

SEATTLE WORLD'S FAIR

FINAL REPORT



FINAL REPORT
OF
CENTURY 21 EXPOSITION, INC.
AS SUBMITTED TO THE
WASHINGTON STATE WORLD'S FAIR COMMISSION

December 17, 1962

Compiled By:

Harry Henke III
Assistant Vice President

With Cooperation Of:

Arthur Cooperstein
Secretary-Controller

and

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PRESIDENT'S LETTER



SEATTLE WORLD'S FAIR



CENTURY 21 EXPOSITION, INC.

SEATTLE 9, WASHINGTON, U.S.A. Century 5-2121

December 17, 1962

Mr. Edward E. Carlson, Chairman
Washington State World's Fair Commission

Dear Mr. Carlson:

The purpose of this letter is to advise the Washington State World's Fair Commission that the business of Century 21 Exposition, Inc., to develop, operate and conclude a World's Fair is done. The Articles of Incorporation of Century 21 Exposition, Inc., require that on the completion of Century 21's business, a report be made to the Washington State Legislature. Appropriately, Century 21 Exposition, Inc.'s report, within which this letter is contained, is submitted to the World's Fair Commission for appropriate commentary and forwarding to the Legislature. The report limits itself to the activities of Century 21 Exposition, Inc. and does not review the activities of the World's Fair Commission or other governmental bodies associated with the "Seattle World's Fair".

This Final Report contains the following reviews:

1. A brief history of the Century 21 Exposition corporation.
2. A review of the corporate divisions and their responsibilities relating to the success of the Fair.
3. A statistical review of the Fair, which includes exhibitor participation, concessionaire activities, other figures and results of interest in reviewing the various parts of the Fair's success.
4. Included is a financial review of the Fair from its outset to date, as well as financial matters to be completed in concluding the existence of Century 21 Exposition, Inc.
5. A review of progress toward restoration of the World's Fair site, including areas where work has been completed, schedules for completion of other areas, and any minor problems that may exist in concluding the return of the Fair site to the City of Seattle and other agencies who own property that was included in the Fair.

Mr. Edward E. Carlson, Chairman
Washington State World's Fair Commission

December 17, 1962
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6. A plan for the final activities of Century 21 Exposition, Inc., and the related budgets also are included.

7. The last portion of the report is perhaps the most important, inasmuch as it contains the recommendations of the officers and staff of Century 21 Exposition, Inc., to the World's Fair Commission for future action by the Commission necessary to dissolve the Century 21 Exposition, Inc. corporate entity and wind up its World's Fair activities.

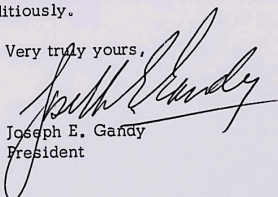
In making this Final Report, I wish to say, on behalf of the World's Fair officers and myself, as well as the fine staff, that it is a great pleasure to be the first World's Fair President in history to make a Final Report reflecting the monumental success of the Seattle World's Fair project.

It is conceivable that from time to time various clouds may be cast upon portions of the Fair's success, as I noted in my letter of November 29th to you and the Commission, however none can tarnish the outstanding record that all parties to this project have compiled. As the records contained in this report reflect, the Seattle World's Fair was a profitable project, not only in dollars but in long range benefits to the community and the Pacific Northwest area.

The staff of Century 21 Exposition, Inc. will continue with the activities outlined in this report until advised otherwise by direct communication from the World's Fair Commission.

I close this letter of report with the request that the Commission act affirmatively on the recommendations submitted by Century 21 Exposition, Inc., and that matters be concluded expeditiously.

Very truly yours,



Joseph E. Gandy
President

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encls.

CENTURY 21 HISTORY

CENTURY 21 EXPOSITION, INC.

HISTORY

The formation of Century 21 Exposition, Inc. was authorized by the 1957 Washington State Legislature. The 1957 Legislature also appropriated \$7,500,000 for the development of the World's Fair. The 1957 Legislation, however, had been preceded by the 1955 Legislature's authorization of a world's fair feasibility study.

Century 21 Exposition, Inc., originally named the "World's Fair Corporation," was created under the nonprofit corporate statutes of the State of Washington. The authorizing legislation required that the World's Fair Commission be the members of the new nonprofit fair corporation.

On October 9, 1957, the "World's Fair Corporation" was formed with the following Commissioners as members: Mr. Edward E. Carlson, Mr. William C. Goodloe, Mr. J. D. Braman, Mr. Victor Rosellini, Representative Ray Olsen, Representative Charles M. Stokes and Senator Andrew Winberg.

The name of the corporation was officially changed to "Century 21 Exposition, Inc." in 1959, and the number of Commissioners was expanded to 15. The group then included as members: Mr. Edward E. Carlson, Mr. J. D. Braman, Mr. Victor Rosellini, Mr. Clarence C. Dill, Lt. Governor John Cherberg, Senator Howard Bargreen, Senator Victor Zednick, Senator Michael Gallagher, Senator Reuben Knoblauch, Representative Ray Olsen, Representative Leonard A. Sawyer, Representative Paul M. Stocker and Representative Audley Mahaffey.

State Senator Victor Zednick was appointed in 1959, however his death shortly after his appointment prevented him from ever serving on the Commission. State Senator Herbert Freise was appointed to fill the vacancy. Mr. H. Dewayne Kreager, former Director of the Washington State Department of Commerce and Economic Development was appointed to the Commission in early 1960. Representative Jeanette Testu was appointed to fill the position vacated by the resignation of Representative Stocker. Commander Garland Sponburg was appointed to the Commission in 1961, but later resigned to accept a post as a member of the Washington State Liquor Control Board. Mr. Paul Friedlander succeeded Commander Sponburg as a member of the Commission.

In January of 1960, the Washington State World's Fair Commission appointed Mr. Alfred R. Rochester as its Executive Director.

Once the Century 21 corporation was organized, the Board of Trustees was selected. More than 100 in number, their names are listed in the section of this report designated "Statistics".

The original officers of Century 21 Exposition, Inc. were Mr. Edward E. Carlson, President and Mr. Ewen C. Dingwall, Vice President and General Manager. Other Vice Presidents were Mr. William S. Street; Mr. Lee Moran, Exhibits; Mr. Otto Brandt, Public Relations; Mr. Harry L. Carr; Mr. Iver Cederwall, Amusements and Concessions; Mr. James B. Douglas, Site and Building Development; Mr. Edward E. Tremper, Budget and Finance. Mr. D. Roy Johnson was Vice President at Large. Mr. Frank Dupar was the original Treasurer for Century 21 Exposition, Inc.

Under the terms of the By-Laws of Century 21 Exposition, Inc., additional officers could be added to the Executive Division of the Fair corporation as the projects and demands of the Fair dictated. A brief history of those changes is as follows.

In 1959, Mr. Edward E. Carlson was elected as Chairman of the Board of Century 21 Exposition, Inc. Mr. Joseph E. Gandy became the President of Century 21 Exposition, Inc., a position which he now holds. As the tempo of Fair building increased, Mr. Carlson resigned his position as Chairman of the Board of Century 21 Exposition, Inc., and was elected Honorary Chairman. He also retained the position of Vice President at Large. Mr. William S. Street became Chairman of the Board of Century 21 Exposition, Inc., from 1961 to early 1962, when he left the country on an extended European tour. Mr. Michael Dederer, Vice President for the advance ticket sale program became Chairman of the Century 21 Board, and at the same time Mr. D. E. Skinner, Vice President for the underwriting program, was elected to the newly created position of Vice Chairman of the Board. Other officers were Mr. Norman Davis, Vice President, Fine Arts; Mr. George Kachlein, Vice President, Special Events; Mr. Robert B. Colwell, Vice President for Site and Building Development, succeeding Mr. Douglas in that position when Mr. Douglas became a Vice President at Large; Mr. Arthur Cooperstein, Secretary, Assistant Treasurer and Controller; Mr. Gerald Gorans who succeeded Mr. Tremper as Vice President

of Budget and Finance; Mr. Lowell Hunt, Vice President, Housing and Hospitality; Mr. L. E. Karrer, Vice President, Operations and Services; Mr. J. Elroy McCaw, Vice President at Large; Mr. A. W. "Monty" Morton, Vice President, Transportation and Parking; Mr. Fred Paulsell, Treasurer, succeeding Mr. Dupar on his death; and Mr. Harry Henke III who filled the position of Assistant Vice President for Administration.

Under the terms of the Century 21 By-Laws, an Executive Committee composed primarily of the officers of the Fair, as well as the World's Fair Commission members, made up the Board of Directors for operating decisions of Century 21 Exposition, Inc. Members of the Executive Committee who were not officers of Century 21 or Commission members, were as follows: Mr. John Cartano, Mr. Dallas Donnan, Mr. Dean H. Eastman, Mr. Ben B. Ehrlichman, Mr. Harold Mansfield, Mr. H. W. McCurdy, Mr. Merville McInnis, and Mr. Harold Shefelman.

Volunteer committees were assigned to several divisions for advice and review of Fair progress. Members of these committees who are not listed elsewhere as officers, Commission members, etc., were: Site Development Division, Mr. Harold Shefelman, Mr. James M. Ryan; Public Relations Division, Mr. Edward Black, Mr. Ross Cunningham, Mr. Alan Ferguson, Mr. Robert L. Hagist, Mr. Don Kraft, Mr. Erle Hannum, Mr. Samuel J. Sherer, Mr. Hugh Smith, Mr. Dan Starr, Mr. Ron Murphy, Mr. Bob Woolson; Budget & Finance Committee, Mr. Robert W. Boyd, Mr.

Winston D. Brown, Mr. J. W. Clawson, Mr. Ernest Conrad, Mr. Russell E. Earley, Mr. Edward J. Fox, Mr. Charles H. Gordon, Mr. Harvard Palmer, Mr. W. Andrew Ross, and Mr. Philip A. Strack.

The history of Century 21 Exposition, Inc. could perhaps fill several volumes. Further details are not included in this report as almost each phase of Century 21's development is reflected in the details of the activities of each Century 21 division which are also part of this report.

CENTURY 21 DIVISIONS

EXECUTIVE DIVISION

The executive responsibilities for Century 21 Exposition, Inc. were divided into two basic groups of officers. The voluntary representatives of the community filled the offices of Chairman and Vice Chairman of the Board, and Vice Presidencies for each of the divisions. Century 21 President, Joseph E. Gandy, assumed his responsibilities from Mr. Carlson on the latter's resignation in 1959, on a volunteer basis, and as the Fair grew in size Mr. Gandy joined the Century 21 paid executive staff.

The staff offices of the Executive Division were under the President, Mr. Gandy. Mr. Gandy's responsibilities were, of course, those of the position of chief executive within the corporate entity, responsible for the entire development of the Fair.

Reporting directly to President Gandy were volunteer Vice Presidents and also Mr. Ewen C. Dingwall, the Vice President and General Manager.

Mr. Dingwall, as Vice President and General Manager, had the responsibilities of the General Manager of the entire Fair. Reporting directly to the Vice President and General Manager were the Directors of the Public Relations Division, the Performing Arts Division, Special Events Division, Concessions & Amusements Division, and the Exhibits Division.

The Assistant Vice President for Administration, Mr. Harry Henke III, also reported directly to Mr. Dingwall.

Mr. Henke's responsibility as Assistant Vice President for Administration was the supervision of the Operations & Services Division, the Site and Building Development Division, the Controller's Division and the Legal Department. Also included in that office's responsibilities was the administration of Executive Division personnel.

The Budget Control responsibilities for the Fair were handled by the Assistant Vice President for Administration in conjunction with the Secretary-Controller, Mr. Arthur Cooperstein, reporting through Mr. Dingwall and Mr. Gandy to the officers of Century 21 Exposition, Inc.

Mr. Cooperstein, as Secretary-Controller, besides being the Division Director for the Controller's Division, had the responsibility as the second officer in the Budget Control Department as well as the corporate responsibilities of the Secretary.

As the staff expanded, an Assistant Vice Presidency was created for Mr. Willis Camp who was the responsible officer for the Special Events Division and the Expo-Lodging operation of the Fair.

The Legal Department, reporting to Mr. Henke's office, had the over-all responsibility for supervision of contracts, which included the development of standard exhibitor, concessionaire, and license agreements, as well as the supervision of the processing of each of these agreements.

CONCESSIONS AND AMUSEMENTS DIVISION

Iver Cederwall, Vice President

George K. Whitney, Division Director

Nick Jorgensen, Assistant Division Director
(Food Services)

The Concessions and Amusements Division was developed by Mr. George Whitney, owner of Whitney's-At-The-Beach in San Francisco, and also a participant in the development of Disneyland, as well as the United States Exhibit at the Brussels World's Fair.

Mr. Whitney joined the Century 21 staff in the summer of 1960 as a consultant, and later became a member of the staff on a full time basis when it was determined that a Concessions and Amusements Division should be a major portion of the Fair. The division was divided into three basic areas at its outset. The first area was that of licensing manufacturers and retailers for the use of Century 21 emblems on merchandise. The second area was merchandise and other concessions which would include Gayway, shows, etc. on the Fair grounds. The third area was defined as on site food services. This area was the responsibility of Mr. Jorgensen, who initially was the Assistant Director for Concessions and Amusements, and later became the Food Services Division Director.

The entire Fair site was carefully analyzed to determine the amount of each concession required to properly serve the visitors to the Fair. Every effort was made to project the required amount of food in each quality and category, as well as certain merchandise to be sold on the Fair grounds. The size

of the Gayway and its location were also studied to determine the best use of each square foot of Fair ground available.

Good fortunes struck the Seattle World's Fair, and through the efforts of Mr. Whitney, Mr. J. W. "Patty" Conklin, the internationally known amusement park operator at the Canadian National Exhibition, and Mr. Harry J. Batt, owner of Ponchartrain Park in New Orleans, were invited to make a proposal for the operation and installation of the entire Gayway at Century 21 Exposition. These two gentlemen known as the "deans" of the amusement business in the United States and Canada, agreed to undertake the installation, and Century 21 was assured of the quality Gayway operation which later became an important part of the Fair's success.

A separate office was developed under the Concessions and Amusements Division to handle the royalty licensing program. Century 21 was extremely fortunate in having its service marks registered very early in its promotion. Literally thousands of licensing agreements were processed by Century 21, and the trademarks were well protected throughout the life of the Fair. Millions of dollars were derived for Century 21 from this program.

Certain on site shows, not a part of the Performing Arts area of the Fair, were also under the direction of the Concessions and Amusements Division.

The highly publicized "Paradise International" show, which was moved from one spot to another on the Fair grounds, was developed through the operations of the Concessions and Amusements Division. The northeast corner

of the Fair grounds immediately east of the World's Fair Arena, had a difficult location as far as traffic patterns were concerned. Also, it was difficult to fit into any over-all Fair design. Efforts were made to use it for domestic exhibitors, and other uses, without luck. Its final allocation to be a World's Fair "Show Street" in the long run turned out to be its most profitable part of the Fair. Show Street's installation, although not 100% financially successful to those who participated, was largely the result of Concession Division planning and the strong support of the backers of Paradise International. Paris Spectacular, Kajar the Magician and the Les Poupees de Paris turned Show Street into a popular area and drew the Fair crowds to a corner of the Fair grounds not easily accessible.

When Mr. Jorgensen joined the Concessions staff in October of 1960, an over-all program for food service on the Fair grounds was developed. Projections were developed which established a number of first class restaurants as well as hamburger stands required on the Fair grounds. Locations were selected to distribute the various types of food services throughout the Fair grounds, and a sales plan organized.

An exclusive supplier program was developed covering the major requirements for the site. The exclusive supplier program was developed only after commissary programs were abandoned, as they were determined not feasible considering the size of the Fair grounds. The exclusive supplier program was developed, however, because Century 21 staff feared that the limited size of the Fair grounds would prohibit adequate service of each concession if

suppliers were not limited. This determination proved to be correct during the operation of the World's Fair.

To start out the development of a food service sales program, a complete plan of percentages and quality standards were developed. It was early discovered that the production of first class restaurants on the Fair site for a six month period would be difficult. To insure that the food service would be adequate, Century 21 prepared a plan calling for persons interested in developing parts of the food program, not being entitled to hamburger-type stands unless they were tied in with a first class operation. Several proposals along these lines were accepted by Century 21 which involved vending, snack stands and first class restaurants.

One of the major successes of the Food Department of the Concessions Division was the now famous "Food Circus". Development of a program for exhibit installations in the Washington State National Guard Armory was difficult. Originally planned as an area for Washington State exhibits, following unsatisfactory sales results and at the suggestion of the Concessions Division, the Food Circus program was developed for the Armory. Architects were retained to design a booth layout and central program for the structure. Sales proved very successful, and as the record will reflect, literally millions of dollars of Century 21 revenue came from the Food Circus program.

In planning the food program, careful reflection was made of past world's fairs history, indicating that many food sales concessionaires failed financially during the early months of the fair. A program calling for advance payments on

concessions prorated over the entire six month period, insured operators continued sales throughout the entire Fair. In consideration of this program, Century 21 also did not oversell the food program.

The foreign food concessions developed by the Exhibits Division were assigned to the Food Department of the Concessions Division for the operating period of the Fair. Close supervision of all operations, from a financial and sanitary regulation basis, was handled by the Food Department. The Controller's Division cooperated with the Concessions Division in developing strict rules and regulations for accounting and security of funds due Century 21. The City of Seattle Health Department cooperated with the Food Department in developing standards, and also in providing manpower to supervise all Fair operators.

It should be noted that the Seattle World's Fair closed with the lowest percentage of financial failures of any fair in history. The record established by Century 21 Exposition, Inc. for food quality and sanitation and cleanliness will be hard for any other operation to equal.

Century 21 had more than 150 different food operations, which netted revenue to Century 21 in excess of \$2,000,000.

Combined with the revenue from food, the Concessions and Amusements Division, next to admissions, provided more income to the World's Fair than any other area. It must be considered in all reviews as one of the most successful parts of the Seattle World's Fair. World's Fair concessionaires for merchandise, royalty licenses and food services are listed in that section of this report entitled "Statistics".

CONTROLLER'S DIVISION

Edward E. Tremper, Vice President, Budget and Finance
1959 - 1962

Gerald E. Gorans, Vice President, Budget and Finance
1962 - 1963

Russell T. Mowry, Controller and Secretary
1959 - 1961

Arthur Cooperstein, Controller and Secretary
1961 - 1963

The Controller's Division is perhaps the oldest division within the Century 21 organization. This division was organized by Russell Mowry in 1959 under the instructions of General Manager Ewen C. Dingwall.

The financial beginnings of Century 21 Exposition, Inc. were meager, and the Controller's primary responsibilities were to balance the very limited initial underwriting and voluntary contributions, with the company's outstanding obligations. Staff members in the early periods of the Century 21 Exposition, Inc. development were paid by the City of Seattle and the State of Washington. The Controller's office at that time had the responsibility for reviewing and authorizing the records submitted to the City and State.

As the responsibilities of the Controller's Division moved from operating expenses of \$150 to \$200 a week to the more than \$500,000 a week peak hit in mid-Fair operating period, the division expanded accordingly to handle its responsibilities.

