

## MEMORANDUM

WDW-107

TO Those ConcernedDATE June 6, 1975FROM Bo BoydSUBJECT Disney Way IIMERCHANDISE DIVISION ITINERARY  
DISNEY WAY II

- |      |   |             |
|------|---|-------------|
| I.   | Introduction to Division<br>Tony Schroeder & Bill Uglow | 1:30 - 3:00 |
| II.  | Tour of Merchandise Shops<br>Bob Keuling                | 3:00 - 4:00 |
| III. | Art Design & Display<br>Walt Sorensen                   | 4:00 - 5:00 |

Bo

14% LABOR

22 mil NET

46 mil GROSS

1-2% SHRINK

3 Licensing - New York, Parks, Dist. Co.

ALL OBJECTS MUST HAVE COPYRIGHT.

LEFT CLASS OPEN FOR DISCUSSION, VERY INTERESTING.  
BUT MAYBE LIMITED AMOUNT OF INFO PUT OUT

DISNEY WAY II

June 12, 1975

(Cast Activities, Center Bldg, Second Floor)

8:00 - 8:15 Introduction - Cecil Robinson  
8:15 - 8:45 Services - Jud Perkins  
8:45 - 9:15 Finance - Chuck Luthin  
9:15 - 9:45 Purchasing - Paul Mullee'  
9:45 - 10:00 Break  
10:00 - 10:30 Planning & Analysis - Eddie Carpenter  
10:30 - 11:00 Research & Statistics - Bill Bieberbach (DOUG)  
11:00 - 12:00 Accounting - Ray Maxwell (CHARLIE)  
12:00 - 12:15 Travel to Polynesian Village Hotel  
(Lunch in the "Alcove")  
12:15 - 1:30 Lunch  
1:30 - 2:15 Tour Costume & Wardrobe - Ken Creekmore  
2:15 - 3:00 Tour World Communications Building - Jim Tyler

Purchasing - 2<sup>ND</sup> SMALLEST DIV AT W.D.W. (27)  
UNIVERSITY. SMALLEST (21)

Why Don't I know ABOUT CAPITAL ASSETS BUDGETS,  
OR PARTICIPATE MORE IN THE DEPARTMENT.

Purchasing - why ARE THERE NO CHECKS AFTER DELIV DATE EXPIRES,  
why is vendor CONTACTS with line SUPERVISOR DISCOURAGED,  
why PETCH CASH EITHER 4 HOURS OR 4 DAYS.

Purchasing INFORMATION REQUEST FORMS ARE AVAILABLE

BIBEST IMPROVEMENT OF ANY DEPT. THAT I DEAL WITH.

COGNOWTH COMPANY; HI ~~REPAIRING~~ ABILITY BECAUSE OF LOW RISK FACTOR.

WHERE DID TERM 'MICKEY  
MOUSE' COME FROM?

WHERE ARE WE IN SIZE

21% OVER LAST YEAR, 17%  
OVER. PREDICTED.

'75 8% OVER '73 (RECORD YEAR)  
AVE STAY FIA - 1 WEEK

57% WDW WAS 155

ACC. PAYABLE 2.5 mil / WK PAID OUT

ALL REC'D Bills Due

CREDIT CARD - Employee gets 20%, Higher levels will get  
W/CR CARD 30% - 50% DISCOUNT.

210 K to open every day, change.

Complimentary Tickets 3 times per year.

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WHAT'S WRONG WITH TIE-LINE?

8500 Phones

1100/Phone 3 mil REV

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No Reason for Tie-Line Bank Noisy.

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WALT DISNEY DISTRIBUTING Co (WHD)

985 ITEMS

\$11,471,489

DISNEY WAY II  
ITINERARY

DAY I - Thursday (Meet at Center Building, Disney University,  
Disney Room)

8:00 - 10:30 Introduction & Objectives  
10:30 - 12:00 Disney University  
12:00 - 12:45 Lunch (Stage Door Cafe)  
12:55 - 6:00 Personnel

DAY II - Friday (Meet at Lake Buena Vista Preview Center)

8:45 - 12:00 Lake Buena Vista Communities (including UNOCO)  
12:00 - 1:00 Lunch  
1:00 - 1:15 Travel to Center  
1:15 - 1:30 Travel (2 cars) to MO-5  
1:30 - 6:00 Merchandise Division - MO-6

DAY III - Monday (Meet at Facilities Training Trailer)

7:45 - 6:30 Facilities Division/Reedy Creek Utilities Co.

DAY IV - Tuesday (Meet at Casting Building)

8:15 - 6:00 Resort Division - Central Reservations Office  
(Wrap-up - Tournament Room, Golf Resort)

DAY V - Wednesday (Meet at Center Building, Disney University,  
Stage II)

7:45 - 10:00 Marketing Division  
10:00 - 10:15 Travel by cars to Chip & Dale Parking Lot  
10:15 - 5:45 Operations Division, VIP Lounge, East Gate Bldg.  
5:45 - 6:00 Travel by cars to Contemporary Resort  
6:00 - 9:00 Wrap-up - Shenandoah Room

Sally guided very well and let areas take over.

FAST FOOD EXPLANATION VERY GOOD BY JERRY

menu importance: Size, Pictures, Variety of items; change of prices, quantity of items, must make menu before kitchen etc.

meat - Equipment considerations; performance, capacity, new type, availability, blue plan theme, cost.

Hamburger 3500/hr \$21,500 + TRANS + INSTALLATION.

1600 glasses handblown/year loss, \$1.50 ea.

Itinerary Pic machines have never been turned off.

Page Two 32% Profit. 8% after adv.

33% Labor 31% loss of beer + food + paper plastic

4% furnishings 2215 AT LOW 1/4 mil/year

LARGEST VARIETY + POSSIBLY VOLUME FOOD IN 1 LOCATION IN WORLD.

DAVE CRYSTAL, DEAR MEYER, SARA LEE, PEPSI-FRITO-LAY, FIA CITRUS, WELCH, COKE, BORDEN. \$1 mil ad/year.

DAY VI - Thursday (Meet at Center Building, Cast Activities)

French - Prepared in front of guest; Russian; ~~PREPARED~~ IN FRONT; AMERICAN - PREP + PLATE IN KITCHEN  
7:45 - 3:15 Finance/Services/Purchasing (Cast Activities, 2nd floor)

Jim Presented Poly very well.

- 3:15 - 3:30 Travel to Admin. Area
- 3:30 - 4:30 Reedy Creek Improvement District
- 4:30 - 5:30 Walt Disney Distributing Co. (Warehouse 6)

DAY VII - Friday (Meet at Center Building, Disney University)

- 7:45 - 1:15 Food Division, Disney Room, Disney University
- 1:15 - 1:30 Travel to Entertainment Division office
- 1:30 - 5:30 Entertainment Division - MO-8
- 5:30 - 5:45 Travel by Fantasyland bus to Center
- 5:45 - 6:00 Drive to Contemporary Resort
- 6:00 - 8:00 Wrap-up Discussion - Shenandoah Room

265 Live shows - PER DAY

Need to appoint or suggest someone to keep group near schedule  
Need suggestions on how to get most out of program by listening, asking specific questions, etc

EMPLOYEE RELATIONS  
DISNEY WAY II AGENDA  
(THURSDAY MORNING SESSION)

DISNEY WAY II

|                                  |                 |                  |
|----------------------------------|-----------------|------------------|
| - Introduction &<br>Objectives   | Mark Walker     | 8:00-10:30 am    |
| <hr/>                            |                 |                  |
| DISNEY UNIVERSITY                | Tom Eastman     | 10:30-11:00 am   |
| PROFESSIONAL/CAST<br>DEVELOPMENT | Thor Degelmann  | 11:00-11:20 am   |
| CAST COMMUNICATIONS              | Randy Bright    | 11:20-11:40 am   |
| CAST ACTIVITIES                  | Bob MacKinnon   | 11:40-12:00 noon |
| <hr/>                            |                 |                  |
| LUNCH                            | Stage Door Cafe | 12:00-12:45 pm   |

EMPLOYEE RELATIONS

DISNEY WAY II AGENDA (Continued)

(THURSDAY AFTERNOON SESSION)

|   |  |               |
|---|--|---------------|
| PERSONNEL DIVISION<br>(Casting Conference Room)                                     | Pat Vaughn                                   | 12:55-1:15 pm |
| EMPLOYMENT  | Dave Workman<br>Dave Jaskiewicz<br>Todd Watt | 1:15-2:15 pm  |
| PERSONNEL SERVICES<br>- Policy, Benefit<br>Administration,<br>Personnel Information | Gloria Jacobs                                | 2:30-2:45 pm  |
| - Medical   | Alice Hardee                                 | 2:45-3:00 pm  |
| - Group Insurance   | Janice Redditt                               | 3:00-3:15 pm  |
| - Credit Union  | Paul Simkins                                 | 3:15-3:35 pm  |
| B R E A K   |  | 3:35-3:45 pm  |
| COMPENSATION  | Cecil McClary                                | 3:45-4:15 pm  |
| EQUAL OPPORTUNITY PROGRAMS  | Bob Billingslea                              | 4:15-4:45 pm  |
| LABOR RELATIONS   | John Ruedebusch<br>Mike Buckhoff             | 4:45-5:15 pm  |
| WRAP-UP   | Jim Passilla                                 | 5:15-6:00 pm  |

## DISNEYWAY II SCHEDULE

- 8:00 A.M. MEET AT FACILITIES TRAINING TRAILER
- 8:15 A.M. START TOUR OF PAINT DEPARTMENT -  
SUPERINTENDENT
- 8:45 A.M. START TOUR OF STAFF SHOP - SUPERINTENDENT
- 9:15 A.M. START TOUR OF MILL SHOP - SUPERINTENDENT
- 9:45 A.M. START TOUR OF MECHANICAL SHOP - SUPERINTENDENT
- 10:05 A.M. BREAK
- 10:15 A.M. MEET WITH MANAGER OF FACILITIES SHOP IN  
CONFERENCE ROOM
- 10:45 A.M. TRAVEL TO TUNNEL
- 10:50 A.M. ARRIVE AT TUNNEL
- 10:55 A.M. TOUR A/A AND COMPUTERS
- 12:00 P.M. TRAVEL TO LUNCH
- 12:15 P.M. LUNCH AND MEET WITH FACILITIES VICE PRESIDENT -  
TED CROWELL
- 1:30 P.M. TRAVEL TO THE REEDY CREEK UTILITY COMPANY
- 1:40 P.M. MEET WITH RCUC DIRECTOR TOM JONES AT THE C.E.P.
- 2:45 P.M. TOUR OF C.E.P. AND PUMP STATION A
- 3:10 P.M. TRAVEL TO W.W.T.P., DISCUSS WATER CONTROL  
SYSTEMS WHILE EN ROUTE
- 3:25 P.M. TOUR W.W.T.P., INCINERATOR, AND W.W.T.P. LAB
- 3:45 P.M. JOINED BY ENVIRONMENTAL PROTECTION
- 4:00 P.M. MEET WITH GROUNDS MAINTENANCE MANAGER -  
TONY VIRGINIA
- 4:30 P.M. TRAVEL TO CASTING BUILDING
- 4:45 P.M. MEET AN CASTING BUILDING, PLANNING CONFERENCE ROOM  
FOR PLANNING
- 5:00 P.M. CONCLUDING REMARKS
- 5:30 P.M. RELEASED FROM FACILITIES



## RESORT PRESENTATION

DISNEY WAY II

| TIME  | ACTIVITY                   | RESPONSIBLE   | LOCATION                        |
|-------|----------------------------|---|---------------------------------|
| 8:30  | Introduction               | Resort Managers                                     | Central Reservations            |
| 9:00  | Central Reservation Office | Sharon Wolfe/Linda Ward                             | Central Reservations            |
| 9:45  | Travel to Contemporary     |   |                                 |
| 10:00 | Divisional Front Office    | Doug Schwert/Larry Boden                            | Contemporary Front Office       |
| 11:00 | Divisional Housekeeping    | Louise Wheeler/Aretta Graves/<br>Ella Wright-Osment | Contemporary Houskeeping Office |
| 11:45 | Conventions                | Mike Cox/Jim Rye<br>50/week                         | Contemporary Convention Office  |
| 12:30 | Travel to Ft. Wilderness   |   |                                 |
| 1:00  | Lunch/Tour of Campgrounds  | Keith Kambak/Richard Aldridge                       | Pioneer Hall                    |
| 2:30  | Travel to Polynesian       |   |                                 |

| TIME | ACTIVITY              | RESPONSIBLE                      | LOCATION                       |
|------|-----------------------|----------------------------------|--------------------------------|
| 3:00 | Polynesian            | Earl Pomeroy                     | Polynesian Lobby               |
| 3:45 | Divisional Services   | Bob Obenour/<br>Dennis Robertson | Polynesian                     |
| 4:30 | Travel to Golf Resort |                                  |                                |
| 4:45 | Golf Resort           | Hideo Amemiya/<br>Bobby West     | Golf Resort<br>Lobby           |
| 5:30 | Evening Wrap-Up       | Bill Sullivan                    | Golf Resort<br>Tournament Room |

outside 1 Em? / Room  
4 Em? / Room

Like Revisit  
Rob, cars to  
cars to Room  
People have  
never been  
a Hotel/m  
3 mi from  
LUAU.

150000  
1.300





DISNEY WAY II

Page Two

J.C. Griffin

Reedy Creek Utilities Co., Inc. - Superintendent,  
Energy - ext. 4930

Age 51, married with five children. Received  
Diploma from Hemphill Diesel and Electrical  
Combustion Engineer and Generation of  
Electricity. Served in the U.S. Navy Reserve.

Tom Rogers

Maintenance - Assistant Supervisor, Maintenance  
Services - ext. 4111

Married with three children. Served in  
the U. S. Army. Employed at Walt Disney World  
since March, 1971.

## THE WALT DISNEY STUDIO

The present motion picture studio was designed and erected when it became clear that full-length feature cartoons, of which "Snow White and the Seven Dwarfs" was the first, fulfilled an enthusiastic demand by the audiences all over the world which had taken to their hearts the Silly Symphonies, Mickey Mouse, Donald Duck, and the other characters now classics of the screen.

This positive proof of a world market for features required that production facilities be increased and expanded. To make a Disney picture is a creative matter, full of unforeseen problems and contingencies. Accordingly, in 1939, a 51-acre site on the edge of Griffith Park in Burbank was purchased, a completely modern plant was designed especially for the purpose and special needs of Disney Productions.

Hardly had Disney made good his plan of one feature a year, with "Pinocchio," "Dumbo," "Fantasia," and other pictures released from the new studio, when the Japanese attack on Pearl Harbor jolted America out of its non-belligerence.

Actually, on the next day (December 8, 1941), Disney pledged his entire plant to the Armed Services after a hasty telephone conversation with Washington. During the war years, 94 percent of all studio activities were directed to the production of training films for the Army, Navy and Air Force, educational pictures for the Co-ordinator on Inter-American Affairs and other government agencies. Commercial pictures Disney had anticipated were forced to wait. But he thought about the future constantly. Thus it was that when the war ended, Disney was ready to go ahead.

Work was rushed on sound stages, film vaults, and a building for administrative and creative personnel. Dozens of valuable men who served with the Armed Forces returned.

The opportunities, and the demands, of his perfected animation required not only that the world's best talent be engaged in his new pictures, but that working facilities of his plant fulfill every possible technical need.

#### HOW CARTOONS ARE MADE

The general process of making animated cartoon pictures is becoming known to most people, and it explains the reasons behind the features built into the Disney plant at Burbank.

The first step in the production of a cartoon is the selection of a suitable story and development of the various characters. We require a staff of story experts to review published stories, write new ones, and do detailed story research work. Small sketches are drawn to illustrate the story action as the artists develop the characters.

Once the story is decided and the characters defined, the picture is ready for animation. Each picture has directors assigned to it, who co-ordinate all production details.

The animation or drawing of the action is first rendered in pencil by animators, assistant animators, and in-betweeners, who have various sequences of the picture assigned to them by the director. The drawings are photographed one at a time in continuity. The film is developed, and if approved, delivered to the Cutting Department. There the film is cut in continuity and

synchronized with the sound track of the production. These same animator's drawings, now need to be completed in color.

All pencil drawings go first to the Ink and Faint Department where they are photographed by the Xerox camera onto celluloid sheets. Xerox, developed by the Haloid Company of Rochester, New York, makes it possible to turn out 60 celluloid copies of an artist's series of drawings in one hour as compared to four hours with old hand tracing methods. The Haloid Company, inventors of the process, describe it as "a clean, fast, dry, direct positive, electrostatic copying process." Disney expanded the system and adapted it to mass production. The special equipment was built here at the Studio in the Disney machine shop.

Following the Xeroxing of the outlines, the characters are painted in full color, entirely by women. Operating in conjunction with the Ink and Paint Department is the Paint Laboratory, where over 2,000 paints are mixed, studied and classified.

When the Xeroxing and painting of the celluloids have been completed, they are sent, together with the proper background paintings to the Production Camera Department. There, each picture, once again, one at a time, is photographed while superimposed on its background and in proper sequence for animation. When the film is processed and run at proper speed through a projector, it will give the intended animation to all the characters. The exposed silent film is sent out of the Studio for developing. Upon its return it is turned over to the Cutting Department for inclusion with the audio-tape, or sound portion of the film.



For the recording of music, dialogue, and sound effects, the Studio has equipment in the form of recording stages, monitor booths, recording equipment, and three re-recording installations.

#### DESIGNING THE STUDIO

The uppermost thought in the minds of those who designed the Burbank Studio was to produce facilities for optimum per capita production. The intent was not to design a plant at lowest possible initial cost, but to provide at reasonable total cost whatever tools, space and organization increased production would justify.

The first consideration was to provide a smooth and efficient production flow line -- a sort of picture assembly line. The animation building is set aside for the creative function of making motion pictures -- both live action and animation films. It holds the offices of: the Story Department, Directors, Background men, Animators, Assistant Animators and In-betweeners.

Across the walk from Animation and connected with it by an underground all-weather passage, is the Ink and Paint Building and its Paint Laboratory. From this building, the production flow line continues smoothly past a checking unit into the Camera Building. Just beyond Camera, in logical progression as to function, lies the Editing (Cutting) Building, which represents the completion of the process.

Three definite requirements for specific internal conditions in all these buildings pointed to the need for an extensive air-conditioning plant on the lot. First was the need for scrupulous

cleanliness in each building, because a slight speck of dust or lint on lens or film under the glaring lights of the cameras can produce undesirable effects.

The second problem at the old studio had been the lack of control over atmospheric humidity. Inasmuch as paints used in making these pictures are water paints, their rate of drying and the condition of the pictures, after the paints have dried, are both dependent on the humidity of the air. If it is too dry, the paints crack and chip off the celluloids, and if the air is too humid, the paints become sticky and smear. In the past, these problems have necessitated frequent reworking of scenes and adjustment of paint formulas.

The third requirement was the simple need for comfort. In the San Fernando Valley, temperatures have been recorded as high as 112 degrees, and when it is considered that approximately 90 percent of the cost of a finished picture consists of labor, and that in animation about 70 percent of the labor is exclusively creative, the vast importance of ideal working conditions is easily recognized, since to keep a man comfortable is to keep him productive.

In buildings which consist of several hundred artists' studios, the rooms in Animation and Ink and Paint and Editing were planned so that every artist might have an outside room, that as many rooms as possible would have North light, and that all rooms facing in other directions would be equipped with adjustable shutter awnings admitting light from the sky but barring glare from the sun.

Drawing and writing are sedentary occupations which demand relief in the relaxation of play. Facilities for outdoor exercise are provided: horseshoe courts, ping pong tables, badminton courts, and a basketball backstop. Furthermore, the buildings are spaced to allow for the maximum of sunlight and lawn areas between them, proving admirable for strolling and picnicking.

#### UNDERGROUND UTILITIES

The Studio, consisting as it does of some 53 separate buildings, arranged over an area of 51 acres, is in reality a small town and had to be provided with many of the underground utilities with which modern cities are equipped. Thus, the Studio had to construct for itself its own streets, storm drains, sanitary sewer system, sanitary water lines, underground fire protection piping, fire hydrants, a private telephone exchange, and a complete electric distribution system.

In addition, there is underground conduit to accommodate a studio-wide public address system, which is monitored from the telephone office, and a supervisory fire alarm system to give an immediate indication, at a central point, of the passage of water through any of the main sprinkler valves on the lot, automatically notifying the Burbank Fire Department.

On the site of the Studio, there is available underground, an almost limitless quantity of clear well water, which remains at a temperature of approximately 67 degrees Fahrenheit all year around. The underground sea of water has been tapped by two wells, each delivering 2,600 gallons per minute, and the well water is employed

in the air-conditioning plant for pre-cooling the air in summer, and pre-heating it in winter. The use of well water in this fashion greatly reduces both the initial and operating cost of the air-conditioning plant, which employs only outdoor air.

### THE ANIMATION BUILDING

The Animation Building is constructed in eight separate wings. Southern California is in the earthquake belt; since Animation is a structure 250 feet long, it was desirable to separate it in several units or wings which, though integrated into the structure as a whole from the functional standpoint, could weave harmlessly as separate structural units in the event of earthquakes. Each wing has therefore been constructed as a unit, connected to the central section by a copper expansion joint. Even the central section, because of its length, has been divided into two distinct units, making a total of ten units in this one building. At the junction points of wings and central sections, eight vertical shafts extending the full height of the building are perfectly located to carry the extensive system of air ducts included in the air-conditioning control tubing, and other facilities.

The third floor, which is occupied in a large measure by story men and production executives, also is equipped with three large reviewing rooms. It is here, too, that Walt Disney had his office, since he functioned very actively in the conception and development of every picture that he turned out.

On the second floor, about half of the floor is devoted to the direction units. Each suite accommodates the director, assistant director, layout artists and a secretary. Each two direction

units are provided with a small review room, for about ten people, for the purpose of projecting and checking the animation black and white cests and rough reels. These smaller review rooms are called "sweatboxes," a name given to them at the old Hyperion plant in a day when the rooms used for this purpose were stuffy, unventilated rooms, which, when crowded with a group of animators, were truly and literally "sweatboxes."

The first floor of the building is devoted primarily to the animation function, each room being adaptable to three men. An animator usually occupies a room by himself, with assistant animators and in-between artists occupying adjoining rooms. On the first floor you will find the Art Department, Writer's quarters, Stenographic Pool and Scene Planning.

The basement of the building is occupied with service functions. It is here that the Still Camera Department is located, with all necessary facilities for producing quickly publicity stills, photostats, etc. Here, too, one finds the central telephone exchange, Record Retention Department, furniture storage, and all air-conditioning equipment serving this building.

Another convenience available in the building is a library, in which the Studio endeavors to keep everything possible on hand covering subjects important to the Studio staff.

Artists have an acute color sense, so decorating the offices for their approval is difficult. The interiors of the buildings are painted in harmonizing pastel tones, designed to furnish a restful atmosphere. Carpeting and drapes provide soundproofing; all ceilings in the building have acoustic plaster for further

deadening effect. Even the light switches on the wall are of the silent type.

This building has one of the most complete air-conditioning systems in the country. Air is brought into each room at the center of the ceiling through combination air outlet and electric light fixtures, designed especially for this installation, and never used elsewhere before. This permits independent regulation of air quantity and direction, spreading the air uniformly in a thin diffusing sheet across the ceiling, achieving completely draftless distribution of the air.

Removal of vitiated air in the room is accomplished through another unique air outlet which is built into a fixture with a dual function. Around the entire outside periphery of the building, on each floor, there is a continuous air-electric base, one foot by  $4\frac{1}{2}$  inches. The lower part of this base is an air duct, broken up into separate sections for each room, having a stamped louvered face and connected through the floor into an exhaust air trunk. The upper part of the fixture is a dual electric conduit, continuous around the building, with a removable face which saves the wall, permitting the introduction at any time of extra telephone lines, small power lines, compressed air line or other equipment that might be required. All ceilings in the building have furred spaces approximately two feet deep above them providing a permanently accessible space for the servicing of air ducts, sprinkler lines, electric conduit, and other facilities.

The Animation Building, oriented as it is to all points of the compass, and containing numerous special conference rooms... rooms with heat-generating machinery in them (such as projection booths), and rooms that are sources of heat and odor, presented a rather difficult air-conditioning problem.

Air temperatures in the building are never changed from the 74-degree Fahrenheit, which seems to be the temperature desired by most of the occupants of the building.

Relative humidity in the building is maintained between 40 and 50 percent. The five projection booths in the building are all completely air-conditioned for the comfort of the projectionists. This system provides 100 percent conditioned outdoor air, without any recirculation.

#### INK AND PAINT BUILDING

The three primary considerations in the design of the Ink and Paint Building being light, comfort, and cleanliness, the rooms have all been arranged so as to receive North light only, through large areas of window. Furthermore, all working rooms have linoleum floors and lintless interiors, and windows are sealed to prevent the entrance of dust during the occasional dust storms to which the Valley is subjected. Each work room or lab is separately air-conditioned, with 100 percent conditioned outdoor air without recirculation, resulting in a low odor level, in spite of the great predominance of volatile paints and odorous chemicals in these rooms. Each is independently controlled as to temperature and humidity continuously -- the temperature being maintained in the same brackets as in Animation, and the humidity being held at a constant value of 50%.

As an adjunct to this building there is provided a lounge, private tearoom and sundeck, available only to the women who work in this building, and designed to afford rest and relaxation from the meticulous and exacting painting they do.

In addition to the actual working spaces where the Xeroxing and cel painting processes are carried out, the building also houses supervisory offices, and checking labs where the finished drawings are examined before being passed on to the Camera Building.

#### THE PROCESS LABORATORY

The Process Laboratory was one of the most difficult on the lot to design, inasmuch as its functions are principally photographic and color film processing, with the result that the designers were confronted with the problems of exact humidity and temperature control.

Both the piping and air-conditioning systems in this building are particularly complicated. Water is required in many parts of the building at several different temperatures simultaneously, thus introducing problems of refrigeration and heating. Distilled water is distributed throughout the building, making necessary the use of aluminum piping.

Chemicals are used in vast quantities in the developing processes, requiring stainless steel and rubber in the tanks, piping and pumps carrying the chemicals. The air-conditioning had to allow for fume removal at points of maximum chemical concentration, with ducts constructed to resist corrosion. Lead-clad steel sheets were used to construct corrosion-resisting duct work, and fans handling corrosive fumes were painted internally with asphaltic paint.



The building design permits expansion and rearrangement, and was made so it could be extended easily.

#### CAMERA AND CUTTING BUILDING

Camera Building includes all the equipment to cover the filming of the animation and the live-action pictures. The head of Camera is responsible for employing the cameramen, and for all the extensive and expensive camera equipment. Live-action cameras are stored here until assigned to a production. The animation cameras are stationary, and the building is adapted for their use. Cleanliness is essential in Camera and Cutting, as in Ink and Paint; so windows are sealed, floors are waxed, no carpeting or drapes are employed, and doors are weatherstripped as protection against the elements. Furthermore, both buildings are carried under a slight internal air pressure, so that air leakage, if any, is outward rather than inward.

In the Camera Building, because of photographing the animation, an additional problem arose from heat generated by lamps on the cameras. At the present time, the building contains one title crane, four test cranes and two multiple-plane cranes. Each of the latter is served by a 75 kilowatt DC generator, driven by a 125 HP induction motor. Special provision had to be made to remove this heat, so special housings were designed for the lamps so as to take a constant stream of cool air past the lamp bulbs and out through an exhaust duct.

A unique feature of the Camera Building is that both men and materials entering the camera rooms are "pre-cleaned." All persons

entering the building pass through a special de-dusting chamber in which they are exposed to air blasts from twenty separate nozzles, directed against the clothing, in such direction and at such velocity as to remove the bulk of the lint and dust picked up from outdoors.

Another feature is the employment of exhaust air from the building to cool the camera generators on its passage outside. This has been done by casting in the floor of the generator room, a concrete tunnel connected at one end to the discharge from the main exhaust fan, and opening at various points along its length. These openings are under the motors and generators thus directing a blast of air against these machines. An atmospheric relief in the ceiling of the room allows the exhaust to pass outside.

The Cutting Building is a naturally fireproof structure. It has many rooms, one for each cutter or editor, and is equipped with sound moviolas and storage.

Both the Camera and Cutting Buildings are provided with 100 percent conditioned outdoor air, with no recirculation as a fire and fume protection, in addition to comfort. The Cutting Building, furthermore, has all supply and exhaust air grilles equipped with fire dampers and damper guides, built integrally with the grilled frames and arranged with fusible links so that a fire in any room will immediately shut off the air supply and exhaust from that room.

#### THE STAGES

Because of proximity to the Lockheed Airport in Burbank, particular pains were taken with the acoustic insulation of the

stages in which dialogue, music, and sound effects are recorded.

The principle of construction sometimes referred to as a "building within a building," used with double walls, the inner wall being entirely separate from the outer, and the ceiling of the room resting on the inner wall structure and having no connection with the outer wall. Both walls and ceiling have layers of both hard and soft insulating materials to give the desired noise reduction. Acoustic absorption by the walls in the Orchestra Stage, for example, has been measured as 52 decibels for sound coming from a gasoline-engine-driven tractor, and 70 decibels for a standard automobile horn.

The Orchestra Stage has a hardwood orchestra shell constructed with diverging convolutions of such shape as to direct sound from the shell toward the microphones. The reverberation time on this stage is approximately one second, and is practically flat at all frequencies, the variation being less than 1 decibel.

The four live-action stages are located on the south-east corner of the lot. Stage #1 is 76 feet by 152 feet; Stages 2 and 4 are two of the largest sound stages on the west coast, being 133 feet by 243 feet; Stage 3 is 102 feet by 193 feet. Stage 3 houses a subterranean tank, divided into two parts, for underwater special effects filming. The deep end is 60' by 60' x 10', with a camera pit located at the south side (8' x 8' x 10') to shield the photographic equipment. Water is held back by a steel bulkhead, with three photographic ports and three viewing ports,

located at different levels. The shallow portion of the tank measures 60' x 20' x 3½'. The tank is equipped with a heater and a large pump to filter and chlorinate the water, and pipes to handle 4,000 gallons of water per minute.

Air circulating systems for the stages naturally had to conform to severe acoustical specifications. In order to keep the air systems quiet, fans were selected to operate at low speeds, ducts were sized so that nowhere did velocities exceed 700 feet per minute, elbows were curved and sharp corners avoided.

Insulating materials were employed strategically in sound traps to prevent fan noises from passing into the stages and thus to microphones.

#### THE THEATRE

The theatre set up on the Disney lot is a 622-seat, ultra-modern house of concrete and wood construction, housing, in addition to the theatre and projection booth, a re-recording room in which are set up dummy sound heads employed in the operations. Immediately adjoining the dummy room there is a recorder used exclusively for the production of final sound track negatives.

In the center of the theatre is a master console with four sets of controls for use by the re-recording mixers, containing the necessary mixing panels and volume indicators. This console does not interfere with the visibility of any seat in the house, and yet gives the mixers an opportunity to sit in the center of the theatre while listening to the sound from the speakers.

The walls of acoustic plaster are arranged in panels to control the reflections of sound which gives it somewhat less reverberation than the average theatre, but was intentionally constructed this way because during the re-recording operation the house is practically empty, and it is necessary to have a less reverberant auditorium to compensate for the absorption normally introduced by an audience.

The theatre is equipped with a Cinemascope screen for projecting films shot in the wide-screen process, with three large speakers installed behind for the reproduction of stereophonic or directional sound.

#### THE RESTAURANT

The dining room was built to provide, on the premises, a suitable restaurant to accommodate the employees. The structure, erected for this purpose, is a frame and stucco building with brick facing, containing a coffee shop and a large dining room seating approximately 400 people, in which cafeteria service is available. An additional room called the Coral Room was added in 1959.

The kitchen is equipped with every facility to be found in any high-class restaurant, the desire being to provide for the employees, first-class food at moderate prices, even though it proves necessary for the Studio to absorb part of the expense needed to accomplish this.

#### THE BACK LOT

On the "back lot" behind the stages, a large complex of buildings flank a wide asphalt roadway. This is the Studio con-

struction center, where an astonishing number of different products are turned out.

The Metal Shop, a three-story metal frame building a block square, houses machines and equipment equal to a small metal industry. In this building all the original huge animation production cameras were designed, built, and are now maintained. Some of the firsts in the industry in camera and projection facilities have come out of this building.

This was the key place in the building of DISNEYLAND. Many of the vehicles such as the automobiles, parts of the trains, boats, trams, and carts were designed by our engineers and built right here, one by one, entirely by hand.

Another extraordinary first is the development of audio-animatronics, the animated and talking electronic robots for which Walt Disney Productions have become famous. While construction of the Disneyland projects has moved over to subsidiary companies, many of the original mechanisms created here are returned for replacement of worn out parts and rechecking and improvement in performance.

Across the "street" from the Metal Shop is another metal structure, the same size, known as Maintenance. This has its own machines for installing and repairing all plumbing, electrical, and mechanical equipment within the Studio.

Near Maintenance are the plaster sheds and shops, since the Studio makes its own forms, plaster casts and products. These are created for the motion picture and television features. Some work is still done for other Disney projects around the country.

Besides all small pieces such as statuettes, vases, picture frames, and so on -- whole facades, entrances, pillars and walls (almost all of which are shells) are molded here, put in service, and then stored for later needs. Many of the plaster figures in use at Disneyland were cast here; when they become worn out from the elements, they are recast from their molds, which have been stored in the "plaster" warehouse.

The plaster shop has its own metal machines to make and repair its own tools and dies. Also, there is a nearby shed known as the "prop shop." These plasterers make molds only for very special props which cannot be leased or purchased or borrowed, such as ancient marble chairs or artifacts.

The adjoining big building is the lumber storage and lumber mill, with carpenters and their different kinds of saws. These people handle all the construction on the movie and television sets. They are called to make repairs on the Studio plant and its furnishings.

The paint shop, which is in another block square metal building does a phenomenal amount of painting, considering they have a small staff of painters. These men have been with the Studio many years and are used to working on anything. They do everything from spraying furniture to be used on a movie set, to spraying the set itself. They may have to paint a wall in one of the Studio buildings, and then find themselves painting some picture frames for pictures to hang on the wall they just painted. When the Park was being built, they worked on many of the projects sent out there. But, today, with the inevitable Studio expansion

they are kept busy maintaining the needs of the Studio and the productions.

Beyond the painting area is a Print Shop which is equal in output and performance to any middle-sized commercial printer in the city. In some aspects, it is much better equipped. This particular shop serves all areas of the company from addressing envelopes to printing and assembling scripts, invitations, cards, public relations company magazines, and even the restaurant menus.

