

The Colli

~ News and Views ~

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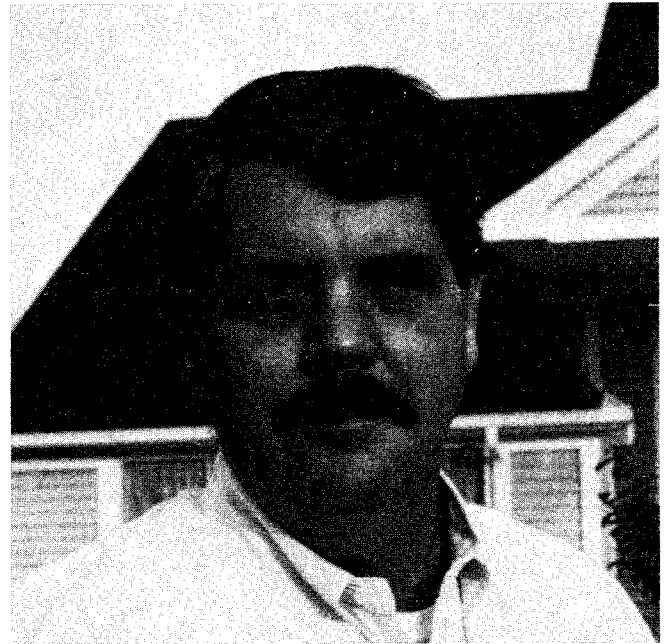
A WORD FROM THE EDITORS

The current issue of *The Collingtonian* marks the beginning of the second volume. When Jane Wall assembled a group of people to think about publishing a paper for the residents a little over a year ago, she had the use of our profiles in trying to determine who might be interested. Since then, many new residents have joined us, but we are no longer submitting information about our careers and interests. We believe there must be many new residents who would be interested in joining us in our effort to identify and write about items of interest to the community, but we cannot find out who you are without your help. If you have any interest in joining us, please contact anyone on the Editorial Board and make yourself known. We are eager to have you share your ideas and skills.

Several articles in this *Collingtonian* make reference to the ways the Collington Board is trying to inform itself about the views of the residents. The plan is to work toward a system which will allow small groups made up of a few members of the Board and the staff and a few residents to consult together in seeking mutually acceptable solutions to the various issues that are of common concern. Collington is a complex operation and many factors must be balanced if our life style is to be protected over time. We should welcome the opportunity to participate more fully in the problem solving process even as we strive to under-

stand the ramifications of our requests. Just as the members of the Board must assume fiduciary responsibility for our community, so must we strive to recognize the difference between the ideal and the possible.

Mary C MacLean
Margaret Werts



RICH BAKER, DIRECTOR, DINING SERVICES

A native Washingtonian, Richard Baker, 43, graduated from Einstein High School in Montgomery County, Maryland, served in Vietnam during 1969-70, and then attended the University of Maryland. His wife of 19 years, Sharon, although not associated with Collington, has been a big help to him in planning special parties, such as wedding receptions. They have two children, Todd, 15, and Lauren, 13.

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RICH BAKER (cont.)

After college, Rich worked for Shakey's Pizza, and gained valuable experience managing the No. 1 store on Rockville Pike in Maryland. He then developed a chain of carry-out food services and for 5 years provided deep-dish pizzas to the Washington area. He later went into the disco and restaurant/bar food service business, and then managed the Straw Boss Restaurant in College Park, where he was associated with Terry Crist from 1980 to 1985. Rich then went into food management consulting and came to Collington as Director of Dining Services in October 1988.

Rich remembers that Dining Services began providing 35 residents at Collington with meals three times a day out of Cottage 3116, beginning in September 1988. Then in November 1988, the Dining Room opened in the Creighton Center. He reports that it now provides about 420 meals a day -- 200 meals at dinner and 100 at lunch, plus 120 to 130 meals a day for those in the Health Center.

Menus at Collington are planned in 5 week cycles which repeat themselves -- one for fall/winter and another for spring/summer. A produce order for a typical day includes a case of celery, broccoli, and bean sprouts, numerous other food items, and orders of meat and fish. A very down-to-earth individual, Rich is often in the kitchen slicing swordfish and doing other jobs to help Chef Lou Parker and Production Chief Willie Lewis. He is genuinely interested in providing the best food to meet the needs of Collington residents. As for budget, Dining Services at Collington has an annual budget of \$1.9 million for food, labor, benefits, linens, etc.

