

Tom Kennedy interview on Atiyeh, Jan. 18, 2017

An interview of Tom Kennedy regarding Oregon's Governor Victor Atiyeh, recorded on Jan. 18, 2017. Kennedy served under Atiyeh as Director of Oregon's Economic Development Department. He also accompanied Atiyeh on at least one trade trip to East Asia. The interviewer, James Moore, was as professor of political science at Pacific University and was Atiyeh's biographer. This is one of two interviews between Moore and Kennedy; see also PUA_MS161_039.

The interview includes discussion of: Atiyeh's efforts to establish and expand international trade and tourism in Oregon in the 1980s, particularly with Japan; the first international flights between Asia and Portland; the Expo 86 final report; the contributions of various individuals and organizations, such as Ron Allen, Charles Swindells, and the Japan America Association; the establishment of a Tokyo office for Oregon; the creation of a fax machine network; the administration of lottery funds for water and sewer systems in Josephine County; attracting Japanese investment and enticing electronics companies to come to Oregon; the importance of tax structures; the impact of environmental regulations on the timber industry; Sharp's (a technology company) decision to choose Colorado over Oregon for development; issues with Willamette Industries; personal anecdotes of the speakers, including a dinner with Sir Henry Fok (a Hong Kong businessman and politician); and the challenges of managing Expo 86.

Note on the text: This transcript was made through AI in 2025, with some manual corrections. It has been provided in order to facilitate research, but the text does contain errors and inaccuracies. Users should check the transcript against the recording before quoting the speakers.

[Recording begins mid-conversation.]

James Moore 00:00

Yeah, but, uh, I said, God, we did a first flight of something. There it is, 83 got it,

Tom Kennedy 00:07

and I've got my delta flying kernels, if credentials in the other room. No, they made me one of these things. They first came to Portland in the early 80s, and then they began the Japanese, yeah, flight later. So what I I tried to half organize it, and I realized it was overwhelming when I got into it. The final box yesterday that had just tons of small stuff. Yeah, that pile over there focuses on the television series Morgan with love good, which I assume you know, yes, this stuff, and there's more of it. That is Expo 86 including the final report in that barn. Oh, good,

James Moore 00:47

which I think I was just writing about the governor, talking about the final report he would soon receive. And there it is, uh huh,

Tom Kennedy 00:55

tons of other Uh huh, small minutiae and things could go with that. Ron Allen, who was one of the members of the committee from Pacific Northwest bell at the time, lived down the street on the other side of the street until about six months ago, and he and Carol moved down to Charbonneau, but there are photos in that book and elsewhere of Ron was a big athlete, and he was sort of the leader by PNB sponsor friendship,

James Moore 01:26

really. So, yeah, I was wondering, I just did the relay as they arrived, 2000 miles,

Tom Kennedy 01:33

yep. So you get the idea. Yeah, there's Oregon day and all the rest. Yeah. So this is Expo 86 or I can dig out. This is a lot of stuff about many years, seven different years they did Morgan's love. And this is a combination of stuff. These are sort of the photo op things. This was in Japan. Do you know Butch swindells, Charles swindolls, I

James Moore 02:03

met him, yeah, you know, I clearly admitted me to talk, yeah, and

Tom Kennedy 02:07

we took Charles to Japan for the first time. Interesting, too. Yeah,

James Moore 02:12

you're familiar with this, yeah? Actually, thorns gave me theirs, and

Tom Kennedy 02:18

we handed those out. And this was him giving it to Ambassador Manson,

James Moore 02:21

to Mansfield, yeah, this little thing about by the end Vic and Mike would just kind of close the door, have some coffee and, oh yeah, sit back and talk.

Tom Kennedy 02:30

And the funny thing about meeting with him was he would always serve you coffee. Oh yeah, but it was always instant. It was sort of a humbling experience. The consul general. Imagine all the stuff that right is here. So that's kind of that. Yeah, I started going through and digging into business cards. And this is a wild guess, but I conclude I may have 2000 business cards. Well,

James Moore 02:59

you were the business card culture in business.

Tom Kennedy 03:05

It was hard to grasp when I started looking at it again, and this is just an amalgamation of articles, right? That this is what the hard part when I finally got to the bottom of the last box, I found literally hundreds of photographs and tons of just newspaper stuff. Wow, some of it I can identify. Some I can't, but this is Fujin province. Our trip, a trade trip. There various other sites. This is the second visit. The whole photo book about the visit of the cadon Raid, right, led by corosawa, who was head of the, I think, IBJ, yeah. And where the first, of course, was Akim Rita, yeah. They had photos of governor with Merida son. Now the best for the for me personally, but it also tells the story of EDD. Don't have to what kind of triggered this is Sandy, and I realized upstairs we had all this stuff, and my parents were both deceased, and processed your chin like family goods. Yeah, I had never looked at either of these scrapbooks. They actually go back all through my life and my sisters, but starting here in this one, this was a gpca thing, me and Dave heinol, who was the director at the time of Jack Bradley, and then she pretty much took Clifton Clifton Clift and Cliff. This was a speech I gave in Joseph County, and the man in the foreground is my father. That's great. And there's a letter there that signifies one of the more personal experiences I had as Eva director. We were able to provide lottery funds to as an adjunct to local bond issues and federal EA funds to. Put in a water and sewer treatment system that allowed them to move the water, I mean, the sewer, around like, Well, yeah, yeah, which, until that time, was becoming badly affected by the State Park. So

James Moore 05:13

that was one of the first real projects for the lottery. It was one. And

Tom Kennedy 05:21

then there's force John, who my original boss, went to Washington, so they created a battle of the band, so to speak. Yeah, exactly. So throughout your those kinds of stories, this in she had clippings I couldn't find elsewhere about our Saturn, which is, yeah,

James Moore 05:43

which usually just, just a little border, but it had to have been covered. It

Tom Kennedy 05:47

was to some degree, but not a great deal, yeah, but we hopped on a jet and, yeah, Detroit, yeah, like everybody in the nation was exactly, and there's a little coverage here on superconducting, super close, but quite frankly, I can't find a lot of documentation. Yeah, so that kind of covers the broad yeah spectrum that's here,

James Moore 06:12

amazing. So sit wherever you're comfortable, and I'll just get the recorder pointing basically at you.

Tom Kennedy 06:35

It's just glass. It doesn't much

James Moore 06:41

matter. Yeah, so, yeah. So, a little bit of what you just told me. How did you get into this business

Tom Kennedy 06:48

when I was I'm terribly good or bad about detail. When I was a sophomore in college, I had moved from Oregon State back to Eastern Oregon University. In those days, college and I became a member of a singing group called the ambassador sponsored by the university to tour the state and promote the school. We mostly played at high schools and junior colleges. We were invited in the spring. I don't know what year it was, but in 1971 i or so to go to Sun River, and we performed there for a conference that was taking place in and that was this very early in the life. The place stuck in my mind, and I could never not think about it a lot. After I left the state. We graduate. I graduated there. By that time, Sandy and I had married, and we had a son, and I went to Oregon State. I did a master's degree at OSU, and graduated with that in 1975 and took a position at the University of Wisconsin, Madison. So we moved cross country. Spent three plus about four years in Madison, and at the end of the process, we realized that Madison and Wisconsin were a great place, but we were going to come back west Sandy's company. She was working for a healthcare planning agency, and they were just had an absolute lock on a contract that was going to allow them to do what they did in the Upper Midwest, but also do it now in Seattle. And so they wrote her into the contract, and our move back west was going to be facilitated by her organization. And I was resigning my position at the UW and decided that I didn't really want to stay in the in the higher ed field at the time, and all the time, I thought about this experience is sun River, because it combined what I was familiar with growing up in the high walls in town of Joseph and the environment I enjoyed, but in a really remarkable place, a planned community with all these available things. And we came back, oh, they didn't get the contract, but by that time, we'd made our decision, and we said we're just going to move back to Oregon, and we just so without a job or any other plan except to get one, yeah, and we thought the most likely place to do it would be in Portland. So we managed to find an apartment through the Oregonian remotely, out in the Beaverton area, and we moved into Portland and started thinking about jobs, but we read about a job in the paper that was open at keneda.