Some of the production operations are next door in another building, #78, built in 1958 with over 55,000 square feet of foundation. It maintains some of the accounting department (which operates 24 hours), the budgeting offices, construction department, all the material and personnel for set decorating and properties, and storage for furnishings for the sets. The drapery and upholstery departments are here also, as well as some film storage, and the shipping department and office supplies warehouse for the whole Studio.

Flanking and behind this line of buildings are the permanent outdoor sets. A well-known one is the Zorro set which was once the Pueblo de Los Angeles with a Fort, a jail, a square, an Inn, and a church. This was used during the first year of the series. During the second year, it became the old Spanish city of Monterey. Hills and caves are there; later on these provided a background for a cave and a pool for a Hawaiian god. One of the old Spanish squares was redesigned to become a French village.



The road turns as a bend which has a set of about five large houses of the typical middle class, midwestern town dating about 1920. The road then winds into a charming and flexible town square with all kinds of shop fronts convertible to any period or country.

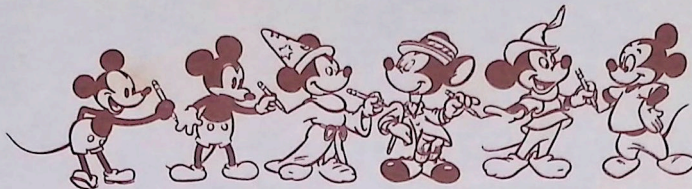
On the south border of the Studio there lay eight and a half acres separated from the Studio proper by Riverside Drive, but still a part of the original land purchase. It was being held for development, and was used for many years as a great storage area in the open for sets and flats which were too large to store anywhere else. The State Highway Commission needed some land to extend the Golden State Freeway, so two and a half acres of this land went to the freeway. Today, the six acres of the eight and a half left to the Studio supports a big cinder block storehouse of 16,693 square feet, built in 1959, an employee parking lot, and extensive storage bins for sets. The storehouse retains the supplies for Buena Vista Distributing Company (a subsidiary), albums for the Music Company, and also stores film belonging to the 16 Millimeter's very extensive film library.

The Studio was bursting from lack of space, not only in terms of equipment, but in accommodating personnel. The grounds were trying to contain all the work load of the motion pictures, television, publications, recordings, 16mm. production units, projects for DISNEYLAND, and new projects for World's Fairs.

By 1961, there was no more space. Nevertheless, the growth continued so rapidly that more land and buildings were purchased, and some of the departments moved, in 1965, to another location in Glendale, a few miles from the Studio proper.

Today, the staff of Walt Disney Productions finds its home admirably suited for the varied and complex demands of fine motion picture production. Time has proven its original flexibility and its capacity for expansion. The physical plant has proved an excellent instrument with which to execute the dreams of Walt Disney for a brilliant and far-reaching program serving universal interests in many fields of entertainment.

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## Walt Disney Productions

### Early History

Walt Disney came to California in August, 1923, with only a few dollars to his name, but with great hopes. After being welcomed at his Uncle Robert's home on Kingswell Avenue, Walt proceeded to look for a job in the movie studios. Meanwhile, he had sent a film, "Alice's Wonderland," which he had made in Kansas City, to various distributors in New York, hoping for a sale of the idea for a series.

Jobs were not plentiful, and Walt was getting discouraged, when finally a telegram arrived from New York from M.J. Winkler. Miss Winkler, who had been distributing "Felix the Cat" and "Out of the Inkwell," was intrigued by Walt's Alice idea. Whereas "Out of the Inkwell" put the cartoon figure into the live action film, Walt had reversed the process, putting the live action figure, Alice, into the cartoon. Miss Winkler offered to buy a series of the Alice comedies, and Walt raced to the Veterans' Hospital at Sawtelle where his brother, Roy, was recovering from an illness. Bubbling over with enthusiasm, Walt persuaded Roy to leave the hospital and help him produce his Alice Comedies.

The contract with M.J. Winkler was signed on October 16, 1923, and the Disney company was born. At first, it was a partnership

between Walt and Roy. The boys, using an animation camera and camera stand that Walt had put together in a garage at the back of his uncle's house, started their business in the rear of a real estate office at 4649 Kingswell Avenue. Soon they took over the whole store, painting on the window "Disney Bros. Studio."

It was soon obvious that the Kingswell store was not large enough for the growing firm, so, after scouting various parcels of land, the Disneys began building their new studio at 2719 Hyperion Avenue. They were able to move in during January of 1926.

The Alice Comedies went on for three years, with a total of 56 films. Virginia Davis, the little girl who had acted in the first Alice Comedy back in Kansas City, had followed Walt to Hollywood, and was able to continue in the series for about a year. She was followed briefly by Dawn O'Day, and then by Margie Gay.

In 1927, Walt changed series and began working with a rabbit called Oswald. A series of 26 Oswald cartoons were made. Both the Oswald and Alice cartoons were silent; sound had yet to make its presence known.

Early in 1928, Walt went back to New York to try to get some more money for the series in its second year, but the distributor offered less. Then, Walt discovered that he did not even own the rights to the Oswald character. Disappointed, Walt then and there decided that he was through with Oswald. He would have to come up with a new character.

On his return to California, Walt met with Ub Iwerks and a few other loyal employees, and out of these meetings came a mouse, who was named Mickey. It was also decided that the first Mickey Mouse cartoon would latch onto the then-current Lindbergh popularity and be

called "Plane Crazy."

Ub Iwerks was mainly responsible for the design of Mickey, with Walt responsible for making him come alive, for giving him his personality. Ub animated the entire cartoon of "Plane Crazy" himself, beginning in April of 1928.

Because of the advent of sound ("The Jazz Singer" came out in October, 1927), Walt was unable to sell "Plane Crazy" or the second film, "Gallop in' Gaucho." They were silent and filmgoers were clamoring for sound. So, Walt determined to add sound to his third cartoon, "Steamboat Willie."

When "Steamboat Willie" opened at the Colony Theater in New York on November 18, 1928, it was an immediate success. The first fully synchronized sound cartoon was more than just a novelty; Walt had had the foresight to realize that soon everyone would be turning to sound. And he had gotten there first.

Dave Smith  
August 24, 1972



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### Important Dates in the History of Walt Disney Productions

- October 16, 1923 - Walt signed a contract with M. J. Winkler to produce a series of "Alice Comedies"--the date used as the start of the Disney company.
- March 1, 1924 - Release of first Alice Comedy--"Alice's Day at Sea."
- January, 1926 - The Disneys move to their new Studio at 2719 Hyperion.
- August, 1927 - Release of first "Oswald the Lucky Rabbit" cartoon.
- November 18, 1928 - "Steamboat Willie" is released at the Colony Theater in New York--the first Mickey Mouse cartoon released, also first appearance of Minnie Mouse and the villain, Pete.
- July, 1929 - "The Skeleton Dance," first Silly Symphony is released.
- January 13, 1930 - Mickey Mouse comic strip begins.
- October, 1930 - "The Chain Gang," first appearance of Pluto, is released. [He did not receive the name, Pluto, until "The Moose Hunt" (1931)]
- 1930 - First Disney book (Mickey Mouse Book)
- July 30, 1932 - "Flowers and Trees," first color cartoon and first Academy Award winner, is released.
- November 15, 1932 - Art school formed at the Disney Studio to train animators.
- May 27, 1933 - "Three Little Pigs," Academy Award winner, is released.

- June, 1933 - First Mickey Mouse watch sold by Ingersoll.
- June 9, 1934 - "The Wise Little Hen," first appearance of Donald Duck, is released.
- February 23, 1935 - "The Band Concert," first Mickey Mouse cartoon in color, is released.
- December 21, 1937 - Release of "Snow White and the Seven Dwarfs," first feature-length animated film, at the Carthay Circle Theater.
- February 7, 1940 - Release of "Pinocchio."
- May 6, 1940 - Move of the Disney Studio to Burbank completed.
- November 13, 1940 - Release of "Fantasia."
- June 20, 1941 - Release of "The Reluctant Dragon," first live action at Disney Studio.
- August 17, 1941 - Walt and artists leave on a goodwill trip to South America.
- December 8, 1941 - The U.S. Army moves onto the Disney Studio lot.
- January 1, 1943 - "Der Fuehrer's Face," Academy Award winner, released.
- November 12, 1946 - "Song of the South" released.
- May 4, 1949 - Release of "Seal Island" first True-Life Adventure.
- October, 1949 - Walt Disney Music Company formed.
- July 19, 1950 - Release of "Treasure Island," first completely live action feature.
- December 25, 1950 - "One Hour in Wonderland," first television show.
- December, 1952 - WED Enterprises founded by Walt.
- February 5, 1953 - "Peter Pan" released.
- February 18, 1953 - Release of first People and Places film - "The Alaskan Eskimo."
- November 10, 1953 - Release of "The Living Desert," first film distributed by the new Buena Vista Distribution Co.
- October 27, 1954 - First airing of "Disneyland" television series.

- December 15, 1954 - Davy Crockett story is told on the "Disneyland" show.
- December 23, 1954 - Release of "20,000 Leagues Under the Sea."
- July 17, 1955 - Opening of Disneyland.
- October 3, 1955 - First program of the "Mickey Mouse Club" television series.
- October 10, 1957 - First program of the "Zorro" television series.
- March 19, 1959 - Release of "The Shaggy Dog," first in a series of wacky comedies.
- June 14, 1959 - Matterhorn, monorail, and submarine voyage dedicated at Disneyland.
- May 4, 1962 - Celebrity Sports Center in Denver purchased by Disney.
- June, 1963 - Enchanted Tiki Room opens at Disneyland--first use of Audio-Animatronics.
- April 22, 1964 - Four Disney exhibits open at the New York World's Fair.
- August 29, 1964 - Release of "Mary Poppins."
- February 3, 1965 - WED Enterprises incorporated as a subsidiary of Walt Disney Productions (WED was personally owned by Walt from 1952 to 1965).
- July 23, 1965 - MAPO incorporated.
- August 19, 1965 - Plans announced for Mineral King development.
- December 15, 1966 - Walt Disney dies.
- March 13, 1969 - Release of "The Love Bug."
- June 25, 1969 - Walt Disney Educational Materials Co. incorporated.
- December 25, 1969 - "Disney on Parade" debuts in Chicago.
- June 22, 1970 - Establishment of the Walt Disney Archives.
- June 17, 1971 - 100,000,000th guest welcomed at Disneyland .
- October 1, 1971 - Opening of Walt Disney World.



- December 20, 1971 - Roy Disney dies.
- January 26, 1972 - The "Mouse Factory" debuts on television.
- October 16, 1973 - 50th anniversary.

Dave Smith  
August 24, 1972

FEATURE LENGTH PICTURES UP TO DATE

- 1937 SNOW WHITE AND THE SEVEN DWARFS
- 1939 -- PINOCCHIO
- 1940 -- FANTASIA
- 1941 -- THE RELUCTANT DRAGON
- 1941 -- DUMBO
- 1942 -- BAMBI
- 1942 -- SALUDOS AMIGOS
- 1943 -- VICTORY THROUGH AIR POWER
- 1945 -- THE THREE CABALLEROS
- 1946 -- MAKE MINE MUSIC
- 1946 -- SONG OF THE SOUTH
- 1947 -- FUN AND FANCY FREE
- 1948 -- MELODY TIME
- 1949 -- SO DEAR TO MY HEART
- 1949 -- ICHABOD AND MR. TOAD
- 1950 -- CINDERELLA
- 1950 -- TREASURE ISLAND
- 1951 -- ALICE IN WONDERLAND
- 1952 -- THE STORY OF ROBIN HOOD AND HIS MERRIE MEN
- 1953 -- PETER PAN
- 1953 -- THE SWORD AND THE ROSE
- 1953 -- THE LIVING DESERT
- 1954 -- ROB ROY
- 1954 -- THE VANISHING PRAIRIE
- 1954 -- STORMY
- 1954 -- 20,000 LEAGUES UNDER THE SEA
- 1955 -- LADY AND THE TRAMP
- 1955 -- DAVY CROCKETT, KING OF THE WILD FRONTIER
- 1955 -- THE LITTLEST OUTLAW
- 1955 -- THE AFRICAN LION
- 1956 -- THE GREAT LOCOMOTIVE CHASE
- 1956 -- DAVY CROCKETT AND THE RIVER PIRATES
- 1956 -- SECRETS OF LIFE
- 1956 -- WESTWARD HO THE WAGONS!
- 1957 -- JOHNNY TREMAIN
- 1957 -- PERRI
- 1957 -- OLD YELLER
- 1958 -- THE LIGHT IN THE FOREST
- 1958 -- WHITE WILDERNESS
- 1958 -- TONKA
- 1959 -- SLEEPING BEAUTY
- 1959 -- THE SHAGGY DOG

- 1959 -- DARBY O'GILL AND THE LITTLE PEOPLE
- 1959 -- THIRD MAN ON THE MOUNTAIN
- 1960 -- TOBY TYLER
- 1960 -- KIDNAPPED
- 1960 -- THE SIGN OF ZORRO
- 1960 -- POLLYANNA
- 1960 -- TEN WHO DARED
- 1960 -- JUNGLE CAT
- 1960 -- SWISS FAMILY ROBINSON
- 1961 -- THE ABSENT-MINDED PROFESSOR
- 1961 -- ONE HUNDRED AND ONE DALMATIANS
- 1961 -- THE PARENT TRAP
- 1961 -- NIKKI, WILD DOG OF THE NORTH
- 1961 -- GREYFRIARS BOBBY
- 1961 -- BABES IN TOYLAND
- 1962 -- MOON PILOT
- 1962 -- BON VOYAGE
- 1962 -- BIG RED
- 1962 -- ALMOST ANGELS
- 1962 -- THE LEGEND OF LOBO
- 1962 -- IN SEARCH OF THE CASTAWAYS
- 1963 -- SON OF FLUBBER
- 1963 -- MIRACLE OF THE WHITE STALLIONS
- 1963 -- SAVAGE SAM
- 1963 -- SUMMER MAGIC
- 1963 -- THE INCREDIBLE JOURNEY
- 1963 -- THE SWORD IN THE STONE
- 1964 -- THE MISADVENTURES OF MERLIN JONES
- 1964 -- A TIGER WALKS
- 1964 -- THE THREE LIVES OF THOMASINA
- 1964 -- THE MOON-SPINNERS
- 1964 -- MARY POPPINS
- 1964 -- EMIL AND THE DETECTIVES
- 1965 -- THOSE CALLOWAYS
- 1965 -- THE MONKEY'S UNCLE
- 1965 -- THAT DARN CAT
- 1966 -- THE UGLY DACHSHUND
- 1966 -- LT. ROBIN CRUSOE, U. S. N.
- 1966 -- THE FIGHTING PRINCE OF DONEGAL
- 1966 -- FOLLOW ME, BOYS!
- 1967 -- MONKEYS, GO HOME
- 1967 -- THE ADVENTURES OF BULLWHIP GRIFFIN
- 1967 -- THE HAPPIEST MILLIONAIRE
- 1967 -- THE GNOME-MOBILE
- 1967 -- THE JUNGLE BOOK

- 1967 - CHARLIE, THE LONESOME COUGAR
- 1968 - BLACKBEARD'S GHOST
- 1968 - THE ONE AND ONLY, GENUINE, ORIGINAL FAMILY BAND
- 1968 - NEVER A DULL MOMENT
- 1968 - THE HORSE IN THE GRAY FLANNEL SUIT
- 1969 - THE LOVE BUG
- 1969 - SMITH!
- 1969 - RASCAL
- 1970 - THE COMPUTER WORE TENNIS SHOES
- 1970 - KING OF THE GRIZZLIES
- 1970 - THE BOATNIKS
- 1970 - THE ARISTOCATS
- 1971 - THE WILD COUNTRY
- 1971 - THE BAREFOOT EXECUTIVE
- 1971 - \$ 1,000,000 DUCK
- 1971 - SCANDALOUS JOHN
- 1971 - BEDKNOBS AND BROOMSTICKS
- 1972 - THE BISCUIT EATER
- 1972 - NOW YOU SEE HIM, NOW YOU DON'T
- 1972 - NAPOLEON AND SAMANTHA
- 1972 - SNOWBALL EXPRESS
- 1973 - WORLD'S GREATEST ATHLETE
- 1973 - CHARLEY AND THE ANGEL
- 1973 - ONE LITTLE INDIAN
- 1973 - ROBIN HOOD
- 1973 - SUPERDAD
- 1974 - HERBIE RIDES AGAIN
- 1974 - THE CASTAWAY COWBOY
- 1974 - THE BEARS AND I
- 1974 - ISLAND AT THE TOP OF THE WORLD

## ACADEMY AWARDS

(Academy of Motion Picture Arts and Sciences)

### 1932

- 1) FLOWERS & TREES (Best Cartoon Short Subject, 1931-32)
- 2) Special Award to Walt Disney for the Creation of Mickey Mouse.

### 1933

- 1) THREE LITTLE PIGS (Best Cartoon Short Subject, 1932-33)

### 1935

- 1) THE TORTOISE AND THE HARE (Best Cartoon Production, 1934)

### 1936

- 1) THREE ORPHAN KITTENS (Best Cartoon Production, 1935)

### 1937

- 1) THE COUNTRY COUSIN (Best Cartoon Short Subject, 1936)

### 1938

- 1) THE OLD MILL (Best Cartoon Short Subject, 1937)
- 2) Top Technical Award to Walt Disney Productions for the design and application to production of the Multi-Plane Camera, 1937.

### 1939

- 1) FERDINAND THE BULL (Best Cartoon Short Subject, 1938)
- 2) Special Award to Walt Disney for SNOW WHITE AND THE SEVEN DWARFS - - recognized as a significant screen innovation . . . . pioneered a great new entertainment field for the motion picture cartoon.

1940

- 1) THE UGLY DUCKLING (Best Cartoon Short Subject, 1939)

1941

\* PINOCCHIO (1940)

- 1) (Best Song "When You Wish Upon A Star" by Leigh Harline and Ned Washington)
- 2) (Original Score by Leigh Harline, Paul J. Smith and Ned Washington)

1942

- 1) Irving Thalberg Memorial Award to Walt Disney for "The most consistent high quality of production achievement by an individual producer." (Not an Oscar but a special award in the form of a bust of Thalberg)
- 2) Special Technical Award for "outstanding contribution to the advancement of the use of sound in motion pictures through the production of FANTASIA."
- 3) LEND A PAW (Best Cartoon Short Subject, 1941)
- \* 4) (Leopold Stokowski and associates for their achievement "in the creation of a new form of visualized music in FANTASIA.")
- \* 5) (DUMBO — Original score by Frank Churchill and Oliver Wallace)

1943

- 1) DER FUEHRER'S FACE (Best Cartoon Short Subject, 1942)

1947

- \* 1) (Members of the Walt Disney Studio Sound Department, Special Technical Award, for a process of checking and locating noise in sound tracks)

1948

\* SONG OF THE SOUTH (1947)

- 1) (Best Song "Zip-A-Dee-Doo-Dah" — Music by Allie Wrubel; Lyrics by Ray Gilbert)
- 2) (Honorary Award — James Baskett for his able and heart-warming characterization of Uncle Remus, friend and story teller to the children of the world)

1949

- 1) SEAL ISLAND (Best Two-Reel Short Subject, 1948)

1950

- \* 1) (Honorary Award — Bobby Driscoll - outstanding juvenile)

1951

- 1) IN BEAVER VALLEY (Best Two-Reel Short Subject, 1950)

1952

- 1) NATURE'S HALF ACRE (Best Two-Reel Short Subject, 1951)

1953

- 1) WATER BIRDS (Best Two-Reel Short Subject, 1952)

1954

- 1) THE LIVING DESERT (Best Documentary Feature, 1953)
- 2) BEAR COUNTRY (Best Two-Reel Short Subject, 1953)
- 3) THE ALASKAN ESKIMO (Best Documentary Short Subject, 1953)
- 4) TOOT, WHISTLE, PLUNK & BOOM (Best Cartoon Short Subject, 1953)

1955

- 1) THE VANISHING PRAIRIE (Best Documentary Feature, 1954)
- 2) 20,000 LEAGUES UNDER THE SEA (Best Achievement with Special Effects, 1954)
- \* 3) (20,000 LEAGUES UNDER THE SEA — Best Achievement in Art and Set Decoration — John Meehan and Emile Kuri)

1956

- 1) MEN AGAINST THE ARCTIC (Best Documentary Short Subject, 1955)

1958

- \* 1) THE WETBACK HOUND (Best Live-Action Short Subject, 1957 - Larry Lansburgh, Producer)

1959

- 1) WHITE WILDERNESS (Best Documentary Feature, 1958)
- 2) GRAND CANYON (Best Live-Action Short Subject, 1958)
- \* 3) AMA GIRLS (Best Documentary Short Subject, 1958 - Ben Sharpsteen, Producer)

1960

- 1) (Special Technical Award to Ub Iwerks for the design of an improved optical printer for special effects and matte shots)

1961

- \* 1) THE HORSE WITH THE FLYING TAIL (Best Documentary Feature, 1960- Larry Lansburgh, Producer)
- \* 2) POLLYANNA (Honorary Award - Hayley Mills for the most outstanding juvenile performance during 1960)

1965

- \* MARY POPPINS (1964)
  - 1) (Best Actress — Julie Andrews)
  - 2) (Best Song “Chim-Chim Cheree” by Richard M. Sherman and Robert B. Sherman)
  - 3) (Musical Score - original - by Richard M. Sherman and Robert B. Sherman)
  - 4) (Film Editing - Cotton Warburton)
  - 5) (Special Visual Effects by Peter Ellenshaw, Hamilton Luske and Eustace Lycett)
  - 6) (Special Technical Award to Peter Vlahos, Wadsworth Pohl and Ub Iwerks for conception and perfection of techniques of color traveling matte composite cinematography)

1969

- 1) WINNIE THE POOH AND THE BLUSTERY DAY (Best Cartoon Short Subject, 1968)

1970

- \* 1) IT'S TOUGH TO BE A BIRD (Best Cartoon Short Subject, 1969 — Ward Kimball, Producer)



1972

- \* 1) BEDKNOBS AND BROOMSTICKS (Special Visual Effects by Danny Lee, Eustace Lycett and Alan Maley — 1971)

\* THESE AWARDS WENT TO THE PERSONS NAMED RATHER THAN THE STUDIO

EMMY AWARDS

(Academy of Television Arts and Sciences)

1955

- 1) DISNEYLAND (Best Variety Series for 1954)
- 2) "Operation Undersea" on DISNEYLAND (Best Individual Show for 1954)

1956

- 1) Walt Disney, DISNEYLAND (Best Producer of filmed series, 1955)
- 2) DISNEYLAND, Davy Crockett series (Best Action or Adventure Series, 1955)

1964

- 1) WALT DISNEY'S WONDERFUL WORLD OF COLOR (Outstanding Program Achievement, 1962-63)
- 2) WALT DISNEY'S WONDERFUL WORLD OF COLOR (Outstanding Achievement in Art Direction and Scenic Design - Carroll Clark and Marvin Aubrey Davis)

EMMY AWARDS

(Academy of Television Arts and Sciences)

1955

- 1) DISNEYLAND (Best Variety Series for 1954)
- 2) "Operation Undersea" on DISNEYLAND (Best Individual Show for 1954)
- 3) "Operation Undersea" on DISNEYLAND (Best Television Film Editing - Grant Smith and Lynn Harrison)

1956

- 1) Walt Disney, DISNEYLAND (Best Producer of filmed series, 1955)
- 2) DISNEYLAND, Davy Crockett series (Best Action or Adventure Series, 1955)

1964

- 1) WALT DISNEY'S WONDERFUL WORLD OF COLOR (Outstanding Program Achievement, 1962-63)

- \* 2) WALT DISNEY'S WONDERFUL WORLD OF COLOR (Outstanding Achievement in Art Direction and Scenic Design - Carroll Clark and Marvin Aubrey Davis)

## WED "IMAGINEERS" PROVIDE CREATIVE IMPETUS FOR WALT DISNEY WORLD

LAKE BUENA VISTA, Fla. - - Such a unique undertaking as Walt Disney World, carved out of a 27,400-acre flatland in Central Florida, takes on added significance when it is known that the creative force behind the project is 3,000 miles away.

That force is WED Enterprises whose three-letter acronym stands for the initials of Walter Elias Disney.

The WED staff of 700 employees represents one of the most unusual concentrations of artistic and technical talent anywhere in the world.

WED is responsible for master planning and designing all of Walt Disney World - - its Vacation Resort, its towns and forest areas - - and for providing environmental guidance for the 43-square mile tract.

WED was formed in 1952 by Walt Disney with only a handful of artists and designers to master plan Disneyland. The present WED home, four times larger than the original quarters, is located in Glendale, California, approximately 37 miles northwest of Anaheim, the home of Disneyland. WED is officially designated as the "master-planning, research and development arm of the Disney organization, charged with the primary responsibility for designing outdoor entertainment facilities, such as Disneyland and Walt Disney World."

That definition is at best mundane when compared to the highly imaginative and creative work that goes on behind stage in the two-story 161,000 square-foot WED building. Adjacent is a two-story building which houses the headquarters of WED's research and prototype manufacturing subsidiary, MAPO.

Within these twin organizations, a staff of project designers, sculptors, research and development technicians, model builders, artists, interior decorators and writers are joined by highly skilled and innovative architects, engineers and draftsmen. Their combined talents have brought to life yesterday and tomorrow, and have created the timeless worlds of fantasy and adventure.

The unique combination and interrelation of the arts and crafts and the blending of creative imagination with technical know-how led to the coining of the special name, "Imagineers," for the staff at WED and MAPO.

Imagineering, the creation of imaginative concepts in design, architecture, engineering and entertainment, has been the key to planning and successful growth of Disneyland. That creative blend has taken on new meaning and scope when applied to the many facets of Walt Disney World.

One of WED's most important technical contributions to the entertainment world is "Audio-Animatronics," a system that gives lifelike actions to three-dimensional figures through the application of space-age electronics. Combining and synchronizing voices, music and sound effects with the movements of these figures, Audio-Animatronics has "brought to life" hundreds of bird, flower and human "stars" for shows at Walt Disney World and Disneyland.

For example, in the Hall of Presidents attraction at Walt Disney World, Abraham Lincoln is capable of 47 body movements and 15 separate facial expressions. Some several thousand combinations of actions can be programmed for Lincoln.

WED's "Imagineers" have also developed new and unique transportation systems, including the nation's first daily operating monorail and the PeopleMover, an electric powered system which runs continuously even as passengers board and disembark. Now in the planning stages are new innovations for new communities at Walt Disney World.

At WED, perhaps more than anywhere else in the Disney organization, ideas and dreams are transformed into three-dimensional realities, and imagination is a way of life.

# INFORMATION



WED Enterprises, Inc • 1401 Flower St • Glendale, Calif 91201 • 245-8951

W E D E N T E R P R I S E S , I N C .

The Master-Planning,  
Design and Engineering Subsidiary of  
Walt Disney Productions

*"Disneyland will never be completed. It will continue to grow . . . to add new things . . . as long as there is imagination left in the world."*

This promise by Walt Disney, made when he dedicated the "magic kingdom" to the world, has become his most often-repeated quote about Disneyland. Perhaps it is because nearly every year since 1955, Disneyland has added at least one new attraction to its original roster.

There were 22 major attractions, built at a cost of \$17 million, when Disneyland opened on July 17, 1955. Today, the total number of attractions has grown to 53, representing a capital investment in Disneyland of more than \$130 million. Disneyland now encompasses 230 acres -- 120 acres in entertainment and maintenance facilities and 110 acres in parking areas.

Disneyland's physical expansion is paralleled by growth in its popularity. Annual attendance passed 10 million people for the first time in 1970. On June 17, 1971, Disneyland welcomed its one hundred millionth guest since opening.

(more)

To create Disneyland and its attractions, Walt Disney built a unique organization . . . a firm called WED Enterprises, Inc.

WED "IMAGINEERING"

WED Enterprises, Inc., (the initials WED are those of Walter E. Disney), is the master-planning, design, and engineering subsidiary of Walt Disney Productions.

A staff of project designers, sculptors, research and development technicians, model builders and interior decorators work side by side with architects, engineers, and draftsmen in the design of attractions and adventures themed to the worlds of yesterday, today, tomorrow and the timeless worlds of fantasy and fiction.

WED Imagineers create every project from original concept to installation, master-planning each new idea -- from a single entertainment attraction to the use and development of thousands of acres. Such master-planning is followed by the designing of the individual project itself. Whether the attraction, exhibit, or show is large or small it receives the same careful consideration from the WED team - since attention to detail has always been a hallmark of Disney. Design then gives way to engineering as the project is readied for installation. In many cases, the fully developed project bears only slight resemblance to the original concept, that concept having undergone a continual process of change and improvement.

WED's subsidiary, MAPO, Inc., (the name comes from MARY Poppins),

(more)

formed in July 1965 to develop prototype entertainment and transportation systems, is an integral part of the engineering and installation of new projects.

MAPO's staff of highly skilled engineers and technicians fabricate, assemble and test prototype systems and components for WED-designed attractions.

Uniquely combined and strongly interrelated, the WED-MAPO team of more than 500 blends creative imagination with technical know-how. This is "*Imagineering*."

Perhaps the most important contribution of "*Imagineering*" to the field of entertainment is the Audio-Animatronics\* system. A space-age application of electronics to the world of entertainment, the Audio-Animatronics system gives lifelike movement and sound to three-dimensional figures.

For Disneyland, the staff has created a number of Audio-Animatronics attractions and adventures, including the "Enchanted Tiki Room", "Great Moments with Mr. Lincoln", "Carousel of Progress", "Flight to the Moon", "Pirates of the Caribbean" and the "Haunted Mansion."

DISNEYLAND . . .

has become a way of life to the staff since Walt Disney formed WED and assigned it the responsibility of planning and designing his "new concept in family entertainment" in the early 1950's.

The "*Imagineering*" team has planned, designed, engineered and

(more)



fabricated every attraction at Disneyland since its inception, and continues to add new ideas to existing attractions.

For Disneyland's future, the WED-MAPO staffs are designing new attractions for 1972 and beyond, under a 10-year Master Plan for the 70's.

#### THE NEW YORK WORLD'S FAIR 1964-65 . . .

featured four Disney attractions designed by the WED staff and sponsored by major American companies. During the Fair's two six-month seasons, 91 percent of those who paid Fair admission -- nearly 47 million people -- visited one or more of the quartet of Disney shows created for General Electric, Ford Motor Company, Pepsi Cola and the State of Illinois. (All four presentations have since been redeveloped by WED for permanent location in Disneyland.)

Equipped with the experience gained from developing and operating Disneyland and the World's Fair attractions, the Disney organization has begun to move into new worlds of entertainment and recreation.

WED is presently developing one of the most ambitious projects in the history of entertainment and recreation, Walt Disney World.

#### WALT DISNEY WORLD . . .

is located on a 27,000-acre site in central Florida. It has been master-planned by WED in several phases that will take many years to complete. In its first phase, Walt Disney World will present to

(more)

the rest of the world a complete "Vacation Kingdom" . . . a place of entertainment, crowned by the "Magic Kingdom" theme park, containing many of the most famous attractions of Disneyland, plus new and exciting adventures all its own . . . a place of recreation, where land and water sports abound . . . and a place of relaxation, catering to the vacation needs of all guests. WED-designed transportation systems will carry guests to and from the Magic Kingdom and a variety of theme resort hotels to be constructed within Walt Disney World. The entertainment-vacation complex will comprise "Phase One" of Walt Disney World, which opens in October 1971.

"Phase Two" will be centered around an Experimental Prototype Community of Tomorrow (EPCOT), where, as Walt Disney said, "People actually live a life they can't find anywhere else in the world today."

The enormous complexities of building an entire city -- especially one that will always be a "blueprint for the future" and a perpetual showcase for American free enterprise -- will require the cooperation of major American industry and considerable research and development before it is undertaken as part of the "second phase" of Walt Disney World. It has already created great interest on the part of many companies of international stature. Many systems and new technologies that may be incorporated in tomorrow's cities are already being applied and tested in "Phase One" of Walt Disney World.

It is 16 years of experience by WED in planning and designing attractions and adventures for Disneyland and American industry that has enabled the Disney organization to enter into the challenging project

(more)

of creating Walt Disney World. The highly respected master-planner and builder, James W. Rouse (developer of the new town of Columbia), in his keynote speech before the Urban Design Conference at Harvard University, focused public and professional attention on the talents and experience of the WED staff:

*"I hold a view that may be somewhat shocking to an audience as sophisticated as this: -- that the greatest piece of urban design in the United States today is Disneyland. If you think about Disneyland and think of its performance in relation to its purpose, its meaning to people -- more than that, its meaning to the process of development -- you will find it the outstanding piece of urban design in the United States. It took an area of activity -- the amusement park -- and lifted it to a standard so high in its performance, in its respect for people, in its functioning for people, that it really has become a brand new thing. It fulfills all the functions it set out to accomplish unselfconsciously, usefully and profitably to its owners and developers. I find more to learn in the standards that have been set and in the goals that have been achieved in the development of Disneyland than in any other single piece of physical development in the country."*

# # # #

## THE WORLD IN BRIEF

- OPENED:** October 1, 1971 - - Walt Disney World's Vacation Kingdom is a family-oriented destination resort.
- LOCATION:** 20 miles southwest of Orlando, Fla., adjacent to new City of Lake Buena Vista, near intersection of Interstate 4 and U.S. Highway 192.
- SIZE:** Resort area covers 2,500 acres of total 27,400-acre Disney site.
- COST:** About \$500-million.

### MAJOR FEATURES:

Magic Kingdom theme park similar in concept to California's Disneyland, has 41 major attractions in six lands: Main Street, U.S.A., Adventureland, Frontierland, Liberty Square, Fantasyland and Tomorrowland.

#### Theme Resort Hotels Vacation Kingdom includes:

1,057-room Contemporary Resort hotel; exotic Polynesian Village with 500 rooms; Golf Resort hotel with 151 rooms overlooking Palm and Magnolia fairways. Nightly celebrity shows at Top of the World restaurant. Authentic Polynesian entertainment nightly in Luau Cove and Papeete Bay Verandah.

**Camping Resort** Fort Wilderness Campground along southern shore of Bay Lake has its own shopping and recreation facilities. It has 713 campsites among trees with complete utilities. Tri-Circle D Ranch offers trail rides, petting farm. Pioneer Hall features western menu and entertainment.