The size of Rich's staff fluctuates; as of December 27, Dining Services had 81 employees, including Doris Henning, Dietician; King Solomon, Dining Room Superintendent; Desiree McNeely, Senior Hostess in the main dining room; Chief Willie Lewis, Production Manager for the kitchen; Chef Lou

Parker, who is responsible for the cooking; Terry Crist, Special Functions Assistant, who is in charge of special parties and provides refreshments for Collington birthday parties; and Pamela Witten, Secretary/Data Processor and over-all Office Girl Friday, who handles correspondence and is expert in putting menus and other details on the computer.

While Rich Baker is fairly well satisfied with the food provided in the dining room and in the Health Center, he says that the service obviously needs improvement. Most residents agree, but feel that the food prepared is very good and far better than that at many similar large facilities.

Bob Willing

COLLINGTONIAN MYSTERY

George Dankers, Pool Committee Chair, has been trying to eliminate the distressing high-pitched wail emitted by the Collington swimming pool machinery. Since he has so far failed to find a way to do it, he was interested in a recent story in *Time* that reported new methods of muffling industrial sounds -- mainly in the middle C range. Therefore, George searched for a way to determine the frequency of the pool noise. He "whistled the pitch all the way from the air intake pipe to the music room and found it to be D on the piano," but three octaves above middle D. Mystery -- how did George get from the pool to the music room without meeting someone who wanted to chat?

Muriel H. Parry

COLLINGTON RESIDENT HONORED

Margaret E. Martin, a recent Collington resident, was honored by the American Statistical Association in August 1989, "for a lifetime of professional activities devoted to planning, coordination, and improvement of federal statistics with applications primarily in the areas of demography, economics, and sociology; for outstanding service to ASA as a member of many committees and boards, and as our 1980 President; and, in more recent

years, for being an exemplary volunteer whenever help was needed, in particular by writing and re-writing our Policies and Procedures Manual and serving as co-chair of our Building and Development Fund." *Amstat News*, November 1989.

Ida Merriam and Lenore Bixby

EXECUTIVE DIRECTOR'S CORNER

WHY DO BAD THINGS HAPPEN TO GOOD RESIDENTS?

The weather was unusually cold in December compared with other years in this century. So Collington had pipes that froze as did other organizations and families located in the area and elsewhere. This unfortunate effect of physics can be minimized in the future if residents and staff work together, as occurred in clean-up of this incident. Examination of construction of the apartment ceiling by an outside engineer is underway and preventive measures will now be taken if the temperature remains unusually low for several days. For example, staff will drain the sprinkler system on the third floor of the apartment building and institute a fire alert. Since smoke and heat detectors provide early warning, such extra vigilance has previously been a temporary substitute for sprinklers acceptable to the Fire Department. But unoccupied units were a source of the problem when the temperature plummeted. Careful monitoring can help. Those who travel can identify a friend on the campus who will check on their units and work with staff if things go wrong. Leaving cottage bathroom vanities and the door below the kitchen sink open keeps the pipes warmer.

RESIDENTS' HELP NEEDED TO ACHIEVE GOOD SERVICE IN THE DINING ROOM.

Recognition of good performance by rating the Server will help supervisors recognize those who need more training. Comments are especially welcome. Anonymity will be preserved since Performance Evaluations will be collected over a week before they are shared with the Servers.

PERSONS INTERESTED IN COLLINGTON RESIDENCE

Please continue the good work of telling others about Collington. The available residential locations in the Creighton Center, cottages, and apartment can be a happy solution for you and a relative or friend.

COLLINGTON DECISION MAKING

Dr. Judd was quoted in the December *Collingtonian* as saying, "Collington exists for its residents...and must first meet the desires and expectations of residents." It must be added, however, that necessary fiscal restraints necessitate choices, and committees and the Council of the Residents Association provide advice reflecting the consensus within our population. You are urged to share your observations. The Staff and Board appreciate and benefit from individual and collective insights.

RESIDENTS COUNCIL MEETING

The December 20 meeting of the Residents Council centered on charges to residents for health related services, concerns about the safety of walkways, and fiscal matters.

Morris Oxman reported that the special task force of Health Committee and Fiscal Review Committee members had met with the President of the Board of Directors and the chairs of the Board's Health and Finance Committees. As a result, Collington policies and procedures were to be submitted to the Executive Committee of the Board and subsequently to the whole Board. The decisions of the Board will then be reported to the Residents Council.

