

**The original documents are located in Box 65, folder “Bicentennial Exposition on Science and Technology, Cape Canaveral, FL - Proposal to the President (1)” of the John Marsh Files at the Gerald R. Ford Presidential Library.**

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THE WHITE HOUSE  
WASHINGTON

Dear Rog:

I discussed with Jack Marsh and Jack Stiles the possibility of utilizing Cape Canaveral for a major Bicentennial program. There exists a wide range of unanswered questions with regard to this basic proposal. I am, however, favorably disposed to this project, and I believe that the Department of Commerce should assume a leadership role in exploring the opportunities and problems that exist in connection with this possible Bicentennial project.

Some time within the next week, I would like you to hold a meeting for the purpose of reviewing this entire matter. Please check with Jack Marsh concerning further information on the focus and thrust of this effort.

Thank you.

Sincerely,

The Honorable Rogers C. B. Morton  
Secretary of Commerce  
Washington, D. C.

THE WHITE HOUSE

The Honorable Rogers C. B. Morton  
Secretary of Commerce  
Washington, D. C.

MAY 1 1975

April 24, 1975

Dr. Marrs:

The attached letter was written to me from a telephone conversation I had with Ms. Hubbard yesterday morning...

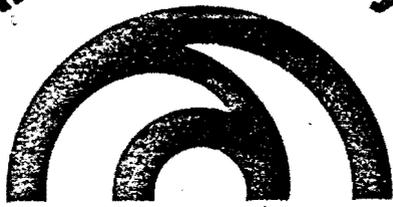
Would you like to meet with her personally or shall Maria or I meet with her?

In the first paragraph of her memo she tells the reasons for wanting to meet with someone at the White House.

Sandy

*Refr of ARBA  
for direct reply  
The appropriate  
response is that  
your letter should  
address appropriate  
for the Department  
to the Treasury  
Comments*

RECEIVED  
MAY 1 1975



Meeting to Design a Desirable Future

April 24, 1975

MEMORANDUM

Ms. Sandra Drake  
Room 191  
Old Executive Office Building  
Washington, D. C. 20500

Dear Ms. Drake:

I am sending you this memorandum in reference to our telephone call. We have a project which fits the purpose stated by President Ford in the New York Times of Sunday, April 20th. President Ford said, "Jack Stiles (co-author of Portrait) was talking to me about the idea of getting an American electronics and aviation and space industry show set up at Cape Canaveral. They've got a lot of unused space down there since the cut-back." Then Mr. Marsh says, "A sophisticated Disneyland -- that's a good idea." Then President Ford says, "I think it's a meritorious idea."

I wish to inform President Ford that The Committee for the Future has a nationally recognized Bicentennial project which can serve that purpose. The project is entitled, The International SYNCON. It will invite people from all regions and cultures to examine the horizons for the future. It will take place at Cocoa Beach from October 22nd through 26th, 1975. It will be broadcast on television both nationally and internationally.

We have already begun to involve electronics, aviation, and space industries in this event.

The President's and the Government's support of this event could make it a splendid event for the Bicentennial -- offering a global audience to witness the advances of our electronic, aviation and space industries.

Of course, Cocoa Beach will continue to be a center for space activities, and this event could get it started back on the road to development. I am enclosing the letter of recognition from John Warner. We have made contact with Senator Edward Brooke of Massachusetts. We have also received encouragement from the office of Dr. Kurt Waldheim of the United Nations, as well as the interest of several important ambassadors and administrators. I am also enclosing a fact sheet on the International SYNCON.

The Committee for the Future, Inc.

International Headquarters  
2325 Porter Street, N.W., Washington, D.C. 20008  
(202)966-8776



April 24, 1975

Page Two

I would like to meet with the appropriate official at the earliest possible date.

With every good wish,

Sincerely,

*Barbara Hubbard*

Barbara Marx Hubbard

BMH:jbg

Enclosures: ARBA Letter  
Fact Sheet 105/311  
Active Colleagues List



JAN 29 1975

Ms. Barbara M. Hubbard, Chairman  
The Committee For the Future  
2325 Porter Street, N.W.  
Washington, D.C. 20008

Dear Ms. Hubbard:

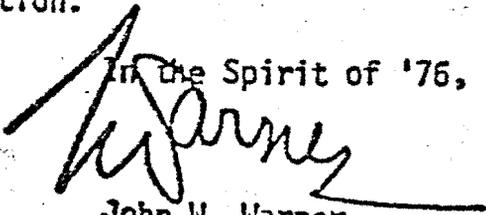
It is a pleasure to inform you that the American Revolution Bicentennial Administration (ARBA) has accorded Official Recognition to the "International SYNCON" for its contribution to the national and international Bicentennial effort.

To insure that we, as a nation, appropriately observe our Bicentennial it is essential that recognition be given to those selected projects which best commemorate this anniversary. In according such recognition, the ARBA is charged by the Congress to be particularly mindful of those events which are of "significance in the development of our national heritage of individual liberty, representative government, and the attainment of equal and inalienable rights." The Bicentennial is not only an occasion to review the events of our heritage but to bring to the challenges of our third century of national life the same vitality and vision which has characterized our 200 year growth.

The International SYNCON takes a giant step in the direction of uniting the citizens of the world in the survival of the human race, and the promotion of the highest quality of life possible for all mankind.

A member of our staff will advise you on the use of the ARBA logo with respect to your program. We will appreciate hearing from you with regard to arranging an occasion suitable for presentation of the Certificate of Official Recognition.

In the Spirit of '76,

  
John W. Warner  
Administrator

Please note:

NEW ADDRESS:  
AMERICAN REVOLUTION BICENTENNIAL  
ADMINISTRATION  
2401 E Street, N. W.  
Washington, D. C. 20276

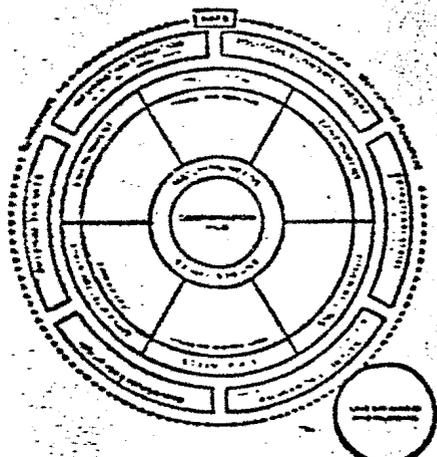


# ACTIVE COLLEAGUES

## New Worlds Training and Education Center

- Warren E. Avis**  
Founder, American Behavioral Science  
Training Laboratories  
Ann Arbor, Mich.
- Ms. Winifred Babcock**  
President, Harold Institute  
Los Angeles, Ca.
- Elliot Bernstein**  
Producer, ABC TV Special Events  
New York, N.Y.
- Bruce Bon**  
Astronomy and Computer Science  
George Washington University  
Arlington, Va.
- Ray Bradbury, Author**  
Los Angeles, Ca.
- Dr. Irving Bucher**  
Projector, Dreyfuss Intercollege of the Future  
Fairleigh Dickinson University  
Madison, N.J.
- Robert Bullock**  
Vice President Teleprompter Corporation  
Satellite Network Development  
New York, N.Y.
- Dr. David Clark**  
Dean, Research and Graduate Studies  
Portland State University (Oregon)
- Edward Cornish**  
President, World Future Society  
Washington, D.C.
- Dr. Konrad Dausenberg**  
Former NASA Engineer, Dir. of Jupiter Missile Program  
Member of Intern. Assoc. of Educators for World Peace  
Huntsville, Ala.
- Dr. Chris Deede**  
Assistant Professor  
School of Education  
University of Massachusetts  
Amherst, Mass.
- Miss Deliaeva**  
Consultant  
New York, N.Y.
- Al DeSalvo**  
City Planner, City of Baltimore  
Baltimore, Md.
- Dr. Howard Didsbury**  
Director, Future Studies Program  
Washington, D.C.
- Dr. Wilton Dillon**  
Director of Seminars  
Smithsonian Institution  
Washington, D.C.
- Brian Dull**  
Director of News Bureau  
AMTRAK  
Washington, D.C.
- Noel Edwards**  
Attorney-at-Law, Jamaican Bar Association  
Kingston, Jamaica, W.I.
- Dr. Raga Elias**  
Director, International Studies  
Kent State University  
Kent, O.
- F.M. Esfandiary**  
Author, Educator  
New York, N.Y.
- Dr. Keith Evans**  
Director, Planning and Research Department  
Portland State University (Oregon)
- William Ewald**  
Consultant  
Washington, D.C.
- Sister Mary Fidella**  
Felician Sisters  
Corapolis, Pa.
- Orville Freeman**  
President, Business International  
New York, N.Y.
- Sanford Guttich**  
Director, SANE  
Washington, D.C.
- Dr. Roderic Corney**, Director  
Psychosocial Adaptation and The Future  
U.C.L.A. School of Medicine  
Los Angeles, Ca.
- Dr. Charles Helvey**  
Institute for Information and Control Systems  
Tullahoma, Tenn.
- Patrick Henry**  
Dir. Dept of Community Development  
Chesapeake, Va.
- Lt. Col. Jerry Hickman**  
USAF Headquarters  
Washington, D.C.
- Robert Hileronimus**  
Founder, M.S. Inc.
- Dr. Frank Kelly**, vice president  
Center for the Study of Democratic Institutions  
Santa Barbara, Ca.
- James Kitchell**  
Manager, NBC TV News  
New York, N.Y.
- Alan Kulikow**  
Consultant  
Potomac, Md.
- Dr. Harold Linstone**  
Director, Systems Science Program  
Portland State University (Oregon)
- Dr. Dennis Livingston**  
Futuristics Consultant  
Case Western Reserve University  
Cleveland, O.
- Dr. Peter Lizon**  
Professor, University of Tennessee  
School of Architecture  
Knoxville, Tenn.
- Dr. Carl Maddea**  
Chief Economist, U.S. Chamber of Commerce  
Washington, D.C.
- Winston Meeks**  
President, Jamaican Chamber of Commerce  
Kingston, Jamaica, W.I.
- Dr. Jay S. Mendell**  
Professor, Florida International University  
West Hartford, Conn.
- Michael Michaelberg**  
Arthur D. Little Co.  
Washington, D.C.
- Thomas O'Brien**  
New Management Systems  
U.S. Department of Labor  
Washington, D.C.
- Andrew Oerke**  
Data Use Development Officer  
DUAL Labs  
Washington, D.C.
- Dr. Frederick Orndway III**  
Author, Consultant  
Huntsville, Ala.
- Dr. Humphrey Osmond**  
Director, N.J. Neuro-Psychiatric Institution  
Princeton, N.J.
- William Perry**  
Training Division  
USAF Headquarters  
Washington, D.C.
- Dr. Jaco Von Pottkamer**  
Marshall Space Flight Center  
Huntsville, Ala.
- Capt. Stanley Rosen**  
U.S. Air Force  
Oron Hill, Md.
- Dr. Glenn Seaborg (Honorary)**  
Former Director of Atomic Energy Commission  
Lawrence Berkeley Laboratory  
University of California  
Berkeley, Ca.
- Dr. Robert Stiles**  
Department of Food Science and Technology  
University of California  
Davis, Ca.
- Saul Shiffman**  
National Zoo, Smithsonian Institute  
Washington, D.C.
- J. Michael Smith**  
President, Software Research Corporation  
Creve Coeur, Mo.
- Dr. Donald Tarter**  
Chairman, Sociology Department  
University of Alabama in Huntsville  
Huntsville, Ala.
- Wes Thomas**  
Publisher, "Synergy Access"  
Senior Systems Analyst, Grumman Data Syst  
East Northport, N.Y.
- Thomas Turner**  
Management, McDonnell-Douglas  
St. Louis, Mo.
- Larry Whitaley**  
Theatre Director, "Godspell"  
Wyckoff, New Jersey
- Dr. Charles Williams**  
President, Charles Williams, Inc.  
Alexandria, Va.
- Les Windheim**  
Senior Vice President  
Leo A. Daly  
San Francisco, Ca.
- John Yardley**  
Vice President McDonnell-Douglas  
St. Louis, Mo.

SYNCON



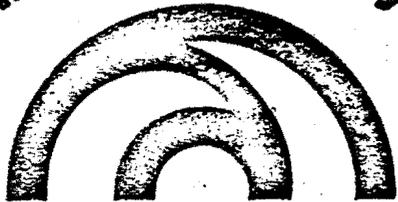
The Committee for the Future, Inc., founded in 1970, is a nonprofit, tax-exempt, educational organization whose purpose is to discover, articulate and bring new options for a possible future into the arena of public discussion and action. The Committee for the Future has developed the SYNCON process to introduce people to new ideas and determining their own future.

Board of Directors  
 Barbara M. de Brouckere, Chairman  
 John F. A. Roberts, Vice Chairman  
 Roy Bradford  
 Lee Stephen Windheim  
 G. Earl Lawrence  
 John F. Yardley

The Committee for the Future, Inc.  
 2125 West 91st St., N.W.  
 Denver, Colorado 80231 Tel. 303-754-8779



# First International Syncon



FACT SHEET 105/311

## "New Horizons for Humanity"

Meeting to Design a Desirable Future

### THE FIRST INTERNATIONAL SYNCON

#### "New Horizons for Humanity"

DATE/PLACE: Wednesday, October 22 through Sunday, October 26, 1975. Cocoa Beach, Florida, United States of America.

THE EVENT: The First International SYNCON will bring together approximately 600 people representing a cultural cross-section of the world to jointly explore constructive opportunities for humanity. The event will coincide with the 30th anniversary of the founding of the United Nations - October 24th.

An officially recognized project of the American Revolution Bicentennial Administration (ARBA), The International SYNCON has the largest scope of any Bicentennial project in the ARBA International and Horizons categories. John Warner, Administrator of ARBA, wrote:

"The International SYNCON takes a giant step in the direction of uniting the citizens of the world in the survival of the human race and the promotion of the highest quality of life possible for all mankind."

FOCUS: Never in the history of our planet has man had such an unprecedented necessity and opportunity for unified creative action. In affirmation of the potential of humankind and in response to the growing need for global cooperation, in all aspects of human endeavor, The Committee for the Future, Inc. has conceived the First International SYNCON.

#### OBJECTIVES:

- To reinforce awareness that people around the world are one body of mankind.
- To demonstrate a new approach in solving world problems, working toward "all-win" rather than "I win-you lose" solutions.
- To explore new options for future development.
- To engender a climate of hope to stimulate constructive action.

The Committee for the Future, Inc.

International Headquarters

2325 Porter Street, N.W., Washington, D.C. 20008

(202)964-8776



KEY ELEMENTS: 1) Conference Dynamics (the SYNCON process); 2) Participation; 3) Broadcast; 4) Cultural and Special Events; and 5) Location.

Conference Dynamics (the SYNCON process):

Participants meet in a large specially designed wheel-shaped environment with separate areas for each of the major functions of society -- technology, environment, production, etc. Approximately 30 people meet in each section. All sections have a discussion leader, discussion guide, and a television link with the International SYNCON Coordinating Hub (TV monitor, PA system, TV camera, and microphones).