Never been there, but, of course, knew about it, so we said, well, let's go. I think I called them or something. They said, we'll come and interview. And we did, and they offered me the job on the spot. We were intuitive enough to realize that may or may not have been the best fit, right? But I had always thought about sun River. Said, Let's go down to Sun River. We're this far. So we drove to Sun River, and as we drove in, we saw the sign that said personnel, pointing to the right. We drove over and we met. At the HR director, she said, Well, we just had a position open, or we actually, we just had a walk out. They had fired a person, and some others followed. So they were in a bit of a fix at the moment, implying that maybe there was opportunity. But it was in the fall, October, and near the end of their typical season. But she introduced me to Hank Hickox, who was the young general manager of the resort division. And the position that they had just sort of vacated was in charge of all their conventions and convention management, which involved sales of and then just administration of stuff. And it was such a departure from anything I had done. He thought, Oh, this guy's a he's come in the university field. How could you possibly translate that experience into this? But we came back, and I pretty much pestered him into finally hiring me. So we moved to Sun River in the late fall of 1978 and we love Sun River. It was a great experience. But we also realized that for long term, it really wasn't going to be where we wanted to be with the sun. No school out there a lot of things going on. And around that time, Greater Portland Convention and Visitors association was born. When they created it moved that function out of the chamber of commerce. And the step course, Portland established a room tax. It was a partial funding base. And I had gotten to know some of those people.

And David heinell, who is the new director they brought in, had recruited me to come up and establish a tourism marketing program, GPC VA. Now, in doing this, I found business cards from two of the British team of three whom I'd

worked with at Sun River, who had started to want to market Sun River to the Brits. And I had had an initial experience with some Japanese traveling to Japan, and George, as a mono, was my first escort, if you will, to Japan, and we had fond memories of those things. So that was sort of an interesting early transition. I came up and began this new program of marketing tourism for the City of Portland, which inherently became the state of Oregon. And during the course of that, I got involved with the political engagement, with moving the tourism marketing division into Edd, right? So having done that job, excuse me, for about three years, all these things came to play. And when I John Anderson, who was then Vic's Director of Economic Development, came to took me to lunch, and I said, Well, no, I really don't have a desire to leave this to go run tourism for the state, but we did agree that I would be interested in and he offered me the position of Deputy. And at that point they had one other deputy, Wayne Wolf, who was running administration in the finance programs, so I became accountable for the external marketing ones, which were tourism, Film and Video, international trade ports, which were really a partially financing entity, and, of course, industrial recruiting, those are the primary things. And that was in May 1984 within days of that, or at least weeks, two major things were happening. I didn't know at the moment that I'd already been working to some extent, with Doug Frankel, who was head of the International Trade Division because of the work I'd been doing in Japan, we realized that it's one thing to work, and I'd been working with United Airlines and various other collaborators, it's one thing to try and market inbound tourism Oregon now that we had that one direct flight and zero name recognition in Japan, but it's another to recognize that it's really a two way street and international Trade was an established and growing function at the state represent level, representing and working with more and more firms in the state wanted to export their products. Japan was obviously large buyer, going way back to the days when Hutchison, for the Oregon wheat I think was the wheat growers. Wheat Growers

James Moore 14:22

were there in like 58 they established a place in Tokyo. They did, in fact. So yeah, his,

Tom Kennedy 14:28

Debbie, his one, his daughter and I worked at some point, and she was on one of our early trips to Japan. Because Debbie is about a six foot tall blonde who spoke fluent Japanese. Oh, there you go. So you can imagine how much fun she had in Tokyo with the it was always a shock anytime you were with Japanese. And they, of course, assumed that you didn't know the language, and then when suddenly you expose some knowledge of it, it would always be a Yeah. And she was probably the most fun to to do that with, because they were always fascinated by her. Anyway, yeah. Yeah, but so that was the beginning, of course, timber, ag products were the primary exports, but other things existed even at that time, Tektronix, Sony tech and their joint venture and other things. So there was work going on, but it hadn't really very much resulted in any inbound development until that, almost that month, and at that point, the work had already begun with NEC. And believe it was in May of 84 you probably have this when the K down, well, when Sony, I'm sorry. Akil, Morita, yeah. Delegation brought the delegation, and I was involved with that. It was almost the first week I was in the job. It was kind of a

James Moore 15:44

welcome to probably the most powerful person in Japan, pretty much, yeah.

Tom Kennedy 15:47

What a fascinating person, yeah, in every way, so worldly, yeah. And obviously, spent time as a young man in America and in New York, and then did what he did, yeah? And as you obviously, we know about the special session in the repeal of unitary tax. So that was my introduction. And on the heels of that, we began immediately working with two Fujitsu companies, Fujitsu America and Fujitsu micro electronics. And so that was kind of the start of the industrial recruiting work, and my engagement in that was fascinating even then, because while Fuji su limited in in Tokyo knew both of its companies were doing this work, we were always told that neither one knew about the other at all. And as a sidebar, what I learned and what I'm sure you have learned from the governor and his position over the years. John Anderson had a history in military intelligence, and he ran many aspects of the department in a similar fashion, it was interesting, kind of fun and a little amusing at times, with the level to which we would go to maintain secrecy, but I quickly came to appreciate the need for it, and had a variety of experiences that tested that over the next few years. So we had code names for everything, and then a list of code names. It's like keeping track of passwords today.

So here we were working, and we had to divide our teams because the work and the locations were very different. Fuji

America, Hillsboro, Jujitsu, micro electronics ultimately made a very odd decision to separate themselves from the rest of the high tech community and look at Troutdale aggression, Mary. But we ran those meanwhile, I had already been involved in the first time I met Vic Attia Governor Tia was thanks to the TV show from Oregon with love. There's so much information on this, but Kiyoshi Nakamura is an employee of ozumano agency, still is, I believe. And one of ozumanos lines of business Kiyoshi ran was inbound summer stays by Japanese students, sort of a, you know, world experience, and that's what Kyoshi did. But Kyoshi is a very entrepreneurial guy, and in Japan, one time, he saw the show, I can't remember the name, but it was about this father with a daughter and a son who had lost their mother, and he had moved from Tokyo to the very northern part of Kaido. And so it was about them moving, adjusting from city life to rural life, living in the wilds and all these things. And Kyoshi had the idea that, why couldn't they do that in Oregon? Let me just a moment. I gotta grab a book. Yeah, I don't know if you have copies of this, but if not, you it'll happen for the archive. So he managed to get a meeting with producer, Mr. I Mr. Nakamura, and pitched the idea of doing something in Oregon. And he returned from Japan. I was the office at GPC VA. He walked in, and he told this thing to me, and he said they're going to send a person to explore the idea. And Don camura himself would come, and he said, We need to see what we can do to welcome him, to show him around. And it would be nice to get an audience with the governor. So I made that happen. And so we went down, we met with the governor. And of course, he you. Did all the right things. And that was sort of the beginning of this project. And then over the next few years, it became its took on a life of its own, yeah. And these are, this is the book that I produced that tells the story. I have two copies of that.

James Moore 20:22

That's great.

Tom Kennedy 20:24

And so that was already in process. And one of the personal story that was amusing is our son was, I don't know, 12 ish or so younger. And the writer came to Portland, and our job was to introduce him to the area, and we did. I remember he came to dinner one evening here in Lake Oswego. We lived in a different house. It was Halloween, and our son and his buddies were going to go out doing Halloween stuff, and there was a haunted house in the community, so we took him the rider with our kids, and he experienced Halloween for the first time through the eyes of a 10 or 12 year old kid, and haunted house later, one of the first, earlier episodes from where I'm at love of course, had to feature Halloween, yeah. So that was the beginning, and it went on into the early 90s, when they finished the seventh, seventh season of that story. So these things were happening concurrently, and there were other things tourism related. But by that time, of all those magazines, so many different publications, had spent time here in Oregon, and I had become friends with Mr. OTA, who owned five of those publications in his editor in chief of travel times. His name is Yasuo Saito. Since passed away, he and I became good friends and so routinely OTA publications, which they were both consumer and moat and business to business. For the five publications were focused on restaurant, hotel and hospitality industry, fee issues and then travel times.

The magazines I have probably, I don't know how many copies of were to the traveling public, and that was already starting to take hold, in a way. And we were constantly entertaining travel writers doing very specialized things. There's a whole series of books, probably four, up here, that deal with jazz in the United States. And of course, Portland has had a strong jazz scene for a small city all this time. And there's a whole section on Portland jazz in there, yeah. And so I brought in, or received is a better way to put it, writers from various publications who came to experience these things, and oftentimes they would do it on up and down the west coast. The US travel. Tiu is us. Tia us travel information assistance programs under the Department of State also was becoming active and based in Seattle, had a director who was trying to build a collaborative effort to co market three or four states within the region. We began doing that. And there was a met, a big meeting in Seattle, I think, called pow wow, probably in the early 80s, where many, many of these people came in. And then, of course, we sent them out into the familiarization tours around the state. So I could go on and on. But all that was in place and happening when all the other began, right?

James Moore 23:45

So just, just what the impetus for this? I mean, we've got the flights. We're looking for two way going back and forth. Is this more the Japanese saying, how do we keep get people on the flight. Is this more the airline itself saying, how do we fill seats? I mean, where does that impetus come from?

