

FEBRUARY 15, 1972

EXPO ACTION

EXPO '74 OPENING IS CURRENTLY ESTABLISHED AS 806 DAYS FROM TODAY, THERE IS A MOUNTAIN OF ACCOMPLISHMENT WHICH MUST BE UNDERTAKEN AND COMPLETED, THERE ARE THOUSANDS OF DETAILS WHICH MUST BE HANDLED, SOME OF THESE DETAILS ARE STANDING IN THE WAY OF SIGNIFICANT ACTION, WE MUST RECOGNIZE THE DETAILS, COMPLETE THEM, MOVE FROM ONE TO ANOTHER IN AN ORDERLY AND EXPEDITIOUS MANNER, OR FACE THE INEVITABILITY OF FAILURE, WE CANNOT ACCEPT FAILURE; THEREFORE, WE MUST PROPOSE AND PURSUE A PLAN OF ACTION CULMINATING IN SUCCESSFUL CONCLUSION, FIRST THINGS MUST BE TAKEN FIRST, THOSE ITEMS OF WORK THAT NEED DECISIONS AND LEAD-TIME FOR ACCOMPLISHMENT MUST BE TAKEN CARE OF FIRST, AND THOSE ITEMS THAT NEED LESS LEAD-TIME, SECOND, ETC.

DIRECTON NEEDED - 1: IDENTIFICATION OF THE OWNERS. THERE IS A NEED NOW TO IDENTIFY THE OWNER AND INSIST THAT HE PERFORM THE OWNER'S DUTIES OF DESCRIBING WHAT HE WANTS DONE, WHAT FUNDS HE HAS WITH WHICH TO PAY THE BILLS, AND THE SACRIFICES HE IS WILLING TO MAKE FOR SUCCESS.

DISCUSSION - 1: THERE APPEAR TO BE THREE OWNERS - EACH MUST WORK IN CONCERT WITH THE OTHER, BUT EACH MUST CARRY OUT INDIVIDUAL RESPONSIBILITIES WITH THE AUTHORITY HE HAS. THE OWNERS ARE IDENTIFIED AS FOLLOW:

1. THE CITY COUNCIL AND EXPO BOARD, JOINTLY.
2. THE CITY COUNCIL, SEPARATELY.
3. THE EXPO BOARD, SEPARATELY.

THE CITY COUNCIL MUST GIVE THOSE CARRYING STAFF RESPONSIBILITIES CLEAR DIRECTION ON WHAT THEY WANT DONE - WHAT MONEY THEY WILL ALLOW THE USE OF, AND WHO IS TO CARRY OUT THE VARIOUS ACTIONS.

THE EXPO BOARD HAS CERTAIN ACTIONS OF THEIR OWN THAT ARE REQUIRED, AND THEY MUST ISSUE INSTRUCTIONS TO THEIR STAFF FOR THE COMPLETION. BECAUSE THIS IS PRIMARILY A CITY DOCUMENT, THIS PARAGRAPH AND THE EXPO-ALONE ACTIVITIES WILL NOT BE DISCUSSED HERE.

EXPO AND CITY COUNCIL JOINTLY MUST AGREE AND ISSUE THEIR INSTRUCTIONS IN ORDER TO CARRY OUT ALL THOSE ACTIONS THAT CANNOT BE IDENTIFIED WITH SEPARATE RESPONSIBILITY. IT IS IN THIS AREA THAT THE GREATEST AMOUNT OF CONFUSION COULD EXIST, PARTICULARLY IN THE FINANCING.

RECOMMENDATION - 1: IT IS RECOMMENDED THAT THE CITY COUNCIL AND THE EXPO BOARD MAKE THEMSELVES THOROUGHLY FAMILIAR WITH THE REMAINING PARAGRAPHS OF THIS DOCUMENT AND CONSIDER THEM AND THE RECOMMENDATIONS CONTAINED THEREIN AS INSTRUCTIONS TO STAFF TO CARRY OUT THE WORK.

DIRECTION NEEDED - 2: THE OWNER, BY JOINT ACTION BETWEEN CITY COUNCIL AND EXPO BOARD, MUST PRECISELY DESCRIBE THE SITE.

DISCUSSION - 2: TIME HAS PROCEEDED. WE ARE NOW IN POSSESSION OF CONSIDERABLE MORE KNOWLEDGE THAN WE HAD WEEKS, MONTHS AND YEARS AGO. WE SHOULD BE ABLE TO DEFINE THE SITE IN ABSOLUTE TERMS. THIS IS REQUIRED IN ORDER TO ALLOW THE STAFF TO PROCEED WITH THE ACQUISITION PROCESS. WE ARE, OF COURSE, CARRYING OUT CERTAIN DUTIES NOW THAT WE KNOW ARE WITHIN THE SITE PERIMETER, BUT THERE ARE STILL AREAS IN QUESTION, AND THEY NEED TO BE RESOLVED NOW WITH ABSOLUTE FINALITY. WITH THE BOUNDARIES DECIDED, THE STAFF CAN PROCEED WITH THE NORMAL ACQUISITION PROCESS, AND WHEN RECOMMENDATIONS AND REQUESTS FOR ACTION ARE REQUESTED, CONSISTENT WITH THE SITE BOUNDARY AND CONSISTENT WITH GOOD PRACTICE, THOSE ACTIONS MUST BE ACTED UPON WITH EFFICIENCY AND DISPATCH. IT CAN ALWAYS BE ASSUMED THAT IF LANDS OUTSIDE OF THE BOUNDARIES BECOME AVAILABLE WHICH WOULD COMPLEMENT THE SITE AND CAN BE HANDLED, THEY CAN BE ADDED, BUT WE MUST CONCENTRATE OUR EFFORTS ON WHAT WE NEED NOW AND WHAT MUST BE ACQUIRED.

A MAP IS PREPARED AND DISTRIBUTED HEREWITH, IDENTIFYING THE SITE AND THE BOUNDARIES THAT WILL BE RECOMMENDED.

