

February 18, 1964

TO: William J. Mitchel, Jr.

Attached is a proposed revision of the Organization Chart for the World's Fair Program and Operations. It was prepared after consultations with Lamerson, Warnock and Mullaly and reflects their views. Jack gave it a final review and made some revisions when he was here last Friday.

The engineering and maintenance organization is essentially the same as a proposed structure drawn up by Lamerson. You may note a change in Lamerson's job title. Jack felt that "Engineering & Maintenance" or "Engineering Maintenance" would better reflect his responsibilities and capabilities than the title "Maintenance & Engineering" used by Plant Engineering in the announcement of his appointment.

Although there is an understanding that Lamerson will report directly to the resident manager's office, Jack felt that the associate managers should be in a box directly below the resident manager, rather than immediately above the trio of operations offices (publicist, guest relations and special guest relations). This, he pointed out, would indicate that the resident manager's responsibilities are covered at all times either by originals or substitutes.

The publicist, whoever he will be come April 22, is given definite line responsibilities principally over the photographic purchased service. Photography will be one of his important tools. Also, although not indicated on the chart, we believe he should supervise from a functional standpoint the hosts and hostesses who will man the souvenir distribution booths. These represent excellent sources of publicity information.

Once this is approved, I think we should have sufficient copies run off for use in the operations manuals. The next step now, in organization planning, is for us to write out various position responsibilities. A start has been made on this.

Headed. I see his role as one of...  
...and as a... survey team...  
...should be altered or changed...  
...for competitive reasons.

WMB:dt

William W. Hersey

C. Gayle Warnock

February 12, 1964

TO: J. G. Millaly

Bill Mitchel requested that we prepare a new organization chart, which is enclosed for your perusal prior to presentation to him. You will recall that I suggested this go to Organization but that Bill vetoed the plan and therefore I am in some doubt as to the acceptability of the maintenance and engineering side of the chart. However, this is the way that it has been drawn up by Jamerson as Exhibit B will show.

We have not shown clerks on the chart because we believe that they will be shifted about to some extent. We have also not shown a coordinator for either Gourley or Schlaff because we believe the chart should reflect only supervision. As we become more familiar with the operation we have come to the conclusion that the publicist should report through the associate managers -- at least on the chart -- and that he should have supervision responsibilities over photography, a purchase service, and the souvenir stands.

Our suggestion with respect to the souvenirs is due to its prime purpose: that of obtaining state by state publicity for the Rotunda. Perhaps he should not have jurisdiction over the personnel and yet it will be with their cooperation that publicity will result.

The same reasoning applies to Shirley Jamar whose work will be closely allied with that of the dining room and VIP lounge and who should, therefore, have supervision over food services. You can best determine, through your association with Restaurant Associates, whether or not male supervision (Fischer) would be more diplomatic.

We feel that the responsibilities of Rudi Fischer in supervising the 200 odd temporary employees, plus the in-Fair transportation, courtesy transportation and guide service is quite enough responsibility in itself. I have always seen Miller as a "floating" coordinator whose work would demand his spending as much time in Dearborn as at Flushing Meadow. I see his role as one of liaison, as coordinator with the divisions and as a one-man survey team determining whether or not some of our exhibits should be altered or changed, whether through crowd disinterest or for competitive reasons.

Your comments and advice regarding this proposed organization chart will be much appreciated.

CGW:dt  
enclosure

C Gayle Warnock



Section I, II and III OPERATING ORGANIZATION

Years of experience in handling Rotunda and Rouge Plant visitors in Dearborn, plus recent participation in the Seattle World's Fair, have helped to serve as a guide for the establishment of both organization and manpower requirements for operating the 1964-1965 Ford World's Fair Pavilion. Additionally, the desire to utilize skills of available management and supervisory personnel in Public Relations Staff, has been a consideration. Fair Corporation leases require that all industrial exhibits remain open 12 hours per day, beginning at 10 a.m., but may open earlier at the discretion of the individual exhibitor and remain open until 12 midnight if attendance warrants. The 12-hour day, seven-day week, will, therefore, call for two shifts each day on virtually all assignments. Rules of the Fair concerning maintenance and security personnel, and the need for consultant services on intricate mechanisms in the Disney portion of the show, also have been major considerations in determining the organizational character and size of the operations staff. A total of 187 will be employed on a temporary status for duty at 56 designated stations and, with seven zone supervisors, will bring to 63 hosts and hostesses on duty on each of two shifts. An additional 26 will serve on rotating relief duty each shift, a total of nine "floaters" will give supporting duties in the event of absences on either shift. A 40-hour work week will be observed, with employees receiving a Saturday-Sunday weekend every seventh week.

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exhibits

Zones I, II and III of the morning shift will report, ready for duty, at 9 a.m., and will be followed at 15-minute intervals by other zone workers so that the full complement will be on duty by 9:30 a.m. The afternoon shift will follow a similar pattern, beginning at 1:15 p.m. The building will begin closing, by zones, at 10 p.m. and is expected to be cleared of guests by 11 p.m.

