2 visitation @ month

goals -

better support
enhance external communication
customer needs + problems
initiatives
solicit needs + ~~go~~ provide guidance
provide feedback to D/E during biweekly

Comments:

1. essential but too structured
2. overall OL strategy
3. represent OL not just your division
4. could be done by branch chief
5. intent to see LOB officer then superiors

send 9 mo. schedule out to div. chiefs

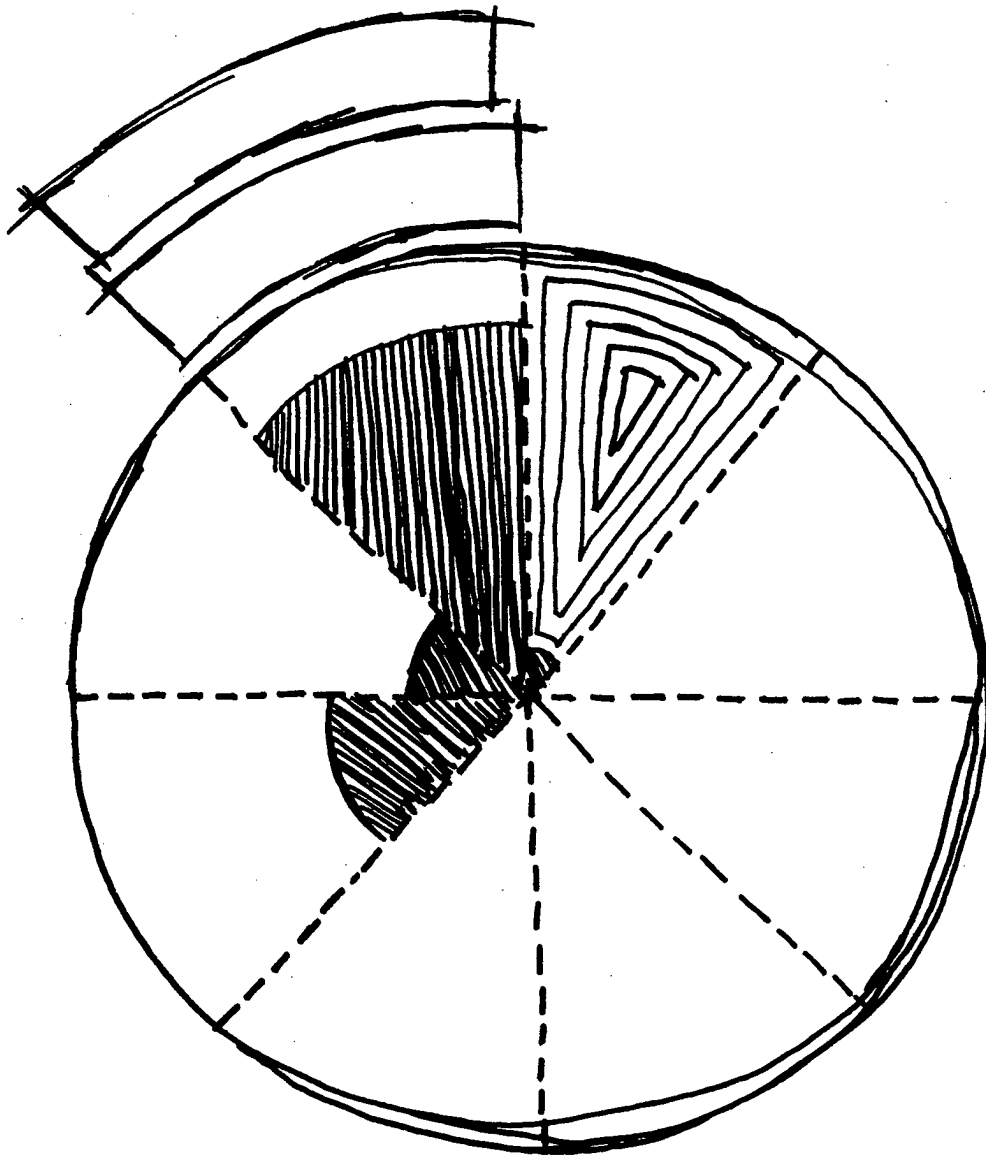
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8 Oct. 86

Training Program:

- + committee chairpersons need to supply a list of outstanding persons who helped on the trng. panel.
 - + This is to go in their file and also an award (\$) of some amount.
 - + your trng. budget not the D/L's or the trng. panel.
 - + recommend to review
 - + certification: liberal leave policy only
 - + implementation of trng. program
 - + Log Orientation ^{summary} critiques need to be given back to the divisions making presentation
- Speakers can pass out their own critiques if they want
- + Project mgt. course

STAT



another session - task
face to see how reorgan.

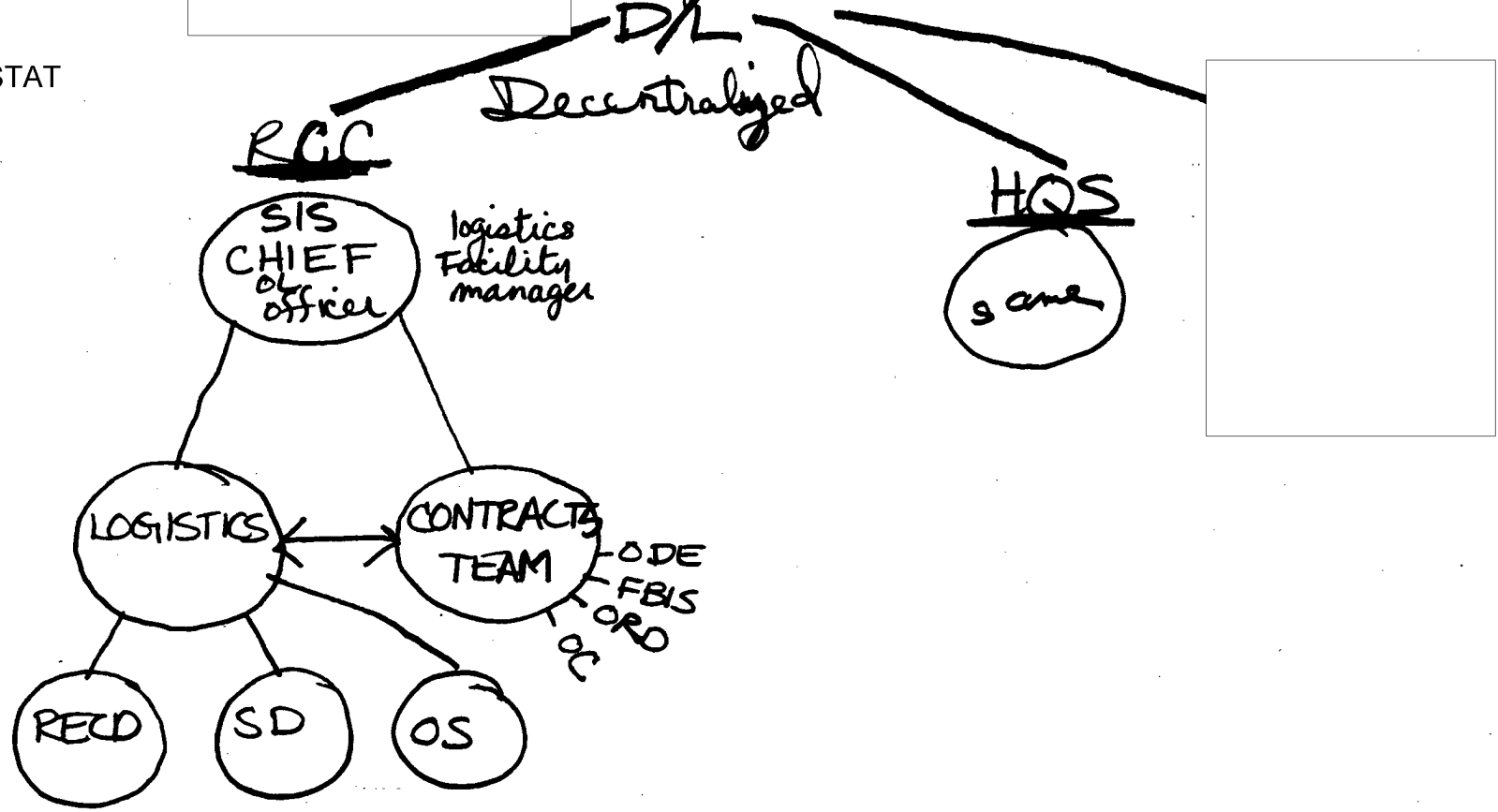
OL organizations 1990's 8 OCT 86

Many new developments which will
impact the organization: time of evolution
- RCC

STAT
STAT
STAT

[Redacted]

- automation chgs.
[Redacted]



PO, SD, P+PD (full service OL team)

- consider a name that reflects what we do

"Installation / Logistics Operations"

NEW BUILDING ADP PLANNING--draft of 9/24

As currently planned, OL will move to floors five and six in the South Tower of the new HQ building, September 1988. A preliminary investigation indicates that little has been done in planning for the OL word/data processing transition, in terms of identifying equipment requirements, replacements and associated costs.

ASSUMPTIONS:

1. That all of OL will move to the new location with the exception of: P&PD, CD, FMD's Motor Pool and Executive Dining Room personnel, RECD's FBO personnel and PD's personnel at CD. These exceptions have been taken into account in the matrix shown below. (Obviously the staffing count will change between now and 9/88.)

STAT 2. That [] and FMD Wang word processing equipment and facilities will have to be moved and installed. (It is noted that raised flooring in the new building will facilitate all cabling. It is also rumored that one or more Wang equipment rooms will be provided for OL master units and disk drives.)

3. That three types of data processing terminals will be needed: Delta Datas, smart 3270s, dumb 3270s and associated printers, and, possibly one or more business graphics systems. Wang word processing terminals represent, of course, yet another category of terminals. All require workstation space.

4. That, following the OL arrival in 1988, there will be a gradual phasing out of Delta Datas, in favor of 3270 protocol equip. (There is also the question of if, how and when Wang apparatus will be replaced.)

OL EQUIPMENT TO BE RELOCATED (as of 9/1/86):

1. Wang: 9 CPUs, 20 disk drives, 57 printers, 209 terminals.
(Does not include depot Wang equipment.)
2. Delta Data terminals: 112
3. data printers: 37
4. Other: (PCs, for example)?

QUESTIONS ON NEW BUILDING OCCUPANCY:

1. How many Delta Datas will be needed at the time of the move?
2. And, how many dumb 3270s? Cost of each?
3. And, how many smart 3270s? Cost of each?

4. And, how many printers will be needed for the above?
Cost of each?
5. How many relocations (all kinds) versus new purchases?
6. What is the outlook for business graphics equipment?
7. To what extent will equipment requirements change over the next two years, prior to the move?
8. What will be the new equipment cost relative to the above questions, as might be allocated over the years FY 89? (needed in September of '88) FY 90? FY 91?
9. Will the new building Wang cpu/disk drive space be adequate? What is the projected growth of this equipment between now and 9/88?
10. If OL is split between two floors, how will this affect Wang apparatus distribution?
11. Will there be office spaces that require more than one type of terminal? Will tabletop space be available? How much equipment-related new furniture will be needed and what will its cost be?
12. OL has 57 Wang printers--will all of these be necessary in the new building? Will space be available? Can fewer printers save both space and money?

MATRIX OF PERSONNEL* AND MACHINES:

	<u>org.</u>	<u>people</u>	<u>Wang T</u>	<u>Wang P</u>	<u>Data T</u>	<u>Data P</u>
STAT	P&TS					
	B&FB					
	SS					
	OGC					
	PMS					
	IMSS/all					
	RECD					
STAT	SD <input type="text"/>					
STAT	PD <input type="text"/>					
	FMD/NBPO					
	O/DL					
	OL Registry					
	subtotals					
	grand total:					

*the personnel count includes all 9/86 authorized personnel--part time, contract, development complement, staff and vacancies.

**plus 29 Wang master units and disk drives.

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Next 2 Page(s) In Document Denied

Reservationist

ATTENDEES & ROOM #s
 (names in alphabetical order)

Please initial when you pick up your key on 7 Oct and return it (to Edie)
before you leave on 8 Oct.

STAT

<u>Name</u>	<u>Room #</u>	<u>Key Picked up</u>	<u>Key Turned in</u>
	<u>143</u>	<u>✓</u>	<u>✓</u>
	<u>123</u>	<u>✓</u>	<u>✓</u>
	<u>139</u>	<u>✓</u>	<u>✓</u>
	<u>113</u>	<u>✓</u>	<u>✓</u>
	<u>125</u>	<u>✓</u>	<u>✓</u>
	<u>127</u>	<u>✓</u>	<u>✓</u>
	<u>145</u>	<u>✓</u>	<u>✓</u>
	<u>135</u>	<u>✓</u>	<u>✓</u>
	<u>129</u>	<u>✓</u>	<u>✓</u>
	<u>147</u>	<u>✓</u>	<u>✓</u>
	<u>121</u>	<u>✓</u>	<u>✓</u>
	<u>133</u>	<u>✓</u>	<u>✓</u>
	<u>137</u>	<u>✓</u>	<u>✓</u>
	<u>119</u>	<u>✓</u>	<u>✓</u>
	<u>131</u>	<u>✓</u>	<u>✓</u>
	<u>141</u>	<u>✓</u>	<u>✓</u>
	139		
	<u>111</u> 133	<u>✓</u>	<u>✓</u>

A G E N D A

OL PLANNING CONFERENCE
Sheraton-Fredericksburg
7-8 October 1986Tues, 7 Oct 86

0900 - 0930	Opening Remarks	D/L
0930 - 1030	FY 87 Objectives	DD/L
1030 - 1045	Break	
1045 - 1200	FY 87 Objectives	DD/L
1200 - 1300	Lunch	
1300 - 1400	FY 89/90 New Initiatives	EO/OL
1400 - 1415	Break	
1415 - 1530	ZBB Strategy Revisited (Essential/Nonessential)	EO/OL
1530 - 1545	Break	
1545 - 1700	OL's Image-Visitations Program	C/IMSS
1700 - 1800	Cocktails	
1800 - 1930	Dinner	
1930 -	OL's Organization for the 90's	EO/OL

Wed, 8 Oct 86

0700 - 0830	Breakfast	
0830 - 1000	Personnel - Training Program	DD/L
1000 - 1015	Break	
1015 - 1130	Personnel - Rotation Program Results and Future	C/P&TS Div Chfs
1130 -	Closing remarks	D/L

Administrative - Internal Use Only

Highlights of
D/L's Action Plan, 86-88

STAT
STAT

Group A - Critical (operational activities, [redacted])

activities--same degree of priority).