NOTE THE NORTH BANK. THE BOUNDARIES DO NOT INCLUDE THE JOHN DEERE PROPERTY AND OTHER PROPERTY ON THE NORTH BANK

BETWEEN JOHN DEERE AND DIVISION STREET. THE REASON - LONG TERM LEASES EXIST HERE - THERE ARE ENORMOUS STRUCTURES WITH HIGH COST OF ACQUISITION AND DEMOLITION, HIGH COST OF ACQUIRING THE LEASES. IT IS A JUDGMENT THAT IT IS JUST IMPRACTICAL TO INCLUDE SOME OF THE PROPERTIES WITHIN THE BOUNDARIES.

AGAIN, ON THE NORTH BANK, NOTE THAT THE VAN WATERS & ROGERS PROPERTY IS INCLUDED WITHIN THE BOUNDARIES AND WILL BE LISTED AS A TOTAL RESPONSIBILITY OF THE EXPO CORPORATION.

THE REMAINDER OF THE NORTH BOUNDARY IS ESSENTIALLY THE SAME AS IT HAS BEEN UNDERSTOOD FOR SOME TIME, AND, ON THE NORTH OF THE RIVER, THERE ARE PROPERTIES THAT MUST BE ACQUIRED BY THE CITY AND PROPERTIES THAT MUST BE MADE AVAILABLE FOR EXPO USE BY THE EXPO CORPORATION. THOSE PROPERTIES TO BE ACQUIRED BY THE CITY HAVE BEEN INCLUDED IN THE CURRENT REQUESTS FOR FINANCIAL ASSISTANCE, BOTH AT STATE AND FEDERAL LEVEL.

THE WEST BOUNDARY IS POST STREET. IT IS CONTEMPLATED THAT POST STREET WILL REMAIN FOR SINGLE LANE TRAFFIC, BOTH NORTH AND SOUTH. A PART OF THE EXISTING RIGHT-OF-WAY CAN BE AND SHOULD BE DEVOTED TO BEAUTIFICATION OR OTHER EXPO CONSTRUCTION, BUT TWO-LANE TRAFFIC MUST REMAIN. THE MONTGOMERY & WARD SERVICE BUILDING, CURRENTLY OWNED BY THE WASHINGTON

WATER POWER COMPANY, IS NOT INCLUDED WITHIN THE SITE BOUNDARY. REQUESTS FOR THIS PROPERTY HAVE GONE FORWARD, BUT THEY HAVE NOT BEEN ACTED UPON, AND WE CANNOT ASSUME SUCCESSFUL NEGOTIATION WITHIN THE TIME LIMITES IMPOSED. THE UNION PACIFIC OWNERSHIP WEST OF POST STREET IS AVAILABLE AND COULD BE USED FOR SOME SPECIAL PURPOSE, BUT IS NOT INCLUDED WITHIN THE EXPO BOUNDARIES AT THIS TIME.

THE SOUTH BOUNDARY IS THE NORTH SIDE OF TRENT AVENUE. THERE IS NO CHANGE.

THE EAST BOUNDARY - THE STATE PAVILION WILL BE BUILT ON A SITE FROM WASHINGTON TO A POINT APPROXIMATELY 200 FEET EAST OF BERNARD AND EXTENDING FROM TRENT AVENUE TO THE NORTH THE EXTENT OF THE MILWAUKEE OWNERSHIP, APPROXIMATELY 250 FEET. THE CITY IS REQUIRED TO ACQUIRE THE LAND BETWEEN THE STATE OWNERSHIP, WHATEVER IT TURNS OUT TO BE, AND THE RIVER BANK. THAT OWNERSHIP OF THE MILWAUKEE WHICH IS EAST OF THEIR GIFT AREA WILL BE THE RESPONSIBILITY OF THE STATE TO ACQUIRE AT THEIR OWN NEGOTIATIONS. THE LAND BETWEEN THE STATE OWNERSHIP AND THE FOREBAY OF THE RIVER, WHILE IT NEEDS TO BE ACQUIRED BY THE CITY FOR USE IN THE RIVERFRONT PLAN AND EXPO, IS NOT NECESSARILY TRANSFERRED TO THE STATE FOR OWNERSHIP.

THE AMUSEMENT CENTER IS DESIGNATED AS THAT AREA BETWEEN TRENT AVENUE, THE STATE SITE, AND THE OWNERSHIP OF THE BURLINGTON-NORTHERN, AND THE LIMITATIONS IMPOSED BY THAT OWNERSHIP IN THAT A FREIGHT DEPOT WILL EXIST. ALL THOSE WITH AUTHORITY AND UNDERSTANDING SHOULD PRESS THE BURLINGTON-NORTHERN WITH ALL THE FORCES AVAILABLE TO LIMIT THEIR USE OF THE FREIGHT DEPOT AND LIMIT THEIR USE OF THE TRACKS SUPPLYING THE FREIGHT DEPOT, PARTICULARLY DURING EXPO. THIS WOULD RELIEVE CONGESTION IN THE AREA AS MUCH AS POSSIBLE. WE WOULD CONTEMPLATE THE POSSIBILITY OF REMOVING THE PIGGYBACK OPERATION AND EITHER ELIMINATING THE PEOPLE IN THE OFFICE AREA BY TRANSFERRING THEM ELSEWHERE OR BRINGING THEM IN BY SOME KIND OF BUS OR TRANSIT SO THAT THEY WILL NOT BE REQUIRING LARGER AREAS FOR INDIVIDUAL PARKING OF THE OFFICE WORKING FORCE AT THE FREIGHT DEPOT. IT SHOULD BE MADE CLEAR TO THE BURLINGTON-NORTHERN THAT NO ACCESS FROM THE FREIGHT HOUSE DIRECTLY SOUTH TO TRENT AVENUE WILL BE AUTHORIZED DURING THE EXPO. THIS WILL REQUIRE SOME ADJUSTMENT OF DIVISION STREET AT FRONT IN ORDER TO ALLOW THEM TO MOVE IN AND OUT OF THE FREIGHT HOUSE AREA AS EXPEDITIOUSLY AS POSSIBLE. THE BURLINGTON-NORTHERN HAS INDICATED WHAT THEY INTEND TO DO IN THIS AREA. THEY HAVE NOT AGREED WITH ALL THAT IS INDICATED ABOVE AND CAN BE EXPECTED TO TAKE A DIM VIEW OF IT, PARTICULARLY THE LIMITING OF THEIR ACTIVITY, BUT WE MUST FORCE THE ISSUE.