Long a management problem, budget controls were formulated with the assistance of the Controller's Division, and eventually were assigned to Mr. Don Fry, Director of the Underwriting Division. Programming of expenditure

controls and projecting revenues and expenses over the entire period of the Fair were eventually returned to the Controller's Division at the time Mr. Arthur Cooperstein assumed the position of Secretary-Controller for Century 21 Exposition, Inc.

The statistical calculations prepared for this report, as well as the financial statements and amendments thereto, submitted with this report have been the final results of years of developmental work by the Controller's Division.

The Controller's Division was assisted in its development and controls by the Budget and Finance Committee. The Budget and Finance Committee, as listed elsewhere in this report, consisted of a group of volunteer men representing substantial financial institutions throughout the State of Washington, who examined carefully all budget reports prepared by the staff of Century 21. Vice Presidents Tremper and Gorans chaired this committee, and their careful scrutiny on a regular basis accomplished the necessity for constant review and updating of all budget projections.

The Controller's Division reported directly to the officers of the corporation on any matters requiring their review, and to the Assistant Vice President for Administration, Mr. Henke, for administrative matters.

Areas of responsibility other than budget projections set forth above, falling within the Controller's Division, were as follows: accounting, internal control, auditing and control of the corporation's cash and accounts. Fiscal affairs including licenses, taxes, permits, timekeeping, payroll, insurance, budgeting and reports also fell within the Controller's Division.

Responsibilities as far as the office of Treasurer for Century 21 is concerned, include the maintenance of proper bank accounts, approved methods for receipts and disbursements and review, together with maintenance of fiscal policies as set out by executive authority of the corporation.

The duties of the Secretary include the certifying of signatures of corporate officers, application of corporate seal to documents binding the corporation, and also maintenance of security of original documents, contracts, agreements, licenses, fees, insurance, etc.

The office of Treasurer of Century 21 was held by Mr. Frank Dupar, Sr., and on his death, was assumed by Mr. Fred Paulsell. Each of these gentlemen worked closely with the Controller's Division in maintaining proper corporate fiscal operations.

At the peak of advance ticket sales just prior to March 15, 1962, the Controller's Division employed 105 people and was operating on a three-shift basis. At the height of the Fair period in July, Controller's Division personnel numbered 83.

More than \$50,000,000 was handled through the Controller's Division. At one point during the operation of the Fair, daily operating expenses averaged between \$70,000 and \$75,000, plus other expenditures and remittances to or for the accounts of others totaling \$125,000 per day. Adequate controls and supervision of expenditures, as well as a constant up to date reporting system, enabled Century 21 management to reduce operating expenses to less than \$50,000 a day even during the peak periods of the Fair. If

nothing else, this accomplishment demonstrates the value of a well run, carefully managed Controller's department, as it played a major part in the success of the Fair.

EXHIBITS DIVISION

Lee Moran, Vice President

Allen Beach, Division Director
1959 - 1960

Don Foster, Division Director
1960 - 1962

The development of Seattle World's Fair exhibits was divided into two basic departments. The first area covered official foreign government exhibits, as well as some commercial foreign exhibits. The second section involved domestic exhibitors from the United States.

Efforts to secure the participation of foreign governments in the Seattle World's Fair began carefully and formally with conversations with Mr. Glen Bannerman, Head of the Exhibit Divisions for the Government of Canada. Mr. Bannerman advised Seattle World's Fair officials that Canada could not participate in the Seattle World's Fair unless the approval of the Bureau of International Expositions was obtained by the management of the Seattle Fair. Mr. Bannerman also advised that other countries who were members of the Bureau of International Expositions would not be able to participate at Seattle unless this permission was obtained.

In February of 1960 a special meeting of the Bureau of International Expositions was called in Paris, and it was at this time that the first approach was made by Seattle to that organization. The Seattle World's Fair, known then as Century 21 Exposition, made its approach through Mr. Joseph E. Gandy, President of the Seattle Fair, and Mr. Allan Beach who was the Director of Exhibit Procurement.

Preliminary presentations exposed three basic factors of importance to the development of Century 21 Exposition.

First, it was the general disposition among all 30 countries who were party to the treaty that created the Bureau of International Expositions, not to participate in a fair in the United States. This was based upon unhappy experiences sustained with American labor problems during the 1939 and 1940 New York World's Fair. These countries had not forgotten these experiences and they posed a major hurdle for any other participation in Seattle or any other city in the United States.

Secondly, it was determined that participant countries will not be exhibitors if a fair's duration is longer than six months.

The third revelation, and perhaps most important, was that a category two fair, as Seattle qualified under BIE regulations, required that the sponsoring country furnish covered space to participating countries.

Century 21 Exposition presented a preliminary letter with the Bureau of International Expositions, however no action was taken at that time.

Mr. Gandy returned to Seattle and secured from representatives of local labor organizations, a formal agreement that showed the wholehearted support of Seattle labor organizations toward "no strike" agreements for the development of the Seattle World's Fair, and also authorized skilled artisans of foreign countries to participate in the construction and development of international exhibits without fear of retaliation from local Seattle labor organizations. These were unique documents in and of themselves.

Mr. Gandy returned to Paris in May of 1961, armed with the Seattle labor agreements. These agreements were furnished to the foreign office of every government party to the treaty of the Bureau of International Expositions.

The labor problems having been answered, Century 21 Exposition took a tremendous stride in the direction toward approval by the Bureau of International Expositions. Century 21 also at that time committed its program to six months duration from April 21 to October 21, 1962. Arrangements were made to furnish covered space to the official foreign government participations in the Fair in accordance with BIE rules. Century 21 also adopted other BIE rules as required.

After receipt of Century 21 labor agreements, acceptance of Bureau of International Expositions obligations, and the presentation of preliminary Century 21 rules, the Bureau, in May of 1960, referred the matter to the Classification Committee of the BIE for study of rules and regulations, and certification back to the primary meeting in November of 1961. This meeting was also held in Paris.

Rules and regulations for Century 21 Exposition were printed in four languages and submitted to the Classification Committee of the Bureau of International Expositions during the summer of 1961. The rules and regulations fully complied with the rules and regulations of the BIE, and when the Committee reported to the full BIE in November of 1961, final approval of that organization was forthcoming for the Seattle World's Fair.

Century 21 Exposition representatives, primarily Mr. Joseph E. Gandy, and others in support, presented to foreign governments the opportunity for

participating in the Seattle Fair immediately after BIE approval. Characterized as a "royal hunting license," the BIE approval gave Century 21 Exposition, Inc. a tremendous entrance to the foreign offices of every country that was a party to the treaty of the Bureau of International Expositions. With the license, the doors were open, whereas without it they would have been, for all intents and purposes, closed. Once these doors were opened, representatives of Century 21, such as President Joseph Gandy, traveled hundreds of thousands of miles and met international representatives speaking virtually every language of the world in presenting the Fair as it had been intended. It gave Century 21 representatives an opportunity to present the Fair on its own merits, the basis on which it was strictly sold at every instance.

The people to whom the Fair was presented on an international basis by Mr. Gandy and others could fill a volume in and of itself, and the record of nations participating, directly or indirectly, in the Seattle World's Fair numbered 55. This record alone reflects the fantastic success of international World's Fair sales accomplished.

The foreign exhibitors are listed in that section of this report labeled "Statistics".

Securing domestic as distinguished from foreign exhibits at the Seattle World's Fair was a major undertaking.

The first approach for domestic exhibitors was with the business community in the State of Washington. Efforts were made to contact major

companies doing business in the State of Washington, such as the Boeing Company, aluminum industries, etc., to solicit their participation as a bulwark for a sales program throughout the United States. Every effort was made to use Seattle contacts with United States industry, and Presidents and Vice Presidents of every Washington State industry were contacted by Century 21, requesting their assistance in soliciting the participation of other national corporations. Offices for this purpose were set up in New York City, Washington, D. C., San Francisco, and other major cities as needed.

Three-men volunteer teams from Century 21 flew to every part of the United States making contacts with major United States industry. These contacts were followed up by Century 21 staff members.

One of the most significant parts of the sales program was a series of formal presentations of the Seattle World's Fair to industry representatives from New York, Chicago, Detroit, Los Angeles, San Francisco, Washington, D. C., Boston, Pittsburgh, Minneapolis, Portland, Cleveland and other major cities. Following formal invitations to these meetings, forwarded on behalf of Century 21 President Joseph Gandy, Mr. Gandy made a formal presentation of the Fair using slides and descriptions of every portion of the intended Seattle project.

Sales efforts by "Flying Squadrons," Mr. Gandy's formal presentations, and follow-up by Century 21 staff from its far flung offices continued from July of 1960 until almost 40 days before the Fair opened.

It should be noted that it required many calls on each company before a final favorable decision was received. Early letters of intent from General Electric and several other major U. S. companies were the primary armament of early Century 21 presentations. Some refusals to participate occurred as many as 7 times before each company finally agreed to become a major participant in the Fair.

In mid-1961 the Boeing Company announced its participation through the production of the Spacearium in the United States Science Exhibit. With that announcement, stepped up efforts were immediately underway and a hard sell program to get the final participation of American industry was continued until approximately February of 1962.

The last major open space participant was the Ford Motor Company. Strangely enough, this turned out to be perhaps the most popular domestic exhibit on the Fair grounds.

Once representatives of American industry had agreed to send representatives to Seattle to review the possibility of participation, programs were developed by Mr. Ewen Dingwall, General Manager, and Mr. Don Foster, Director of the exhibits program, to give the detailed sales approach to sell participation to each of these representatives in Seattle. The programs for the Fashion Pavilion and the Interiors Pavilion were developed by Mrs. Georgia Gellert, Assistant to Exhibits Director Don Foster.

Formal presentations were made to many significant industrial associations throughout the United States. Petroleum, gas, aerospace, chemical, heavy industry, steel and many others all felt the impact of the Seattle Fair, whether participants or not.

The representatives of domestic industry are listed in that section of this report labeled "Statistics".

EXPO-LODGING DIVISION

Lowell Hunt, Vice President

Ralph Lee, Division Director

C. P. Burnett III, Assistant Director

Expo-Lodging, Inc. was organized by the Pacific Northwest lodging industry several years before the opening of the World's Fair. As its work load in handling the influx of World's Fair lodging requests increased beyond the capacity of the original corporation, Expo-Lodging, Inc. requested Century 21 Exposition, Inc. to undertake the work of Expo-Lodging and the original corporation became a division of Century 21 Exposition, Inc.

Expo-Lodging, Inc. was incorporated on April 21, 1960, and became a division of Century 21 Exposition, Inc. on February 1, 1962. Mr. Ralph Lee, the initial Division Director, was the General Manager of Expo-Lodging, Inc. and the initial operation worked out of his office alone. As his staff increased rapidly to handle the demands for World's Fair accommodations, by the time Expo-Lodging became a division of Century 21 Exposition 2,000 mail reservations were being received daily. Expo-Lodging had 346 members listing 13,917 units. The total number of members at the conclusion of Expo-Lodging was 721, with 22,628 units. The above figures include trailer parks and camp sites.

When Century 21 Exposition, Inc., the Seattle World's Fair, opened to the public on April 21, 1962, Expo-Lodging had 194 employees and had completed more than 150,000 reservations, and there still remained more than 14,000 reservations to be handled.

By early June 1962, the backlog of reservations was eliminated and from there on every reservation request was promptly handled.

More than 350,000 reservations were made by Expo-Lodging before and after it became a division of the Fair, for an average of 2.8 persons per reservation for an average stay of 2.4 days.

The development of Expo-Lodging's operation was in two basic phases. Phase one involved the handling of mail requests. As letters were received, approximately 2,000 per day, three shifts of employees were kept busy opening, categorizing and placing the reservation requests. As the Fair opened, the operation of Expo-Lodging turned to handling phone requests and handling personal requests from the public.

Expo-Lodging was faced with another monumental problem as the Fair was opened and it was apparent that Seattle had sufficient housing to handle the influx of visitors. Complaints and relocations were many and Expo-Lodging survived the onslaught with all flags flying. It was readily apparent that tremendous numbers of Fair visitors were staying with friends and relatives in the Seattle area, to the extent that there was a higher percentage of visitors staying with relatives than actually handled by motels and hotels.

The "sold out" hysteria proved untrue.

The initial founding of Expo-Lodging, Inc., the development of a reservation handling system, and the strong public relations program to counteract the

"sold out" rumors were undertaken by the Expo-Lodging Division of Century 21. Although the public image of Expo-Lodging may have been tarnished through the change in accommodation availability and one or two minor instances of Expo-Lodging members' financial instability, the service was absolutely essential, and had it not been available at the beginning of the World's Fair promotion there seems to be no question that the Fair would have suffered substantially and perhaps its eventual financial success undermined.

Expo-Lodging was supported from three principal sources. The main source was Century 21 Exposition, Inc., the second was \$50,000 membership dues, and the third was \$75,000 from the State of Washington World's Fair Appropriation. The over-all cost of Expo-Lodging from its inception until it was terminated, was approximately \$616,000.

FINE ARTS DIVISION

Norman Davis, Vice President, Director

The Fine Arts program is most aptly described in the words of its Director, Vice President Norman Davis. In the preface to the bound volume of the Seattle World's Fair Fine Arts Exhibition Catalogs, Mr. Davis described his responsibilities as follows:

"When in March of 1960 I accepted responsibility for fine arts at the Seattle World's Fair, the art exhibition was to be a light hearted affair of painting and sculpture along the covered walkway between the Opera House and the Playhouse. But in the summer of that year the Seattle City Council approved the building of a forty-four thousand square foot Exhibition Hall, to be available during the Fair for use as a fine arts pavilion, and the project took on an entirely different aspect. An acre of floor space in a new building at a world's fair called for a major art exhibition.

"In consultation with Dr. Richard E. Fuller, President and Director of the Seattle Art Museum, whose help and advice throughout I gratefully acknowledge, an advisory committee of west coast museum directors was set up. At our first meeting, we considered the range of possible exhibits and the procedures and problems implicit in an exhibition of this magnitude. The committee met just once more, in December of 1960, to approve the final plan and advise on budget.

"The first major decision, of course, was, what kind of exhibits? Between our advisory committee and others, we had a list of twenty-eight possibles, ranging from Monet to Industrial Design, Mark Tobey, Primitive Art, British, French and Italian national exhibits, American Folk Art, Northwest Art, etc.

"It was of equal importance to find a professional director, for I had no thought of devoting two and a half years to the job of putting together and running this kind of exhibition, a task for which my mere lifelong interest in art was wholly insufficient qualification. However, when after some months of search in America and Europe it became apparent that the right man for the position could not take out the necessary time to carry through the project, I decided to act as general "lay" director, and to engage professional museum directors, on a fee basis, to organize and select the separate sections of the exhibition.

"Thus the general plan and organization of the Fine Arts Exhibition, the exhibits comprising it and the choice of directors was solely my responsibility. While the selection of the individual works of art rested entirely with each director, we maintained close consultation throughout. For instance, during the pre-selection period for the major "Art Since 1950" exhibit I made the rounds of galleries and artists' studios in London, Paris, and New York with both Mr. Sandberg and Mr. Hunter.

"A Fine Arts Exhibit at a world's fair has a different viewing public to consider than an art museum, for our visitors were a cross section of the general public, a good portion of whom probably never had visited an art gallery. Our exhibition showed a "world of art" which, in addition to the sections cataloged in this volume, included smaller exhibits of "Art of the Ancient East" and "Paintings by Mark Tobey" from the collection of the Seattle Art Museum. Inevitably there was a good deal of criticism of "Art Since 1950". These strong, and to many, disturbing paintings and sculptures were indeed often resented,

but with repeated exposure some views changed. It was interesting that during the first few weeks many of our guards asked for transfer, they too found themselves in uneasy protest against this kind of modern art. But later, as they became familiar with the works they came to like at least some of them, and for the last few weeks of the fair the Fine Arts Pavilion was a "preferred" guard post.

"Undoubtedly the Fine Arts Exhibition at the Seattle World's Fair has been an event in the art world, a success by local and international standards. Over one million, three hundred fifty thousand people paid admission to see the exhibition, and the average stay was fifty minutes. Helped by the extraordinarily successful advance ticket sales the exhibition showed a substantial cash profit. One of the many recognitions of which we are proud is that National Educational Television has made an hour long film of our exhibition, for release through its network of affiliates.

"Ventures such as this succeed only by teamwork, and I must particularly record the loyal and devoted work of my three professional assistant directors, Allen C. Wilcox, Jan van der Marck, Thomas H. Garver, and of Virginia McClure, our registrar. The unflinching support of Joseph E. Gandy, President, and Ewen C. Dingwall, Vice President and General Director of the Fair was invaluable, and I am truly grateful for their help and patience throughout.

"The exhibition was open to the public twelve hours a day, seven days a week, for the full six month period, demanding at all times close supervision and carrying its full share of anxieties. For myself, I would say that no venture in which I have been engaged has afforded me such pleasures and satisfactions

as this contribution to the cause of the arts in Seattle."

The "Masterpieces of Art" exhibit comprised the first of the fine arts exhibitions at the Seattle World's Fair. The form and selection of this exhibit were the work of Dr. William M. Milliken, Director Emeritus of The Cleveland Museum of Art. These great works came from fifty-seven American museums; and from the National Gallery of Canada, the Art Gallery of Toronto, Montreal Museum of Fine Arts, the Louvre, Paris, the Tokyo National Museum, Japan, the Academia Sinica, Taiwan, Republic of China, and the National Museum of India. The loan of these priceless works is a measure of the importance of the Seattle World's Fair; but even more, the willingness to lend these works is a tribute of affection and esteem to Dr. Milliken himself, the dean of American museum directors.

"Art Since 1950" was in two parts, "USA" and "International". The American section which was seen first displayed 75 paintings and 39 sculptures by a total of 87 artists. Sam Hunter, Director of the Rose Art Museum of Brandeis University was responsible for this exhibit which represented the range and vitality of American art of the last decade. The "Art Since 1950, International" section has been the responsibility of Willem Sandberg, Director of the Stedelijk Museum of Amsterdam, Holland. Mr. Sandberg largely confined himself to work of the last two or three years, and decided on 107 paintings and 29 sculptures by a total of 55 artists. The Committee for International Art Exhibitions of the ICOM has conferred its highest classification upon "Art Since 1950".

The patronage of International Council of Museums stresses the artistic importance of the effort.

The "Northwest Coast Indian Art" was another of the principle exhibits of the fine arts exhibition at the Seattle World's Fair. Its selection and form are the work of Dr. Erna Gunther of the University of Washington, Director of the Washington State Museum. This exhibit was a memorable one, and aroused the greatest interest among the people of the Northwest and the art world generally. The actual arrangement of the exhibit and the design of the catalog were largely the work of Allen C. Wilcox, and the painted panels were done by Bill Holm.

"Northwest Art Today" was selected by Millard B. Rogers, and "Adventures in Art" was selected by Gervais Reed. These exhibits comprised the seventh and eighth exhibits making up the total fine arts exhibition at the Seattle World's Fair.