Each section prepares a written and oral report of its goals, needs and resources. After all reports are given orally, half the walls separating the sections come down, celebrating with live music and special events the first joining of the SYNCON groups.

The merged groups arrive at consensus in various issues and prepare reports of their joint goals, needs, and resources in written and oral form. Reports are presented over closed circuit television culminating in the removal of the remaining walls and a larger celebration.

Now the 600 participants in the International SYNCON meet as one body, with the SYNCON coordinators facilitating the total group discussion.

Since the joint reports and total group discussions point out areas for further exploration, walls will be erected once again for final individual group re-evaluations. Final group reports will be presented with all walls down for a total group discussion which will conclude the First International SYNCON.

Participation:

The Committee for the Future with the cooperation of other organizations is preparing a participation profile to ensure the most accurate representation possible of the world's populace. Participants will be members of the general public as well as experts in diverse fields. Presently, TCFE acknowledges all requests to register; registration will be confirmed based on the matching of the individual's background with the participation profile.

Prior to the SYNCON, all registered participants will receive a discussion guide partially listing key future options, issues and questions for each SYNCON section. These guides provide a common denominator for discussion in all groups.

People not registered for the SYNCON may participate by watching television and telephoning in their comments or questions; by joining a simultaneous computer conference; or by working with those producing programs around the world for input into the global telecast.

Broadcast:

Negotiations are underway for global television coverage of the 4½ day SYNCON. TCFE is now in conversation with WUI, the common carrier for Comsat during the dates of the International SYNCON.



Cocoa Beach will be the anchor position for live programming around the world. The broadcast from the International SYNCON will be in English. Each nation receiving the telecast is responsible for translation.

Cultural and Special Events:

Throughout the 4½ day event, special musical, theatrical, and multi-media performances will dramatize the human thrust toward new horizons over the ages and into the future. Some of these may occur at various places around the globe and broadcast live via satellite TV to the SYNCON as well as the rest of the world.

Exhibits of the new potentials will not only add to this rich information environment, but aesthetically enhance this temporary global think tank.

Location:

Cocoa Beach has been selected as one of the most future-oriented and internationally exciting locations within the United States. Also, the technological sophistication of the area solves a host of engineering difficulties for global telecast.

PRODUCTS:

- Television documentaries available for world-wide distribution.
- Videotape cassettes of highlights from the 4½ day conference.
- Publication of a book documenting agreed-upon goals, needs and resources.
- Establishment of ad hoc transnational linkages "for information and cultural exchange" and for implementation of specific ideas which emerge from the SYNCON.
- Establishment of a precedent for a Second International SYNCON at an appropriate time.

SPONSOR: The Committee for the Future, Inc. (TCFF) was founded in 1970 by Barbara Hubbard and John Whiteside to "bring new options for a positive future into the public arena for decision and action." A tax-exempt international organization based in Washington, D. C., TCFF developed the SYNCON process as a non-threatening meeting place to reach consensus on common goals and action.

TCFF has completed 19 SYNCONs, including eight in Jamaica. Four were live on PBS and cable television for a total of 124 hours.

Besides the development of SYNCONs, primary areas of activity are future research and the training of future-oriented leaders at TCFF's New Worlds Training and Education Center. The Committee has a 22-member staff supplemented by 80 Active Colleagues, throughout the United States and abroad, such as Herman Kahn, Orville Freeman, and Glenn T. Seaborg. TCFF is funded through governmental contracts, corporations, and private donations.



STEERING COMMITTEE: Warren Avis, founder of Avis Rent-a-Car, serves with Barbara Hubbard as Co-Chairman of the First International SYNCON. John Whiteside is director of the event. The "Inviting Committee" includes Norman Cousins, Editor of the Saturday Review/World; Wilton Dillon, Director of the Office of Symposia and Seminars at the Smithsonian Institution; Robert White, Director of the Office of Forums, National Academy of Sciences; Herman Kahn, founder of the Hudson Institute; Mrs. Charles Reynolds Babcock, President, Harold Institute; Don Fabun, author of Dynamics of Change; Dr. Theodore B. Taylor, Chairman of the Board, International Research and Technology Corporation; Ray Bradbury, science-fiction writer; Michael Michaelis, Senior Analyst, Arthur D. Little; Augustus Jaccaci III, artist, Boston College; Margaret Shannon, Executive Director of Church Women United, U.S.A.; and Roy Mason, architect.

**FOR INFORMATION CONTACT:**

Marie Morse or Beth Robinson  
The Committee for the Future, Inc.  
2325 Porter St. N.W.  
Washington, D.C. 20008  
(202) 966-8776



First International Syncon



"New Horizons for Humanity"

Meeting to Design a Desirable Future

FOR IMMEDIATE RELEASE  
February 24, 1975

Fact Sheet 102/221  
For Information Call:  
Marie Morse  
966-8776

FIRST INTERNATIONAL SYNCON

October 1-5, 1975

From October 1-5, 1975 at Cape Canaveral, Florida, 600 people from all over the world will meet to take a look at the future.

They will be participating in an interactive conferencing process called, "SYNCON", developed by The Committee for the Future, Inc.

The theme of this officially recognized Bicentennial event is "New Horizons for Humanity."

The SYNCON process is unique in several ways. Discussion guides are prepared in advance by a special research team and sent to the participants. The guides highlight new options and workable solutions for the future.

The conference environment is a wheel-shaped structure in which all participants occupy positions of equal importance. This stimulates interaction on a one-to-one basis.

As live television broadcast is an integral part of the SYNCON process, the possibility exists for extensive national and global coverage.

Exhibits of various art forms and special cultural events help to synthesize new images of the future.

The International SYNCON is a project of The Committee for the Future, Inc. (TCFF), a Washington-based citizens-action group which has staged 19 SYNCONs across the United States and Jamaica. TCFF is dedicated to bringing new options into the public arena for discussion/decision and action.

The Committee for the Future, Inc.

International Headquarters  
2325 Porter Street, N.W., Washington, D.C. 20008  
202/966-8776





# The Committee for the Future, Inc.

International Headquarters & New Worlds Training and Education Center  
2325 Porter Street, N.W., Washington, D.C. 20008 · (202)966-8776

A non-profit organization dedicated to bringing the options for a positive future into the public arena for decision and action

## The Committee for the Future, Inc.

The Committee for the Future brings new options for the future into public discussion and action. The public is reached through seminars, the New Worlds Newsletter, SYNCONs, and by personal involvement in the Community for the Future -- those interested in furthering comprehensive long range planning and the opening of the new options in all fields for the best possible future for all mankind.

Although the projects of the Committee have changed over the years since its inception in June 1970, the purpose has remained constant. "The Choiceful Future Project" is presently the thrust of the Committee's activities; the purpose is to develop a "platform for the future" in conjunction with the general public and experts in all fields through SYNCONs and other means.

The Choiceful Future material will be available for use in the International SYNCON scheduled for late 1975. People from around the world will come to identify key strategies for a more choiceful future for all mankind.

The Choiceful Future objective is to keep open as many options as possible -- on earth and in space -- using technology in humanitarian efforts, encouraging global cooperation, and providing for short term survival needs in the context of long range development. Such options include the development of large scale greenhouse agriculture, the development of a manufacturing/production capability in space, and the comprehensive integration of earth/space goals conducive to a wide variety of life styles.

### Board of Directors:

Barbara Marx Hubbard, *Chairman* · John J. Whiteside, *Vice Chairman* · Ray Bradbury · G. Fred Lawrence · Lee Stephen Windheim · John F. Bentley



In order to encourage the development of such comprehensive overall goals for a "choiceful future," the Committee realized the need to facilitate community dialogue and to provide for interaction among all sectors of society. To this end, the Committee developed a social/educational and public decision-making process called "SYNCON". The process has proved its effectiveness as a catalyst to problem solving through a non-adversary mode of conflict resolution and has been used throughout the island of Jamaica and in various locations in the United States for over two years.