Tom Kennedy 24:08

Well, initially, our partners at this end were, of course, United Airlines, the port of Portland, and our effort was, gee, let's least and, and, frankly, I at Sun river had been one of the first people in the state, yeah, to consider trying to produce, export our product, if you will, by attracting visitors like

James Moore 24:31

you got some golf courses that would be very popular, truly, and

Tom Kennedy 24:35

a different and it's funny how differently the Japanese looked at things from The British. For example, yeah, yeah. British wanted the sort of guest ranch idea, yeah. The Japanese were more focused on other things. And then those days, their travel was generally group travel, right? And kind of an odd fit, oftentimes, groups of young couples going out on their honeymoons together. I mean, that was early. There's a position. Paper I found that I wrote must have been a good one. I'm sure, on GPC VA letterhead that I wrote to the state trade and economic development committee, and that was probably done in 1984 in which I basically break down the international markets, where we stand, what they need, and how they differ, and outline what would have been essentially a marketing plan for how to start to approach those and so that document exists. I read it yesterday. I've forgotten I ever wrote it. So in the case of the Japanese, to go back to your question, we began by wanting to do those things with United Airlines to try and make this flight work, because you had companies here that were doing export work and needed transportation. But it was only one flight a week. Yeah. Everything else was out of Seattle, yeah.

But what quickly happened is, once we became engaged, and I look at a few key players, and then you see what Saito was on one and then others, you realize we started to learn about the Japanese travel industry and how massive and sophisticated it was. And that's where, when I look back at the business cards I've had Japan travel bureau is just one example of so many specialized travel firms that packaged and sold travel abroad. And because very few Japanese at that time traveled individually, some business, even businessmen oftentimes traveled more groups. So it was highly organized and structured. So there's a very intact industry that was there to receive this kind of information, and they wanted new product, simple as that. And they had a new interest in the northern part of the West Coast, because everyone in Japan knew about San Francisco or Los Angeles, but they were starting to gain an interest in other things. And so they were, it was kind of a good time and place, and an interest in expanding their markets. And so that began. It was sort of, I guess it was, it was happy timing, yeah, and a discovery of just how the Japanese were focused on that.

Obviously you have to look at George as a mono and George's Biden cultural knowledge. He and I spent a Sunday with his aunt, who lived near Masada University. Our first trip there, one of the most kind of remarkable days in Japan I ever had. And then show de sono, who, of course, is a player in this field forever. And the port, everyone had a had an interest from this side. And then we discovered it on the other so that would began was all going in volume in 1984 so by september of 1984 it all came together. CO announcements by the Fujitsu from Oregon, with love. And I have photos around here somewhere of an Oregon fair that we did in Denton. It was one of the stations that wasn't. Think it was maybe Shinjuku area, but anyway, in Tokyo, where there's a whole street fair of Oregon product, we had loggers doing chopping and going and stuff, and we had various delegations who went to be there for that event. I can't remember how many people went, but it was maybe 50 or more, industrial bankers, high tech, obviously, wood products, type people interested in tourism. So all were there doing things concurrently on the trade mission that we ran in the fall of 84 and then it just continued on from there, yeah. When I look at the dates and times and places of the photographs and the things that we did 1985 must have been an unbelievable

James Moore 29:13

year, both 84 and 85 Yeah. I mean, one thing we're doing international is just trying to figure out. So when did Oregon Governor start going overseas? What did it look like and like the first major one is Hatfield and Antoinette go to Japan, meet the Emperor, and then towards the end of his eight years, they go to West Germany and France, and then McCall goes to East Asia and wants to go more, but there's things pop up and things like that. He also wanted to lead the first state delegation anywhere to go to the Soviet Union, but that got the kibosh put on it straw, but just one trip. But it's kind of one trip a term. Thing, and to his first turn, he did two, and then all of a sudden, he's re elected, and Katie bar the door. It was all the time. There are, you know, at least three big trips in 85 you know, he get back. One he got back, and a week later he was gone. And boom, boom, boom.

Tom Kennedy 30:20

Well, and so even in 84 was when we signed the sister state province agreement with the Fujian Province right in the PRC right. And I remember walking into that story, which is fascinating, just especially to see it replayed with Trump these days. Oh yeah, the Taiwan PRC dynamic. I was

James Moore 30:39

telling a reporter I was talking to said, Well, you're not going to believe this,

Speaker 1 30:43

but I know I told somebody that the other day. I said, been there and done that.

James Moore 30:47

Yeah, yeah, there's, there's a couple things like that. It's like, Whatever you do, yeah, go figure.

Tom Kennedy 30:53

Yeah. So yeah. That started in 84 and also, I believe that the governor signed the, the commitment, the proclamation, or whatever, committing us to do Expo 86

James Moore 31:09

in 84 in 84 Yeah, yeah, I got that. And

Tom Kennedy 31:13

then we formed, and these are obviously going to be available as well, but I we began to form the organizations to make these things happen, right, right? This program guide was interesting, but the one that, and this was the final report issued from my period, and there's an 84 annual report. I don't know if the archives you have those, but oh no, this document sort of laid out the plans, division by division, and it included things like Expo 86 so it first enumerated

James Moore 31:58

members of the committee. The committee Yes, caught on the paper the bluest of the blue ribbons. It was

Tom Kennedy 32:03

pretty darn blue, if you look at the names on there, yeah, exactly. It really was. And we've got some seed money, 150 from the emergency fund by the legislature, and then set out and started to build that, yeah, I found a photo, I think it's up here, of me and the legislative leaders in Vancouver, BC, we had to go up and look at the site and show it off to them, because we were appealing for ultimately became two and a half million in lottery funds or something, yeah, and we had a flight book on the only carrier that flew into Vancouver, which was Western airlines. And we were all think the senior member of the party was Frank Roberts, and then the whole selection of other members of the committee, and I and And Charlene Jackson, who was administered of services, and we were waiting, and United or Western airlines, announced that they'd oversold the flight. We didn't have seats not enough, and we had to go. So I called, I don't know if I called him personally, but I called aircraft to recall Norm Winningstad. Norm Winningstad was such a partner and all these things in those days, and said we got to get to Vancouver tonight. So they sent a jet to PDX, the private terminal, and we flew in that night and arrived to Vancouver sometime after midnight, best customs clearing I ever had. Yeah, they came to us, and then this is the flight.

It must have been the next day on the way, going back, loading the jet. And odd things came together on that flight, because we kind of had to hop around the state, delivering these legislators, right? And we did that, and I was by that time, this is where life makes a circle. Hank Hickox, who was also one of the reasons I left Sun River. Hank had left by that time and gone to Cuba Island, South Carolina, gone to Florida, gone to California, run Silverado, and had been had come back to Oregon to run Salishan for John Gray, and he was having a sort of big soiree at Salishan to welcome, be welcomed back. And we were invited, and I think Sandy was there, but it had gone down on her own, and I knew all the staff from there, even from Sun river days, because we were sort of collaborating in our efforts. Mary Armstead was his VP of marketing. So the last person to get off the jet was me, and we landed in the the airport in Newport, and I remember this little Lear coming down over the ocean and circling coming. It was a foggy, kind of strange night. Touched down on. The airstrip and run up to the end, and the very end of the airstrip there's a deer standing there

looking at headlights of this jet. It was a surreal experience. Yeah, and I and one of the legislators got off, and I snagged so that was sort of the intro to the whole Expo 86 story, which played out over the next couple of years. So all these things were happening early in this time. Yeah, then 85 was kind of like time warp. It was just incredible. The number of trips and the number of places we went, and the number the amount of activity during that time would have been when we established the Tokyo office, yeah, and David Lucian was posted there. Yeah, David, who was six, four more big, tall guy always wore a beard, became affectionately known in Japan as the bearded barbarian, and he just had a way of getting to know people and getting around.