**Recreation** Two 18-hole championship golf courses, 4-1/2 miles of beaches, horseback riding, swimming, sailing, motorboating, water skiing, tennis, steamboat excursions, picnicking and nature hikes.

**Conventions** Hotels offer complete convention and meeting facilities and banquet rooms seating up to 1,500 guests.

**Transportation** All hotels and recreation and entertainment facilities linked by network of unique transportation, including monorail trains, surface vehicles, launches and ferryboats. A 12,000-vehicle parking area for day visitors.

**Visitors** In its first two years, Walt Disney World was visited by 22.3 million guests from every state and more than 80 foreign nations.

**Heads of State As Guests** Many national leaders, members of royalty and key governmental executives have visited Walt Disney World. Among them recently have been Chancellor Willy Brandt of West Germany, President Joseph Mobutu of the Republic of Zaire; Prince Reza Pahlavi of Iran, plus governors of many states.

**Lake Buena Vista** A unique vacation community of second homes, townhouses, apartments and a shopping center now under development. Championship 18-hole Buena Vista Club golf course, tennis and boating. Motor Inn Plaza includes four major hotels totaling 1,600 rooms (Dutch Inn, Howard Johnson Motor Lodge, Royal Inn, TraveLodge) linked to Vacation Kingdom by frequent shuttle bus via private roadway. Located five miles east of Magic Kingdom, Lake Buena Vista is the host community to Walt Disney World.

## DISNEY WAY II

### OBJECTIVES

1. To provide an increased awareness of Disney outdoor entertainment with specific emphasis on the Walt Disney World show by relating the interdependence of all areas, divisions and companies at Walt Disney World.
2. To provide a functional overview of the organization and introduce key management personnel.
3. To introduce and discuss future plans for Walt Disney World.

DISNEY WAY II

Week of JUne 5, 1975

LAKE BUENA VISTA ASSOCIATION  
ANNUAL MEETING FORESEES BRIGHT  
FUTURE FOR HOTEL AREA

LAKE BUENA VISTA, FLA. - - Increases of more than 50 per cent in bookings, a busy figure for conventions and a positive outlook on employment were among reports at the Lake Buena Vista Hotel Plaza Association annual meeting and election of officers. The hotels are in the host community to Walt Disney World.

The Association, made up of the management of the Lake Buena Vista Hotel Plaza - - the TraveLodge, Royal Inn, Howard Johnson and Dutch Inn - - painted a bright picture for the future. New chairman of the association, Ben Shindler of the Dutch Inn, said that the association outlook for 1975 exceeded the somewhat gloomy outlook pictured nationally by the present economy.

Shindler said that the entire Central Florida area should think positively and be aware that accommodations here make up the "perfect attraction for a solid number of tourists from abroad and across the United States."

"Barring another fuel crisis, all of 1975 and 1976 are going to be better than any of the past three years," Shindler said.

"Bookings for tour groups and conventions are higher than ever, and with our complete vacation-destination packages we are also experiencing a longer stay by guests at all the Lake Buena Vista hotels."

Improvements cited by Shindler include modernized conditions at McCoy Jetport, the Auto-Train operation, better passenger handling, increased numbers of aircraft and near-perfect highways into Central Florida.

"Our point is that not only should we in the Lake Buena Vista area be very positive in our thoughts for the continuing improvement of the tourist business, but also all Orlando-area businesses should have a positive attitude for our future," he added.

"We are expecting business to double in the next two years.

"Credit goes to the Walt Disney World sales staff, for showing the full picture, not only the great things available here, but also for their efforts in describing the entire Central Florida scene. Sea World, Circus World, Cape Kennedy and the area from coast to coast is part of the score fulfilling vacation plans, and it's the Disney family that is largely responsible for it."

Shindler pointed out that new tour packages are available by air, bus, train and private autos. These add to the bright tourist forecast here, prompting Shindler and the association to predict an increased employment program to help to ease the present situation.



"We now employ an average of 1,000 persons here in the Lake Buena Vista area. This should increase not only here at the Hotel Plaza, but also throughout Central Florida from red caps at the McCoy Jetport to service station attendants. We are all going to need more and more employees to handle the expected increase in trade. We must have trained personnel to care for the guests we expect. These persons are available and are beginning to appear here from other resort areas."

Another item that the association predicts will increase the tourist trade for the Central Florida area is an increase of nighttime attractions.

"A joint dine-around package in the Lake Buena Vista area allows any guest to dine and see a show at our hotels or go to any of the others in the area with single billing. Added to this is the recent opening of our own Lake Buena Vista Club, also open to the public, and providing incentive for guests to stay longer and giving them more to do in the time they spend," Shindler said.

"We feel many of our foreign guests will find a bonanza in Lake Buena Vista when the Shopping Village opens next year. There is money to spend, if we have the goods and services visitors want.

"We are positive that we will be 50 per cent ahead in our occupancy through the Easter week and are looking for a 15 to 20 per cent improvement in the coming year.

"Our outlook for the convention season is very good, better than last year, and it indicates that the next two years will be better than any in the past."

"We also are looking at the Bi-Centennial celebrations planned at Walt Disney World next year."

Also elected to new positions during the annual meeting were Mike McGarry, president; Joe Duncalfe, vice president; Russ Sperling, treasurer; and Dan Darrow as executive director.

## UNIQUE TREEHOUSE VILLAGE WILL SERVE WALT DISNEY WORLD GUESTS

LAKE BUENA VISTA, FLA. - - The first 24 homes of a unique Treehouse Village for Walt Disney World vacationers are now being constructed here beside the rolling fairways of the Buena Vista Club golf course.

Intended for sale to corporations, the "treehouses" are nestled among stands of cypress, pine, oak and bay trees between the 17th Fairway and the main stream of the Buena Vista waterway system. Just a wood shot or two away is the beautiful Buena Vista Club, now a center of community recreation.

Each octagonal-shaped treehouse home is constructed atop a single concrete "truck" with wooden-beam "branches" supporting the main living area above. Rustic stairs lead up to a sundeck and bridge across to the living areas. An interior spiral stairway provides alternate access.

Broad picture windows look out in eight directions through ever-green trees, across winding waterways and golf vistas. Along with 133 townhouses already completed for corporate owners and tenants, they make up an unusual golf-centered vacation "community", first of several planned neighborhoods in the new Disney-designed community of Lake Buena Vista.

Connected by continuous shuttlebus service to Walt Disney World's Vacation Kingdom, the new woodland golf community provides still another choice of accommodations for the millions of visitors who come to Central Florida each year.

Many companies already maintain accommodations for guests, executives, and as incentive awards for employees. The Treehouse Village adds a most unusual experience for vacationers from all over the world.

The woodland homes include approximately 1,000 square feet of living space, optional exterior balconies, plus storage, and utility space. Not one square inch is wasted in hallways or other non-living uses. The two-bedroom house has two bathrooms, a completely equipped kitchen with snack bar, and a dining-living room with fireplace.

The pedestal homes have been used in a limited number of exclusive mountain and seashore resort areas to provide a total environmental experience, living with and in the natural surroundings.

In the case of Lake Buena Vista's Treehouse Village, the homes make possible full enjoyment of a most beautiful woodland setting.

Winding roadways and golf cart paths, which provide access to the homes, were also designed to provide minimum intrusion in the woodland. Parking areas are unobtrusive.

Meanwhile, construction is being speeded on a 35-store themed specialty shopping village to open next March. It will include The Apothecary, The Candy Factory, The Gourmet Pantry, The Pipe Dream, Toys Fantastique, 24-Carat Precious Adornments, Posh Pets, The Village Inn, Captain Jack's Oyster Bar, Sir Edward's (men's apparel) Miss Merrily's Madness (women's apparel) and Spirits Unlimited.

## NEW GOLF CLUBHOUSE ADDS RESORT FACILITIES AT LAKE BUENA VISTA

LAKE BUENA VISTA, FLA. - - - A new 3-level clubhouse, with pool and tennis courts, at the Lake Buena Vista golf course comprises an attractive and convenient new resort facility at the host community to Walt Disney World.

Adjoining the 18-hole Buena Vista course that has become highly popular with Vacation Kingdom guests, the clubhouse includes multiple facilities for dining, meetings and relaxation. A pro shop, locker rooms, large dining room, lounge and snack bar offer guests and club members a variety of vacation opportunities. Vista East and Vista West meeting rooms are suitable for small conventions.

A part of the overall community of Lake Buena Vista, the clubhouse and golf facilities are available both to Walt Disney World guests and the general public. Developed in a park-like atmosphere the city includes resort hotels, single-family vacation homes, and the new Treehouse Village. Lake Buena Vista also soon will include a new shopping center (to be open in March, 1975) of boutiques, restaurants and food and specialty stores.

Located just off Interstate 4 at State Road 535, Lake Buena Vista offers 1,600 rooms in four resort hotels, including TraveLodge, Royal Inn, Dutch Inn and Howard Johnson's.

Among other recent developments at Lake Buena Vista is the unique Treehouse Village where 24 homes are being built among stands of cypress, pine, oak and bay trees near the golf course. Each octagonal-shaped treehouse is constructed from a single concrete trunk with wooden beams to support the main living areas above. The treehouses are being marketed to corporations.

Another exciting construction project in this host community to Walt Disney World is to be a series of four separate residential developments being built by the Grant corporation, a subsidiary of Santa Anita Consolidated of California. This large project will include additional townhouses, condominium apartments, single-family homes for leisure time use, and an adult retirement community. The company also is building apartment residences for employees of tourist facilities in the area.

## MERCHANDISE DIVISION - WALT DISNEY WORLD

The Merchandise Division has the responsibility of providing our guests with an assortment and variety of goods and service that reflect quality, enhance our show and satisfy their needs and wants. There are some sixty-six unique and individual merchandise locations throughout the Theme Park, Hotels, Fort Wilderness, and Gulf Car Care Center. The Division is made up of the following major departments.

### MERCHANDISE ADMINISTRATION:

Responsible for budgets, record keeping, union contracts administration, mail order, security, and all other related administrative duties.

### RETAIL SALES MERCHANDISE/OPERATIONS:

Responsible for all sales and operating functions of Merchandise locations in Theme Park including AMI vending machine operations and lessee relations.

### HOTEL MERCHANDISE:

Responsible for all sales and operating functions including the buying of all merchandise for all hotel shops in addition to operating the Beauty, Barber, and Health Areas.

### TRAINING & DEVELOPMENT:

Responsible for all training and development of both salaried and hourly employees in the Merchandise Division, UNOCO, WDDC and Lake Buena Vista, including University programs and the Performance Review Program.

MERCHANDISE BUYING:

Responsible for buying of all merchandise carried in Theme Park shops and maintenance of appropriate inventory levels.

ART DESIGN & DISPLAY:

Responsible for all new product design of character type merchandise sold in the Theme Park and through the Walt Disney Distributing Company. It is also responsible for all new store designs of merchandise locations at WDW and UNOCO. The display function within this department has responsibility for the window displays on Main Street and the display of show cases within the shops throughout WDW and UNOCO. The Art Department also provides the art work for things such as menus, letterhead, some signing, and in-house publications.

MERCHANDISE DIVISION GUEST SERVICES

- A. GAF CAMERA CENTER (Service Center)
  - 1. Camera Rentals
    - a. From \$2 - \$5/day
  - 2. Free Minor Camera Repair
  - 3. Free Film loading/unloading
    - a. Have a dark room
  - 4. Of Course, Photographic Information
    - a. Help on settings, etc.
    - b. Complimentary GAF Guidebooks
  
- B. Crystal Shops (Main St. & Caribbean Plaza)
  - 1. Free Monogramming
  - 2. Capable of engraving everything from words to pictorial patterns
  
- c. Stroller/Wheelchair Shop
  - 1. Rent strollers for nominal charge of \$.75/day
  - 2. Rent wheelchairs for \$1.00/day
  
- D. Wonderland Of Wax
  - 1. At this shop you can have a candle monogrammed for wife's birthday
  
- E. Tobacconist
  - 1. Cigars, Cigarettes, Pipes and Tobacco from around the world
  
- F. Live Floral Services
  - 1. Retail Shops
    - a. Plaza Florist (Contemporary Resort)
    - B. Village Florist (Polynesian Village)
  - 2. Retail Services
    - a. F.T.D. & Telefloral
    - b. On-property delivery
  - 3. Interdivisional Services
    - a. Decorates hotel public areas; themed parties & banquets sold by marketing

G. Hotel Gift Lists

1. Flower, wine, candy, fruit

H. Barber/Beauty Shops

1. Complete Beauty and barber services. Haircuts start at \$2.50
2. Employee host/hostess barber shop at \$2.25

I. Olympiad Health Spa (Contemporary Resort)

1. Facility provides for exercise, sauna, whirlpool, and shower. Guests can take advantage of service for \$2.00/day. Employees for \$1.70/day.

J. Kingdom Jewels, Ltd. (Contemporary Resort)

1. Minor watch repair
2. Jewelry cleaning
3. Jewelry engraving, ie. charms, watch, etc. (\$.15/letter)

K. Golf Resort Pro Shop

1. Guest
  - a. Club Rental (Spaulding) - \$5.00/18 holes
  - b. Cart - \$5.00/person/18 holes
  - c. Greens Fee - \$10.00/18 holes
  - d. Shoes - \$1.50
  - e. Basket of balls - \$1.50
  - f. Lessons - \$8.00/30 min.
2. Employees
  - a. Greens fee w/cart - \$7.50/18 holes
  - b. Lessons - \$4.00/30 min.

L. Citrus Shipping

1. Will ship in Season (Nov. - May) to anywhere in country
2. Locations:
  - a. Market House (Main St.)
  - b. Ft. Wilderness
  - c. Gulf Car Care
  - d. Village Gifts (Polynesian)
  - e. Spirit World (Contemporary)



M. Tennis Pro Shop

1. You can rent racquet for \$1.00/hr.

N. Merchandise Mailing

1. In-store Mailing
  - a. Guest can purchase and mail out items in the merchandise locations throughout the property.
2. Mail Order Dept.
  - a. In MO-6 we handle mail order sales and guest complaints involving merchandise.

O. Gift Wrapping

1. Hallmark will gift wrap for \$.50/package

P. "Service" Merchandise

1. We offer everything from aspirin to diapers to shoes for the convenience of the guest.

REEDY CREEK UTILITY CO./ MAINTENANCE/  
ENGINEERING & CONSTRUCTION

AT

WALT DISNEY WORLD

DISNEYWAY II

PROGRAM GUIDE & OUTLINE

4/1/75

FACILITIES  
TED CROWELL, VICE PRESIDENT



FACILITIES CHARTER IS THE "SAFE & EFFICIENT OPERATION OF W.D.W."

FACILITIES RESPONSIBILITIES

1. PROVIDE INSTANT REPAIRS TO RIDES, ATTRACTIONS AND FACILITIES.
2. MAINTAIN A PREVENTIVE MAINTENANCE PROGRAM.
3. SCHEDULE, PERFORM OR SUPERVISE REHABS.
4. SUPPORT NEW CONSTRUCTION WITH SHOP ACTIVITIES WHEN REQUIRED.
5. ASSIST W.E.D. IN REDESIGN AND MODIFICATIONS OF RIDES AND ATTRACTIONS.
6. MAINTAIN ALL GROUNDS, FLOWER BEDS, TREES AND SHRUBBERY.
7. MAINTAIN THE TRANSPORTATION SYSTEM FOR W.D.W.
8. OPERATE, MAINTAIN, AND DISTRIBUTE UTILITIES TO W.D.W.

ENVIRONMENTAL PROTECTION  
FRED HARDEN, MANAGER



FROM THE INCEPTION OF WALT DISNEY WORLD, THE COMPANY HAS REMAINED COMMITTED TO DEMONSTRATING THAT PLANNED AND ORDERLY DEVELOPMENT OF A PROJECT LIKE THIS CAN BE ACHIEVED IN A MANNER WITH THE PRESERVATION OF THE NATURAL ENVIRONMENT.

THE RESPONSIBILITIES OF THE ENVIRONMENTAL PROTECTION GROUP ARE MANY AND VARYING. THE DEPARTMENT'S PROFESSIONAL STAFF PERFORMS SUCH DUTIES AS INTERPRETATION OF THE NATURAL ENVIRONMENT THROUGH INFRARED PHOTOGRAPHIC TECHNIQUES, ENVIRONMENTAL LAND USE PLANNING, AGRICULTURAL (CATTLE AND FORESTRY) PROGRAMS, PLANT AND ANIMAL INVENTORIES INCLUDING THE MANAGEMENT OF W.D.W.'S 7500 ACRE CONSERVATION AREA.



TOM JONES, DIRECTOR



THIS COMPANY IS A SUBSIDIARY OF WALT DISNEY PRODUCTIONS, CREATED TO OPERATE ALL ELEVEN UTILITY SYSTEMS IN WALT DISNEY WORLD. WITH 130 EMPLOYEES, THE COMPANY NOT ONLY MAINTAINS VITAL DAY TO DAY SERVICES, BUT ALSO HAS ITS OWN CAPABILITY TO DESIGN AND CONSTRUCT BY CONTRACT MAJOR SYSTEM EXPANSIONS. THE SYSTEMS ARE INNOVATIVE IN MANY INSTANCES, IN KEEPING WITH THE EPCOT PHILOSOPHY, AND ARE SUBJECT TO FREQUENT TECHNICAL AND PROFESSIONAL VISITORS FROM THROUGHOUT THE WORLD.

THE COMPANY OPERATES THREE MUNICIPAL SYSTEMS FOR THE REEDY CREEK IMPROVEMENT DISTRICT: SOLID WASTE, SEWER, AND SURFACE WATER CONTROL; AND OPERATES ONE FOR WALT DISNEY WORLD COMPANY: THE CABLE SYSTEM. THE COMPANY OWNS AND OPERATES SEVEN SYSTEMS OF ITS OWN: ELECTRIC POWER, WATER, NATURAL GAS, FUEL OIL, COMPRESSED AIR, HIGH TEMPERATURE HOT WATER, AND CHILLED WATER.

PAGE 2

UTILITY COMPANY

STARTING ON BARE CATTLE LAND AND SWAMP, THE COMPANY AND ITS PREDECESSOR INITIATED DRAINAGE IN 1967, SATELLITE WATER AND SEWER SERVICE IN 1969, ENERGY OPERATIONS IN MARCH OF 1971, AND FULL SERVICE TO WALT DISNEY WORLD PRIOR TO THE OCTOBER OPENING THAT SAME YEAR. EXPANSION, REFINEMENT, PLANNING FOR THE FUTURE, AND CONTINUED OPERATION HAVE BEEN THE WORD EVER SINCE.

THE THREE MAJOR UNITS OF THE UTILITY COMPANY ARE AS FOLLOWS:



ENERGY

EARL SHAW, MANAGER



THE UNIQUE CENTRAL ENERGY PLANT, WITH JET ENGINES AND ENERGY CONSERVING WASTE HEAT SYSTEMS, UNDER CONTROL OF PROFESSIONAL OPERATORS, SUPPLIES WALT DISNEY WORLD WITH ELECTRIC POWER, HEATING, AIR CONDITIONING COOLING, COMPRESSED AIR FOR AUDIO ANIMATRONICS, AND FUEL OIL FOR STEAMBOATS AND RAILROADS, IN ADDITION THE COMPANY DISTRIBUTES NATURAL GAS THROUGHOUT WALT DISNEY WORLD. COMPUTER CONTROL IS NECESSARY TO ASSIST IN THIS COMPLEX OPERATION, INCLUDING THE HIGH VOLTAGE POWER DISTRIBUTION SYSTEM, A VERY MODERN INTRICATE SYSTEM. THIS DEPARTMENT MAINTAINS ALL UTILITY COMPANY MECHANICAL FEATURES INCLUDING FOUR MAJOR PLANTS, MILES AND MILES OF DISTRIBUTION SYSTEMS, VALVES, AND RELATED GEAR. THE DEPARTMENT ALSO MAINTAINS THE WALT DISNEY WORLD CABLE NETWORK USED BY TELEPHONE, TELEVISION, AND INFORMATION SYSTEMS.



REEDY CREEK UTILITIES CO., INC.

ENGINEERING & CONSTRUCTION DEPARTMENT  
WILLARD SMITH, MANAGER



PROFESSIONAL ENGINEERS AND EXPERIENCED CONSTRUCTION ADMINISTRATORS PLAN FOR SYSTEM EXPANSION, DESIGN NEW UTILITY FACILITIES, AWARD AND SUPERVISE CONSTRUCTION CONTRACTS, AND INSPECT CONNECTIONS BEING MADE BY OTHERS.





WATER & WASTE  
JOHN MORAN, MANAGER



THIS DEPARTMENT PROVIDES WATER, SEWAGE, SOLID WASTE, AND SURFACE WATER CONTROL THROUGHOUT THE PROPERTY. FOUR SUB-SYSTEMS WITH TWELVE WELLS SUPPLY DRINKING WATER. THE WASTE WATER TREATMENT PLANT IS QUITE UNIQUE, DESIGNED TO HANDLE WIDELY FLUCTUATING LOADS BASED ON PARK ATTENDANCE. DISNEYLAND WAS USED AS A PROTOTYPE TO GUIDE THE DESIGNERS OF THIS PLANT, WHICH IS BEING EXPANDED. SOLID WASTE COLLECTION IS A MAJOR FUNCTION. THESE FACILITIES ARE BEING CONVERTED FROM INCINERATION TO A LARGE TRANSFER STATION. IN ADDITION, THIS DEPARTMENT HAS THE MEN AND EQUIPMENT OF THE DRAINAGE SECTION WHO NOT ONLY OPERATE THE WATER CONTROL SYSTEM, BUT ALSO DO HEAVY EARTHWORK AND UTILITY REPAIR.

## UTILITY SYSTEMS OF WALT DISNEY WORLD

Nine public service type utility systems service the complex facilities of the most visited attraction in the world.

Electric power is both purchased at 69KV and generated at 12KV. Two Orenda modified fighter engines are providing 10 MW of base power. Approximately three times that amount is purchased from the Florida Power Corporation and stepped down to 12KV by the Walt Disney subsidiary, the Reedy Creek Utility Company, in their own substation. The installed load is over 40 MW, the demand over 30 MW. Distribution is underground in duct banks, utilidor trays, and direct burial cables. Control is centralized to the dispatcher at the Central Energy Plant by an extensive computer operated control system, installed by Leeds and Northrop.

Waste heat from the jet engine - turbine units passes into hot water boilers producing 400° water at 500 psi. This high temperature water is circulated in closed loops to absorption chillers for air conditioning, to air handlers for space heating and reheat, and to heat exchangers for domestic hot water and steam generation. The longest loop is a six mile round trip. Boiler capacity is 80 million BTU/Hr on the jet engines and 180 MBTU/Hr with boiler overfire. Energy recovery with the waste heat system is 70% efficient.

Chilled water for air conditioning is generated in the Central Energy Plant and one satellite plant at the Contemporary Hotel. 8,000 tons/hour are produced by six absorption chillers using the high temperature hot water as an energy source. 11,000 tons/hour are generated by electrical centrifugal chillers for a total of 19,000 tons/hour installed, and 15,000 tons/hour maximum demand. The Central Energy Plant is perhaps the world's largest chiller plant. Distribution of chilled water is through buried Temptite mains or in mains overhead in the utilidors.

Compressed air for operating audio animatronic figures and for industrial purposes is produced at 125 psi at the Energy Plant by three Elliott compressors, one at 2,400 cfm., two at 2,100 cfm. Demand approximates 2,800 cfm.

Natural gas is delivered by the Florida Gas Company at two reducing and metering stations and distributed in buried steel and fiberglass mains. 80% is consumed in the jet engines, the remainder for commercial purposes. Five natural gas compressor stations provide fuel for boats and land transportation systems.

Fuel oil is required for the Central Energy Plant and for other Walt Disney World operations. The jet engines and the boilers are dual fired, either by natural gas or by number two diesel. One million gallons of oil storage is provided. An underground distribution system to the Central Energy Plant and to four dispensing points is in operation.

## Utility Systems of Walt Disney World (cont'd.)

Potable water is obtained from the Florida Aquifer by eleven wells, varying from 300 to 600 feet deep into the limestone strata underlying the property. Four wells are connected into the main system producing 15 mgd with a demand of 5 mgd. Although aeration for removal of sulfides is installed, it has not been used. Chlorination is the only treatment required. Two smaller satellite systems of three wells are now being interconnected with a demand of .7 mgd and a capacity of 3 mgd. Four other wells act as small independent systems totalling .3 mgd.

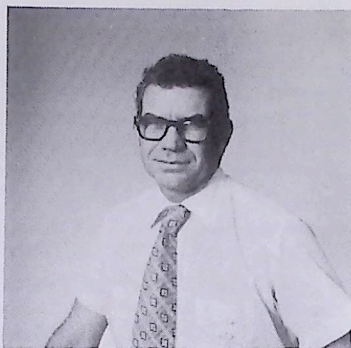
A central sewage plant of 3.3 mgd capacity is being expanded to 5 mgd. This is an activated sludge plant with aerobic sludge digestion. Effluent disposal is both through rapid sand polishing filters, and to a 150 acre tree farm for land spray and living filter extraction. Sludge disposal is by land spreading. With no topographic elevation differences between developments and the plant, the collection system utilizes seven major lift stations and several ejectors. The longest run is over seven miles. Peak hourly flow has approached a 5 mgd rate, highest daily flow at 3 mgd.

Solid waste is collected in Theme Park, the attraction center, by the AVAC vacuum system with fifteen collection points connected by 20 inch mains in Christmas tree pattern to a central compactor station. Automatic control is by tape program on a fifteen minute system cycle. Speeds approach 60 mph, with a 5/8 mile as the longest run. Several other compactors at central points are maintained. Collection is by roll-on truck, disposal by two 50 ton/day step grate kiln incinerators. Maximum demand has approached 65 tons/day, average is 35 tons/day. The entire solid waste disposal system is under study with consideration of material recovery, environmental compatibility, energy conservation, show case operation, and efficiency within the overall Central Florida waste program.

Not normally considered a utility, but operated within the Walt Disney World utility organization, is the water control system for the 28,000 acre project. This includes twelve miles at levees, forty-four miles of canals or canalized streams, sixteen self-operating Nyerpic control structures or gates, and seven other major structures, designed to handle a fifty year storm of 5 inches in one hour, 12 inches in two days, 17 inches in five days. The system has been tested in two 7 inch days to date. It not only protects against high rainfall but conserves runoff for dry periods.

Overall the systems require three energy items: electricity, natural gas and fuel oil; produce and distribute seven: electricity, high temperature hot water, chilled water, compressed air, fuel oil, natural gas, and drinking water; collect and dispose of two: sewage and solid waste; protect against and conserve natural runoff.

FACILITIES MAINTENANCE  
NEIL GALLAGHER, DIRECTOR

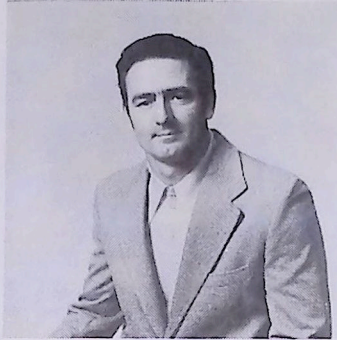


AS MAINTENANCE DIRECTOR, NEIL HAS TOTAL RESPONSIBILITIES  
FOR THE FOLLOWING DEPARTMENTS:

1. PLANNING
2. FACILITIES SHOPS
3. THEME PARK MAINTENANCE
4. TRANSPORTATION MAINTENANCE
5. AUDIO ANIMATION AND COMPUTERS
6. GROUNDS MAINTENANCE
7. RESORTS MAINTENANCE
8. DECORATING

ON THE FOLLOWING PAGES THERE IS A DETAIL EXPLANATION OF  
RESPONSIBILITIES FOR EACH DEPARTMENT.

AUDIO/ELECTRONICS, ANIMATION  
COMPUTER AND ARCADE  
HARRY MASON, MANAGER



FOUR (4) MAJOR DEPARTMENTS MAKE UP THE AUDIO/ELECTRONICS, ANIMATION, COMPUTER AND ARCADE GROUP. THREE (3) OF THE DEPARTMENTS WITH UNIQUE COORDINATION, BLENDING, AND MIXING FORM THE BACKBONE OF ALL THE ANIMATRONIC ATTRACTIONS IN THEME PARK. THE ARCADE PLAYS A BIG PART IN THE ROLE OF KEEPING OUR GUESTS RELAXED AND AMUSED IN THEME PARK, CAMPGROUNDS AND HOTEL AREAS.

DETAILED RESPONSIBILITIES OF THE FOUR (4) DEPARTMENTS ARE AS FOLLOWS:

1. THE AUDIO/ELECTRONICS DEPARTMENT IS RESPONSIBLE FOR MAINTAINING THE 290 PORTABLE 2-WAY RADIOS, 128 MOBILE RADIOS, AND 280

PAGERS ON 32 DIFFERENT FREQUENCIES. THIS DEPARTMENT ALSO MAINTAINS APPROXIMATELY 1800 TELEVISION SETS, ONE CLOSED CIRCUIT TELEVISION CHANNEL (CCTV CHANNEL 5) WHICH INCLUDES TWO MICROWAVE LINKS. THEY MAINTAIN THE HOTEL ROOM STATUS SYSTEMS, THE MESSAGE LIGHT SYSTEM IN THE HOTELS AS WELL AS ALL CENTRAL RESERVATIONS' EQUIPMENT.

A. LEAVING CENTRAL AUDIO ON 3600 PAIRS OF CABLE ARE 12500 AUDIO TRACKS WHICH FEED INTO AUDIO AMPLIFIERS IN 8 ELECTRONIC EQUIPMENT ROOMS LOCATED THROUGHOUT THE THEME PARK. THESE AUDIO AMPLIFIERS FEED 2600 SPEAKERS IN OUR ATTRACTIONS AND OUTSIDE AREAS FOR THEMED BACKGROUND MUSIC. THERE IS OVER 18 MILES OF AUDIO TAPES IN USE AT ALL TIMES IN AUDIO CENTRAL. THE AUDIO/ELECTRONICS DEPARTMENT ALSO HAS A RECORDING STUDIO IN WHICH WE RECORD TAPES THAT ARE USED ON THE NORTH/SOUTH ROAD RADIO STATION, CHANNEL 5 CCTV, RADIO COMMERCIALS THAT ARE USED ON STANDARD BROADCASTING RADIO STATIONS ALL OVER THE UNITED STATES. THEY ALSO RECORD RECORD ALBUMS OF GROUPS WHICH ARE IN THE THEME PARK, AS WELL AS ASSEMBLE SLIDE SHOWS FOR MANY DIVISIONS HERE AT WALT DISNEY WORLD. STUDIO "D" IS EQUIPPED WITH A MIXING CONSOLE WHICH HAS 24 INPUT CHANNELS AND 16 OUTPUT CHANNELS. THEY REPRODUCE ALL 1/4 INCH AUDIO TAPES USED IN OUR ATTRACTIONS FROM MASTER TAPES WHICH COME FROM W.E.D. THEY HAVE A COLOR TV CAMERA AND CASSETTE RECORDING EQUIPMENT WHICH IS USED TO VIDEO TAPE SPECIAL EVENTS AND MAKE TRAINING TAPES WHICH CAN BE USED BY ALL DIVISIONS.

2. THE ANIMATION DEPARTMENT HAS THE RESPONSIBILITY FOR THE MAINTENANCE OF ALL ANIMATED FIGURES, PROPS, AND SHOW LIGHTING CONTROL SYSTEMS.

THERE ARE APPROXIMATELY 2,700 ANIMATED FIGURES AND PROPS WHICH ARE CONTROLLED BY ELECTRIC MOTORS, HYDRAULICS, OR AIR ACTUATORS. THEY DO FIBERGLASS REPAIR AS WELL AS PAINTING ON THE FIGURES. THEY ALSO DO THE REPAIR ON THE "CHARACTER HEADS" USED IN THE PARK, THE OVERHAULING OF 102 MOTION PICTURE PROJECTORS USED IN THE ATTRACTIONS, ALL GUNS USED IN JUNGLE RIVER AND THE SHOOTING GALLERIES, AND THE REPAIR OF CUSTODIAL EQUIPMENT.

3. THE ARCADE DEPARTMENT HAS THE RESPONSIBILITY OF MAINTAINING 205 TURNSTILES, 10 COIN COUNTERS, 56 TIME STAMPS, 20 TIME CLOCKS, 55 AUTOMATIC TICKET DISPENSERS, 9 POPCORN WAGONS, 91 CHANGE DISPENSERS, 203 SANITARY NAPKIN MACHINES, 15 SOAP VENDING MACHINES, 17 ICE VENDING MACHINES, 4 PLAYER PIANOS AND 225 ARCADE MACHINES. THIS VARIOUS EQUIPMENT IS LOCATED THROUGHOUT THEME PARK, THE SERVICE AREAS, ALL HOTELS AND FORT WILDERNESS.

4. THE COMPUTER DEPARTMENT IS RESPONSIBLE FOR THE MAINTENANCE AND OPERATION OF ALL COMPUTERS AT WALT DISNEY WORLD WITH THE EXCEPTION OF THE EQUIPMENT UTILIZED IN THE MANAGEMENT INFORMATION SYSTEM (MIS). THE COMPUTERS FORM FOUR MAJOR SYSTEMS.

A. THE FIRST SYSTEM IS DACS (DIGITAL ANIMATION CONTROL SYSTEM). THIS GROUP OF COMPUTERS GENERATES THE FIGURE MOVEMENTS FOR THE TEN (10) ANIMATED ATTRACTIONS IN THE THEME PARK. ALL CRITICAL FUNCTIONS OF ANIMATION ARE MONITORED AND IF CERTAIN MALFUNCTIONS OCCUR AN ALARM IS GIVEN. THE TEN (10) DACS SHOWS ARE: HAUNTED MANSION, TROPICAL SERANADE, JUNGLE CRUISE, BEAR BAND, PIRATES

OF THE CARIBBEAN, GENERAL ELECTRIC, SPACE MOUNTAIN, MOON RIDE, MICKEY MOUSE REVUE AND HALL OF PRESIDENTS.

B. THE SECOND SYSTEM IS THE AM&CS (AUTOMATIC MONITORING AND CONTROL SYSTEMS). THIS SYSTEM INCORPORATES 1700 MONITORING POINTS THROUGHOUT THE THEME PARK WHICH RELATES TO THE SAFETY OF THE GUESTS, BUILDINGS AND ATTRACTIONS. THESE POINTS CAN DETECT SUCH THINGS AS FIRE, SMOKE, SECURITY, WATER PUMPING SYSTEMS AND GASES. THIS DETECTION SYSTEM UTILIZES EIGHT (8) INDIVIDUAL COMPUTERS.