Through the use of all media, but particularly of television, the Committee disseminates news of options now possible but not reported in general news coverage. Audio and video tapes on these new options are now available and will continue to be produced.

The people around the world who are members of the Community for the Future hold in common the need to move entire populations, but especially individuals, to their best potential. The tools exist to reshape the future, although the use of such tools is often thwarted by today's social and political forms.

The Community for the Future, in an attempt to retrieve these tools, serves to identify and focus the knowledge and proposals of persons who are future-oriented. Members not only receive the New Worlds Newsletter and invitations to SYNCONS and special seminars, but also learn of others who are acting with future consciousness for nominal tax deductible dues of \$10.00 per year.

To find out how to become involved telephone or write to the Committee for the Future at the address below. The Committee would especially



like to discuss ideas for the Choiceful Future and the International SYNCON  
with all interested parties. Write or call:

The Committee for the Future, Inc.

2325 Porter Street, N. W.

Washington, D. C. 20008

United States of America

Telephone: (202) 966-8776

May 22, 1975

MEMORANDUM TO:           JACK MARSH  
FROM:                       RUSS ROURKE

Jack, Jim Sparling advised me at 1:55 p. m. that Rog Morton has just cancelled out on the Cape Canaveral Bicentennial meeting tomorrow.

We have two options:

- 1)       Postpone the meeting till next week.
- 2)       Proceed as planned with a substitute for Morton.

My recommendation: postpone the meeting. Since the plan is to dump this whole problem in Morton's lap, his presence is absolutely essential to a viable meeting.

Please advise.

RAR:cb



May 30, 1975

**MEMORANDUM TO:            JACK MARSH**

**FROM:                        RUSS ROURKE**

**SUBJECT:                    BICENTENNIAL CAPE CANAVERAL**  
**MEETING**

NASA (Pete Crow) will prepare an inventory of presently available space as well as facilities that, with some renovation and expenditure of funds, can be made available. As a result of the meeting, it would appear that, from a Commerce, OMB point of view, an economic development program is out of the question.

It would appear that the only feasible approach to this entire project is to permit local authorities (Florida Bicentennial Commission, Florida State Chamber of Commerce, etc.) to make use of the NASA, Air Force properties, the bargain leasing costs and then have a local screening committee approach various companies who might want to establish exhibits on the site.

After NASA/Air Force advises us as to the available facilities, we will then give each of the agencies represented at our May 30 meeting a crack at suggesting various options, for the implementation of the President's proposal.

RAR:cb



7. Restriction & control problem  
 — now handling 1.1M people per annum — about 6000 / day — facilities currently crowded — food facil now being expanded — toilet facil. inadequate  
 = TWA Services now running the program @ 10% profit

— there is a service fund  
 ? How much

— much of area is a wildlife refuge

1. ~~Language~~
2. Parking
3. Security
4. Space for display — environment impact
5. Life support = etc



- 6. Concessionaire
- 7. Time & weather
- 8. Labor problems potential

~~—————~~

---

Fletcher — can finance  
the sign

~~—————~~

Energy ~~—————~~ superior

7/1  
/



Costly expansion —

MEMORANDUM

[6/75?] <sup>M</sup>

THE WHITE HOUSE  
WASHINGTON

To: Jack Marsh

From Jack Stiles

With the help of Bill Casselman, Russ Rourke, Ted Marrs, Earl Kulp, and others, I have put together the attached Cape Canaveral proposal which appears to be feasible and properly targetted.

Note that basically it involves NASA's present tourist operations, sites, and facilities but contemplates expansion of activities into a science and technology exposition of major proportions as a Bicentennial event.

the expansion would involve-

- 1) Direct activities by NASA using funds from its service improvement account as appropriate (Balance now \$1,110,000.)
- 2) Exhibits, personnel assistance, and other resources which are available from appropriate government agencies.
- 3) Participation by private scientific and industrial exhibitors on solicitation by NASA's master contractor or concessionaire.

It is believed that the proposed industrial and scientific exposition at Cape Canaveral can be open June 15 to September 15 (approx.) within the time frame existing and without calling on Congress for special funds or authority.

If the President approves such an undertaking, enclosed are suggested directives to the agencies who can properly initiate necessary actions.

This should be done promptly and preferably before the end of the fiscal year.



THE WHITE HOUSE

WASHINGTON

June 6, 1975

JACK,

I discussed the Cape Canaveral project with Ted Marrs, after which it appeared unnecessary to contact the other attendees at our meeting. Armed with a copy of the attached report from Rog Morton, (and with some charts Ted has prepared), Ted feels we now have about as much information as we are going to get.

FYI, Ted has been in constant touch with Pete Crow at NASA re this project.

The outlook can only be classified as bleak.

R

RUSS

*sent copy mutton to Stiles*

*6-8-75*





**THE SECRETARY OF COMMERCE**  
Washington, D.C. 20230

JUN 6 1975

**JUN 5 1975**

Honorable John O. Marsh, Jr.  
Counsellor to the President  
The White House  
Washington, D. C. 20500

Dear Jack:

Enclosed is a working draft which briefly outlines facilities and scope of exhibition options regarding the Cape Canaveral Bicentennial Exhibition idea. You will note that facilities other than the existing Visitor Center for exhibits and displays are virtually non-existent. It would be most difficult to construct any new facilities by next year.

The lack of suitable facilities combined with substantial lead time requirements for planning and constructing a worthwhile exhibition confirm my opinion that very little can be done at Canaveral next year. The most viable option would be to utilize the existing but limited exhibit space at the Visitor Center. This space could be used for limited government and industry exhibits featuring U.S. technological advances.

I have sent Ted Marrs a copy of this letter and the enclosure. If we can be of further assistance, please call Bob Shaw or me.

Sincerely,

  
Secretary of Commerce

Enclosure



PROPOSED CAPE CANAVERAL BICENTENNIAL EXHIBITION

3

WORKING DRAFT

Proposal: The Federal Government, in conjunction with private industry, would stage an exhibition featuring aerospace and and possibly other technology (e.g., solar energy) at Cape Canaveral during the Bicentennial period.

Preliminary Review of the Proposal:

A. Possible Canaveral Sites/Facilities

1. Air Force Station Hangers

- a. Two hangers identified as possible site; however, they are currently fully utilized for storage of Saturn back-up hardware.
- b. Air Force Station is a highly sensitive security area not open to the public.
- c. Vehicle access consists of two roads, one a 7 1/2 mile, two-lane causeway and the other a four-lane highway.

2. NASA Visitor Information Center (VIC)

- a. Located on 40 acre site on four-lane highway access from I-95.
- b. Center consists of 20,000 sq. ft. building housing briefing areas, exhibits, cafeteria with contiguous parking lot for 2,000 vehicles. Can accommodate up to 6,000 visitors daily without major overload of facilities.
- c. The area is marsh land with water table only two feet below surface grade. Construction of buildings or parking areas on land other than that of the immediate VIC area would require land fill buildup, taking fill from surrounding area. Aside from high cost and time factors, this requirement would involve environmental impact considerations as well.