Each exhibit takes its place strongly and affirmatively along side the two major contemporary exhibits, "Art Since 1950, International" and "Art Since 1950, USA". In addition to the exhibits listed above, included in the fine arts program were "Arts of the Ancient East" from a collection of the Seattle Art Museum selected by Dr. Richard E. Fuller, its President and Director.

In addition to the supervision and programming of the fine arts exhibition, Vice President and Director Norman Davis masterminded the installation of the Seattle Mural by Paul Horuichi. A permanent addition to the Seattle Center site, the design of the mural is abstract, made largely of freely broken pieces of thick glass in almost 150 colors and shades in a new technique.

Other additions to the Seattle Center were promoted and installed by Mr. Davis through the fine arts program for the Seattle World's Fair.

The attendance figures reviewed by Mr. Davis in the opening comments reflect the outstanding success of this program.

OPERATIONS & SERVICES DIVISION

L. E. Karrer, Vice President

F. V. Schumacher, Division Director
1960 - 1962

Max Burland, Division Director
1962

Cliff Walker, Division Director
1962

The Operations & Services Division was developed by Frederic V. Schumacher. Mr. Schumacher came to Century 21 from Freedomland in New York, with extensive experience in business management. Mr. Schumacher had been closely associated with the opening and operation of Disneyland.

The immense project of programming the operation of the Seattle World's Fair was Mr. Schumacher's responsibility, and the results reflected in this report indicate how fortunate Century 21 was to have the experience provided by Mr. Schumacher in developing these plans.

The division was divided into four major areas. The first was Operations, followed by Maintenance, then Security, and a miscellaneous category which included Personnel, Purchasing, Traffic, etc.

The Operations Department contained three sections, Admissions, Transportation and Parking, and Guest Relations, all coordinated by one Manager.

The responsibility of the Admissions section was to check all of the entrance gates to order equipment for the World's Fair, such as turnstiles, signs, ticket machines, coin changers, black lights, etc. Fair contracts with the Gayway and various other shows such as Paris Spectacular and Backstage U.S.A.

required Century 21 to also handle their admissions program. This required ordering ticket booths and tickets and equipment for each of these concessionaires, as well as supplying necessary personnel. In addition, Operations operated the Monorail, 76 Sky Ride and the Fine Arts program. As the opening date of the Fair drew near, additional duties included providing guides and crowd control for the NASA Exhibit, the United States Science Exhibit, and the Washington State Theme Exhibit. The same services were provided on a reimbursable basis for the U. S. Plywood Exhibit, the Hydro Electric Exhibit, and the United Kingdom Exhibit.

800 hourly employees were hired to cover all working positions on a 7-day week, two-shift basis, falling under the jurisdiction of three unions, Teamsters, Sales Clerks, and Operating Engineers.

Operations was responsible for developing and ordering more than 1,600,000 advance ticket books.

During the six months of the Fair, 35,000,000 tickets were ordered at a cost of \$85,000; 716 World's Fair Passes were designed and engraved and issued to supporters, officials and other dignitaries designated by the officers of the World's Fair.

Turnstiles, tickets and equipment were purchased or leased from the Globe Ticket Company at a cost of \$54,000; \$3,000 worth of black light ink was used for guests' re-entry to the Fair grounds. Ticket booths throughout the grounds cost \$30,000; signs on booths cost another \$1,500.

The Admissions section maintained the Operations office, open from 8:00 a.m. to 1:30 a.m. daily. The Operations office employed seven clerk typists and fourteen supervisors during the Fair.

The Wardrobe Department designed, purchased and maintained uniforms and costumes, as well as procuring linens and lockers for Century 21 employees. Wardrobe handled badges for various Fair officials, vehicle drivers, Security officers and other departments. This same service was extended to exhibitors and concessionaires.

The linen supply contract was awarded to American Linen Supply; the dry cleaning contract to Harrison Cleaners. Most Wardrobe items were purchased from local Seattle merchants such as Pacific Outfitting, Sportcaster, Donlee Blouse, Nordstroms, Nifty Costumes, Jean Hall, Don's Men's Shop, Seattle Knitting Mills and M. Genauer.

Department operating hours were from 6:00 a.m. to 2:00 a.m. seven days a week, covering all shifts from landscapers to bartenders.

Aside from normal functions, Wardrobe also cared for Fair guests with various clothing problems such as stains, tears, etc. Sewing machines and irons and ironing boards were available on an emergency basis to alter and press clothes.

Interesting facts regarding the volume handled by the Wardrobe Department during the Fair are: Average number of white shirts issued per shift - 200; Average amount of soiled items returned for dry cleaning each day - 2 baskets 30" x 60"; Average number of items ready for use each day - 2,400 hanging and

1,800 shelved; Average laundry and dry cleaning bill per week - \$3,000;
Number of different styles worn simultaneously - 40; Number of lockers in use -
2,500.

Wardrobe's stock of used items was sold for \$10,000.

The Traffic Department maintained a 24-hour operation for shipping and receiving. Everything from Florida coconuts to Argentine wine found its way through the Century 21 Traffic Department.

Inventory was maintained by the Traffic Department in the Armory warehouse from which office supplies such as stationery, desks, typewriters, etc. were ordered. Supplies used by the Maintenance Department which covered hand tools and landscaping equipment, as well as sanitary supplies, were all handled in the Traffic Department. The operation of the mail room and communications system were closely associated with that department.

The Traffic Department worked closely with Bekins Moving and Storage Company, Railway Express, Pacific Intermountain Freight, Los Angeles-Seattle Motor Express, and other firms participating in the supply of Century 21.

The Traffic Department warehouse saw more than 4,500 cases of hand towels and toilet tissue pass through its doors during the operating period of the Fair. 10,000 gallons of disinfectant and liquid soap, as well as 2,100 cans of cleanser all moved through that department. A quarter of a million paper clips and thousands of pounds of scratch pads were issued from the Traffic Department. Two supervisors and 24 men ranging from truck drivers to clerks handled the 10,000 square foot Traffic Department and the mail services emanating therefrom.

The Transportation section of the Operations & Services Division was organized to handle the coordination of the official World's Fair car - the 1962 Oldsmobile - as well as other vehicles assigned to Century 21. The messenger and chauffeur service called for a maximum of 18 uniformed vehicle drivers. Three Lincolns and 6 Cadillac limousines were hired by Century 21 to handle the large delegations of distinguished Fair guests.

The 7:00 a.m. to 1:30 a.m. schedule called for Fair cars to be on the road at all hours of the day.

Transportation and parking for the Fair included four small lots made available to exhibitors and concessionaires, as well as Fair officials and Commissioners.

In February of 1962 the Guest Relations Department opened. This part of the Operations and Services Division was to prove to be one of its most popular assets. The very pleasant young ladies assigned to this department started their activities by completing orientation tours for new employees. By the time the Fair opened, 38 employees, both male and female, were in the Guest Relations Department covering the Fair's needs from 8:30 a.m. to 11:00 p.m. This department provided general information for telephone inquiries, as well as handling mail inquiries. Guided tours for dignitaries, ambassadors, movie stars, and various officials of firms participating in the Fair, in cooperation with the Protocol Office, were handled by the Guest Relations Department. Special tours for blind, deaf, and other handicapped persons were also handled through this department.

Guest Relations personnel acted as hosts and hostesses at Plaza of the States Day ceremonies.

Complaints and compliments were received at the Guest Relations office also. When the need for personnel to handle various surveys arose, the Guest Relations girls were assigned this task and handled it well.

Guest Relations personnel were well qualified, and able to speak Spanish, French, Italian, German, Lithuanian, Japanese, Chinese, Norwegian, Swedish, and East Indian dialects. The interpreter service proved useful for tours, foreign mail and foreign exhibitors, as well as providing one additional World's Fair courtesy.

2,554 special tours were provided by this department, averaging four hours in length, which meant more than 10,000 hours on tour by this department. The Guest Relations Department played an important part in the success of the Seattle World's Fair.

The Customs and Immigration Administration Department was assigned to the Operations & Services Division in October of 1961. A manual for the guidance of foreign governments, concessionaires and exhibitors was prepared and distributed at that time. Arrangements for a Trade Fair Bond were arranged in the amount of \$300,000.

Foreign shipments began to arrive almost immediately, and security problems in the handling of bonded merchandise became a tremendous responsibility of this department.

After the Fair opened to the general public, entries continued to be filed during the summer, as additional foreign merchandise was brought to handle increased sales.

249 Exhibition Entries were filed with the U. S. Customs, estimated at a value of \$2,275,000. In addition there were 229 Consumption Entries filed. Total Customs duties paid on both Exhibition and Consumption Entries were in excess of \$300,000.

The Seattle World's Fair Security Department consisted of two components. Approximately half of the employees were on the Century 21 payroll, while the balance was provided by the Seattle Police Department. Covering a fantastic area, the responsibilities of that department involved security at all World's Fair gates. Four service entrances for deliveries to the Fair site were manned 24 hours a day, providing fire and ambulance emergency exits constantly. Additional service gates were available for other emergencies. Each main gate to the Fair grounds had security officers on duty at all times for the protection of ticket sellers and other ticket personnel. The security personnel assigned to each gate were responsible for checking identification of employees, participants, and other persons admitted to the Fair grounds.

Security within the confines of the Fair grounds was handled by both the Security Department and the Seattle Police Department. Seattle Police worked in conjunction with the Security Department in all phases, and also had the advantage of authority to make certain types of arrests. Security patrolled the Fair grounds and also posted men within buildings throughout the entire area.

The coordination of Seattle police and Century 21 security personnel was accomplished through the assignment of many fine Seattle Police officers to the World's Fair. Captain Lyle LaPointe of the Seattle Police Department headed the Century 21 Security Department, and the World's Fair Security Captain was Seattle Police Lieutenant Dave Jessup.

The Security Department handled identification cards, lock and key systems, day passes, participant's passes, as well as the Lost and Found Department. More than 24,500 identification cards were issued; more than 6,500 active at one time. The key system covered 75 buildings on the Fair grounds, making a total of 950 rooms.

5,000 articles were returned by the Security Department's Lost and Found operation since the Fair opened. 25 to 30 letters a week inquired about lost items, not including those which were picked up by their owners shortly after misplacing them. Items turned over to the Lost and Found Department ranged from a wallet containing \$750 to a live bird, a neck brace, crutches, and some false teeth.

The Maintenance Department proved one of the most popular assets of the Seattle World's Fair. The cleanliness of the Fair site was a tribute to its Department Head, Mr. Don V. Gayton, and those who worked with him in giving Century 21 Exposition the reputation of being the cleanest Fair ever held.

The Maintenance Department was created as a department of the Operations & Services Division with initial broad planning commencing in the

fall of 1960. The purpose of this department was to provide all normal building and grounds services to the Seattle World's Fair site as required. Principle areas of responsibility included landscaping maintenance, electrical maintenance, carpentry and labor forces, plumbing crews, mechanical maintenance, janitorial maintenance, audio and audio visual maintenance, trash disposal and insect and rodent control.

Under the contractual arrangement with all exhibitors, both foreign and domestic, and all concessionaires, a flat service fee was levied to cover numerous maintenance services which would be provided. The gross revenue to the Seattle World's Fair based on the maintenance service fee was \$764,500. In terms of previous world's fairs, this approach was somewhat unique and while the final economics have not been determined, this system served many worthwhile purposes. It reduced the number of service contractors requiring admission to the grounds; it minimized accounting procedures and eliminated division of responsibility for good housekeeping, and gave the Fair corporation complete control over methods and procedures to be employed.

Maintenance Department headquarters were established in the National Guard Armory Building, and included storage areas, shop and office spaces, materials handling equipment, and supply and equipment facilities. Fully equipped shops were laid out for carpentry, machine, welding, plumbing, and electrical operations, and comprised a total of 7,600 square feet. A sign painting shop was also provided in this area, with a paint spray booth located immediately off site.

By January 1962, top supervisory personnel had been hired to head up each of the major staff functions, and each department head reviewed shop and tool facilities and was responsible for establishing crew sizes, shifts, foremen, and routine work procedures.

Certain specialized services were obtained on a direct contract basis. These were site sweeping, audio and audio visual maintenance, trash disposal, night janitorial services, and insect and rodent control. Magnitude of these contracts is incorporated in the "Statistical" portion of this report.

In terms of cost and crew sizes, the largest single problem of the Maintenance Department was over-all site cleanliness. Prior to the opening of the Fair, the executive staff gave top priority to the program for cleanliness, and supported this position by approving a combined daily budget in excess of \$7,500 for this purpose. Clean-up of the site was a cooperative effort by means of Century 21 janitorial people on first and second shifts, the American Building Maintenance Company's third shift janitorial force, the Northwest Lot Sweeping Service, and the Seattle Disposal Company. A gross total of 710 litter containers were distributed throughout the site, and were emptied on a daily basis. Six portable 25 cubic yard trash boxes were spotted at the service gates, and the main trash pick-up and distribution center was situated in the garage level of the Armory Building. During the peak periods, daily in-park trash holding capacity was 1,000 loose cubic yards. Peak attendance of 128,721 generated 1,248 cubic yards of loose trash.

In terms of public relations, the Fair received tremendous acclaim from the press and the general public on the appearance of the grounds. The emphasis on good housekeeping contributed in no small measure to the success of the Fair.

The final area of the Operations & Services Division involved a series of miscellaneous categories. Handled by Assistant Director Mr. Maxwell Burland, Purchasing, Personnel, First Aid and Communications also played a major role in the operation of the Seattle World's Fair.

Besides the hiring and firing of employees and the maintenance of all personnel records, it was the responsibility of this department for maintenance of proper labor relations. This department assisted the Director of Operations & Services in negotiating labor agreements necessary for the smooth operation of the Fair. Also included in this personnel area were the personnel training programs initiated by the Seattle World's Fair to insure courteous and efficient operation of the Fair when it opened to the general public.

The Purchasing Department was an essential cog in the efficient operation of the Seattle World's Fair.

In the early stages of the formation of Century 21 Exposition there was no distinct Purchasing Department. In March 1961 a full time Purchasing Agent was hired, and the department started its functional duties from that time. Prior to March 1961, the purchasing was handled from a cooperative effort of the existing employees and divisions.

Although all divisions of Century 21 Exposition, Inc. did not take advantage of the services that were available to them through the Purchasing

Department, there was a total of 8,200 purchase orders executed. A master file of all purchase orders was maintained in the Purchasing Department for references and checking by authorized personnel of Century 21 Exposition, Inc. The purchases described on these purchase orders are so diversified they are most interesting, representing all requirements for the promotion and operation of the Seattle World's Fair, ranging from paper clips to expensive equipment.

One of the major free services on the Fair grounds was a First Aid Station. First Aid handled all medical cases from minor to very serious, including such things as elderly people who needed rest, to heart attacks. Although a doctor and dentist were present at the First Aid Station, only first aid could be rendered. Cases requiring medical or dental treatment beyond first aid were referred to a Seattle hospital on a rotation basis, or to a local dentist's or doctor's office.

A staff of one Medical Director, one Chief Nurse, 14 nurses and two secretaries kept the First Aid Station open from 8:00 a.m. to 1:00 a.m. seven days a week. Shephard Ambulance kept an ambulance on the Fair grounds at all times to transport guests to the hospital for further treatment.

During the six month Fair period, First Aid treated 25,641 persons. Out of this total 806 were referred to hospitals. There were 484 dental patients treated or referred to local dentist's offices.

Nurses from First Aid were dispatched from their office in the Armory to all parts of the grounds when requests were received. If necessary, a security officer accompanied the nurse with a wheel chair. Many times these calls were for persons who had fainted from the heat or from exhaustion. First

Aid also worked with Security in other cases, such as notifying relatives at the Fair of a death in their family.

The firms supplying the World's Fair First Aid Station were W. S. Merrill Company, W. H. Rohrer and Company, Birtcher Corporation, Will Ross Company, Pier 91, Bauer and Black, Patterson Dental Supply. Dental services were donated by the King County Dental Association.

A Safety Engineer worked in conjunction with First Aid before, during and after the Fair. He was responsible for instructing employees in safe working methods in association with Traveler's Insurance Company who insured Century 21. The Safety Engineer was also responsible for keeping the Fair grounds free of accident hazards at all times. This including inspecting all amusement rides, buildings and vehicles on the site. In addition, he worked with other insurance firms obtaining coverage where necessary and assisting in the settlement of claims.

The Baby Service Station provided a place for the feeding and changing of infants at the Fair, free of charge. It was equipped with bottle warmers, cushioned chairs, hot plates for warming baby food, change tables, high chairs and baby powder and oil.

Baby aspirin was available across the hall at First Aid, along with nurses who frequently helped mothers whose children had minor problems. Baby Diaper Service, a Seattle firm, donated diapers on a trade basis, one clean diaper in trade for the soiled one.

The Baby Service Station was manned from 10:00 a.m. to 10:00 p.m. daily, by three attendants. During the Fair, 10,972 guests took advantage of this service.

The Lost Children Room was established to provide lost children with care until they could be reunited with their parents. The room was equipped with a small table and chairs, books, games and Det's Toyland donated toys. As the Fair progressed, the room was decorated with color book pictures painstakingly colored by children awaiting their parents.

Besides regular announcements over the loudspeaker system calling guests' attention to the room and its location, the Security Department and First Aid Station combined efforts to locate parents either on or off the Fair grounds. During the six month Fair period, 8,531 children were received and eventually reunited with their parents.

Also included in the miscellaneous category was the Communications Department. Handling of telephone installations, of which there were thousands on the Fair grounds, providing messengers, and printing the thousands of manuals, reports and notices, fell within this department.

The Operations & Services Division was by far and away the largest operating section of the World's Fair. The success of this division was due to the work done by Mr. Schumacher, Captain LaPointe and Mr. Burland.

PERFORMING ARTS DIVISION

Vice President (None)

Harold Shaw, Division Director
1961 - 1962

Phil Tippin, Division Director
1962

The Performing Arts Division of the Seattle World's Fair was officially launched on February 1, 1961, with the appointment of Mr. Harold Shaw as Director, the last division head to be named. Thus began the selection, administration, and promotion of a fifteen year quality program concentrated in the six months period of April 21st through October 21st.

It was the responsibility of the Performing Arts Division to provide some 2,500 programs for the 300 seat LePetit Theatre, the 800 seat Playhouse, the 3,100 seat Opera House, the 5,500 seat Arena, the 13,000 seat Stadium, the Food Circus and the lower level Display Hall. Bands and other amateur groups from all parts of the nation as well as Canada and Mexico, were scheduled, as well as the free entertainment for the entire Fair, including the official World's Fair Band. Facilities were also available for use by other organizations and attractions not booked by the Performing Arts Division as Fair events.

With a staff of six key persons, and an equal number of assistants plus several supervisors, the Performing Arts Division was greatly aided by some 125 volunteer ladies comprising our Hospitality Committee, ably headed by Mrs. Stanley Sayres. These ladies, by their round-the-clock efforts contributed

immeasurably to the success of this division, as well as to the over-all success of the Fair.