I remember David, we had a hotel room in our, oh, I moved offices in our Portland. There. The Office for economic for external trade had been in the Pitt building. Our lease was up, and it was not a very convenient or useful location. And there was a dirt there was a massive over abundance of office space in Portland at that time, the US, Bank Tower was just opening, Pac Trust Center was opening, coin center was opening, and all had high, high vacancy rates. So we said we got to find some place easier and a little larger, with more to facilitate more of our Portland work. Any one of those we could have walked into with amazing leases, but I looked at all of them and said, the optics are not good. They're nice buildings, maybe a little nicer than we should have. So we went into the Crown Plaza and made that move. So all those things were happening in that year. And there was a room dedicated in our offices there to Telex. And of course, the whole telex operator and the communication was painfully slow. Yeah, David discovered this thing in Japan that was a routine thing called a facsimile machine. And I think here, architects kind of use those things. About the only professional who did so we established our first set of telex machines, and we could then communicate with David back and forth and all of our regional offices. We called these things the warlords. Suddenly, they could no longer. They loved to use the excuse of always being left out of the loop and right headquarters didn't treat them with enough respect. Machines and darn it, guess what? Exactly just the opposite leave us alone

James Moore 37:53

in 1984 for the Fujian trip to Mattia was along. Yes, he was. And so he tells the story about premier Chow hearing that he was interested in rugs, and saying, you're going to that city. And that turned out to be bus city. Tom got home, Incorporated. But as he puts it, you know, China kind of went straight from rocks and things like that, two faxes. And so he had one of the first faxes in downtown. He would write it out for \$5 a page, two attorneys who were beginning to do business in China and Japan and stuff. And it's like,

Tom Kennedy 38:33

there you go. It was incredible. I mean, what a total leap in communication technology. So yeah, we began, and at that point, it's amazing when I start to think then about notwithstanding time difference, every day I'd come into the office and you'd have a message there sometime in your messages from David, and vice versa. So it was really, it was remarkable time because we had to tee up the all of those activities. And then, from a more personal standpoint, I had walked into that job in May of 1984 and by sometime in the autumn, Wayne wolf had decided to move to another agency. And rather than replace him, John asked me to take on everything. So I became the sole deputy director to John with all the finance programs as well as the marketing ones. And then I'll still remember the day, not the specific day, the month or the week, but the day when John walked into my office and said, You're not going to like this. I don't think, but booth Gardner had been elected governor, and John said, I'm going back to Washington. Yeah. And his word to me was something the effect of, if you want this job, take it. And I thought about it for a relatively short time that day, and I walked into his office and said, When can you be out? And he was out. So I was named acting director, and I knew they'd go through some process, which they did. It, and I think it took about three months. But the challenge was that this was literally a day or two before we had a sort of in town road show lined up to introduce our priorities and budget requirements to the legislature, right? And that was all scheduled for theater in Salem. And so suddenly there's no John, it's me, yeah, the crew. So the legislative session began, and with it got to be one of the strangest sessions ever to take place for economic development, because a lot of me, of course, had been moved in a four Yeah. So with all these other things going on, the demands of having to be in Salem and the beck and call the legislature and testifying and listening to testimony at trade and economic development committee, which is co chaired by Joyce Cohen and Jim Hill, was quite an experience. Yeah, there

James Moore 40:59

was one trip. One of the trips was in May, when they when the session was going. And I think that's, I think that's the investment trip. So it's you and swindells and the governor, and it's like three or four people are just going to meeting

after meeting after meeting. But it's the planning stuff is you put. Make it very clear this is contingent upon the fact that I probably may have to testify here and here, yeah,

Tom Kennedy 41:24

it was, it's, it's crazy, yeah. And to even make it more interesting on the Japan side, was, I believe it would have been that time, but maybe it was proceeding that, oh, it's probably September in 84 when the governor saw the itinerary, the schedule, the meeting schedule in Japan. And he said, Well, this isn't enough meetings. I believe the number maybe was similar around 20 or 25 which was thought to be a reasonable number, giving the the transportation challenges and our relatively unknown status in Japan. Well, by the time we got there, it was something like 45 meetings a week. It was really quite Yeah, an accomplishment in itself. Yeah, and that all set the stage for so many more things that was hard to even Oh yeah. What would happen? Yeah? So yeah, 85 became that. So I had the legislative session. We had to discover what was going to get funded by the lottery. And at the end of that process, my agency, I think, came out with five different new bills that reached the lottery funded. We had to go through the public input and administrative rules creation. But got there, I always felt some of those programs made a lot of sense and gave very important tools that were necessary to in most industrial sightings. Yeah, others, maybe not as much, but the one that had a lot of personal meaning to me in the end, that I had to recuse myself from involvement in this because of my lifelong relationship with the area and the fact that we still on a family cabin? Oh, well, there we go. Was this one, and it took two years for that to happen, yeah, because when the commission, commissioners from the county came in and said, Is there any way we can get lottery money, we had none to give, yeah, so we sent them to intergovernmental to Bob Montgomery and Yvonne Addington and said, maybe they have something, and they didn't. But a year later, and by that time, the city of Joseph and the property holders at Willow Lake had had passed three separate bond issues to finance the creation of water system and the sewage collection and the sewage processing. So all those things were magic, and then were matched with the money we're able to provide along with the federal government Eva grant. So it's and that was predicated on two things that were job creators or salvagers. One was the saving of Willow Lake Lodge, right? And the one that never took place, it was going to be new jobs. Is a development at the be commonly known as the foot the north end of the LAO like, called Oak trout development, which was going to take, it was going to be a condo project

James Moore 44:14

just kind of up on the just over the lake, kind

Tom Kennedy 44:17

of up on the back side the dam is, yeah, where the Chief Joseph, yeah, running down the hill on that little ridge below the monument. Kind of a odd spot, yeah? And it became, kind of a lightning rod, yeah, for a lot of things. I have a cousin who left retired from teaching and became a county commissioner and county judge for many years, and then served on the planning commission. So Ben and I would always get together. His name's Ben Boswell. He was later the president of the Association of Oregon counties, okay, and became kind of a well known figure in that world. So we'd always talk. About the policies of land use planning, especially around Malawi Lake, which is such a volatile topic area. So from a personal standpoint as well, we looked at that and said, Wow, you know, I know what the requirements need to be, and I'm all for job creation. And at that time, had no idea just how much a place like Walla County was going to need to have jobs to replace the money that were lost, but it never quite felt right. And of course, now it's owned by the state. Yeah, it's a part, yeah, took many years, but it happened, yeah. But anyway, we created that in the Lauer Lake lodges, survived to this day, although this year you may or may not know it was sold, sort of almost a crowdfunding thing, yeah. So it still continues through the years and survived the more importantly, Lao lake was saved. Yeah, my take on that was about the age of 16 when the state built the current Marina. And I had no idea what was going on, but, I mean, I saw it, but I drove up one day, and they had put in a coffer dam to create an area that they were then going to pump dry. And then it became the landfill that became the parking lot and the marina. Prior to that, it was riparian zone, cottonwoods and other trees that were water friendly and you could it's kind of swampy and like any normal riparian zone. And what I realized when I drove up there that day is that with the cofferdam, what it became, essentially was a sewer, because it's literally yards, yeah, from the State Park, and our cabin sit just above the state park, and every single place had its own septic system, and there were probably multitude of water systems, yeah, and so that at the age of 16, I was kind of shocked by that reality, and then over the years, realized, as did many, that the lake quality was gradually changing, but it hadn't reached a stage where The health department could declare it a hazard, and yet, everyone knew that everyone, and probably more than anyone, the state itself, were contributing to the problem. So to me, when you think about those kinds of things that happen, it's kind of remarkable to know that one small tool, and it's not a lot of

money, yeah, not by today's standards, yeah, nothing, but because the leverage, but it's the leverage that those things provide. So that became our job in the in the administration of lottery funds,

Unknown Speaker 47:36
probably one of the more

Tom Kennedy 47:39
interesting ones I that held for a time. Was this which was taken in Lakefield, and they had five operating mills. But like many places in the state, rail lines were abandoning their branch lines, and there was a 75 mile stretch to Alturas, California, I supported all those timber products companies and Burlington, Northern Santa Fe were banning it. So the county put together a deal to purchase the line, and I flew down one day. It was a Saturday, and my son was out of school, and I had to charter a twin engine plane to get there and back anyway. So I took Justin along, so he got to witness this whole little circus on the end of the day, the two attorneys who came out of San Francisco for being trying to get home, and they're supposed to fly from Medford. They couldn't get to Medford. The weather was turning then they couldn't get to Eugene. So I said, We'll ride back to Portland with us, and you can get a flight from Portland. So they did, but we were going to Hillsboro, and they had to go to PDX. And I remember the pilot took us into an air strip at PDX I'd never used before, and we had a crosswind. And you can just tell when a flights, when you're in a bit of a risky situation. He got the wheels on the ground, pulled up to the terminal, open the door, these guys hopped out, and he packed it up and took off again. We're going over the West Hills, bumpy, crazy flight. We finally land in Hillsboro, and the pilot lets out this gigantic sigh of relief. He says, wow. Says, you know, I haven't been flying I've been flying helicopters. I haven't flied fixed wing for quite a while. And I say, and you let me bring my son, but we've always remembered that day, yeah. So it became a from that point on, not only a business of trying to develop the lottery programs. But then the administration, which became a whole other task. There's a whole series of interesting printed articles. My assistant there, Betty buys, was always good, even after I left the agency in sort of cleaning up the pieces that came in and sending them to me and Alan OTA i. Who was kind of a How would I put it kindly? Well,

James Moore 50:06
let me put it this way, when the governor went to the Middle East, Tom Atiyeh and Alan Ota flew in together to join them in Cairo, and Tom got out, who'd been to the Middle East a lot, and they shared a cab in and the cab driver wanted about 80 bucks, and Tom said no, and so he bargained, including taking stuff out of the back and all this kind of stuff. And Alan was mortified, just mortified, but told me, huh, little more starch than you would expect. Yeah, yeah.