AN AGREEMENT WITH THE MILWAUKEE RAILROAD IS UNDER WAY, THERE YET REMAINS A GREAT DEAL BEFORE FINAL SETTLEMENT, THE EXCHANGE OF PROPERTY WITH THE COUNTY, CITY, MILWAUKEE ROAD HAS NOT TAKEN PLACE, THE LAST EXPRESSION FROM THE COUNTY, FROM THE FAIR BOARD, FROM THE BUILDING COMMITTEE OF THE FAIR BOARD, AND FROM THE INTERSTATE FAIR ITSELF, WOULD INDICATE THAT THEY ARE NOT KINDLY DISPOSED TO TRADING PROPERTIES WITH US, SOMETHING MUST BE WORKED OUT - SOMETHING MUST BE DONE TO PRESS THE ISSUE TO SUCCESSFUL CONCLUSION,

AS TO THE UNION PACIFIC - AT THIS WRITING, A FIRM DECISION IS NOT KNOWN, FILINGS HAVE BEEN MADE TO ELIMINATE SERVICE OVER THE TRESTLE, WHETHER OR NOT THE TRESTLE CAN BE REMOVED AND REMOVED IN TIME, WHETHER OR NOT THE PROPERTY CAN BECOME OURS AND THE DATE OF THE PROPERTY BECOMING OURS IS NOT KNOWN, THE NET RESULT OF THIS PARAGRAPH IS THAT WE MUST KNOW, IF WE SUSPECT THAT WE CANNOT KNOW WITHIN THE NEXT THIRTY DAYS WHAT THE FUTURE OF THE TRESTLE IS, WE MUST TAKE AN ACTION NOW TO ASSUME THAT IT IS GOING TO BE IN EXISTENCE, THAT IT IS TO REMAIN, AND THEN OPERATE UNDER THIS ASSUMPTION, WE MUST KNOW WHAT WE DO NOT KNOW - WE MUST KNOW WHAT WE KNOW, WE MUST, WITH THIS, DECIDE A COURSE OF ACTION AND PROGRESS, IT IS ENTIRELY POSSIBLE THAT A SUCCESSFUL EXPO CAN BE CONDUCTED WITH THE UNION PACIFIC TRESTLE BEING IN ITS CURRENT LOCATION, IT CAN BE INCORPORATED IN THE DESIGN, IT CAN BE USED, AND WE

CANNOT WAIT LONGER FOR A DECISION. WE CANNOT ACCEPT THE POSSIBILITY OF WORKING IT INTO THE SITE, AS A PART OF THE SITE, AND THEN, SHORTLY BEFORE EXPO OPENS, GET ORDERS AND DIRECTIONS TO REMOVE IT. WE CAN REMOVE IT AFTER EXPO LEAVES, IF THIS IS THE WILL AND DESIRE.

RECOMMENDATION - 2: THAT THE CITY COUNCIL AND THE EXPO BOARD APPROVE THE SITE BOUNDARIES SHOWN IN THE ACCOMPANYING MAP AS ABSOLUTE BOUNDARIES OF EXPO, AND THAT THE STAFF OF EXPO AND THE CITY OF SPOKANE BE DIRECTED TO ACQUIRE THE LANDS AS NEEDED AND FOR THE NEED INDICATED WITH ALL POSSIBLE HASTE, USING ALL FORCES THAT ARE APPROPRIATELY AVAILABLE FOR ACCOMPLISHMENT. IT IS FURTHER RECOMMENDED THAT THOSE PROPERTIES INDICATED AS ULTIMATE CITY OWNERSHIP BE ASSIGNED AS CITY RESPONSIBILITY FOR ACQUISITION, AND THOSE PROPERTIES INDICATED AS EXPO NEEDED BUT NOT CITY OWNERSHIP BE THE TOTAL RESPONSIBILITY OF EXPO CORPORATION, WITH THE EXCEPTION OF THE "CLEARING OF TITLE" ACTION REQUIRED ON THE UNION PACIFIC PROPERTY ON THE NORTH BANK BEING THE RESPONSIBILITY OF THE CITY. IT IS RECOGNIZED IN THIS RECOMMENDATION THAT THE FEDERAL SITE AND THE STATE SITE HAVE ADDITIONAL COMPLICATIONS WHICH WILL BE DISCUSSED IN FOLLOWING PARAGRAPHS WITH RECOMMENDATIONS MADE REGARDING THEM.

DECISION NEEDED - 3: THERE IS MISUNDERSTANDING ON WHAT FACILITIES AND ACTIONS THE 5.7 MILLION DOLLAR FUNDS WILL BE SPENT. A DECISION MUST BE MADE. ESSENTIALLY, IT MUST BE KNOWN WHETHER OR NOT WE ARE "BUILDING A PARK AND ALLOWING EXPO TO USE THE PARK" (FOR A TEMPORARY SIX-MONTH PERIOD),

OR ARE WE "BUILDING AN EXPO AND GETTING SOME PARTS OF THE PARK AS THE RESULT".