Group B - Essential (Logs support less significant than in Gp. A).

STAT

(a) [redacted]

(b) [redacted]

(c) Facilities mgmt re consolidation by 89-90 to 8 compounds.

(d) NHB construction.

(e) ILSP.

STAT

(f) [redacted]

Group C - Important (sustaining/improving essential OL mission capabilities but less time-critical; can adjust resources devoted to them).

(a) Implementation of Coopers & Lybrand report.

(b) Review/revamping of ADP support w/in OL.

(c) CLAS.

(d) Strengthening relationships w/GSA & focal-point systems.

(e) Clarifying FOCI.

STAT

(f) [redacted]

(g) [redacted]

(h) Reducing/eliminating nonessential logs activities.

(i) Expanding P&PD.

(j) "Image" program (inside & outside OL).

Overall - Emphasis on OL employees: e.g., training review, CT programs, Supply Officer & Contract Officer Intern Programs, cross-training (e.g., P&PD "Flying Squad" & CD/FMD WG employees), rotational assignments, recognition through awards & QSIs, career development of OL middle/senior managers.
Goal: make OL career management best in the Agency.

S E C R E T

OS has okayed use of the Lee Room on the lower level, and that's the conf rm we've used -- with attendees billeted in the rooms in the wing above. We also have all meals in the Meadows except for dinner, which we have in Dauphines. Dauphines has 2 separate silos that make for good privacy.

If I'm not here and you need add't info, Marie will be glad to answer any questions.

Would appreciate having this back when you've finished.

STAT



Edie - 5/30/86

Edie,

Thanks a million - Steve

Date

JULY

2 through 6 and 9 through 12 "Crimes of the Heart". Fredericksburg Theatre Company production at Klein Theatre of Mary Washington College. Eight o'clock show nightly except 2 p.m. Sunday matinee. Admission fee. 371-7488.

4 through 6 Heritage Festival. free. A holiday celebration of Fredericksburg's colonial, Revolutionary, and Civil War roots. The city-wide festival is highlighted by the Great Rappahannock River Raft Race, fireworks, concerts, art and crafts shows, a five-mile race, a mini-triatlon competition, riverside carnival, and living history exhibits. A program of events is available from the Fredericksburg Visitor Center.

16 through 20 and 23 through 26 "Fiddler On the Roof". Fredericksburg Theatre Company production at Klein Theatre of Mary Washington College. Eight o'clock show nightly except 2 p.m. Sunday matinee. Admission fee. 371-7488.

AUGUST

9 28th Annual Antique Auto Show, free. A display of vintage and special interest autos plus a flea market of car parts from 10 a.m. to 3 p.m. at Old Mill Park.

20 through September 15 "Twentieth Century Photographs", free. This exhibition includes works of the century's most influential figures in the medium at the Studio at Belmont. Nine a.m. to 5 p.m. daily except Sunday. 1 to 5 p.m. closed Tuesdays and Thursdays.

SEPTEMBER

1 through 8 Fredericksburg Agricultural Fair. This traditional country fair features livestock judging, homemaking, exhibits, rides and games at the Fredericksburg Fairgrounds. Admission charged.

12 and 13 8th Annual Quilt and Loom Show. A colorful display of quilts and woven pieces at four historic houses, including Mary Washington House, Rising Sun Tavern, Hugh Mercer Apothecary Shop, and St. James House. Quilting and weaving demonstrations, appraisals, and a show of invitational and juried quilts, old and new from 9 a.m. to 5 p.m. Admission charged. Brochure available.

13 "Eat Your Art Out", free. A novel presentation of edible art for competition, then a sale of the works for consumption. At the Fredericksburg Center for the Creative Arts, the Silversmith House from 1 to 3 p.m.

OCTOBER

1 and 2 Garden Club of Virginia's 50th Annual Rose Show. One of the South's largest shows, with competition in both artistic and horticultural divisions. At the Fredericksburg Sheraton 3 to 8 p.m. October 1, and 10 a.m. to 2 p.m. October 2. Admission fee.

5 Run For Hearts. An 8 K race through the streets of Old Town Fredericksburg, plus a shorter walk race, all to benefit the American Heart Association, beginning at 1 p.m. at the Fredericksburg Visitor Center.

5 through 11 A Special Opening of St. James House. This splendid example of an 18th century gentlemen's cottage opens to the public just three times a year and is filled with an outstanding collection of antiques. Open from 9 a.m. to 5 p.m. daily. Admission fee.

11 Ninth Annual Crafts Bazaar, free. Over 70 exhibitors from Virginia and neighboring states displaying and selling a wide variety of fine crafts. At the National Guard Armory. 9 a.m. to 4 p.m.

19 Historic Falmouth Towne Harvest Walking Tour. A tour of charming Falmouth, a quaint 18th century village across the Rappahannock River from Fredericksburg. House tours, crafts, archaeology display, demonstrations. Admission fee. 1:30 to 4:30 p.m.

25 and 26 19th Annual Antique Specialty Show. Curios, coins, silverware, and glassware, furniture antiques, and artifacts for sale at the National Guard Armory. Saturday 9 a.m. to 7 p.m., Sunday 9 a.m. to 5 p.m. daily. Admission fee.

NOVEMBER

8 and 9 14th Annual Craft Festival. Forty artisans selected to display various crafts at the National Guard Armory. Saturday 10 a.m. to 5 p.m., Sunday noon to 5 p.m. 373-9411.

9 Fourth Annual Kenmore Needlework Exhibit. A needlework competition in a variety of needlework techniques, open to professional and nonprofessionals with special exhibits and demonstrations. At Kenmore, the elegant plantation home of George Washington's sister, Betty, and Fielding Lewis from 9 a.m. to 5 p.m. daily. Admission charged. Brochure available.

25 through December 24 Christmas Crafts Shop, free. Local craftsmen gather their wares just in time for holiday shopping. Pottery, jewelry, basketry, weaving, ornaments, and many other fine items on display at the Fredericksburg Center for the Creative Arts, the Silversmith House. Ten a.m. to 4 p.m. daily.

DECEMBER

5 Pops Concert, 8 p.m. at Dodd Auditorium of Mary Washington College. Admission fee.

6 Christmas With All The Trimmings. A seminar sponsored by the Center for Historic Preservation of Mary Washington College will focus on traditions in past holiday seasons in decoration, food, and spirits. Admission fee. 899-4037.

6 Annual Christmas Parade, free. A traditional kick off for the holiday season, this procession leads through Old Town Fredericksburg, beginning at 7 p.m.

7 Christmas Candlelight Tour. A grand opening to the festivities of the Christmas season, this walking tour of private homes is a tradition in historic Fredericksburg. Some of the oldest and finest neighborhoods open with Christmas finery, costumed hostesses, and holiday music. Carriage rides, refreshments, and carollers. Admission fee. Brochure available.

7 "The Messiah", free. The Fredericksburg Community Chorus performs at 8 p.m. at the Fredericksburg Baptist Church, 1019 Princess Anne St.

9 and 10 Christmas at Belmont, free. Annual open house in the home and studio of the great American artist, Gari Melchers. Holiday decorations, music, and refreshments.

13 Presidential Open House, free. The James Monroe Museum will host a day of carolling, holiday music, and refreshments from 11 a.m. to 5 p.m.

14 124th Anniversary of the Battle of Fredericksburg, free. A commemoration of the Battle of Fredericksburg, with speakers, historically uniformed color guard, and description of the events of the battle. 2 p.m. at the Kirkland Monument, Sunken Road.

19 Colonial Christmas at the Rising Sun Tavern, free. The 1760 home built by George Washington's youngest brother, Charles, will present living history, colonial decorations, and the "tavern's wenches" serving holiday refreshments. 6:30 to 10 p.m.

Dates and times for all events are subject to change and should be confirmed with the Department of Tourism. For detailed information, a list of contact people for 1986 Events, or group tour arrangements, contact:

DEPARTMENT OF TOURISM
706 Caroline St.
Fredericksburg, VA 22401
(703) 373-1776

**Fredericksburg
Virginia**

**1986
CALENDAR
OF
EVENTS**

**A guide to celebrations and events
in one of America's
most historic communities**

JANUARY

Continuing through January 6, "Children: Twenty Paintings and Drawings by Gari Melchers". This exhibit of the prolific 20th century artist's works spanning several decades and various styles studies children, at Belmont, the Gari Melchers Memorial Gallery. From 1 to 5 p.m. except Tuesday and Thursday. Admission charged.

10-12 The Evolution of Fredericksburg and Its Environs. This begins a series of weekend workshops that study how Fredericksburg came to be what it is today. Canals, Waterways, and Mills, and Fredericksburg Battlefields are the focus for this session, and will be examined through lectures, discussions, and on-site visitation. Admission fee. 371-5666.

13 Religious Freedom Day. free. Commemorating the bicentennial of the ratification of the Virginia Statute of Religious Freedom by Thomas Jefferson, a traditional wreath-laying ceremony will be held at 1 p.m. This statute was later included in the First Amendments to the Bill of Rights and Jefferson considered it to be among his three most important achievements, including the founding of the University of Virginia, and the drafting of the United States Constitution.

16 Religious Freedom Bicentennial Banquet. Honoring the ratification of the Virginia Statute for Religious Freedom, 7 p.m. at Anne Carter Lee Hall of Mary Washington College. Admission fee.

19 Community Religious Freedom Service. free. 3:30 p.m. at St. George's Episcopal Church.

23 A Celebration of American Style in the Decorative Arts. This begins a Thursday night lecture series sponsored by the Mary Washington College Center for Historic Preservation, 7 p.m. in Room 104, Monroe Hall. Admission fee. 899-4037.

25 and 26 Fifth Annual Photography Exhibit. free. Amateurs and professionals show and sell their photographic works. Amateur's competition in seven categories for cash prizes and awards. At the Community Center, 408 Canal St., Saturday 10 a.m. to 5 p.m., Sunday 1 to 5 p.m. 373-9411.

FEBRUARY

5 Public Forums on Church and State. free. Celebrating the 200th anniversary of the ratification of the Virginia Statute for Religious Freedom, this six-forum series discusses church and state in a pluralistic society. At 7:30 p.m. in Monroe Hall of Mary Washington College. Brochure available.

8 and 9 15th Annual Coin Show. free. Antique, unusual, and old coins to buy, sell or trade at the Community Center, 408 Canal St. 10 a.m. to 5 p.m. each day.

12 Public Forums on Church and State. free. The second in a series of discussions at Monroe Hall of Mary Washington College at 7:30 p.m.

16 Park Birthday Open House. free. Celebrating 59 years of service, the Fredericksburg-Spotsylvania National Battlefield Park hosts an open house at the Fredericksburg Battlefield Visitor Center, from 2 to 4 p.m. 373-6122.

17 through March 1 A Two Person Exhibition. free. An exhibit at du Pont Galleries of Mary Washington College features the works of painter Virginia Derryberry and sculptor Allison Helen. Monday through Friday 10 a.m. to 5 p.m.; Saturday and Sunday 1 to 4 p.m.

17 George Washington's Birthday Holiday. Five of Fredericksburg's major historic attractions will offer half price admission in honor of a local boy who made good. The Hugh Mercer Apothecary Shop, the Rising Sun Tavern, the Mary Washington House, the James Monroe Museum and Kenmore will open from 10 a.m. to 4 p.m.

22 George Washington's Birthday Party. Mary Ball Washington's home celebrates the 254th anniversary of our first President's birth at the home of his mother. Refreshments, costumed hostesses, and a tour of this 18th century home are included in the regular admission charge, from 10 a.m. to 4 p.m.

19 Public Forums on Church and State. free. The forum series of Monroe Hall of Mary Washington College continues at 7:30 p.m.

19 through March 17 An Album of Master Prints from the Virginia Museum, free. Twenty-nine prints including woodcuts, engravings, and etchings by Durer, Rembrandt, Canaletto, Whistler, Hassam, and Matisse at the studio at Belmont from 1 to 5 p.m. daily except Tuesdays and Thursdays. 373-3634.

26 Public Forums on Church and State. free. The fourth forum in the series at 7:30 p.m. at Monroe Hall of Mary Washington College.

MARCH

5 Public Forums on Church and State. free. At Monroe Hall of Mary Washington College, the bicentennial forum series continues at 7:30 p.m.

9 through 16 35th Annual Fine Art Exhibit. free. Oil, pastel, print, collage, watercolor, drawing, and sculpted works in this well-established art show. Competi-

tion in eight categories for cash prizes and ribbons at the Community Center, 408 Canal St., 2 to 5 p.m. and 7 to 8:30 p.m. daily. 373-9411.

12 Public Forums on Church and State. free. The forum series concludes at 7:30 p.m. at Monroe Hall of Mary Washington College.

21 College-Community Symphony Orchestra Concert. free. Especially honoring the bicentennial of the ratification of the Virginia Statute for Religious Freedom, at Dodd Auditorium of Mary Washington College, 8:15 p.m.

29 Fifth Annual Civil War Show. A display and sale of Civil War relics from over 15 states, with more than 100 exhibitors. Two Civil War reenactment teams will be present during the show, from 9 a.m. to 5 p.m. Admission fee.