April 21st heralded the opening of twelve attractions in our six facilities: Kajer's Magicadabra and the Krofft Theatre production of "Les Poupees de Paris" in the Le Petit Theatre; the National Dancers of Ceylon in the Playhouse; a gala program featuring Igor Stravinsky, Van Cliburn and the Seattle Symphony in the Opera House; Shipstad and Johnson's Ice Follies sponsored by Frank Hixon in the Arena; and Mrs. Dreitzler and her Lippizan Horses, the King County Sheriff's Possee, Circus Berlin Ladder Act, Jackie Souder's World's Fair Band, and Tommy Bartlett's Water Ski Show, plus a Baldwin Organ concert and a musical combo in the Food Circus. Each day during the next six months each facility had at least one, and sometimes several attractions.

The Le Petit Theatre was the first and only of its kind in the world. A multipurpose theatre with two separate stages 60 degrees apart, the floor of the auditorium was built on a turntable and was rotated by an electric switch to make use of either stage. On one stage was presented Kajar and his Magicadabra Show three times each afternoon, and in the evening on the other state the Krofft Theatre and their "Les Poupees de Paris" gave three performances nightly.

The Playhouse is a beautiful theatre, both inside and out. It is ideal for the showing of films, children's plays, solo recitals, small cast shows,

chamber music ensembles, small dance groups and lectures. Programs presented in the Playhouse included: The National Dancers of Ceylon, the Royal Dramatic Theatre of Sweden in repertory of "Long Day's Journey Into Night," "Miss Julie," and "The Father," all in Swedish; Seattle Symphony Chamber Music recital featuring Isaac Stern, Leonard Rose, Milton Katims and Eugene Istomin; Seattle Little Symphony Orchestra; C.B.C. Jazz Concert; Dean Rusk press conference; Secretary of Labor Goldberg press conference; "The Great Chase" movie; Novikoff Ballet; Virginia Tanner Dancers (Seattle Symphony); Houston Playhouse in "Fantasticks"; Adlai Stevenson press conference; American String Quartet; 14 Great American Films; Edward Murrow lecture; San Francisco Actor's Workshop in "The Birthday Party" and "Waiting For Godot"; Bunraku Puppets of Japan; Attorney General Robert Kennedy press conference; Richard Dyer-Bennet; Juilliard String Quartet; Gene Keene's Cirque Theatre in "Teahouse of the August Moon"; Celedonio Romero and Sons; Erroll Garner; Maxim Gershunoff's Children's Theatre of America in "The Nutcracker Suite"; Roberto Iglesias "Ballet Espanol"; La Comedie Canadienne (Seattle Symphony) in "Bousille and the Just"; Cirque Theatre in "A View From The Bridge"; Friendship Seven Film; Hal Holbrook in "Mark Twain Tonight"; Theodore Roethke; Solisti di Zagreb; plus numerous documentary and commercial films and other special programs in connection with the various national weeks.

The magnificent Opera House is one of the finest in the world. Built at a cost of some Three and a Third Million Dollars, it is almost acoustically

perfect. Attractions appearing in the Opera House included: The Gala Opening Night Program featuring Igor Stravinsky, Van Cliburn and Milton Katims conducting the Seattle Symphony; Baldwin Organ noon concerts by Robert Read; Portland Junior Symphony; Dunninger; Salem, Oregon, Junior Symphony; The Littlest Circus; San Francisco Ballet; NASA Conference; Science Fiction Panel with Rod Serling and Ray Bradbury; U. S. Army Field Band; National Red Cross Convention; Seattle Symphony with Isaac Stern, Adele Addison, and Albert De Costa; Victor Borge (Northwest Releasing); Idaho Old-Time Fiddlers; "Queen For A Day" TV broadcasts; Theodore Bikel; Philadelphia Orchestra with Eugene Ormandy (Seattle Symphony); Secretary of State Dean Rusk major address; Eugene, Oregon, Symphony; Old Vic Theatre in "Romeo and Juliet," Shaw's "St. Joan," and "Macbeth"; Seattle Symphony production of "Aida" with Robert Merrill, Gloria Davy, Sandor Konya, Irene Dalis and Jan Rubes; Josh White; Frank Stitt at the Baldwin Organ; Ukrain Dancers (Seattle Symphony); United Nations Ambassador Stevenson speech; Youth For Christ meeting; International Quartet Convention; Racine, Wisconsin, YMCA Boys Choir; Peggy Lee Show; Vancouver, B. C. Salvation Army Band with Pamela Britton; Johnny Mathias Show with Henry Mancini Orchestra; N. W. SPEBSQSA Barbershop Quartet Song Fest; Bayanihan Dancers of the Philippines; Toronto School Choir; Nichols and May; Herbie Koch at the Baldwin Organ; New York City Ballet; Spokane's Silver Spurs; Ella Fitzgerald;

Comedie Francaise; Paul Mooter at the Baldwin Organ; "Mary, Mary," with Julia Meade; Foklorico Ballet of Mexico; Maurice Chevalier; Canadian Royal Air Force Band; "Wonderful World of Music" with Jane Powell, Vic Damone, Jimmy McHugh, and Stan Kenton Orchestra; D'Oyly Carte Opera Company in "Mikado," "Pirates of Penzance," and "The Gondoliers"; Ted Mack Amateur Hour TV Broadcast; European Community Concerts with Seattle Symphony and European guest artists; Rhapsodia Romina; Joan Baez; Raymond Trouard; Uday Shanker Dancers from India; Foo-Hsing Children's Theatre from the Republic of China; U. S. Marine Band (Seattle Police); Seattle Symphony; Royal Thai Dancers from Thailand; and Carl Sandburg.

The Arena, with a new exterior, was used for large productions which included: Shipstad & Johnson Ice Follies (Frank Hixon); Public Schools Music Festival; AAU Gymnastic Finals (Washington Athletic Club); Puget Sound Choral Directors; James Brown Show (Leonard Russell); Count Basie; Danish Gymnasts; Benny Goodman; Catholic High Schools Graduation; Wrestling (Harry Elliott); Youth For Christ; Nile Temple; Seattle University Graduation; Seattle High School Graduations; Wrestling (Harry Elliott); Fats Domino (Russell); Thai Boxers from Thailand; Lawrence Welk (Northwest Releasing); Nat "King" Cole; Wrestling (Elliott); Ray Charles (Russell); Ringling Brothers-Barnum Bailey Circus (Harry Lashinsky); Wrestling (Elliott); Mormon Tabernacle Choir; Square Dance featuring Red Foley; National

Liturgical Convention; Lutheran Laymen's League; Ike & Tina Turner (Russell); Circus Berlin (2 weeks); National Technical Conference; Shrine Circus; Ricky Nelson Show (KOL); Patterson-Liston closed circuit TV fight (Hixon & Vrooman); NY Rangers Hockey; Toronto Maple Leafs Hockey; Argyle Guards & Highland Dancers (Northwest Releasing); Seattle Totems Hockey; L.A. - Philadelphia Pro Basketball; and Western Hockey League.

The Stadium, with its large seating capacity, was the facility used for entertainment which was free to Fairgoers. The two exceptions to this free entertainment policy were the Roy Rogers Show and the Circus Berlin, for which a nominal admission charge was made. The longest run attraction in the Stadium was the Water Ski Show with four performances daily, seven days a week for five months. The talent cost of \$144,000 was paid by Olympia Brewery, and the \$65,000 construction cost of the moat was paid by Olympia and Century 21. Other attractions appearing in the Stadium included: Mrs. Ralph Drietzler and her Lippizan horses of Raflyn Farms; King County Sheriff's Posse; Billy Graham; Huckleberry Hound & Yogi Bear; Band Twirling Contest; Quick Draw McGraw and Baba Looney; Wenatchee Junior Circus; Mexico City Motorcycle Police; Canadian Military Tattoo, plus Jackie Souder's Band and numerous amateur groups. Total Stadium attendance is estimated conservatively at 5,000,000 - one-half of the total Fair attendance. The biggest attendance figures are as follows: Water Ski Show - 2-1/2 million; Circus Berlin - around 200,000; Roy Rogers Show - almost

100,000; Canadian Tattoo - approximately 140,000; and Billy Graham - 13,000.

In the Display Hall, or Lower Level as it was commonly called, directly under the Opera House were such varied attractions as: National Science Fair; Washington State Beautification Flower Show; Rhododendron Show; Elizabethan Feast; Dog Show; Century 21 Employees' Dance; Custom Car Show; Lily Show; Antique Show; National Ceramic Convention; Washington Budgerigar Society Show; National Liturgical Displays; Gem and Mineral Show; Northwest Marine Industries; Northwest Designer Craftsmen; and Electronics Show.

The first and foremost policy of the Performing Arts Division was to be sure that each country that had a pavilion was represented in the cultural section so the lives of the people involved, and their countries, would be reflected, as well as scientific and technological achievement. In some instances these projects have not always been financially successful, while that which was more familiar to the American public was a financial success. However, the purpose of the Fair and the Performing Arts Division was not always to run a profitable venture, but to broaden the knowledge of the various countries exhibiting.

PROTOCOL OFFICE

In January 1962, the President of the Seattle World's Fair, Mr. Joseph E. Gandy, and the Vice President and General Manager of the Seattle World's Fair, Mr. Ewen C. Dingwall, contacted the United States Department of State with regard to procuring a Protocol Officer for the Seattle World's Fair.

On recommendation of the Chief of Protocol of the United States Department of State, Ambassador Angier Biddle Duke, Mr. Saeed A. Khan was assigned to the Seattle World's Fair effective February 1, 1962. His basic assignment was to maintain close contact with the United States Department of State, and to deal with foreign embassies of participating nations. He was to advise and report to Mr. Joseph E. Gandy, President of the Seattle World's Fair.

During the first week, Mr. Khan was briefed by the Protocol Office of the United States Department of State. During the following two weeks, Mr. Khan, as Protocol Officer of the Seattle World's Fair, conducted and carried out liaison between the Executive Office of the Seattle World's Fair under Mr. Joseph E. Gandy, President; the Washington D. C. office of the Seattle World's Fair under Mr. Edward W. Stimpson; and the United States Department of State. Liaison and working relationships were also established with all the embassies of the nations participating in the Seattle World's Fair, located in Washington D. C.

Having completed this assignment, Mr. Khan moved to Seattle, Washington.

The Protocol Office at the Seattle World's Fair was established as of February 19, 1962, in the Headquarters Building, 312 First Avenue North, in Seattle. Its functions comprised the following major projects:

1. Invitations - The issuing of all invitations extended by the Seattle World's Fair to Heads of State, Ambassadors, and Cabinet Ministers of foreign nations; to the local Consular Corps; to all United States officials ranking in order of precedence above the Director of the Bureau of the Budget; and to foreign and United States dignitaries.

2. Visits - The reception and programming of the visits of the above mentioned dignitaries in accordance with the United States Department of State and, in the case of foreign dignitaries, with their respective Embassies in Washington D.C., with a view to extending to all visiting dignitaries the courtesies and respect accorded their official rank, insuring their safety and security, and making their visits satisfactory and pleasant to the best advantage of the United States, the State of Washington, the Community of Seattle, and the Seattle World's Fair, thus promoting international goodwill and understanding.

3. Guest Lists and Ceremonial Functions - The preparation of master guest lists for use by host organizations in functions honoring the various dignitaries visiting the Seattle World's Fair, and the conducting of ceremonial functions.

4. Liaison and Miscellaneous Duties - Maintaining close contact with the various Commissioners General of foreign pavilions, for the purpose

of coordination of the visits of foreign and domestic dignitaries. Assisting foreign personnel connected with the foreign pavilions of the Seattle World's Fair in procuring visas and tax exemptions. Assisting Commissioners General of foreign pavilions and their staff with regard to their individual personal requirements.

During his first week in Seattle, the Protocol Officer contacted the heads of divisions of the Seattle World's Fair and appraised the situation as far as the participation of foreign nations in, and the visits of foreign dignitaries to, the Seattle World's Fair was concerned.

As of February 19, 1962, invitations had been issued by the Secretary of State to all nations of the world to participate in the Seattle World's Fair. Invitations had also been issued by the Seattle World's Fair Performing Arts Division to certain Heads of State and Prime Ministers of foreign nations, to United States Cabinet Members, to certain Secretaries in the Department of Defense, and to world-famous dignitaries, to visit the Fair and participate in a series of lectures to be called the "Think" Series. This program was eventually abandoned, owing to political conditions prevailing in the world.

The Performing Arts Division had also issued invitations to the navies of the various nations inviting them to participate in the Seattle World's Fair during their respective National Weeks or Days. As the processing of these invitations was incorrect, they were redirected through the office of the Chief of Protocol of the United States Department of State. Due to a weak response, the foreign nations that had accepted this invitation were informed of the cancellation of this program.

During March and April 1962, a number of meetings were held to coordinate the activities of the various welcoming committees and hospitality organizations of Seattle. On recommendation of the Protocol Office, the following general principles to be followed on the occasion of the visits of foreign and United States dignitaries were agreed upon:

a. Initially, to determine the nature and duration of the visit, and if the purpose of the visit was primarily to see the Seattle World's Fair to plan it so that the visiting dignitary spent the maximum amount of time on the Fair grounds.

b. For purposes of publicity, the visiting dignitary should be offered the opportunity of holding a press conference during his visit to the Seattle World's Fair.

c. If time permitted, to include visits to the local universities; local business establishments and factories, paying particular attention to those businesses dealing with the visiting dignitary's country; and to Seattle and its surroundings and the waters of the Puget Sound area.

d. To discourage public exposure and the holding of downtown parades, receptions, etc., prior to the visit of the dignitary to the Seattle World's Fair, with a view to increasing the attendance of the Seattle World's Fair and to avoiding traffic problems in the congested areas of the business district, thus easing the load of the already taxed Traffic Department of the Seattle Police.

e. If time permitted, to encourage the visitors to address cultural groups, societies and organizations, both American and international interested in the visitor's country.

A great many invitations were issued to various dignitaries to attend the Seattle World's Fair, and great care was taken to follow a systematic pattern and to include foreign dignitaries of equal rank from the various participating nations in the different groups detailed below.

a. The Heads of participating nations over the signature of the Governor of the State of Washington, the Honorable Albert D. Rosellini. The Heads of State were invited to attend the Opening Day celebrations or to visit the Seattle World's Fair during its run, but preferably during the respective National Week or Days. These invitations were sent under a covering letter signed by Mr. Joseph E. Gandy, President of the Seattle World's Fair, to the respective Ambassadors in Washington D. C., with a request for their transmittal to the Heads of the various nations.

b. The Ambassadors of participating nations over the signature of the Governor of the State of Washington, similar to those sent to the Heads of State.

c. The Cabinet Ministers of foreign nations over the signature of the Governor of the State of Washington, under a covering letter to the respective Ambassadors in Washington D. C., with a request for their transmittal.

d. The Consuls-General and Consuls of participating nations with jurisdiction over Seattle, over the signature of the Governor of the State of Washington.

e. The Commissioners General of foreign pavilions at the Seattle World's Fair over the signature of the Governor of the State of Washington.

f. Foreign dignitaries on the recommendation of representatives of their respective nations at the Seattle World's Fair, and on the recommendation of the foreign representatives of the Seattle World's Fair.

g. The following United States officials: The President of the United States; the Vice President of the United States; The Speaker of the House of Representatives; The Chief Justice of the United States; Former Presidents of the United States; Widows of former Presidents of the United States; The Secretary of State; The United States Representative to the United Nations; Members of the Cabinet of the United States; The Chairman of the Atomic Energy Commission; and The Director of the Bureau of the Budget, over the signature of the Governor of the State of Washington.

h. United States dignitaries.

One of the most outstanding factors of the Seattle World's Fair was the participation of six European nations as the "European Community". However this created rather difficult problems of protocol, since the European Community had never before participated as such. In addition to the Heads of Nations, Ambassadors, etc., of these six nations, the Presidents, Vice Presidents and Cabinet Ministers of the three Communities that compose

the European Community were also invited. It should be noted that the order of precedence for the European Community is still not defined.

The visits of dignitaries to the Seattle World's Fair were grouped in two categories - official and unofficial. An official visit was a visit that was undertaken by any of the above mentioned dignitaries in response to an invitation extended by the Seattle World's Fair. An unofficial visit was one on which the above mentioned dignitaries visited the Fair of their own accord. In both cases, the Protocol Office was responsible for the preparation and programming of the visit.

Once a visit to the Seattle World's Fair was confirmed, the Protocol Office prepared a Press Release, Administrative Instructions, a Miscellaneous Information Sheet for the use of host organizations, a biographical sketch of the visiting dignitary, and biographical sketches of the Seattle World's Fair Officers.

The Press Release consisted of information such as names and functions of the members of the official party, arrival and departure times, press conferences scheduled, addresses and public appearances, official receptions, dinners, banquets, etc., and any other items that the Press might like to cover.

The Administrative Instructions were detailed instructions produced after coordinating the visit with the Embassy and Consulate General or Consulate; the Governor's and the Mayor's offices; the Seattle World's Fair

in general, and in particular the various divisions that would be affected by the visit; the local hospitality committees; various cultural organizations and societies of Seattle; and the foreign pavilions.

When final details were ascertained, the Governor's office and the Mayor's office were duly informed. Hotel accommodations were checked, confirmed, and inspected prior to the arrival of the visiting dignitary. The airlines were informed and requested to give the visiting dignitary the service accorded his rank. The welcoming committees were informed of the arrival and requested to meet the visiting dignitary at the point of arrival. Transportation was detailed for the visiting dignitaries with appropriate flags. A motorcycle police was provided by the city or county police.

Generally, the dignitaries arrived at the Seattle World's Fair Presidential Entrance at 10:00 a.m. The reception committee consisted of the Officers of the Fair and their wives, headed by the President, Mr. Joseph E. Gandy and Mrs. Gandy; the Vice President and General Manager, Mr. Ewen C. Dingwall, and Mrs. Dingwall; the Assistant Vice President Harry Henke III, and Mrs. Henke; the Assistant Vice President, Mr. Willis Camp, and Mrs. Camp; the Chairman of the Board of the Seattle World's Fair, Mr. William S. Street, and Mrs. Street, and later Mr. and Mrs. Michael Dederer; the Chairman of the Washington State World's Fair Commission, Mr. Edward E. Carlson, and Mrs. Carlson; the Executive Director of the Washington State World's Fair Commission, Mr. Alfred R. Rochester, and Mrs. Rochester; and Divisional Heads of the Seattle World's Fair.

Guides from the Guest Relations Department were assigned to each visit. They were selected on the basis of their language ability.

Following introductions, the visitors proceeded in accordance with the program previously set up by the Protocol Office.

Biographies and Miscellaneous Information Sheets were prepared with a view to familiarizing the community with aspects of the dignitary's life and activities which would be of interest to them, and familiarizing host organizations with the manner of address for visiting dignitaries, the playing of national anthems, etc. Biographies of Seattle World's Fair Officers were distributed to the visiting dignitaries and members of the official party in order to familiarize them with those Officers of the Fair with whom they would be coming in contact during their visit to the Fair.

