

OPERATIONAL PLAN

VISITOR'S SERVICES

SUMMARY
ACCOMMODATIONS
INFORMATION
SPECIAL EVENTS
TRANSPORTATION

1. SUMMARY

Recommended Programs
by S. Constable

2. ACCOMMODATIONS

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1 ACCOMMODATIONSa. Scope of Problem

Experience at Past Fairs: Experience at modern Fairs has indicated the need for a central accommodations bureau to handle the requests of visitors for lodging. For example, at the Brussels World's Fair in 1958 a private group known as "Logexpo" was the central accommodations agency. A similar organization will operate at the Seattle Century 21 Exposition.

Attendance Estimates: The Fair Corporation's revenue engineers have estimated that the 1964 attendance at the Fair will be 40 million and the 1965 attendance 30 million. Only a small part of these crowds will require overnight lodging.

Magnitude of Demand: In order to fully understand the accommodations problems the magnitude of the demand has been ^{estimated} ~~made~~. ~~The Analysis of the estimated admissions to determine the number of accommodations~~
~~required is as follows:~~

Total Admissions	40 million
Adults	33 million
Individual Visitors (assume 3-1/2 trips per person)	10 million
Those requiring accommodations	2 million
Those above normal visitor load to New York City	1 million
Assume 38% stay with family or friends - remaining require accommodations	600 million
Number of rooms needed	500,000
Peak 10-week period load	400,000
Average weekly load	40,000

Finally- assume 90% make own arrangements - therefore

4,000 week

- * Figures based on information available from Brussels experience, American Express Report, and other sources.

The above analysis shows that an estimated 4,000 rooms a week will have to be found for Fair visitors in addition to normal New York visitor volume.

Practically all foreign visitors can be expected to make their own arrangements; ^{dignitaries} ~~VIPs~~ through their embassy or U.N. Delegation, and ^{others} ~~normal visitors~~ through their travel agents. Fair responsibilities will be small.

The people who will look to the Fair for accommodations are primarily those who have not made reservations ahead of time. The Fair will have a responsibility for assisting in finding accommodations.

Limits of Area Covered: A survey of available accommodations at the Fair should include New York City and Nassau and Westchester counties.

ACCOMMODATIONS

- b. Preliminary Investigations: The problem of providing accommodations for Fair visitors has been discussed with the following agencies:

American Express Co.: This company submitted a full proposal under which they would conduct a survey, publish the listing and maintain a bureau at an estimated total cost of approximately 1-1/2 million dollars.

Queens Chamber of Commerce: This group expressed an interest in running the accommodations bureau for the Fair Corporation. They, have no available staff, however, and would have to hire and train employees for this temporary assignment.

Travelers Aid Society: This group was approached but they would be unable to undertake such a task under the terms of their organizational set-up.

New York Convention and Visitors Bureau:

Hotel Association:

These two groups have been approached as it is believed that they can jointly undertake to operate an accommodations bureau for the Fair utilizing to a certain extent their existing staff plus the addition of supplementary personnel.

A meeting will be held with the head of the Convention and Visitors Bureau to discuss details when he returns from Europe.

The Executive Committee has now authorized the Operations Division to negotiate an agreement for the operation of an accommodation bureau with the Hotel Association and the New York Convention and Visitors Bureau.

ACCOMMODATIONS

c. Proposed Plan

Pre-Fair

Survey of Available Accommodations: A survey will be made of all available rooms in the metropolitan and suburban area.

The survey will include hotels, motels, clubs, rooming houses and rooms for rent in private homes. Much of this information is already available in the files of the Hotel Association.

The survey will include number, types (twin, double, single, etc.) facilities, private bath, radio, television, etc., price range, dining facilities, location (distance from Fair grounds) and accessibility.

Publication of Listing: A directory of accommodations will be published during 1963 for distribution to travel bureaus, auto clubs, and persons requesting housing information. It is estimated that the directory would include about 700 listings, maps of the Fair, and the City, and have about 64 pages. An initial edition of 500,000 copies is anticipated.

Periodic Revisions: The Accommodations bureau will keep a central file on all available accommodations. The availability will be continuously checked and a new edition will be published in the spring of 1964.

Personnel and Space Requirements: The Accommodations Bureau can be located in existing offices of the contractors utilizing to a maximum extent their present personnel with supplementary hiring as required. There is an alternative whereby space could be provided for the Accommodations Bureau in the new press building to be completed in 1962. Recommendations will be made after negotiations are completed.

During the Pre-Fair period the Accommodations Bureau should be open between 9 A.M. and 5 P.M. Between four to six people will be required during the Pre-Fair period.