APRIL

1 through 6 "All's Well That Ends Well." Drama at Mary Washington College's Klein Theatre, 8:15 p.m. nightly except 2:15 p.m. Sunday matinee. Admission charged.

3 Jazz Ensemble Concert. free. Eight p.m. at Dodd Auditorium of Mary Washington College.

6 "In Search of Religious Freedom", dramatic presentation, 3:30 p.m. at Dodd Auditorium of Mary Washington College.

10 through 24 Annual Student Art Exhibition. free. The exhibition season at du Pont Galleries of Mary Washington College ends with a show of the works of art students, Monday through Friday 10 a.m. to 5 p.m. Saturday and Sunday 1 to 4 p.m.

11 "Lighter Side Concert", free. Eight p.m. at Dodd Auditorium of Mary Washington College.

15 Greater Fredericksburg Kennel Club Show. free. An AKC sanctioned all-breed dog show and obedience trial from 9 a.m. to 5 p.m. at the Fredericksburg Fairgrounds.

19 Art Yard Sale. free. Members of the Fredericksburg Center for the Creative Arts bring out their latest works, unused art supplies, and various and sundry other items for sale, 10 a.m. to 3 p.m. at FCCA's headquarters, the Silversmith House.

20 through 26 A Gentleman's Cottage Opens especially for Historic Garden Week In Virginia. St. James House, a charming 18th century gentlemen's cottage will open to visitors from 10 a.m. to 5 p.m. Admission fee.

22 Fredericksburg Day of Historic Garden Week in Virginia. A tour through six handsome homes and farms in the rolling countryside near Fredericksburg from 10 a.m. to 5 p.m. Block ticket, \$10, single house admission, \$3. Tickets and information at the Fredericksburg Visitor Center. Group reservations are advised.

26 Annual Doll Show. Antique, modern and collectible dolls, teddy bears and accessories for sale, doll appraisal clinic, and an antique and collectible doll display. From 10 a.m. to 4 p.m. at the National Guard Armory. Admission fee.

MAY

17 Market Square Fair. free. This traditional town fair dates to 1738, when local farmers and artisans would bring their produce and crafts to sell in the town cobblestoned Market Square. Held now in the city's Hurkamp Park and Market Square, the fair features crafts, music, dancing, flowers, children's games and prizes, and pit cooked barbecue, from 9 a.m. to 4 p.m.

22-24 The Preservation Revolutions. This Eighth Annual Conference of the Mary Washington College Center for Historic Preservation examines preservation, what it is, and where it's going as part of a celebration of the 20th anniversary of the Historic Preservation Act. Discussions, lectures, field trips, admission fee. 899-4037.

26 Memorial Day Ceremonies. free. A parade at 10 a.m. by the Sons of Confederate Veterans leads to a wreath-laying ceremony and placing of flags at the Confederate Cemetery by the Ladies Memorial Association of Fredericksburg. At National Cemetery, a ceremony including a speaker, band and color guard begins at 11 a.m.

JUNE

7 and 8 14th Annual Fredericksburg Art Festival. free. An outdoor festival showing the fine arts and crafts of professional and amateur artists. Nationally-known judges, cash prizes, and cash awards in Fredericksburg's Hurkamp Park. Saturday 10 a.m. to 5 p.m., Sunday 11 a.m. to 5 p.m.

7 and 8 Great Rappahannock Whitewater Canoe Race. A 4.5 mile race including flat water, white water, and a portage with competition in a myriad of categories, beginning at Mott's Landing at 11 a.m. each day. Spectators free. \$5 fee per paddler.

18 through 22 and 25 through 27 "A Funny Thing Happened On the Way To the Forum". Fredericksburg Theatre Company production at Klein Theatre of Mary Washington College. Eight o'clock show nightly except 2 p.m. Sunday matinee. Admission fee. 371-7488.

VISITOR CENTER SERVICES

The Fredericksburg Visitor Center, operated by the city's Department of Tourism, offers touring, dining, and lodging information for the Fredericksburg area. A free 11-minute audio-visual program designed to orient visitors to the city is shown continuously at the center.

TOURING OPTIONS

There are several ways to see Fredericksburg, including a self-guided walking/driving tour, a historic tour block ticket that offers admission to five major historic attractions, and a lectured orientation tour of Fredericksburg or the Fredericksburg and Chancellorsville Battlefields.

Ask for brochures and more information at the visitor center about touring options.

SERVICES FOR GROUPS

Planning and reservations for group tours are free services of the Department of Tourism. Contact: Tour Coordinator, 706 Caroline St., Fredericksburg, VA 22401, (703) 373-1776.

Two guide services are available to groups touring Fredericksburg.

The Junior Board of the Historic Fredericksburg Foundation, Inc. offers step-on guide service for bus or van tours of the city up to three hours for \$35. School tours are \$20 per guide up to three hours. Each additional hour per guide is \$10.

All Junior Board tours are given by guides in colonial costume. One week's advance notice is required for the Junior Board guide service.

Confederate Tours offers step-on service for bus and van tours of Fredericksburg, and the Fredericksburg and Chancellorsville Battlefields up to three hours for \$40. Each additional hour per guide is \$10. All tour guides are dressed in colonial costume. Advance reservations are required.

Admission fees should be paid to each attraction by cash, check or pre-arranged charge. A minimum of 10 people is required to qualify for group rates. Admission for all drivers and tour escorts is complimentary at all historic attractions. School groups are allowed one free adult admission for every 10 students.

PUBLIC RESTROOMS

Public restroom facilities are available at the Fredericksburg Visitor Center, Kenmore, Chatham, Shannon Air Museum, Belmont, and the Fredericksburg and Chancellorsville Battlefield Visitor Centers.

Fredericksburg Virginia 1986 Admission Rates



ATTRactions	RATES				HOURS
	SINGLE		GROUP		
	Adult	Student*	Adult	Student*	
FREDERICKSBURG VISITOR CENTER 20 minutes (11 minute slide program) <i>souvenirs</i>	FREE		FREE		9 a.m. to 5 p.m. daily Closed December 25 and January 1 Extended summer hours
ARCHIVES AND ARTIFACTS 30 minutes <i>Archeaology display</i>	1.50	1.00	1.25	.75	Hours vary
HUGH MERCER APOTHECARY SHOP 30 minutes <i>18th century physician's shop, garden</i>	1.50	.50	1.35	.45	9 a.m. to 5 p.m. April 1-Oct. 31 9 a.m. to 4 p.m. Nov., Dec., March 10 a.m. to 4 p.m. Jan. and Feb. Closed Dec. 24, 25, 31, and Jan. 1
RISING SUN TAVERN 45 minutes <i>Living History presentation, gift shop, garden, spiced tea</i>	2.00	.50	1.80	.45	9 a.m. to 5 p.m. April 1-Oct. 31 9 a.m. to 4 p.m. Nov., Dec., March 10 a.m. to 4 p.m. Jan. and Feb. Closed Dec. 24, 25, 31 and Jan. 1
JAMES MONROE MUSEUM 30 minutes <i>Monroe White House furnishings, gift shop, garden</i>	1.50	.50	1.35	.45	9 a.m. to 5 p.m. daily Closed Dec. 24, 25, 31, and Jan 1 and Thanksgiving
MARY WASHINGTON HOUSE 30 minutes <i>George Washington's mother's home and garden. Gift shop</i>	2.00	.50	1.80	.45	9 a.m. to 5 p.m. April 1-Oct. 31 9 a.m. to 4 p.m. Nov., Dec., March 10 a.m. to 4 p.m. Jan. and Feb. Closed Dec. 24, 25, 31, and Jan. 1
KENMORE One hour <i>Ornamental plaster ceilings. Gift shop, tea and gingerbread</i>	3.00	1.50	2.70	1.35	9 a.m. to 5 p.m. March 1-Nov. 30 10 a.m. to 4 p.m. Dec. 1 to Feb. 29 Closed Dec. 24, 25, 31, and Jan. 1
GEORGE WASHINGTON MASONIC MUSEUM 30 minutes <i>Original Gilbert Stuart portrait of Washington</i>	2.00	.50	1.50	.45	9 a.m. to 5 p.m. Mon.-Sat. April 1-Oct. 31 9 a.m. to 4 p.m. Mon.-Sat. Nov. 1-March 31 1 p.m. to 4 p.m. Closed Dec. 25 and Jan. 1
BELMONT 45 minutes <i>18th century home; art gallery</i>	1.50	.50	1.35	Free	9 a.m. to 5 p.m. April 1-Sept. 30 1 p.m. to 5 p.m. Oct. 1-March 31 Tues. and Thurs. by appointment only, 1-5 p.m. Sundays; Closed Dec. 25, Jan. 1
SHANNON AIR MUSEUM 45 minutes <i>film, museum, aircraft display</i>	2.00	1.00	1.00	1.00	May 15 through October 1 Open 10 a.m. to 5 p.m. daily except Mondays Open October and April weekends
CHATHAM, CHANCELLORSVILLE, AND FREDERICKSBURG BATTLEFIELD VISITOR CENTER 50 minutes each <i>15 minute audio-visual program at each Visitor Center</i>	FREE		FREE		9 a.m. to 5 p.m. daily Closed Dec. 25, Jan. 1

*AGE 6 THROUGH HIGH SCHOOL



YEAR-ROUND

Early Bird

and

Night Tours



Departure Hotels: 7 a.m. and 8 a.m.
7 p.m. and 8 p.m.

Cost: \$11.00 per person

Tour F-1 Fredericksburg Battlefield
and Colonial City



TOUR B-2 departure Visitor Center \$15.00
departure area hotels \$16.00
**TWO HOUR-38.5 mile-ALL BATTLEFIELD
TOUR** covering the ENTIRE FREDERICKS-
BURG Battlefield, the CHANCELLORSVILLE
Battlefield, plus a visit to the Chancellorsville
Visitor Center to see the exciting film.

1. View of the Union occupied area across Rappahannock River
2. Location of Confederate Sharpshooters
3. Steps of brick bank, Abe Lincoln's speech
4. Presbyterian Church
5. Corner Stonewall Jackson planned Fredericksburg battle
6. Slave auction block
7. Confederate Cemetery
8. Slaughter Pen
9. Sunken Road
10. Original Stone Wall
11. Brompton
12. Richard Kirkland Monument
13. Reconstructed stone wall
14. Marye Heights
15. Fifth Corps Monument
16. National Cemetery
17. NPS Battlefield Visitor Center
18. Lee's Command Post
19. Howison Hill
20. Site of General George Pickett's Divisions
21. Lansdowne Valley skirmishes
22. The Gap, site of Federal Breakthrough
23. Stone Pyramid
24. Stonewall Jackson lines and Command Post
25. Orientation of Chatham Mansion (Union Headquarters)
26. Mud March
27. Another story of George Washington and the cherry tree incident
28. Salem Church
29. Plank Road/Orange turnpike
30. Chancellorsville Tavern Site
31. Chancellorsville Battlefield Visitor Center (to see film only)
32. Bivouac of Lee & Jackson
33. Retracing Stonewall Jackson's most daringly conceived maneuver
34. Catherine Furnace
35. Hazel Grove
36. Vicinity of Brig. Gen. E.F. Paxton's death
37. Spot where Stonewall Jackson was mortally wounded



YEAR ROUND

No Reservations Needed

Boarding At The
Fredericksburg Visitor Center
706 Caroline St.,
Fredericksburg

Tickets Purchased From Drivers

Schedule

Tour departures daily
9:30, 10:30, 11:30, 12:30,
1:30, 2:30, 3:30

Reservations Required for the
Months of December & January only.

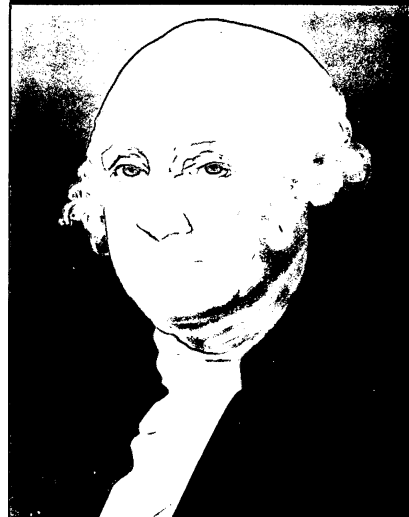
See Hotel Desk Clerk for pick-up
and return service

★ Chauffeur-driven Cadillac Limousines
available. \$30.00 hr. (3 hr. minimum)
plus 15% gratuity

24 Hours

371-6131

FREDERICKSBURG SIGHTSEEING



AMERICA'S MOST HISTORIC
CITY

and

AMERICA'S BATTLEFIELD
CITY

Confederate Tour & Limousine
Privately Owned & Operated

TOUR F-1 departure Visitor Center **\$8.50**
 departure area hotels **\$11.00**
 45-MINUTE - 6 mile guided bus tour of historic
 Colonial City, and the Fredericksburg Battlefield.
 Plus REBOARDING at KENMORE or BATTLE-
 FIELD VISITOR CENTER

While you discover all of Fredericksburg's historic sites listed
 below, you will simultaneously hear authentic history from
 Miss Elsie Belman, Tour Guide.