Tom Kennedy 50:43
Well, Alan was kind of a pest to the agency. We took him to Japan, or he traveled us there, but you could always count on a certain attitude from him, that was we felt relatively unfair. Just throw that out of the way. And by the way, you can crank that back up behind. You. Is it even more comfortable, like that? Great. That's what it's supposed to do. So anyway, the point is that, of all the you know, I looked at journalists through the years, Steve Jennings sort of took his bent on things. Julie Tripp, Judy rooks, and I ran into Judy and Bill Diaz, I think was your husband and the affair for Dolores. Oh, great. So we looked at each other, and it took us a minute to recognize each other and said, Wow, it's been a long time. Yeah, we agreed. We had some interesting times together, yes, but Alan's focus was always more the negative than the positive, and he wrote extensively about the lottery, and I haven't read them because the type is too small, and I don't care anymore. I've got a whole series of articles that was kind of his focus over the next couple of years. Yeah, so that's 85 and then it flowed into 86 by that time, we had created and built the pavilion for Expo 86 Can I take a Yeah? Brief break? Yeah, absolutely. You're welcome to just paw through anything that's Great stuff You

Unknown Speaker 53:59
it hard

Tom Kennedy 54:09
to keep track of all the sequences, but the two other things that 1985 really caused us to do, it was sort of, Of course, more political than normal because of the the session right? It was in person, right? And a member of our commission at that time was Bob Baugh, who is AFL CIO, and when gem announced the creation of the new company Saturn, and the plan to build a plant somewhere in the country sparked a lot of interest. Now, of course, the only automotive industry that existed in Oregon, arguably, was freight winter, yeah, yeah, which is not a lot to go on, but there's something. But

there was. Wrong sense on the part of the union representation that we needed to make a play for Saturn. So we did, and that was one of those trips where we assembled a team of folks higher ed and others to look at that and put together a flight, somebody led us, or we borrowed a jet of some kind to fly to Detroit. You know, by that time, General Motors was very practiced in receiving delegations and saying all the right things, patting him on the head and sending him away. So it was never something that I think we felt was highly likely, but we felt it was important and necessary to do it, and that article probably carries some of that message. So that took place, and then came the other big one, the superconducting Super Collider. And that was really a fascinating experience, partially because of the committee that we assembled with presidents in both universities,

James Moore 56:04

more physicists than you would usually expect to see on

Tom Kennedy 56:07

the committee, typically and John Gray from our first jobs at Sun River and my wife worked for up to her retirement after she threw the females. So that became interesting and quite a challenge. I had to sort of educate myself, just to know enough to know what the heck a collider really did. Why

James Moore 56:32

large circular hole? Very much. There you go. And

Tom Kennedy 56:34

very large, yeah. But then, of course, it's highly technical, complex and very expensive to do, if it were done. And the criteria, once again, did not really scream, Oregon, no. Had to have great international flights and connections be near a major research university, blah, blah. Well,

James Moore 56:54

I think earthquake faults I could issue, yeah,

Tom Kennedy 56:58

but I don't know. But we came up with two sites, yeah, that our engineers said would work. And the most proximate, of course, was in the southern Willamette Valley. Would have gone under the Willamette River and under the foothills of the Cascades. And of course, it would have been beautifully located between U of O and OSU. Yeah, the more practical, from a different standpoint, was out in the desert toward Hermiston, where we had a lot of land, even federal land, and digging the big tunnel would have been a different thing, although it would have been a lot of volcanics, yeah, faults and structures. So it was hard to know how realistic it ever was. But once again, these things took in their own right, a lot of focus, a lot of tension, and the time of some amazing public spirited citizens in the state of Oregon. So those were all going on that year. So we had Expo 86 forming and building and major driving that Saturn and superconducting Super Collider. While in Japan, the activity was really kind of ratcheting up as well. And then, you know, when I kind of break it down after that, 1986 was a lot more of the same in travel. I found some handwritten notes that I had from a trip where we went, where we did go to Fujin Province, which was complicated by the number of stops we made along the way, Hong Kong.

James Moore 58:25

Yeah, Hong Kong to start there, back, yeah.

Tom Kennedy 58:28

So yeah, and quite a trip all in all, yeah, you

James Moore 58:34

went to Xiamen during that trip, the special city. Did you guys realize what that was in terms of the Cold War, not really. That's Amoy, as in kenmoy, Amoy crisis. That was it. That was it, and so, but all of a sudden, because Taiwan's right across the streets anyway, but just you go in there, I was just like, Oh my goodness. Another thing on those Taiwan trips, Vic talked to somebody named John Chang, who would be in the foreign ministry office of the Taiwanese. Did you beat him or I did

Tom Kennedy 59:13
not. Okay. Sandy,

James Moore 59:17
how's the garage? Hi. I'm just

Unknown Speaker 59:20
Hi, I'm just hiding Sandy, isn't

Unknown Speaker 59:22
it? Just the loveliest weather.

Tom Kennedy 59:25
I got held up with the guys, and I was rushing to get home, and Jim was in the driveway when I got here, so I said, we'll just pull it into the Oh, no,

Speaker 1 59:32
that was good, because now I have a spot, so it was perfect. Otherwise I'm I was thinking, Where will I park? Because I was assuming you'd be in the driveway. I know it's such a mess.

James Moore 59:41
Just so you know, this is what Hillsboro, my house, looked like about seven hours ago, and the snow is all gone now. Oh yeah, it's

Speaker 1 59:48
coming. It's coming. I know I can see a big difference, yes, in the last couple of

Tom Kennedy 59:51
hours. I hope so. Yeah, you can see I prepared for it up at the upper end of the driveway, yeah. Oh yeah. Can get crazy all.

James Moore 1:00:00
No. John Chang, yeah, I don't think I met him okay. Did you have any sense? Did the governor know who he was? Okay? He's Chiang Kai Shek grandson. Chiang Kai Shek grandson. And, well, I don't think the governor knew Jerry Thompson, who went on one of the Taiwan trips, because she and the governor actually made a pact, because of the rajneeshees, that one of the other them would always be in sale. And so she took one of the trips, and the governor stayed, stayed, and she met John Chang, and it turns out that he was, you know, greeted her and took her to a hotel that was actually important to the Chang dynasty kind of thing, but she had no idea who is. Yeah, and in the oral history, the Governor did a really long oral history in the early 90s and everything else, he goes through and corrects spelling, but he didn't correct it. Was misspelled and he didn't correct it. I don't think he knew that that was Chiang Kai Shek grandson. So I

Tom Kennedy 1:01:00
never made it to Taiwan because that all proceeded, yeah, me. And at the time I got involved, we our trade. People were dealing with it all the time, industrially, otherwise, not so much. And we were just beginning then to open doors in for those purposes in South Korea, yeah, and, of course, China. So I missed that, but I do from the port. I still remember such a beautiful city, and the water there is remarkable. And I remember, I don't think I could actually see it, but we were told on the right day you could see Taiwan, because it's just ways off ship.

James Moore 1:01:31
Yeah, and the island the two, the fighting was going on and like the US Air Force was flying over 1955 is just but they're only five miles apart. Yeah, it's the piece of Taiwan that's right on the coast. Yeah. And then there's Jia min, which is right there.

Tom Kennedy 1:01:47

A friend of mine actually is a relation. Was, Is travel. My son goes to China all the time in his business. And this young man does as well. And he told me every song at Thanksgiving, he said, I finally made it to Xiaomi. Oh, yeah. And he described it to me. I said, Oh my gosh. And he said, you know, they're moving to establish it as a free port, because

James Moore 1:02:11

it was a special economic zone when you guys were playing around.

Tom Kennedy 1:02:14

So now you'll have Singapore, Hong Kong. Yeah, fascinating. But when we were there. You know, they had all the infrastructure. They had all these big, empty, light industrial buildings, a hotel, Sheridan life, where we stayed, and then a small, but very new and efficient looking container term, yeah, it didn't, as I recall, it wasn't large, but it was all brand new and it was empty. Yeah, there were five companies that we visited that were doing kind of low end assembly. One was doing some TVs and some other assemblies for Hong Kong companies. A European company was doing ceramic, you know, dishes that sort of flat war, not a lot. But of course, their sole goal was the obvious of, let's get investment coming in here, right? Exactly. And it worked, yeah, absolutely. But that element of history was kind of lost on us,

James Moore 1:03:09

yeah, yeah. Well, it's because, especially because, for the governor, Taiwan was so important to him and but just, you know, little things like, oh, I don't know if you knew that connection there, but,

Tom Kennedy 1:03:23

and I always kind of regretted not ever having the reason to get to Taiwan in the midst of all this. But in the end, it was such a short period of time, just Graham.