During the Fair:

Accommodations Bureau: During the Fair the Accommodations Bureau would have an office open to the public in the press building near the Administration Building. Hours of operation will be from 9 A.M. to 9 P.M. Staff will be 10 to 15 people. These people will be employed by the Convention and Visitors Bureau under a resident manager from their regular staff. If the Central Accommodations file is maintained in New York City offices of the Bureau, then a minimum staff would be required at the Fair grounds.

ACCOMMODATIONS

d. Estimated Budget 1961 1962 1963 1964 1965

Accommodations Bureau

Survey

Personnel

PreFair 6 at

During Fair 12 at

Brochures

500,000 at \$

500,000

Supplies

Furniture

SYNOPSIS OF AMERICAN EXPRESS PROPOSAL
of January 13, 1961

Work to be done:

1. Start work April 1, 1961 at their headquarters.
2. Conduct survey, directory to be issued early 1963.
3. Process requests for reservations in Pre-Fair period.
4. Advertise the Central Housing and Reservation Bureau.
5. Relocate Bureau to Fair in 1963.
6. Recheck properties listed in directory.
7. Establish reservations units at 3 airports, 2 railroad stations and at the Fair.

Staff and Costs:

	<u>Personnel</u>		<u>Estimated Cost</u>
	<u>Regular</u>	<u>Temporary</u>	
1961	7	(30 to 40 weeks)	\$143,565
1962	11	-	213,525
1963	17	-	352,715
1964	17	20	403,875
1965	17	20	<u>378,880</u>
			<u>\$1,492,560</u>

Facts:

Office Hours: Pre Fair 9 A. M. to 5 P. M.
 During Fair 8 A. M. to 9 P. M.
 At Terminals 8 A. M. to 8 P. M.

Directors: 500,000 copies
 64 pages in English
 700 listings - 65 words each
 NYC Map
 Fair Map
 Index

The Company agreed that \$1,492,560 would be a maximum or upset figure.

\$493,640 of the total are fixed costs while the remaining \$998,920 would be reimbursed as spent (up to that amount).

3. INFORMATION

a. Scope of Problem

Scope of Problem
Experience at Past Fairs

b. Preliminary Investigations

Pinkerton
Greyhound
New York Telephone Co.
Construction
Recommendations

c. Proposed Plan

1. At the Fair

Responsibility
Information Booths
Guides - Pinkerton
Guides - Greyhound
Personnel Requirements

2. By Telephone

Responsibility
Tape Recordings
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3. Publications

Responsibility
Guides
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4. Other

Responsibility
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Trail-blazers
Highway Signs
Subway Maps

d. Estimated Budget

INFORMATION

a. Scope of Problem:

The requests for information about a World's Fair come through every media of communication and encompass every conceivable type of question. Booths, information boards, guides and other sources of information are needed throughout the Fair grounds. A telephone answering service is required. Some means of handling the millions of requests by mail is necessary. Publications must be distributed,

Experience at Past Fairs: During the week immediately preceding and the week just after the opening of the 1939 Fair, telephonic requests for information averaged 100,000 a day and a peak of 10,000. Attendance of up to 500,000 a day at the Fair undoubtedly brought an average of at least one question about information from each one. The Information Department had, at its peak, approximately 300 employees, mostly guides.

The Brussels Fair in 1958, for an attendance of 42,000,000, had a staff of 425 guides, all girls. They each spoke at least two languages.

INFORMATION

b. Preliminary Investigations:

The problem of providing personnel and services to answer requests has been discussed with many of the Fair's contractors and other agencies.

Pinkerton: The contract between the Fair Corporation and the Pinkerton National Detective Agency provides for them to supply information guides on the Fair grounds for the manning of the booths and as guides.

Greyhound: A contract is currently being negotiated with Greyhound for the internal transportation within the Fair grounds. This contract provides that they will supply guides, some of whom will also be drivers, on all tractor-trains and motorized wheel chairs. It is also specific that Greyhound will provide a guide-for-hire service.

New York Telephone Company: Preliminary discussions have been held with the Telephone Company concerning many of the problems of providing Fair information. One proposal discussed would have the Telephone Company undertake to answer telephonic requests wither by tape or live, or both, at their regular information centers throughout the City rather than centralize all answering service at the Fair. The possibility of having Telephone Company personnel answer requests for information at the Fair is also under con-

sideration. Another proposal involves the extensive use of telephones around the Fair grounds for information rather than the conventional information booths.

The Telephone Company is currently developing their recommendations concerning the entire field of information services which should be available in the near future.

Construction: Preliminary plans for information booths, information boards, central answering service facilities are being developed by the consultants.

Recommendations: A tentative plan has been developed utilizing to a maximum extent the services of the Fair's contractors, Pinkerton, Greyhound and the Telephone Company.