C. THE THIRD SYSTEM IS THE SCADA (SUPERVISORY CONTROL AND DATA ACQUISITION) POWER CONTROL SYSTEM. THIS SYSTEM MONITORS AND CONTROLS THE FLOW OF ELECTRICITY THROUGHOUT WALT DISNEY WORLD. THE CENTRAL ENERGY PLANT IS THE LOCATION OF THIS SYSTEM IN THE NORTH SERVICE AREA. SCADA HELPS US DETERMINE OUR POWER REQUIREMENTS AND INDICATES OUR POWER OUTPUT. IT ALSO MEASURES OUR HEAT EXHAUST FOR HEATING WATER FOR OUR HEAT ABSORPTION CHILLERS. THIS SYSTEM ALSO INDICATES THE ELECTRICAL POWER RECEIVED FROM THE FLORIDA POWER COMPANY. THE VITAL FUNCTIONS OF OUR TWO (2) JET ENGINE DRIVEN GENERATORS AREA ALSO MONITORED.

D. THE FORTH SYSTEM IS SPACE MOUNTAIN RIDE CONTROL SYSTEM. A MINICOMPUTER IS INTERFACED WITH SENSORS LOCATED ON THE ALPHA AND OMEGA TRACK SYSTEM TO MONITOR ROCKET LOCATION AND TO CONTROL SAFETY BRAKES. IN THE EVENT OF AN ABNORMAL CONDITION THE COMPUTER WILL APPLY THE SAFETY BRAKES TO STOP THE ROCKETS INDIVIDUALLY TO PREVENT COLLISIONS. ALSO, UNDER THE JURISDICTION OF THE COMPUTER DEPARTMENT AREA IS ALL BOAT FIRE PROTECTION AND THE DELTA 2,000 AIR CONDITIONING CONTROL SYSTEM AT THE CONTEMPORARY RESORT HOTEL.



DECORATING  
HANK DAINS, MANAGER



THE DECORATING FUNCTION IS PROVIDED BY TWO SHOPS:

1. THE DRAPERY SHOP IS RESPONSIBLE FOR THE FABRICATION OF ALL DRAPES, CURTAINS, AWNING, UMBRELLA COVERS, AND OUTSIDE SHADE CONTROL COVERS IN WALT DISNEY WORLD. THEY ARE RESPONSIBLE FOR THE FABRICATION AND UPHOLSTERY OF FURNITURE FOR THE HOTELS, LAKE BUENA VISTA COMMUNITY, TOWNHOUSES, AND RELATED AREAS, AS WELL AS, BACKSTAGE FURNITURE AND RELATED ITEMS.
2. THE DECORATING SHOP IS RESPONSIBLE FOR THE INSTALLATION OF ALL THE DRAPES, AWNINGS, VALENCES, PICTURES, PAINTINGS, CARPETING, AND UMBRELLA COVERS IN WALT DISNEY WORLD. THEY ARE ALSO RESPONSIBLE FOR MAINTAINING ALL TABLES AND CHAIRS USED IN THE THEME PARK, AS WELL AS, ALL FURNITURE IN THE HOTELS.

FACILITIES SHOPS  
ARNOLD LINDBERG, MANAGER



FACILITIES SHOPS IS COMPOSED OF SEVERAL DEPARTMENTS WHICH UTILIZES MANY SKILLS. THE SHOPS ARE, MACHINE SHOP, METAL SHOP, MAINTENANCE SERVICES, ELECTRICAL AND PLUMBING/AIR CONDITIONING, STAFF SHOP, MILL SHOP AND PAINT AND SIGN SHOP.

1. THE MACHINE SHOP SUPPORTS ALL OF WALT DISNEY WORLD BY FABRICATING AND/OR REPAIRING ANY MACHINED COMPONENTS. THE VARIETY OF PARTS TURNED ON OUR MACHINES ARE MANY AND THEY MAY BE AS LARGE AS 24 INCHES IN DIAMETER.
2. THE METAL SHOP IS RESPONSIBLE FOR THE MAINTENANCE AND MODIFICATION OF ALL STRUCTURAL STEEL, ORNAMENTAL IRONWORK AND SHEET METAL ITEMS ON WALT DISNEY WORLD PROPERTIES.

THIS SHOP HAS THE EQUIPMENT AND CRAFTSMEN TO HANDLE ANY JOB PERTAINING TO METAL WORK WITHOUT REQUIRING SUPPORT FROM AN OUTSIDE CONTRACTOR. THIS PROVIDES WALT DISNEY WORLD WITH AN OUTSTANDING ABILITY TO PERFORM THE MAINTENANCE WORK NECESSARY.

3. MAINTENANCE SERVICES - THIS DEPARTMENT PROVIDES MANPOWER TO MOVE TRAILERS, FURNITURE, AND OTHER MATERIALS. THEY ARE RESPONSIBLE FOR MAINTENANCE OF ROADWAYS, FENCES, INSTALLATION OF ROAD SIGNS, CLEANING WATERWAYS, AND NUMEROUS OTHER JOBS.

4. THE ELECTRICAL DEPARTMENT IS RESPONSIBLE FOR MAINTAINING THE NORTH SERVICE AREA AND SUPPORT FOR ALL OTHER AREAS ON AN EMERGENCY BASIS. THIS DEPARTMENT IS ALSO RESPONSIBLE FOR THE MAINTENANCE OF STREET AND PARKING LOT LIGHTING. THEY MAINTAIN A PREVENTATIVE MAINTENANCE ON ALL ELECTRICAL EQUIPMENT IN THE NORTH SERVICE EXCLUDING THE C.E.P. THIS DEPARTMENT OPERATES AN ELECTRIC MOTOR REPAIR SHOP WHICH SUPPORTS ALL AREAS.

ONE OF THE MAJOR TASK THIS DEPARTMENT HAS IS PROVIDING AND MAINTAINING ADEQUATE LIGHTNING PROTECTION SYSTEMS THROUGHOUT WALT DISNEY WORLD. BASED UPON THE SIZE OF W.D.W. AND ACCORDING TO PAST STATISTICS WE CAN EXPECT 1600 LIGHTNING STRIKES ON OUR PROPERTY PER YEAR. THIS DEPARTMENT IS LICENSED AND RESPONSIBLE FOR ALL ELECTRICAL WORK RELATED TO THE EXPANSION AND RENOVATION OF EXISTING FACILITIES IN WALT DISNEY WORLD.

5. THE PLUMBING AND AIR CONDITIONING SHOPS PROVIDE MAINTENANCE AND REPAIR SERVICES TO THE NORTH SERVICE AREA AND SUPPORT FOR ALL OTHER AREAS ON AN EMERGENCY BASIS. THE PLUMBING SHOP PROVIDES A PREVENTATIVE MAINTENANCE HIGH PRESSURE CLEANING OF ALL SANITARY SEWER LINES AT WALT DISNEY WORLD. THE AIR CONDITIONING SHOP IS RESPONSIBLE FOR REPAIR AND MAINTENANCE OF ALL AIR CONDITIONING EQUIPMENT IN THE NORTH SERVICE AREA. THEY MAINTAIN ALL EXTENSIVE PREVENTATIVE MAINTENANCE PROGRAMS ON ALL OF THE AIR CONDITIONING EQUIPMENT IN THE NORTH SERVICE AREA. THEY PERFORM ALL REHABS, MODIFICATIONS AND REPLACEMENTS OF AIR CONDITIONING EQUIPMENT THROUGH OUT WALT DISNEY WORLD. IN CASE OF EMERGENCY THEY PROVIDE SUPPORT TO ALL AREA.

6. THE STAFF SHOP IS RESPONSIBLE FOR ALL CONCRETE, PLASTER, FIBERGLASS, BRICK, AND CONCRETE BLOCK WORK IN THE NORTH SERVICE AREA ON A ROUTINE BASIS. THEY ARE ALSO RESPONSIBLE FOR THE SAME WORK IN THE THEME PARK AND HOTELS ON A WORK ORDER AND REHAB BASIS. IN THE PERFORMANCE OF THEIR MANY TASKS THE FOLLOWING TYPES OF MATERIALS ARE UTILIZED: PORTLAND CEMENT, PLASTER, FIBERGLASS, VINYL, EPOXY RESIN, POLYESTER RESIN, LATEX, FLEXIBLE URETHANE AND URETHANE FOAMS. SOME OF THE STAFF SHOP RESULTS ARE CONCRETE SIDEWALKS, TILE WALKS AND TILE WALLS, FACADES, MONORAIL BEAMS, AND PYLONS, FIBERGLASS BOATS, BRICK AND CONCRETE BLOCK WORK, AS WELL AS, PLASTERING.

7. THE MILL SHOP IS OUR ONE-OF-A-KIND SHOP. IF IT CAN BE FABRICATED FROM WOOD THE MILL SHOP CAN DO IT.

THEY HAVE CRAFTSMEN CAPABLE OF PERFORMING WOOD CARVING, WOOD TRIMMING, CABINET FABRICATION, WOOD STRUCTURAL CONSTRUCTION, FORMICA WORK AND MANY OTHER RELATED TASKS. THIS SHOP REPAIRS WATERCRAFT, ROOFS, GLASS REPLACEMENTS, DOORS, WINDOWS, TRAILERS, FURNITURE AND OUTDOOR ARTICLES SUCH AS FOOT BRIDGES, HAND RAILS AND TEMPORARY SCREENS THAT ARE UTILIZED TO SHIELD REHAB ACTIVITIES FROM THE GUESTS.

8. THE PAINT SHOP AREA IS RESPONSIBLE FOR ALL REHAB AND WORK ORDER JOBS AND ACTS AS A BACK-UP FOR ROUTINE MAINTENANCE IN THE HOTELS, CAMPGROUNDS, AND THEME PARK THROUGH THE USE OF THE PARK DEFECTS SHEET. THE PAINT SHOP HAS MANY FUNCTIONS WHICH INCLUDES THE FOLLOWING: THE STRIPING OF ALL WALT DISNEY WORLD ROADWAYS AND PARKING LOT, CONVENTIONAL BRUSH AND ROLLER PAINTING, SANDBLASTING, SPRAY PAINTING, THE APPLICATION OF WALLPAPER AND WALL COVERING AND THE AGING AND GRAINING OF TRASH CANS. THE THEME PARK IS MAINTAINED BY USING APPROXIMATELY 6,000 INDIVIDUAL COLORS WHICH ARE MIXED INTO THE MANY SHADES AND HUES THAT ARE NEEDED TO MAINTAIN A NEW AND FRESH LOOK THROUGHOUT WALT DISNEY WORLD. A COMPLETE COLOR CODING SYSTEM AND COLOR COORDINATION WITH WED MAINTAINS THE COLOR SCHEME THROUGHOUT WALT DISNEY WORLD.

9. THE SIGN SHOP IS RESPONSIBLE FOR THE MAINTENANCE OF ALL SIGNS UTILIZED IN WALT DISNEY WORLD, AND THEY SUPPORT THE ENTERTAINMENT AND THE MERCHANDISE DIVISIONS IN THEIR PRICE CHANGES. THIS SHOP HAS THE CAPABILITIES OF REPRODUCING REFLECTIVE ROADWAY SIGNS AND THEY FABRICATE ALL SIGNS MADE OF PLEXIGLASS. THEY ARE ALSO RESPONSIBLE FOR THE FOLLOWING: MAINTENANCE OF BLACK LIGHT RIDES

WITH FLUORESCENT MATERIALS, ALL WORK ORDER AND NEW CONSTRUCTION SIGNING NOT DONE BY CALIFORNIA, GLASS WINDOW SIGNING, GOLF LEAF SIGNS, AND THEY SUPPORT ANIMATION IN PAINTING OF FISH FOR THE 20,000 LEAGUE RIDE. THE HIGHLY DECORATE WORK, SUCH AS, PIN STRIPING ON CASE WORK IN MERCHANDISE LOCATIONS, ALL STENCIL PATTERNS, ALL VEHICLE SIGNING, AND SCENIC WORK FOR THE DIAMOND HORSESHOE STAGE DROPS IS ALSO ACCOMPLISHED BY THIS DEPARTMENT.

GROUNDS MAINTENANCE  
TONY VIRGINIA, MANAGER



GROUNDS MAINTENANCE RESPONSIBILITIES ARE ASSIGNED TO THE FOLLOWING DEPARTMENTS:

1. LANDSCAPE DEPARTMENT/MAINTENANCE IS RESPONSIBLE FOR MAINTAINING OF ALL OUR GROUNDS SO THAT THEY ARE ALWAYS ATTRACTIVE FOR THE GUESTS. THIS INCLUDES CARE OF FLOWERS, SHRUBS, TREES AND GRASS THROUGH OUT THE THEME PARK, HOTELS, AND ALL OTHER AREAS WITH THE EXCEPTION OF BUENA VISTA LAND COMPANY AND THE GOLF COURSES. MANY TYPES OF EQUIPMENT ARE USED; RANGING FROM TRACTOR DRAWN MOWERS TO LIGHT WEIGHT FLY MOWERS. APPROXIMATELY A HALF MILLION ANNUALS (SMALL FLOWERING PLANTS) ARE PLANTED YEARLY. DISNEYLAND HAS APPROXIMATELY TWO ACRES OF GRASS TO MOW AND MAINTAIN WHILE W.D.W. HAS APPROXIMATELY 1,650 ACRES TO MOW AND MAINTAIN.

IN ADDITION, LANDSCAPE MAINTENANCE MAINTAINS TWO MILES OF WHITE BEACHES AROUND THE LAKES WHICH REQUIRES REPLENISHMENT OF SAND FREQUENTLY TO MAINTAIN A BEAUTIFUL APPEARANCE.

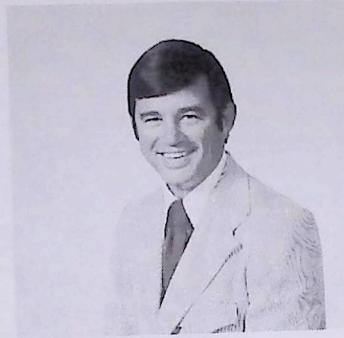
2. LANDSCAPE/CONSTRUCTION IS RESPONSIBLE FOR ALL NEW LANDSCAPE PROJECTS. THIS DEPARTMENT IS ALSO RESPONSIBLE FOR PROCUREMENT OF ALL PLANT MATERIALS AND INSTALLATION IN ACCORDANCE WITH DRAWINGS BY WED.

3. PEST CONTROL DEPARTMENT IS RESPONSIBLE FOR ALL HORTICULTURAL AND STRUCTURAL PEST CONTROLS. THEY PROVIDE SERVICES TO CONTROL ALL FLYING INSECTS SUCH AS MOSQUITOS, FLIES AND OTHER OBJECTIONALBE INSECTS TO ENSURE A PLEASANT VISIT TO OUR GUESTS. AQUATIC WEED CONTROL OF 46 MILES OF REEDY CREEK CANALS, BAY LAKE AND SEVEN SEAS LAGOON (APPROXIMATELY 700 ACRES TOTAL), ALSO FALL UNDER THEIR RESPONSIBILITY.

4. GOLF COURSE MAINTENANCE - THE PALM AND MAGNOLIA COURSES VIRTUALLY SPEAK FOR THEMSELVES. THEY ARE BOTH CHAMPIONSHIP COURSES AND THE CONDITION OF BOTH HAVE RECEIVED MANY COMPLIMENTS FROM OUR GUESTS.



WALT DISNEY WORLD PLANNING  
MICHAEL RATCLIFF, MANAGER



THE PLANNING FUNCTION PROVIDES TO THE MAINTENANCE AND CONSTRUCTION DEPARTMENTS THE DETAIL PLANNING, SCHEDULING ON ALL ACTIVITIES RELATED TO PLANNED MAINTENANCE WORK AND ALL PROJECTS AT WALT DISNEY WORLD.

THE PLANNING FUNCTION ALSO PROVIDES AN INTERFACE BETWEEN FACILITIES DIVISION AND OTHER FUNCTIONS AT WALT DISNEY WORLD RELATED TO MAINTENANCE AND CONSTRUCTION ACTIVITIES.

RESORTS  
CHUCK McDADE MANAGER



THE RESORT MAINTENANCE DEPARTMENT IS RESPONSIBLE FOR MAINTAINING THE THREE (3) HOTELS: CONTEMPORARY, POLYNESIAN, AND GOLF RESORT. THEY ARE ALSO RESPONSIBLE FOR FORT WILDERNESS AND TRI-CIRCLE D RANCH MAINTENANCE. BECAUSE OF THE GEORGRAPHIC LOCATION OF THE HOTELS, EACH IS MAINTAINED BY A CREW CAPABLE OF PERFORMING THE PLUMBING, AIR CONDITIONING, ELECTRICAL, CARPENTRY, STAFF WORK, AND PAINTING REQUIRED TO KEEP THE PREMISES IN A LIKE NEW CONDITION. IF MAJOR REPAIRS OR REHABS BECOME NECESSARY THE MAINTENANCE SHOPS WILL BE UTILIZED TO ACCOMPLISH THIS TASK. OTHER RESPONSIBILITIES OF THIS DEPARTMENT ARE TO MAINTAIN TREASURE ISLAND, WAVE MACHINE ISLAND, LAGOON UNDERPASS, BRONSON HOUSE, GROUNDS MAINTENANCE OFFICE, AND TREE FARM. THIS SERVICE IS PROVIDED ON A 24 HOUR-A-DAY BASIS AND FOR 365 DAYS A YEAR.

THEME PARK MAINTENANCE  
MANAGER  
BUD WASHO



THE THEME PARK MAINTENANCE FUNCTION OPERATES IN A MANNER SIMILAR TO THE AREA CONCEPT. WALT DISNEY WORLD THEME PARK HAS BEEN DIVIDED INTO SIX MAJOR AREAS; ONE FOR EACH OF THE FOUR LANDS, MAIN STREET AND THE TUNNEL/BASEMENT AREA.

A TEAM OF HIGHLY SKILLED CRAFTSMEN HAVE BEEN ASSIGNED TO EACH OF THE AREAS. THEY HAVE THE RESPONSIBILITY TO MAINTAIN THE RIDES, SHOWS, AND ATTRACTIONS IN A READY AND SAFE STATE OF CONDITION AT ALL TIMES. IN THE EVENT A BREAK DOWN OCCURS, A NOTIFICATION IS SENT FROM THE RIDE, ATTRACTION OR SHOW TO DACS CENTRAL. UPON RECEIPT OF THIS NOTIFICATION AT DACS CENTRAL A RADIO DISPATCHED MESSAGE IS SENT TO THE RESPONSIBLE MAINTENANCE TEAM.

IT IS THROUGH USE OF THIS METHOD THAT WE ARE ABLE TO BE ON THE SPOT WITHIN MINUTES AFTER THE BREAKDOWN OCCURS. DACS CENTRAL IS ON DUTY 24 HOURS/DAY TO SUPPORT THIS EFFORT. THE MAINTENANCE TEAMS ARE ON DUTY 7 DAYS PER WEEK AND PROVIDE AROUND THE CLOCK SUPPORT TO KEEP OUR BEAUTIFUL PARK READY TO OPERATE IN AN ATTRACTIVE, SAFE MANNER.

PARADE MAINTENANCE DEPARTMENT HAS THE RESPONSIBILITIES TO PROVIDE THE MAINTENANCE AND REPAIR ON THE PARADE FLOATS. THIS DEPARTMENT IS COMPOSED OF MANY SKILLED CRAFTSMEN, NAMELY; CARPENTERS, MECHANICS, ELECTRICIANS, PAINTERS, AND DECORATORS. THEY HAVE THE TOTAL MAINTENANCE RESPONSIBILITY FOR APPROXIMATELY 56 FLOATS, THIS COUNT INCLUDES THE BICENTENNIAL FLOATS.

THESE PEOPLE ARE RESPONSIBLE FOR INSURING THAT ALL RUNNING AND CORRECTIVE MAINTENANCE IS PERFORMED IN CONJUNCTION WITH ALL APPLICABLE LOCAL, STATE, AND FEDERAL LAWS.

TRANSPORTATION MAINTENANCE GROUP  
GENE CARR, MANAGER



THIS GROUP HAS FOUR MAJOR SHOPS THAT MAINTAINS AND SERVICES A VARIETY OF VEHICLES.

1. THE MONORAIL SHOP HAS A TOTAL OF TEN (10) TRAINS TO MAINTAIN AND KEEP IN GOOD RUNNING CONDITION. IN ADDITION TO MAINTAINING THE ELECTRIC MOTORS, COMPRESSORS, AIR-CONDITIONERS, ELECTRICAL SYSTEMS, TIRES, ETC., THEY ARE ALSO RESPONSIBLE FOR MAINTAINING 6 3/4 MILES OF MONORAIL BEAMS, 20 RECTIFIERS, 7 BEAM SWITCHES, AND THE COLLISION AVOIDANCE SYSTEMS.

2. THE STEAMTRAIN SHOP HAS FOUR (4) STEAM LOCOMOTIVES AND TWENTY (20) CARS TO MAINTAIN. THEY ARE ALSO RESPONSIBLE FOR THE MAINTENANCE OF 1 1/4 MILES OF RAILROAD TRACKS AND ALL ADJACENT GROUNDS, SIGNAL SYSTEMS, GRADE CROSSINGS AND WATER TOWER, SWITCHES

AND SWING BRIDGE, TO PERMIT THE LARGER BOATS IN AND OUT OF THE RIVERS OF AMERICA.

3. THE BOAT DEPARTMENT IS RESPONSIBLE FOR MAINTAINING ALL BOATS ON THE LAKES. THESE INCLUDE THE TWO OSCEOLAS, TWO FERRY BOATS, SIX LAUNCHES, TWO 66' ALUMINIUM LAUNCHES, ALL RECREATION BOATS INCLUDING THE FRIENDSHIP "I" AND THE DRY DOCK FACILITIES. THERE ARE APPROXIMATELY 200 AQUA LARKS, 225 - 7 1/2 HP MOTOR, PLUS THE SAILBOATS, BOB AROUNDS, PEDAL BOATS, ALL THE NAVIGATIONAL LIGHTS ON THE ISLANDS, ALL THE FLOATING DOCKS, AND BUMPERS ON ALL DOCKS. THE BOATS AT BAY HILL & LITTLE LAKE BRYAN AND BVLC ARE MAINTAINED BY THIS GROUP.

4. THE SERVICE GARAGE IS CONCERNED WITH SERVICING AND REPAIRING ALL WALT DISNEY WORLD VEHICLES. THESE VEHICLES TOTAL APPROXIMATELY 450 UNITS. ALSO SERVICED ARE ALL PARGO CARTS (100), TRAM TRACTORS (20) AND 100 TRAM CARS, & 22 BUSES, PLUS CONSTRUCTION BUSES. THE ENGINE SHOP OVERHAULS ALL ENGINES AT W.D.W. ALL THE CONSTRUCTION HEAVY EQUIPMENT EMERGENCY PUMPS, GENERATORS, WELDERS, AIR COMPRESSORS, ETC. ARE MAINTAINED BY THE SERVICE GARAGE. WE ARE ALSO DOING PAINT AND BODY WORK FOR THE BACK STAGE VEHICLES & PARGOS. MAINTAINS AND OPERATES THE NATURAL GAS STATIONS AT T.T.C. AND THE FUELING OF ALL TRAMS & BOATS.

ENGINEERING/CONSTRUCTION  
BILL MOSS, MANAGER



AS MANAGER OF ENGINEERING AND CONSTRUCTION, BILL  
HAS TOTAL RESPONSIBILITY FOR:

1. DESIGN AND MODIFICATION ENGINEERING, CONSTRUCTION  
AND INSPECTION OF NEW PROJECTS AT WALT DISNEY  
WORLD
2. INDUSTRIAL ENGINEERING
3. TRAINING AND DEVELOPMENT

ENGINEERING  
BILL MACK, MANAGER



FACILITIES ENGINEERING CONSISTS OF THE FOLLOWING  
SECTIONS:

- A. MECHANICAL
- B. ARCHITECTURAL
- C. ELECTRICAL
- D. STRUCTURAL
- E. CIVIL
- F. SURVEY

THIS DEPARTMENT ALSO INCLUDES RESPONSIBILITIES FOR  
UPDATING DRAWINGS THROUGH THE AS-BUILT DEPARTMENT. IN  
SUMMARY ALL ENGINEERING IN SUB DISTRICT I WITH EXCEPTION  
OF MAJOR CAPITAL ATTRACTIONS AND UTILITIES/MAINS IS  
ACCOMPLISHED AT WALT DISNEY WORLD IN THE FACILITIES  
ENGINEERING DEPARTMENT.



INDUSTRIAL ENGINEERING DEPARTMENT  
BRUCE LAVAL, SENIOR I.E.



THE INDUSTRIAL ENGINEERING DEPARTMENT PROVIDES TECHNICAL SUPPORT TO ALL PHASES OF DISNEY OPERATIONS IN THE FORM OF STUDIES, PROPOSALS, SYSTEM ANALYSIS, AND SPECIAL PROJECTS.

THERE ARE THREE MAJOR FUNCTIONAL AREAS WHICH THE INDUSTRIAL ENGINEERING DEPARTMENT SUPPORTS:

1) STAFF SUPPORT TO FACILITIES DIVISION:

FACILITY PLANNING AND ANALYSIS  
SPACE UTILIZATION STUDIES  
SPACE ALLOCATIONS & OFFICE LAYOUTS  
ENERGY CONSERVATION & COST REDUCTION  
ATTRACTION DOWNTIME ANALYSIS

2) INDUSTRIAL ENGINEERING SUPPORT TO OTHER OPERATING DIVISION OF WDW ON A REQUESTED BASIS:

SPACE ALLOCATIONS & OFFICE LAYOUTS  
TIME STUDIES  
SYSTEM ANALYSIS

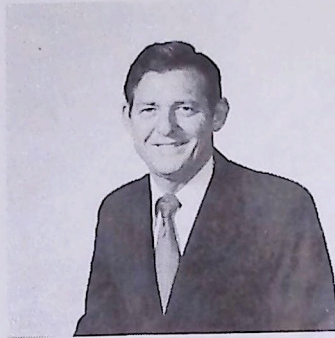
PAGE 2

INDUSTRIAL ENGINEERING

- 3) SPECIAL COMPANY PROJECTS, PROPOSALS, OR STUDIES  
REQUIRING TECHNICAL SUPPORT:

SUMMER (PARK) UTILIZATION STUDIES  
TRANSPORTATION STUDIES & ANALYSIS  
OPERATIONS RESEARCH STUDIES  
NEW PROJECT PLANNING & FEASIBILITY

TRAINING AND DEVELOPMENT  
JOHN RIELS, MANAGER



THE TRAINING & DEVELOPMENT DEPARTMENT IS RESPONSIBLE TO DEVELOP, IMPLEMENT AND MONITOR THE ACTIVITIES RELATED TO ON-THE-JOB TRAINING AND CLASSROOM INSTRUCTION OF CRAFT TRAINEES. ADDITIONAL RESPONSIBILITIES ARE TO DETERMINE AND DEVELOP COURSES AND/OR PROGRAMS THAT CAN BE EFFECTIVELY UTILIZED IN THE TRAINING AND DEVELOPMENT OF FACILITIES SUPERVISION AND MANAGEMENT.

THIS DEPARTMENT ALSO SUPPORTS AND ASSISTS THE UNIVERSITY OF WALT DISNEY WORLD IN DEVELOPMENT AND IMPLEMENTATION OF ITS MANY EDUCATIONAL AND TRAINING PROGRAMS FOR ALL ELEMENTS OF WALT DISNEY WORLD PERSONNEL.

AN INTRODUCTION  
TO THE  
RESORT DIVISION  
OF  
WALT DISNEY WORLD

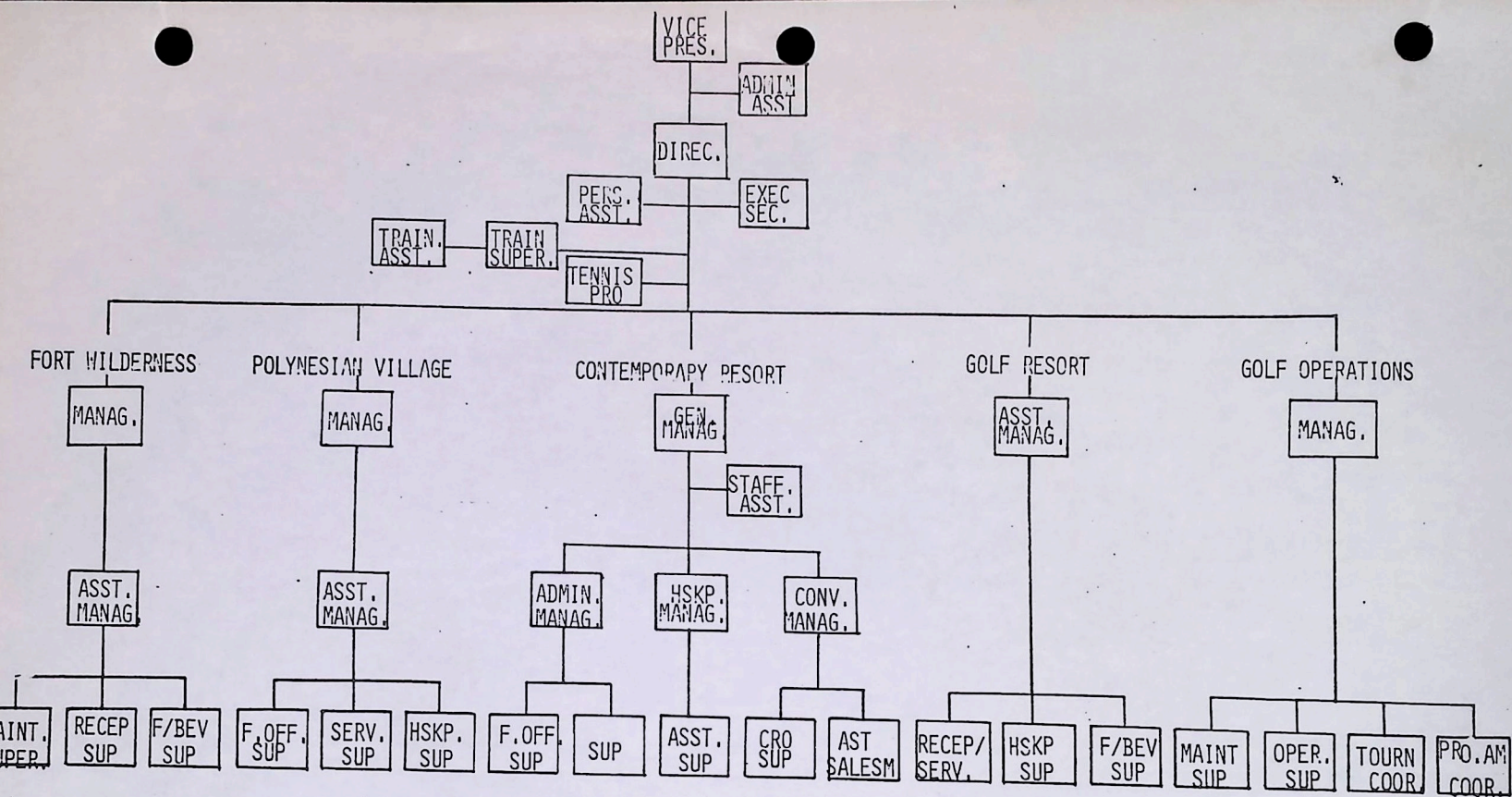
## RESORT DIVISION

### BACKGROUND and FUNCTION

In the planning stages of the Florida Project which presented it's realization in today's Walt Disney World, Walt Disney knew that he would need hotel facilities. He desired to create the total effect that the Disney Organization currently wants to project - a total vacation destination resort where our guests can stay as well as play. It was realized in these preliminary stages that the majority of our guests would be traveling considerable distances to experience our destination resort and would, therefore, require lodging facilities in an area principally devoid of such existing hospitality establishments. Considering additionally, our control of the quality and show aspect of these proposed lodging establishments, Walt Disney desired to include two hotels and a camping facility at the time of opening. Today, the Resort Division is comprised of the Contemporary Resort, Polynesian Village and Golf Resort Hotels providing nearly 1,700 comfortable rooms and the Fort Wilderness Campground which occupies 600 acres of land with over 700 sites.

The Disney Organization has one product - wholesome family entertainment. We are in the people business. Walt Disney planned to build hotels so he could run them as hotels should be run incorporating the Disney philosophy into the operation.

Our philosophy of friendliness, courtesy, guest service, positive and helpful attitude, and of course, a smile. These are the basics of our successful operation. We are responsible for our overnight guests' well being and needs and, therefore the Resort Role is a 24 hour operation. Resort Division employees see that our guests are lodged quickly and efficiently, provided with information on all activities, enjoy clean and orderly sleeping accommodations, experience inviting recreational activities, and at the completion of their visit, a prompt check out. We, of the Resort Division, are an integral part of the total show of Walt Disney World - an extension of the Theme Park Stage.



CENTRAL RESERVATIONS OFFICE

The Central Reservations Office, C.R.O., is located in the Casting Building. C.R.O. makes reservations for all WDW Hotels and campground, the hotels of the Motor Inn Plaza, and several off-site facilities.

Potential guests from around the world can call our C.R.O. office where a reservation host or hostess will input the information into a computer access device called a Video Data Terminal or VDT. Within 5 seconds, our computer in California will flash a room availability list on the screen and a guest reservation is placed at any of the above locations. A confirmation of this reservation along with pertinent information concerning the selected locations will then be sent to the guest, advising that his reservation should be "guaranteed" by submitting one night's room rate as a deposit. C.R.O., through deposit ledger accounting, processes this and other Resort Division mail, updating the reservation content.

Handling thousands of calls a day, C.R.O. provides a vitally important service through it's reservation and information processing and as the major room sales effort for the Resort Division.



## CONTEMPORARY RESORT HOTEL

The Contemporary Resort Hotel is one of the world's most exciting and unique hotels.

Jointly designed by WED Enterprises and Welton Becket and Associates of Santa Monica, California, and constructed by U.S. Steel Realty Development, the Contemporary Resort Hotel embodies some of the newest and most creative innovations in hotel design and construction. A modern fourteen-story A-frame "Tower Building", complimented by the three-story "Contemporary North" and "Contemporary South" Buildings, provide our guests with an exciting adventure in living... "The Walt Disney World Way".

This large 1,046 room hotel is much like a small city in that it provides independent service to our guests 24 hours a day.