Kelsey Saint presented the report of the Ad Hoc Committee on Hazardous Walkways. Three meetings of cottage Housing Representatives were held with the Director and other staff members. The report recommends immediate installation of handrails in critical areas and

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RESIDENTS COUNCIL MEETING (cont.) further study of drainage problems. It also requests that Collington seek the opinion of its structural engineer, George Evans and Associates, in regard to windscreens and report his advice to the Council. The Council accepted this report and voted unanimously to direct the President to express to the Director the urgency of getting work done as soon as possible.

Irving Dow, Chair of the Fiscal Review Committee reported that the Committee is holding a series of meetings with staff to examine the proposed Collington budget for the coming fiscal year. An increase in monthly rates is anticipated.

The Treasurer reported that the Appreciation Fund for employees, distributed on the basis of hours worked in the past six months, totaled \$16,360.29. The average individual contribution was \$60.

Margo Labovitz

DINING "SERVICES"

"Service" in the dining room, as we know, has at times scarcely deserved the name. It has often been frustrating, sometimes funny, and seldom good. Staff has attempted, and is still trying, through training and example, to remedy the situation but has been stymied by the tremendous turnover of personnel, which may be typical of retirement and other communities, but is certainly not desirable, either from the standpoint of service or of cost.

Recently some improvement has come about through the efforts of Mr. Solomon, Dining-Room Manager. In an effort to provide more incentive for the Server to do a good job (and make Mr. Solomon's job easier), the staff and the Dining Service Committees of the Residents Association and of the Collington Board are proposing a small dose of capitalism -- defined, for this purpose, as basing remuneration, at

least in part, on performance. The proposal is to do this in two ways, both for a trial period.

The first method involves staff evaluation of the Servers re such basics as: reporting to work as scheduled, reporting on time and in uniform, courtesy, and willingness to learn. Bonuses will be paid for good performance.

The second proposal will involve all of us who eat in the main dining room for lunch and/or dinner. It will give us the opportunity and the responsibility, individually, to evaluate the service we receive. The Servers will be rewarded accordingly.

I need to emphasize that each proposal will be carried out on a 3-month trial basis.

In addition to the two Dining Service Committees (that of the Residents Association and that of the Collington Board), the idea of providing a monetary incentive has been considered by the Collington Board, the Executive Committee and the Council of the Residents Association, and by a special Task Force appointed by Malcolm Wall, President of the Residents Association.

These attempts to improve service in the dining room may not be, and probably will not be, the final answer, but we urge you to give them a fair trial and let us have your comments during the trial period.

Helen Eisenhart
Chair, Dining Services Committee

RECENT MUSIC COMMITTEE ACTIVITIES

Collington's Music Committee has been working hard to provide the varieties of music that are of such interest and importance to our discriminating audience. As you may imagine, the task requires information, imagination, and the contacts that make it possible to arrange for artists and musical groups to come to the campus to perform. Then there is the necessary planning for the off-campus

trips to area musical events that are of particular interest. And finally, the search for other ways to begin to respond to the diversity of interests in our community.

December was, of course, very "full" of music, the dominating theme being the holidays. Madrigal Singers from Queen Anne School and the Queen Anne Band performed, as well as the Takoma Park Singers and the New Dimension Singers. Collington's Singing Group with Virginia Colony who organized the Group as Pianist, and under the direction of Gailyn Gwinn, entertained more than once. Informal gatherings of residents sang carols and enjoyed the piano playing of some of their own talented musicians. Lorna Foley's flute playing was a real highlight of the holiday musical fare.

Now, we're in January, and a variety of performances are scheduled. In fact, February is already filling up. Watch your *Courier* for events, places, and times.

As for off-campus events, the Music Committee has arranged for 21 residents to subscribe to the Friday matinee National Symphony concert series. Together with incoming new residents who already had subscription tickets, 36 residents are now being taken by bus to and from the concerts at Kennedy Center. The next scheduled concert is January 26 at 1:30 p.m. Attendance at additional off-campus musical events is planned.