INFORMATION

c. Proposed Plan:

1. At the Fair:

Responsibility: Information to visitors to the Fair grounds will be supplied by employees of Pinkerton and Greyhound under the jurisdiction of the Operations Division. The preparation of information to be disseminated to the guides will be the responsibility of the Communications Division.

Information Booths: Under the preliminary plan twenty information booths will be located near the Fair entrances and at other strategic locations around the grounds. They will be portable and will be moved to locations that experience dictates. Utility connections required consist of low voltage electric current for lighting the booths.

The information booths will generally be manned seven days a week from 10 A.M. to 10 P.M. except at key locations where longer hours may be required. Pinkerton will supply personnel to man the booths on a two-seven-hour-shifts a day basis. Approximately 80 people will be required.

The balance between booths and telephones will be adjusted as experience dictates.

Information Boards: A series of information boards will be erected at strategic points within the Fair grounds and in the parking lots adjacent to the Fair entrances. These boards will contain a map of the grounds showing the points of interest and will display a calendar of the day's special activities.

It is estimated that there will be 30 to 40 of these information boards. A plan for their location is being developed by the consultants.

Guards - Pinkerton: There will be a number of roving guides within the Fair grounds to answer general questions and to act as guides for guests of the Fair Corporation. As far as possible these guides will be bilingual and will serve as interpreters as the occasion arises. The guides will be employees of Pinkerton. Approximately 75 such guides will be hired with a maximum shift of about 25 guides.

Guides - Greyhound: There will be Greyhound guides, some of whom will also be drivers, on all the tractor-trains and the motorized wheel-chairs. These guides will be able to give a running commentary as the vehicles travel through the Fair grounds. Approximately 100 will be required.

A number of guides-for-hire by the Fair patrons will be available. These guides will also be employees of Greyhound. It is estimated that there will be 50 guides-for-hire.

Personnel Requirements: All of the guides and information booth personnel will be employees of Greyhound or Pinkerton. There will be no guides employed directly by the Fair Corporation. The guides will be outfitted in the official Fair Guide uniform. The uniforms in the Fair colors - blue with orange trim and accessories, will be supplied by the contractors after approval of the design by the Fair Corporation.

All personnel supplying information to the public will be given a thorough two-week orientation and training course based on an information manual prepared by the Communications Division. This manual

will be kept up to date with daily, weekly supplements listing special events and any changes in basic information.

In summary, the following is the presently planned guide and information staff:

Pinkerton:

Information Booths	80
Special Information Guides	75

Greyhound:

Motorized Vehicle Guides	100
Guides for hire	50

The size of the staff is subject to change as more detailed plans are developed and as experience dictates.

2. By Telephone:

Responsibility: For the dissemination of general information to the public by telephone, the present plan is to utilize the services of the New York Telephone Company under the jurisdiction of the Communications Division.

Tape Recording: It is planned to have special telephone numbers which the public can call for information. General information can be placed on tape recordings which will be changed several times a day. Simultaneous calls can be tied into the same recording message.

Operators: During 1963 it may be necessary to have several operators on duty from 8 A.M. to 6 P.M. daily to answer questions. During the Pre-Fair period in 1964, and during the time between Fair seasons, 10 operators will be on duty from 7 A.M. to 9 P.M. During the operating seasons it is planned to have at least 10 operators on duty from 7 A.M. to midnight with up to 15 additional operators available during peak calling periods. Ten to fifteen trunk lines will be necessary for information calls.

The telephone answering service can supply information through the 10 to 15 regular central Telephone Company information offices throughout the City or space can be provided in the Press Building to be erected in 1962.

Personnel Requirements: Under the proposed plan all of the operators and tape recording personnel would be employees of the New York Telephone Company. The operators would be orientated by the Telephone Company.

Augmentation for peaks required will be by the Telephone Company from its regular staff.

Publications:

Responsibility: The preparation, editing, and publications of all printed materials, films, visual displays etc. will be the responsibility of the Communications Division. They will maintain a Speaker's Bureau to fill requests for talks and exhibits. Licensing matters will be handled through Martin Stone.

Guide Books: There is a requirement for official Fair guide books. These will be published under licensing arrangements to be negotiated by Martin Stone. It is not anticipated that the Fair Corporation would publish its own guides.

The principle guide will be a pocket-size publication with complete Fair information which will be given world-wide distribution prior to the opening of the Fair. No publication date has been established but this guide should be available early in 1963.

Secondly, there will be a World's Fair souvenir book containing pictures and text on the Fair for distribution principally on the Fair ground. This book will be published in the spring of 1964 under a licensing arrangement.

News Releases: In order to spread the story of the Fair to a nationwide and worldwide audience a continuous flow of news releases will be prepared by William J. Donoghue Associates under the supervision of the Communications Division. Photographs will be distributed around