B. Scope of Exhibition Considerations

1. An International Exposition (30-40,000 visitors daily).
  - a. Would require Bureau of International Exposition (Paris) sanction. Probably not possible since EXPO '74 Spokane was sanctioned as the only international exposition to be staged in the United States in the approximate Bicentennial time period.
  - b. Lack of suitable space and lead time rule out a major size exhibition-required lead time is 2-1/2 years.
2. A "County Fair" Type of Exhibition (15-20,000 visitors daily)
  - a. Would require construction of one or two buildings each of approximate size of existing VIC building. Present prepared site area of VIC could probably accommodate the two additional buildings. However, construction of additional parking areas on undeveloped land would be required.
  - b. Additional building could be of similar VIC type and erected as demountable structures.
  - c. Sixteen months is conservative estimate of lead time requirement.
3. VIC Building Exhibition (3-6,000 visitors daily)
  - a. The VIC presently has an exhibition area of 10,000 sq. ft. gross (including traffic aisles).
  - b. This facility could be used for a very modest presentation of government and industry exhibits featuring technological advances.

C. Other Considerations

1. NASA display materials are already heavily committed to other Bicentennial events.
2. The types of exhibitions considered above would be public oriented. Industry is generally reluctant to participate in exhibitions which do not provide direct, measurable economic return. NASA reports this attitude currently prevalent in aerospace industry. EXPO '74 had very limited success in obtaining industry participation.



3. There is the question of funding and sponsorship. There are no federal funds for participation. Furthermore, a working partner (such as the Florida Chamber of Commerce or some private group) must be selected.
4. Lead time is a very critical issue. Lead time problems virtually preclude any new construction and therefore limit alternatives to a reworking of exhibits in existing facilities.

OD/BIC/RGS/lec



THE WHITE HOUSE

WASHINGTON

June 6, 1975

MEMORANDUM FOR: RUSS ROURKE

FROM: JACK MARSH

Following up on an earlier conversation, I know the President is going to ask me about the status of the Cape Canaveral project. Can you pulse all the people who were in our last meeting and get me something on paper by way of report from the various participants. I am going to bring this thing to a head one way or another.

THE WHITE HOUSE

WASHINGTON

May 30, 1975

MEMORANDUM TO: JACK MARSH

FROM: RUSS ROURKE *R*

SUBJECT: BICENTENNIAL CAPE CANAVERAL  
MEETING

NASA (Pete Crow) will prepare an inventory of presently available space as well as facilities that, with some renovation and expenditure of funds, can be made available. As a result of the meeting, it would appear that, from a Commerce, OMB point of view, an economic development program is out of the question.

It would appear that the only feasible approach to this entire project is to permit local authorities (Florida Bicentennial Commission, Florida State Chamber of Commerce, etc.) to make use of the NASA, Air Force properties, ~~the~~<sup>to</sup> bargain leasing costs and then have a local screening committee approach various companies who might want to establish exhibits on the site.

After NASA/Air Force advises us as to the available facilities, we will then give each of the agencies represented at our May 30 meeting a crack at suggesting various options, for the implementation of the President's proposal.



THE WHITE HOUSE  
WASHINGTON

M

May 28, 1975

JACK,

FYI, Jim Sparling (who is obviously in a very embarrassing position) indicated to me on Tuesday morning that Rog Morton told him he would be calling you for sure on Tuesday afternoon. As you are aware, Morton has not as yet called.

While I would be happy to do so, I thought that a further call on my part to Sparling would do no good. As you know, my last conversation with Jim was very explicit in terms of the President's direct interest, guidance, etc. I can only suggest that you call Morton directly to pursue the question of a Cape Canaveral/Bicentennial meeting.

Please advise.

*Russ*  
Russ



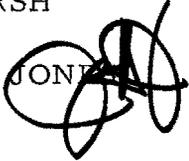
MAY 26 1975

THE WHITE HOUSE  
WASHINGTON

May 23, 1975

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: JACK MARSH

FROM: JERRY H. JONES 

The following notation has been returned in the President's outbox to you:

-- Jack Stiles wants Rog Morton to push on space project for Bi-Cent.

I think it is a good idea. If you will prepare memo from me to Rog M. on this I will sign.

Please follow-up with the appropriate action.

Thank you.

cc: Don Rumsfeld



THE WHITE HOUSE  
WASHINGTON

May 22, 1975

M

MEMORANDUM TO: JACK MARSH  
FROM: RUSS ROURKE **R**

Jack, Jim Sparling advised me at 1:55 p.m. that Rog Morton has just cancelled out on the Cape Canaveral Bicentennial meeting tomorrow.

We have two options:

- 1) Postpone the meeting till next week.
- 2) Proceed as planned with a substitute for Morton.

My recommendation: postpone the meeting. Since the plan is to dump this whole problem in Morton's lap, his presence is absolutely essential to a viable meeting.

Please advise.

*[Handwritten signature]*  
*[Handwritten initials]*



THE WHITE HOUSE  
WASHINGTON

# Cape Canaveral Bicentennial Meeting

Fri., MAY 23, 11 A.M.  
Roosevelt Room

## Participants:

- ✓ 1. JOM
- ✓ 2. RAR
- ✓ 3. Sec. MORTON
- ✓ 4. ~~Jim Sparrows~~ / Peter Malatesta (Nelson substitute)
- ✓ 5. JACK STILES
- ✓ 6. ~~AL~~ TED HARRIS
- ✓ 7. GEN. "Pete" CROW (NASA)
- ✓ 8. DR. JIM FLETCHER (NASA)
- ✓ 9. ~~HOLLY GANTUS~~ will call (John Deather)
- ✓ 10. ~~DR. SEAMENS~~ ELPA Rob Fry - 245 3279  
Mrs. Halvan
- ✓ 11. PAUL O'NEILL (will be late - has another meeting)
- ✓ 12. JOHN WARNER n Orles Mrs.



**THE WHITE HOUSE**  
**WASHINGTON**

**RUSS - per Stiles**

**J. Wm. Nelson**  
**Director Expositions and Special**  
**Projects**  
**Department of Commerce**

**PH: 783-9200 (ext. 5211)**



THE WHITE HOUSE  
WASHINGTON

May 1, 1975

*FR!*  
*5*  
*Mon.*

MEMORANDUM TO: JACK MARSH  
FROM: RUSS ROURKE *R*  
SUBJECT: CONVERSATION WITH JACK STILES AND  
ATTACHED "PRESIDENT'S OUT BOX" MEMO

Jack Stiles, unaware of the President's comments on attached memo, is making some moves to get this Canaveral project off the ground, He has spoken with J. William Nelson (Department of Commerce expert on "planning, expositions, etc."...Paris Air Show and similar events). Nelson indicated concern over availability of funds to kick this thing off at Canaveral, but agreed to actively initiate some action upon receipt of a "White House memo".

Jack Stiles also contacted Peter Crow at NASA on the same subject... no definitive results as yet.

Jack, it would appear that, with Morton now confirmed as Secretary, a comprehensive meeting on this entire matter might be held in the Roosevelt Room to include the following participants:

- Rogers Morton (Commerce)
  - J. William Nelson
  - Jim Sparling
  - Jim Fletcher (NASA) *ORR - 755-7740*
  - John Warner
  - Ted Marrs
  - OMB
  - Rourke/Stiles
- Paul O'Neil* (pointing to OMB)
- Peter Malatesta* (pointing to Jim Fletcher)
- Set up!*
- M*

Prior to the scheduling of such a meeting, it might be advisable to circulate a memo on this project to each of the prospective attendees in order that they might do some homework prior to the meeting.

*How much more available (NASA)*

*(SOMERS (ERON)  
Hockley)*

*Every Dept. that has technical interest*



APR 29 1975

THE WHITE HOUSE

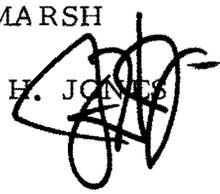
WASHINGTON

April 29, 1975

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: JACK MARSH

FROM: JERRY H. JONES



The attached was returned in the President's outbox with the following notation to you:

-- Jack Stiles sent me this via Dorothy Downton. I believe it has merit. Can't we push Rogers Morton on it.