James Moore 1:03:34

Just Graham in October 86 So towards the end of the term the elections going on between Norma and Neil, there's another trip to Japan. The first half is the governors. Atiyeh goes, and he goes with the governor of Washington and New Mexico. They spend time with the LDP doing that, but then it's a two week trip, and the second time, second half, it's company, company, company, company, company, company, company. Were you on that one at all?

Tom Kennedy 1:04:16

But what I'd have to do is go back and try to reconstruct what we did on that one, because by that time, we had other companies, yeah, moving along, and we had begun our engagement with around that time, with Nippon, cocon NK, which is the final big and actually the largest ever announced in the year in the US, in an article I just reread in my mother's crap, it was the largest investment announced in the US anywhere that year, 60 plus million dollars, and by far the largest of any of those in Oregon. It never took place, but we were so involved with that at the time, and it was at the transition of governors, so it was complicated by that. Yeah. So I know we were doing that. NKK took us. I believe it was on that trip to their sort of pride and joy. By that time, the South Koreans had become the largest steel manufacturers in the world, but they taken that from the Japanese, and the way they did that was by offering more than the steel. They could both manufacture massive amounts of steel, but the South Koreans sold the steel with labor, and the largest buyers were probably in the Middle East and elsewhere. So they basically, maybe it's not kind to say it, but kind of offered slave labor that went with it, young men, or men left home and lived in barracks and basically did construction. Yeah, so at that time, it's not long before the South Koreans had had become world number one producer. But prior to that, in Japan and Nippon cocon, probably the largest of all them, in Tokyo, I'll say Tokyo Bay, but in the river, not off far offshore, they had actually constructed their own island on which they built the factory and a terminal shipping port, rather. And to reach it, you went through a sub under a water tunnel, and I remember taking us out and seeing for the first time a real steel mill, yeah, but probably the one of the most advanced in the in the world at that time? Yeah, absolutely. So they were, you know, they were massive players, and so they wanted to see what their history was, which, of course, was steel. But their goal was in moving beyond their old business and moving into a dimension of the high tech sector, which is what they had done in the or coming to do in the US. So that was part of that. And I can't tell if it was that year, but I'm guessing it might, without double checking. By that time we had Epson was here, and as you know, Epson is Seiko, right? And Hattori, there's another big story we've got to include in this,

which was the visit of the Japan us association to Oregon and Salishan. Do you have that story? No, I don't think so. Okay, I have to, and that actually is interesting, because Sandy is somewhat involved in that as well. But by that time, we knew all these people well and had good friends with each of the new companies that had come and the folks from Epson Seiko wanted us to see what they do in Japan, and so the Governor and I, and I, we may have had another staff person with this were taken by them to their factories and their factories up in the mountains, north of Tokyo. They flew us out helicopters, and they have all these different factories in all these mountain communities, in these lakes and mountains. And they hopped us around from one to another by helicopter to see these. And we stayed that spent the night in Rio con and spent time with their executives. And it was just remarkable to see how they ran these but one of the more interesting things was here they were building a computer peripherals plant printers, one of the first products. We saw a factory there where they produced printers as well, and there was a high amount of automation. We saw a Seiko watch factory. It's virtually all automated. You looked at the floor, the floor were all these machines producing all the parts that went into housings that became the watch. And if there was a machine that was jammed or something, the light would on a pylon would flash and somebody go take care of it. So everything was very advanced and automated. And we saw these different things. But I'll never forget when we toured their printer factory, you walked around sort of an outside corridor around the factory floor, and in the corner of this corridor, there was a mimeograph machine, and one of the executive assistants was over there running off mimeographs for the business of the company, and We just looked at each other in disbelief. Out here, they're producing the most advanced PC peripherals and printers in the world, yeah, but they're still using they had a bunch of memory graph fluid. They had to use exactly. It was just a fascinating kind of juxtaposition of events. And so that was a it was insightful and interesting and educational. It was a lot of it was just kind of a wonderful experience delivered by them to the governor. Yeah, and this all have to double check the dates too, but this was kind of a big deal in the course of getting to know all these people, and particularly the Kim Morita we had learned about the Japan America. Japan America Association on the US side. It was run by Stanford Research Institute. Sri on the Japan side, Kate on red. This is where memory starts to fail me. Okay, so they were the facilitative organizers, and the program was, is basically business leaders in Japan and California. And they met each year, alternating between countries. But by this time, the Japanese had concluded that, you know, obviously they were moving manufacturing out of just they were interested in states other than California, and they wanted to expand their horizons. And now we had a number of them here, and the governor would probably propose to Marita San that, well, they should bring their next meeting to Oregon. And we let that go. And one day I received a phone call in my office in Salem from Mr. Morita, and he said, was governor Attia serious that we should bring that, excuse me to Oregon. I said, Well, I'm sure he was, but I'll confirm that. So then a few minutes or hour or so, I did and responded and said, Absolutely, we'd love to host you in order. So it happened, and it became the first time when heads of businesses outside of California were engaged with this. And it became the Japan West Coast Association at that point, and we hosted it at Salishan. And the program was that we everyone got into Portland. I remember there were all the big names, even in Oregon and Washington. George Weyerhaeuser personally was there, for example, came and we first met and accumulated at the Benson hotel and then moved by motor coach down to South champ, and the program was about three days, and you had a sort of plenary evening, nice dinner the first night. And the primary focus was on Saturday. Was in September, and it was the same Saturday as Pendleton around at each place, and it was we had brought in a they had simultaneous translators, and probably Portland, as Rose City sound had soundproof booths with simultaneous translation equipment, headphones and all the gear. So we had every conference room in the facility there set up this way. And they were bilateral discussions of various different topics, involving economics and business between the nations. And that was the plan panel discussions, Japanese, American alternating everybody with headphones. And we had just begun the program, and the governor had to leave that day because he made his annual appearance at the pendervans. So I was in charge. And ironically, Hank Hickox, who was the GM there, was also off property at the time on Saturday, so I was sitting in the meeting. Things were just getting started. One of the staff came to the door and motioned me over. I went over and she said, Well, we've received a call from the State Police telling us there's been a bomb threat. Someone here has planted a bomb. Now, it was supposed to be pretty, supposed to be, I'll say, confidential, that this was even happening. It was not in the media. It was one of the conditions of hosting. And we had also allowed Judy rooks from the Oregonian to attend, on the condition that she couldn't write about it, she could just be there and sort of observe all of this happening. And so to have this bomb threat was just one of those strange things. But there was an evolving sort of reaction to the whole idea of Japanese building here, and Japanese investment in the US. And this is obviously some form of that. So this is interesting. So I went to the back office at Salishan, and Sandy was working for them at the time she was based here. She was their vice president of sales and marketing, and first got the number. I said, I need to speak with the police officer who called you. I need to validate that was a legitimate call in the first place. So I called and got the phone number. I've got a hold of a state police officer. He said, it absolutely was. It's a legitimate

threat. I'm coming from Newport as fast as I can. I said, Okay, we'll treat it seriously. So, long story short, we had to evacuate all the meeting rooms and all the guest rooms. We had no idea what was there. You think about the conditions any bomb that would be electronically triggered when you have every room full of electronics? Yeah, just kind of a perfect mix. But it was a pleasant day on a Saturday, and we walked everyone out to, you know, with a Salish the sun room, Derek, and they were all standing out on the grass at the upper end of the driving range, which hadn't yet been shut down. And norm winning stands. I'll always get these two brands. Infused. And there's a part of story on this too that matters is either Augusta or Alouette, the two high end brands of helicopters, Alouette being the French and Augusta, the Italian name. He owned one of the other that was just kind of private shopper. It was also parked at the head of the driving range, as I recall it landed that day. So I stood there and explained what we knew, and looking at this incredible array of people, and standing right in front of me was Judy rooks taking notes. This is not good. All the work we've done, everything that's here, all these people, yeah, the heads of all the companies that are now located in Oregon, Mr. Hitori himself from Seco, was there, and so we brought out refreshments and said, we have to do a thorough examination of the rooms, because we can't. And everybody, they took it in stride, as you might guess. And that was kind of the end of the day, but I called Judy in and I said, Judy, we have to talk. You can't be writing this stuff. And she said, Well, it's up to the editorial board. I said, Really, okay, well, how do we deal with that? She said, Well, they'll be meeting at four o'clock. I said, Fine, we have to be on the phone with them at four. So long story short, we got on the phone and said, you realize this does know any good, and it was obviously not a legitimate unfortunately, there was no bomb, so they did not write the story. But she and I always had to laugh about that situation, because it was kind of a pickle for both of us. So that ended the sessions for the day. And in reality, from that business perspective, I'd say the whole thing was a bit of a, yeah, a bus. But Dinner was great. That's good. And one of the more amusing side stories to the whole thing was, I believe it was Mr. Hattori. Many of them had driven down in their own cars, uh huh, because they were quite experienced, yes. And if you know the golf course at Salishan, you reach the first tee and the practice screen by driving under the freeway tunnel. Well, someone took saw Mr. Hitori driving his rented Thunderbird down the cart path that goes in front of the condos on the lower end of Salishan, that took him past the driving range, through the tunnel over to the pro shop. And we just had to laugh and say, you know, the roads in Japan are so small it looks so that was kind of an amusing experience. But that was the first, and I've never, have no idea how many cents have ever occurred outside of California or elsewhere, but it was, again, due to the power of the relationship with Marie de San and there are other things with with Mr. Morita along the way, but that was probably one of the most interesting.