DISCUSSION - 3: THE EXISTING CONTRACT WITH TOM ADKISON IS SUCH TO SUPPORT THAT WE ARE "BUILDING A PARK". RECENT PUBLIC UTTERANCES AND RECENT MEETINGS WITH EXPERTS IN THE EXPOSITION FIELD, HAVE CLOUDED THE ISSUE AS TO WHETHER OR NOT THIS IS A PRACTICAL MEANS OF MOVING AHEAD. THE ECONOMIC RESEARCH ASSOCIATES APPARENTLY DID NOT PUT IN THE EXPO BUDGET ANY COST FOR SITE DEVELOPMENT, AND YET SITE DEVELOPMENT IS NECESSARY, AND IT WILL ENTAIL COSTS. THERE IS A FEELING THAT WITHOUT EXPO WE WOULD NEVER GET THE RIVERFRONT DEVELOPMENT. REGARDLESS OF WHICH WAY IT GOES, OF COURSE, WE SHOULD SALVAGE AS MUCH OF A PARK AS POSSIBLE FROM ALL THE ACTIVITIES, BUT WHO PAYS THE BILLS, WHAT TYPE OF WORK IS ACCOMPLISHED WITH THE 5.7 MILLION DOLLARS WILL BE THE RESULT OF DECISION AS TO WHAT DIRECTION WE SHOULD APPLY THE EMPHASIS. THE DECISION WILL ALSO AFFECT THE SCHEDULE OF FINANCING. FOR INSTANCE, IF WE ARE BUILDING A PARK AND USING IT FOR EXPO, WE COULD ASSUME THAT MOST WORK COULD BE DONE AND MOST OF THE 5.7 MILLION DOLLARS SPENT BEFORE EXPO, WITH A SMALL AMOUNT, THEN, TO ALTER THAT WHICH WAS INCONSISTENT WITH THE PARK BUT NEEDED FOR EXPO TO BRING IT BACK TO A PARK AFTER EXPO WAS COMPLETED. IF THE DECISION IS THAT THE 5.7 MILLION DOLLARS WAS TO INSURE A SUCCESSFUL EXPO, THEN THE EXPENDITURE WOULD BE MADE DIFFERENTLY AND MUCH OF THE WORK WOULD NOT BE COMPLIMENTARY TO A PARK, AND THEN WE WOULD HAVE TO RETAIN CONSIDERABLE AMOUNT OF FUNDS

FROM THE 5.7 MILLION DOLLARS TO DO THE WORK IN THE PARK AFTER EXPO HAD LEFT THE AREA. THE EXPOSITION EXPERTS THAT WERE IN TOWN AND LEFT THEIR IMPRESSIONS AND RECOMMENDATIONS, ALL SEEM TO HAVE INDICATED THAT THE EXPO SITE WOULD NOT BE SUCCESSFUL IF IT CONTAINED TOO MANY PARK-LIKE ATMOSPHERES AT THE EXPENSE OF THE EXPO ACTIVITY. JOINT ACTION IS REQUIRED BY THE CITY COUNCIL AND THE EXPO CORPORATION TO STRIKE THE BALANCE AND INDICATE WHETHER OR NOT WE ARE "BUILDING A PARK" AND ALLOWING IT TO BE USED FOR EXPO, OR "BUILDING AN EXPO" AND THE MAXIMUM RESIDUAL FROM THAT WILL BE USED FOR A PARK.

RECOMMENDATION - 3: TO INSURE A SUCCESSFUL EXPO, IT IS RECOMMENDED THAT WE ASSUME THE POSTURE OF BUILDING A SITE FOR EXPO AND THAT A MAXIMUM AMOUNT OF 5.7 MILLION DOLLARS THAT IS CONSISTENT WITH THE PREMISE BE USED TO CREATE THE RESIDUAL PARK AND ROAD NETWORKS TO SUPPORT IT. IT IS FURTHER RECOMMENDED THAT THE CURRENT CONTRACT WITH MR. TOM ADKISON BE ALTERED AS REQUIRED.

DECISION NEEDED - 4: IS 1974 THE FINAL DATE OF THE EXPOSITION, OR CAN IT BE MOVED TO 1975 OR SOME OTHER DATE?

DISCUSSION - 4: IF WE ARE TO ACCOMPLISH THE WORK BY THE 1974 DATE, WE MUST MAKE SOME HARD DECISIONS NOW, AND WE MUST PURSUE EACH OF THEM ACTIVELY AND DILIGENTLY. IT MAY BE, AND, IN THE OPINION OF SOME, IS, THAT THE TIME FOR DECISION HAS PASSED, AND AN ALTERNATE OF THE 1974 DATE DOES NOT EXIST EVEN TODAY. IT IS JUST THAT WE HAVE NOT RECOGNIZED THAT WE CAN'T MAKE THE 1974 DATE. IF WE ARE TO ACCOMPLISH BY 1974 THE GREAT VOLUME OF WORK, THEN WE MUST

ALTER PAST AND CURRENT WORK PRIORITIES, THE EXPO CORPORATION HAS MOVED TO ALTER THEIR STAFF, INCREASE THEIR STAFF, ETC, THEREFORE, THIS IS A DECISION PRIMARILY OF CITY GOVERNMENT AND CITY COUNCIL. IF WE APPROACH EXPO '74 AS A "BUSINESS-AS-USUAL", WE SIMPLY WILL NOT MAKE THE DEADLINE, THE CITY, BECAUSE OF SEVERE BUDGET LIMITATIONS, HAS RESTRICTION ON NEW HIRING, IF WE ARE TO ASSUME THAT THIS NEW HIRING RESTRICTION WILL CONTINUE, THEN THE ONLY COURSE AVAILABLE TO US WILL BE TO SHIFT EXISTING FORCES, DELAY CERTAIN ROUTINE ACTIVITIES, SET BACK CERTAIN PROJECTS AND TAKE THE HEAT THAT WILL COME ALONG WITH THIS SORT OF DECISION. WE WILL NEED TO INSTRUCT THE VARIOUS SERVICE DIVISIONS TO FIND SOLUTIONS RATHER THAN RECOURT THAT WHICH HAS NOT BEEN DONE BY THE OPERATING AGENCIES. THERE ARE CERTAIN ACTIVITIES THAT CAN BE DELAYED TO A LATER DATE, THERE ARE CERTAIN PROJECTS THAT CAN BE SET ON THE BACK BURNER, THERE ARE CERTAIN PROGRAMS THAT WE CARRY OUT NOW THAT CAN BE LIMITED OR ELIMINATED, THERE ARE CERTAIN FORCES THAT MUST BE ADJUSTED AND REINFORCED, EVEN IF IT ISN'T WITH MAXIMUM EFFICIENCY - DIVISIONS THAT NEED HELP NOW TO CARRY OUT CERTAIN DUTIES, THIS DISRUPTION OF ROUTINE WILL NOT BE RECOGNIZED BY THE GREAT MAJORITY OF OUR CITIZENS DURING THE NEXT VERY CRITICAL 200 DAYS, IT WILL BE BY SOME BECAUSE WE SIMPLY WILL NOT BE ABLE TO, FOR INSTANCE, PROCESS PLATS QUITE AS RAPIDLY, ACT ON VACATIONS QUITE SO RAPIDLY, ALLOW SOME OF THE DIALOGUE AND EXCHANGE, AND WE MIGHT HURT SOME FEELINGS. WE WILL BE REQUIRED TO BYPASS SOME COMMITTEES AND EVEN SOME INDIVIDUALS, AND PRESS FOR CON-