Bob Willing

THE FELLOWSHIP FUND ENDOWMENT PLAN

Those who first dreamed of accepting for the Episcopal Church Homer Gudelsky's offer of a gift of land on which to develop a continuing care community wanted it to be a place which would be accessible to people "of all races and religions, within the broadest possible range of financial means." Within a year of the adoption of this philosophy by the Collington Board, a committee was created to implement it. The Diocesan Council made it quite clear that it would

not support Collington unless there were an endowment whose income could be used to give financial assistance to those needing additional monthly income or money to meet the entrance fees or to those who might experience financial adversity after becoming residents. The Committee, chaired by Larry Harris and including John Evans, Mary Jane Hart, Millard West, and John Crist, later to be the first Board Chairman, worked long and hard to draw up the Fellowship Fund Endowment Plan. Because their first effort was rejected, they had to rework it for greater detail.

The Diocese of Washington, especially under Bishop Walker, has actively sought the inclusion of all people in its mission and outreach. The Fellowship Fund Plan, as accepted in 1984, was in that tradition when it called for the aggressive development of an endowment at the same time that Collington was being marketed. The Plan stated, "This is to be a true missionary activity, one which will reveal Jesus' love at work in the world." Thus, before any resident agreements were signed, the first contributions had been made to this fund designed to ensure the economic diversity of the community.

The Plan, in order to realize its philosophical purpose, had very concrete provisions. It called for the creation of a permanent Board Committee charged with planning, carrying out, and evaluating development activities. It looked forward to hiring a full-time Director of Development as part of the Collington staff. The Endowment and the income from its investments were to be maintained in an account separate from the operating accounts. The Board has delegated responsibility for the investment, reinvestment, and distribution of the Fund to its Finance Committee and to the Executive Director. Distributions from the Fund may be made only from its income. Applications for funds are made to the Executive Director who has the sole

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FELLOWSHIP FUND (cont.)

responsibility for awarding grants. The Plan specifies repeatedly that information concerning grants shall be strictly confidential in order to ensure the dignity of everyone involved.

Considerable money was needed to finance Collington during the planning stage. The Diocese agreed to provide seed money at a modest interest rate; eventually about \$2,000,000 was loaned. It was Bob Gossett, a member of the Diocesan Council when the last loan was requested, who developed a plan to return a portion of the loan to the Fellowship Fund when the loan is repaid. That will be done later this month, and the Diocese will turn over \$250,000, plus some interest earned on that sum, to the Fellowship Fund. With the acquisition of that gift, the Fund will stand at something over \$400,000.

Collington offers us many opportunities to build a sense of community by helping one another. Support of the Fellowship Fund is not the least of these. As every fundraiser will tell you, it is critical when seeking gifts to be able to show potential donors that there is broad support for the institution from its own constituency. Individual gifts need not be large, but their number is taken as an indication of an organization's vitality. Therefore, contributions to our endowment fund, of whatever size, will not only help to maintain the diversity of our community and act as insurance for ourselves or our friends in the event of future financial need, but will also assist Janet Jenkins in her quest for major donors to Collington's endowment.

Mary C. MacLean

A NEW YEAR'S DAY WALK AT COLLINGTON

-9:15 a.m., sunny, 40 degrees with winds at 30 mph means layers of wool clothing and windbreaker suits. We set out with binoculars to enjoy a walk on the campus and in the woods as far as the rain-melted snow would permit, to see what birds we could find on the first day of 1990.

Down by the lake we note the demise of any skateable ice, the cold winds, and the lack of bird life. Then, turning away from the apartments, we head down the macadam path into the woods. Very quickly we reach the riverbirches the woodpeckers love and the bushy cover and the food for the small birds that winter over from last summer's wildflowers and weeds -- and no wind!

Ahead we spot a Junco, and I catch the flash of a pair of Cardinals flying into the brush. While we watch a pair of yellow-shafted Flickers high in a birch, we also see a large bird gliding across an open patch of blue sky. An owl? No. As it wheeled we got a startling view of the Hawk's red tail; then he dropped from sight into the woods behind the catch-basin. A bird flew into the field of my binocular vision. It's the colorful Kestrel (or sparrow-hawk) we see often hunting over the lake. Happy New Year! As we move slowly down the path, a Downy Woodpecker flies high into a beech tree; we see it well enough to know "it" is a HER - no red on her head. Now we puzzle over three small warbler-like birds with yellow in front of their wings but no clear markings. They are flitting about the trees eating poison ivy berries. We want to look them up in a field guide and must bring a guide with us next time out.

To go farther on this section of walk would mean wet feet above our ankles. We turn back as several Chickadees announce their arrival. We try the parallel trail. Not much luck here, too cold and windy for us and the

birds. But there are deer prints in the old snow near a marsh-holly whose red berries are brilliant in the winter sun.