James Moore 1:17:54

Tell me about John Anderson, so he's already there as you come on. I The Governor's pissed off, apparently, yeah, when he leaves, but you talked about John's secrecy, and I've got great stuff on John's secrecy, but what was he like to work with?

Tom Kennedy 1:18:19

Charismatic, interesting, and you could argue highly professional, because he had spent a lot of time and knew Asia, knew the Japanese, and always, at least purported to know a lot. Yeah, he was an interesting man, interesting person. I, you know, I wouldn't have just gone down there to go to work for anyone, but I didn't know him beyond having had lunch with him and maybe a little bit by reputation when I went down. So for me, it was all learning experience after I arrived. Yeah, and, you know, I realized, like any organization, there were interesting politics going on and but, but John was, was he was good to make. He was demanding, not just to me, but all of your team. But he, I think he instilled in that group, excuse. Me, a sense of potential, and notwithstanding what I don't know that preceded that, he brought, I think, to the department, something they maybe had never had before with that level of sort of knowledge at the right point in time, yeah, when opportunities were there that maybe never had existed, maybe had a sense. So I don't think you can understate that, yeah, but the flip side of that was he had an interesting ego. Yeah, yeah. Uh, for example, one of the things I sort of found amusing, and oddly he had, there's a young woman, I can't remember her name, but she was his aid to camp. Maybe it was sort of the military. She drove him. She kind of took care of everything. And he sort of treated it like, you know, it to me that was sort of, well, I mean, the governor had a driver or body yard and lawn, but that's the governor. Yeah, John sort of had a mini version, not the same by any means, if you know what I mean, but it was interesting. And I found that interesting and amusing. And yet he was, he was good to me and to Sandy, and we got to know each other and his wife, Lynn, but over time, it became clear the further we got into these were all these activities, this whole penchant for secrecy was certainly a big part of his life. And it became obvious to me, as I got to know the governor better, and certainly Jerry, just how frustrated they were with John's penchant for secrecy. Yeah,

James Moore 1:21:03

both of them tell stories of telling John you don't get to use code names here. Yeah, yeah, sorry, I'm the governor.

Tom Kennedy 1:21:14

But to him that what the rules he set were the rules right in the agency, and there was a different world, yeah. And from their perspective, that makes perfect sense, yeah, but John just sort of lived in his own set of codes, so to speak. Well,

James Moore 1:21:29

it's fascinating because I've been doing the international stuff, but I haven't done the economic development as a whole, because Atiyeh is a major player in the legislature when the Economic Development Department is created. Okay? So he's there from day one, saying, yes, we need this and all this stuff. And then he watches it under, can't remember if it's under McCall first, but he watches it under straw. But he doesn't like where it's going. It's weak, yeah, when he gets in, one of his first changes is whoever is the director of this, and he's not happy with where things, it's just not doing things. But he's also trying to triage the economy, so it's not a priority for him. Yeah, they're the first term. But then sometime 8082 election going 83 it's like, okay, we need to be looking outside and doing this. What do we do? And so John was in Eugene, and brought him on board and and there you go. But so that, that it fits in, it does, it fits in with what you were saying.

Tom Kennedy 1:22:33

And he didn't. He the governor, didn't quite know what he was getting. I mean, that's how it goes, yeah. So, yeah, it was, it was fascinating. Because, I mean, I enjoyed working with and for John and I had, would have stick, stuck it out to the end, either way, yeah, because there was so much going on. So for me, personally, when he left, it was, it was for a moment or two. It was hard. But then when I realized, what have I done? Yeah, I've left other things I could do, and I'm down here, and I was, I was not, hadn't been and didn't plan to stay in state government right at the time. But he was the only reason I was there. And then when he was gone, it was like, Well, that was that, yeah, to have know that he was then going to go back to Washington, carrying all of the information, knowledge that people had developed here on

James Moore 1:23:27

that fall trip. He's just he's either just before you were just after you had virtually every meeting.

Tom Kennedy 1:23:31

I know it's crazy, but one of the many letters I found was a wonderful letter from John congratulating us on getting the NK Cade, because I'm sure Eva tried tooth and nail. Oh, yeah, yeah, one of the other investments that we fought over that they kind of won, I'll say kind of in the RCA sharp. Now, I don't know how much you know about that. No

James Moore 1:23:57

idea. Did I put a little thing on it or, yeah, it's good for the Northwest. It's like hell. It's on the other side of the river. Yeah,

Tom Kennedy 1:24:03

I know well, and we're the ones who brought it to the northwest. Yeah, yeah, because we there, we hopped on a jet and went to Princeton, yeah. And I remember the visit Tom was it Kane, who was Governor of New Jersey? Might have been, and he was very, very welcomed to the governor, and he provided us with a state police officer and driver for the day. And I remember they took time and showed us around, and when we met with the group, I have the cards in here, but the guy who became important, his name is John schuyer, and I've never forgotten Schroeder, because I got kind of angry at the man the basis on which he made his decision, RCA sharp. He was with RCA, but they had made him the point person for this project, and he was going to be running it. And he became infatuated with Norm winningstad and norms lifestyle. You. Helicopters, airplanes, etc. And I think he sort of began to fancy himself a bit of that, and saw a great opportunity. But we stayed for dinner. We were expecting to fly back that afternoon, and they said, no, please spend we'd like to have dinner with you, which, of course, is pretty good sign. It turned out to be a pretty good sign, because when we learned about it. I think it was Randy Miller, who is the more company here in Portland, who had all these ties as a distributor of Japanese electronics. He's the one who learned that they were doing this, and I think he first learned that they had pretty much selected a site in Colorado, and that's when we all launched. And went back to say, Well, don't make that mistake. You need to come to Oregon. So we were versed, very successful in getting their

attention and their interest. But there was this odd twist with John schuyers sort of thinking about other things. And one of the things that became, I think, material to his decisions were taxes and the difference in tax structure between the two states, yeah. And one of the sort of, I have to call this a sort of retribution thought after the fact was they were promised that the paper mill Canvas would only be remain open another year or two, so the sight and the smell and the other downsides of it would not be an issue for this beautiful, new, expensive plant. It turned out not to be, not the case at all. So after they made the decision, and of course, Washington, in one of these articles here, claims victory. That was sort of a half victory. Yeah, you know, I always had to chuckle at that, because in the end, John got, kind of got what he deserved. Yeah, exactly sour grapes, I'll admit, exactly

James Moore 1:26:49

the Tia's take on it was, if it had just been sharp, they definitely would have come here. He found the RCA. Yeah, people to beat that. And I think that's a good take on, yeah. And that's also because every time personalizing it more, yeah, exactly. But every time you guys went overseas, the media was always so what announcements are going to do, and the Japan media is doing the same thing. And so this one got great memos two or three months before trip to Japan from I think Doug Freundel is running the office at the office at that point in Tokyo. But it's, it's, he's

Tom Kennedy 1:27:26

David Lucian was, but he worked for Doug, okay, okay, okay. It's kind of, yeah, multifaceted. But

James Moore 1:27:32

Doug, Doug was saying, kind of laying the land, and saying, okay, sharp, you need to talk to him. But no publicity, you know, nothing. You know, all this kind of stuff and and, you know, all these things. And then it develops, and Colorado and John Anderson gets in kind of late, they read about it, and it's just wild,

Tom Kennedy 1:27:51

well, and ironically, the RCA component of that disappeared. Yes, there is no RCA became just sharp, yeah, so I think the governor's take is accurate, but they had the US side making. Got your partners, you got your partners, yeah. So you win some, you lose some, but Right, yeah. So that one came down. Wow. And I'm probably skipping over some things, but NK, K became one of the more interesting ones, because it happened, and we began down the path, and it was nice. It was and this is articulated in the article as you're reading as well. For us, it was a win, even the potential of it was a win, because everything was going into Hillsboro for the most part, and subsequently, some things went into other communities, and we have Salem and some other places later,