CLUSIONS IN A MANNER MORE FORCEFUL THAN WE HAVE EXPERIENCED IN THE PAST. IF WE ARE TO MAKE THE 1974 DEADLINE, WE ARE NOT GOING TO GET NORMAL, FULL-VALUE FOR OUR CONSTRUCTION DOLLAR. WE WON'T BE ABLE TO DO AS GOOD A JOB IN DESIGN AS WE COULD IF WE HAD ADDITIONAL TIME, AND, WHEN I SAY "WE", I MEAN THE STATE ARCHITECT, THE FEDERAL ARCHITECT, AND OUR OWN ARCHITECT. THE CONSTRUCTION PERIOD IS IMPORTANT TO A CONTRACTOR. WHEN HE BIDS A JOB, HE BIDS IT, RECOGNIZING THE TIME LIMITS ON IT. IF WE SHORTEN THAT TIME LIMIT DOWN TO AN UNREALISTIC PERIOD, HE SIMPLY INCREASES HIS BID, HE ACQUIRES LABOR THAT MAY NOT BE AS EFFICIENT, IT MAY NOT BE LOCAL, IT MAY BE AT HIGHER FEES THAN NORMAL. THEREFORE, IT IS POSSIBLE THAT YOU END UP WITH A FOUR MILLION PROJECT THAT YOU HAVE SPENT FIVE MILLION DOLLARS TO GET. THE ESSENCE IS THAT IF WE HOLD TO THE '74 DATE, LOOKING AT THE MOUNTAIN OF WORK THAT MUST BE DONE, WE WILL NOT GET AS MUCH VALUE FOR THE DOLLAR IN THE CONSTRUCTION AS YOU WOULD HAVE RECEIVED IF IT HAD BEEN A 1975 DATE. IF WE HOLD TO THE '74 DATE, IT MEANS THAT WE WILL EMPLOY MORE PEOPLE OVER A SHORT PERIOD OF TIME. IT IS LIKELY THAT MANY OF THOSE PEOPLE WILL COME FROM OUTSIDE THE SPOKANE AREA THAN IT WOULD BE IF WE WENT TO THE 1975 DATE. IF WE HAD MORE TIME, IT WOULD MEAN MORE LOCAL PEOPLE IN ECONOMIC PURSUITS OVER A LONGER PERIOD OF TIME. THERE IS SOME DISADVANTAGE TO BRINGING IN EMPLOYEES FROM OUTSIDE THE REGION. IF WE GET AN ARTIFICIALLY HIGH EMPLOYMENT RATE IN THE LOCAL AREA, AND ALL OF A SUDDEN IT DROPS OFF AT THE MIDDLE OF 1974 OR TOWARDS THE END OF

1974, WE WILL THEN HAVE A GREAT NUMBER OF PEOPLE FACING THE WINTER OF 1974 IN AN UNEMPLOYED STATUS. MANY OF THEM WILL BE LOCAL, BUT SOME OF THEM WOULD BE FROM THE OUTSIDE AREAS. WHETHER OR NOT THEY WILL REMAIN, WHETHER OR NOT THEY WILL REMAIN UNEMPLOYED, OF COURSE, REMAINS TO BE SEEN. IT IS A JUDGMENT DECISION AS TO WHETHER OR NOT WE SHOULD FORCE THE 1974 DATE, OR MOVE TO THE 1975 DATE. IF THE 1975 DATE IS CHOSEN, OR SOME DATE AFTER 1975, THIS MEANS, OF COURSE, A RETURN TO PARIS AND AN EMBARRASSMENT TO THE CITY. THE PRESIDENT'S LETTER APPARENTLY HAS ALREADY GONE OUT, HOW BIG AN EMBARRASSMENT, WHAT THIS MEANS, WHETHER IT IS A GOOD DECISION OR NOT, IS FOR THE JOINT DECISION OF THE CITY COUNCIL AND THE EXPOSITION BOARD. IF WE DO NOT TAKE FIRM ACTION NOW, HOWEVER, THE ALTERNATE OF THE 1974 DATE MAY BE ELIMINATED BY DEFAULT.

RECOMMENDATION - 4: IT IS RECOMMENDED THAT, FOR THE PRESENT, WE HOLD THE 1974 DATE AS THE OPENING DATE AND RE-EXAMINE OUR POSITION THREE MONTHS FROM TODAY. THE RE-EXAMINATION PARTICULARLY MUST RECOGNIZE OUR ACCOMPLISHMENTS IN THE REACHING OF FINAL AGREEMENTS WITH THE RAILROADS, THE PROCESSING OF THE PARK GRANTS AT STATE AND FEDERAL LEVEL, AND THE POSITION OF OUR DEPARTMENT OF TRANSPORTATION GRANT REQUEST. IT IS FURTHER RECOMMENDED THAT THE "BUSINESS-AS-USUAL" ASPECT OF CITY GOVERNMENT, AS IT RELATES TO EXPO OPERATIONS, BE ELIMINATED, AND THAT THE FORCES AVAILABLE BE USED TO MAXIMIZE THEIR EFFECTIVENESS IN RELATIONSHIP TO THE ACCOMPLISHMENTS THAT ARE NECESSARY TO MOVE THE EXPO TO SUCCESSFUL CONCLUSION.

DIRECTION NEEDED - 5: WHO IS TO PROVIDE THE PARKING FOR EXPO NEEDS TO BE RESOLVED. THE SIZE AND THE COMPLEXITY OF THE PARKING AREAS, OF COURSE, WILL BE BASED NOT ONLY ON THE NUMBER OF PEOPLE ATTENDING, BUT ON HOW WELL WE CAN DO OUR TASK WITH THE MASS TRANSIT.