Zone supervisors will be chosen from the ranks of student employees but all host and hostess personnel will report to shift supervisors from the Public Relations' Special Events and Guests Relations staff who have been assigned to the Pavilion for the season.

**PERMANENT PERSONNEL**

Assignment of operational personnel from Public Relations Staff began January 1, with activation of the operations budget, and will continue through March 16 when a total cadre of 28 management, administrative and supervisory employees will have been transferred to New York.

Management personnel include a resident manager, associate resident manager, maintenance and engineering manager and two guest relations managers. John G. Mullyaly, as manager of the World's Fair Programs Office, is in direct over-all charge of the project and operations.

Additional management, supervisory and administrative staff assistance will be provided by various components of the Company's Public Relations Staff prior to and during public operations of the fair through long-term assignment of personnel. These employees will serve approximately seven months in New York and return to the original responsibilities for five months in Dearborn.

In addition, further operational staff assistance during full months of the fair will be provided through the temporary assignment of other Dearborn-based Public Relations department managers and/or their assistants for periods of two months each. To facilitate the use of Central Staff personnel in New York for the entire fair season and for the two month periods involved, leases have been negotiated on 17 furnished apartments in the Queens area, a ten-minute bus ride to the Ford exhibit.

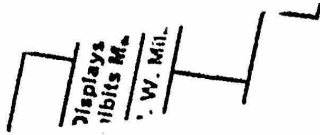
#### MAINTENANCE AND ENGINEERING OPERATION

Building and exhibit maintenance requirements for the Ford Rotunda and Exhibit Building will be unique. Aside from usual building maintenance involving cleaning, plumbing, painting, landscaping, etc., careful and constant attention must be given complicated mechanism and electronics of the animatronic characters of the Disney display and other animated display components. The Magic Skyway track and vehicles will also require more than ordinary attention because of constant 12 to 14 hour-a-day use.

Those firms have been certified by the World's Fair Corporation as exclusive agents for security, general and electrical maintenance, and contracts have been executed with each. Certain aspects of the property maintenance and security program will, of course, be continued through the winter months between fair showing periods.

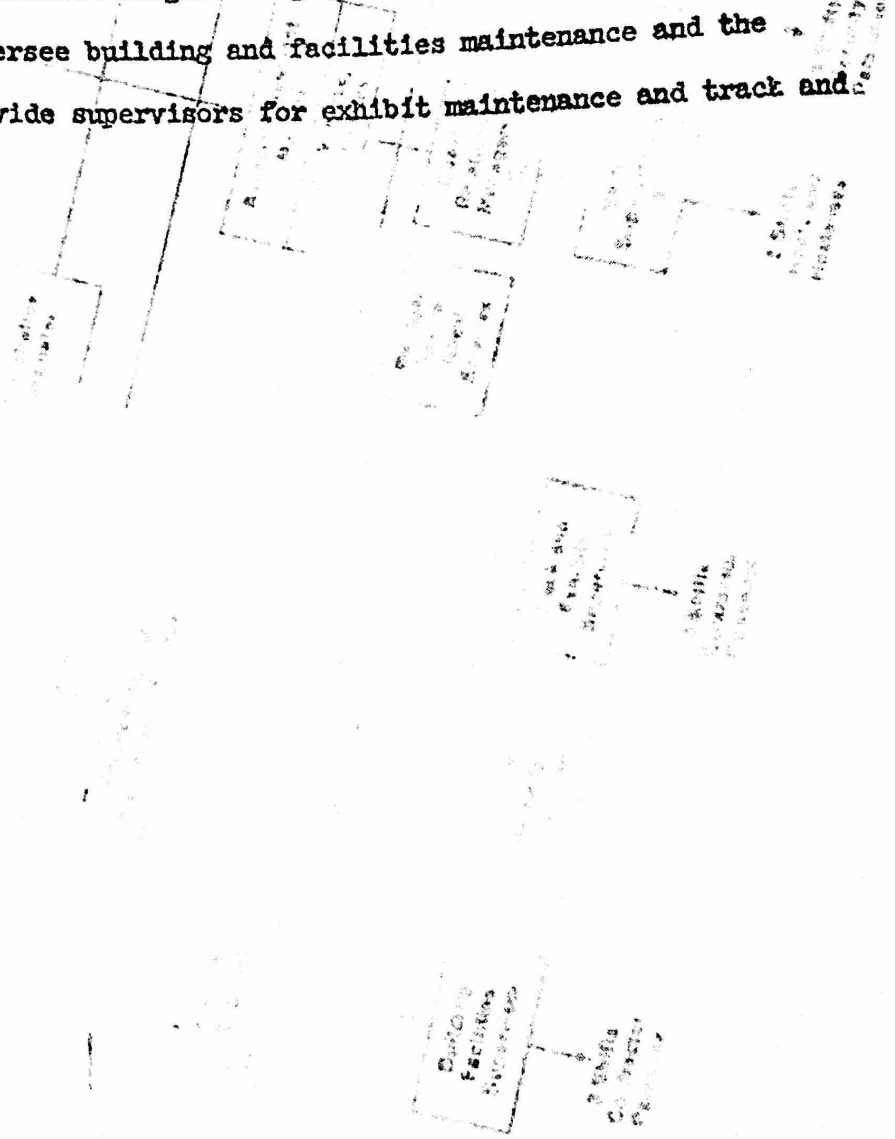
Because of the intricate nature of exhibits and the ride, technically qualified consultants from staffs of supplying vendors will be placed on the payrolls of the exclusive maintenance organizations. Company responsibilities for the building and its contents, including ride and exhibits, will start with the acceptance of the various elements in the month prior to the opening of the fair.