The Protocol Office prepared all master guest lists for the use of host organizations, and the guest lists for individual official functions, taking into account as many factors relating to the visit as possible. The Protocol Office, in conjunction with the appropriate foreign Embassy and Consulate General or Consulate, with the respective foreign pavilion at the Seattle World's Fair, and with the President of the Seattle World's Fair and Mrs. Gandy, determined the time, place and size of all functions. The final guest list was submitted for approval to the President and Mrs. Gandy.

Ceremonial functions were those functions which were attended by the visiting dignitary, either on or off the Fair grounds, related to the

official participation of the dignitary's country's representation at the Seattle World's Fair. Among these were ceremonies held in connection with National Weeks or Days; presentation ceremonies; seating plans according to the order of precedence in places such as the Opera House as for Opening Day; luncheons, dinners and banquets.

The entertainment of visiting dignitaries was programmed by the Protocol Office under a set procedure which that office had established. It was not always possible to adhere to this set pattern, and the wishes and preferences of visiting dignitaries were given first consideration, which in certain cases led to modifications of the normal routine.

The official functions honoring visiting dignitaries which the Protocol Office organized during the course of the Fair comprised two breakfasts, 49 luncheons, 24 dinners and banquets, and 12 receptions. To these must be added numerous unofficial functions.

At the end of the Fair, a banquet was given in honor of the entire Consular Corps of Seattle, including both participating and nonparticipating nations, in order to express the gratitude of the Seattle World's Fair, not only to the participating nations, but also to the members of the Consular Corps of nonparticipating nations for the effort they might have made to obtain the participation of their respective countries in the Seattle World's Fair; and to the Commissioners General and personnel of the foreign pavilions of the Seattle World's Fair.

The Protocol Office would like to express its gratitude to the President of the Seattle World's Fair, Mr. Joseph E. Gandy, and Mrs. Gandy, who on numerous occasions, and often under demanding circumstances, offered the use of their residence both for the official and unofficial entertainment of visiting dignitaries, and who, in extending to these visitors the warm and cordial hospitality for which the Pacific Northwest is famous, admirably proved to be most gracious and dignified hosts.

All Heads of State, Ambassadors, United States Cabinet Members, Consuls General and Consuls of participating nations, and Commissioners General of foreign pavilions, were presented with gold passes to the Seattle World's Fair. On the occasion of their visits to the Seattle World's Fair, these dignitaries were presented with gold Century 21 lapel pins, and their wives with Space Needle bracelet charms. At the end of the Fair, the various Governments of participating nations were presented with an aerial photograph of the Fair and a photograph of their respective pavilions at the Seattle World's Fair. In addition, the members of the Consular Corps of participating nations were presented with autographed photographs of the President of the Seattle World's Fair and Mrs. Gandy.

The success of the visits of foreign and United States dignitaries depended largely upon the close contact and coordination established and maintained between the Protocol Office and the various Commissioners General of foreign pavilions at the Seattle World's Fair.

The Commissioners General of foreign pavilions were notified as far ahead as possible of the visits of these dignitaries, and of the schedules planned for their visits. The opinions and suggestions of the Commissioners General were always taken into consideration, and all possible cooperation was extended to the foreign pavilions in order that they might achieve their goal of making known to the world the various views and aspects of their respective countries as presented by their pavilions at the Seattle World's Fair.

Assistance was given to visiting dignitaries and to Commissioners General of foreign pavilions and their staff, in contacting local Government officials by setting up interviews and appointments; in the procuring of visas and tax exemption certificates; in organizing receptions and other entertainment functions; in their individual requirements such as club memberships; in introducing them to members of the local community, both in an official and in an unofficial capacity; etc.

Among its miscellaneous duties, the Protocol Office was responsible for the display of flags, the maintaining of a guest book, and for assisting and advising the local community on matters of protocol.

The importance of the role of visits of dignitaries to an exposition such as the Seattle World's Fair cannot be overlooked. These visits were significant, among other reasons, in the establishment of international goodwill and understanding, and in their publicity value for all aspects,

achievements and goals of both the Seattle World's Fair and their respective nations.

PUBLIC RELATIONS DIVISION

Otto Brandt, Vice President

Jay Rockey, Division Director

The Seattle World's Fair sold 10,008,092 admission tickets and recorded 9,639,969 admissions through the gates. In its six month run, it brought the world to the doorstep of Seattle and the State of Washington. 2,800,000 persons ascended the Space Needle; 6,770,000 visited the United States Science Pavilion; 7,374,941 rode the Monorail; 2,500,000 went through the World of Tomorrow in the Washington State Coliseum.

The House of Living Light exhibit drew 3,500,000 persons; the Railroad exhibit - 1,510,349; United Air Lines - 3,688,067; Bell System - 3,543,360; IBM - 3,083,072; Library 21 - 1,800,000; Home of the Immediate Future - 1,750,000; Electric Utilities - 3,600,000; and 2,001,998 saw the General Electric show.

General Insurance counted 750,000 visitors at its official information booth and distributed 4,250,000 information brochures on the Fair grounds. Western Air Lines and Samsonite recorded exhibit attendance of 2,750,000; Carnation - 2,250,000; Ford - 4,077,300; Nalley's Theater - 634,302; New York World's Fair - 1,840,000; Mobil Oil - 1,295,000; Sermons from Science Theater - 416,978; Washington Natural Gas - 2,500,000.

Foreign and other domestic exhibits drew equally well. And, all told, these Fairgoers spent some \$64,000,000.

Our publicity attained monumental proportions. Nearly 8,000 newsmen visited and covered the Fair. By mid-summer we had recorded more than 1,000

magazine articles on the Fair; newspaper clippings arrived by the box-load, numbering well over 50,000 during the Fair; television and radio coverage was tremendous and immeasurable and perhaps reached its pinnacle with the live World's Fair segment of the world's first Telstar program which reached more than 200,000,000 viewers simultaneously. After years of effort, amid widespread doubt that the publicity program could ever get off the ground, our public relations was not only successful but made the Fair one of the nation's top stories of the year. The Northwest will reap benefits from this publicity for years.

The public relations program of Century 21 Exposition, the Seattle World's Fair, was headed by James Faber in 1958 and 1959 when it played a major role in creation of the concepts of the Exposition, and by Hugh A. Smith in 1960 when it supported the successful underwriting program. In May 1960, Jay Rockey was hired as Information Director; he became Public Relations Director in September 1960, and remained through the end of the Exposition. During mid-1960, working with volunteer Vice President Otto P. Brandt and his Public Relations Committee, a preliminary program of mass publicity and promotion was conceived, and a New York City public relations firm, General Public Relations, Inc., was retained.

An assessment made at that time of the Fair's public relations position revealed: (1) widespread public apathy in many areas and even some outright opposition to the Fair in Seattle; (2) the onus of the unsuccessful Portland Centennial of 1959 which was assumed by most to indicate similar

failure at the gate by Century 21 Exposition; (3) a strict and limited public relations and advertising budget; (4) the lack of a nationally well known personality associated with the Fair; and (5) a total lack of interest on the part of editors, writers and broadcasters of the metropolitan and national media .

It was obvious that more funds and more experienced publicity and promotion specialists were needed, and so a quest for both was begun immediately, and the staff numbered nearly 100 persons by Opening Day . In addition, we had added regional representatives in Chicago, Los Angeles, San Francisco, Portland, Spokane, and Vancouver, B.C .

The first step of our national and international "crash" publicity program was to obtain recognition in New York City, and to do so we staged a press luncheon and presentation in the Waldorf-Astoria Hotel on October 19, 1960 . Featuring a slide presentation with commentary by Chet Huntley, it attracted some 200 media people . Each editor and broadcaster who attended was later contacted in a followup program . (Later we were to present similar programs to exhibitor prospects and press in Chicago, San Francisco and Los Angeles, and finally bringing it home to Seattle.) As a highlight of our New York program, we also created the "Seattle Galaxy" - a newspaper dated January 1, 2000 A.D., which was keyed to the "Century 21" theme and told a realistic story of developments since the Exposition . This and other press kit material was then sent to thousands of editors all over the nation; a mass contact program was on, and it would be kept up with a steady stream of new material and photographs until after the Exposition .

With some emergency funds from the officers of the Exposition, we ran a brief series of advertisements in business publications to support our exhibitor sales program.

Volunteers were particularly pressed into service during this time because of restricted funds and the need to "involve" the community in the Exposition project. A speaker's bureau that eventually numbered more than 400 volunteers who made 3,000 speeches to a quarter of a million persons utilized color slides and prepared scripts to carry the story to any group that would listen. Backbone of the speaker's bureau were the Sertoma Clubs and the Junior League of Seattle.

A volunteer team of 36 Seattle businessmen, in cooperation with Western Air Lines, took this material and in two weeks blanketed the southwestern part of the nation with hundreds of personal appearances. Later, a similar group working with Canadian Pacific Air Lines and led by Governor Rosellini, performed the same promotional service on five continents.

In early 1961 we employed Robert Lyte as promotion manager and Assistant Public Relations Director and Bill McFarland as Information Manager and Assistant Public Relations Director. In mid-1961 we hired Louis V. Larsen as Advance Ticket Sales Manager and Assistant Public Relations Director.

A survey by Economics Research Associates showed we could expect 7,500,000 admissions. Most believed it optimistic at this time, but we regarded it publicly as a "rock bottom" figure since earlier guesstimates had predicted 10,000,000.

During this time, the Public Relations Division had strongly urged the Exposition's officers to adopt the name "Seattle World's Fair" for obvious reasons of prestige and identification.

In mid-1960 when the officers had approved "America's Space Age World's Fair" as a subtitle to the Century 21 name, the publicity material from the Exposition began to concentrate on the name "World's Fair in Seattle, Washington". Later, in late 1961, when the Bureau of International Expositions formally approved Century 21, the name officially was changed to Seattle World's Fair.

Tie-in promotional materials were sent to 18,000 businesses in the State urging them to promote the Fair on their printed materials. Then a similar program went out all over the United States. Major national advertisers in other areas were visited and sold on using the Fair as a theme for their national sales campaigns. Although it was almost impossible at first to win approval from these advertisers, the program was so successful in the long run that the value of this tie-in advertising eventually exceeded the cost of the Fair itself, according to estimates.

The Federal Communications Commission was asked to approve the Fair as a public service; this was approved by Chairman Newton Minow, and we commenced a broadcast campaign that eventually saw our filmed material used regularly on well over 100 of the top television stations in America, with our radio public service material distributed regularly to several hundreds of stations. TV news film was distributed to as many as 240 stations with a high rate of use.

Display and promotional materials were produced and sent to major conventions, as well as being up at most convention meetings in Seattle. They also were used extensively in hotels, travel centers and department store windows all over the world. Our regular mailings went into the thousands. Contests were arranged with newspapers, broadcast stations, carriers, oil companies and department stores by the score.

Preparation and distribution of news materials were stepped up drastically. Our publicity, which in 1960 came in dribbles (if at all), began to come forth in gushers, and after more than a year of close work with Life Magazine resulted in a cover in early 1962, the flood gates opened. The first major television break was with the Perry Como Show in the fall of 1961 which, though it was brief, opened the eyes of other producers and tremendous exposure followed.

In the spring of 1961, the Public Relations Division assumed responsibility for the advance ticket program. In spite of strong urging to begin the program immediately on a major scale, we assessed the temperature of the public and decided it wasn't ready for a large-scale program. Finally, on November 13, 1961, we kicked off our program keyed to selling the tickets and family bonus books as Christmas gifts. A ticket department had been set up within the Public Relations Division to administer the program, and for weeks personnel in the Information Department and the Promotion Department combined forces, to make the ticket program an outstanding merchandising success involving merchandising and publicity specialists throughout the Public Relations Division in a top priority project. The eventual sale was

4,000,000 tickets and more than \$9,000,000, which is generally credited with being a major reason for the Fair's financial success.

During the Fair, the Division created the Opening Day show and wrote and co-produced the Closing Day show. It staged a Press Preview Day that attracted more than 1,000 press from all over the world. It staged such stunts as the World Tiddleywink Championship, the Yo-Yo Derby, the Pigeon Rally, etc. Our newsroom, with teletypes directly to the wire services, produced news stories and photographs every day of the Fair. Our television studio, radio studios and working press facilities likewise functioned every day for the accommodation of the mass of visiting press. Our promotion department also operated at full tilt during the Fair constantly bombarding the broadcast media with public service materials and handling the many contest winners who came to the Fair from all over the world.

One of our outstanding successes was the establishment of the Century 21 radio network. Arranged with the cooperation of the Washington State Association of Broadcasters, the network opened the Fair with 30 member stations around the State who paid their own line charges. We supplied five direct and live radio newscasts from the Fair each day for five minutes each. In addition, we broadcast special programs of interest. With Dave Robinson as chief announcer, we broadcast more than 2,100 station hours of official World's Fair information.

Naturally, this could not have been done without the excellent support of the broadcasting industry. And, similarly, the overall public relations success of the Fair would have been impossible without the tremendous support

of the entire news media of Seattle and of the State of Washington, and of the thousands of volunteers who made the Fair a "cause".

Credit for the success of the public relations and attendance program goes to many: our dedicated staff, who worked far beyond the call of regular duty; our advertising agency Kraft, Smith & Ehrig; the State Department of Commerce and Economic Development and its agency Howard J. Ryan & Son; our regional and New York representatives; volunteer public relations Vice President Brandt; volunteer ticket Vice President (now Chairman) Michael Dederer; volunteers from all over the world including members of the public relations and advance ticket sale committees; and the news media men and women who covered the Fair and were so much a part of it.

SITE AND BUILDING DEVELOPMENT DIVISION

James B. Douglas, Vice President
1958 - 1961

Robert Colwell, Vice President
1961 - 1963

Clayton Young, Division Director

The Site and Building Development Division had its beginning in 1957 when Mr. Clayton Young, Seattle architect, was hired as coordinator for site development for the Seattle World's Fair. The initial responsibilities of Mr. Young's office centered around the coordination of the activities of the Design Standards Advisory Board, which was established to assist the Civic Center Advisory Commission and the World's Fair Commission in establishing general design standards and concepts for the entire World's Fair project.

Mr. Young, with the title of Coordinating Architect, was the active staff member working on the community conferences developing the Fair requested by both the Design Standards Advisory Board and the Civic Center Advisory Commission. Early decisions accomplished by these organizations which reflect themselves in the results of the Fair, were the recommendations that the Civic Auditorium be converted into a new Opera House and also that an over-all site architect be selected.

The Design Standards Advisory Board examining the prospects of Seattle Center development, as well as the World's Fair, agreed that a primary site architect should be selected. Several architects were interviewed, and Mr. Paul Thiry, Seattle architect, was selected for the position. Mr. Thiry then contracted with the City of Seattle and Century 21 Exposition, Inc. for site planning responsibilities.

In September of 1959 a committee was formed by Century 21 Exposition, Inc. to cover the development of the site and buildings. Mr. James B. Douglas, Century 21 Vice President, was Chairman of that committee. This committee, recognizing the importance of a cross section of architectural participation in the Fair, developed within its own organization an architectural selection sub-committee. This subcommittee was Chairmanned by Mr. Harry Carr.

Century 21 Exposition, Inc. hired as its Chief Design Consultant, Mr. Herb Rosenthal of Los Angeles. Mr. Rosenthal examined the site layout prepared by Architect Paul Thiry and submitted to him by the Site and Building Development Committee, and suggested, in conjunction with the Site and Building Development Division and Architect Thiry, the following basic divisions of Century 21 Exposition, later to be known as the Seattle World's Fair.

1. The World of Science;
2. The World of Century 21;
3. The World of Commerce & Industry;
4. The World of Fine Arts; and
5. The World of Entertainment.

These five basic components of the World's Fair were maintained throughout its development and operation.

As Architect Thiry prepared a basic site plan which was to be modified many times before the Fair opened, the Site and Building Development Division engaged in the most difficult task of developing a cost projection for the construction of the site and exhibit buildings. Once basic plans had been developed, a

small site model was constructed representing the components then determined both for sales and planning purposes.

The over-all responsibilities of the Site and Building Development Division covered the complete planning for the development of the Fair site. This encompassed an electrical plan for the entire site, as well as mechanical components necessary to serve each exhibitor and concessionaire site.

The Site and Building Development Division was responsible for the coordination of all activities with the appropriate City of Seattle Building Department components. Code modifications and coordination of any special problems, such as the installation of the Alweg Monorail system, fell upon the Site and Building Development Division for coordination and expediting.

As exhibitors and concessionaires purchased their sites on the Fair grounds, the Site and Building Development Division had the responsibility for providing appropriate utility and structure installations as each participant required. Major plans for the use of the National Guard Armory, Nile Temple, and Seattle School District Stadium also called for the Site and Building Development Division to prepare special plans.

As each private property was leased by the World's Fair, the Site and Building Development Division participated in the negotiations with that organization for the lease of the property.

As the responsibilities of developing the Fair increased, Mr. Fred G. Christensen, engineer, was hired by the Site and Building Development Division as Assistant Director. Mr. Christensen assumed the responsibilities of

developing the projection of capital costs for all site development where the responsibility fell upon Century 21 Exposition, Inc., as well as the time schedule for the completion of all construction work necessary to meet opening day deadlines. This department of the Site and Building Development Division supervised the completion of contracts with architects and building contractors, as well as supervising each job. The constant schedule review was kept up to date to insure that all work would be completed before the World's Fair was open to the public. Various trouble-shooting was also the responsibility of Mr. Christensen.

The Site and Building Development Division completed plans for site paving as well as parking facilities. The record of this division will never reflect the importance of financing and programming developed by the Site and Building Development Division beginning in 1960 and carrying through until just before opening day. Careful analysis of each cost of each structure and the commitments of Century 21 Exposition, Inc. played an important part in the financial success of the World's Fair.

Many Washington State architects participated in the development of the World's Fair. Along with Primary Architect Paul Thiry, the firms of Naramore, Bain, Brady & Johanson; Walker, McGough & Trogdon; Minoru Yamasaki; Priteca & Chiarelli; Robert B. Price; Terry & Moore; Durham, Anderson & Freed; Waldron & Dietz; Bassetti & Morse; Tucker & Shields; Wendell Lovett; and Kirk, Wallace, McKinley & Associates all played an important part in the development of the Fair's design.

James B. Notkin & Associates was the responsible firm for the mechanical engineering, and Beverly A. Travis for electrical work.

Many exhibitors and special participants had their own designers, architects and engineers, all of great importance to the development of the World's Fair. The firm of John Graham & Company was responsible for the design and supervision of the construction of the Space Needle, and Designer John Raye, Jr. was responsible for the Gayway area.

Coordination of Century 21 Exposition, Inc. projects with those of governmental operations such as the City of Seattle Opera House, Exhibition Hall and Playhouse, National Guard Armory relocation, State of Washington Coliseum, participation of King County in financing the buildings perimeter to the Coliseum, all were handled through the Site and Building Development Division.

As the World's Fair opened on schedule, more complete than any other fair in history, the Site and Building Development Division's job was completed. As paperwork was finished, the continued coordination of minor site projects and the planning for demolition and restoration of the site were transferred to the Operations and Services Division. Mr. Clayton Young, Director of the Site and Building Development Division, continued with his work toward preparing the future development of the Seattle Center site, and coordinated the negotiation of the Century 21 Exposition, Inc. and City of Seattle in planning for acquisition of Fair developed parts of the Seattle Center.