DISCUSSION - 5: THE CITY OF SPOKANE HAS SUBMITTED TO THE DEPARTMENT OF TRANSPORTATION A REQUEST FOR MASS TRANSIT FUNDS TO PROVIDE THIS VERY VITAL SERVICE. LATEST INFORMATION IS THAT THE PROCESSING IS TAKING PLACE, AND IT WOULD APPEAR AS IF WE ARE ASSURED OF A $1/2$ GRANT, AND THERE IS A POSSIBILITY THAT IT WILL BE A $2/3$ GRANT. IF IT IS $1/2$, WE CAN PROVIDE CERTAIN FACILITIES. IF IT IS $2/3$, WE CAN PROVIDE MORE. THOSE FACILITIES MUST BE INTEGRATED. THE REMAINING PARKING WOULD APPEAR TO BE THE PRIMARY RESPONSIBILITY OF EXPO CORPORATION, AND EXPO SHOULD MAKE THE DETERMINATION OF WHERE THE PARKING WILL TAKE PLACE, WHERE IT WILL BE BEST TO CARRY OUT THEIR FUNCTIONS, AND THEN WE, AS A CITY, WILL DO OUR BEST TO PROVIDE ROADWAY FACILITIES. WE HAVE ALREADY DONE THIS. THE MAJOR PARKING LOT SHOWN EAST OF DIVISION, SOUTH OF THE RIVER AND NORTH OF TRENT AVENUE, WAS THE ORIGINAL ONE SHOWN. THIS CAN STILL BE A PARKING LOT, BUT IT IS OBVIOUS AT THIS TIME THAT WE CANNOT PROVIDE GOOD FREE-FLOW ACCESS TO IT. WE HAVE MADE THE PRESENTATION, WE HAVE DONE EVERYTHING WE CAN TO ACCOMPLISH IT, BUT IT SIMPLY IS NOT GOING TO HAPPEN BY 1974. THEREFORE, ADJUSTMENT IN THIS PROGRAM MUST TAKE PLACE, AND THAT ADJUSTMENT SHOULD BE MADE

EARLY SO THAT THE CITY CAN RESPOND AS TO WHETHER OR NOT WE CAN BUILD ACCESS TO IT. THERE ARE SOME FUNDS AVAILABLE - A PART OF THE 5.7 MILLION DOLLARS.

RECOMMENDATION - 5: IT IS RECOMMENDED THAT EXPO, AT THE EARLIEST OPPORTUNITY, EXAMINE ALL POSSIBILITIES OF PARKING, SUBMIT THOSE POSSIBILITIES TO THE CITY SO THAT THE CITY MIGHT RESPOND AS TO WHETHER OR NOT WE CAN PROVIDE AN ENTRANCE AND EXIT TO THE AREAS.

DIRECTION NEEDED - 6: DECISION ON THE TRAVELODGE MUST BE MADE, WHO IS TO BUY IT, WHEN ARE THEY TO BUY IT, AND WHAT ARE THE CONDITIONS?

DISCUSSION - 6: THE TRAVELODGE, THE CITY OF SPOKANE, HAVE, THROUGH THE CITY COUNCIL, INDICATED AN UNWILLINGNESS TO BUY THIS PROPERTY, AND, THEREFORE, THERE HAS BEEN A LONG EXISTING UNDERSTANDING THAT WHEN THE STATE PURCHASED THE PROPERTY THAT WAS DONATED BY THE MILWAUKEE TO THE EXPO, THE EXPO WOULD SELL THAT PROPERTY TO THE STATE, USE THE MONEY TO BUY THE TRAVELODGE SITE AND THAT PORTION OF THE TRAVELODGE SITE AND OTHERS TO BE USED FOR THE FEDERAL EXHIBITION WOULD BECOME THE PROPERTY OF THE FEDERAL AUTHORITY. IT WOULD APPEAR THAT THIS IS GOING TO TAKE AN UNREASONABLE LENGTH OF TIME, THE AGREEMENTS WITH THE MILWAUKEE ARE NOT COMPLETE NOW. IF WE WERE TO PROCEED, SOME OTHER METHOD WOULD HAVE TO BE DEVELOPED. THERE IS THE POSSIBILITY THAT THE EXPO CORPORATION COULD SELL DEBENTURES NOW, BUY THE TRAVELODGE, AND BE REIMBURSED IN THE AMOUNT OF THE SALE OF THE MILWAUKEE PROPERTY THAT WAS DONATED TO THE CITY WHICH COULD THEN BE REPAID TO THE EXPO CORPORATION.

RECOMMENDATION - 6: IT IS RECOMMENDED THAT THE EXPO CORPORATION, BY WHATEVER FINANCING MEANS THEY HAVE AVAILABLE, PURCHASE THE TRAVELODGE, AND THE CITY COUNCIL GO ON RECORD THAT WHEN THE DONATED PROPERTY OF THE MILWAUKEE IS SOLD TO THE STATE, THAT MONEY WILL BE USED TO REIMBURSE THE EXPO CORPORATION. IF, FOR SOME REASON, THE STATE DOES NOT BUY THE MILWAUKEE DONATION PROPERTY, THE FUNDS FROM ANY PROPERTY THEY DO BUY, IF IT IS CITY PROPERTY, OFFSET THE FUNDS USED BY THE EXPO CORPORATION IN BUYING THE TRAVELODGE.

THE FOLLOWING PARAGRAPHS ARE INTENDED FOR DISPOSAL BY THE MANAGER AND HIS OFFICE, BUT ARE RECOUNTED HERE AS BEARING ON THE SUBJECT.