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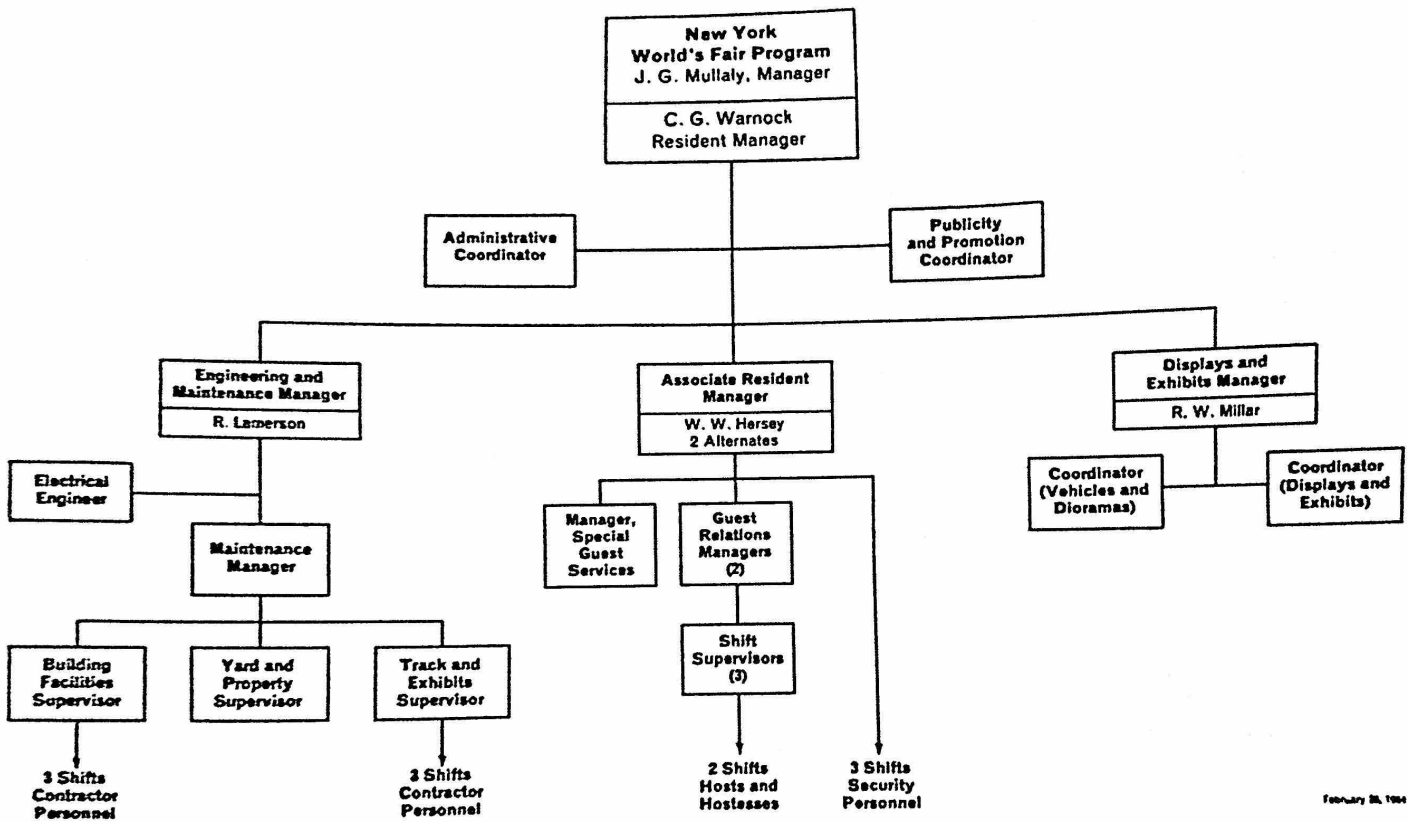


Class (Vehicle) Database

Carrying responsibility for directing the development and implementation of the Ford Pavilion's maintenance and engineering operating requirements is the maintenance and engineering manager, formerly resident project engineer, who will report directly to the resident manager. A general maintenance manager and three shift supervisors will oversee building and facilities maintenance and the Operations Staff will provide supervisors for exhibit maintenance and track and car maintenance.



# WORLD'S FAIR OPERATING ORGANIZATION



February 28, 1964

*from memorandum*