- * 1. George Norwood House (Visitor Center)
- * 2. The Chimneys
- 3. Origins of street names and Fredericksburg
- 4. Tobacco leaves on street lamps
- * 5. Old Stone Warehouse (Archives & Artifacts)
- 6. Stone marker commemorating "Leaslands"
- * 7. Union Headquarters/Chatham Mansion
(Free Museum)
- * 8. Hugh Mercer Apothecary Shop
- * 9. Rising Sun Tavern
- * 10. Baptist Church
- * 11. Town Hall & Market Square
(Opening to be announced)
- 12. Steps of brick bank: Abe Lincoln's speech 1862
- * 13. St. George's Episcopal Church
- * 14. Fredericksburg Court House
- * 15. Presbyterian Church
- 16. Corner on which Stonewall Jackson planned
the 1862 Battle of Fredericksburg
- * 17. Masonic Lodge
- 18. House of William Paul (John Paul Jones House)
- * 19. Pewtersmith House
- 20. 1770 House
- 21. Sentry Box
- 22. Rocky Lane pre-revolutionary
- 23. Mary Washington's physician's house
- 24. James Monroe's residence during the early
part of his marriage
- 25. Water and Mill Power through dams and canals
- 26. Ferry Toll House 1720

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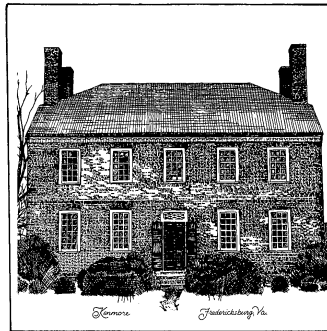
- 27. Rappahannock River route used by Union
Army on MUD MARCH
- 28. Dockside area (scene of legendary coin toss by
George Washington)
- 29. Ferry Farm plantation (where George
Washington grew up)
- 30. Another true story of George Washington and
the cherry tree incident
- * 31. Orientation on Falmouth
- * 32. Farmers Market
- 33. Masonic Cemetery
- * 34. James Monroe Law Office
- 35. Slave Auction Block
- 36. Holding Pen
- * 37. Mary Washington House
- * 38. Saint James House (Open occasions only)
- 39. Horse Chestnut tree (planted by George
Washington)
- 40. General Hugh Mercer Monument
- 41. Mary Washington's Grave, Monument and
Meditation Rock
- 42. Thomas Jefferson's Religious Freedom
Monument
- * 43. Kenmore
- 44. Confederate Cemetery
- 45. Richard Kirkland Monument
- 46. Slaughter Pen (Fredericksburg Battlefield)
- 47. Sunken Road
- 48. Original stone wall
- 49. Reconstructed stone wall
- 50. Marye Heights
- 51. National Cemetery
- 52. Fifth Corps Monument
- * 53. Battlefield Visitor Center (Free Museum)



Old Stone Warehouse
(no known date)

OPTIONAL AT NO EXTRA COST:

★ Also enjoy a 1 hour visit to KENMORE
 Admission \$2.70 per person w/tour ticket

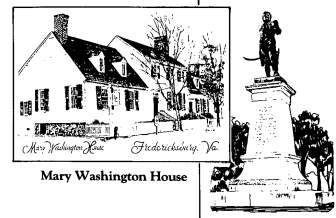


Or enjoy a 1 hour visit to
 ★ The Fredericksburg Battlefield
 Visitor Center
 Free Admission

See a film at the Civil War Museum
 and the National Cemetery where 15,000
 Union Soldiers have their final resting place.

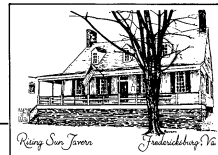
The above are just two of the major attractions. See on
 your own the other attractions highlighted.

See And Know These And
 All The Points Of Interest Listed



Mary Washington House

General Hugh Mercer



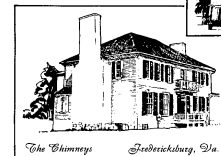
Rising Sun Tavern



George Norwood House
c. 1817



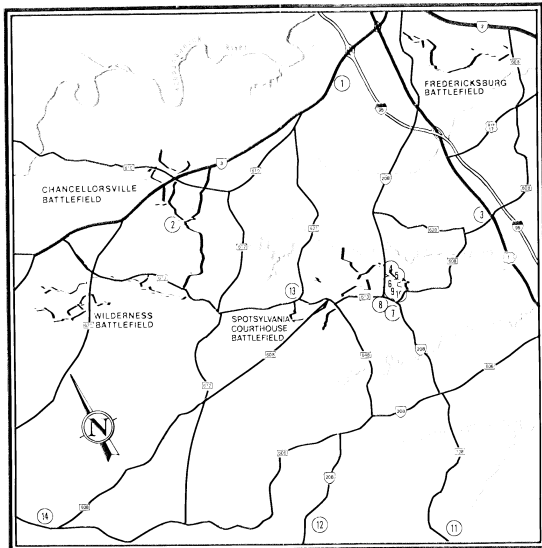
Fredericksburg
Baptist Church
c. 1855



The Chimneys
Va. Historic Landmark

Designs by Scott Howson

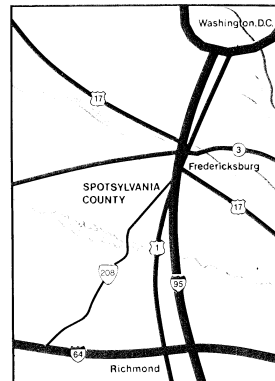
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Key to Spotsylvania Tour

1. Old Salem Church, 1844
2. Catharine Furnace Ruins, c. 1703
3. Massaponax Baptist Church, 1822
4. Confederate Cemetery
5. Spotsylvania Courthouse, 1839
6. Old Jail, 1856
7. Spotswood Inn, prior to 1799
8. Spotsylvania County Museum (Old Berea Christian Church), 1856
9. Zion Methodist Church, 1859
10. Christ Episcopal Church, 1841
11. Wallers Baptist Church, 1874
12. Good Hope Church, 1860
13. Goshen Church, 1922
14. Craigs Church, 1912

SPOTSYLVANIA COUNTY MUSEUM is the starting point for walking tours of the Historic District and further information is available here.
(703) 582-5672



HOW TO REACH SPOTSYLVANIA COUNTY
Spotsylvania County is located only 50 miles from both Washington, D.C. and Richmond, Virginia, just off I-95.

To get to the Spotsylvania Historic District:
—from I-95 heading north, take the first Fredericksburg exit (Rt. 1); turn left on Rt. 208.
—heading south on I-95, take the Massaponax exit (second exit south of the Rappahannock River); proceed left on Rt. 1 North; turn left on Rt. 208.

NEARBY ATTRACTIONS: Spotsylvania County is just a short drive from historic Fredericksburg, Virginia, Charlottesville, Washington, D.C., Richmond and the Northern Neck are all within an hour's drive.



The Sheraton-Fredericksburg Resort & Conference Center offers the best of two worlds: country charm and city sophistication. Whether you are looking for a vacation spot or a meeting place, work or play, or a combination of both... you will find the Sheraton-Fredericksburg awaits your pleasure.

Complementing the facilities are the Sheraton's fine restaurants and lively lounge. Dauphin's offers excellent cuisine in a warm ambience conducive to candlelight and fine wine. The Meadows, with its spectacular view of Virginia's countryside, blends fine food with a tranquil atmosphere. Shannons Lounge offers entertainment nightly, Monday through Saturday, featuring top groups in an intimate setting.

The spacious guest rooms and suites, each with its own patio or balcony, offer the comfort to bring your day to a perfect end.

Fredericksburg, Virginia



Sheraton-Fredericksburg Resort & Conference Center
 Sheraton Hotels, Inns & Resorts Worldwide
 The Official Hotel of **ITT**
 196 & VIRGINIA ROUTE 5, P.O. BOX 1047
 FREDERICKSBURG, VIRGINIA 22404
 703-788-9330

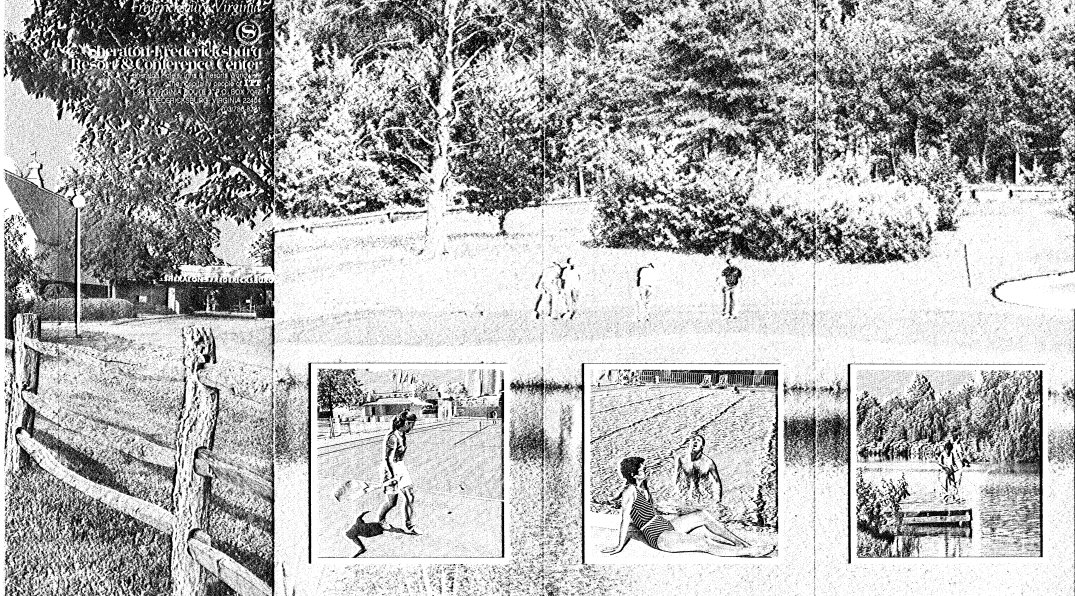


Whenever you travel, on business or for pleasure, you can count on the gracious hospitality of Sheraton. There are Sheraton Hotels, Inns & Resorts in most major cities, at airports, on beaches and at resorts all over the world—North America, Hawaii, South America, Europe, Africa, the Middle East, the Far East and the Pacific. Each has that special flavor of a Sheraton, our friendly service, our style and finesse in dining, shopping and entertaining you. Remember, all hotels have rooms, but a Sheraton Showplace has taste! For a taste of Sheraton Hotels, Inns & Resorts worldwide, call toll free:

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 Boston, MA 02109-0007**
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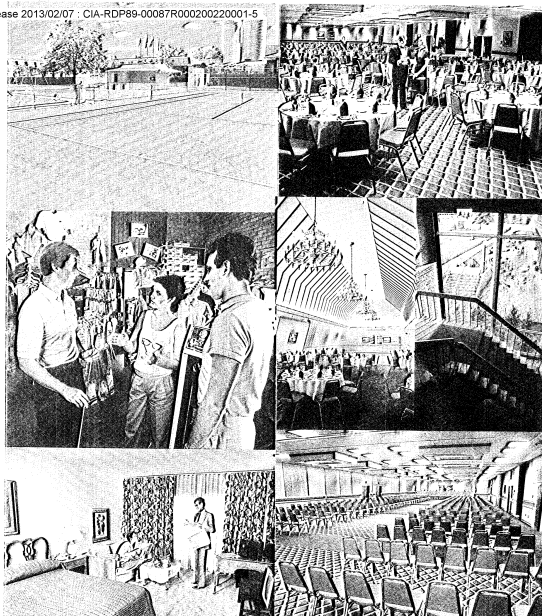
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Sports facilities at the Sheraton-Fredericksburg are second to none. The Ed Ault designed, PGA golf course offers a challenge to the scratch golfer and a chance for the weekend player... it has four sets of tees so you can design the course to suit your game... as long as 7,100 yards or as short as 6,300. After a round, the Watering Hole provides relaxation or our PGA Pro offers lessons and the best equipment is available in the Pro Shop.

The tennis courts are just outside your room next to the spacious, Junior Olympic Pool. A leisurely stroll through the meadow brings you to a stocked six-acre lake where bass and bream await the angler. Pool-side dining, the children's pool and playground and a video game room by the pool lend to your opportunities for enjoyment.



The Sheraton-Fredericksburg Resort & Conference Center's Convention facilities can meet the needs of a small seminar and range to match the requirements for a 600-seat banquet in the Regent Ballroom. The Ballroom also can accommodate 800 theater style or 650 in a classroom setting. The Fredericksburg Room can accommodate 250 for a meal function and 350 for a meeting. Additionally, several of the hospitality suites make ideal settings for board or committee meetings. Large or small, business or social, you can be assured your function will be a success at the Sheraton.

Room	Banquet	Theater	Classroom	Dinner
Regent Ballroom	600	800	650	113 x 46
Fredericksburg	150	200	150	44 x 26
Ballroom	80	110	110	28 x 16
Classroom	50	110	110	28 x 16
Ballroom	100	250	250	44 x 26
Fredericksburg	200	350	350	53 x 35
Dinner	100	100	100	35 x 15
Bar	50	50	50	35 x 15
Conference room	20	20	20	24 x 12
Ballroom 3&B	80	50	50	28 x 17

An Unforgettable Civil War Past

Rebel yells no longer echo in blood-drenched fields. Well-dug trenches lie in silent testimony to a turbulent era.

In Spotsylvania County today, visitors can share an important chapter of American history. A strategic crossroads, this county witnessed four major Civil War battles. It was here that Stonewall Jackson fell to the mistaken fire of his own men. Here the armies of Grant and Lee knew some of the most intense fighting in American history; the Union attack on the Confederate field "Bloody Angle" led to fierce hand-to-hand combat. This battle marked the beginning of the fall of the Confederacy.

You'll be inspired by the ideals and sacrifices that helped chisel our nation here. In Spotsylvania County, history

lives on proudly. Recovering from the war's devastation, Spotsylvania Courthouse remained a small crossroads community, and continues to be the county seat of modern Spotsylvania.

Visitors on foot can discover the charm of its Historic District nestled between rolling expanses of well-preserved battlefields. The delightful County Museum displays Indian artifacts, early Americana, antique quilts, and relics from Governor Spotswood's ironworks. Leisurely driving tours include many historic churches, picturesque farms, as well as the Fredericksburg and Spotsylvania National Military Park.

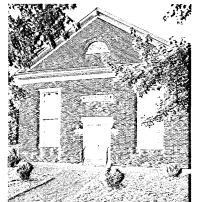
Visit historic Spotsylvania County... beautiful countryside steeped in dramatic history.