SPECIAL EVENTS DIVISION

Willis Camp, Assistant Vice President

Louis Larsen, Division Director

The Special Events Division was created as an outgrowth of the Performing Arts Division after it had been determined that the Performing Arts Division did not have the staff nor the facilities to handle World's Fair special events.

The purpose of the Special Events Division was to provide on-site entertainment, to handle arrangements for VIP's not handled by Protocol, to assist the Protocol Division in the coordination of visits by Heads of State and Cabinet Members of the United States Government, and to coordinate special honor days, national weeks and similar programs.

The responsibilities of the division were divided into two categories. One handled the visits of most of the VIP's and also was responsible for Space Needle parties for visitors.

The second department handled the coordination of special days and foreign weeks.

A Special Events Schedule was published each week. A master schedule book was constantly updated to make sure that all interested parties, particularly publicity, were advised of all changes or corrections to the schedule.

On-site entertainment developed for the Fair by the Special Events Division included Campfire Girls Day, Fleet Day, Elks Day, Friday Night Square Dances and Saturday Night Teen Dances, as well as many others.

This division provided a broad cross-section of entertainment, and no special days were granted to a group or city or organization unless its proposed program had some entertainment value and a potential of attracting people through the gate.

Hundreds of dignitaries were given personal tours and were entertained by the Special Events Division. Major military leaders from the United States and foreign nations included, among others, Secretary of Defense Elvis Stahr, Jr., General John Ryan, General Kim, the Commanding General of the Korean Army, and Admiral Finch-Noyes of the Royal Canadian Navy.

Visits of many industrial and economic groups, political figures such as Senator Hubert Humphries and Senator Estes Kefauver, many Congressman and many state governors also were handled.

Dignitaries such as the Rev. Dr. Billy Graham, Rafer Johnson, the Decathlon Champion of the Olympic Games, entertainers Nat King Cole and Peggy Lee, and foreign government officials such as Premier Le Sage of Quebec, Canada, were hosted.

The Special Events Division assisted the Protocol Office in programming the visits of foreign dignitaries such as Prince Philip and the Shah of Iran, in addition to various internationally known figures which included Soviet Cosmonaut Gherman Titov.

Days and weeks for foreign pavilions were scheduled, which included Denmark Days, Great Britain Week, Philippine Week, China Week, just to mention a few.

UNDERWRITING DIVISION

D. E. Skinner, Vice President

Don Fry, Division Director

Tremendous community strength was demonstrated by the program developed for underwriting the operational expenses of the World's Fair corporation. Vice President D. E. Skinner and Division Director Don Fry, with the help of public relations representatives and an outstanding volunteer local crew, raised underwriting in excess of \$5,000,000 for the operating expenses of the Fair.

The program, which called for the sale of World's Fair bonds or, in the alternative, a pledge of credit from the business community representatives, was highly successful and resulted in financial strength not known to other fairs. The program was divided into two parts, one underwriting program for \$3,000,000 to cover operational expenses, and an additional \$1,500,000 program for capital expenditures.

Mr. Fry, operating the division on virtually nominal expenses, managed the programming and paperwork for the underwriting solicitation. More than 1,000 leading representatives of the business community were solicited, and the response was overwhelming.

The Seattle Clearing House Association granted the Fair a loan of \$5,000,000 to be secured by the pledges of credit received from the business community. Almost \$1,000,000 in bonds were sold, and more than \$4,000,000 in pledges received through the solicitation program. A trust indenture was

created which called for the deposit of 60¢ out of each admission ticket sold to the Fair. The trust receipts went first to liquidate bank loans and pay off outstanding bonds. Through the advance ticket sale program and good attendance at the Fair, the underwriting program was liquidated on July 21, 1962, only half way through the Fair - a feat that has never been accomplished in any other project of this nature.

STATISTICS

OFFICERS OF CENTURY 21 EXPOSITION, INC.

Honorary President
General Dwight D. Eisenhower
Gettysburg, Pennsylvania

Chairman of the Board
Michael Dederer

Vice Chairman of the Board
D. E. Skinner

President Joseph E. Gandy

Vice President
William S. Street

Vice President
Public Relations
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Harry L. Carr

Vice President
Concessions & Amusements
Iver H. Cederwall

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Site & Building Development
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Vice President
Fine Arts
Norman Davis

Vice President
James B. Douglas

Vice President
Budget & Finance
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Hospitality & Housing
Lowell Hunt

Vice President
Operations & Services
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Vice President
J. Elroy McCaw

Vice President
Transportation & Parking
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Treasurer
Fred Paulsell

Vice President
Edward E. Tremper

Assistant Vice President
Harry Henke III

Assistant Vice President
Willis Camp

Secretary & Asst. Treasurer
A. Cooperstein

SEATTLE WORLD'S FAIR
CENTURY 21 EXPOSITION, INC.
Exposition Building
Seattle 9, Washington
February 1, 1962

THE BOARD OF TRUSTEES

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Governor of the State of Washington
The Honorable Albert D. Rosellini

HONORARY VICE CHAIRMEN, EX OFFICIO

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The Honorable Henry M. Jackson	The Honorable Walt Horan
The Honorable Thomas M. Pelly	The Honorable Thor Tollefson
The Honorable Jack Westland	The Honorable Don Magnuson
The Honorable Julia Butler Hansen	The Honorable Gordon S. Clinton

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A. Lars Nelson
Vester C. Nelson
John L. O'Brien
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Ronald E. Rudolph
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Paul H. Sceva
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Morton L. Schwabacher
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Alfred Shemanski
Samuel J. Sherer
Donald Sherwood
Emil G. Sick
D. E. Skinner
Irving S. Smith
Lloyd F. Smith
Garland Sponburgh
Charles M. Stokes
H. O. Stone
William S. Street
George Stuntz
Dr. George E. Taylor
Mrs. Jeanette Testu
Dr. R. Franklin Thompson
S. W. Thurston
Donald H. Tilson
Lawson Turcott
Gene Walby
Nat Washington
Griffith Way
Leo Weisfield
Evan M. Weston
Joseph S. Whiting
Alfred C. Williams
Walter Williams
Andrew Winberg
Albert Woods
Wilfred Woods

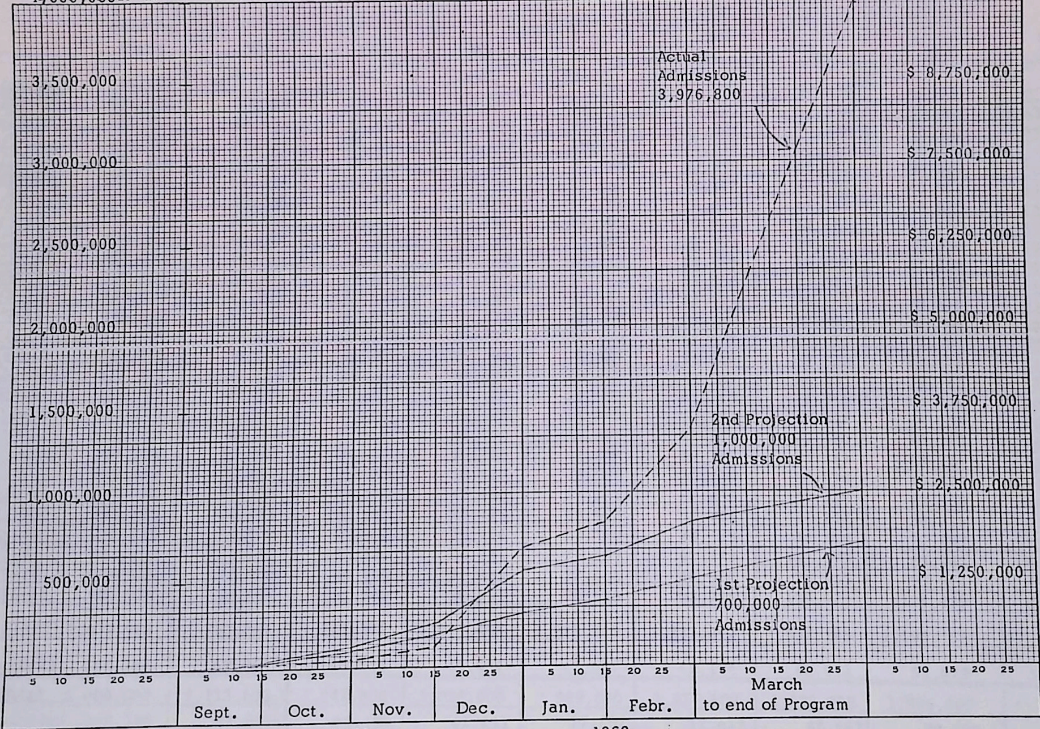
Admissions

THIS MONTH'S DAYS
X 120 DIVS.
KEUFFEL & ESSER CO.

SEATTLE WORLD'S FAIR
Century 21 Exposition, Inc.

Dollars

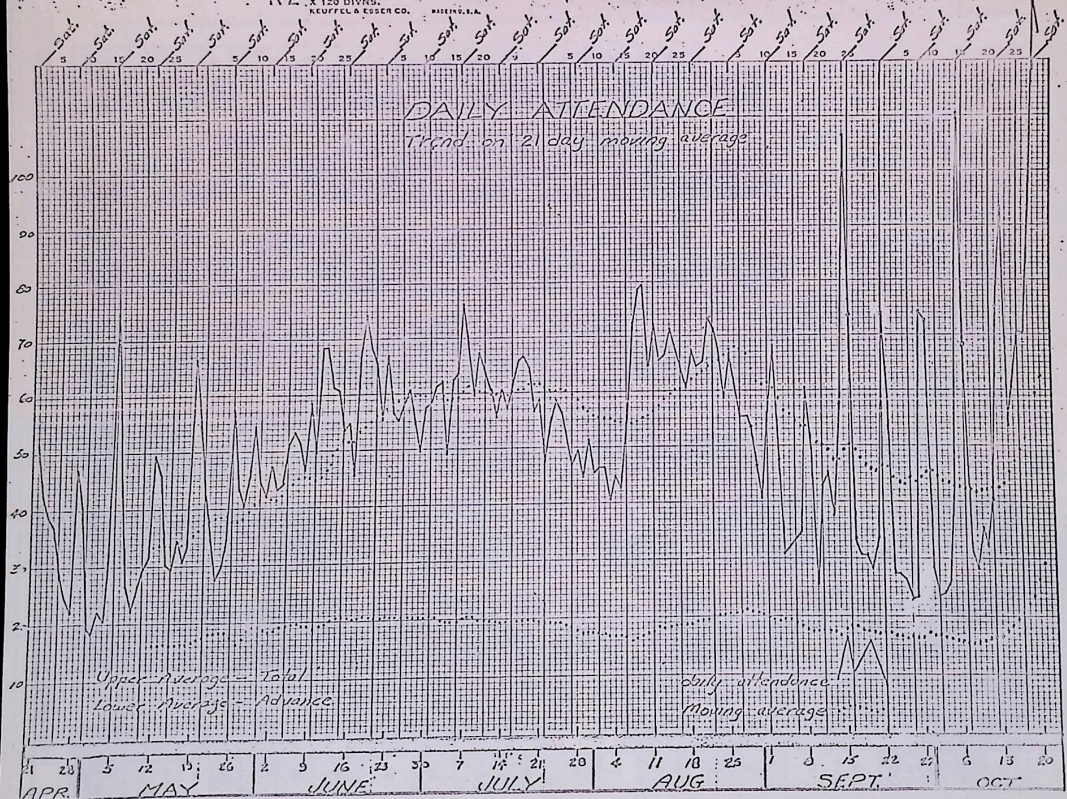
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Contractor's Division
October 29, 1962

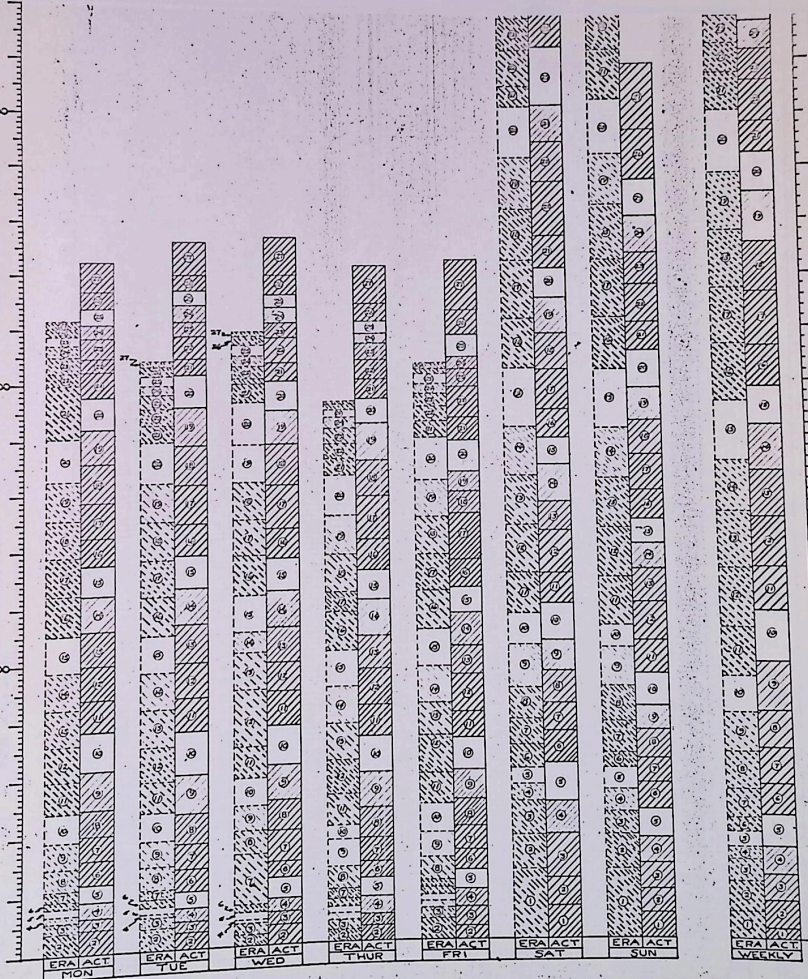
SEATTLE WORLD'S FAIR
Century 21 Exposition, Inc.
ATTENDANCE BY DAY'S OF THE WEEK
April 21 through October 21, 1962

	Total For Week	Mon.	Tues.	Wed.	Thurs.	Fri.	Sat.	Sun.	7 Day Average
4/21-22	94,143						51,510	42,633	47,072
4/23-29	233,002	39,389	27,233	30,658	24,979	22,231	47,676	40,836	33,286
4/30-5/6	233,722	19,669	18,821	22,144	20,510	31,327	75,758	45,493	33,389
5/7-13	242,194	26,916	22,682	26,153	29,403	31,519	59,228	46,293	34,599
5/14-20	279,196	30,571	29,766	34,650	30,936	33,989	66,923	52,361	39,885
5/21-27	271,566	42,313	36,425	27,793	29,857	34,122	57,182	43,874	38,795
5/28-6/3	317,963	40,358	45,429	54,664	44,389	42,845	47,243	43,035	45,423
6/4-10	355,320	44,182	50,998	53,380	51,685	46,889	58,461	49,725	50,760
6/11-17	413,816	68,552	68,889	61,846	60,803	53,391	54,997	45,338	59,117
6/18-24	452,875	66,781	74,145	68,663	65,218	55,788	66,012	56,268	64,696
6/25-7/1	397,583	55,961	58,623	60,892	55,961	49,566	57,907	58,673	56,798
7/2-8	445,439	61,022	62,365	49,930	62,840	63,587	76,117	69,578	63,634
7/9-15	426,867	59,968	67,529	64,578	60,998	55,304	60,981	57,509	60,981
7/16-22	421,256	61,733	65,372	66,277	64,319	56,504	50,624	47,691	60,179
7/23-29	363,260	54,067	58,278	56,530	52,927	46,896	49,733	44,829	51,894
7/30-8/5	377,331	51,106	55,383	56,286	56,392	50,725	54,971	52,468	53,904
8/6-12	496,747	64,595	72,773	78,100	79,698	64,349	72,018	65,214	70,964
8/13-29	463,740	66,811	71,862	68,112	64,688	60,494	67,614	64,159	66,249
8/20-26	463,109	65,146	73,440	41,047	67,648	58,957	66,488	60,383	66,158
8/27-9/2	374,394	55,063	55,173	53,266	46,654	40,756	55,261	68,221	53,485
9/3-9	289,548	47,981	30,141	32,837	33,905	34,493	60,816	49,375	41,364
9/10-16	392,092	25,738	42,990	46,490	37,884	57,836	107,164	73,990	56,013
9/17-23	291,495	33,725	31,025	30,776	28,653	34,786	74,212	58,318	41,642
9/24-30	275,418	27,638	27,610	26,464	23,190	23,129	74,594	72,793	39,345
10/1-7	325,499	28,748	23,840	24,331	26,469	42,779	111,079	68,253	46,500
10/8-14	338,565	32,020	28,900	34,838	32,688	40,920	75,855	93,344	48,366
10/15-21	603,829	53,648	61,880	70,791	70,525	93,785	128,721	124,479	86,261
Cum 10/21	9,639,969	1,223,757	1,262,172	1,271,496	1,223,219	1,227,047	1,837,145	1,595,133	
Aver 10/21	366,734	47,068	48,545	48,904	47,047	47,194	68,042	59,079	52,391
ERA Total	9,000,000	1,113,600	1,042,800	1,098,000	969,600	1,036,800	1,832,400	1,906,800	
ERA Average	342,388	42,831	40,108	42,231	37,292	39,877	67,867	70,622	48,913



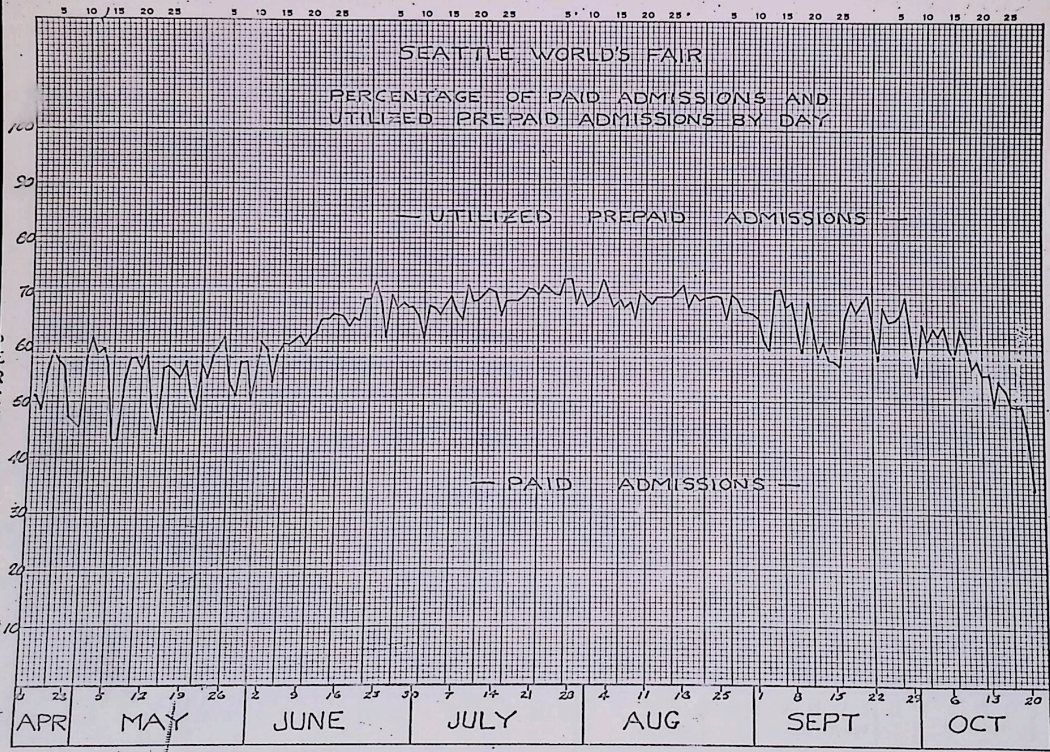
Controller's

1962



ERA - 5,000,000 FORECAST ATTENDANCE

3-2-62



STATISTICAL INFORMATION

FOREIGN AND DOMESTIC CONCESSIONAIRES

(Merchandise)