As we walk back up the hill against the wind, we pass the gazebo and start down the low path below the nursing wing and pool -- slowly. There are usually birds on both sides -- on the hill and in the vibrant marsh grasses. Several birds on the gable peaks are Starlings, but one bird by itself, skirting along the window sills, perching on a brick corner, hunting for bugs, is a Bluebird. Flying towards us, he lights on a tree-stake above us. We both have him in our binoculars: The sun is full on him showing us his rosy chest, he white tummy, and the miraculous blue of his wings and back. We are thrilled. Happy New Year! As we watch he flies off across the lake.

A small streaked sparrow flits around in the rushes; we don't know him. Now we are aware of the sharp cold wind as we come out of the woods near the employee parking lot. Smiling with satisfaction we agree to head home through the shelter of the Creighton Center, thankful for Collington, our friendship and our New Year's Day walk

Mary MacMartin

DECISION-MAKING

Collington's "great debate" over nursing-center charges to residents has resulted in a generally applauded reform, and participants are hailing this change and the pattern of cooperation leading to it as possible models for the future.

The debate concerns, of course, so-called ancillary charges -- charges for medications, rehabilitation services, and medical supplies for patients in the Center. In September, Collington began billing residents for items and services used, applying a 100 percent markup over Collington's cost. Many residents objected, arguing that this extra burden seemed to violate the Collington

philosophy of shared risk for residents. And so the effort toward change began.

This effort has now brought about several policy alterations designed to respond to complaints or proposals from residents; the changes have been approved by the Collington Board to take effect starting in April.

Included are these: where mark-ups aren't fully covered by insurance, Collington will accept as full payment what the insurer pays; residents won't be required to pay bills until items not covered by insurance are determined. For doctor-ordered therapies, Collington will accept as full payment what the insurer pays. The effect of these changes will be to reduce ancillary charges for nursing-center patients but to increase the monthly fee for all residents.

How did these modifications of established policy come about? Largely through the devoted labors of concerned residents, staff, and Board members. A few among the many were Malcolm Wall, President of the Residents Association, Gail Kohn, Collington's Executive Director, and C. Robert Gossett, President of the Board.

The ball got rolling early last fall after residents took their complaints to committees of the Residents Association. As a result, a special task force of the Association, led by Dr. Morris Oxman, investigated the complaints and studied practices in other nursing-care facilities. Then, in discussions with Gail Kohn and P. Gail Whitehead, Director of Health Services, the task force took a position against the existing policy on ancillary charges and persuasively interpreted Collington philosophy as favoring cost-sharing among all residents.

Accordingly, on November 1, the Residents Council approved several proposals to reduce the burden of ancillary charges. And on November 17, the Association

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DECISION MAKING (cont.)

wrote to Dr. Sandra Charles, Chair of the Board's Resident and Health Services Committee, and H. Greig Cummings, Chair of its Finance Committee, outlining these proposals and suggesting a meeting of the appropriate Board and Association committees.

In response, the staff noted that Collington expenses must be covered either by residents as individuals or by residents as a group, but it also made a series of recommendations roughly paralleling those of the Residents Council.

All along, Board committees were getting important input from residents through review of Residents Association committee minutes and from staff reports. But on December 9, all sides drew closer; a meeting helped formalize Board-staff-resident cooperation. Present were Mr. Gossett, Dr. Charles and Mr. Cummings of the Board, Gail Kohn and P. Gail Whitehead of the staff, and a delegation of residents led by Dr. Oxman. The upshot was a statement that policies on ancillary charges would probably change starting in April.

Finally, the new policies were approved by the Board on December 28. And in a letter dated January 4, Mr. Gossett thanked Malcolm Wall for "facilitating the interaction" that led to the policy change. He added that it grew out of a collaboration between the staff and Board committees in response to the Resident Council memorandum.

Others who took part in this reform effort see it as something of a precedent-setter. Malcolm Wall feels there has been a gain in terms of procedure as well as a policy change. Gail Kohn discerns a sort of detente between residents and Board members: residents find Board members are approachable, and Board members recognize that residents aren't just complainers. Once the Board has dealt with next year's budget, its members may be freer for contacts with residents.

Already, though, there has been increasing collaboration between certain committees of the Board and the Residents Association. For instance, the two Dining Services committees have worked together on a new program to improve service in the dining room.