Spotsylvania Courthouse a few months after surging armies clashed here in 1862.



In Confederate Cemetery rest some 600 soldiers who died here.



Massaponax Baptist Church



Old Jacoby Church
2844 C... VA 22635



Courthouse as it was over 100 years ago



Old Jail



Some beauty of county's battlefields never forgotten past.

Spotswood's Wilderness Empire

In 1720, a vast new county was formed in the young Colony of Virginia, extending beyond the Blue Ridge Mountains. This frontier outpost was named for Alexander Spotswood, Colonial Governor of Virginia.

Subsequently, Spotswood constructed tremendous ironworks, remnants of which are still found in Spotsylvania County. Under his resourceful leadership, a road network for transporting the iron was laid out, and skilled laborers were imported from Germany. (The company town was named Germanna.)

At his death in 1740, Spotswood left behind a nearly self-sufficient iron empire in the wilderness of Spotsylvania County which set in motion the rise of America's iron and steel industry.



...Preserved for Your Enjoyment



(Left) County Museum displays variety of special collections. (Right) Confederate surgeons toiled at Old Salem Church, now carefully restored.

Sheraton-Fredericksburg Resort & Conference Center

Meal Plans

FULL AMERICAN PLAN A - Consists of breakfast, lunch and dinner in The Meadows. The cost is \$27.00 plus 8% tax and 15% gratuity per person, per day.

FULL AMERICAN PLAN B - Consists of breakfast and lunch in The Meadows and dinner in either The Meadows or Dauphine's Restaurant. (Dauphine's operating hours are Monday through Saturday; closed Sunday. Also closed Monday during some winter months.) The cost is \$36.00 plus 8% tax and 15% gratuity per person, per day.

MODIFIED AMERICAN PLAN C - Consists of breakfast and lunch in The Meadows. The cost is \$15.00 plus 8% tax and 15% gratuity per person, per day.

MODIFIED AMERICAN PLAN D - Consists of breakfast and dinner in the Meadows Restaurant. The cost is \$20.00 plus 8% tax and 15% gratuity per person, per day.

MODIFIED AMERICAN PLAN E - Consists of breakfast in The Meadows and dinner in either The Meadows or Dauphine's. (Dauphine's operating hours are Monday through Saturday; closed Sunday. Also closed on Monday during some winter months.) The cost is \$29.00 plus 8% tax and 15% gratuity per person, per day.

- * Clients may order any item off the menu with the exception of the "Gentlemen's Breakfast" - the "Gourmet Breakfast" or any alcoholic beverages. Extra charges would be incurred with the ordering of multiple entrees, appetizers, salads, desserts, beverages and alcoholic beverages.
- * Any group that elects to use any of the above meal plans may use tickets or may sign an individual check. The choice is up to the meeting palnner. However, the Sheraton will automatically issue meal tickets unless advance arrangements are made.

10/85

THE MEADOWS BREAKFAST

Juice - small	.85	Fresh Strawberries	.95
- large	1.25	with cream (in season)	1.25
Fresh Melon (in season)	1.30	2.00	1.00

CLUB BREAKFASTS

- #1. Fruit Juice, 2 Eggs Any Style, Ham, Bacon or Sausage, Grits or Home Fried Potatoes, Toast and Jelly, Coffee or Tea 3.90
- #2. Fruit Juice, 1 Egg Any Style, Ham, Bacon or Sausage, Grits or Home Fried Potatoes, Toast and Jelly, Coffee or Tea 3.60
- #3. Golden Brown French Toast or Pancakes Served With Maple Syrup, Bacon or Sausage, Coffee or Tea 3.40
- #4. Fruit Juice, 2 Eggs Any Style, Virginia Country Ham, Grits or Home Fried Potatoes, Hot Biscuits and Jelly, Coffee or Tea 5.40

CONTINENTAL BREAKFAST

\$2.40

Fruit Juice, Hot Croissant or Danish or Bran Muffin, Coffee or Tea

GENTLEMAN'S BREAKFAST

Fruit Juice
Broiled Choice Sirloin Steak
2 Fresh Eggs, Any Style
Home Fried Potatoes
Buttered Toast, Jelly
Coffee or Tea
\$6.95

GOURMET BREAKFAST

Fruit Juice
Eggs Benedict
Two Poached Eggs over Broiled
Ham on English Muffin
Sauce Hollandaise
Coffee or Tea
\$5.60

A LA CARTE

Broiled Ham	2.10	One Egg, Any Style	1.40
Country Ham	2.85	Two Eggs, Any Style	1.95
Crisp Bacon	1.40	Plain Omelette	2.25
Two Sausage Patties	1.40	Cheese Omelette	2.95
Home Fried Potatoes	.95	Ham & Cheese Omelette	3.10
French Toast, Maple Syrup	1.55	Western Omelette	3.35
Stack of Pancakes, Maple Syrup	1.55	<i>(Toast & Jelly Served With Above)</i>	

BREADS AND MUFFINS

Danish Pastry	1.30	English Muffin	.85	Hot Croissant	1.35
Buttered Toast	.70	Blueberry Muffin	.90	Bran Muffin	.90
Coffee, Tea, Sanka	.75	Fresh Milk	.75	Hot Chocolate	.75



LUNCH MENU

APPETIZERS	SOUPS
Jumbo Shrimp Cocktail 5.95	French Onion Soup
Fresh Fruit Cup..... 1.60	Gratinee 1.95
Melon (in season)..... 1.80	Chef's Fresh Soup of
Chilled Juice..... 1.00	the day Cup 1.20
 Bowl 1.85

SALADS AND COLD PLATES

- FARM RIPE TOMATO STUFFED OUR WAY** 5.95
A whole tomato filled with Chicken Salad, Shrimp Salad or Tuna Salad, served on a bed of lettuce with cottage cheese.
- CHEF'S SALAD BOWL** 5.25
Tossed Mixed Greens, topped with Julienne of Turkey, Ham, Swiss and American Cheese, egg and tomato wedges.
- CALIFORNIA FRESH FRUIT SALAD PLATE** 5.25
Served with Choice of Sherbet or Cottage Cheese, Date Nut Bread, and Cream Cheese.
- NEPTUNE SALAD** 6.25
Garden Salad Greens topped with tender Shrimp and Alaskan Crabmeat, boiled egg and tomato wedges.

MEADOWS GARDEN FRESH SALAD BAR	
<i>Entree</i>	4.25
<i>With Entree</i>	1.95

OMELETTES

*Three Egg Omelette of your choice
 Made from any two of these ingredients.*

Mushrooms • Cheese • Ham • Bacon • Onions • Bell Pepper

4.25
 (additional items 50¢ each)

CREPES

CREPES POULET 4.50
Two crepes filled with chunks of tender chicken topped with Creamy Cheese Sauce.

SANDWICHES

THE CHAMPION

Over 1/2 pound of USDA beef broiled to your preference topped with hearty rarebit cheese sauce. Served with fries, lettuce, tomato and pickles on onion roll.

4.60

COUNTRY BURGER 4.50

The definitive "Hamburger" with Swiss cheese and Sauteed Mushrooms on a Kaiser Roll.

Meadows Club	4.60	Chicken Salad	3.75
Tuna Salad	3.65	Deli Reuben	4.95
Grilled Cheese	3.25	Ham and Cheese	3.85

THE KENMORE 4.25

Very thin slices of Roast Beef, piled high on a Kaiser Roll, served with fries, Kosher dill and Cole Slaw.

THE BLACK RUSSIAN 3.95

Braunschweigen and Swiss Cheese on Combination Bread.

ENTREES

SOUTHERN FRIED CHICKEN 5.95

A traditional honey dip recipe.

SOUTHERN PORK CUTLET 4.95

Mushroom Gravy, hot spiced Apple Sauce.

RIB EYE STEAK, topped with Maitre d'Hotel Butter, onion rings 10.25

FRESH CATCH of the DAY Priced Daily

Selected by the Chef

CHESAPEAKE BAY CRAB CAKES 8.95

Crabmeat seasoned and fried. Served with Cole Slaw.

All entrees served with Potato Skins or Fries.

DESSERTS

Cheese Cake	1.95
Pecan Pie	1.50
Pie du jour	1.50
Carrot Cake	1.50
Fresh Fruit (in season)	1.50
Ice Cream or Sherbet	1.20

BEVERAGES

Coffee75
Sanka75
Tea75
Iced Tea75
Iced Coffee75
Milk75



Sheraton-Fredericksburg Resort & Conference Center

BANQUETS AND MEETINGS Capacity and Seating Information

ROOM	DAILY CHG.	BANQUET	THEATER	CLASSROOM	CONFERENCE	DIMENSIONS
REGENT BALLROOM	600.00	500	600	300	—	145' x 46'
(A)	175.00	175	200	100	60	44' x 46'
(B)	125.00	75	100	50	40	28' x 46'
(C)	125.00	75	100	50	40	28' x 46'
(D)	175.00	175	200	100	60	44' x 46'
FREDERICKSBURG BALLROOM	275.00	250	300	130	100	80' x 35'
DOMINION	100.00	70	75	50	30	35' x 35'
LEE	75.00 <i>75.00</i>	50	60	30	30	30' x 25'
COMMONWEALTH	75.00	30	40	25	25	29' x 19'
BOARD ROOM	50.00	14	30	25	14	28' x 17'
(A)	30.00	8			8	14' x 17'
(B)	30.00	8			8	14' x 17'

For Additional Information. . .

Write to Director of Sales,
Sheraton-Fredericksburg Resort
P.O. Box 7047
Fredericksburg, Virginia 22404
Telephone (703) 786-8321

Motivate At Our Country Estate

The Sheraton-Fredericksburg Resort's various facilities combine the proper mix of productive work and healthy play. Soundproof meeting rooms feature public address systems, blackboards, projector screens, easels and big, comfortable chairs. Guest rooms and all facilities connected by inside corridors. Ample free parking.

Shannon Green
GOLF CLUB

MILEAGE TO

Phila.	198
Balt.	100
Wash. DC	50
Richmond	50
Williamsburg	90

**ASK ABOUT OUR SPECIAL
GOLF & TENNIS PACKAGES**



**VIRGINIA PREMIER RESORT
AND CONFERENCE CENTRE**



Sheraton-Fredericksburg Resort & Conference Center

REFRESHMENT BREAKS (Half-hour service)

A.

Continental Breakfast
(Coffee, Tea, Chilled Juice and Danish)
\$2.95 per person

B.

Coffee, Tea, Fresh Cut Fruit
\$1.90 per person

C.

Coffee, Tea, Soft Drinks & Assorted Danish
\$1.95 per person

D.

Continuous Coffee (3½ hour service)
\$2.75 per person

ALA CARTE

Coffee, Tea, or Sanka	\$.95 per person or \$16.00 per gallon
Assorted Soft Drinks or Iced Tea	\$.95 each
Chilled Juice or Milk	\$1.00 each
Large Danish, Blueberry Muffins, or Croissants served with butter and jellies	\$1.50 each
Whole Fresh Fruit Bowl or Fresh Cut Fruit Tray to serve 25 persons	\$31.25 bowl/tray
Sausage or Ham Biscuits	\$1.25 each
Yogurt	\$1.50 each
Bagels with Cream Cheese	\$1.50 each
Fruit Basket	\$10.00 each
Fruit with Cheese Basket	\$15.00 each
Split of House Champagne	add \$9.00 each

\$2.25 service charge on all Coffee Breaks which total less than \$15.00.

15% gratuity and 8% tax will be added to all prices. Tax is computed on total of food service and gratuity. The above prices are subject to change due to the influence of economic circumstances.



Sheraton-Fredericksburg Resort & Conference Center

GROUP BREAKFAST SELECTION AND PRICE LIST

Seated Breakfast - any Size Group - \$6.25 per person

- Half Grapefruit, Fruit Compote or Juice - Tomato, Orange or Grapefruit (choice of one)
- Fluffy Scrambled Eggs
- Grits or Home Fried Potatoes (choice of one)
- Bacon, Ham, or Sausage (choice of one)
- Blueberry Muffins, Sweet Rolls or Southern Biscuits (choice of one)
- Served with Jellies, Jams, Butter
- Coffee, Tea, Sanka

Additional Selections

- Berries in season add \$2.35 per person
- Melon add \$2.00 per person

Buffet Breakfast - 50 people or more - \$6.50 per person *

- Citrus Fruit Bowl and Chilled Fruit Juices
- Selection of Cold Cereals served with fresh cream
- Fluffy, Scrambled Eggs
- Ham, Bacon, or Sausage
- Home Fried Potatoes
- Sweet Rolls, Southern Biscuits and Blueberry Muffins
- Butter, Jams and Jellies
- Coffee, Tea, Sanka

Additional Buffet Items

- Cream Chipped Beef add \$1.50 per person
- Corned Beef Hash add \$1.25 per person
- Grits add \$.95 per person
- Fried Apples add \$1.00 per person
- French Toast, sprinkled with powdered sugar add \$1.25 per person

***\$1.00 additional per person will be added to groups falling below the 50 minimum.**

EYE OPENERS

- Bloody Marys \$2.35
- Screwdrivers \$2.35
- Mamasa \$2.35

15% gratuity and 8% tax will be added to all prices. Tax is computed on total of food service and gratuity. The above prices are subject to change due to the influence of economic circumstances.



Sheraton-Fredericksburg Inn & Conference Center

BRUNCHES

NO. 1 BUFFET (50 person minimum) \$10.25 per person

Assortment of Fruit Juices
Citrus Fruit Bowl
Poached Eggs Benedict
French Toast with Syrup
Bacon, Ham and Sausage
Broiled Tomatoes
Sweet Rolls
Blueberry Muffins
Jellies, Butter
Choice of Beverage

NO. 2 BUFFET \$8.50 per person

Assortment of Fruit Juices
Melon
Sausage and Ham
Scrambled Eggs
Chicken a' la King on Patty Shell
Sliced Tomatoes
Hash Brown Potatoes
Hot Southern Biscuits
Jellies, Butter
Choice of Beverage

NO. 3 BUFFET \$7.00 per person

Assortment of Fruit Juices
Scrambled Eggs
Ham and Sausage
French Toast with Syrup
Assortment of Sweet Rolls
Choice of Beverage

Special Menus will be provided upon request.