We began designing the Contemporary Resort Hotel in 1966. The "Contemporary Tower Building" represents a newer-than-now look and of course required a newer-than-now construction method. United States Steel Corporation, through their subsidiary company, U.S. Steel Realty Development, utilized a unique construction method in the building of the hotel. This method, called "unitized modular construction", consisted of the formation of a superstructure of thirteen steel-trussed A-frames, which resembled a honeycomb in it's skeletal stage.

Into the honeycomb were fitted the individual guest rooms,

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manufactured in a special plant, U.S. Steel Building, located on the site. The rooms were formed on an assembly line, much like automobiles, at the rate of fifteen per day. As the light-weight steel rooms passed through the construction plant on their way to completion, the electrical, mechanical, and plumbing facilities were added to each room.

After completion, the nine-ton rooms were placed on trucks and transported to the Contemporary Resort Hotel site, where each room was lifted into place by crane and fitted into the steel frame. The structure was then covered by a specially designed, sun-resistant glass called "Solar Bronze".

The inside of the Contemporary Resort Hotel is as exciting as the outside. The central mall, called the Grand Canyon Concourse, is longer than a football field and has a ceiling height of nine stories. The main focal point of this level is a mural of a Pueblo Indian Village, created by Mary Blair, featuring natural, basic earth colors which the Pueblos obtained from their environment. All costumes designed for the Contemporary Resort Hotel take their cues from the colors used in the mural. Special horticulture designs have been used in the Grand Canyon to enhance and compliment this natural, outdoor look.

The mural covers the exterior of the two central elevator shafts, the north shaft housing guest elevators and the south shaft housing service elevators. The ground, or lobby, level contains "The Bottom of the World (employee cafeteria), the main

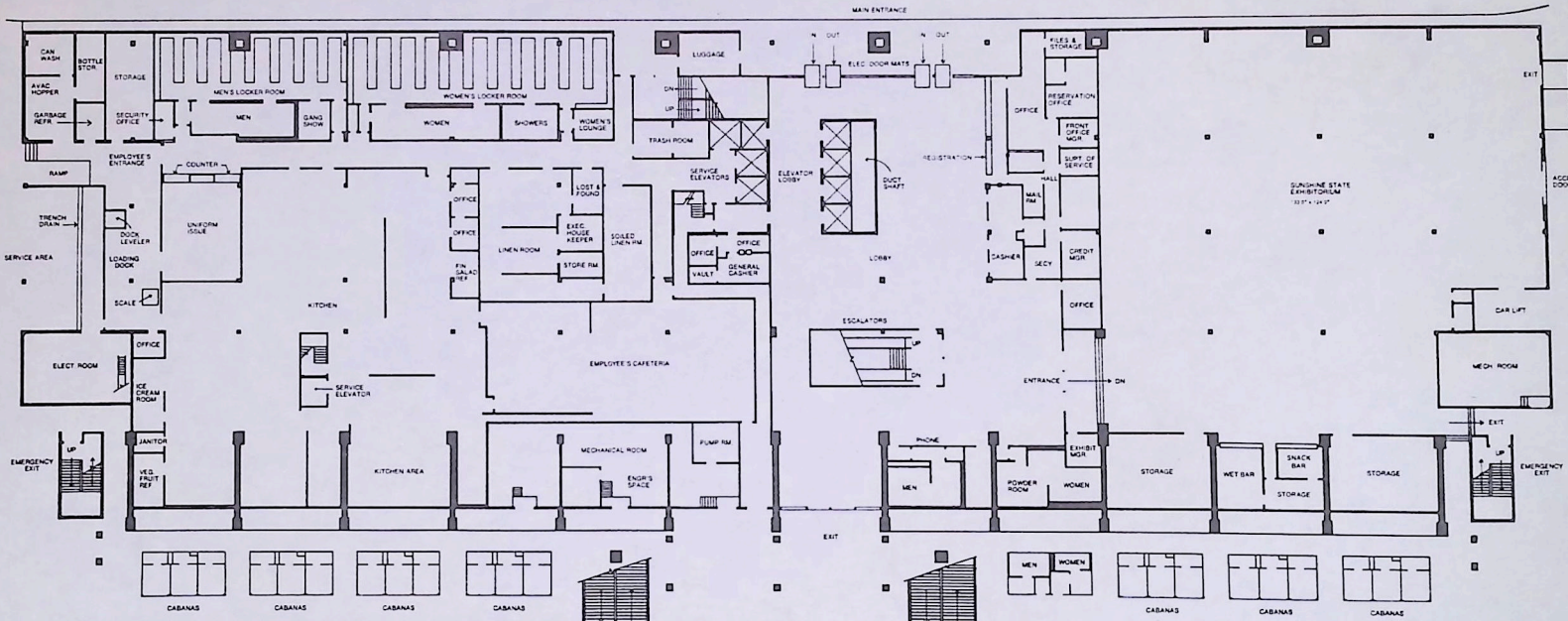
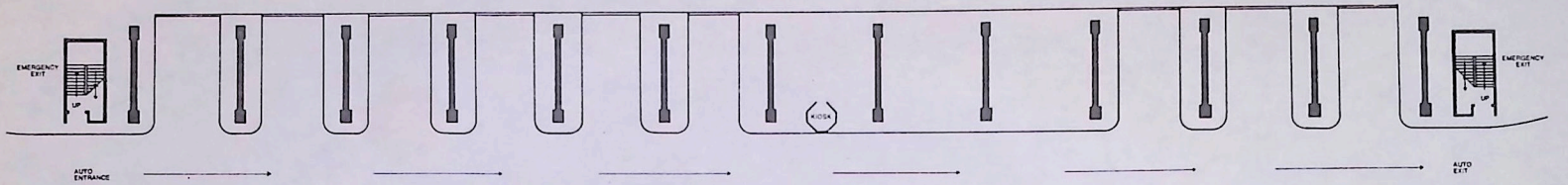
kitchen, the receiving areas, Family Fun Fiesta Center (game room), wardrobe, and the host and hostess locker rooms. A map of the lobby is located at the end of this section.

The second level, called the Americas level, contains function rooms, which are all named after national parks such as the Yosemite Room and the Everglades Room. These rooms are used for meetings, parties, and special presentations. Also on this level are the two main ballrooms, the Ballroom of the Americas, and the Grand Republic Ballroom.

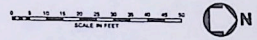
The third level houses the administrative offices for the Resort Division and hotel, Convention, and Group activities. Additionally, are found the American Beauty Shoppe for women, a men's barber shop called The Captain's Chair, and the Olympiad Health Club, which offers sauna, gym, and swirling baths.

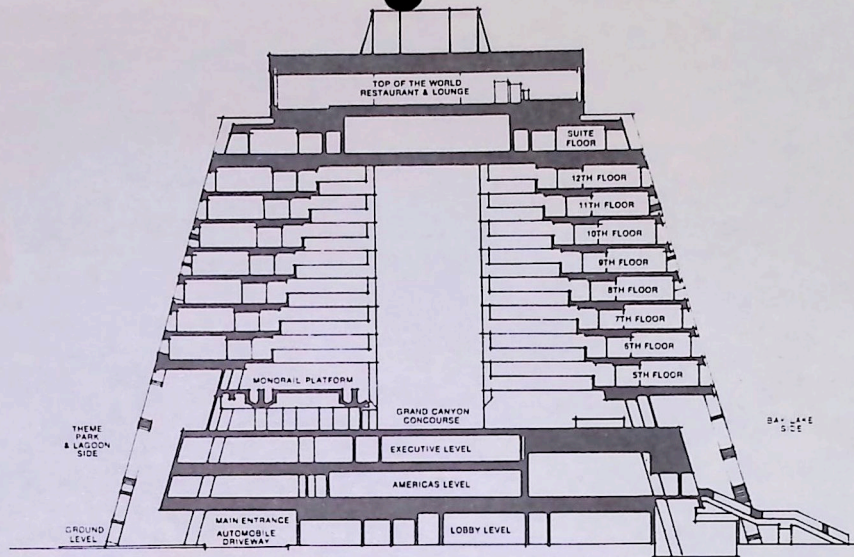
The fourth level or Grand Canyon Concourse features the shops and most of the dining areas for our guests are located. It is here that the guests may board the monorail and purchase tickets for the Theme Park.

Guest rooms are on the fifth through twelfth levels. There are basically three types of room plans available in addition to the suites which are located on the thirteenth level. The Top of the World Restaurant and Lounge, which features fine cuisine and entertainment.

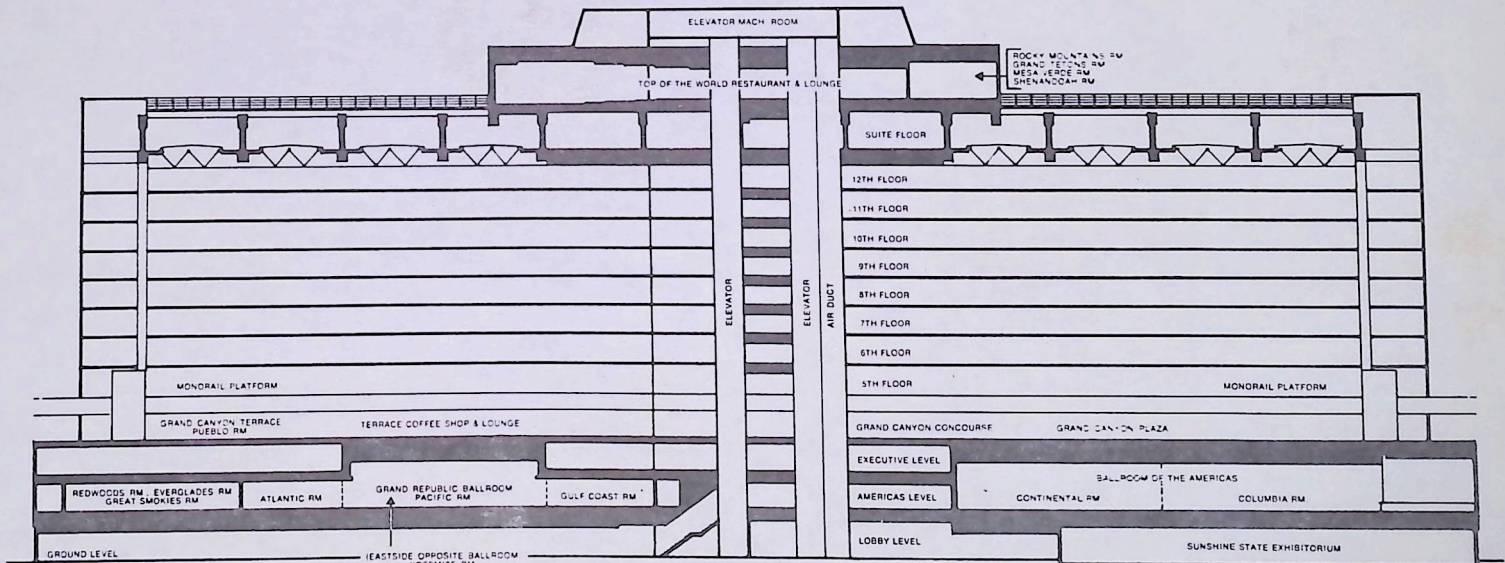


**LOBBY LEVEL**  
(GROUND FLOOR)

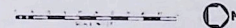


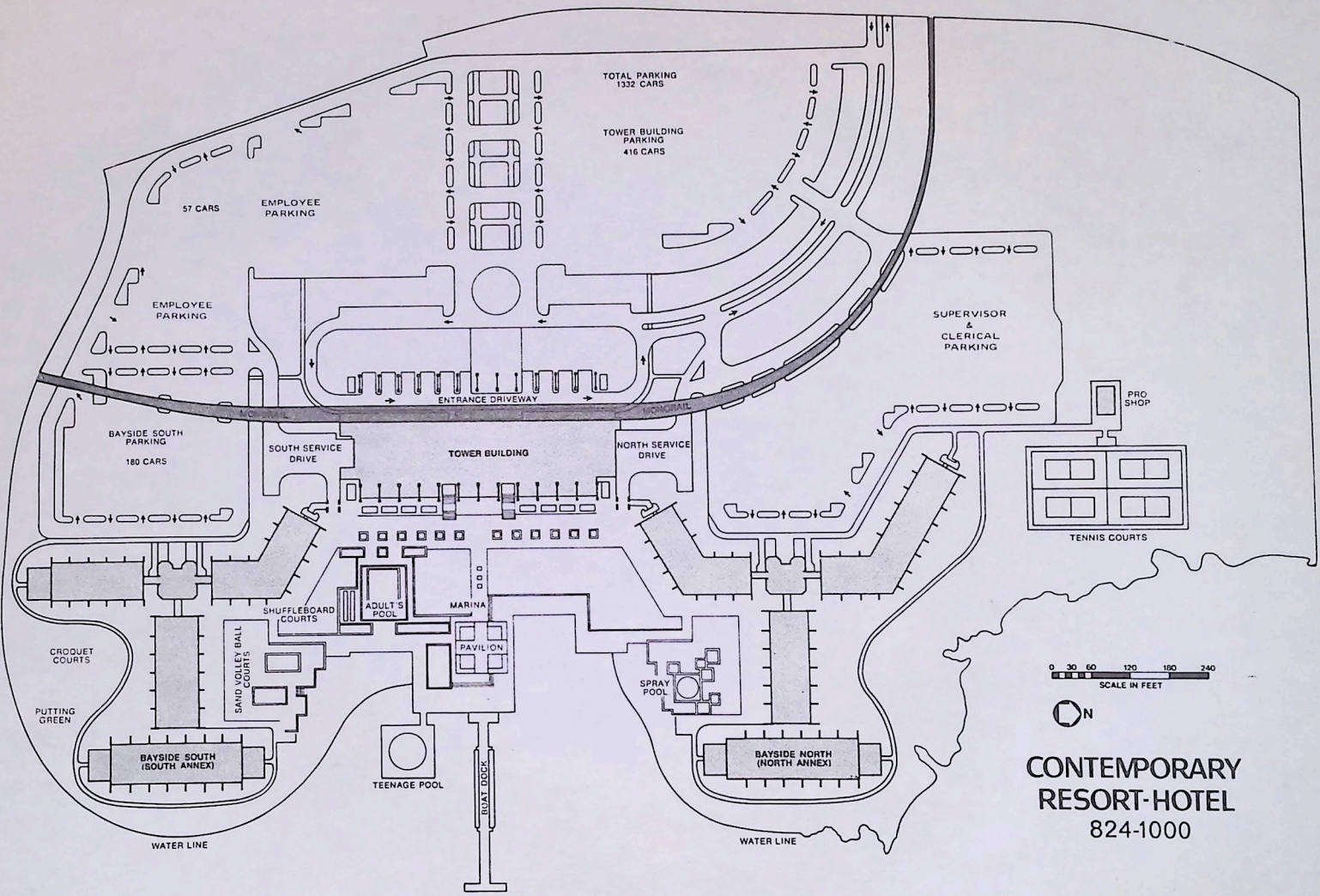


CROSS-SECTION – TOWER BUILDING

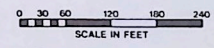


LONGITUDINAL SECTION – TOWER BUILDING





-10-



**CONTEMPORARY  
RESORT-HOTEL**  
824-1000

BAY LAKE

© Walt Disney Productions

POLYNESIAN VILLAGE RESORT HOTEL

Nestled in luxuriant landscaping on the southern shores of the Seven Seas Lagoon is the Polynesian Village Resort Hotel. Maui, the god of vacations, slows the sun down to make the days longer so that our guests may enjoy the slower-paced, more casual atmosphere of this delightful South Seas Resort.

The hotel was designed by Welton Becket and Associates of Santa Monica, California, and WED Enterprises and constructed with the same unitized modular construction as the Contemporary by U.S. Steel Realty Development.

The Polynesian Village Resort Hotel offers our guests excellent accommodations in a peaceful village atmosphere. The Great Ceremonial House, which serves as the main lobby and reception area, and the eight longhouses clustered around the peaceful green lagoon form a lazy setting in which our guests may relax and enter a more tranquil period.

To add the authenticity of the Polynesian Village area, the pitched roofs are covered with a special tin covering, called "Cor-Ten", which weathers to a rich, natural, earth-toned patina. All steel structure beams are covered with wood, and the eight longhouses, which house the guest rooms, are no more than three stories tall, which keeps the silhouette long and low, befitting a Polynesian Village.

The two-story Great Ceremonial House, which is the main hotel building, serves as the reception area for all our

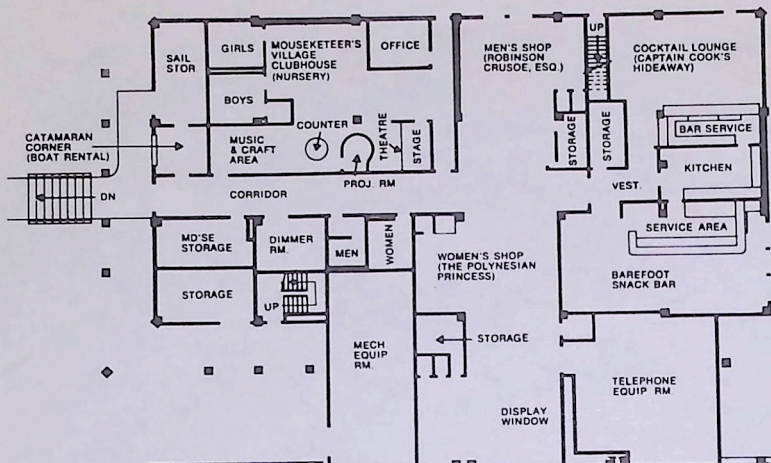


guests. The color scheme is of green and orange, featuring a green quartz registration desk and white revolving ceiling fans. The Great Ceremonial House contains two levels, the Lobby Sea Level and the Bay View Terrace.

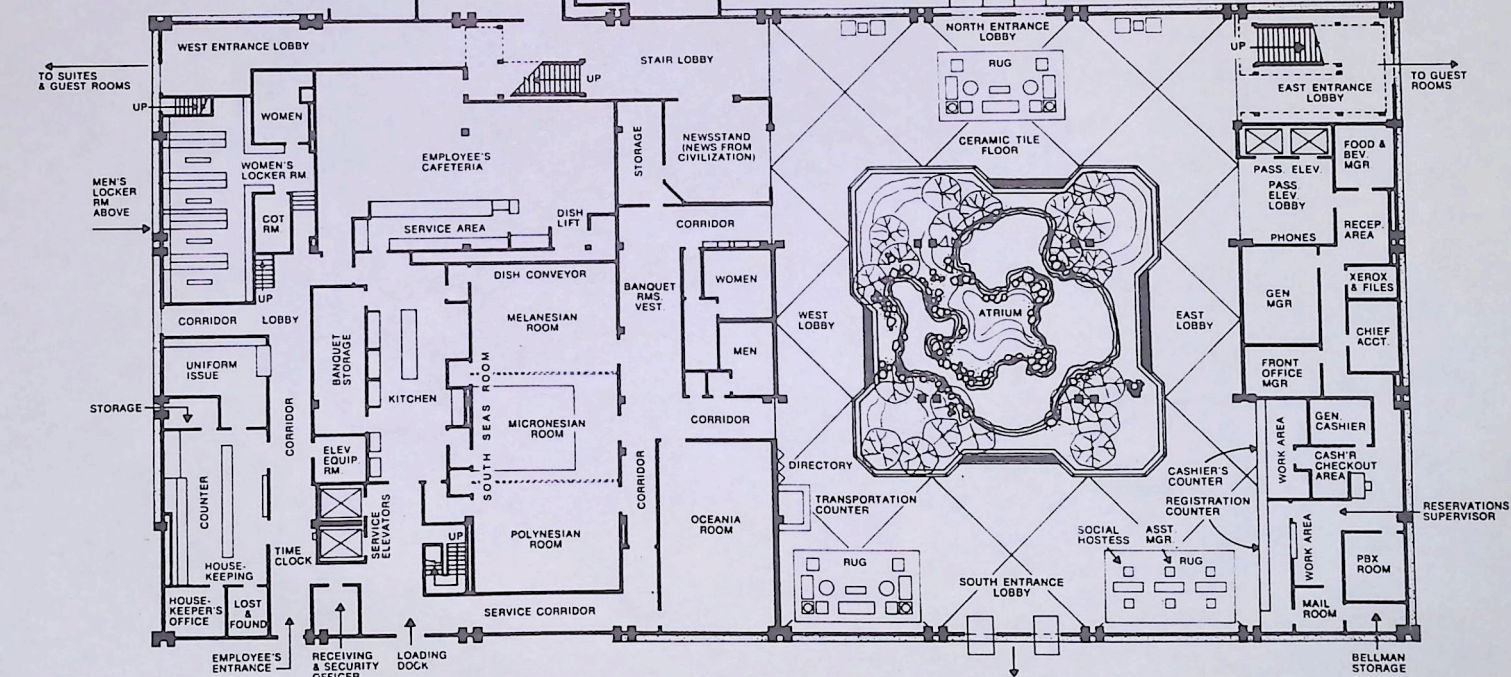
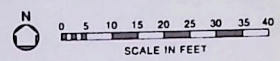
The Lobby Sea Level contains the lobby and registration areas, the executive offices, host and hostess locker rooms a wardrobe issue area, and a nursery for our guests' convenience. Also, included on this level are four banquet rooms, which bear the thematic names Melanesian, Mecronisian, and the Oceania Room.

The Bay View Terrace level provides our guests with the Polynesian-style shops and dining areas.

The eight longhouses, which provide guest rooms, lie in an area reminiscent of a Polynesian Village. The longhouses derive their names from the primary cultures of the South Seas, such as Tahiti, so that the guests may easily identify the building in which they stay. The attached maps should help you in locating the various facilities of the Polynesian.



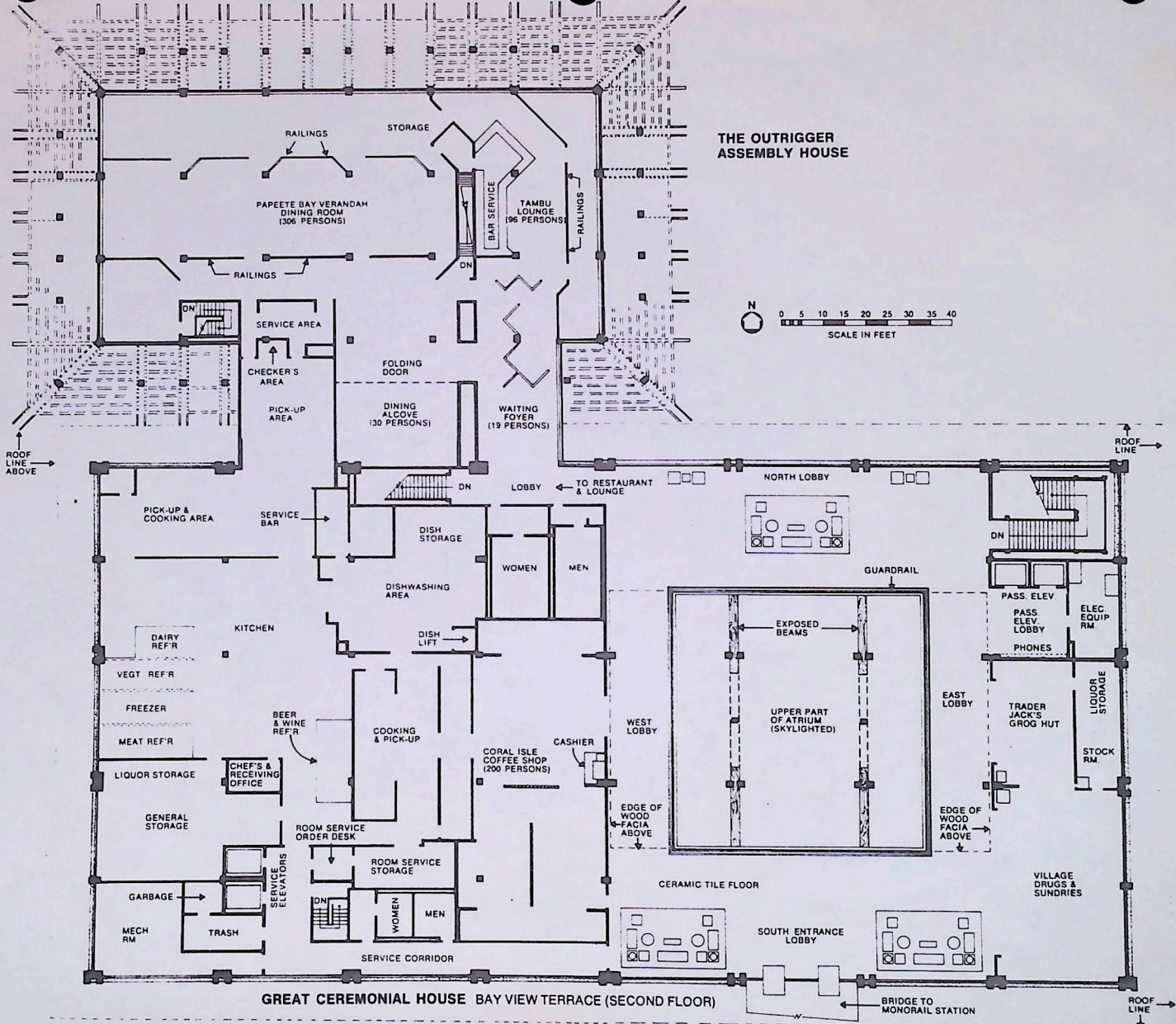
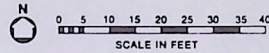
**THE OUTRIGGER ASSEMBLY HOUSE**



**GREAT CEREMONIAL HOUSE LOBBY - SEA LEVEL (FIRST FLOOR)**

MARINA & LAGOON VIEW

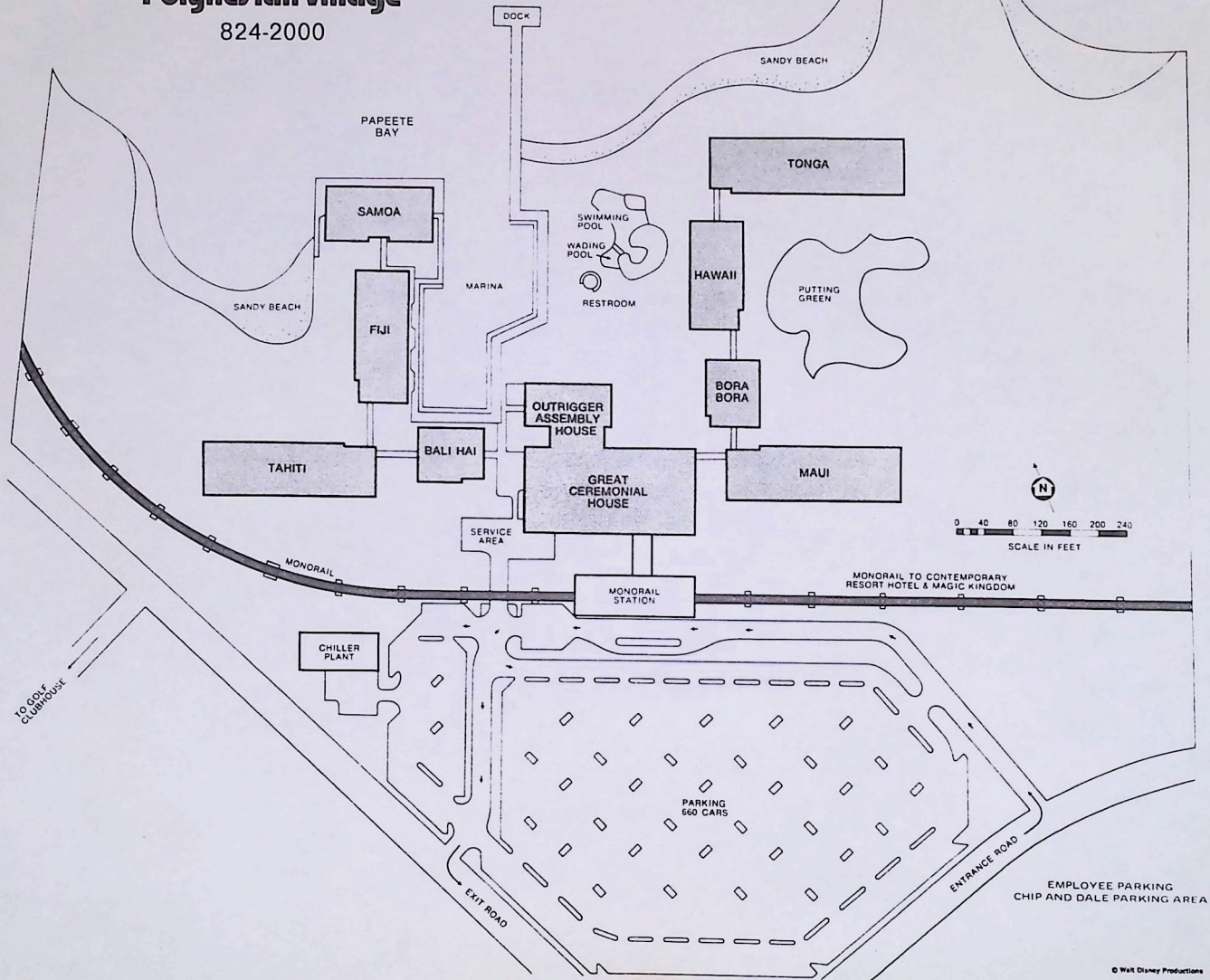
THE OUTRIGGER  
ASSEMBLY HOUSE



GREAT CEREMONIAL HOUSE BAY VIEW TERRACE (SECOND FLOOR)

# Polynesian Village

824-2000



GOLF RESORT HOTEL

Resort accommodations with special Disney hospitality are now available at the new 151 room Golf Resort Hotel. All the rooms, featuring design and appointment advantages gained through our knowledge of operating the Contemporary and Polynesian properties, place the guest where the excitement is, at the first tee of the Palm and Magnolia courses and just a chip and a putt away from the Magic Kingdom Theme Park.

Using more conventional methods of construction, the Golf Resort was brought on line in November 1973 just prior to that year's annual Walt Disney World Golf Classic.

Both Walt Disney World Golf Resort courses, plus the Vacation Kingdon's nearby Buena Vista Club course, were designed by leading golf course architect, Joseph Lee.

The Palm Course, rated by Golf Digest as one of "America's 100 Greatest Tests in Golf", plays to 6,344 yards from regular and 6,951 yards from championship tees. It is characterized by tight fairways marked with numerous challenging water hazards and sand traps.

More than 1,000 Magnolia trees accent the Magnolia Course, which plays to 6,562 yards from regular and 7,222 yards from championship markers. The Magnolia Course takes full advantage of terrain features including lakes, shrubbery, and stands of forest. Higher-than-normal tees give golfers a commanding view of each hole.

The Golf Resort also offers driving ranges, putting greens, a fully stocked Pro Shop, top-line club rental, and more. Lessons and clinics are conducted by a PGA professional.

Architecturally, the Golf Resort Hotel features a multiple pyramid design with the exterior textured to reflect the mood of the South Seas. The atmosphere of the Golf Resort is one of relaxation and hospitality and a unique way of enjoying yet another complete vacation experience at Walt Disney World.

FORT WILDERNESS CAMPGROUND

Recreational vehicle owners and campers will find a true nature experience awaiting them in Fort Wilderness.

Instead of clearing ground and inserting sites for trailers and campers, Walt Disney World "Imagineers" have literally slipped 714 sites into place, not only among the trees, but also among the total plant growth of the area. Thus a guest can pull into a site that screens him from his nearest neighbor with pine, vine, palmetto, and yet find required facilities near at hand in the form of comfort stations. Additionally, the Trading Posts provide staples from milk and bread to two-ounce T-bone steaks and marshmallows for the evening's barbecue.

Fort Wilderness features canoeing in creeks winding past trees and trailers and providing visitors, particularly youngsters, a place for small boating and fishing in a unique man-made fishin' hole. Another outstanding characteristic is a white sand beach for swimming or relaxing and a boat landing with transportation to other areas of the Lake and Lagoon, including the Contemporary Resort Hotel and the Magic Kingdom Theme Park.

The Tri-Circle D Ranch, found nestled in a beautiful woodlands setting adjacent to Pioneer Hall, invites the guest to saddle up and ride the woodland trails with an experienced horseman as guide. For additional ranch fun, visit the Petting Farm or, on weekends, watch the youngsters

enjoy a pony ride.

A Campfire Program highlights the evening's activities. The show begins nightly across from the Meadow Trading Post and features Walt Disney characters and feature films, an old-fashioned sing-a-long and much more!

The wilderness was never so great! The Vacation Kingdom becomes a whole new world to the guest when he visits Fort Wilderness and the Tri-Circle-D Ranch.



GROUP and CONVENTION ACTIVITIES

The Resort Division of Walt Disney World is a convention world made unique by it's endless variety of adventures ...the ever-exciting Magic Kingdom and a host of recreational and leisure-time activities to be combined with your successful business endeavors.

The Contemporary Resort Hotel has been regarded as the Convention Center of Walt Disney World and it provides unparalleled facilities and settings for any company or organization's banquet, entertainment, and meeting needs. The Ballroom of the Americas will accommodate 1,600 guests theatre style and 960 banquet style. The Grand Republic Ballroom will accommodate 960 guests at a meeting and 660 at a banquet. With the South Seas Ballroom at the Polynesian Village Resort, which accommodates 180 guests, the three ballrooms will divide into 8 meeting rooms. In addition to these are a total of 8 other meeting rooms which can accommodate from 50 to 200 guests theatre style. These areas are also available for table-top and booth-type displays.

Walt Disney...the finest name in family entertainment provides that special added touch to social settings with individually tailored shows, themed parties and sky spectacles...all uniquely packaged and distinctively different.

The Resort Division Convention and Banquet departments create company meetings or conventions "stage center" with the world's most exciting entertainment programs...custom designed from planning to production!

Describing a Disney themed party is quite a task because each party carries a mood of it's own. A few of these party moods, however, are described here to provide some illustration that Disney has a way of creating themed party atmospheres unlike others in the entertainment field.

Bourbon Street - A Kaleidoscope of Dixieland, the Bourbon Street Party continually spotlights stage after stage of soulful blues...jazzed-up Dixieland Bands...peppery banjo plunks. The scenery surrounding your tables is stylistically reminiscent of New Orleans, accented with the flicker of stately street lamps. The Show is designed to accommodate 1200 people at a cocktail reception and 750 people at a dinner show for up to three (3) hours.