Lou Frey should really push. So should industry.

Tell Jack to send these thru you.

Please follow-up with the appropriate action.

Thank you.

cc: Don Rumsfeld



4/28/75

Only copy

TO: The President

FROM: Jack Stiles *JRS*

SUBJECT: Cape Canaveral technological show.

You have indicated a positive reaction to this suggestion.

John Warner thought it might be best to put it under the  
aegis of the Commerce Department and tie it in with  
economic recovery.

I mentioned it to Rogers Morton with a favorable reaction.

Time is short to get such a project moving. Do you want  
to give him the signal to go ahead? Florida certainly needs  
the stimulus and it should be helpful through sales overseas  
as well as foreign tourists to the balance of trade.





MAY 1 1975

THE FLORIDA SENATE

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HUMAN RELATIONS COMMISSION  
FLORIDA BICENTENNIAL COMMISSION

SENATOR LORI WILSON  
16TH DISTRICT

28 April 1975

The following telegram was sent today to President Gerald Ford,  
The White House, Washington, D.C.

"Your interest in an American electronic, aviation and space industry show at Cape Canaveral in connection with the Bicentennial has great merit and could be one of the national highlights of the 1976 observance. Your comments in John Hersey's article in the NEW YORK TIMES Magazine of April 20, indicate your awareness that one major theme for the Bicentennial could be the key to its success. The Kennedy Space Center and Cape Canaveral can provide the thrust for focusing on the space age, which is the most appropriate theme for the Bicentennial. Our space achievements have highlighted this Nation's second one-hundred years in the eyes of the world. Nothing could be more appropriate than to focus attention on those accomplishments for the Bicentennial. As a member of the Florida Bicentennial Commission and State Senator from this historic area, I stand ready to work with Counselor Jack Marsh, your White House Bicentennial task force Director and others to coordinate city, county, state, federal and Space Center plans for a truly exciting and inspiring Space Bicentennial Show.

Senator Lori Wilson  
Cocoa Beach, FL"

mgb

cc: Honorable Reuben Askew  
Honorable James Williams  
Honorable Lawton Chiles  
Honorable Dick Stone  
Counselor Jack Marsh  
Mr. Donald Pride, Director Bicentennial  
Mr. Lee R. Sherer, Director, KSC



vetoed have been standing up recently, however, and indeed, Friedesdorf now reports that yesterday the Democratic leadership decided it did not have the troops to override Mr. Ford's veto of the 90-day oil-tax delay.

"Just thought I'd toss out a signal to them," Lynn says.

Friedesdorf tells the staff he has some other good news, too, for a change—that the Senate Foreign Relations subcommittee dealing with emergency aid to Cambodia yesterday voted 4 to 3 in favor of giving the Cambodians \$125-million, and a House Foreign Affairs subcommittee split 3 to 3 on a proposal for somewhat less aid; the Cambodian proposition is not dead. . . .

**8:40 A.M.** In the Oval Office.

**RUMSFELD:** The slot situation. As you know, we've been keeping periodic book on how we're doing on the 10 per cent reduction in the White House staff. We now have 533 permanents. We're aiming for 490, although we budgeted 500 for some leeway. It's very hard; there's constant pressure to add people. Last month we had 17 departures and 13 arrivals. We have a sizable percentage to reduce between now and June.

**FORD:** You'll just have to keep the pressure on.

**RUMSFELD:** We should be thinking about the problem of coordinating domestic and foreign policies. This has been a problem in our Government since the forties, at least. On that business yesterday of the countervailing duties on European cheese and so on, Simon went ahead on the basis of domestic pressures—no contact with State, which has to deal with the repercussions in the European Economic Community. Something to think about. . . .

**9:00 A.M.** One of Counselor Marsh's many duties is as White House overseer of plans for the Bicentennial in 1976. On the way in to his appointment, Marsh, a Virginian chauvinist, whispers to me that he thinks of the whole forthcoming celebration not as Bicentennial but as Tercentennial—on account of Bacon's Rebellion against the colonial authorities in 1676.

**MARSH (to the President):** They're getting ready to go with a Wagon Train, a Freedom Train—all sorts of national programs, some O.K., some awful. The workload on the Bicentennial is getting pretty fierce, Mr. President, and I wonder if we could set up a task force on it? I'd suggest [Human Resources Assistant] Marrs, Cheney, Goldwin, [Cabinet Secretary] Connor, [Domestic Council Director] Cannon.

**FORD:** Good idea.

**MARSH:** Each state will have one week of national observance, with one night each in the Kennedy Center. With 50 states, that'll take just about the whole year. It's an idea that might suit me, but it sure might not suit you. Once a week!

**FORD:** The only thing that would suit you would be a 13-week celebration, for the original 13 colonies. Right?

**MARSH:** Of which Virginia, sir, was the first. Do you know that until 1937, Virginia was a colony longer than she was a state?

**FORD:** Some think longer than that.

**MARSH:** We've got to work out a role for you that won't pull you apart. . . . The 1876 Centennial theme was technology. Alexander Graham Bell introduced the telephone, up in Philadelphia, I think it was. There was the reciprocating engine. New processes. Men came on from St. Louis and Akron and Council Bluffs, and there was a great outward



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 STATE \_\_\_\_\_

burst in technology. We need to get some sort of logos built into our planning.

FORD: Jack Stiles [co-author of "Portrait"] was talking to me about the idea of getting an American electronic and aviation and space-industry show set up at Cape Canaveral. They've got a lot of unused space down there since the cutbacks.

MARSH: A sophisticated Disneyland. That's a good idea.

FORD: I think it's a meritorious idea. . . .

9:19 A.M. Most of the discussion in the Nessen group this morning is political. Max Friedesdorf's slightly-encouraging news from the Hill raises questions: how to push through as much Cambodian aid as will survive; how to get Congress to move on the tax bill; how to get "their" big-spending bill recommitted.

The President stirs with pleasure—it almost seems as if he has suddenly walked through a door into his real self. Familiar names: the old horse-trading routines. Even his hands seem independently to enjoy themselves now as they settle into the little enactments of bargaining they know so well — counting, weighing, arresting; a finger encircles a thumb (We have that man), knuckles rap the desk (Try again), the whole hand flaps (He's hopeless), reminiscences about motions to recommit like memories of great football games. The names like candies in his mouth: Frank, Gale, Hugh, John, Al, Herman, Gaylord, Barber, Mike. . . .