Aaronson, Simon
Los Angeles, California

Vinyl Toys, Placemats

Acme Publications
Seattle, Washington

Official Guide Books & Programs

Americana Corporation
Seattle, Washington

Americana Encyclopedia

AMT Corporation
Troy Michigan

Plastic Auto Hobby Kits

Africa House
Seattle, Washington

African Merchandise

Azura Swiss Clocks
London, Ontario, Canada

Swiss Clocks, German Perfumes

Baker Company
Seattle, Washington

Moroccan Merchandise

Beams Manufacturing Company
Oklahoma City, Oklahoma

Safety Seat Belts

Bickner Manufacturing Company
El Sobrante, California

Redwood Nameplates, Plaques
and Sea Shells

Bittner & Company
Seattle, Washington

Live and Metal Turtles

Bob-El Corporation
Seattle, Washington

Picture Slides, Camera Supplies

Book House for Children
Seattle, Washington

Children's Books

Brand Identification Tags
Ellensburg, Washington

Metal Identification Tags, Money
Clips, Desk Sets

Statistical Information
Foreign and Domestic Concessionaires (Merchandise)

Page 2

Buckinger & James Seattle, Washington	Caricature Sculpture
Budget Rent-A-Car of Wash., Inc. Seattle, Washington	Car Rental
California Glassblowers Seattle, Washington	Blown Glass Products
Casa Mexicana Seattle, Washington	Mexican Merchandise
Cathay Arts Company Kowloon, Hong Kong, B. C. C.	Hong Kong Furniture
Centronics Seattle, Washington	Electronic Radio Receivers & Phonographs
Century Souvenir Company, Inc. Seattle, Washington	Souvenir Merchandise
China Products Center Seattle, Washington	Taiwan Products
P. F. Collier New York, New York	Collier's Encyclopedias
Crane-Gulbransen, Inc. Seattle, Washington	Rand McNally Maps
Custom Ceramics, Inc. Seattle, Washington	Ceramic Plates
Department of Institutions Olympia, Washington	Handicraft Items
Det's Toyland Bellevue, Washington	Toys & Merchandise Items for Children
Ecuador Shop Quito, Ecuador	Ecuadorian Merchandise

Statistical Information
Foreign and Domestic Concessionaires (Merchandise)

Page 3

Edmund Scientific Company Barrington, New Jersey	Specialty Scientific Jewelry
Florence R. Elliott Seattle, Washington	Artificial Flowers & Fruits
Engineered Dynamics International, Inc. Little Rock, Arkansas	Souvenir Items
Evergreen Stamp Company Seattle, Washington	Philatelic Merchandise
Exposition Hatters, Inc. Maspeth, New York	Souvenir Hats & Headgear
Field Enterprises Educational Corporation Seattle, Washington	World Book Encyclopedia
Florist Supplies, Inc. Seattle, Washington	Artificial Flowers & Accessories
Funel-Le Cannet Paris, France	French Perfumes & Italian Merchandise
Gabriel & Hewitt Seattle, Washington	German Merchandise
J. V. Garcia Homecrafts Ermita, Manila, Philippines	Philippine Merchandise
Gayway Leasing, Inc. Seattle, Washington	Coin Operated Moulding Machines
Galaxie International Palo Alto, California	Jewelry, Paintings, Perfumes, Gift Items
Hawaii-Seattle World's Fair Pavilion, Inc. Honolulu, Hawaii	Hawaiian Merchandise
International Artists Bazaar Seattle, Washington	Silhouettes & Caricature Drawings

Statistical Information
Foreign and Domestic Concessionaires (Merchandise)

Page 4

Imports Internationale Seattle, Washington	Merchandise from Korea, Japan, Taiwan & Pakistan
Jewels of the World Seattle, Washington	Jewelry, Jewel Cutting & Manufacturing Process
K-D-L Hardware Supply Seattle, Washington	Keys & Key Materials
Hans Klepper Corporation New York, New York	Outdoor & Camping Equipment
Korea Chamber of Commerce Seoul, Korea	Korean Merchandise
Lovejoy's Perfumes Salt Lake City, Utah	Perfumes, Toiletry Items, Jewelry
MacPherson's, Inc. Seattle, Washington	"Ocean Shores" Advertising Material
Jack Matlack Company Portland, Oregon	Rocks & Shells, Jewelry, Chairs, Pop Ups
I. M. Matsumoto North Vancouver, B. C.	Alaskan Merchandise
Mei Wah Silk Company/Crown Pacific Hong Kong, B. C. C.	Hong Kong Merchandise
Modesto Clothiers Kowloon, Hong Kong, B. C. C.	Hong Kong Tailor Shop
Mohan's Limited Kowloon, Hong Kong, B. C. C.	Hong Kong Tailor Shop
Morley 21, Inc. Seattle, Washington	Photographer, photographic supplies Record - "Rhapsody 21"
Naico, Inc. Seattle, Washington	Japanese Merchandise

Niagra Therapy Manufacturing Co. Adamsville, Pennsylvania	Niagra Cyclo-Massage
Northwest Historical Metals, Inc. Walla Walla, Washington	Medals, Numismatic Materials, One Million Silver Dollar Exhibit
Operation Reach, Inc. Phoenix, Arizona	"Arizona's Golden Years" Book & "Arizona Today" Magazine
Panowest Enterprises, Inc. Seattle, Washington	Rental of Baby Strollers, Wheel Chairs, etc., Sale of Clothing Except Hats
Philippine Handicraft Industries, Inc. Manila, Philippines	Philippine Merchandise
Henry Podos & Hank Gordon Los Angeles, California	Packaged Footwear
Postage Vending of Washington Seattle, Washington	Postage Vending Machines
Recreation Unlimited Northwest, Inc. Seattle, Washington	Charter Boats, Fishing Trips & Tours Information
Relax-4-Life Co., Inc. Santa Rosa, California	Massage Chairs & Breakfast Nooks
Samran Thai Company, Ltd. Canoga Park, California	Thailand Merchandise
M. L. Sharma & Company Shilong, India	Indian Merchandise
Spencer International Press, Inc. Chicago, Illinois	Encyclopedias
Mac S. Sprincin Seattle, Washington	Plush Toys
Stamp Company of Seattle Seattle, Washington	First Day Cover & Issue U. S. Commemorative Stamps, Other Philatelic Materials

Statistical Information
Foreign and Domestic Concessionaires (Merchandise)

Page 6

Sweden Trade Commission Los Angeles, California	Swedish Merchandise
Teleflora Delivery Service, Inc. Los Angeles, California	Flowers by Wire
Toluca Market Toluca, Mexico	Mexican Merchandise
Trans-Canada Tourist Guide Seattle, Washington	Books, Literature, Food Decorator & Chopper
United Arab Republic Pavilion	Egyptian Merchandise
Uptown Florists, Inc. Seattle, Washington	Flowers & Floral Products
Uwajimaya Company Seattle, Washington	Japanese Merchandise
Western Sales Agency Tacoma, Washington	Records, Maps, Posters, Photographic Supplies
Yamaha Shoji Seattle, Washington	Japanese Merchandise
Yugoexport, Inc. New York, New York	Yugoslavian Merchandise
<u>ADDITIONS</u>	
Dinah Gems New York, New York	Jewelry
Dinesen Arts, Ltd. Vancouver, B. C.	Oil Paintings, Reprints & Art Booklets
Dolls of the World Seattle, Washington	Plastic Dolls in Costume
J. E. D. Enterprises Seattle, Washington	Gay 90's Type Merchandise

SIGNED FOOD AND BEVERAGE CONCESSION CONTRACTS

Seattle World's Fair

<u>LICENSEE</u>	<u>PRODUCT</u>
Austin Concessions Seattle, Washington	Hot Dogs, Ice Cream, Beverages
Bader's Dutch Oven, Inc. Seattle, Washington	Cookies
Bargreen Coffee & Restaurant Equip. Co. Seattle, Washington	Sandwiches, Coffee, Cookies
California Grape Exhibitors Seattle, Washington	Fresh Fruit
Carol Ann Bakery, Inc. Seattle 99, Washington	Bakery Specialities
Century Concessions Seattle, Washington	Vending Machines for Food
Century Foods, Inc. Tacoma, Washington	Restaurant And Snack Stands
Century 21 Seafoods Seattle, Washington	Fresh And Canned Seafoods
Chase, Mrs. Dorothy Seattle, Washington	Deep-Fried Pastry, Beverages
Chicken Delight Seattle, Washington	Fried Chicken, Beverages
Chinn, Mrs. Stanley Seattle, Washington	Chinese Foods
Chun King Corp., The Seattle, Washington	Domestic Chinese Restaurant
Chung, Mrs. Won Sook Seattle, Washington	Authentic Korean Food

Gleyman, Mr. Walter Seattle, Washington	Belgian Waffles
Coast Retail Cigar Stores Los Angeles, California	Candy, Tobaccos
Comarg, Sociedad de Responsibilidad Limitada Buenos Aires, Argentina	Argentine Restaurant
Cox Candy Co. Lynnwood, Washington	Candy And Confections
Danish Pastry Shop, The Scottsdale, Arizona	Danish Apple Cakes, Beverages
Edmar Corporation Seattle, Washington	Protein Drink, Food Supplement
Fish & Chips, Inc. Seattle, Washington	Fish And Chips, Salad Bar
Fisher Flouring Mills Seattle, Washington	Scones And Beverages
Flavor Crisp Fried Chicken Seattle, Washington	Fried Chicken In A Box
Gordo's Mexican Foods Seattle, Washington	Tacos, Tamales, Chili
Hawaiian Village	Hawaiian Restaurant
Hazel's Candy Shop Seattle, Washington	Candy And Confections
Hickory Farms of Ohio Seattle, Washington	Smoked Sausages And Cheese
Hilton Seafoods Co., Inc. Seattle, Washington	Seafood Gift Packages
HLH Products Dallas, Texas	Food And Drugs
Hofbrau Restaurant Seattle, Washington	Restaurant, Beer

Holland House West Vancouver, B. C.	Cookies, Confections, Sandwiches
Imperial Candy Co., The Seattle, Washington	Candies
Industrial Finance Seattle, Washington	Danish Sausage on a Bun
Jilg's Sausage Co., Inc. Seattle, Washington	Sandwiches And Beverages
J. E. D. Enterprises	Gay 90's Tavern, Sandwiches
Johnny's Enterprises, Inc. Tacoma, Washington	Ice Cream, Seasonings
Kayler-Dahl Fish Co., Inc. Seattle, Washington	Scandinavian Snack Bar
Kelso, W. Ellsworth Seattle, Washington	Barbecued Salmon
Lee, Chin-Jo Seattle, Washington	Mongolian Grilled Steaks
Mun Associates, Henry Seattle, Washington	Chinese Foods
Naico, Inc.	Japanese Foods, Entertainment
Neubauer, Miller, Tedford Seattle, Washington	Caramel Apples
Ocean Spray Cranberry Growers Seattle, Washington	Cranberry Juice, Sandwiches
Omar, Jean Jacques Seattle, Washington	French Restaurant
Orange Julius Sales Co. El Monte, California	Non-carbonated orange drink

Signed Food Contracts
Page 4

Pacific Food Products Co. Seattle, Washington	Jams, Jellies, Fruit Drinks
Paradise International	Restaurant, Cocktail Lounge
Peterson & Drivas Seattle, Washington	Seafoods, Salads, Casseroles
Reb Corporation, The Seattle, Washington	Hamburgers, Beer
Richardson & Holland, Inc. Seattle, Washington	Soda Fountain Specialties
Roger's Candy Co., Inc. Seattle, Washington	Candies
A. H. Rutherford & Sons Renton, Washington	Triple XXX Root Beer
Seafoods, Inc. Seattle, Washington	Seafoods
S. J. & S. Inc. Seattle, Washington	Pancake House, Beverages
Seattle Packing Co. Seattle, Washington	Meat Suppliers
Seattle Restaurant Supply Seattle, Washington	Fruitcake Specialties
Spanish Village Fiesta, Inc.	Spanish Restaurant
Stewart In-Fra-Red Commissary Seattle, Washington	Sandwiches, Beverages
Sweden Freezer Mfg. Co. Seattle, Washington	Soft Ice Cream Products
Tasty Foods, Inc. Maple Valley, Washington	Sandwiches, Salads, Beverages

Tenaka, Ted T. Seattle, Washington	Japanese Cooked Foods
Utah-Idaho Sugar Co. Seattle, Washington	Sno Cones, Cotton Candy
Varsity Inn, The Seattle, Washington	Soda Fountain
Village Cafe, The Marysville, Washington	Pie And Beverages
Washington State Apple Commission Wenatchee, Washington	Aplets, Cotlets, Juices, Fresh Apples
Wolff, Charles B. Seattle, Washington	Barbecued Meat
World Pastries, Inc. Seattle, Washington	Donut Bakery
Wright & Haggard Kirkland, Washington	Hot Dogs And Beverages
Ye Old Dutch Smorgasbord Seattle, Washington	Smorgasbord
Ashworth, Frank Seattle, Washington	Vita-Mix Combination, Machines
Bailey, Mr. Bill Pinehurst, Washington	Thailand Restaurant
Flor de Mexico Seattle, Washington	Mexican Restaurant, Entertainment
Garcia, Jose V. Seattle, Washington	Philippine Restaurant
Gayway Foods, Inc. Seattle, Washington	Smorgasbord Foods, Specialties
Gil's Inc. Seattle, Washington	Hamburgers And Soft Drinks

Lovejoy, Inc.
Seattle, Washington

Ice Cream Bar

New England Fish Bar
Seattle, Washington

Fish & Chips, Beverages, Donuts

Tivoli Gardens
Seattle, Washington

Danish Restaurant

Uso's Place
Seattle, Washington

Mexican Foods

Volume Service Company
Seattle, Washington

Hamburgers, Beverages, Ice Cream

Original Pizza for 21 Inc.
Seattle 8, Washington

Pizza Pie, Beverages

STATISTICAL INFORMATION

EXHIBITS DIVISION

Foreign and Domestic Exhibitors

Africa - includes:

Cameroon	Mali
Central African Republic	Mauritania
Chad, Republic of	Morocco
Congo, Republic of (Leopoldville)	Niger
Congo, Republic of (Brazzaville)	Nigeria
Dahomey	Senegal
Ethiopia	Sierra Leone
Gabon	Somali Republic
Ghana	South Africa, Republic of
Guinea	Sudan
Ivory Coast	Tanganyika
Liberia	Togo
Libya	Tunisia
Malagasy Republic	Upper Volta

Aluminum Industry - includes:

Aluminum Company of America
Kaiser Aluminum & Chemical Corporation
Reynolds Metals Company

American Bilrite Rubber Company
American Cancer Society/National Cancer Institute
American Gas Association
American Institute of Architects
American Institute of Decorators, Oregon Chapter
American Institute of Decorators, Seattle Chapter
American Institute of Decorators, Southern California Chapter
American Library Association - includes:

Encyclopaedia Britannica
Haloid Xerox
International Business Machines Corporation
National Cash Register Company
Radio Corporation of America
Remington Rand - Univac
Thompson Ramo Wooldridge, Inc.
University Microfilms

Arizona, State of
Baldwin Piano and Organ Company
Bekins Moving and Storage Company
Bell Telephone System
Berlin, City of
Brazil

STATISTICAL INFORMATION

EXHIBITS DIVISION

Foreign and Domestic Exhibitors

Page 2

Bulova Watch Company
California Artificial Flower Company
California & Hawaiian Sugar Refining Corporation, Ltd.
Canada
Canadian Pacific Airlines
Carnation Company
Central Association/Seattle Area Industrial Council
China, Republic of
Christian Science Exhibit
Christian Witness Pavilion
Davis, William L. Sons Company/Gorham Company/Lenox China Company
Denmark
Dishmaster Corporation
Douglas Fir Plywood Association (Century 21 Home of Living Light, Inc.)
E. I. du Pont de Nemours and Company
Eastman Kodak Company
Electric Utilities Exhibit
Encyclopaedia Britannica, Inc.
European Community - includes:
 Belgium
 France
 Germany
 European Atomic Energy Community
 European Coal and Steel Community
 European Economic Community

Italy
Luxembourg
Netherlands

Fieldcrest Mills
Ford Motor Company
Forest Products Industry - includes:
 Boise Cascade Corporation
 Buchanan Lumber Company
 Columbia River Paper Mills
 Crown Zellerbach Corporation
 Eclipse Lumber Company
 Elliott Bay Lumber Company
 Georgia-Pacific Corporation
 International Paper Company
 Karlín-Davis Company
 Longview Fiber Company
 Nettleton Lumber Company
 Paxport Mills
 Pope & Talbot
 Potlatch Forests, Inc.
 Puget Sound Pulp and Timber Company
 Red Cedar Shingle Bureau
 St. Regis Paper Company
 Scott Paper Company
 Seaboard Lumber Company
 Seattle Cedar Lumber Company
 Seattle-Snohomish Mill Company
 Stimpson Timber Company
 United States Plywood Corporation
 Weyerhaeuser Company
 Willis, Rogers & Pearson Lumber Co.
 Woodlam, Inc.

STATISTICAL INFORMATION

EXHIBITS DIVISION

Page 3

Foreign and Domestic Exhibits

Forslund, Carl, Inc.

France

General Electric Company

General Insurance Company of America/Safeco/Lifeco

General Motors Corporation

Great Britain

Great Southwestern Land Company

Gulf American Land Corporation (Cape Coral)

Gym Dandy Play Area (Universal Manufacturing Company, Inc.)

Hammond Industries, Inc.

Heinz, H. J. Company

India

International Business Machines Corporation

International Good Music, Inc.

International Design Awards Gallery - includes:

Armstrong Cork Company

Baker Furniture, Inc.

Bigelow-Sanford Carpet Company

Cabin Crafts, Inc.