AMPLIFY THE "BUSINESS-AS-USUAL" ASPECT. AN EXAMPLE MIGHT BE APPROPRIATE. ONE OF THE ESSENTIAL ACTIVITIES CURRENTLY UNDER WAY IS THAT OF PROCESSING THE CITY'S AND PARK DEPARTMENT'S REQUESTS FOR GRANT FUNDS - H.U.D., ETC. MR. BILL FEARN IS THE KEY MAN IN THIS ACTIVITY, AND IT OCCURS TO ME THAT THE GYRATIONS THAT HE AND OTHERS HAVE GONE THROUGH IS A GOOD EXAMPLE OF WHAT WE CANNOT TOLERATE IN THE FUTURE IF WE ARE TO MEET SUCCESSFUL CONCLUSIONS AND TIME DATES. BECAUSE IT INCLUDES EVEN MY OWN OFFICE, I USE IT AS AN EXAMPLE. MR. FEARN IS CHARGED WITH PUTTING TOGETHER THE APPLICATION GRANTS. HE HAS DONE SO WITH SOME DIFFICULTY. FOR INSTANCE, WHEN HE APPEARED AT MY OFFICE TO GET COSTS ON DEMOLITION, HE DIDN'T GET THEM. I PUT HIM OFF FOR ABOUT TWO WEEKS, AND, FINALLY, THROUGH A SUBORDINATE, HE GOT THEM. WHAT I SHOULD HAVE DONE WAS SIMPLY CLEAR MY DESK WHEN HE SHOWED UP, EXCLUDE EVERYTHING

ELSE, INCLUDING THE PHONE AND DAY-TO-DAY ACTIVITIES, WORK AT IT MYSELF UNTIL WE GOT THE INFORMATION HE WANTED. LATER, IN THE ENGINEERING OFFICE, IN AN ATTEMPT TO SUPPORT HIM, WE ASKED FOR AN APPRAISAL ON CERTAIN PROPERTIES. WE KNOW THESE APPRAISALS ARE NECESSARY - A PART OF THE GRANT, AND A PART OF THE APPLICATION - BUT APPRAISALS IN THIS CASE ARE NOT FUNDED BY LINE ITEMS IN THE BUDGET. IT IS CLEAR - INSTRUCTIONS HAVE NOT BEEN GIVEN TO EXPEDITE. WE FUMBLLED AROUND A LONG TIME, AND FINALLY VIC COLE BROUGHT THE COMMUNICATION TO ME. I APPROVED IT, AND I ASSUME THAT THE APPRAISAL ACTIVITY IS FINALLY UNDER WAY. BUT, WE WASTED TWO WEEKS IN THE PROCESS. MR. FEARN DID SUBMIT TO CITY COUNCIL A COUPLE OF WEEKS AGO AN OVERALL PARK DEVELOPMENT PLAN. IT HAD SIZABLE AMOUNTS OF MONEYS IN IT. I ASSUME THAT THIS IS NECESSARY FOR A PART OF THE APPLICATION - A PART OF THE SUBMISSION. THE MAYOR HAD SOME QUESTIONS. INSTEAD OF GETTING ANSWERS, HE ASKED FOR A DELAY OF TWO WEEKS. THIS WAS NOT MAKING AN APPROPRIATION OF MONEY - IT WAS SIMPLY OUTLINING A PLAN. IT IS MY JUDGMENT THAT IT SHOULD HAVE BEEN PASSED IN ORDER TO GIVE HIM THE PACKAGE - TO DO EVERYTHING WE COULD TO SUPPORT HIM, RATHER THAN PUTTING IT OFF FOR TWO WEEKS BECAUSE THERE'S A QUESTION. IT COULD HAVE BEEN PASSED. IF THE QUESTION WERE OF SUCH MAGNITUDE THAT IT WOULD ALTER THE CONTENT, THEN IT COULD HAVE BEEN CALLED BACK NEXT WEEK AND THE MOTION CHANGED OR AMENDED, OR THE ACTION STOPPED. IT WAS OBVIOUS THAT THE QUESTIONS DIDN'T EVEN ALTER THE OUTCOME. WE DID IT "BUSINESS-AS-USUAL".

I DON'T FEEL WE CAN AFFORD THE LUXURY OF "BUSINESS-AS-USUAL". A SECOND EXAMPLE COULD BE THE D.O.T. GRANT. WE IN THE ENGINEERING OFFICE REALLY CAN'T DO A DECENT JOB OF DESIGN OR EVEN START THE DESIGN ON AN EFFECTIVE BASIS UNTIL WE KNOW THE ROLE OF THE MASS TRANSIT. EXPO CAN'T DO TOO EFFECTIVE A JOB ON THE PARKING AREAS. SOMEONE SHOULD BE ON THAT NOW, CONSTANTLY. THIS ISN'T TO DOWNGRADE ANY OF THE ACTIVITIES GOING ON NOW, BUT IT IS "BUSINESS-AS-USUAL", AND, AGAIN, I DON'T THINK WE CAN AFFORD THAT. SIMILARLY, WHEN THE PARK GRANT GOES BACK TO WASHINGTON, D.C., SOMEONE SHOULD FOLLOW IT, SOMEONE SHOULD CARRY IT, SOMEONE SHOULD PROCESS IT, SOMEONE SHOULD STAY THERE IN WASHINGTON, D.C. TO ANSWER QUESTIONS. IF HE CAN'T ANSWER THEM, HE CAN GET ON THE PHONE AND CALL US BACK HERE. WE CAN DEVELOP THE ANSWERS AND CALL THEM BACK AND GET THE DARN THING PROCESSED. HE SHOULD HAVE RESERVATIONS NOW FOR WHEREVER HE'S GOING TO STAY AND HE SHOULD STAY THERE AS LONG AS HE IS EFFECTIVE AT PROCESSING THIS. IF MR. FEARN'S GRANT DOES NOT GO THROUGH, I SERIOUSLY CHALLENGE THAT EXPO HAS A CHANCE IN "HADES". SO, WHAT IS MORE IMPORTANT - AND THE ANSWER IS NOTHING. THIS IS IMPORTANT, AND IT SHOULD BE GIVEN PRIORITY. WE SHOULD ADJUST STAFF, PEOPLE, ENERGIES, EFFORTS IN ORDER TO EMPHASIZE THAT WHICH IS IMPORTANT. IT GOES WITHOUT SAYING THAT WE CANNOT DO SOMETHING ILLEGAL, BUT WE CAN PUSH.