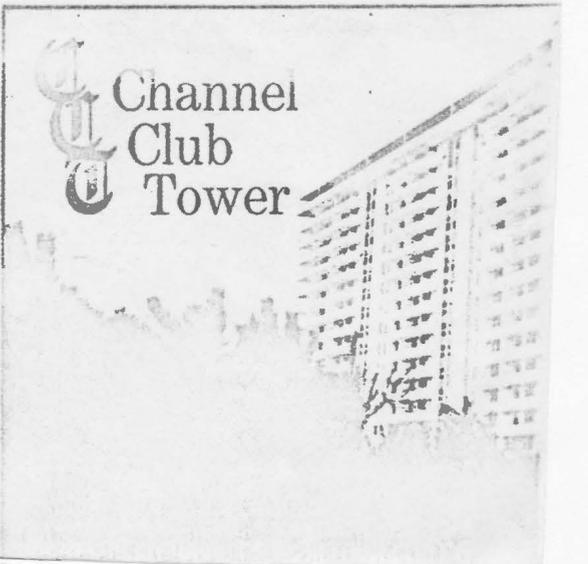
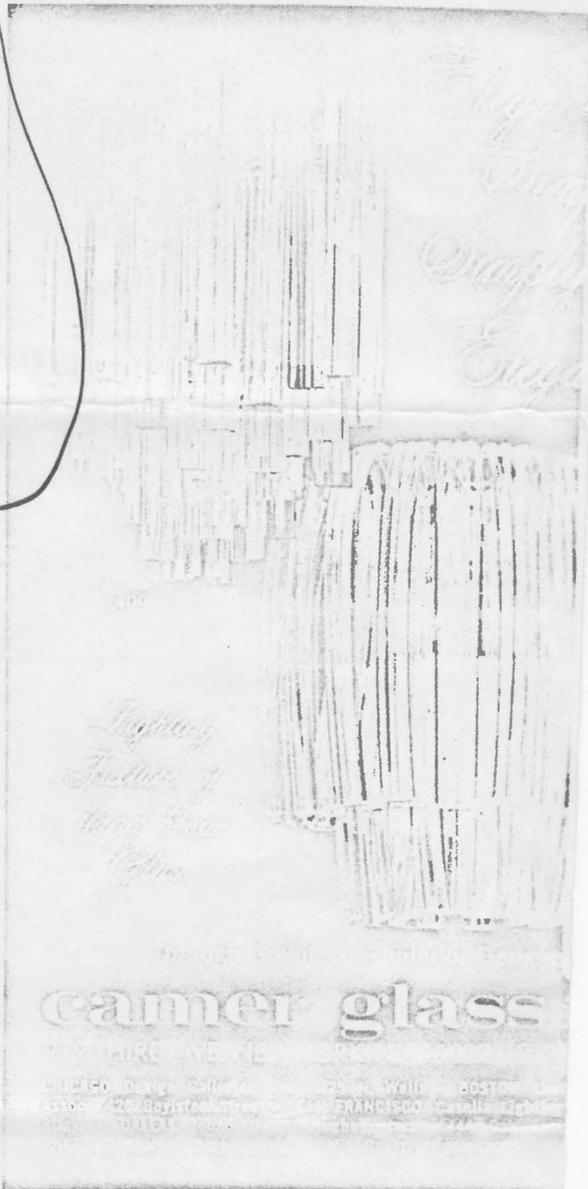
FORD: That Gale McGee is a staunch guy. I remember when Gale and I used to fight tooth and nail for foreign appropriations. In those days, old Passman was adamant against anything foreign. . . . What's the next step, Max?

FRIEDESORF: Well, the House subcommittee will vote again, of course, and the full Senate Committee will vote, I believe, on Monday.

FORD: Anything I can do?

FRIEDESORF: Our present count on the probable vote in the full Senate committee is 7 to 7, with Senator Percy undecided. I think a call to the Senator would be most helpful.

FORD: Sure. I'll call Chuck. JACK HUSHEN (Nessen's deputy, who is going to have to take the briefing this morning, because Nessen will be sitting in on a scheduled Cabinet meeting): What am I to say about this Republican loyalty oath, to you and the principals of the party, that



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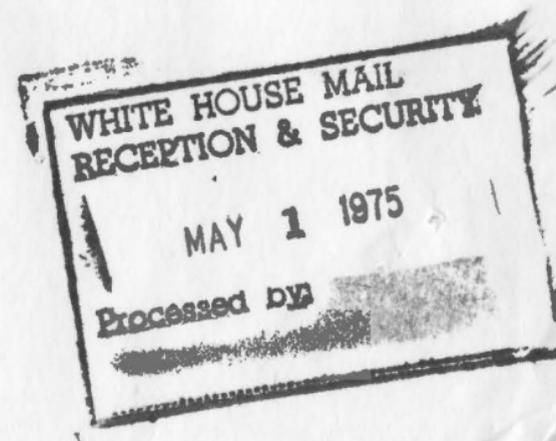
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SENATOR LORI WILSON  
16TH DISTRICT  
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SUITE 18  
MERRITT ISLAND, FLORIDA 32952



Counselor Jack Marshall  
The White House  
Washington, DC 20500



APR 22 1975

THE WHITE HOUSE  
WASHINGTON

April 21, 1975

ADMINISTRATIVELY CONFIDENTIAL

MEMORANDUM FOR: JACK MARSH  
FROM: JERRY H. JONES

The following notations were returned in the President's outbox to you:

-- Jack Stiles talked with me about Bi C. project at Cape Canaveral. Said Rog Morton thought Commerce could participate. Status?

-- Jack Stiles talked with me on Sunday. Said it looked like swimming pool arrangements were all set. Will you verify with Jack and keep Don R. informed.

Please follow-up with the appropriate actions.

Thank you.

cc: Don Rumsfeld

*Bob for TI*  
*next to*  
*note*



THE WHITE HOUSE  
WASHINGTON

Jack -

↳ 783-9200

x 5211

↳

substitute

Nelson



THE WHITE HOUSE  
WASHINGTON

Cap. Commercial property.  
Available bldgs. - sec  
of project

NASA might  
do it -



THE WHITE HOUSE  
WASHINGTON

How is going to call  
Weldon 9/1/68 about.

1. Weldon needs memo

1. Memo from Jell to  
Weldon / com to Martin  
of v.v. - outlaying meeting  
to discuss project, we'd  
like a couple presentations  
on how you visualized

June 6, 1975

MEMORANDUM FOR:      **RUSS ROURKE**

FROM:                   **JACK MARSH**

Following up on an earlier conversation, I know the President is going to ask me about the status of the Cape Canaveral project. Can you pulse all the people who were in our last meeting and get me something on paper by way of report from the various participants. I am going to bring this thing to a head one way or another.

JOM/dl



June 12, 1975

MEMORANDUM FOR:      RUSS ROURKE

FROM:                      JACK MARSH

You might get word to Reg Morten that the President has brought up to me again the Cape Canaveral Project and I indicated that I believed that he, Reg Morten, would like to talk with him concerning this.

In light of this, it might be well to get up a meeting for approximately 10 minutes to discuss this and I would attend that meeting, along with Reg, Ted Marre, Jack Stiles and yourself.

JOM/dl



THE WHITE HOUSE  
WASHINGTON

June 13, 1975

MEMORANDUM FOR: JACK MARSH

FROM: RUSS ROURKE *R*

Jack Stiles advises me that he is making a last ditch effort to breathe some life into the Cape Canaveral Project. He is currently working with Earl Culp, Bob Shaw and Ted Marrs. I advised him that we want to wrap this thing up one way or the other next week. I have asked for a final report on his efforts by cob Tuesday, after which I will set up the meeting you requested.



THE WHITE HOUSE

WASHINGTON

June 12, 1975

MEMORANDUM FOR: RUSS ROURKE

FROM: JACK MARSH 

You might get word to Rog Morton that the President has brought up to me again the Cape Canaveral Project and I indicated that I believed that he, Rog Morton, would like to talk with him concerning this.

In light of this, it might be well to set up a meeting for approximately 10 minutes to discuss this and I would attend that meeting, along with Rog, Ted Marrs, Jack Stiles and yourself.



THE WHITE HOUSE

WASHINGTON

CAPE CANAVERAL MEETING - Wed., 6/25/75 - 4 p.m.

Jack Marsh  
Russ Rourke  
Jack Stiles  
Ted Marrs & Milt Mitler  
Bill Casselman  
Paul O'Neill  
Dr. Charles W. Hostler (Commerce)  
Gen. Durward ("Pete") Crow (NASA)  
Dr. James Fletcher (NASA)  
Mr. Ray Marble (ERDA)  
Mrs. Marjorie Lynch (ARBA)  
Mr. Melvin Zisfein (Smithsonian)  
Dr. Lynn Carroll (Science Foundation)  
Lt. Col. Herbert Babb (DOD)  
Mr. E. A. Rogner (DOD)  
Mr. Richard C. Atkinson (NSF)  
*Colonel Elmer Brooks (DOD)*



THE WHITE HOUSE  
WASHINGTON

CAPE CANAVERAL MEETING - Wed., 6/25/75 - 4 p.m.