Carpenter, L. E. Company

Design Technics

Dimensional Plastics Corp.

General Fireproofing Company

Glenn of California

Greeff Fabrics, Inc.

Hexter, S. M. Company

Kroll, Boris, Fabrics, Inc.

Martin-Senour Paint Company

Owens-Corning Fiberglas

Parkwood Laminates, Inc.

Richardson-Nemschoff

Taylor Chair Company

Van Luit, Albert Wallpapers

V'Soske, Inc.

Webb Textiles, Inc.

Japan

Johnson, S. C. & Son, Inc.

Korea

League of Women Voters of the United States

Lions Club International

Masonic Hospitality Lounge

Mexico

Mobil Oil Company

Monte-Copter, Inc.

Nalley's, Inc.

National Aeronautics and Space Administration

National Bank of Commerce/State of Alaska

National Cash Register Company

National Park Service

New York World's Fair

Northwest Designer Craftsmen

Northwest Airlines, Inc.

STATISTICAL INFORMATION

OPERATIONS & SERVICES DIVISION

1. CONTRACTS ADMINISTERED

Northwest Lot Service	\$ 58,354.49
Lasater Sound	\$ 91,029.10
Rarig Motion Picture	\$ 63,191.83
Ruddy Fumigant	\$ 2,885.00
Seattle Disposal Company	\$ 105,760.53
Atkinson Bell Electric	\$ 702,749.30
American Building Maintenance	<u>\$ 617,803.42</u>
TOTAL	<u>\$1,641,773.67</u>

2. UTILITY CHARGES

Washington Natural Gas Company (maximum consumption: 90,000 cubic feet per day)	\$ 11,909.63
Seattle City Light Company (17,426,949 KWH)	\$318,038.88
Seattle City Water Company	\$ 18,568.10
Seattle Engineering-Sewer	\$ 10,602.85
Metro-Fire-Streets-etc.	\$ 29,222.99
Fuel Oil (52,000 gallons)	<u>\$ 5,898.00</u>
TOTAL	<u>\$394,240.15</u>

3. CONSUMPTION OF MAINTENANCE SUPPLIES

Toilet Tissue, Sheet	410 cases; 125,000 case count
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Statistical Information

Operations & Services Division

Toilet Tissue, Roll	562 cases; 100 rolls/case
Paper Towels	21,000,000
Sanitary Napkins	500,000
Wax	5,075 gallons
Wax Stripper	2,400 gallons
Toilet Seat Covers	534 cases; 5,000/case
Liquid Hand Soap	3,395 gallons
Cleaning Powder	2,175 cans
Germicidals	350 gallons
Liquid Deodorants	50 gallons
Lobby Brooms	700
Dust Pans	426
Absorbent Floor Compound	2,870 pounds
Light Bulbs	12,834 all sizes
Nuts, Bolts, Machine Screws	39,000 assorted sizes
Gasoline	4,467 gallons
Plywood 4 x 8 sheets, all sizes	2,453 sheets
Lumber, 2 x 4's and 2 x 6's	58,740 lineal feet
Liners for Litter Receptacles	4,037

4. DEPARTMENTAL INFORMATION

Maximum number of direct Maintenance Department employees	527
Maximum number of contract employees	229

Statistical Information

Operations & Services Division

Gross Maintenance Department payroll, operating period	\$1,393,299.80
Reimbursable income from exhibitors, etc.	\$ 128,824.00

OPERATIONS & SERVICES
FREDERIC V. SCHUMACHER
DIVISION DIRECTOR

OPERATIONS
CLIFF WALKER

MAINTENANCE
DONALD V. GAYTON

SECURITY
CAPT. LYLE LA POINTE

MISCELLANEOUS
MAXWELL BURLAND

PURCHASING

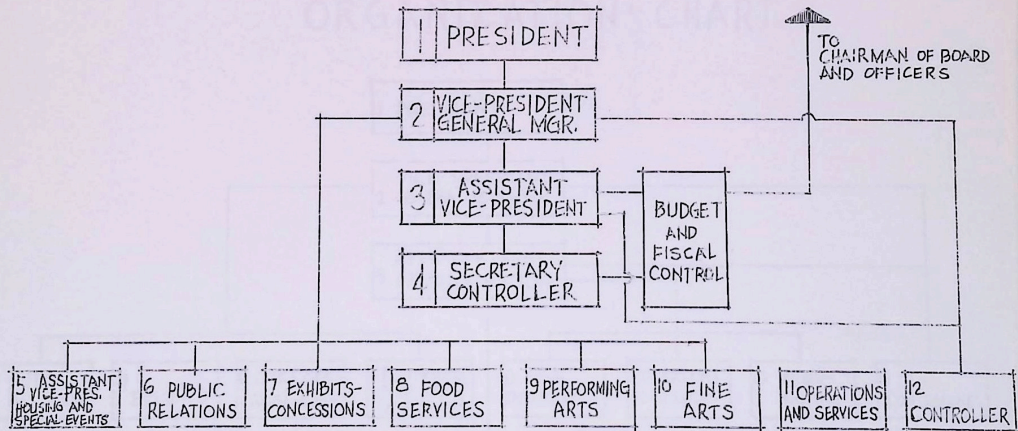
PERSONNEL

FIRST AID

COMMUNICATIONS

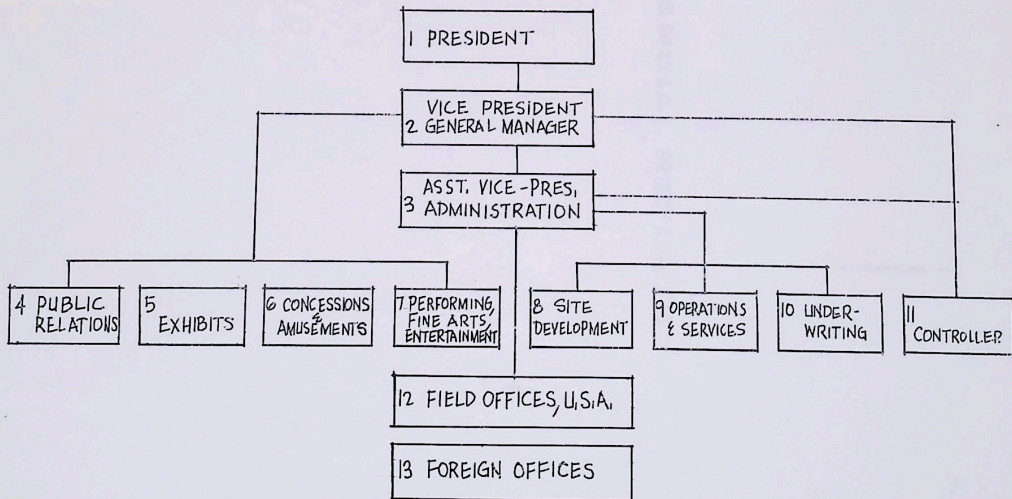
CENTURY 21 EXPOSITION INC.

ORGANIZATION CHART



MAY 24, 1962

CENTURY 21 EXPOSITION, INC. ORGANIZATION CHART



FINANCIAL REPORTS

SEATTLE WORLD'S FAIR
Century 21 Exposition, Inc.

BALANCE SHEET
December 14, 1962

ASSETS: (In Thousands of Dollars)

Cash	\$ 835.0
Accounts Receivable - Net of Allowances	89.0
Prepaid Expenses and Deposits	27.6
Equipment To Be Sold - At Cost	67.5
Other Assets:	
Miscellaneous Equipment, Materials, Supplies (Cost, \$850.0)	\$190.0
Skyride Equity (C-21 Investment, \$223.8)	150.0
Monorail (Investment, \$5,246.5)	<u>-0-</u> 340.0

TOTAL ASSETS \$1,359.1

LIABILITIES:

Accounts Payable	\$ 191.0
Due Concessionaires and Exhibitors	33.7
Accrued Wages	18.4
Accrued Taxes	62.7

TOTAL LIABILITIES \$ 305.8

Allowance For Contingencies 200.0

Net Worth:

From Operations - Through 12/14/62	\$513.3
Other Assets, Valuation As Above	<u>340.0</u> 853.3

TOTAL LIABILITIES AND NET WORTH \$1,359.1

Controller's Division
December 15, 1962

SEATTLE WORLD'S FAIR
Century 21 Exposition, Inc.
STATEMENTS of REVENUES, EXPENSES, INCOMES
Pre-Operating, Operating, Post-Operating Periods
PRELIMINARY

(In Thousands of Dollars)

	Cumulative, 12/14/62	Pre- Operating Period	Operating Period	Post- Operating Period Thru 12/14/62
REVENUES:				
Admissions	\$13,058.0	\$ 3,607.6	\$ 9,450.4	\$
Space Rental	2,955.8	2,774.3	181.5	
Concessions & Royalties	2,726.8	259.7	2,467.1	
Fine Arts - Admissions	1,075.2	676.3	398.9	
Service Fees	763.9	389.1	374.8	
King County Bldg. Cost-Parti.	741.0	741.0		
Performing Arts	732.3	1,036.1	(303.8)	
Trade Dollar	486.8		486.8	
Sky Ride	382.8		382.8	
Sale-Catalogs, Brochures-Net	245.9	570.4	(324.5)	
Donations	71.3	58.8	12.5	
Other	58.5	(5.8)	64.5	(0.2)
Sale of Surplus Property	26.7			26.7
TOTAL REVENUES	\$23,325.0	\$10,107.5	\$13,191.0	\$ 26.5
EXPENSES:				
Public Relations	\$ 2,333.5	\$ 1,374.4	\$ 925.0	\$ 34.1
Housing	504.6	28.9	475.4	0.3
Exhibits & Concessions	550.1	447.8	98.7	3.6
Food Services	130.6	90.0	38.1	2.5
Performing Arts	851.8	113.8	737.7	0.3
Fine Arts	410.8	197.5	196.1	17.2
Operations & Services	7,351.7	1,209.1	5,924.7	217.9
Special Events	129.0		123.2	5.8
Controller	1,695.9	368.1	1,288.9	38.9
Executive	1,069.9	715.9	334.3	19.7
Site Development, Bldgs/Eqmt	7,011.3	5,662.0	1,323.5	25.8
Net Participating Costs of Operating Concessions Retained by C-21	267.9		262.7	5.2
Provisions for Doubtful Accts, Losses of Revenue and Other Costs	450.0		400.0	50.0
Demolition and Restoration	54.6			54.6
TOTAL EXPENSES	\$22,811.7	\$10,207.5	\$12,128.3	\$475.9
NET INCOME OR (LOSS)	\$ 513.3	\$(100.0)	\$ 1,062.7	(\$449.4)

Controller's Division
December 15, 1962

SEATTLE WORLD'S FAIR
Century 21 Exposition, Inc.

MONORAIL INVESTMENT

REVENUE COLLECTED BY CENTURY 21	\$2,718,526.75	
Collections of .20¢ and .25¢ Surcharge	<u>2,472,053.50</u>	
TOTAL REMITTED TO ALWEG	\$5,190,580.25	
OTHER COSTS: Easements \$16,382.48		
Permits and Fees	27,840.00	
Other	<u>11,689.35</u>	<u>55,911.83</u>
		<u>\$5,246,492.08</u>

NOTE: Net revenues from operation have not been disclosed to Century 21 by Alweg.

Controller's Division
December 14, 1962

SEATTLE WORLD'S FAIR
Century 21 Exposition, Inc.

SKYRIDE
STATEMENT OF OPERATIONS
April 21 thru October 21, 1962

REVENUES - 2,028,384 passengers @ .50¢	\$1,014,192.00
Less Taxes	<u>60,850.93</u>
NET REVENUE	\$ 953,341.07
Operating EXPENSES	<u>154,259.67</u>
NET FROM OPERATION	<u>\$ 799,081.40</u>

Distributed As Follows:

Return of Investment to Century 21 and Trams, Inc.*	\$ 333,854.18
Balance of Profits Distributed 50-50	<u>465,227.22</u>
TOTAL DISTRIBUTED	<u>\$ 799,081.40</u>

* Investment:

Towers, Terminals, Cars, Cables, etc.:	
Paid by Century 21	\$223,752.68
Paid by Trams, Inc.	<u>110,101.50</u>
	<u>\$333,854.18</u>

Controller's Division
December 14, 1962

RESTORATION

SITE RESTORATION

Century 21 Exposition, Inc.'s obligation to restore and generally clean up the Fair grounds has for the most part been completed. The following pages indicate that the work is well underway and that no problems will present themselves to the final clean up.

Although every item may not be 100% finished by the 1st of January 1963, for all intents and purposes, as of that date, Century 21 Exposition's obligations will be completed.

This will demonstrate again the fine record Century 21 Exposition has been able to maintain in meeting its obligations for construction, operation and restoration.

SITE RESTORATION STATUS

Following is an outline of the status of the demolition and restoration programs as of December 11, 1962.

Buildings 1 and 2	95%
Building 3	65%
Buildings 4 through 8	99%
Buildings 9 through 11	99%
Building 12	99% (Exclusive of County Demolition)
Building 17	65%
Building 20	100%
Building 21	100%
Building 22	100%
East Gate	85%
South Gate	85%
Building 90	35% (Exclusive of County Demolition)
Spanish Village	5%
House of Living Light	10%
Jewels of the World	70%
Sermons From Science	80%
House of the Immediate Future	100%
Standard Oil	100%
Pacific Northwest Bell Telephone	100%

General Electric	100%
Hydro Electric Utilities	100%
Transport 21	100%
NBC - Alaska	100%
Gas Exhibit	100%
Ford Motor Company	50%
Society of American Foresters	85%
Morley's	0
Society Candy	98%
Smitty's Pancakes	75%
Million Dollar Display	75%
Japanese Village	75%
Hawaiian Pavilion	25%

Restoration under way is as follows:

Compacted backfill in street areas	40%
Football field	90%
Exhibition Hall	50%
Vet's Hall	1%

In addition to the above restoration projects, we have the following commitments on which no work has been undertaken. Estimated costs for these projects are also listed.

Stadium dressing rooms (under design at this time)	\$10,000
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Stadium entrance and parking lot (under design at this time)	\$20,000
Walls under north stand of Stadium (under design at this time)	\$5,000
Parking area in northeast corner of site (cash settlement being negotiated with City)	\$15,000
Repainting of Fire Alarm Communications Building 46	\$500
60' x 120' parking lot north of Fire Alarm Building	\$5,000
Nile Temple paving	\$2,500
Nile Temple building	\$2,500
Armory (possible Century 21 Center, Inc. responsibility)	\$10,000

FINAL ACTIVITIES

FINAL ACTIVITIES

The final activities of Century 21 Exposition, Inc. will include the winding up of its business affairs, administration of accounts, and assistance to the dissolving trustees on their appointment.

Plans presently call for representatives of the Controller's Division to remain until early in 1963. The Site Development Department with one or two personnel included, will remain in effect until the restoration of the site has been completed.

The following pages shows a suggested Post-Fair Operations cost allocation.

POST-FAIR OPERATIONS

ESTIMATED BALANCE OF COSTS

The STATEMENT OF REVENUES, EXPENSES AND INCOME includes Post-Fair operating costs through December 14, 1962. These costs include all committed or provided for expenses of which the Controller's Office has record of at this date. They do not include the balance of the Post-Fair Operating Budget for salaries, demolition and restoration, and other costs, the amounts of which are estimated to Closing as follows:

Executive	Salaries, legal, other costs	\$ 5,600.00
Controller	Salaries and other costs	26,400.00
Fine Arts	Salaries and other costs	1,900.00
Site Projects	Salaries and other costs	1,500.00
Operations	Salaries and other costs	8,100.00
Demolition and Restoration		<u>40,000.00</u>
	TOTAL	<u>\$83,500.00</u>

The number of personnel remaining at December 17, 1962, with scheduled departmental close-out, is as follows:

<u>Department</u>	<u>No. of Personnel at 12/17/62</u>	<u>Scheduled Close-out</u>
Executive	2	12/31/62
Controller	16	3/15/63
Fine Arts	1	1/31/63
Site Projects	3	12/31/62
Operations:	<u>27</u>	12/31/62
Communications	5	
Maintenance	9	
Security	11	
Other	2	
	<u>49</u>	

Phase-out of personnel in the Controller's Division will be in accordance with the following schedule:

<u>As Of</u>	<u>Number Remaining</u>
1/1/63	8
1/15/63	6
2/1/63	4
2/16/63	3
3/1/63	2
3/16/63	0

RECOMMENDATIONS

RECOMMENDATIONS

1. The officers and staff of Century 21 Exposition, Inc. have developed, operated and closed a successful World's Fair. They believe that all of the requirements of the Articles of Incorporation of Century 21 Exposition, Inc. have been accomplished.

It is the recommendation of the officers and staff of Century 21 Exposition, Inc. that the Commission, as members of the corporation, acknowledge by resolution that the purpose of the corporation's creation has been completed.

2. Article V of the Articles of Incorporation for Century 21 Exposition, Inc. require that the corporation submit a Final Report to the Washington State Legislature, and shall thereafter, within a reasonable time, be dissolved, unless otherwise directed by the Legislature. The officers and staff of Century 21 Exposition, Inc. recognize the difference between the corporate entity, with the World's Fair Commissioners as its members, and the World's Fair Commission. The officers and staff of Century 21 Exposition, Inc. believe that the Final Report required by the Articles of Incorporation should be submitted to the Legislature by the World's Fair Commission. Therefore, this report is forwarded to the Commission for that purpose.

It is the recommendation of the officers and staff of Century 21 Exposition, Inc., that the World's Fair Commission accept this report as

the Final Report required by the Articles of Incorporation of Century 21 Exposition, Inc. for submission to the State Legislature. This acceptance, however, should be qualified with a notation that an up to date addendum will be added to the report from time to time as prepared, and this report will also be supplemented by the report of Haskins & Sells, C. P. A., and the State Auditor's office.

3. The officers and staff of Century 21 Exposition, Inc. are well aware of their obligations to clean up all matters pertaining to the liquidation of the Fair's operation. Mr. Gandy noted that there were differences concerning the distribution of Century 21 Exposition's assets in his letter of October 3, 1962 to Seattle City Councilman J. D. Braman and Mr. Edward E. Carlson, Chairman of the Washington State World's Fair Commission.

It is the recommendation of the officers and staff of Century 21 Exposition, Inc. that the Commission, having accepted the report of which these recommendations are a part, move as expeditiously and as efficiently as possible to resolve all differences between the City, the State, and all governmental bodies as to the distribution of Century 21 Exposition assets, and so advise the officers of Century 21 Exposition, Inc. The officers of Century 21 Exposition, Inc. will not resign their positions as responsible members of the corporate entity until they have been advised formally by the World's Fair Commission that the dissolution procedures have been put into effect.

4. Careful planning will be necessary to make the dissolution effective with the least possible confusion of transfer to liquidating trustees.

It is the recommendation of the officers and staff of Century 21 Exposition, Inc. that representatives of the Commission who are tentatively delegated the responsibilities of coordination in the dissolution procedure, meet immediately with a representative group of Century 21 Exposition, Inc. officers to plan the date of dissolution and the effective transfer of control of Century 21 Exposition, Inc. assets.