Speakeasy - Down the alley to a dimly lit factory door ...knock three times and enter the world of the speakeasy. Barbershop quartet...rinky-tink piano...banjo trio... all combine to make the party a most unusual occasion. The Show is designed for a 700 cocktail reception for up to two (2) hours.

The Disney Musicale - A formal fantasia of Disney Song and Dance, supported by a symphonic orchestra ...Snow White...the Country Bears...Mary Poppins and her Chimney Sweeps...and a one-time conductor's performance by Maestro Mickey Mouse. A musical salute to America and a spectacular parade of Walt Disney Characters may bring the "Show" to a close...but the magic still lingers the whole night through. The Show accommodates 1,200 theatre style or 820 at a dinner show and the duration is 50 minutes.

The Group and Convention Activities department has the responsibility to provide complete service to our group and convention guests. Normally, once a Sales Representative Team has been assigned to an interested account, they will carry it through to completion, arranging for all coordination with C.R.O. for reservations, receiving hotel for arrival, departure, and billing instructions, banquet department for planned food and beverage functions, Audio-Visual for meeting support, entertainment for themed parties, various recreational departments for planned outings, and even the airport and outside transportation companies to arrange for curbside travel. The Sales Representative Team provides the total coordination effort which is culminated in a published program that provides the complete, detailed, chronological plan of events for the group while on the property. When

in-house, the Sales Representative Team continues to provide maximum service by remaining with the group leaders and providing for unforeseen or additional requests. Additionally, they review and approve the set-up of all scheduled events prior to the group's arrival.

The Group and Convention Activities department strives to maintain the tradition of Walt Disney World...a destination resort offering unparalleled entertainment, recreation, relaxation, business and convention facilities...anywhere!

CENTRAL RESERVATIONS

STAFF

MIKE COX,  
MANAGER

ADMINISTRATIVE

Sharon Wolfe  
Supervisor

Linda Ward  
Ass't. Supervisor

Joan Latta  
Ass't. Supervisor

April Aubiel  
Ass't. Supervisor

TELEPHONE AREA-DAYS:  
7:30AM - 7:00PM

NON-PHONE FUNCTIONS:  
(conventions, parti-  
cipants, suites, VIP,  
qualified trainer)

TELEPHONE AREA-NIGHTS:  
3:45PM - 12:00 Midnight

NON-PHONE FUNCTIONS:  
(deposit & mail input)

MAIL & COMMUNICATIONS:  
8:00AM - 5:00PM

MKC TRAVEL CENTER  
8:00AM - 8:00PM

OPERATIVE

Secretary 1

Lead 1  
Reservationists 25

Reservationists 6

Relief Lead 1  
Reservationists 18

Reservationists 3

Lead 1  
Reservationists 6

Reservationists 5

TOTAL 67

|            |                                     |                   |
|------------|-------------------------------------|-------------------|
| DIVISION   | <b>Walt Disney World</b>            | ISSUE NO.         |
| DEPARTMENT |                                     | PAGE OF           |
| SUBJECT    | <b>STANDARD OPERATING PROCEDURE</b> | EFFECTIVE DATE    |
|            |                                     | REVISION DATE NO. |


In April, 1971, the Central Reservations Office opened in the Preview Center with a Manager, a Supervisor, six reservationists and a secretary. The majority of inquiries were made by mail and were written on reservation request forms. No reservations were confirmed as there was no computer system at that time. The office operated from 8-5 daily, taking requests for WALT DISNEY WORLD properties only. Deposits received were recorded on a manual listing and the checks deposited in the bank.

Five months later, Central Reservations moved to the ISC Building increasing the staff with an Assistant Supervisor and two additional reservationists. The hours were expanded to 5am to 10pm with five shifts. Four RCA terminals were installed and operated five hours each day. There were also two telephone positions. The following month, four RCA terminals were added and office hours were extended to 11pm.

October found CRO growing with the addition of four Courier terminals and four 12-button manual telephone positions utilizing eight incoming lines. Seven reservationists were added to the staff increasing the total to 15 and the Manager's position was phased out leaving a Supervisor in charge. Reservations were taken on a request basis only and written on reservation request forms. These were later confirmed when possible. Only three reservationists had specific job duties as organization of the operation was not clearly defined at this time. Specific duties of Central Reservations Office were;

- a) Taking requests by telephone or mail
- b) Input of reservation requests
- c) Input of modifications and cancellations
- d) Mailing of confirmations and issuing parking stickers.
- e) Posting deposits

|              |             |
|--------------|-------------|
| SUBMITTED BY | APPROVED BY |
|--------------|-------------|

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| DIVISION   |  | ISSUE NO.         |
| DEPARTMENT |   | PAGE OF           |
| SUBJECT    | STANDARD OPERATING PROCEDURE  | EFFECTIVE DATE    |
|            |   | REVISION DATE NO. |

- f) Filing of every document pertaining to a reservation (i.e., confirmation copies, reservations, modifications and cancellation requests, general information requests, unables, etc.)


In November, Central Reservations moved to the second floor of the Contemporary Resort Hotel with a staff of one Supervisor, two Assistant Supervisors and 71 reservationists. A complete computerized system began utilizing 18 Courier terminals and 15 Automatic Call Distribution (ACD) telephone positions. Hours were expanded from 7:30am to mid-nights with the telephones in operation only until 8pm.

The Mail and Communications section was established in December with an Assistant Supervisor in charge. A specific reservationist was assigned to correspondence input, which previously had been done in the evening as time had permitted.

1972 saw the beginning of real organization and development of Central Reservations. Cash Control established a procedure for handling deposits. The General Information section of Guest Relations, which answered all general information requests, was moved to the Contemporary Hotel and joined with CRO's Mail and Communications Area. The first official leads were assigned, one for the day shift and one for the night shift. Every function except telephone requests was handled by the night shift (i.e., posting deposits, confirming correspondence requests, groups/conventions, etc.). Due to the increase in volume, it was decided to eliminate the Supervisor's position and reinstate a Reservations Manager.

Due to over-crowded conditions, the Central Reservations Office was returned to the ISC Building in March. Full use of the computer system was established with the use of 27 Courier Terminals and 21 ACD telephone positions. Six of the Courier terminals were assigned for use by Groups/Conventions, participants, correspondence, etc. The staff now consisted of a Manager, three Assistant Supervisors, one secretary (handling the Travel Department and Inter-Company reservations) and 71 telephone reservationists. Operating hours were 7:30 to 12:30am.

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**STANDARD OPERATING PROCEDURE**


During the next few months, the four hotels located in Motor Inn Plaza were added to the system, along with three off-property sites. These were Hilton Inn South, Sheraton-Olympic Villas and Ramada Inn-192. Additional office space was acquired for the Mail and Communications Area and Guest Relations' General Information.

We ended the year of 1972 by becoming an active participant in the Resort Division Training program and establishing a training coordinator and two qualified trainers.

As the year 1973 began, the Manager position was phased out and a Supervisor was placed in charge of the office reporting directly to the Manager of Convention Activities/Reservations. January through March brought the greatest volume of business CRO had experienced to date. Later in the year, Central Reservations came directly under the General Manager of the Contemporary Hotel. Hertz Car Rentals were added to the system but were later deleted. The World Inn and Sheraton Lakeside were added to the off-property system and Hilton Inn was dropped due to the distance. The General Information section was relocated to another building and that office space was designated as a training room. By the end of the year, the Reservations Supervisor had been promoted to Reservations Manager.

In February, 1974, the Reservations Manager was relocated to the Contemporary Resort Hotel as Manager of Convention Activities/Reservations, again leaving a Supervisor in charge of the office. In mid-March, the Central Reservations Office began to prepare for April 1. The announcement had been made that an hour showing of "The Magic of Walt Disney World" was scheduled on national TV for Sunday, March 31. No amount of preparation would have been sufficient for the results of that program. April 1 produced a




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veritable flood of phone calls. Figures compiled at the end of the day showed that over 11,000 calls had been received, 5,000 calls handled and 2300 reservations confirmed. This broke all previous records in these three categories. The impact carried over for quite a few weeks, even into the following month, until the calls began to return to normal.

On May 23, CRO was informed that effective immediately, all room rates were increased for arrival June 9 or after. The new rates were \$42.00 and \$50.00 for the Polynesian Village, the Golf Resort and the Contemporary Bayside Wings. The Contemporary Tower rooms would be \$56.00 per night. This was the greatest one-time increase in the history of the Resort Division but was necessitated by the sudden rise in the cost of living brought on by national inflation.

The first week of July saw an entirely new concept in Central Reservations -- a "Training Team" -- comprised of 14 reservationists working along with one qualified trainer. This concept enabled the Training Coordinator to break down the various aspects of training and assign these areas to various reservationists. This brings on more specialization under our continuing efforts towards a more professional image in PROJECT PROFESSIONALIZATION. The areas are actual instruction (including voice and phone training), tours of the accommodations, art for visual aids, and a creative writing team. These 14 reservationists will work together with the qualified trainer to form a well balanced training program.

On August 18, the special, "The Magic of Walt Disney World" was repeated on national television. Although CRO was completely prepared for the increased volume of calls, the public response was not as great as had been experienced in April. Because additional personnel were on hand, with additional phone lines and VDT positions available, the percentage of calls handled was far greater than had been experienced in April, with lost calls at less than 3% of total received during the increased volume period.

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STANDARD OPERATING PROCEDURE

Effective September 16, Central Reservations was expanded to include the new Magic Kingdom Club Travel Center. This Center, comprised of 5 reservationists, handles all calls from Magic Kingdom Club members on a separate phone line, 824-2600. A block of rooms is held in the Contemporary Resort Bayside Wings out of which only MKC members may confirm reservations. When this block is filled -- or the guest requests accommodations at one of the other hotels -- reservations are then confirmed from regular availability. The Travel Center was formed to encourage pre-planning of family vacations by offering complete servicing information, to increase the personalization of our MKC, and to control, monitor and research the Vacation Plan market at WALT DISNEY WORLD. Due to the increase in reservations, CRO received 3 additional VDT's to be used by the Travel Center.

During the year of 1974, property changes were made to enable us to have a fuller scope of accommodations for our guests. The World Inn and Sheraton Olympic Villas were dropped from the system and the Regency Inn was added to the Off-Property Sites. Two Yogi Bear Jellystone Campgrounds were added to enable our camping guests to have accommodations near WALT DISNEY WORLD when Fort Wilderness had been booked. These two campgrounds are located at I-4 and Sand Lake Road and on Highway 192 West.

Current: (March, 1975) At present we have 29 Video Data Terminals; 3 positions are allocated to the MKC Travel Center; 6 positions are allocated to non-phone functions such as conventions/groups, correspondence, participants, training and VIP reservations but can be utilized for incoming calls; and the remaining 20 VDT's are allocated strictly to the 824-8000 line. The office is now staffed by one Supervisor, three Assistant Supervisors, two leads, one relief lead, one secretary, one qualified trainer and 63 reservationists.

RESORT DIVISION.  
 GUEST REGISTRATION SYSTEM  
 (CONTEMPORARY RESORT HOTEL)

TOLL PLAZA

624

RANGE  
 TICKER FOR  
 GUEST'S  
 WINDSHIELD

(TELEAUTOGRAPH)

RECEPTION HOSTESS TO  
 GREET GUESTS BY NAME

"HELLO MR. JONES  
 WELCOME TO THE  
 CONTEMPORARY"

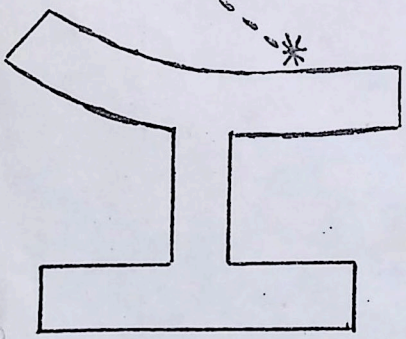
|                        |                  |
|------------------------|------------------|
| GUEST ARRIVAL NOTICE   |                  |
| NAME OF GUEST<br>JONES |                  |
| NO. IN PTY<br>2        | STICKER #<br>624 |
|                        |                  |
|                        |                  |

|                        |                  |     |
|------------------------|------------------|-----|
| GUEST ARRIVAL NOTICE   |                  |     |
| NAME OF GUEST<br>JONES |                  |     |
| NO. IN PTY<br>2        | STICKER #<br>624 |     |
| 8104                   | TQ               | CLN |
|                        |                  |     |

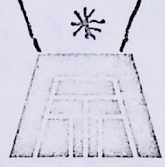
AND TO HAND GUEST  
 ASSIGNED REGISTRATION  
 CARDS

KIOSK

\*VEHICLE REGISTRATION  
 HOSTESS TO REGISTER  
 GUESTS

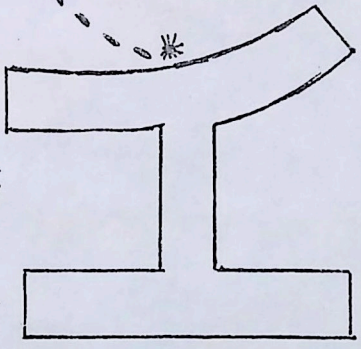


CONTEMPORARY SOUTH



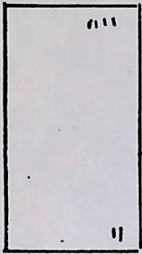
ROOM ASSIGNMENT  
 FRONT DESK

TOWERS

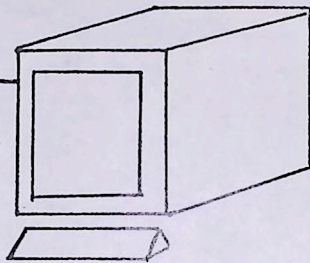


CONTEMPORARY NORTH

RESORT DIVISION  
CASHIER SYSTEM  
(CONTEMPORARY RESORT HOTEL)

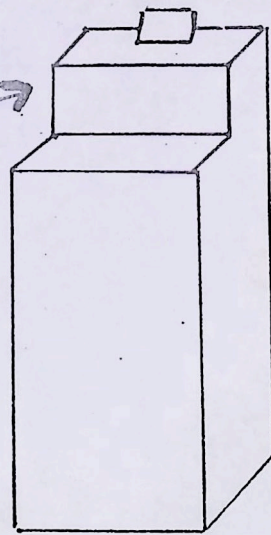


CHARGE  
TICKET



V.D.T.

TO CALIFORNIA



FOLIO  
PRINTER

FROM CALIFORNIA

| CONTEMPORARY<br>RESORT |    |
|------------------------|----|
| Plaza Gifts            | -- |
| Plaza                  | -- |
| Plaza                  | -- |
| Plaza                  | -- |
| Plaza                  | -- |
| Plaza                  | -- |
| Plaza                  | -- |
| Plaza                  | -- |
| Plaza                  | -- |
| Plaza                  | -- |

GUEST  
FOLIO

## MARKETING

The first three divisions developed in Florida were Finance, Legal and Marketing. This took place in 1968, only three years after the original announcement of Walt Disney World. The Marketing Division had been functioning in California before the move, and it was now time to function at Walt Disney World.

The public knew very little about Walt Disney World, so the job of Marketing was to introduce Walt Disney World to the community, state and general public. The job also included keeping the press correctly informed and to keep away anyone who might have schemes to profit from the newly introduced project.

A good definition of Marketing is:

"Marketing is communications, promotion and sales. It is external and internal relations. It is helping to preserve the "Disney Image". Marketing helps package the Disney product and see that it is what our guests want, expect and can afford.

Marketing communicates with different "publics", such as government, leaders and the press.

The first major contact with the public made by Walt Disney World, was with the opening of the Walt Disney World Preview Center. The Preview Center opened January 16, 1970 with 14 Hostesses trained to serve the public and set a standard for the "Disney Image" in Florida. Approximately 16 months later, the Preview Center welcomed its millionth guest with Mickey Mouse and Debby Dane, the 1971 Walt Disney World Ambassador.

The various departments making up our Marketing Division are:

## PHOTOGRAPHY

The Photography Department started in October, 1969, with three dissolve lapse cameras for construction documentation. In February of 1970, we started designing our permanent photography lab, which should be ready in 1972 in the Theme Park basement. This will handle all black and white material, color prints and slides, and a library of proofs and transparencies with a full time librarian. The lab will have limited 16mm film editing capabilities, and possibly a studio for portraits of entertainers and products. We designed most of our own lab equipment.

The staff includes 5 photographers, a lab technician and two clerical. All the photographers will work under the Walt Disney Productions copyright.

On file at this time are approximately 97,810 black and white negatives of construction pictures, and 205,000 35mm color transparencies. Pictures have been taken from flat bottom boats, canoes, helicopters, planes, land rovers and jeeps.

## GROUP SALES

When the need for special package sales arose, the Group Sales department got its start at Disneyland. This need is even more apparent at Walt Disney World, because of our vacation and convention packages.

The Group Sales department started in 1955 at Disneyland, when Walt Disney Productions realized the importance of special packages. Today 30% of admissions at Disneyland are Magic Kingdom Club admissions.

The need of Group Sales is even more apparent at Walt Disney World, because of the potential in convention and business packages.

Group Sales is involved when certain qualifications are met: 15 or more admissions; 10 or more hotel rooms; conventions; gift certificates; travel industry sales and relations; the Magic Kingdom Club ... special meetings and party situations ... and special Executive Services, where ticket books, golf and VIP services are involved.

The Magic Kingdom Club is offered to organizations outside of Florida and California with 500 or more permanent personnel, and Florida and California organizations with 200 or more permanent personnel. The Magic Kingdom cards are issued at the request of the employee only, which entitles him to a special value ticket book not available to the general public and a two night special vacation package plan. More than 1,000 chapters have been started in Florida alone.

Group Sales also arranges "Grad Nites", special evening parties for local graduating seniors, reserving the entire park, special parties, youth activities, and special packages for groups such as senior citizens and military.

#### PUBLIC RELATIONS

In 1968, we had no physical product to show the public, so we had to go out to the press and public to give them information. Today, however, we can not only be active in the community, but we can show them the Vacation Kingdom and surrounding activities.

The Public Relations Department keeps a healthy relationship with our publics and the community through activities such as the Community Service Awards Program; United Appeal; touring of VIP's; the Walt Disney World Ambassador; speech requests; contact with legislators and many special projects .

## DEPARTMENT PROFILE

### Publicity Department.

The Publicity Department is responsible for press relations and dissemination of news and feature material to radio, television, newspapers, magazines and syndicate services throughout the United States and all foreign countries.

We develop and maintain contact with thousands of editors through letters, press releases and personal visits, arrange for them to see Walt Disney World in the best possible way.

Maintain lists of publications, editors and other contacts for use in news release mailings and for many other purposes.

Develop picture and motion picture ideas in concert with the Photography Department for use in illustrating stories and feature ideas.

Our principal aim is to develop an appreciation for Walt Disney World and a desire among writers and editors to incorporate information about the project in the media.

#### Projects:

Since Walt Disney World's opening we have made arrangements for and/or greeted some 8,200 press representatives. Together with their families this represents contact with approximately 30,000 persons. In many cases we have helped make hotel reservations and otherwise aided in making their visits pleasant. (This accounted for some 300 reservations in the past six months.)

During the opening month, we escorted seven special press groups on three-day tours of Walt Disney World. Since that time there have been three special foreign press groups here at our invitation in cooperation with Eastern or Pan American airlines. We hosted 80 major writers here at anniversary time in October, arranged for Southern editors to visit for the premier of the Christmas season and have conducted two major press trips this Spring on the Company plane with at least one more planned for summer.

Planned a carrier boy promotion in connection with the Grand Opening of Tom Sawyer Island with Chicago Tribune, Washington Star, Newsday, Philadelphia Inquirer, among participating papers who will send delegates to the opening.



Have worked with all major publications on major feature presentations including Look, Life, Holiday, Travel and Leisure, Odyssey, Redbook, Parade, Saturday Review, New York Times Sunday Magazine, Newsweek, Time, Readers Digest, National Geographic, Better Homes and Gardens, Scholastic, My Weekly Reader, Family Weekly, Southern Living, Seventeen, Golf, Golf Digest, Florida Golfer and many other magazines.

We have conducted annual press parties for local newsmen plus special press events for newsmen in such areas as golf course and tournament information and campgrounds.

We have had numerous contacts with all three television networks with particularly productive efforts involving David Brinkley, Walter Cronkite, Mike Wallace, Douglas Edwards and many others. Correspondence and visits have been made to television outlets throughout the eastern half of the nation.

The Publicity Manager has overall supervision of a staff of five publicists and four clerical personnel maintaining a large file of news releases and standard source material, cataloged files of photographic contacts and color transparencies, complete computerized lists for mailings and news contacts and files of all press clippings regarding Walt Disney World. A comprehensive plan has been developed to preserve this valuable record for the future.

The staff, which now has one vacancy to be filled shortly includes a senior staff assistant,  
three senior publicists,  
one junior publicist,  
two secretarial level assistants,  
two clerk typists.

The volume of correspondence, filing and maintaining of these voluminous files will require one additional clerical person immediately. In many cases we are using Tour Guide assistance for short periods in order to stay abreast of the work load which involves pasting of captions on thousands of pictures, assembling press kits for the hundreds of visiting press (2,220 in the past six months) and continual revision of mailing lists.

We also have developed standard film clips and stock radio feature tapes for use by electronic media and will expand this operation as time and need requires.

We continue on a weekly basis to develop special publicity programs as required by Personnel in their recruitment program, for Group Sales in their convention and tour development, Golf Resort development, Community Service Awards, the major effort in building the image of Lake Buena Vista both in the national and local media.

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A major share of time is spent in answering media inquiry about our environmental projects and future city developments. Dissemination of corporate information on the financial progress of the company is also a part of our responsibility in the Florida area.

Most importantly, we continue to build strong friendships between our staff and media representatives in all areas.

A D V E R T I S I N G / P R O M O T I O N

D E P A R T M E N T

Prepared July 1, 1974

The Advertising/Promotion Department, Walt Disney World, is responsible for the development and implementation of advertising and promotion projects for WALT DISNEY WORLD including the Magic Kingdom, Walt Disney World hotels including the Contemporary Resort, Polynesian Village and Golf Resort Hotel, Golf Resort (recreation), Fort Wilderness Campground Resort, dining facilities including Top of the World, Polynesian Luau, Gulf Coast Room, Pioneer Hall, short-term dining situations (eg. Children's Luau, summer dining situations), Magic Kingdom special events of a promotional nature (eg. Valentine's Party, Country Music Spectacular), associated print and electronic media support and development of a total marketing plan to clarify Marketing Division assignments and responsibilities.

#### ADVERTISING FUNCTION

The advertising function of the department is outlined below. All advertising is inserted or purchased under the title of "Vista Advertising," an in-house advertising agency created to qualify for the standard 15% agency discount. Print insertions can be placed either through a printed order emanating from Walt Disney World or by

notifying, in writing, Vista Advertising offices based in Disneyland, Anaheim, California.

Advertising function responsibilities include:

- Development of an advertising plan, usually part of a total marketing plan.
- Development of an advertising budget.
- Production of copy for print and electronic media.
- Print and electronic media placement (with assistance from Vista).
- Development of guest-oriented advertising materials including:
  - a. Main Gate Handout materials (eg. welcome brochure, rack cards).
  - b. Walt Disney World News
  - c. This Week at Walt Disney World
  - d. Hotel poster written copy
  - e. Closed Circuit Television (Channel 5 in hotels)
- Liaison with Vista Advertising to coordinate media space and time purchases.
- Creation and production of all Walt Disney World TV advertising, radio advertising and related projects involving electronic media.
- Coordination with Finance Manager, Marketing Director and others to obtain some measurements relating to the effectiveness of Walt Disney World advertising

for future market planning and media selection.

#### PROMOTION FUNCTION

The Department's promotion function is equal to the advertising function. Promotions should support the basic ad-product message through trade or complimentary programs.

Basic functions include:

- Selection of appropriate media for promotion programs.
- Development of promotional plans for individual media.
- Implementation of promotions through coordination of collateral print, visual or audio-visual materials, quality control and final approval.
- Provide fulfillment through use of ticket media, room arrangements or meal situations.
- Assess all promotional inquiries and respond with proper direction including:
  - a. brochure proposals
  - b. joint promotion inquiries
  - c. consumer-oriented promotion inquiries
  - d. Disney graphic usage
- Development of Walt Disney World promotions in support of special events including all holidays, special events, new attraction openings, etc.

## PROMOTION SUPPORT ACTIVITIES

In addition to handling all of the promotional activities for Walt Disney World, the Advertising/Promotion Department is responsible for coordinating promotional activities in support of Walt Disney World including:

- Participant support through production assistance for print or TV advertising or promotion set-ups
- Liaison with Walt Disney Productions on inquiries for promotions that would require clearance through the Studio
- Development of promotion plans to assist participants, when required

## LITERATURE DISTRIBUTION

Advertising and Promotion is also responsible for distribution of all Walt Disney World literature including:

- Vacationland Magazine, published three times per year, to seven Southeastern States
- "Rack" cards for insertion into information racks located on major highway arteries throughout the Southeastern US
- Main Entrance handout material
- Special information for the Central Florida area with special emphasis on motels, hotels, AAA and key chambers of commerce



The distribution function also entails responsibility for coordination of warehousing and delivery of printed materials involved in guest-oriented situations both on and off-site.

ADDITIONAL RESPONSIBILITIES

- Space sales for Vacationland Magazine and other areas where space sales opportunities might exist
- Liaison with Orlando Chamber of Commerce Tourism and Promotion Committees
- Liaison with Florida Vacation Centers tourist association

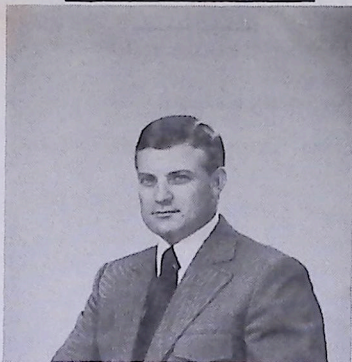
AN INTRODUCTION  
TO THE

FINANCE AND

SERVICES DIVISIONS

WALT DISNEY WORLD

FINANCE DIVISION



VICE PRESIDENT  
Carl Bongirno



FINANCE  
DIRECTOR  
Chuck Luthin



PURCHASING  
DIRECTOR  
Howard Roland



SERVICES  
DIRECTOR  
Jud Perkins

The Finance Division's primary responsibility is to provide support of a financial nature to all other divisions. This includes the accounting aspects for the company, Florida subsidiaries and joint ventures of the parent company, Walt Disney Productions. As a service organization, it is non-revenue producing; it processes and accounts for all revenue received and disbursements paid.

The Purchasing Division obtains materials, supplies and services for all divisions of Walt Disney World and other Florida Companies.

The Services Division is responsible for Communications, Internal Transportation, Mail Room, Main Files, Laundry, Warehouse and Vista Florida Telephone.

Wardrobe is responsible for design, fabrication, issue, maintenance and storage of all costumes used by WDW employees and for audioanimatronic figures.

# FINANCE

## GENERAL ACCOUNTING

### General Ledger/Cost Control

General Ledger's responsibilities include the preparation of monthly financial statements for the Florida origins and the submission of data to corporate accounting for consolidated financial statements. The Walt Disney World Account Code Manual, the source of the chart of accounts and department/location identification, is maintained in this office. The operating budgets prepared by the Florida origins are input into the OPAC system by General Ledger. All manual journal entries prepared by Walt Disney World are controlled and input by this office.

Another responsibility of this area is the preparation and distribution of various manual reports requested by operating divisions and the distribution of all OPAC reports. The bank reconciliations and verification of bank deposits is also a function of this office. The account coding of purchase orders and the post audit function for the Accounts Payable System is performed here, as is the maintenance of account reconciliations and analysis. All cash forecasts and various special information requested by Finance Planning and Analysis are prepared by this office.

Cost System's major areas of responsibility are the maintenance of project and job cost systems, commitment analysis, accumulating and verifying all job system labor redistributions, determining physical status of work in progress and projecting

estimated final cost on work order jobs. The work order control area is responsible for monitoring and setting up all fiscal year planned and unplanned work order tasks and interfacing with the Planning Department on all work order approvals.

#### Property Control

The primary function of Property Control is to tag, inventory, control and maintain accounting records for the capital assets and controllable assets of all Florida-based companies.

Secondary duties include disposal of excess property, material, merchandise and salvage material.

#### Inventory Control

Inventory Control is responsible for controlling, coordinating and reporting on all inventory functions between each division's Inventory Control Department and Data Processing. They assure accurate and reliable inventory level reporting in each division for both Warehouse and In-Park inventories by auditing receiving, issuing and other related inventory procedures as prescribed in the inventory control system. They also conduct all semi-annual physical inventories with complete audit and reconciliation.

## Material Control

Material Control is assigned the primary function of maintaining the general supply portion of the Inventory Control system. To accomplish this, Material Control maintains an inventory of materials required for direct support of the operation and maintenance functions in the Magic Kingdom and other Florida companies. They also establish the Min/Max levels for each line item and review all system input and output. Maintenance and publication of the General Supply and Office Supply Form Catalogs is also one of their responsibilities.



## OPERATIONAL ACCOUNTING

### Accounts Payable

The main function of the Accounts Payable Department is to accrue and record liability payment transactions for materials and services purchased outside the organization as well as to satisfy the internal payment requirements resulting from Workman's Compensation, employee travel, awards and other miscellaneous incurred expenses. Payments must be supported by proper documentation, such as the authorization for purchase, receipt, acceptance and validity of the vendor invoice date.

### Payroll

It is Payroll's responsibility to pay all salaries and wages accrued to each officer and employee of all Florida Companies. They also must maintain the necessary payroll records and files required by law and insure that we comply with the various trade union agreements.

### Accounts Receivable

The primary responsibility of this department is to prepare invoices for all Disney Florida Companies. The largest volume of invoices originates from the three Disney hotels. These invoices are for monies owed by individuals and businesses. Accounts Receivable also issues employee credit cards and monthly credit card statements. This department is responsible for properly recording and applying all payments received for invoices and statements.

### Revenue Accounting

Revenue Accounting's main function is that of maintaining accurate records of all revenue generated from the sale of Admission Media, Merchandise and Theme Park food on a daily basis. This function is also performed for the revenue generated by all sales at the Lake Buena Vista Shopping Village.

### Credit

The Credit Department is responsible for necessary credit investigation on all new accounts and for insuring that credit is extended only in accordance with Company policy and sound credit practices. This activity covers all Florida based companies including Walt Disney World Company, Walt Disney Distributing Company, Lake Buena Vista Communities (Lake Buena Vista Village credit card), United National Operating Company, etc. In addition, they will provide assistance and information to other departments such as Purchasing and Accounts Payable. Appropriate collection action is taken to maintain the shortest possible collection period and the lowest possible bad debt loss consistent with maintaining sales volume at a level to achieve the highest net profit.

### Admissions

Admissions is responsible for the content, ordering, receiving, daily issuance and return, and destruction of all

Admissions (Continued...)

Admission media utilized by WDW. They must also establish all procedures to control and safeguard all Admission media.

Cash Control

Cash Control is responsible for all monies at WDW. It is their responsibility to implement or establish any policies or procedures necessary to insure proper safeguards for the Company's cash at all times.

### Research and Statistics

The primary purpose of the Research and Statistics Department is to project and evaluate WDW demand. Essentially, this demand relates to the Theme Park attendance, but includes such areas as projected Shopping Village sales and projected Campground occupancy. Inclusive with demand projections are statistical analyses and evaluations of external market conditions such as tourist activity, school holidays, economic trends and population changes.

Secondarily, the department evaluates WDW supply as measured by guest utilization including Theme Park ride capacity, transportation capacity, and other facilities. These analyses are useful in evaluating optimum operation potentials and future project planning.

Thirdly, departmental personnel assist in timely and periodic reporting of Walt Disney World activity to management.

### Training and Development

The Finance Division Training and Development Manager serves as a staff assistant to the Division Director and Vice President. He is responsible for coordinating all matters of training, education and leadership as well as other areas of communication, personnel and human relations.

## Financial Planning and Analysis

The Financial Planning and Analysis Department is responsible for providing financial assistance to management in long range and operational planning.

The support for long range planning involves recommending long range financial objectives and suggesting and evaluating the means to achieve the desired objectives. Included in long range planning support is the financial analysis of new attractions and facilities and the evaluation of proposals affecting existing activities. Some examples are the evaluation of transportation expansion, new food locations and new merchandise locations.

The responsibilities in support of operational planning entail assisting the various divisions with the financial aspects of their operations. Assistance is provided in developing the financial portion of the objectives each division wants to achieve during the year. These objectives include such factors as labor costs, materials expense, and labor productivity. Then, throughout the year, working with each division's management, the progress made in reaching the objectives is measured and evaluated.

Financial Planning and Analysis also prepares and presents periodic financial reviews of divisional and total company performance to management.

INTERNAL MANAGEMENT AUDIT

The Internal Management Audit Department is responsible for conducting independent reviews to determine the effectiveness of Company policies, procedures and internal controls. This task is accomplished through the use of Businessman's Reviews and recurring internal audits. When appropriate, solutions are developed for problems noted during these reviews and assistance is furnished in the implementation of the recommendations.

Other responsibilities of the Department are:

- A. To coordinate Florida companies tax matters and to maintain a liaison with the Corporate Tax Department.
- B. To coordinate energy conservation activities throughout Walt Disney World and other Florida companies.
- C. To assist Price Waterhouse & Company in the accomplishment of their annual audit.
- D. To provide support to the Walt Disney World WIN Committee.

## Data Processing/Systems

### Data Processing

An average of 65,000 documents (time cards, requisitions, purchase orders, etc.) are received each week from the various other departments within the Company. The information on these documents is keyed onto magnetic tapes which are used to transmit the information over telephone lines to California. The information is processed by the computers in California and the report data is transmitted back to Florida. Data Processing then prints and distributes the reports to the various departments.

### Systems

The basic responsibility of the WDW Systems staff is to provide user support to all Florida department for all Data Processing needs.

# PURCHASING



## PURCHASING

Purchasing at WDW is a part of Walt Disney Productions Corporate Purchasing, reporting to the Director of Corporate Purchasing. The other purchasing centers are located at Disneyland, the Studio,<sup>and</sup>/WED/MAPO, all of which report to the Director of Corporate Purchasing. The office of Corporate Purchasing has been established to direct overall purchasing policies and to coordinate the procurement of all goods having common usage.

The objective of the Purchasing Department is to serve all departments of the Company by providing each one with the materials, equipment and outside services they require to accomplish their tasks and to obtain such products or services at the most beneficial terms and conditions for the Company based on professional purchasing techniques.