Sheraton-Fredericksburg Resort & Conference Center

BOX LUNCHESES

1

Roast Beef Sandwich
Deviled Egg Half
Celery and Carrot Sticks
Potato Chips
Chocolate Cake
\$6.50

3

Turkey Sandwich
Deviled Egg Half
Celery and Carrot Sticks
Potato Chips
Fresh Fruit
\$6.50

2

Ham and Cheese Sandwich
Deviled Egg Half
Celery and Carrot Sticks
Potato Chips
Brownie
\$6.50

4

Fried Chicken
Deviled Egg Half
Celery and Carrot Sticks
Potato Chips
Fresh Fruit
\$6.50

Assorted Canned Beverages \$.95

15% gratuity and 8% tax will be added to all prices. Tax is computed on total of food service and gratuity. The above prices are subject to change due to the influence of economic circumstances.



Sheraton-Fredericksburg Resort & Conference Center

BANQUETS AND MEETINGS Capacity and Seating Information

ROOM	DAILY CHG.	BANQUET	THEATER	CLASSROOM	CONFERENCE	DIMENSIONS
REGENT BALLROOM	600.00	500	600	300	—	145' x 46'
(A)	175.00	175	200	100	60	44' x 46'
(B)	125.00	75	100	50	40	28' x 46'
(C)	125.00	75	100	50	40	28' x 46'
(D)	175.00	175	200	100	60	44' x 46'
FREDERICKSBURG BALLROOM	275.00	250	300	130	100	80' x 35'
DOMINION	100.00	70	75	50	30	35' x 35'
LEE	75.00 <i>pl</i>	50	60	30	30	30' x 25'
COMMONWEALTH	75.00	30	40	25	25	29' x 19'
BOARD ROOM	50.00	14	30	25	14	28' x 17'
(A)	30.00	8			8	14' x 17'
(B)	30.00	8			8	14' x 17'

For Additional Information. . .

Write to Director of Sales,
 Sheraton-Fredericksburg Resort
 P.O. Box 7047
 Fredericksburg, Virginia 22404
 Telephone (703) 786-8321

Motivate At Our Country Estate

The Sheraton-Fredericksburg Resort's various facilities combine the proper mix of productive work and healthy play. Soundproof meeting rooms feature public address systems, blackboards, projector screens, easels and big, comfortable chairs. Guest rooms and all facilities connected by inside corridors. Ample free parking.

Shannon Green
GOLF CLUB

MILEAGE TO

Phila.	198
Balt.	100
Wash. DC	50
Richmond	50
Williamsburg	90

**ASK ABOUT OUR SPECIAL
 GOLF & TENNIS PACKAGES**



**VIRGINIA PREMIER RESORT
 AND CONFERENCE CENTRE**



Sheraton-Fredericksburg Resort & Conference Center

LITE LUNCHEON PLATES

CHEF'S SALAD \$7.25 per person

Soup du jour
 Julienne of Ham, Turkey, Swiss and
 American cheese atop mixed garden greens,
 garnished with hard-cooked egg,
 served with hot rolls
 Choice of Two (2) dressings (see list)
 Choice of Dessert (see list)
 Coffee, Tea, Sanka

CALIFORNIA FRESH SALAD PLATE \$7.00 per person

Fresh Fruit served with Cottage Cheese on bed of lettuce
 Served with Date nut Bread and Cream Cheese
 Selection of Dessert (see list)
 Coffee, Tea, Sanka

NEPTUNE SALAD PLATE \$9.50 per person

Tossed Garden Greens topped with
 tender Shrimp and Alaskan Crabment,
 garnished with olives and pickles,
 Choice of Two Dressings (see list)
 Choice of Dessert (see list)
 Coffee, Tea, Sanka

PLANTATION PLATTER \$9.25 per person

Sliced Polish ham, melon and assorted cheeses
 garnished with asparagus spears and shrimp,
 Cocktail sauce
 Served with hot rolls
 Selection of Dessert (see list)
 Coffee, Tea, Sanka

SANDWICH BOARD (Minimum 50 persons)* \$7.50 per person

Soup du jour
 Assortment of cold sliced meats -
 Ham, Turkey and Roast Beef
 Sliced Cheeses
 Assorted Breads, Condiments, and Garnishes
 Potato Chips
 Cole Slaw
 Brownie
 Apple Strudel
 Coffee, Tea, Sanka

**\$1.00 additional per person will be added to groups falling below the 50 minimum.*

SALAD PLATES \$7.95 per person

Chicken, Shrimp, or Tuna Salad
 served on leaf lettuce and garnished
 with cole slaw, potato salad, garden
 tomato, egg, olives and pickles
 Served with Crackers
 Selection of appetizer and dessert (see list)
 Coffee, Tea, Sanka

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Sheraton-Fredericksburg Resort & Conference Center

GROUP LUNCH SELECTIONS AND PRICE LIST

APPETIZERS AND SOUPS (Choice of One)

No Additional Charge:

Soup du jour
Fruit Cocktail Ambrosia
Orange, Grapefruit or Tomato Juice

Additional Charge as Listed:

Onion Soup	\$1.25
Cold Gazpacho	\$1.10
Chilled Vichyssoise	\$1.10
Shrimp Cocktail	\$5.25

ENTREES

Roast Breast of Turkey with Dressing, Giblet Gravy and Cranberry Sauce	\$8.75
Baked Pork Chops with Sauteed Apples	\$8.50
Southern Fried Chicken	\$7.50
Choice Ground Beefsteak with Onion or Mushroom Sauce	\$7.75
Creamed Chicken ala King on Patty Shell	\$7.25
Broiled Filet of Haddock or Flounder	\$8.25
Sugared Cured Ham Steak, Raisin Sauce	\$8.25
Roast Breast of Chicken Virginia	\$8.75
Tender Swiss Steak with Pan Gravy	\$8.50
Beef Stroganoff with Buttered Noodles	\$8.50
Seafood Newberg in a Patty Shell	\$8.50
Minute Sirloin Steak (8 oz)	\$12.25
Luncheon Filet Mignon (5 oz)	\$11.25
Coq au Vin	\$8.25

Salads - Choice of One at No Additional Charge
(see Vegetable/Salad/Dessert List)

Vegetables - Choice of Potato or Rice, and choice of Vegetable)
(see Vegetable/Salad/Dessert List)

Dessert - Choice of One at No Additional Charge
(see Vegetable/Salad/Dessert List)

Coffee, Tea, Rolls and Butter are served with all lunch selections

Sales and Banquet personnel will be pleased to suggest vegetables to complement your entree

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Sheraton-Fredericksburg Resort & Conference Center

GROUP DINNERS SELECTIONS AND PRICE LIST

Appetizers and Soups (Choice of one)

No Additional Charge:

Juices - Tomato, Orange or Grapefruit
Fruit Cocktail Ambrosia
Soup du jour

Additional Charge as Listed:

Crab Cocktail	\$5.00
Jumbo Shrimp Cocktail	\$5.25
French Onion Soup	\$1.25
Cold Gazpacho	\$1.10
Chilled Vichyssoise	\$1.10
Pineapple Aloha	\$3.75

Entrees

Virginia Country Ham (Sugar Cured), Raisin Sauce	\$11.75
Beef Stroganoff with Buttered Noodles	\$11.50
Roast Breast of Turkey with Dressing, Giblet Gravy and Cranberry Sauce	\$11.90
Roast Breast of Chicken Virginia	\$11.75
Chicken Breast Stuffed with Apples and Walnuts	\$12.00
Seafood Newburg with Sherry Wine on Rice	\$12.50
Stuffed Rock Cornish Hen, Veronique	\$13.60
Stuffed Filet of Flounder	\$12.50
Roast Prime Rib of Beef, au jus	\$16.00
Filet Mignon with Bearnaise Sauce (8 oz)	\$17.00
Broiled New York Cut Sirloin Steak (12 oz)	\$17.75
Surf and Turf (5 oz filet, 5 oz lobster)	\$20.50
Roast Leg of Lamb, Mint Sauce	\$13.00
Half Roast Duckling Bigarade	\$16.00

Salads - Choice of one at no additional charge
(See Vegetable/Salad/Dessert List)

Vegetables - Choice of Potato or Rice and a choice of Vegetable
(See Vegetable/Salad/Dessert List)

Dessert - Choice of one at no additional charge
(See Vegetable/Salad/Dessert List)

Coffee, Tea, Rolls and Butter are served with all dinners

Sales and Banquet personnel will be pleased to suggest
vegetables to complement your entree.

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Sheraton-Fredericksburg Resort & Conference Center

VEGETABLES - Choice of Two

No Additional Charge:

- Green Beans Almondine
- Peas with Mushrooms
- Peas with Pearl Onions
- Broiled Tomato
- Broccoli au Beurre
- Zucchini Creole
- Glazed Carrots
- Chef's Choice of Vegetable
- String Beans with Bacon
- Buttered Kernel Corn
- Young Lima Beans with Mushrooms
- Rissole Potatoes
- Baked Potato
- Rice Pilaf

- Parsley Potatoes
- Sweet Potatoes Imperial
- Hash Browns
- Brussel Sprouts

Additional Charge as Listed:

- Tomato stuffed with Peas,
Rice or Mushrooms \$1.00
- Buttered Asparagus \$.95
- Asparagus Hollandaise \$1.50
- Wild Rice \$1.10
- Stuffed Potato Cheeseboat \$1.25

SALADS - Choice of One

No Additional Charge:

- Tossed Garden Greens
- Hearts of Lettuce and Watercress
- or Hearts of Lettuce, Tomato and Cucumber

Additional Charge as Listed:

- Hearts of Artichoke \$2.00
- Spinach & Mushroom \$1.75
- Waldorf Salad \$1.75

Choice of (2) Dressings

House (oil and vinegar with herbs), French, Bleu Cheese, or Thousand Island

DESSERTS - Choice of One

No Additional Charge:

- Chocolate Fudge Cake
- Creme de Menthe Parfait
- Chocolate Mousse
- Carrot Cake
- Brownies
- Ice Cream
- Sherbet

Additional Charge as Listed:

- Strawberry Cheesecake \$1.75
- Peach Trifle \$1.75
- Pecan Pie \$1.75
- (a' la mode .75 extra)
- Fruit & Cheese Plate \$2.50
- Homemade Apple Strudel \$1.75
- Hot Cherry Crisp \$1.75

Special Menus will be provided upon request.

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Sheraton-Fredericksburg Resort & Conference Center

BUFFET DINNER (Minimum 50 Persons)

Included:

Macedoine of Chilled Fruits
Raw Vegetable Platter
Tossed Garden Greens
Dressings, Relishes

Danish Cucumber Salad
Chef's Potato Salad
Tuna & Chicken Salad Combo Platter

Cold Buffet - Choice of Two
Sliced Ham
Sliced Turkey Breast
(with Cranberry Sauce)
Sliced Roast of Beef

Hot Buffet - Choice of Two
Seafood Creole with Rice
Coq au Vin
Chicken a' la King with Rice
Beef Stroganoff
Seafood Newberg with Rice
County Fried Chicken

VEGETABLES

Choice of Three

Escalloped Potatoes
Delmonico Potatoes
Fluffy White Rice
Rice Pilaf
Buttered Noodles
Risi Bisi
Rissole Potatoes

Green Beans Almondine
Carrot Vichy
Peas Gibson
Broiled Tomato Half
Green Beans Panache
Corn on the Cob
Italian Mixed Vegetables

DESSERTS Choice of One

Fruit Pies
Carrot Cake
Apple Cobbler

Pudding Parfaits
Peach Trifle
Williamsburg Trifle

\$14.00 per person*

*\$1.00 additional per person will be added to groups falling below the 50 minimum

BUFFET DINNER

Roast Prime Rib	\$16.75
Steamship Round	\$15.75

Coffee, Tea, Sanka, Rolls, Butter

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Sheraton-Fredericksburg Resort & Conference Center

OUTDOOR BARBECUES*

COOKOUT **\$14.75 per person**

Barbecued Chicken
Grilled Hamburgers
Cornbread
Cole Slaw
Corn on the Cob
Baked Beans
Sliced Lettuce, Tomatoes, Onions and Pickles
Peach Cobbler, Apple Strudel, or
Chocolate Cake
Choice of Beverage

SOUTHERN BARBECUE **\$15.75 per person**

Barbecued Pork
Barbecued Chicken
Grilled Hamburgers on Buns
Sliced Lettuce, Tomatoes, Onions and Pickles
Baked Beans
Potato Salad
Cole Slaw
Corn on the Cob
Southern Biscuits
Peach Cobbler, Apple Strudel, or
Chocolate Cake
Choice of Beverage

BEEF KABOB COOKOUT **\$19.25 per person**

Beef Kabob on Rice
Corn on the Cob
Marinated Cucumbers and Onions
Potato Salad
String Beans with Bacon
Southern Biscuits
Peach Cobbler, Apple Strudel, or
Chocolate Cake
Choice of Beverage

STEAK COOKOUT **\$21.25 per person**

New York Strip Steak
Corn on the Cob
Baked Potatoes
Zucchini Creole
Sliced Tomato and Cucumber Salad
Southern Biscuits
Peach Cobbler, Apple Strudel, or
Chocolate Cake
Choice of Beverage

***Minimum — 50 persons (\$1.00 extra per person is added for guarantees falling below the minimum.)**

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Sheraton-Fredericksburg Resort & Conference Center