Edward Behr

FROM THE BOARD PRESIDENT

The Collington Board of Directors is a continuing body that dates back several years before residency began. This Board was responsible for planning and overseeing of the Collington facility and the staff which you find today. In these years the Board developed policies and decision-making procedures which expand on the requirements of the bylaws. Thus, a consideration of board structure solely from the point of view of the bylaws, as described in the December issue of the Collingtonian, is necessarily incomplete.

In earlier years the Board was larger than at present to accommodate the needs of that planning and development period given the very small staff available at that time. The Board now consists of the maximum of 23 members consistent with the needs of the current operational phase of Collington. The Board continues a monthly meeting schedule to facilitate its oversight and policy function on a timely basis.

The work of the Board is accomplished primarily through its working committees, each with its own area of concern. Input to the decision-making process is generally made after each committee's consideration of various sources, including: review of the counterpart Resident Association committee minutes and Resident Council action, periodic regulatory and staff reports, and the input of management staff in the area of the Board committee's concern. It is at the committee level that these inputs are integrated with the

goals and objectives of the committee, and proposals are developed for Board consideration.

In addition to the Executive, Finance, and Nominating Committees mandated by the bylaws, there are six other working Board committees: Board Development, Dining and House, Long-Range Planning and Development, Personnel, Public and Community Relations, and Resident and Health. Committee activities are organized and evaluated in terms of their mission statements and annual goals (These may be found attached to the October Board minutes in the Collington Library. Many of the committees meet monthly.

The Executive Committee consists of the Board officers and the chairs of all committees. Because the Board meets monthly, the Executive Committee acts for the Board only on rare occasions, but rather functions in its monthly meetings as a means of obtaining an overview of the organizational business and as a forum for consideration of issues on which the working committees are seeking Board action, particularly with regard to the relationship to overall Board policy and philosophy. The Executive Committee, meeting two weeks before the Board, sets the Board agenda and makes recommendations on the working committee proposals, referring them back to committee when necessary for additional study or work.

In its monthly meetings, the Board hears reports (mailed to all Board members in advance) from all committees, debates and takes action on the recommendations of the Executive and working committees, and deliberates on all

policy recommendations. The business of the Board is primarily the formulation of policy and oversight of the implementation of these policies under which this organization functions. The staff is responsible to the Executive Director, who in turn is responsible to the Board for the implementation of these policies. The Board seriously attempts to avoid micro-managing this implementation. This is why we ask residents to take their individual concerns first to the staff, then, if unresolved, to the Residents Association.

As trustees of the organization, the Board of Directors not only has a responsibility to provide for the residents the very best possible environment within the fiscal restraints, but it must also provide a policy structure that will assure the long-term viability of Collington for the benefit of future residents.

C. Robert Gossett
President, Board of Directors

IN MEMORIAM, 1989

Erno Balogh, 04-04-1897
Ruth Carson Bugbee, 07-10-1903
John Camp, 02-18-1917
Andrew (Ben) Eckerson, 08-25-1917
Myrtle S. Estes, 08-15-1904
Stanley Fike, 06-07-1913
Margaret Casey Gates, 03-26-1903
Mary Rebecca Lewis, 03-12-1902
Susan Kennedy McLeish, 10-16-1898
Kent R. Mullikin, 11-28-1899
Alexandrine H. Post, 08-28-1902
Arthur E. Wence, 11-25-1910
Leo Robert Werts, 02-07-1905
Flora Wirth, 06-14-1907

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A COLLINGTON PUZZLE
By John Voorhees

ACROSS

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5. "In our time?"
10. A Collington landmark
14. Island in the Hebrides
15. Tolerate
16. St. Louis and De La Cite'
17. A Maryland asset
19. Impertinent
20. Headland
21. Part of U.S.A., abbr.
22. P.M. (poetic)
23. Deem
25. Part of a Montmartre landmark
27. Common, abbr.
30. King
31. Jokester
32. Shoe size
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38. -- penates
40. He sailed around the world
41. A healthy mind
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44. Terminate
45. Pen
46. Wilkes ___
48. Old saying
51. ___ fan tutte
52. Alone
54. Bedouin
57. May our lake never be
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64. Angel (Fr.)
65. Active persons
66. This one (Sp.)

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4. Epic poet
5. Tasteless writing
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7. British victory Oct 42

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29. Dwindling
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