ANOTHER SITUATION IS OUR DEALINGS WITH THE RAILROAD. WE'RE DOING IT THROUGH SEVERAL PARTIES NOW, ALL OF THEM HAVE OTHER JOBS, OTHER ACTIVITIES, OTHER INTERESTS, AND WE SIMPLY ARE NOT COMING TO A CONCLUSION. IT'S MOVING, AND I CERTAINLY WANT TO COMPLIMENT EVERYBODY THAT IS WORKING WITH IT, BUT WE AREN'T FINALIZING, AND UNTIL WE FINALIZE, IT IS DOUBTFUL THAT WE CAN DO MUCH IN THE DEMOLITION ROUTE, LITTLE IN EFFECTIVE PLANNING, LESS IN DESIGN AND NOTHING IN CONSTRUCTION. ALL ACTIVITIES NOW, RELATIVE TO THE RAILROAD, ARE GENERALLY FUNNELED THROUGH THE CITY MANAGER'S OFFICE. WITH THE VOLUME OF DAY-TO-DAY WORK THE MANAGER HAS TO ACCOMPLISH, IT IS DOUBTFUL THAT THESE ACTIVITIES RECEIVE THE IMMEDIATE AND DETAILED ATTENTION THEY DESERVE. PLEASE EXAMINE THE FOLLOWING RECOMMENDATIONS AS BEING JUST THAT.

1. THE CITY MANAGER'S OFFICE CREATE A TASK FORCE TO CHANNELIZE THE EFFORTS OF THE VARIOUS DIVISIONS INTO A SUCCESSFUL OPERATION. EACH DIVISION OF CITY GOVERNMENT HAS A RESPONSIBILITY. SOME OF IT MUST BE DISCHARGED NOW - SOME OF IT CAN WAIT UNTIL LATER. THE TASK FORCE COULD EXAMINE THIS AND SEE THAT THE ACTIVITIES THAT NEED THE ATTENTION NOW GET THE SUPPORT OF THE OTHER DIVISIONS. THEY COULD FOLLOW THE DAY-TO-DAY ACTIVITY, AND WHERE IT WAS NOT MOVING ACCORDING TO PLAN, FIND OUT WHY AND THEN GIVE THE SUPPORT THAT WOULD BE NECESSARY TO MAKE IT GO. THE TASK FORCE, AS A MINIMUM SHOULD BE FEARN, CALL, SWANSON AND YAKE, WITH OTHERS ADDED AS THEIR IMPORTANCE TO EXPO'S

SUCCESSFUL ACCOMPLISHMENT NEARS THE CRITICAL STAGE, THE CHAIRMAN OF THE TASK FORCE SHOULD HAVE AVAILABLE THE ALMOST IMMEDIATE EAR OF THE CITY MANAGER. IF THE CITY MANAGER WERE NOT AVAILABLE, THE TASK FORCE CHAIRMAN SHOULD HAVE THE AUTHORITY WITHIN THE LAW TO MAKE A DECISION IN THE MANAGER'S ABSENCE. THE TASK FORCE SHOULD DEVELOP A PERT OR C.P.M. PLAN AND STICK TO IT.

2. INDIVIDUALS CURRENTLY AVAILABLE, BECAUSE IT'S RECOGNIZED WE CAN'T INCREASE STAFF, SHOULD BE TAKEN FROM JOBS THAT THEY ARE CARRYING OUT NOW, AND ASSIGNED TO ACCOMPLISHMENT OF TASKS REQUIRED FOR EXPO., OPERATING WITHIN THE CURRENT DIVISION. FOR INSTANCE, THE PARK DEPARTMENT INDIVIDUALS SHOULD CERTAINLY CONTINUE TO OPERATE WITHIN THE PARK DEPARTMENT, BUT THEY SHOULD BE RELIEVED OF DUTIES IN ORDER TO MOVE AHEAD ON EXPO ACTIVITY. THOSE THAT ARE IN A POSITION OF BEING A CRITIC SHOULD RECOGNIZE THAT ROUTINE THINGS - THINGS THAT CAN BE DELAYED - WILL BE DELAYED - THINGS THAT CAN BE ELIMINATED SHOULD BE ELIMINATED. CERTAIN REPORTS REQUIRED ON A "BUSINESS-AS-USUAL" BASIS SHOULD NOT BE REQUIRED NOW, AND THOSE ENERGIES SHOULD BECOME AVAILABLE TO ACCOMPLISH THE MEANINGFUL TASK NECESSARY. LISTS OF THE VARIOUS FUNCTIONS THAT NEED TO BE PERFORMED WOULD SET THE PATTERN OF WHO TO RELIEVE FROM ROUTINE DUTIES, AND WHO TO ASSIGN FOR THE ACCOMPLISHMENT OF THE ACTION ITEMS. UNFORTUNATELY, TIME DOES NOT ALLOW THE WRITER OF THIS DOCUMENT TO PREPARE THIS LIST BEFORE THE MEETING.

THIS IS INTENDED TO BE A COMMITTEE REPORT FROM MR. PETERSON OF EXPO, MR. TOM ADKISON, ARCHITECT, AND THE UNDERSIGNED, UNFORTUNATELY, WE ONLY HAD A SHORT TIME TOGETHER - ABOUT THREE HOURS. I DID TAKE NOTES, AND THIS IS SOMETHING I PREPARED FROM THOSE NOTES. MR. PETERSON AND MR. ADKISON HAVE NOT SEEN IT, ALTHOUGH THEY WILL RECOGNIZE CERTAIN BASIC ITEMS THAT WERE DISCUSSED. IT IS HOPED THAT ALL OF THOSE AT THE TUESDAY MEETING WILL HAVE INPUT, AND THAT A DECISION CAN BE RENDERED AS TO WHERE TO GO FROM HERE. IT WAS THE INTENTION THAT WITH THIS, AND THE DECISIONS NECESSARY, SOME SORT OF A JOINT MEETING COULD BE HELD BETWEEN EXPO BOARD MEMBERS AND CITY COUNCIL MEMBERS TO LEAD TO AN UNDERSTANDING AND ACTION.



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