HORS D'OEUVRES TO ORDER BY PIECE

Minimum Order — 50 Pieces

Hot Hors d'Oeuvres	Per 50 Pieces
Broiled Chicken Livers Wrapped in Bacon	\$40.00
Broiled Scallops Wrapped in Bacon	\$43.00
Chinese Egg Rolls with Sweet & Sour Sauce	\$35.00
Swedish Meatballs	\$33.00
Fried Shrimp	\$55.00
Crabmeat Balls	\$38.00
Chicken Wing Dings	\$36.00
Quiche Lorraine	\$38.00
Mushroom Caps stuffed with Crabmeat	\$42.00
Franks 'n Blanket	\$36.00
Cheddar Cheese Olives	\$30.00
Chicken Fingers, honey-lemon dip	\$36.00
Batter Fried Cauliflower and dip	\$34.00
Cocktail Franks in Barbecue Sauce	\$40.00
Fried Mushrooms	\$45.00
Cheese Straws	\$45.00
Beef Puffs	\$50.00
Crabmeat Puffs	\$55.00
Shrimp Puffs	\$60.00

Cold Hors d'Oeuvres

Marinated Mushrooms	\$33.00
Virginia Country Ham Biscuits	\$52.00
Deviled Egg Halves	\$40.00
Atlantic Crab Claws, Cocktail Sauce	\$70.00
Italian Salami Hornes	\$34.00
Cucumber Rings stuffed with Cream Cheese	\$30.00
Smoked Salmon Cornucopias stuffed with Cream Cheese or Watercress Butter	\$55.00
Stuffed Celery with Bleu Cheese	\$35.00
Assorted Canapes	\$60.00
Cold Shrimp with Cocktail Sauce	\$85.00
Petits Fours	\$70.00
Finger Sandwiches	\$52.00
Cherry Tomatoes Stuffed with Cheddar Cheese	\$45.00
Smoked Salmon Canapes	\$45.00

Dry Buffet

Mixed Nuts	\$3.75 per 1 cup bowl or \$12.95 per 1 quart basket
Peanuts	\$2.75 per 1 cup bowl or \$9.95 per quart basket
Potato Chips, Pretzels or Gold Fish	\$4.25 per basket
Bleu Cheese Dip & Chips	\$9.75 per bowl
Clam Dip & Chips	\$9.75 per bowl
Onion Dip & Chips	\$9.75 per bowl

Special Menus will be provided upon request.

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Sheraton-Fredericksburg Resort & Conference Center

RECEPTIONS (Minimum 50 Persons)

HOT HORS D'OEUVRES AND COLD CANAPES
ATTRACTIVELY ARRANGED IN CHAFING DISHES AND MIRROR TRAYS

RECEPTION #1

(Choose Five)

- Finger Sandwiches
- Meatballs - Sweet & Sour
- Cheese Straws
- Chopped Chicken Livers Pate
- Cocktail Franks-In-BBQ Sauce
- Stuffed Celery with Cream Cheese
- Deviled Eggs
- Fried Mushrooms
- Average 10 Pieces Per Person \$6.00
- 12 Pieces - \$1.35 additional per person

RECEPTION #3

(Choose Five)

- Swedish Meatballs
- Smithfield Ham Biscuits
- Chicken Nuggets Honey Lemon Sauce
- Cherry Tomatoes Stuffed with Cheddar Cheese
- Shrimp Puffs
- Deviled Eggs
- Smoked Salmon Canapes
- Average 10 Pieces Per Person \$8.00
- 12 Pieces - \$1.35 additional per person

RECEPTION #2

(Choose Five)

- Chinese Egg Rolls
- Cocktail Franks-In-Blanket
- Stuffed Celery with Cream Cheese
- Deviled Eggs
- Chicken Drumettes
- Banana and Ham Rolls
- Fried Cauliflower
- Average 10 Pieces Per Person \$7.00
- 12 Pieces - \$1.35 additional per person

RECEPTION #4

(Choose Five)

- Quiche Lorraine
- Beef Roll and Asparagus
- Butterfly Shrimp & Cocktail Sauce
- Deviled Egg Wedges
- Finger Sandwiches
- Frank-In-Blanket
- Chicken Drumettes
- Smoked Salmon Canapes
- Average 10 Pieces Per Person \$9.00
- 12 Pieces - \$1.35 additional per person

THE CARVING BOARD

Steamship Round of Beef (Serves 175-200)	\$450.00
Decorated Sugar Cured Ham (Serves 75)	\$175.00
Whole Roast Sirloin (Serves 50-75)	\$220.00
Whole Decorated Roast Turkey (Serves 50)	\$135.00

Above Served with Cocktail Rye Breads & Condiments

Carver @ \$25.00

CHEESE/VEGETABLE PLATTER

Pecan Cheeseball with Crackers (Serves 50)	\$23.95
Wheel of Brie with Crackers and Fruit (Serves 50)	\$31.50
Jarlsberg with Crackers and Fruit (Serves 50)	\$31.50
Havarti with Crackers and Fruit (Serves 50)	\$29.95
Landsdale Farm Gouda with Crackers and Fruit (Serves 50)	\$23.25
Assorted Cheese Tray with Crackers and Fruit (Serves 50)	\$40.00
Raw Vegetable Platter with Dip (Serves 50)	\$31.50
Melon Basket (in season)	\$39.75

Special Menus will be provided upon request.

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Sheraton-Fredericksburg Resort & Conference Center

SERVICE BAR PRICING

Service Bars (not including 8% tax 15% gratuity)

Highballs/Mixed Cocktails	
Bar Brands	\$2.25
Call Brands	\$2.65
Premium Brands	\$2.95
Soft Drinks	\$.90
Perrier Water	\$1.50
House Wine	\$1.50
Domestic Beer/Imported Beer	\$1.50/\$2.00
Fortified Wines (Port, Sherry)	
Imported	\$2.50
Domestic	\$2.00
Cordials	
Bar Brands	\$2.65
Call Brands	\$2.95
Premium Brands	\$3.50
Cognacs	\$4.00

Bartender Fees: \$10.00 per hour (two-hour minimum) per bartender.

Minimum for first hour, including bartenders fee	\$100.00
Each Additional hour	\$ 50.00

Punch (30 cups per gallon)

Fruit Punch	\$14.00
Wine Punch	\$22.00
Champagne Punch	\$28.00
Rum or Bourbon Punch	\$24.50

Dry Snacks

Mixed Nuts	Bowl	\$ 3.75
	Quart basket	\$12.95
Potato Chips/Pretzels/Goldfish	Quart basket	\$ 4.25
Peanuts	Bowl	\$ 2.75
	Quart Basket	\$ 9.95

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Sheraton-Fredericksburg Resort & Conference Center

CASH BAR PRICING

Cash Bar Prices (includes tax and gratuity)

Bar Brands	\$2.35
Call Brands	\$2.75
Premium Brands	\$3.25
Domestic Beer/House Wine	\$1.75
Imported Beer	\$2.25

Bartender Fees: \$10.00 per hour (two-hour minimum) per bartender.

Minimum for first hour, including bartenders fee	\$100.00
Each additional hour	\$ 50.00

Punch (30 cups per gallon)

Fruit Punch	\$14.00
Wine Punch	\$22.00
Champagne Punch	\$28.00
Rum or Bourbon Punch	\$24.50

Dry Snacks

Mixed Nuts	Bowl	\$ 3.75
	Quart basket	\$12.95
Potato Chips/Pretzels/Goldfish	Quart basket	\$ 4.25
Peanuts	Bowl	\$ 2.25
	Quart basket	\$ 9.95

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Sheraton-Fredericksburg Resort & Conference Center

SET-UP BAR PRICING

Set-Up Charges (Your Liquor) (Not including tax and gratuity)

Per Person set up fee for 1½ hour party	\$2.95
Each additional hour per person	\$1.00
Wine corkage fee per fifth opened	\$5.00
half gallon/gallon opened	\$9.00/\$15.00
Champagne corkage fee per fifth opened (magnum)	\$5.00 (\$9.00)
Beer corkage, per case	\$15.00

Bartender Fees: \$10.00 per hour (two-hour minimum) per bartender

Punch (30 cups per gallon)

Fruit Punch	\$14.00
Wine Punch	\$22.00
Champagne Punch	\$28.00
Rum or Bourbon Punch	\$24.50

Dry Snacks

Mixed Nuts	Bowl	\$ 3.75
	Quart basket	\$ 12.95
Potato Chips/Pretzels/Gold Fish	Quart basket	\$ 4.25
Peanuts	Bowl	\$ 2.75
	Quart basket	\$ 9.95

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Sheraton-Fredericksburg Resort & Conference Center

BOTTLE BAR PRICING

HOUSE BRANDS

Bourbon	\$19.95
Scotch	\$21.25
Vodka	\$16.00
Gin	\$18.00
Rum	\$17.50
Blend	\$21.50

CALL BRANDS

Jack Daniels Black	\$35.25
Dewars White Label	\$39.50
Smirnoff #57	\$27.50
Beefeaters Gin	\$38.50
Bacardi Rum	\$22.25
Canadian Club	\$33.60

PREMIUM BRANDS

Old Grand Dad	\$37.50
Chivas Regal	\$56.00
Finlandia	\$39.50
Tanqueray	\$39.25
Meyers Rum	\$35.35
Crown Royal	\$49.00

CORDIALS

Drambuie	\$56.50
Kahlua	\$45.00
Amaretto	\$50.00

DRY SNACKS

Mixed Nuts	bowl	\$ 3.75
	quart basket	\$ 12.95
Potato Chips/Pretzels/Gold Fish	quart basket	\$ 4.25
Peanuts	bowl	\$ 2.75
	quart basket	\$ 9.95

SETUPS: \$1.50 per person for 1½ hour party, each additional hour, add \$1.00 pp.

Bartender fees: \$10.00 per hour (two-minimum) per bartender

BOTTLED SETUPS ONLY with no bartender (served only in Suites on unattended bars)

Glasses, ice, napkins	\$7.00 per rack (36 glasses)
Ginger, Soda, Tonic, Coke, Sprite	\$2.00 per bottle
Orange Juice, Tomato Juice	\$4.00 per liter
Bar Fruit	\$15.00 per tray

PUNCH (30 cups per gallon)

Fruit Punch	\$14.00 per gallon
Wine Punch	\$22.00 per gallon
Champagne Punch	\$28.00 per gallon
Rum or Bourbon Punch	\$24.50 per gallon

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**Sheraton Fredericksburg
Resort & Conference Center**

*Wines***AMERICAN WHITE**

Emerald Dry, Paul Masson	7.75
Robert Mondavi Chardonnay	28.00
Martini Johannisberg Riesling	16.50
Chenin Blanc, Charles Krug	12.75

AMERICAN RED

Jordan Cabernet - Sauvignon	32.50
Inglenook Zinfandel	17.50
Charles Krug Cabernet Sauvignon	17.00

EUROPEAN WHITE

Latour Pouilly Fuisse	32.00
Blue Nun Liebfraumilch	12.00
Folonari Soave	9.00
Maufoux Pouilly Fume	22.00

EUROPEAN RED

Thorin Chateauneuf Du Pape	24.00
Rothschild Mouton Cadet	17.50
Rothschild St. Emilion	21.00

WINE BY THE CARAFE

Inglenook	
Chablis, Rose or Burgundy	
Lite 8.50 Half Liter 4.50	

ROSE

Cruse Rose D'Anjou	10.00
Mateus	10.50
Lancers	11.50

VIRGINIA WINES

Rapidan White Riesling	18.50
Oakencroft Seyval Blanc	14.00
Meredyth Seyval Blanc	15.00
Meredyth Marechal Foch	12.50

CHAMPAGNE

Mumms Cordon Rouge	40.00
Great Western	17.00

Appetizers

Shrimp Saint George	5.95
Jumbo Gulf Shrimp prepared with imported spices Served chilled with a tangy sauce.	
Broiled Stuffed Mushrooms	4.95
A delightful combination of crabmeat and spices Blended with a creamy sauce.	
Medley of Fruit Ambrosia	2.30
A mixture of fruit served chilled Topped with a touch of Port.	
Pate Malson	4.25
Ripe Melon in Season	2.85
Bismark Herring in Cream	3.10

Clams and Oysters

Oyster Rockefeller	4.50
Baked Clams Casino	4.65

Soups

French Onion Gratinee	2.50
Chef's Soup of the Day	1.70
Virginia Peanut Soup	2.10
Consomme Madrilene	2.10

From the Sea

Broiled Louisiana Shrimp **14.25**
Jumbo Gulf Shrimp filled with crabmeat
Imperial. Served with Saffron Rice.

Maryland Crabcakes (Two) **13.25**
Delicate lump Crabmeat gently blended with
Spices, sauteed to a golden brown with a
Supreme Sauce.

Filet of Flounder, Chesapeake **13.50**
Boneless fresh Flounder filled with
seasoned Crabmeat.

Filet a Scampi Fettuccine Alfredo
A "Surf and Turf" delight. Four ounces
Filet Mignon with Jumbo Shrimp Scampi, served
over Fettuccine.

15.95

Shrimp Tempura **13.75**
Jumbo Shrimp dipped in a batter of Chopped
Nuts, Pineapple and imported Beer. Served golden
brown with a Sweet and Sour Sauce.

Australian Lobster Tails **21.50**
Two cold water Lobster Tails, broiled and
topped with Maitre D'Hotel Butter.

Entrees include vegetable, choice of Baked Potato
Potato Cups or Dauphine Potato.

From the Garden

Caesar Salad
Tender Romaine Lettuce topped with Dressing
of Anchovie, Lemon, Parmesan Cheese, Oil and Vinegar
and Croutons. Tossed Tableside
FOR TWO (2) **4.95**

Dauphine Salad **2.60**

Garden Salad California **1.50**

Spinach, Mushroom, Egg and Bacon **2.20**

The Dinner Fare

Breast of Chicken Eugenie **12.25**

Boneless Breast of Virginia Chicken and a slice of Smithfield Ham, served with a light Wine Sauce.