Jack Marsh  
Russ Rourke  
Jack Stiles  
Ted Marrs & Milt Mitler  
Bill Casselman  
Paul O'Neill  
Dr. Charles W. Hostler (Commerce)  
Gen. Durward ("Pete") Crow (NASA)  
Dr. James Fletcher (NASA)  
Mr. Ray Marble (ERDA)  
Mrs. Marjorie Lynch (ARBA)  
Mr. Melvin Zisfein (Smithsonian)  
Dr. Lynn Carroll (Science Foundation)  
Lt. Col. Herbert Babb (DOD) (Air Force)  
Mr. E. A. Rogner (DOD)  
Mr. Richard C. Atkinson (NSF)  
Col. Elmer Brooks (DOD)



THE WHITE HOUSE  
WASHINGTON

July 3, 1975



TO: JACK MARSH

FROM: RUSS ROURKE *R*

    X     For your information

Jack, a copy of the attached paper, prepared by Pete Crow has been forwarded to Paul O'Neill.

*I have sent copies to Ted and Jack S. R.*

## Technological Fair - Cape Canaveral

### A Discussion Resume

The feasibility of a technological fair at Cape Canaveral in the summer of 1976 in conjunction with the bicentennial celebration has been reviewed. The basic idea is appealing. A fair encompassing forward-looking technology, energy, space, and the environment could have wide appeal and would appropriately be associated with the bicentennial celebration to provide a forward-looking element.

Discussions have been conducted with exhibition experts, industry representatives, project personnel for "Transpo 72," Administrator for the Bicentennial, and representatives from a number of interested government agencies. The consensus of those discussions is that it is not feasible to conduct a comprehensive, broad coverage technology fair at Cape Canaveral in the summer of 1976 for the following reasons:

1. There is insufficient time to organize, to solicit industry, and to build the necessary facilities to support an exhibition along the lines of a "World Fair" or a "Trade Fair."



2. Industry representatives have reservations about the desirability of Cape Canaveral as a site for a technological fair. They prefer a site at industrial and trade centers like Chicago as more convenient to potential customers, including foreign countries, and as having better supporting transportation and visitor accommodation facilities. They point out that Cape Canaveral, with Disney World near by, would appeal more to a vacationing public than to potential customers for technology.

3. Funding, either by supplemental appropriations or by a plan envisioning "paying its own way" would be extremely difficult, or virtually impossible to arrange on a timely basis.

A modified approach holds somewhat more promise. The National Aeronautics and Space Administration with an operating concessionaire now conducts a highly successful visitors program at the Kennedy Space Center at Cape Canaveral. Over a million visitors annually are conducted on a fifty five mile tour of Kennedy Space Center principal points of interest beginning at a visitor exhibition center with principal stops at the mammoth vertical assembly building and at the Air Force Space Museum, featuring the history of rocketry and missiles. This operation grosses over \$4,000,000 annually with profits of some \$250,000 to the concessionaire. Contractual arrangements provide for an "improvement fund" with up to 10% of gross profit to be



used only for facilities improvement. This arrangement could be used as a vehicle for some modest provision of new or improved facilities.

The program scope of the modified approach would be limited by NASA mission encroachment, time, the environment, and funding. NASA urges that visits to work areas be controlled for two reasons: (1) security and (2) work interference. Time and funding are inherently limiting. There is not time to plan and build permanent or sophisticated exhibits. The salt-air environment dictates air conditioning and covered space for exhibits requiring electrical wiring, etc. Such space, even using pre-engineered and geodesic structures range upward of \$70 per square foot. With no source of significant funding now identified, decisions with respect to scope should be governed by funding availability. Consequently, options for firm programs are limited to (1) and (2) below with further examination required to go beyond them as described in (3) through (5):



1. NASA only - representing primarily a change of emphasis of the NASA visitor center program to emphasize the "bicentennial" and the "outlook for space and technology." Existing facilities and a currently planned new cafeteria would be used. Some increased attendance would be expected and some modification of the tour program would probably be entailed -- i.e., shortening. Additional costs would be minimal and would not involve appropriated funds.

2. Modest enlargement of NASA facilities to be funded within present arrangements. This envisions a new Butler-type building at the visitors center to provide an additional 10,000 square feet of NASA exhibit space, re-orienting the tour, and planning for increased attendance. Additional costs would be on the order of \$600,000

and can probably be funded within the framework of the concessionaire contract without the use of appropriated funds.



- 5
3. Option (2) above to include ERDA participation using all, or part, of the additional exhibit space. Costs would be the same as for (2) plus, as yet, undefined costs associated with the ERDA exhibit. These costs should be relatively modest and it is possible that they can be funded from ERDA appropriated funds for either bicentennial purposes or program dissemination.
  4. Additional item for option 2 or 3 - Move the outdoor missile and rocket exhibits from the Air Force museum for display for the duration of the fair to contractors row, paralleling the parkway near the Vertical Assembly Building, at a cost of \$1.0 to \$1.5 million. It is possible that funding could be provided by the Air Force or that a joint NASA/Air Force arrangement could be made. This display would be a tour stop and a principal attraction, featuring the historical development of rocketry and missiles.



5. Broaden program to include participation by all Federal agencies which could properly use appropriated funds for either bicentennial or program dissemination purposes. Program costs would depend on program definition and available funds, which may prove to be disappointingly small. Maximum scope would be limited to some 100,000 square feet of exhibit space which would cost some \$7.5 million. Display costs would be additive, and cannot be estimated until programs are defined. An overall limitation at \$10.0 million could be established with the stipulation that appropriate funding be identified before program initiation.
  
6. Broaden program to include selective participation by industry with criteria that displays be in accord with a theme of "space, environment, and technology" and that participants either construct their own facilities or pay rental and that they fund their displays. Industry would find participation more attractive if costs could be ruled as "expense" for tax purposes. Early solicitation would be matter of urgency.



Organization and management responsibilities must be assigned. If the program and participation are limited to NASA, NASA would continue to manage the program. If participation or program scope is enlarged an interagency committee, with representatives from participating agencies should be established, with the NASA representative as Chairman, to exercise overall program surveillance. NASA would be charged with direct management.



Decision options are summarized below:

- - Do not undertake

- - Undertake as follows:

- (1) - - NASA only, with bicentennial emphasis - -  
no appropriated funds costs. Nominal added costs to be funded from visitor's center operations.
- (2) - - NASA only, with bicentennial emphasis - -  
10,000 square feet additional exhibit space. No appropriated funds costs. Additional \$600,000 funds to be provided from visitor's center operations
- (3) - - Examine-NASA with ERDA participation - -  
10,000 square feet additional exhibit space. Costs as in (2) plus undefined ERDA appropriated funds costs.
- (4) - - Examine-adding to 2 or 3, above, moving outdoor missile and rocket exhibits from Air Force Museum at an appropriated funds cost of \$1.0 - \$1.5 million from the Air Force. Feasibility must be explored with the Air Force.



Examine  
(5) - - ~~broadening~~ to include all federal agencies with the stipulation that costs be funded with appropriated funds, recognizing that participation may be minimal -- and that overall appropriated costs not exceed \$10.0 million.

(6) - - Examine ~~broadening~~ to include selective industry participation on a pay-its-own-way basis, recognizing that participation may be minimal, and that early solicitation is required.