At WDW, Purchasing is responsible for the procurement of all maintenance and operating supplies, capital equipment purchases and leases, construction materials and equipment buying, as well as the negotiation and award of service and construction-type contracts. This responsibility encompasses all divisions at WDW as well as the subsidiary companies located in Florida (e.g., UNOCO, Buena Vista Communities, Vista Florida Telephone Co.). Food and beverages for consumption by both employees and guests are also bought by the Purchasing Department. The procurement of merchandise for resale is the only exception to the purchasing responsibilities of this department.

The Purchasing Department consists of a group of Buyers and Senior Buyers whose primary functions include the source selection of a supplier for each product, material, commodity or service required by the requisitioner. They negotiate price, terms, quality level, transportation, delivery promise. They are also responsible for delivery of such requirements in a timely manner.

The Purchasing function also includes the constant search of the market for new products or techniques, the development of new suppliers, the development and implementation of cost-saving methods, the improvement of the quality of the product we buy, the reduction of delivery cycles and, of course, the effort to buy the best product at the lowest cost.

# SERVICES

## Distribution Department

The WDW Distribution Department is responsible for furnishing distribution and warehousing services for all Disney Companies. Some of the services furnished are:

1. Receiving materials from vendors, other Disney Companies outside Central Florida, and from various departments within the Florida Companies. All these receipts must be documented to effect payment of freight charges and cost of goods, updating inventories, location and issue data.
2. Price resale merchandise, make deliveries on and off site, make shipments of guest purchases and Disney Company requirements.
3. Furnish traffic services, e.g. - tracing, claims, classifications, carrier selection and other traffic functions as required, which include imports and exports. Also operate a trucking operation between Disneyland and here as well as all points in the U. S.
4. The warehouse is the logistic department, excluding Material Control, for all types of materials ranging from show installations, resale merchandise and general commodity items that are required to keep the various companies operational.

In order to perform these services the Distribution Department employs approximately 150 employees, owns or leases approximately 30 pieces of major material handling equipment, eight to twelve trucks, 30 trailers, 3 tuggers. We are operational 24 hours a day, 365 days a year and require approximately one quarter of a million square feet of warehouse space.

## Laundry/Dry Cleaning

This industrialized complex is one of the most modern and efficient in the nation. Since opening we have hosted Advisory Tours for laundry representatives from three different continents.

Our equipment (the best and most up-to-date in the field) includes washers and dryers with individual capacities up to 600 pounds, a computerized AEL System to control the adding of certain chemicals and cleaners as well as the processing required for various materials and dyes, especially designed shirt and pants presses, regular steam press, a dry-press steam tunnel, a wet-to-dry steam tunnel, tru-feeds, flatirons, folders and conveyor belts. The tru-feeds are hand-fed, then in turn, automatically feed linen to the flat irons which press, fold, count and stack linens on conveyors for hand-lifting to carts.

We are budgeted for a staff of 150 hourly employees ( giving us a daily staff of 90) and we operate 7 days per week.

Our complex is so scientifically organized that in peak season, we have weighed in 60,000 pounds, produced 70,162 flatwork pieces, shipped 14,595 wardrobe and 93,259 linen pieces in one 8 hour day. These record-breaking figures were accomplished with a staff of 90. On an average day, we produce approximately 7,500 pieces of wardrobe and 35,000 pounds of flatwork.

## Vista Florida Telephone System

In 1971, the Florida Public Service Commission granted Vista Florida Telephone System a Certificate of Convenience to provide telephone service, as an independent telephone company, within the boundaries of WDW. Vista Florida Telephone System is a partnership between WDW (51%) and Florida Telephone Corporation (49%).

On July 18, 1971, Vista Florida Telephone System went in to operation with 300 telephones. As of January 31, 1975, we have 8,314 telephones in service.

At the present time Vista Florida Telephone System provides telephone service to the seven hotels, the Administration Area, and Theme Park. Calls from all these locations are connected to the World through the '824' Central Office. All long distance calls are sent to Winter Garden for operator assistance or billing at this time.

In June of 1974, Vista Florida Telephone System cut into service an '828' Central Office (across from U.S. Steel Bldg) to process all direct dial long distance calls (DDD) to the world. Operator assisted calls are still handled in Winter Garden.

In September of 1975, Vista Florida Telephone System is putting into service their own operator positions (TSCS). At this time all long distance calls will go direct to the world from our operators or equipment.

Some of the things that make Vista Florida Telephone System unique as a telephone company are:

1. 100% touch tone phones
2. 100% single party lines
3. 100% of our equipment is electronic
4. Vista has the only video-phone (Vista-Phone) in service in Florida.

Vista Florida Telephone System, in connection with the Bell System, provides data lines and tie lines between Florida and California.

It is Vista Florida Telephone System's goal to provide WDW with the best in telephone and communication services in the United States.



## Services

### Communications

The Communications Department coordinates all telephone service requests for Florida Divisions with Vista Florida Telephone System. After VFTS investigates the request, the Communications Department gives final approval or denial of the request. All installations and repairs are performed by VFTS. The telephone operators in Theme Park are part of the Communications Department.

### Mail Room

The Mail Room handles all mail for all the Florida Divisions. This includes inter-office mail, special services and packages. Delivery and pick-up is made twice a day to most locations. Letters and packages may be certified, registered or insured through the Mail Room. Stamps are also available for sale in the Mail Room.

### Main Files

Main Files maintains the central files for all forms for Florida Divisions. The forms are evaluated and designed with specific standards and guidelines by the Main Files Department. A historical record is maintained on each of the 1,500 forms in use, which includes: composition, size

and specifications, purpose and the user department. Another area of responsibility is record management in which a record analysis is made of each record to determine necessity, volume storage requirements and final disposition. The actual storage and retrieval of the records is the responsibility of Main Files.

#### Internal Transportation

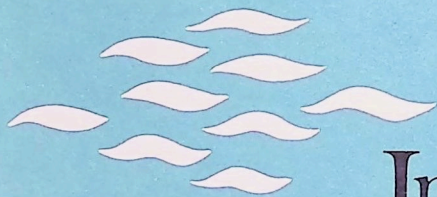
This department is responsible for the control of all Company vehicles. A Motor Pool is maintained to supplement normal divisional assignments. All maintenance and State Inspection Programs for these vehicles are coordinated through this department. Justification and specifications for leased or purchased vehicles are developed by this department. Internal Transportation is responsible for the WDW Pick-Up and Delivery Service. All essential pick-ups and deliveries (excluding mail) on the property and within a 30-mile radius of Theme Park are handled by this department. The telephone number for this service is Theme Park Ext. 7800.

## Wardrobe

This department is divided into two areas - Wardrobe Issue and Costuming.

Wardrobe Issue is responsible for lockers, dressing rooms, storage, maintenance and issue of all costumes.

Costuming is responsible for costume designs, fabrication, purchase of fabric and materials, and for maintenance of all audioanimatronic costumes. Wardrobe maintains fourteen (14) different locations. There are over five hundred (500) different styles of costumes, more than one hundred thousand (100,000) costumes and one million (1,000,000) individual items worth Four Million (4,000,000) Dollars.



Reedy  
Creek  
Improvement  
District



# Reedy Creek Improvement District

BOARD OF SUPERVISORS  
THOMAS M. MOSES  
*President*

ROBERT K. MATHEISON  
*Vice President*

PHILIP N. SMITH  
*Secretary*

ROBERT P. FOSTER  
W. E. POTTER

P. O. BOX 36 LAKE BUENA VISTA, FLORIDA 32830 TELEPHONE (305) 828-2034

Office of the General Manager

## REEDY CREEK IMPROVEMENT DISTRICT

The Reedy Creek Improvement District was created by the Florida Legislature in 1967 to provide those essential public services necessary for WALT DISNEY WORLD and to create the legislative and regulatory environment necessary for private industry to innovate and build a community of the future.

The District is a public body of the State and is charged with the duty of conducting its business in accordance with the initial enabling legislation and other State laws regulating the administration of special taxing districts. The District derives all of its income from taxes and user charges imposed within its territorial boundaries. Property owners within the District will continue to pay ad valorem taxes for the support of general county government and public schools.

### AIR AND WATER QUALITY

Because a quality environment is essential to the long term development of the District, an air and water pollution control program was submitted to and approved by the Florida Department of Air and Water Pollution Control in 1970. The program was conceived only after extensive studies of the chemistry and biology of ground water and surface water, plant life, wildlife and soil conditions, prior to and during the early phases of development. Because the research has been so carefully planned and integrated into the design of facilities, a great opportunity exists to avoid and prevent pollution problems.

Surface water is monitored at numerous points on a regularly scheduled basis. Physical, biological, and chemical tests are performed on samples collected at the monitoring points, enabling the District to predict potential problems and take corrective measures when necessary. Supplementary ground water samples are analyzed on an as-needed basis. Air samples are collected and analyzed at several locations.

The District's Pollution Control Program is administered by a Pollution Control Board, consisting of five interested representatives of the District and surrounding communities. Periodically, reports on air and water quality are submitted to the State Department of Air and Water Pollution Control, who has the responsibility for enforcement.

#### CODES

After some three years of research and planning by engineers, architects, code specialists, and District personnel, the EPCOT [Experimental Prototype Community of Tomorrow] building, electrical, mechanical, and plumbing codes were developed. The development and acceptance of these codes is surely one of the great accomplishments of the engineering and construction field, assuring safe and efficient building construction and providing for the use of modern technology and materials. These codes represent the combined effort of the District's Department of Building and Safety staff and some of the country's top code and construction specialists.

These codes were essential in order to promote new concepts of design, construction, materials, and systems within the District. Considerable savings are possible because the EPCOT Codes emphasize performance criteria rather than limiting specifications. These codes have created an environment that has stimulated many new concepts in building construction. Perhaps the EPCOT codes will lead the way toward solutions to the complexities of modern construction and provide direction for the development of cities in the future.

"The performance-based code includes some approaches a lot of code writers would like to use if the codes often adopted by local jurisdictions were not obliged to be a compromise between warring factions...It affords a unique opportunity to govern and encourage new construction materials and techniques." [Engineering News-Record, September 10, 1970.]

#### WATER CONTROL

In the very early planning stages, a plan of water control was developed to maintain, as nearly as possible, natural ground and surface water levels and at the same time, provide protection against floods during periods of extreme rainfall. To accomplish this, a system of canals, water-control structures, and levees was developed and submitted to the Circuit Court of Orange County in accordance with State laws governing water control plans. The plan was approved in 1966.

In less than four years, a major portion of the plan of improvements had been completed. Our forty miles of canals, nineteen miles of levees, and nineteen automatic water-control structures were in operation. The District is capable of maintaining normal water levels during periods of drought, and of discharging flood waters during excessive storms.

Extensions and improvements are planned over the next several years as the urbanized sections of the District expand. Upon completion, the water control system permits approximately one-third of the District to be retained in its natural state.

Because water is so essential to the overall ecology of the area and to the design of the various water control and utility systems of the District, a special water resource research program has been underway for several years. The studies are conducted by the U. S. Geological Survey [U.S.G.S.] under a cooperative agreement with the District. The studies have documented the quantity and quality characteristics of incoming surface water and the surface water discharged downstream, together with an intensive investigation of shallow and deep water aquifers. Because these studies have been accomplished and will continue, the District will be able to more effectively plan its water related facilities and will be able to avoid the degradation of the environment frequently associated with urbanization. Furthermore, the reports developed by U.S.G.S. provide much needed information relative to the effects of urbanization on water resources.

#### FIRE SAFETY

Established in 1968, the District Fire Department maintains a twenty-four hours fire prevention and fire protection program. The department is staffed by full-time, professionally trained personnel and is equipped to extinguish both structural and forest fires.

The single most significant part of the department's program is the prevention of fire. A very careful surveillance and inspection program has been established to prevent the accumulation of combustibles and to be sure that all fire protection equipment is in operating condition.

Even with an extremely effective prevention program, the possibility of human or equipment failure requires that the department be capable of reacting quickly and efficiently. When fire occurs, the action taken during the first few minutes usually determines the extent of injury and property damage. Personnel are trained in the chemistry of fire and methods necessary to stop combustion. They are intimately aware of the floor plan, layout, and location of critical points of all buildings within the District. With modern equipment and adequate training, fires may be extinguished without extensive chemical or water damage.

As an aid to prevention, detection and combustion control, extensive, built-in features are included in all new

construction. District building codes require that automatic sprinkler systems be included in all construction to minimize combustion and damage. A sophisticated alarm system including smoke and heat sensors also exists so that Fire Department and operational personnel may detect the potential for fire well in advance of actual combustion. The alarm system is part of the automatic monitoring and control system.

The Department maintains the radio dispatch center for all District operations. The dispatch center also maintains radio and teletype communications with local fire departments in the surrounding area and other emergency installations.

In addition to providing complete fire protection, the Fire Department maintains twenty-four hour ambulance service by a crew of trained professionals. Using the latest in first-aid equipment, guests and employees are just seconds away from help.

#### WATER RECLAMATION

The District's Water Reclamation Plant is among the first, all new treatment plants designed to exceed the new sewage treatment standards of the Florida Department of Air and Water Pollution Control. The plant includes, in addition to secondary treatment, a system of rapid sand filters. The plant is capable of removing all harmful bacteria, approximately 97% to 99% of the Biological Oxygen Demand [BOD] and a significant portion of the nutrients. Reclaimed water will be used for irrigation of an "Experimental Tree Farm" under the joint supervision of the University of Florida Agricultural Department and Walt Disney World officials.

Studies are underway to develop a "living filter" consisting of several hundred acres of special plant materials selected according to their ability to utilize, beneficially, the remaining nutrients in the treated effluent. Considerable research and analysis is necessary to select the appropriate plant materials, method of application, and hydrological conditions. Successfully applied, the "living filter" will convert a waste disposal problem into a beneficial by-product.

The present plant capacity is 3.3 million gallons per day [mgd] and this can be expanded to 10 mgd. Quantities treated will vary considerably throughout the day and seasonally, according to the variations in daytime population. Careful attention to biological and chemical controls is necessary to accommodate these variations in quantities.



The first year flows are expected to average approximately one mgd, expanding to approximately five mgd within less than five years.

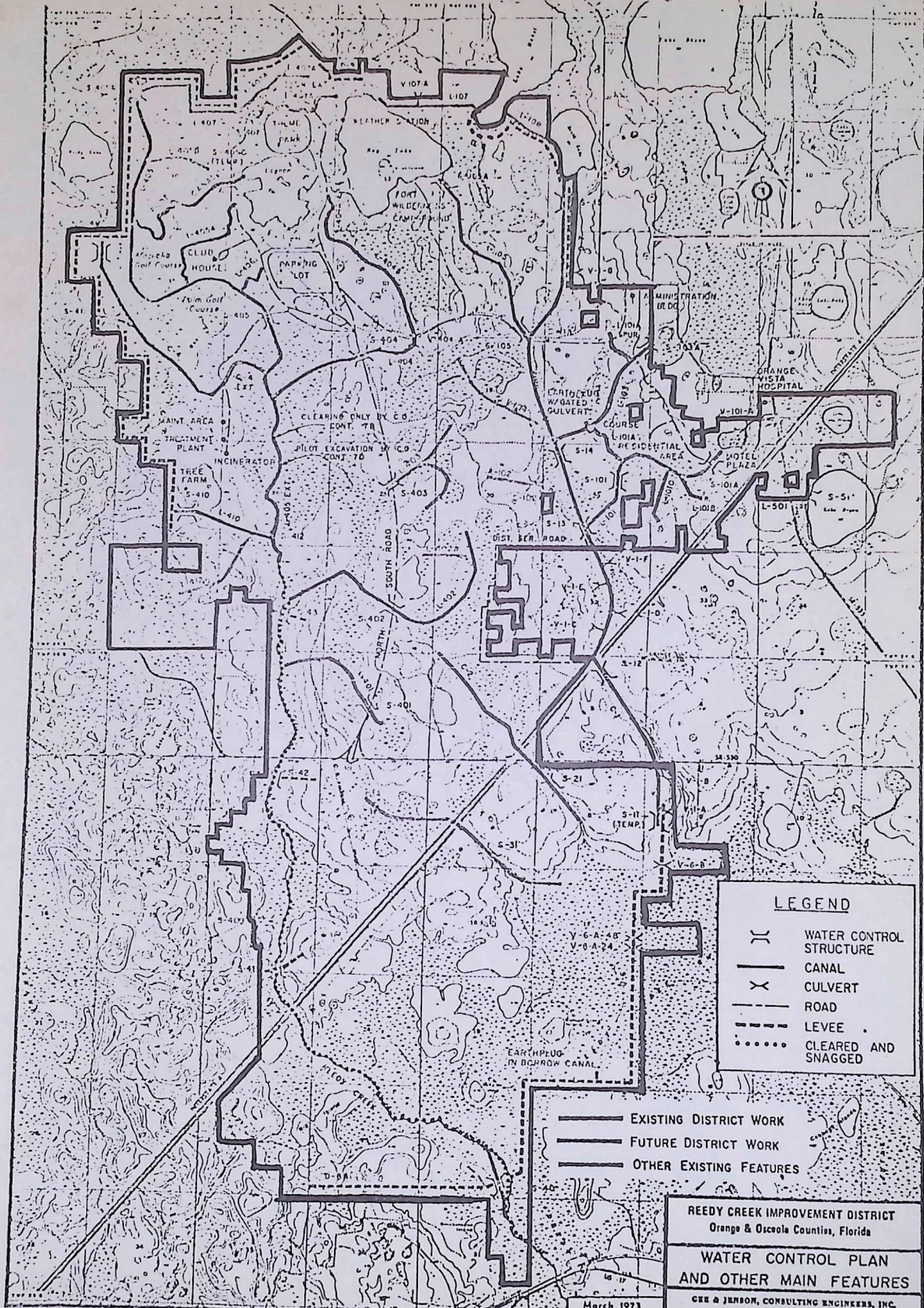
The plant has a modern water laboratory, equipped and staffed to perform all tests required for successful water supply, waste water treatment, pollution control and boiler water analysis.

#### WASTE REDUCTION







Solid waste is collected and reduced to inert matter by incineration. The District's two Incinerators have a combined capacity of one hundred tons per day. Initial quantities of waste are expected to be approximately thirty five tons per day, increasing to approximately one hundred and fifty tons per day in ten years. Projected increases in quantities have required that the District prepare, at the outset, plans for future expansion. The design of the Incinerators includes highly sophisticated equipment to prevent the discharge of pollutants into the atmosphere. The use of mechanized equipment is utilized to the maximum extent possible in the handling and transporting of waste materials and residue.




#### ADMINISTRATION

A Board of Supervisors, elected by District landowners, is the governing body of the District and has the responsibility and the authority to carry out the business of the District, manage the expenditure of funds, employ personnel; and adopt rules and regulations. The Board holds its annual landowners meeting in May of each year and conducts the business of the District at regularly scheduled bi-monthly meetings. Workshops and committee meetings also require considerable time on the part of the Board members. Responsibility for the administrative operation of the District is delegated by the Board to a General Manager, whose function is similar to that of a typical city or county manager.



**LEGEND**

-  WATER CONTROL STRUCTURE
-  CANAL
-  CULVERT
-  ROAD
-  LEVEE
-  CLEARED AND SNAGGED

-  EXISTING DISTRICT WORK
-  FUTURE DISTRICT WORK
-  OTHER EXISTING FEATURES

REEDY CREEK IMPROVEMENT DISTRICT  
Orange & Osceola Counties, Florida

**WATER CONTROL PLAN  
AND OTHER MAIN FEATURES**

CBE & JENSON, CONSULTING ENGINEERS, INC.  
West Palm Beach, Florida

March, 1973

THE  
ENTERTAINMENT

DIVISION



© WALT DISNEY PRODUCTIONS

ITINERARY FOR THE DAY  
Entertainment Division

## ENTERTAINMENT DIVISION

- DISNEY WAY II

|             |                               |  |                                     |
|-------------|-------------------------------|--|-------------------------------------|
| 1:30 - 2:00 | INTRODUCTION TO ENTERTAINMENT | Dick Ross<br>Dick Orr                  | Entertainment<br>Conference<br>Room |
| 2:00 - 2:15 | SLIDE SHOW                    | Carol Campbell                         | Mickey<br>Room                      |
| 2:15 - 2:30 | TRAVEL TO DIAMOND HORSESHOF   | Carol Campbell                         | _____                               |
| 2:30 - 3:00 | DIAMOND HORSESHOE REVUE       | Carol Campbell                         | Diamond<br>Horseshoe                |
| 3:00 - 3:20 | BACKSTAGE AT THE HORSESHOE    | Bev Bergeron                           | Diamond<br>Horseshoe                |
| 3:20 - 3:30 | TRAVEL TO CHARACTER ZOO       | Carol Campbell                         | _____                               |
| 3:30 - 4:30 | CHARACTER EXPERIENCE          | Character<br>Department                | Zoo                                 |
| 4:30 - 4:40 | PICTURES                      | Photographv                            | Fantasyland<br>Break Area           |
| 4:40 - 5:00 | DRESS TIME                    | _____                                  | Zoo                                 |
| 5:00 - 5:30 | WRAP UP                       | Dick Orr<br>Del Shilling<br>Tom Craven | Bandroom                            |
|             |                               |  |                                     |

ORGANIZATIONAL CHART

ENTERTAINMENT DIVISION

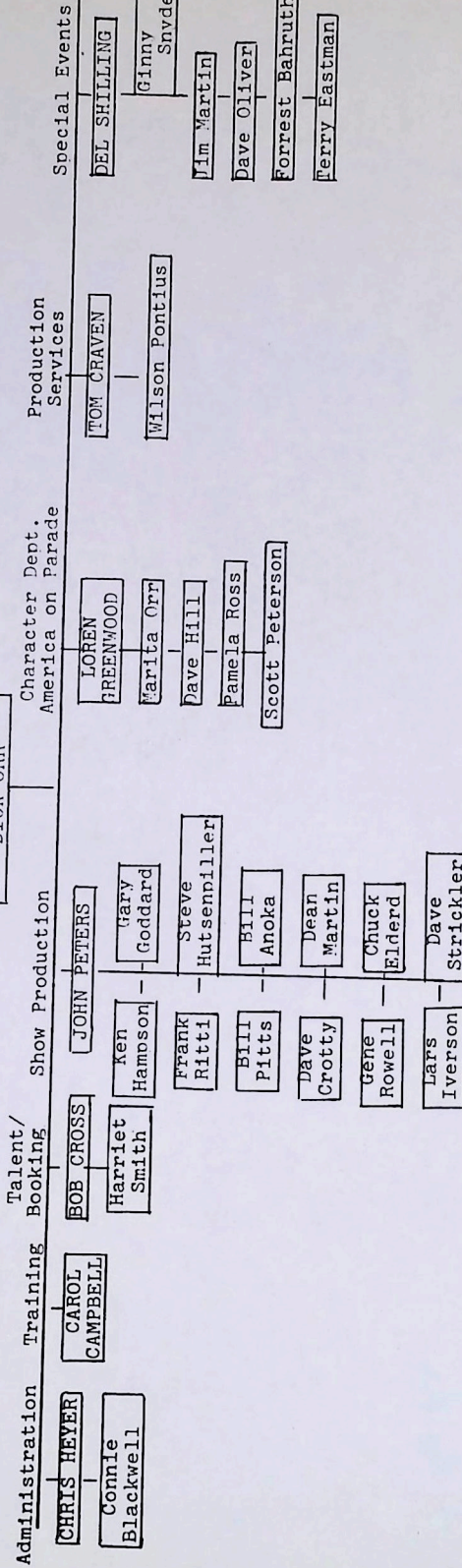
V. Pres.  
ROB JANI

Finance Rep.  
JOHN MOOHR

Director  
DICK ROSS

Exec. Sec.  
SHARON CRAVER

Division Manager  
DICK ORR



Administration

Training

Talent/  
Booking

Show Production

Character Dept.  
America on Parade

Production  
Services

Special Events

ENTERTAINMENT

Bob Jani

Vice President  
Walt Disney World  
Disneyland



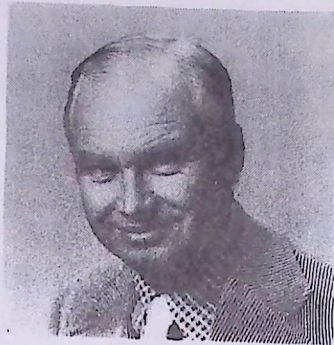
As Vice President of the Entertainment Divisions at Walt Disney World and Disneyland, Bob is responsible for creating all shows and productions in both theme parks. Bob's creativity masterminded our Grand Opening Ceremonies, the Pepsi Luau, the festivities for the Opening of Tomorrowland and the conception of "America on Parade" - currently the largest single Bicentennial Celebration underway in the nation.



ENTERTAINMENT

Dick Ross

Division Director  
Walt Disney World

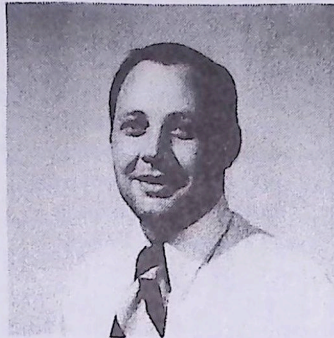


Dick, as Director of the Entertainment Division here at Walt Disney World, oversees the day-to-day functioning of the division's activities. He has the responsibility for the installation and operation of all new shows and activities as well as the continual upgrading of existing entertainment. Dick came to Walt Disney World in November of 1973, after being the National Producer and Director of all major meetings and pageantry for the Boy Scouts of America.

ENTERTAINMENT

Dick Orr

Division Manager  
Walt Disney World



Dick manages and coordinates all departments within the Entertainment Division to include Band/Festival, Special Events, Talent Booking, Disney Characters, Training, Production, and Production Services, in the areas of organization and staffing, personnel administration, budgeting and facilities utilization. Each of the department heads in the division reports to Dick.

TOM CRAVEN, Manager, Services and Special Projects - Walt Disney World

Tom supervises the Production Services Crew, which supplies the manpower support for the Division, as well as the construction and maintenance of all physical equipment and properties. Tom also coordinates periodically assigned special projects, such as the proposed theatre complex and upcoming television specials.

DEL SHILLING, Manager, Special Events - Walt Disney World

Del's department plans and coordinates one-time or annual special events on the property. Some of these events are Christmas Parades, Candlelight Processions, Easter Parades, Grad Nights, Small World Days, and State Salute Weeks. Del works directly with the Show Development Team in California for the staging of shows created by this group, and with Bob Cross in acquiring the services of "name" stars for special events.

BOB CROSS, Manager, Music/Talent Booking - Walt Disney World

Bob books the professional talent performing at Walt Disney World. This includes all musicians, dancers and singers, as well as the star talent for the Top of the World and special events such as Grad Night. He also hires, through periodic auditions, all in-house musical talent. Bob oversees union contracts and the business end of contracts with professional talent.

LOREN GREENWOOD, Manager, Character Department & America On Parade - Walt Disney World

Loren has the responsibility for all the activities of the Walt Disney World Character Department. Our Disney Characters appear not only in the Park but are involved in many off-property appearances for such reasons as film promotion and publicity. Loren administers these activities; he controls the scheduling and maintenance of over 100 Pageant Hosts and Hostesses who portray the more than fifty characters. In addition to these responsibilities, Loren has also been named Manager of America on Parade during its 15 months of activity.

JOHN PETERS, Coordinator, Show Production - Walt Disney World

John coordinates all the live shows and talent in the Theme Park and the hotels. Working with him are the Show Coordinators who control schedules and show quality, primarily of a technical nature. John's area provides the stage management for all shows.

CHRIS HEYER, Coordinator, Administration - Walt Disney World

Chris administers the personnel and payroll records for the Division. He also prepares the Division budget and oversees cost reporting each week. One important aspect of his duties is coordination of the various union contracts into the Walt Disney World payroll system.

CAROL CAMPBELL, Coordinator, Division Training - Walt Disney World

Carol coordinates the training efforts of our Division with the Disney University at Walt Disney World. She works with each of the departments of the Division as they organize to administer training programs for employee growth. As Training Coordinator, Carol helps prepare programs, special events and presentations which allow Walt Disney World employees to become a part of the live shows.

DAVE OLIVER, Coordinator, Band/Festival Department - Walt Disney World

Dave is responsible for inviting and coordinating the appearance of all outside guest performing groups of an amateur nature; guest high school bands are the most frequent visiting talent. Dave does double duty too, in that he is also the director of the Walt Disney World "World" Band. He prepares musical programs, conducts concerts and leads the band down Main Street every day.

BILL ANOKA, Coordinator, Convention Shows - Walt Disney World

The Entertainment Division provides shows for convention groups in our various resort areas. As part of the Show Production Department, Bill oversees the set-up and coordination with the hotels' Convention Department and the convention groups. He also handles arrangements necessary for industrial displays held on the property.

STEVE HUTSENPILLER, Coordinator, Audio/Visual Department - Walt Disney World

Steve supplies A/V services for conventions and company presentations in the hotels. This area plans, directs and coordinates the installation of multi-media shows.

THE WORLD IS OUR STAGE  
Entertainment Division

When you see a Disney Character, hear a live band in concert, or enjoy a dinner show at one of the resorts here at Walt Disney World, you have encountered the Entertainment Division at work. The fundamental purpose of this division is to add to our guests' total experience during their visit to Walt Disney World by providing the live entertainment, special celebrations and exciting extras that have made Disney the finest in family entertainment.

Walt Disney World Entertainment is predominantly made up of live professional talent, which falls into two functional categories:

1. LIVE SHOW, the regularly scheduled stage presentations, composed of organized acts for stationary audiences. At any time during the year, there will be from seven to ten different show groups ranging from the Character Show in the Magic Kingdom Theme Park to the Top of the World star at the Contemporary Resort. Also included among these live shows are the Pioneer Hall Revue, or "Hoop De Doo Show" and the exotic Kauai-Pono Polynesian Revue. These shows take place nightly all year long; drawing an audience of area residents as well as resort guests already on the property.
2. ATMOSPHERE TALENT provides live background music to add authenticity and color to the setting. These performers stroll about as they entertain moving audiences in a more informal style and program. Atmosphere talent endeavors to enhance the themed areas of the Park. On Main Street USA, guests encounter the Dapper Dans, a barbershop quartet; in Adventureland they'll experience the sights and sounds of the Steel Band. The mood changes again with the Blue Grass Band in Frontierland, the Fife and Drum Corps in Liberty Square and the colorful Polka Band in Fantasyland.

The success of these shows is made possible through the support of a talented backstage staff responsible for creating, staging, and producing the onstage guest experience. This staff includes:

The Talent/Booking department whose members are responsible for the hiring of all performers and for overseeing their business contracts and union affairs. The key to the success of this area is a constant effort to keep abreast of the latest in the Entertainment World. The kind of star entertainment that draws people in large numbers to Walt Disney World also requires large amounts of money. With a limited budget, the Talent/Booking department must take great care to identify the "up and comers" or rely on personal and professional ties to draw these big names to what is considered an obscure Central Florida area in comparison to Los Angeles, Las Vegas, or New York.

The Production department, through Show Coordinators, assumes responsibility for getting the show "on" and for keeping it going by handling any personnel or technical problems that might occur. Production also provides the stage managers and technical show support - the lights and sound. Character parades are a joint function of the Services department and the Character department. The Services department builds and maintains the elaborate floats and props utilized by Parade participants.

The Pageant hosts and hostesses that animate the character costumes are a part of the Character department. This department coordinates all character activity within the Theme Park, for

convention activity as well as any off-property functions that might occur. (i.e. Macy's Parade, Orange Bowl, United Fund)

The Special Events department handles activities that occur annually or as one-time happenings on and off the property. The Opening of Tomorrowland, Candlelight-Easter-and Christmas Parades, Star-Spangled Holidays, Love Bug Days, Country-Western Days, Valentine's Day Party, and various private parties are among the many affairs. Quite often, popular stars or groups will be booked on these occasions to add to the excitement. Charlie Rich and Donna Fargo for Country-Western Days, Brownsville Station for Grad Night, and Blood, Sweat & Tears at the big Valentine's Day hard-ticket Party are but a few.

A complex record-keeping system is needed to keep track of the divisional activities. The Administration department handles the paperwork including paychecks and personnel records for all our employees. This department also coordinates the activities of all areas for special events and parties to assist in budgeting and personnel requirements.

For the Bicentennial Year Celebrations, a new department has been established to coordinate the activities of America on Parade. This area will include not only the 500 daily parade participants but the numerous support units required for a production of this kind; to include sound and light technicians, electricians, painters, wood work and fiberglass specialists, decorators, and mechanics. In addition, this new department will coordinate the

Work Experience programs for student parade participants in Orange County and the Guest Bands that have been invited to march in America on Parade.

Working in conjunction with these departments, are a number of individuals in staff positions that play an important part in the Entertainment Division. Among these are our Choreographers and Show Development team. Show ideas may be originated here in Florida or in California but in either case, the actual staging and producing is done by the staff here. Dancers and performers are auditioned and rehearsed; music is selected and arranged and props are designed and built based on the ideas and recommendations of this Show Development team.

A majority of the division's entertainment is live, however, there are some unique electrical sights and sounds nightly with the Electrical Water Pageant, and during extended hours, the Fantasy in the Sky Fireworks and the twice-daily carillon concert from the Seven Seas Lagoon.

Walt Disney World is one of the largest single employers of live entertainment in the country. Our guests are able to see some type of show somewhere in the Theme Park or resorts from nine in the morning till two at night. A rich talent smorgasbord, the Entertainment Division presents the world's greatest variety of shows to be found in a single location; offering practically every type of family-oriented fare that might appeal to our Park guests.



**finale**



## WALT DISNEY WORLD CO. ORGANIZATIONAL STRUCTURE

### Administration - Vice President - Phil Smith

The Administration Division is made up of all Walt Disney World Co. Vice-Presidents and division directors. It has three departments: the Legal Department, Corporate Insurance Department and Claims Department.

### Employee Relations - Vice President - Jim Passilla Director - Tom Eastman, Disney University Director - Pat Vaughn, Personnel Services

Employee Relations, through its Personnel Division, is responsible for such functions as employment, personnel records, compensation, relocation, benefit programs, equal opportunity, casting and labor relations. It is a staff function which provides leadership and assistance to management in carrying out a successful Employee Relations Program. Through its Disney University, Employee Relations maintains effective cast communication, professional and cast training and development and cast activities consisting of social, service and recreational programs for WALT DISNEY WORLD employees and their families.

### Entertainment - Vice President - Bob Jani Director - Dick Ross

The responsibilities of the Entertainment Division include coordination of contract groups, themed musicians, the characters and production services.