Veal Carole **13.95**

Veal Escalopes sauteed in Butter
White Wine with Mushrooms and Jumbo Shrimp
blended in a delicate Egg and Cream Liason.

Filet of Beef Diane

Prime Filet, trimmed, pounded and sauteed
with Mustard, Shallots, Chives and Parsley.
Served Flambe with Brandy and a Bouquet of Vegetables.

15.95

Tournedos Oscar **15.75**

Twin medallions of Filet served with Asparagus
Spears and Crabmeat, topped with Bearnaise Sauce.

Double Cut Lamb Chops **14.95**

Broiled to perfection to seal in natural juices,
served with Mint Sauce.

New York Strip Steak **15.25**

The finest twelve ounce center cut, personally
selected by our Chef and grilled to perfection.

Blue Ribbon Filet Mignon **15.95**

An eight ounce Tenderloin served with sauce
Bearnaise and Mushroom Cap.

The Accompaniments

Brolled Tomato Parmesan **.95**

Chef's Selection of Fresh Vegetable **1.00**

Sauteed Mushrooms **1.50**

Asparagus Hollandaise **2.25**

Desserts

Key Lime Pie	2.20
A tangy Lime Pie - just right for the season.	
German Chocolate Cake	3.35
Doubly rich and sinfully delicious, this chocolate creation is probably outlawed somewhere in the world.	
Peach Melba	2.95
Created for an Opera Queen, this treat combines Vanilla Ice Cream, Peaches, Raspberry Sauce and Whipped Cream.	
Pecan Pie	2.25
A tradition in the South; we wouldn't serve it unless it was the best.	
Cheesecake	2.60
Classically prepared New York Style.	
Chocolate Mousse Grand Marnier	3.25

Bananas Foster

Succulent Banana with Brown Sugar, Butter and enhanced with Creme de Banana and Flambe'd with Rum, served over Vanilla Ice Cream.

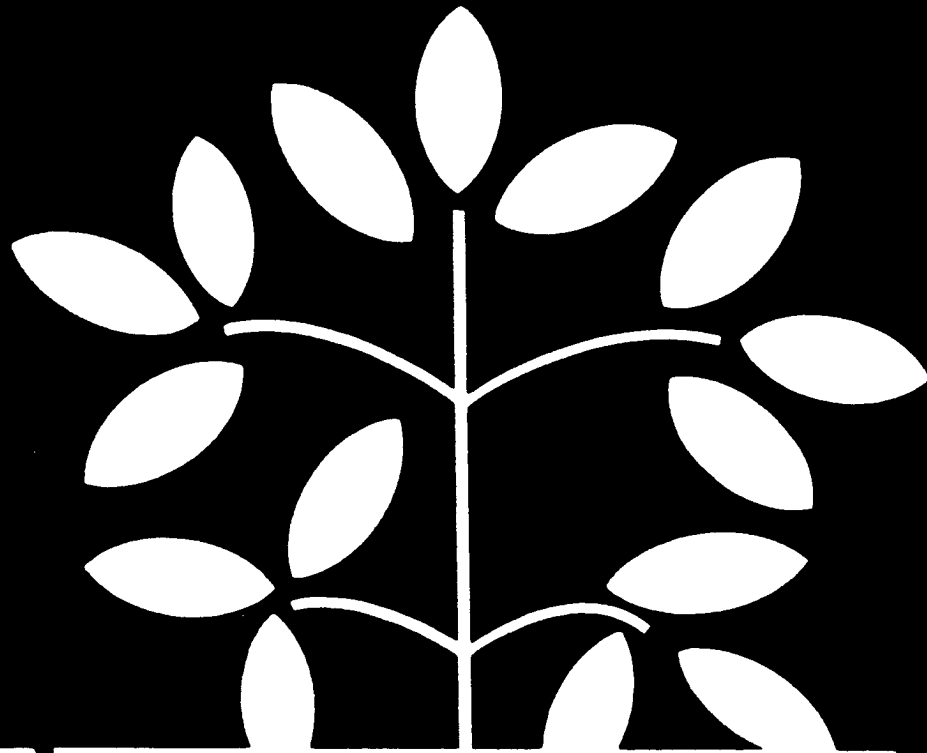
3.75

Beverages

Coffee, Tea, Sanka	.85
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The Finishing Touch

Jamaican Coffee	3.50
Made with Kahlua and Rum.	
Irish Coffee	3.50
Made with Jameson and Kahlua.	
French Coffee	3.50
Made with Courvoisier and Grand Marnier.	
Calypso Coffee	3.50
Made with Tia Maria and Myer's Rum.	
Rusty Nail	2.75
Made with Scotch and Drambuie.	
Grasshopper	2.75
Made with Green Creme de Menthe and Creme de Cacao.	
Stinger	2.75
With White Creme de Menthe and Brandy.	
Bally's Irish Cream	3.50
Served plain or on the Rocks.	
White Russian	3.25
Made with Kahlua and Vodka and a touch of Cream.	



THE MEADOWS

*Breakfast, Lunch, and Dinner
In A Relaxed Setting*

DINNER MENU

APPETIZERS	SOUPS
<i>Jumbo Shrimp Cocktail</i> 5.95	<i>French Onion Soup</i>
<i>Marinated Mushrooms</i> 3.75	<i>Gratinee</i> 2.20
<i>Crabmeat Cocktail</i> 5.75	<i>Chef's Fresh Soup of</i>
<i>Fruit Cup</i> 2.60	<i>the day</i> Cup 1.60
 Bowl 1.80

Inglenook
Chablis, Rose, or Burgundy
Liter 8.50 Half liter 4.50
Glass 1.50

SALAD BAR

A bountiful array of Fresh Salad along with Cheeses, Fruits, Pickles and other condiments accented by our own Special Salad Dressing.

Entree 4.95
with Entree 1.95

SANDWICHES AND COLD PLATES

<i>Meadows Club</i> 4.70	<i>Chicken Salad Plate</i> 6.10
<i>Champion Burger</i> 4.75	<i>Deli Reuben</i> 5.10
<i>Grilled Cheese</i> 3.50	<i>Chicken Salad Sandwich</i> ... 3.90
<i>Fresh Fruit Salad Plate</i> 5.40	

DESSERTS

<i>Pie du jour</i> 1.65	<i>Pecan Pie</i> 1.65
<i>ala mode</i> 2.30	<i>Cheese Cake</i> 2.10
<i>Ice Cream & Sherbet</i> 1.30	<i>Layer Cake, du jour</i> 1.90
<i>Chocolate Cake</i> 2.35	

BEVERAGES

<i>Coffee</i>	<i>Tea</i>	<i>Sanka</i>	<i>Milk</i>
	.75		

ENTREES

- BROOK TROUT AMANDINE** 9.80
Sauteed in lemon butter, topped with toasted almonds.
- CHICKEN BREAST TERIYAKI** 9.75
Chicken sauteed with Green Peppers, Celery, Carrots and Pineapple in Teriyaki Sauce.
- BROILED SEAFOOD PLATTER** 12.65
Combination of Scallops, Oysters, Shrimp, Crab Cake, and Filet of Fish.
- FRESH CATCH OF THE DAY** Priced Daily
Choice selection from the Washington and Tidewater Seafood Markets.
- PAN FRIED CRAB CAKES** 11.25
Two cakes of backfin crabmeat seasoned, lightly breaded and pan fried. Served with cole slaw.
- RIB EYE STEAK** 12.50
From the center cut of the Prime Rib. Broiled to your taste, topped with onion rings.
- CALVES LIVER** 10.25
Sauteed with Bacon and Sweet Onions.
- SOUTHERN FRIED CHICKEN** 8.95
A touch of Honey Glaze.
- GRILLED CHOPPED BEEFSTEAK** 8.75
Broiled to order, topped with Mushroom Sauce.

All Entrees served with choice of Baked Potato or French Fries, vegetable du jour.

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OL VISITATION PROGRAM

PERCEPTIONS - DECENTRALIZED LOGISTICIANS

- A means of conversing and improving communications with senior OL management on an individual basis.
- An avenue for exchange of ideas/concerns regarding our career service, its future direction on a more personal basis.
- The visible interest of senior OL management in area logistics activities is greatly appreciated.
- "Walking the floor", with management talking to subordinate employees in an informal and relaxed atmosphere is an excellent way of improving lines of communications.
- The passing of the "word" can evoke immediate feedback, resolution of issues, and clarification of understanding.
- Provides a vehicle for constructive feedback on how to improve one's logistics operation.
- Provides another source for alternative solutions, further insights, and an objective point of view.
- A reinforcement that OL supports and stands by its logisticians just as much as it does the customer.
- Provides current OL views and heightens the awareness of component officials to some of our problems in attempting to serve them.
- A mutually beneficial vehicle that bridges the gap between the home office and decentralized logistics officers providing support away from the main arena.
- The personal touch is an indication that OL cares and is interested in its people assigned to outlying buildings.
- Provides enlightenment to both parties by giving the logistician the opportunity to acquaint OL with what we are involved in and how we are performing our duties.

PERCEPTIONS - DECENTRALIZED LOGISTICIANS
(Continued)

- Allows OL officials to observe component logistics officers' operating environment and to elicit an understanding of the latter's problems.
- It affords some Logistics Careerists, often for the first time, to meet some members of Logistics Senior Management.
- Provides opportunity for senior component management to address work undertaken by logisticians, to conduct face-to-face discussions, recurrent logistics problems, and to establish better rapport between the two offices.

OL VISITATION PROGRAM

PERCEPTIONS - SENIOR COMPONENT OFFICIALS

- A useful forum for components to discuss major projects requiring OL assistance.
- We as an organization can not do enough to improve lines of communications to increase productivity.
- "Walking the floor" is an excellent vehicle of promoting the idea of opening lines of communication between management and rank-and-file.
- The face-to-face contact will result in "breaking the ice" and contribute to team building.
- Visitation to outlying components can only encourage more communication.
- Periodic on-site discussions between component's logistics officers and senior visitors from the "Home Office" are essential.
- It is important for component logistics officers to have their own time with their own senior managers.
- Senior officer visits from OL also lend positive support to the DA/DO institutional relationship.
- It provides both offices with an opportunity to address areas of common concern and to exchange information on a one-to-one basis.
- It benefits both offices by having OL management see the building and environment where their careerists work.
- Visitations delineate the areas of OL responsibilities and result in subsequent requests for assistance directed to the proper office in OL.
- OL managers leave with better understanding of component disciplines and responsibilities.
- Such two-way understanding is a positive force in the expeditious handling of requirements.

THOUGHTS & QUOTES

John

- 7/7/86
- Theme of OL is to put emphasis on improving support to components.
 - The propaganda thrust in the future is specific ways to do it (i.e. improving support).

- 7/7/86
- Thrust of Image Effort
Improving Logistics Support
See what we can find that is to be done - then we can capitalize on it. This is the period of doing.

Identify exceedingly superior people and support.
Then provide the recognition deserved.

- 7/7/86
- Overcome the outlook that people in OL perceive they are so heavily overburdened that they feel there is no light at the end of the tunnel.

- 7/21/86
- (During MBO's & later with John on 7/24)

The emphasis will be on "doing" --- finding how to give even better support than in the past and then taking steps to do it.

Examine what we do.
Determine why we do it.
Eliminate what need not be done.
Streamline what remains to be done and do it better.

- 10/16/85
- Perceive and understand the expectations of the customer.

Be realistic in the expectations we give the customer.

Provide voluntary and timely feedback to customer.

Continuously seek out - monitor - and assess customer satisfaction.

- 10/16/85
- Be receptive and flexible to changing tasks, requirements, timing, and unexpected needs.

- 7/25/86
- Never a better time than now.
We are in a unique period in the history of OL.

THOUGHTS & QUOTES (CONTINUED)

- ° Never before has there been such a demand for our services, or such an opportunity for us to shine as an office and as individuals.
- ° Now is the greatest time ever to be assigned to O/L.

It is the ideal environment in which those who desire to accomplish, to grow, and to achieve, will receive challenge & rewards.

OL staffers today are limited only by their imagination, capabilities, and desire to serve, because the opportunities are present.

Look upon the workload as a challenge and an opportunity, not as an insurmountable burden.

I challenge you to take advantage of these opportunities.

Hank & John - LOGS, Executive Session 4-5 Feb 86

- ° We must pay more attention to communications within O/L

The key vehicle in conveying our mission, developing our common vision, and the need for commitment rests with OL middle management.

Middle management communications and leadership is critical to our ability to enhance customer services and to our ability to support the Agency.

All OL senior managers must ensure that the middle managers are effectively communicating with subordinate levels and particularly with a view toward instilling a commitment to our mission.

Force some of the burden down for some of your middle managers to visit the troops in your organization.

Turn inward and downward to communicate office mission.

Second echelon to carry message down through the office.

THOUGHTS & QUOTES (CONTINUED)

Hank

- 4/23/86 ◦ We've improved our communications throughout the Agency. We're getting complimentary feedback on the work we do. The reason is we're beginning to tell people what we do, how difficult it is, and how we do it. It's easier to communicate the message when it is backed up time & time again by high quality work.

John

- 6/5/86 ◦ We'll continue with the programs and objectives that Hank outlined - I want to keep on spreading the word about what we do.

John

- 7/21/86 ◦ OL's Image Enhancement Program.
- An opportunity to take a fresh look at our support to each other & to the Agency.
- To improve our service wherever possible.
- Enhance understanding by telling what we do and how we do it.
- Improved communications became a first priority with improved service a natural by-product of it.

Donnelly

- 7/29/86 ◦ If we are doing things the way we did them 5 years ago, we are not doing them right.
- 7/29/86 ◦ Be willing to take risks.
 Challenge the system.
 Do not accept things as they are.

John

- 7/29/86 ◦ There is an unreality to some of our MBO effort. We never talk about sensitive support. There is a whole sense and level of other things going on that we must more realistically address.