### Facilities - Vice President - Ted Crowell Director - Neil Gallagher, Maintenance Director - Tom Jones, Reedy Creek Utilities Co., Inc.

Facilities provides instant repairs to attractions and facilities when required, coordinates a preventative maintenance program, schedules and carries out rehabs, supports new construction with shop activities, assists WED in redesign and modification and maintains all grounds. Reedy Creek Utilities Co., Inc. handles the Central Energy Plant and services enumerated elsewhere.

### Finance - Vice President - Carl Bongirno Director - Jim McManus, Finance Director - Jud Perkins, Services Director - Bob Phelps, Wardrobe Director - Howard Roland, Corporate Purchasing

Finance is a staff function whose responsibilities include admissions; cash control; data processing; research and analysis; general, construction and resort accounting; internal audit; payroll; laundry; mailroom; the telephone system; wardrobe; and purchasing.

### Foods - Vice President - Jim Armstrong Director - Dean Penlick

The largest division at WALT DISNEY WORLD is responsible for food preparation at Central Foods and for all food operations, including theme park and resorts, fast-food and buffeteria food facilities.

Buena Vista International, Inc.  
500 South Buena Vista Street  
Burbank, California 91505  
Phone: 213-845-3141

Marketing Disney movie and television properties outside the United States, Canada and South America is the responsibility of Buena Vista International, Inc. It also markets Disney non-theatrical properties, including educational movies (shared with Walt Disney Educational Media Co.) and souvenir merchandise.

CANASA Trading Corporation  
500 South Buena Vista Street  
Burbank, California 91505  
Phone: 213-845-3141

CANASA is a Western Hemisphere trading corporation marketing Disney movie and television properties and other Disney products in Canada and South America.

Walt Disney Educational Media Co.  
800 Sonora Avenue  
Glendale, California 91201  
Phone: 213-240-9160

Walt Disney Educational Media Co. offers Disney educational and entertainment films to schools, churches, youth groups and other community organizations under either a rental or long-term lease arrangement. It also creates and markets a complete line of educational audio-visual materials (film strips, study prints, 8mm films and records) and makes available short excerpts from Disney entertainment films in 8mm silent form.

Walt Disney Music Company (ASCAP)  
Wonderland Music Company (BMI)  
1401 Flower Street  
Glendale, California 91201  
Phone: 213-245-8951

The two music companies are responsible for publishing and promoting musical compositions, the bulk of which are composed for Disney motion pictures and television shows, DISNEYLAND and WALT DISNEY WORLD attractions and Disney on Parade arena shows. The record companies produce phonograph records relating primarily to Disney music under two principal labels: "Vista" for popular and original soundtracks and "DISNEYLAND" for children's records.

Cities of Bay Lake and Lake Buena Vista  
City Offices: P.O. Box 22066 and P.O. Box 22035  
Lake Buena Vista, Florida 32830  
Phone: 305-824-3412

Bay Lake and Lake Buena Vista are cities chartered by the State of Florida to perform municipal functions within the Reedy Creek Improvement District. Each city has an elected council of five members, one of whom serves as mayor.

**MAPO**  
1432 Grand Central  
Glendale, California 91201  
Phone: 213-245-7481

WED designs, MAPO builds. An integral part of the engineering and installation phase of new projects, MAPO fabricates, assembles and tests prototype systems and components for WED-designed entertainment attractions, including all "audio-animatronic" figures. MAPO, a division of Walt Disney Productions, derives its name from the production "Mary Poppins."

**Buena Vista Distribution Co., Inc.**  
1139 Grand Central Parkway  
Glendale, California 91201  
Phone: 213-843-5770

This company, through its 25 branch offices across the U. S., is responsible for the sales and marketing policies that govern the release of Walt Disney films to over 7,000 theatres in the continental United States. Buena Vista Distribution Co., Inc., also sells Disney programs for television syndication and markets Disney records. Because it is licensed to conduct business in most states, it has many divisions, such as WED, UNOCO, Walt Disney Distributing Co., Buena Vista Engineering Co. and Buena Vista Construction Co. This is done to eliminate the need for establishing and qualifying separate corporate entities in the states where Buena Vista Distribution Co., Inc. is qualified.

**Vista Advertising**  
1313 Harbor Boulevard  
Anaheim, California 92803  
Phone: 741-533-4456

This division of Buena Vista Distribution Co., Inc., buys air time or print space for Walt Disney Productions' related advertising. Vista Advertising determines the best media for our market and prepares the copy.

**Walt Disney Distributing Co.**  
P. O. Box 40  
Lake Buena Vista, Florida 32830  
Phone: 305-824-2222, Extension 4716

This division of Buena Vista Distribution Co., Inc., sells both character and general merchandise for distribution to stores all across the United States and various locations throughout the world. Its product line, which includes toys, decorative gifts, clocks, watches, polo and sweat shirts, jewelry and plastic novelties, is either manufactured for it by contract or purchased overseas by its own buyers. It has warehouses in both Orlando, Florida, and Anaheim, California.

**MacGlashan Enterprises**  
1641 South Sinclair  
Anaheim, California  
Phone: 714-639-7930

MacGlashan, a division of Buena Vista Distribution Co., Inc., specializes in designing and manufacturing a wide variety of custom-made shooting galleries and amusement devices for amusement centers all over the country. Its galleries feature MacGlashan air rifles and air cannons with plastic and lead shot. It also designs and manufactures a line of custom-crafted popcorn wagons for DISNEYLAND, WALT DISNEY WORLD and other amusement facilities.

Community Transportation Services Co.  
P.O. Box 40  
Lake Buena Vista, Florida 32830  
Phone: 305-828-3333, Extension 245

This division of Buena Vista Distribution Co., Inc., will utilize the company's extensive experience in the planning, design, construction and operation of transportation systems within its amusement theme parks to consult with cities, airports and shopping centers throughout the world in the master planning of new short-range mass transportation systems, administering their construction and installation.

#### EPCOT

The Experimental Prototype Community of Tomorrow will feature a living community where American industry will always be introducing, testing and demonstrating new techniques and systems designed to enhance the quality of urban life. EPCOT will always be a showcase to the world community. The experience now being gained by the Disney organization in the development of WALT DISNEY WORLD and the Lake Buena Vista Resort Community is preparing the organization for the immense challenge of EPCOT.

Gulf/Disney Enterprises (Florida)  
P.O. Box 40  
Lake Buena Vista, Florida 32830  
Phone: 305-824-2222, Extension 4811 (Merchandise)  
305-824-2222, Extension 4813 (Service)

Run by partnership between Walt Disney World Co. and Gulf Oil Corp., the Gulf Car Care Center specializes in servicing both the guests' automotive needs and the guest himself. Featured are the automotive service facilities, automatic car washes, a lounge, a "baby-care station" for changing and feeding infants and a merchandise outlet for purchasing souvenirs.

Another service provided by Gulf Car Care Center is an informational center where guests can obtain literature about and directions to other Florida tourist attractions.

LAKE BUENA VISTA COMMUNITIES, INC.  
P.O. Box 35  
Lake Buena Vista, Florida 32830  
Phone: 305-828-3466

Lake Buena Vista Communities, Inc., is the owner of, and is responsible for planning and developing, approximately 4,000 acres of real estate within the city of Lake Buena Vista, located on the eastern portion of the 27,400 acre Disney site. Lake Buena Vista is a unique resort and recreation-oriented community of vacation homes and townhouses. Within Lake Buena Vista are four major hotels, including Dutch Inn, Royal Inn, Howard Johnson's and TraveLodge, the Buena Vista Club, shopping center, light industrial and office park, an 18-hole golf course, tennis center and the Orange Vista Hospital.

MADEIRA LAND COMPANY, INC.  
P.O. Box 40  
Lake Buena Vista, Florida 32830

This is one of the land holding companies. Others include Compass Rose Corporation and Ranch & Grove Holding Corporation.

**Marketing - Vice President - Jack Lindquist  
Manager - Rod Caborn**

Marketing is responsible for all advertising and promotion of WALT DISNEY WORLD through publicity, public and community relations, photography, marketing art and industry sales. Other facets of Marketing include coordination with business and industry participants at WALT DISNEY WORLD and organization of group functions, such as Grad Nite and the Magic Kingdom Club.

**Merchandising - Vice President - Jack Olsen  
Director - Bo Boyd, Merchandising  
Director - Ed Moriarty, UNOCO**

The design, purchase and sale of merchandise sold at WALT DISNEY WORLD is handled by the various departments of the Merchandising Division, which is also responsible for the Print Shop, UNOCO and Walt Disney Distributing Co.

**Operations - Vice President - Bob Matheison  
Director - Bill Hoelscher, Operations  
Director - Chuck Cone, Security**

The operation of theme park attractions, watercraft, ticket sales and taking, parking, guest relations and custodial is coordinated through the Operations Division, as is security, key control, fire prevention, safety and the Tri-Circle-D Ranch.

**Resorts - Vice President - Bob Allen  
Director - Bill Sullivan**

The Resort Division is responsible for operation of the resort facilities, including hotels, golf activities, campgrounds, central reservations and conventions.

## **REEDY CREEK IMPROVEMENT DISTRICT**

**P. O. Box 36  
Lake Buena Vista, Florida 32830  
Phone: 305-828-2034**

Reedy Creek Improvement District is a public corporation of the State of Florida which was established by the Florida Legislature by legislation signed into law on May 12, 1967, by Governor Claude Kirk (Chapter 67-764, Laws of Florida). Named after a creek that runs through the project, the District is empowered, among other things, to perform water control and land reclamation services, furnish utilities, develop and administer building and zoning codes and provide fire protection. The company asked that the District be created in order that the local taxpayers not be burdened with providing services for our project, which was the nation's largest single construction project.

## **REEDY CREEK UTILITIES CO., INC.**

**P. O. Box 40  
Lake Buena Vista, Florida 32830  
Phone: 305-824-2222, Extension 4024**

This company is charged with the responsibility of supplying utilities to WALT DISNEY WORLD and operates the following:

**CENTRAL ENERGY PLANT** — The Central Energy Plant supplies compressed air, chilled water, high temperature hot water and 30% of WALT DISNEY WORLD's electrical power needs through a pollution-free system. In an emergency, the CEP could provide enough power to clear the monorails to the roundhouse and supply emergency lighting in the hotels and theme park.

**AVAC** — The automatic Vacuum Collection System, the only unit of its kind in this hemisphere, literally sucks trash under the park through a series of pipes at 60 mph to a point behind the Pirates of the Caribbean, where the trash is trucked to a sanitary land fill located on the property.

**WATER SUPPLY** — Domestic potable hot and cold water supplied by Reedy Creek Utilities Co., Inc., is drawn from 13 wells on the property capable of pumping 16 million gallons a day.

**WASTE WATER TREATMENT PLANT** — The waste water treatment plant, which is owned by the District but operated by Reedy Creek Utilities Co., Inc., under contract with the District, chemically treats waste water (sewage) and pumps the water to the tree farm. Excess water, after treatment to remove nutrients, is pumped into the canal system.

**GAS** — Reedy Creek Utilities Co., Inc., sells natural gas for use in the CEP, boats, vehicles and attractions that use natural gas and also kitchens and torches throughout the property.

**SPONSORS AND PARTICIPANTS** — These companies participate in the WALT DISNEY WORLD project by sponsoring attractions and exhibits within the Magic Kingdom or by providing goods or services for our guests:

Arribas Bros.  
Borden, Inc.  
Benay-Albee Novelty Co., Inc.  
The Coca-Cola Company  
The Coppertone Corporation  
Eastern Air Lines, Inc.  
Elgin National Industries, Inc.  
Florida Citrus Commission  
GAF Corporation  
General Electric Company  
The Goodyear Tire & Rubber Company  
Greyhound Lines, Inc.  
Gulf Oil Corp.  
Hallmark Cards, Incorporated  
The Hertz Corporation  
The J. M. Smucker Co.  
Rubio Artists Co.  
Kal Kan Foods, Incorporated  
Monsanto Company  
Nat Lewis Co., Inc.  
Oscar Mayer & Co., Inc.  
Pepsico, Inc.  
Kitchens of Sara Lee, Inc.  
RCA Corporation  
Savannah Sugar Refining Corporation  
Welch Foods, Inc.

UNOCO  
P. O. Box 40  
Lake Buena Vista, Florida 32830  
Phone: 305-828-3546

United National Operating Co., a division of Buena Vista Distribution Co., Inc., staffs twelve merchandise shops in the four Motor Inn Plaza hotels and will operate the 35 quality shops in the Lake Buena Vista Village.



**THE VINELAND AGENCY, INC.**  
P. O. Box 22128  
Lake Buena Vista, Florida 32830  
Phone: 305-824-2222, Extension 4491

Vineland is a general lines insurance agency offering insurance to the company, its employees and the general public.

#### **VISTA-FLORIDA TELEPHONE SYSTEM**

P. O. Box 116  
Lake Buena Vista, Florida 32830  
Phone: 305-828-9000

Vista-Florida Telephone System, a partnership between subsidiaries of Walt Disney Productions and Florida Telephone Corporation, is a fully-operational telephone company serving the entire 27,000-acre Disney site. One of the first telephone systems in the world which does not have to coordinate modern electronic equipment with older types of facilities in the same office, V-FTS features touch-tone dialing and super-speed switching equipment and has the potential for punch - card and abbreviated dialing for frequently called numbers, executive right-of-way and automatic conference call dialing.

#### **WALT DISNEY WORLD**

P. O. Box 40  
Lake Buena Vista, Florida 32830  
Phone: 305-824-2222

Walt Disney World Co. and its related companies own approximately 27,400 acres of land located 15 miles southwest of Orlando, Florida. Walt Disney World Co. owns and operates the 2,500-acre WALT DISNEY WORLD complex, which is the site of the "Magic Kingdom" amusement theme park and a variety of other facilities designed to attract visitors for an extended stay by offering them a wide range of recreational activities for the entire family, including golf, tennis, sailing, water skiing, swimming, horseback riding and a number of noncompetitive sports and leisure time activities. The complex also includes hotels, camping and recreational facilities and transportation systems to link the various parts of the complex. Many of the recreational activities are centered about Bay Lake (a natural lake located wholly within the complex) and its beaches, and on a lagoon style extension of Bay Lake located between the park and the resort hotels. The Magic Kingdom park was opened to the public on October 1, 1971, and the related recreational facilities were opened at various times thereafter.

The Magic Kingdom park, which is similar in concept to Disneyland, consists of six principal areas designated as Main Street, Liberty Square, Frontierland, Tomorrowland, Fantasyland and Adventureland. Each of these areas features rides and attractions of the type that have been popular at Disneyland, together with restaurants, snack bars and shops comparable to such facilities at Disneyland. As in Disneyland, it is planned periodically to revitalize the shows and presentations and to add new attractions to maintain the continuing appeal of the Park.

There are three resort hotels and a 714-site campground at WALT DISNEY WORLD. The largest of these, the 1,047-room Contemporary Resort Hotel, consists of a 14-story A-shaped Tower building with two adjacent three-story buildings containing merchandise shops and extensive convention and restaurant facilities and featuring a 90-foot high open mall lobby, the Grand Canyon Concourse, through which run monorail trains connecting the hotel with other parts of the WALT DISNEY WORLD complex. The 492-room Polynesian Village Resort Hotel consists of eight multi-story "longhouse" buildings clustered around the Great Ceremonial House, the main reception and restaurant building, designed in the leisurely style of the South Seas. These two hotels are located adjacent to improved lakefront beaches upon extensive, aesthetically landscaped and lighted grounds. The Golf Resort Hotel has 151 rooms and is located between Disney's Palm and Magnolia golf courses. Other recreational and service facilities available in the WALT DISNEY WORLD complex include extensive parking facilities, and information service system, utility distribution systems, marinas, swimming pools, tennis courts, beach bathing facilities, the monorail transportation system and the AVAC rubbish disposal system.

WALT DISNEY WORLD is not a geographic location and every effort should be made not to refer to it as such (i.e., WALT DISNEY WORLD, Florida, or a reference to a hotel in the WALT DISNEY WORLD area), since a geographic designation may eventually be deemed to fall within the public domain with the result that it could thereafter be used by the public without restriction by us. WALT DISNEY WORLD is located in the City of Bay Lake, Florida, and Bay Lake can be used when describing the location of WALT DISNEY WORLD.

WALT DISNEY WORLD does not encompass the entire 27,400 acres owned by the various subsidiaries of Walt Disney Productions. It presently includes only the 2,500 acres on which are situated the Magic Kingdom Theme Park, the theme hotels, the golf courses, the parking lot, Bay Lake and the Seven Seas Lagoon.

WALT DISNEY WORLD CO.  
P. O. Box 40  
Lake Buena Vista, Florida 32830  
Phone: 305-824-2222

Incorporated in Delaware in 1964, Walt Disney World Co. is the legal entity which operates WALT DISNEY WORLD. The names Walt Disney World Co. and WALT DISNEY WORLD should not be used interchangeably in contracts or correspondence. The company name should be written with initial capitals and the project name should be written in all capitals to distinguish it as a service mark and trademark.

The officers of Walt Disney World Co. include:

**Donn Tatum\***, Chairman, Board of Directors  
**Card Walker\***, President  
**Dick Nunis\***, Executive Vice President  
**Bob Allen**, Vice President Resorts and Chairman, DWOC  
**Jim Armstrong**, Vice President - Food Division  
**Carl Bongirno**, Vice President - Finance Division and Treasurer  
**Ted Crowell**, Vice President - Facilities Division  
**Bob Jani**, Vice President - Entertainment

Jack Lindquist, Vice President — Marketing  
Bob Matheison, Vice President — Operations Division  
Jack Olsen, Vice President — Merchandising  
Jim Passilla, Vice President — Employee Relations  
Phil Smith, Vice President — Legal and Secretary

(Other officers include: Luther Marr, Assistant Secretary;  
Don Escen, Assistant Treasurer and Jim McManus, Assistant  
Treasurer).

\* Directors, Walt Disney World Co.

## DWOC

The Disney World Operating Committee (DWOC) pulls all of the Divisions together to make the Florida Project work. The Committee is made up of all Walt Disney World Co. Vice Presidents.

DWOC finalizes plans and proposed policies concerning the operation of WALT DISNEY WORLD and also makes recommendations to the executive committee. Bob Allen serves as the chairman of DWOC and performs the duties of the Executive Vice President in his absence. DWOC plans future activities for WALT DISNEY WORLD.

## DIRECTORS OPERATING COMMITTEE

This committee meets weekly to discuss the day-to-day activities of the theme park and resorts. This committee prepares proposals to go before DWOC for approval. Its members are:

Bo Boyd, Chairman — Merchandise  
Rod Caborn — Marketing  
Chuck Cone — Security  
Tom Eastman — University  
Neil Gallagher — Facilities  
Bill Hoelscher — Operations  
Tom Jones — Utility Systems  
Jim McManus — Finance  
Ed Moriarty — UNOCO  
Dean Penlick — Food  
Jud Perkins — Services  
Howard Roland — Purchasing  
Bill Sullivan — Resorts  
Pat Vaughn — Personnel  
Dick Ross — Entertainment  
Roland Pierce — WD Distributing Co.

## DECOMF

Organized to research and discuss all major future projects and rehabs at WALT DISNEY WORLD, the design-engineering-construction-operations-maintenance and finance committee is composed of the following people:

|               |                  |
|---------------|------------------|
| John Hench    | Ted Crowell      |
| Bill Martin   | Bob Allen        |
| Chuck Myall   | Carl Bongirno    |
| Don Edgren    | Dick Nunis       |
| Roger Broggie | Orlando Ferrante |
| John Zovich   | Jack Olsen       |

WALT  
DISNEY  
PRODUCTIONS



# DISNEWS

500 South Buena Vista Street Burbank, California 91521

© Walt Disney Productions

RON MILLER

Biography

As executive producer at Walt Disney Productions, Ron Miller is responsible for guiding the creative work on all theatrical and television product, and reports directly to E. Cardon Walker, president.

A member of the company's Board of Directors and of the four-man Executive Committee, Miller has served as Vice-President-Executive Producer of motion pictures and television since January 1968.

Physically as well as management-wise, the six-foot-five, 230-pound former college and professional grid star is one of the big men on the campus-like Burbank studio lot. Born April 17, 1933 in Los Angeles, Miller graduated from Fremont High School and attended USC on a football scholarship. He earned honorable All-American mention as a lineman and participated in USC's 7-0 victory over Wisconsin in the 1953 Rose Bowl Game.

Next came a two-year hitch in the army in which Miller continued playing football on the All-Service Championship team

at Ford Ord. Upon discharge, he signed with the Los Angeles Rams for one season in the violent world of pro football, before turning to the motion picture industry for his career.

Joining the Disney organization in 1957, he began as a second assistant director, and through long hours and hard work, moved up to associate producer in the following years. As an associate producer on the Disney Sunday evening TV series, Miller completed 37 one-hour episodes.

Then came a special assignment which incorporated his combined experience in entertainment and competitive athletics. He assisted Walt Disney, who was Pageantry Director, during the Eighth Winter Olympic Games at Squaw Valley, California in 1960.

Entering theatrical production soon thereafter, Miller functioned as associate producer on "Bon Voyage," "Summer Magic," "Son of Flubber," "Moon Pilot," "The Misadventures of Merlin Jones" and "A Tiger Walks."

Subsequently, he served as co-producer with Walt Disney on such box office smashes as "The Monkey's Uncle," "That Darn Cat," "Lt. Robin Crusoe, U.S.N." and "Monkeys, Go Home!" His first film after attaining full producership in 1967 was "Never a Dull Moment" in 1968, followed by "The Boatniks," "The Wild Country," "Now You See Him, Now You Don't" and "Snowball Express."

Miller co-produced "The Castaway Cowboy" with Winston Hibler and "The Pond" with James Algar. He was Executive Producer on "Escape to Witch Mountain," "One of Our Dinosaurs Is Missing" and "Ride a Wild Pony."

In addition to acting as executive producer on "The Wonderful World of Disney," he personally produces several of the hour shows each season for the popular top-rated weekly NBC-TV series.

Miller and his wife, Walt Disney's elder daughter, Diane, live in the Los Angeles hillside suburb of Encino with their seven children: Christopher, age 20; Joanna, 18; Tamara, 17; Jennifer, 14; Walter, 13; Ron, Jr., 11; and Patrick, 7.

He loves the outdoors and calls himself a "frustrated golfer." Except for an occasional time-out for skiing, camping and fishing with his own family, Ronald William Miller, Sr., spends the majority of his time in the development and production of family entertainment in the Disney tradition.

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December, 1974

ROY E. DISNEY

Biography

Roy Edward Disney, Vice-President, 16mm Production, and a member of the Board of Directors, is an integral part of the studio production team that carries the Disney tradition of family entertainment into another generation. In November, 1971, Roy was also named to the company's four-man Executive Committee.

Born in Los Angeles on January 10, 1930, the son of Roy O. and Edna Francis Disney, Roy attended North Hollywood Jr. High School, Harvard School and Pomona College, where he majored in engineering and creative writing.

Uninterested in motion picture production at the time, he was set on making his own way. His strong, independent character prevented him from asking his father or his uncle (Walt Disney) for a job after graduation in 1951. Instead, he went to work as a page at NBC-TV, where he soon worked his way onto the film editing staff of the "Dragnet" television series.

In the following months, "Dragnet" often used Disney's Burbank facilities and when the show went on hiatus in 1952, Roy was asked to join Disney. Somewhat reluctantly, because self-reliance is important to him, he agreed and began carving his niche in the Disney organization.

From editor on several True-Life Adventures, including "The Living Desert" and "The Vanishing Prairie," he became a still photographer and part-time cameraman in 1956 on "Perri," the first nature film to tell a story. Significantly, he helped develop a format which has since become an integral part of the programming on "The Wonderful World of Disney."

Roy next became a production assistant to Winston Hibler on shows like "Little Dog Lost" and "The Hound That Thought He Was a Raccoon," and shared writing credit on "Flash, the Teenage Otter," "Sam Davenport and the Silver Fox" and "Chico, the Misunderstood Coyote," among others. He also scripted an episode for the "Zorro" TV series, entitled "The Postponed Wedding."

In 1964, he formed his own production unit. "My first project was 'Legend of Two Gypsy Dogs,' which I produced and wrote. It was quite a thrill," says the unassuming Disney. Since its inception, his unit has been responsible for numerous wildlife and animal adventure shows, including such high-raters as "The Owl That Didn't Give a Hoot," "Pancho, the Fastest Paw in the West," "Varda, the Peregrine Falcon" and "Hamad and the Pirates."

With the "World of Disney" Sunday evening anthology series reaching on the average of 35 million people each week, the responsibility of creating top television fare is an ever-present challenge to this conscientious producer. Roy is continually searching for interesting tales told in exotic places. For the 1972-73 TV season, he is planning "Call It Courage," a high adventure in the tradition of Robinson Crusoe and set in Tahiti; and "Mustang," a two-part



action-packed tale of the wild mustang herds that roamed the rugged badlands of Mexico in the 1880s.

Roy is married to the former Patricia Dailey, whom he has known since their childhood days in Toluca Lake, California. They were married on September 17, 1955, at St. Charles Church in North Hollywood.

The Disneys have four children: Roy Patrick, born April 16, 1957; Susan Margaret, May 12, 1958; Abigail Edna, June 24, 1960; and Timothy John, June 13, 1961. They reside in Toluca Lake.

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E. CARDON WALKER

Biography

As President and Chief Operating Officer of Walt Disney Productions, E. Cardon Walker, is one of the key operating executives in a Company that, with its subsidiaries, is expanding and diversifying rapidly on the world scene. He also serves on the Company's Board of Directors and as a member of its four-man Executive Committee.

Walker has gained a vast and intimate knowledge of the Disney organization during a career which began in 1938 and has been marked by continuous service, excepting a four-year tour of duty with the Navy during World War II.

Born in Rexburg, Idaho, on January 9, 1916, the son of Violet and E. L. Walker, Card moved to Los Angeles with his family in 1924 when his father became a sales executive for the California branch of Arden Farms.

He graduated from John Marshall High School in 1933, matriculated to the University of California at Los Angeles as a business administration major, and was awarded his Bachelor of Arts Degree in 1938.

Walker joined the Disney organization as a traffic boy immediately upon graduation, was soon transferred to the camera department. He subsequently became a unit manager on short subjects, and eventually handled budget control for short subjects.

He enlisted in the United States Navy in 1942 and spent most of his four-year tour of duty as a flight deck officer aboard the aircraft carrier Bunker Hill in the South Pacific.

After his discharge in 1946, Walker re-joined the Disney organization in the story department, researching properties.

He was transferred to the advertising-publicity department in 1949, and became head of the department in 1950.

Walker has since assumed responsibilities commensurate with the growth of the Company -- from a gross income of \$7,924,000 in 1950 to over \$328,000,000 in fiscal 1972.

He was named Vice-President in charge of Advertising and Sales in February, 1956, and became a member of the Board of Directors and the corporation's three-man Executive Committee in April, 1960.

He assumed the title of Vice-President, Marketing in 1965, and was elected to the position of Executive Vice-President, Operations in November, 1967, assuming the title of Executive Vice-President and Chief Operating Officer, in November, 1968.

In that position, and now as President and Chief Operating Officer, to which he was elected in December, 1971, Mr. Walker is responsible for the supervision of all operating divisions and creative activities of the Company, including motion picture

production and distribution, Walt Disney World planning and operations, marketing, Disneyland, music, merchandising, and Celebrity Sports Center.

In addition to his responsibilities at Walt Disney Productions, Walker also serves on the Board of Trustees of California Institute of the Arts, the U.C.L.A. Foundation and the Verdugo Hills Hospital. He is also a member of the Board of Directors of the Bleitz Wildlife Foundation.

Walker and his wife, Winifred, who live in Glendale, have two daughters, Mrs. Mignonne Herzer and Mrs. Marnie Gaede, and a son, Cardon, Jr. A sports enthusiast, Card shoots a round of golf in the seventies, is a better than average tennis player, and spends much of his spare time on outings with his family.

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#22512(Revised)  
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MICHAEL L. BAGNALL

Biography

Michael L. Bagnall, named Vice President-Finance of Walt Disney Productions in August, 1974, has been with the Disney organization since May, 1962.

Bagnall graduated from Claremont Mens College in June, 1953, with a B.S. degree in Economics. He is the son of George L. Bagnall, an emeritus member of the Board of Directors of Walt Disney Productions and President of the Motion Picture and Television Relief Fund.

Following a two-year tour of duty as a lieutenant in the Army's Armored Infantry, Michael joined Price Waterhouse & Co. where he worked in public accounting for 5 years.

Joining the Disney organization, he first served as Assistant Secretary of Walt Disney Productions, then as Director of Finance and Treasurer of Disneyland, and as Director of Administration for Disneyland. He was appointed Director of Business Affairs for the Company in March, 1969, at which time he was made responsible for administrative liaison with all divisions and subsidiaries of the organization. Then, in

December, 1971, he was elected a Vice President of the Company, in charge of Business Affairs and Information Systems. In March, 1973, he assumed the title of Vice President-Administration.

In his current position, Bagnall is responsible for such administrative aspects of the Company as Treasury, Accounting, Finance, Tax, Information Systems, Purchasing and Insurance functions.

Michael and his wife, the former Emily Troster, reside in Pacific Palisades. They have two children, Kathleen (born May 12, 1954) and Patrick (born June 16, 1956).

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#24047  
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DONN B. TATUM

Biography

Donn B. Tatum, Chairman of the Board and Chief Executive Officer of Walt Disney Productions, has been with the Company since 1956, when he left the American Broadcasting Company to become the Studio's production business manager.

Tatum also serves with E. Cardon Walker, Roy E. Disney and Ronald W. Miller on the corporation's four-man Executive Committee.

He was born on January 9, 1913, in Los Angeles where, in the public schools, he launched an academic career which would take him to Stanford University for a bachelor of arts degree in political science - economics, then to Oxford in England for a bachelor of arts in jurisprudence and his master of arts.

In 1938, Donn was admitted to the California Bar and spent the next five years serving with several legal firms in the Los Angeles area.

While a lawyer and later a partner in the firm of Lillick, Geary and McHose, he widened his experience in the radio and television fields by serving two broadcasting networks. In 1943, he became Pacific Coast Counsel of the Radio Corporation of America and the National Broadcasting Company. He also acted as Pacific Coast

Counsel for the American Broadcasting Company from 1943 to 1949.

From 1949 to 1951, he was vice-president, general counsel and a director of the Don Lee Companies, which included the Don Lee Broadcasting System, Don Lee Television, and Don Lee Motors.

Subsequently, he became general manager of KABC-TV, Los Angeles, and, prior to joining the Disney organization as production business manager in 1956, he was director of television for the western division of ABC.

At Walt Disney Productions, Tatum served as Executive Vice-President of Disneyland, Inc., from 1956 until Disneyland became a division of the parent corporation in 1960.

In November, 1957, Donn became Vice-President - Television Sales, and in November, 1964, he was elected to the Board of Directors and to the position of Vice-President and Administrative Assistant to the President. At the same time, he joined the corporation's Executive Committee.

In November, 1967, Tatum was elevated to the position of Executive Vice-President - Administration, which office he held until assuming the Presidency on November 14, 1968.

Mr. Tatum rendered distinguished service to the corporation as its President for three years, until being elected to succeed Roy O. Disney as Chairman of the Board and Chief Executive Officer on December 23, 1971.

He is a past president and director of the Radio-Television-Recording-Advertising Charities, Inc., and is active in other organizations as an honorary member of the Academy of Television



Arts and Sciences, member of the Hollywood Advertising Club and past president of the California Broadcasting Association.

He is a member of the Board of Directors of Bank of America, NT&SA, a Director of the Pacific Mutual Life Insurance Company of Newport Beach, California and a director of the Kings County Development Company.

In addition, he serves as a director and First Vice-President of the John Tracy Clinic; Director and Vice-Chairman of the Board of Directors of Community Television of Southern California (Channel 28); Director and Vice-President of the Community Building Funds of Southern California, and Director of the National Council of Christians and Jews-Southern California Region. He is also a Trustee of California Institute of the Arts, the Salk Institute and the Disney Foundation. He is a past president of the United Cerebral Palsy Association.

His past positions also include director, Stanford Alumni Association; president, Stanford Club of Los Angeles; director, Los Angeles Chamber of Commerce; director, United Seaman's Service, Inc.; director, Better Business Bureau of Los Angeles and general counsel, Academy of Television Arts and Sciences. He has had posts with Welfare Federation, American Red Cross, National Association of Broadcasters and the Los Angeles Bar Association.

Donn was married in 1937 to Vernetta Ripley. They have five children, Frederic, born in 1938, and Donn Jr. in 1940; twins, Forbes and Vernetta, born in 1943, and Melantha, born in 1946.

The family's club affiliations include the Los Angeles Country Club, the Balboa Bay Club, the California Yacht Club and La Garita Club.

The Tatums live in the Brentwood area of Los Angeles.

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#21800 (revised)  
JS:jh  
d-gc

From: Walt Disney Productions  
500 South Buena Vista Street  
Burbank, California 91521

RICHARD A. NUNIS

Executive Vice President  
Disneyland and Walt Disney World

### Biography

Born in Cedartown, Georgia, May 30, 1932, Dick has lived in California more than 30 years. He has been with Disneyland since May, 1955. He lives in Laguna Beach with his wife June and son Rich. His hobbies include all sports, particularly fishing and surfing.

### Education

Dick attended Manual Arts High School in Los Angeles and the University of Southern California where he received a Bachelor of Science degree in education in 1955. Dick's ambition to become a professional football player was ended during his second year on the SC varsity in 1952 when he suffered a broken neck. While studying for his Master's at SC, Dick worked as a screen extra and an assistant teacher.

### At Disneyland

Taking a "temporary" job for the summer as an Orientation Training Instructor in May of 1955, Dick soon decided to make Disneyland his career. Within a few weeks he became an area supervisor in Fantasyland, then supervisor of the mail room and stenographic pool, and Manager of Frontierland, Main Street, Adventureland, and Holidayland.

He was promoted to Director of Operations in 1971, and served from 1967 to January 1974 as Chairman of the Park Operations Committee. The Walt Disney Productions Board of Directors named Dick to the position of Vice President-Disneyland Operations in 1968.

In 1972, Dick was made Executive Vice President of Disneyland and Walt Disney World and presently divides his time between Florida and California.

### Additional Activities

Besides keeping a very active Disneyland and Walt Disney World schedule, Dick is a member of the Board of Directors of the United Fund of Orange County and serves on the President's Council for Physical Fitness.

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TJ/sg  
j-gd