James Moore 1:28:48

or Fuji something don't ever use it and become Solar World, yeah? So you know stuff,

Tom Kennedy 1:28:53

yeah? Well, and McMinnville got a plan and so many of these things that we're building over there that were the suppliers to these companies, that we're going to naturally follow were mounting up, but NKK was a different story. And to have something that sizable and that important look at a different site, because they needed something a little more heavy industrial to look at Millersburg was really quite a victory, because we finally got out of the Portland metro area, and so we were doing everything in our policy, in our power and it was all their staff were on board. Every the site was good. Everything was working. But I don't know if you know about the Willamette industries kink in this thing, it's written about in the article, and it's true, but, and actually, I was pleased that, to be very blunt, I don't remember it wasn't sure when or how we resolved the issues, but the article actually attributes the work of Tia and me and my staff to making this agreement with Willamette industries. But the real story meant something like this. Willamette had. A spur line, a railroad line that ran across the, I think, the southern border of the property that in ki was buying. It was not in use. Hadn't been used for quite some time. They had no intent to use it, but it still existed. Nippon cocon simply wanted, at their own expense, I believe, to relocate the line, because it vibration is deadly in that industry, which we discovered out in Hillsboro. You know, in the old days, you wanted to be near a railroad track. Now you had to get as far as you could away. So we thought, well, this should not be a big problem, but Bill swindells was, I think, Chair at the time, but, oh goodness, I just want brain dead. Who was the president? He then subsequently went to Weyerhaeuser, and Weyerhaeuser took over the land at Rogo. Steve, okay, so I believe I went in, I know I went into their offices in the first interstate. And met with, I believe, both of them, but it became after that me and Steve Rogo, and he had an attitude

about this. And we were finding this among other Oregon businesses, sort of saying, Well, this is nice that you're working with the Japanese. What are you going to do for me? And it wasn't infrequent that we got calls saying, Well, we have this or that, or we're threatening to move across the river to Washington if we can't get this, or that, usually what we can companies wanted was some intervention to help with one or two things, power, rates, right, or taxes. And I still remember I got the first call from Intel with regard to the massive property tax relief that they received, and have been received for many years. And I sort of connected them with the treasurer at the time, and said, that's an interesting point, because industrial property versus industrial land are very different things. So they had a valid point. And the cost of a new factory and the the machinery itself was astronomical, and you could kill the entire concept, or the property taxes way they were then structured. So I got that. But it wasn't that simple. With Willamette, I didn't know what they wanted, and I don't think they wanted anything. I think they simply wanted to make it difficult. Yeah, maybe they didn't want a Japanese neighbor neighbor, I don't know, but there was no competitive nature. They weren't in the same business, close. Then you had teledine While Chang nearby, and all these other things which are actually more collaborative than opposite. But none of them were in the same business, and they drug this thing out, and they were unwilling to bend for no reason I could ever actually articulate if I had my notes. I'm sure there's facts there some kind somewhere, but they don't stick with me today. And all this was the clock was ticking and time was going and we were reaching the end of the year and the end of the term. And at this point, it was made doubly difficult by other things I've, quite frankly, had forgotten, and this was the acrimonious nature of the Goldschmidt campaign and their team specifically targeted at my department. Yeah, and there's some very humorous things about that at the end of the story that Yeah, I like, but it was hard to live with when you're doing all this. Yeah, and people are critics when they virtually know nothing about which they're talking

James Moore 1:33:20

Yeah, I have a great thing on the expo at one point, Goldschmidt, like, it's early in 86 so he's trying to be Ed fatally in the primary, but he talks about tourism needs to be the center of what we're doing and and, you know, all those people are going to drive through Oregon to go to a pavilion that We're building for them to learn about what they should do in Oregon. And so when the report is done and Vic's reading it at the Tourism Conference that he had every year, he just goes through and says, Well, hey, first do average visitor stayed four days in Oregon, not saying incoming governor. What are you gonna do? But you need to know that the first day of the goldsmith administration, no one had a key to the office, and when they got in, no one knew how to turn on the lights. So Jill Thorne, who had been she knew her way around, but she figured out where the lights were so neat. And it turns out that Athena had given the key to Goldschmidt, who hadn't done anything with it. And I just found the tentative title of the book, although it's too clunky, is Jill Thorne, about five months after Goldman Sachs and Vic Caesar and and she says, you know, this job's a lot harder than you made it look. We're a lot tougher than you made it look.

Tom Kennedy 1:34:54

Wow. But well, I had yeah and Rogerson. Eth, who was the consultant in charge of transition team, and then became the chair of the commission, and Dick Wright, and who was on our board later, and I got to know quite well who served and followed me in that job for a short period. Yeah, very short. They just none of them had any idea what had been done or how it had been done. Did

James Moore 1:35:21

they even transition? They did sort of, they tried there so much where they didn't even show up to meetings. No, it was other parts of government.

Tom Kennedy 1:35:30

Oh, I believe it. I They focused on it in our area because it was, yeah, important. I It's hard to compare with other areas. I don't know, yeah, but, you know, they definitely had a had an interest, but they had an attitude, yeah. And as a sidebar, I've got his card in the other room. I think his name is Doug Smith, but I could be wrong, who works at the port right now. He knew Roger, and he's worked with Roger, and when I ran into him at Dolores Memorial, reintroduced himself and I bill Wyatt and I used to be good friends. Bill and I and Kate Brown, by the way, skied around Crater Lake together. Oh, cool, Kate twice. Bill and me five times. We attempted times. We failed twice. Yeah, three times in the

James Moore 1:36:12

early 90s. As a southern Oregonian, I appreciate that. And

Tom Kennedy 1:36:16

actually, I did it once with some guys from Southern Oregon who were the best partners I ran because I really knew the place, but I love that trip, until we decided our knees and other things wouldn't sustain three or four days of skiing and 60 pounds on your back. But so this guy works with Bill at the fort, which is another interesting story, as I'm sure you know right now. And he said he called out Roger in our discussion with him there, and I would never say anything to anyone, but he acknowledged who and what Roger was about. And I said, Yeah, that was the Roger. I knew guy had a big ego, a lot of flash, yeah. But honestly, not one of them knew what they were taking over, yeah. And the stuff I've read in the last few just yesterday. In fact, they came in subsequent articles that they sent when I walked away from there, I was involved with the Oregon Business Council, and Bill was in for a time after that as President. So I remained involved in those things. But I really, I was so happy to just not have to deal with that element. Yeah, at that time I yeah, I disavowed most of it, until I was reading some of these articles and seeing some of the things that that Goldschmidt did to reorganize the department and how he was creating these floating positions we were going to report directly to him and jump over

James Moore 1:37:36

all. What is this, the the MX shell game? Yeah, with Margaret Carter stomping out, what a perfect example

Tom Kennedy 1:37:43

of what I don't know. Yeah, but wow, that's a perfect prescription for disaster, because who knows what you're gonna get, yeah, and it sort of felt a little that way. But at least at the time we were in NK K's scene, they behave themselves, I'll say, well, they knew there was a lot at stake. And I actually told them probably Roger, maybe Gulch made himself because we met that about the problem with Willamette industries, and said, you know, if we can't resolve this, it's going to be yours to win or lose, essentially, because this is a done deal, absent them. And that decision, and was sort of saying, You guys need to be prepared. And I don't know if they ever actually get engaged or had to. I just don't remember, yeah, but I do know, in the end, we got an acquiescence from Willamette, and we gave them whatever they wanted within reason, the deal got signed. And then NK, the markets on silicon, dip on chips started to collapse, and they never built the plant. Yeah, they were so apologetic for it that they left the staff, person that we got to know so well with an office in Oregon, I don't know if you know this, where he stayed around for something, Lucian and Frankel, of course, continued on with the agency for time, and David did for time too. I actually know he resigned. I've got his letter, personal letter telling me about his resignation experience. It's inside. I'll give it to you if you'd like into the relationship with his new bosses. Yeah, there's a little bit of this, yeah. But so they knew the stories. But at that point, I just sort of washed my hands of those things and said, You know, I'm out of here, yeah, but they worked with, I think his name is Chris wata. Any of it doesn't matter, but he had an office, think it was in the World Trade Center, and NKK gave him funds. And his job was to try and do things to leave a positive impression on Oregon, because they lost face, right so badly, right in walking away for. Such a big project, yeah, but

James Moore 1:40:01

that's also when chips are turning in from an asset to a commodity exactly, and all of a sudden, Thailand is the best place to do chips exactly, and it's just the way of the world, yeah? Well, thank you that, you know, Intel says we do this kind of stuff here, yeah. Thank you very much.

Tom Kennedy 1:40:18

Yeah. I mean, and it's amazing to the degree they do, they still do, yeah, so that was sort of the final big event. It was an interesting one to go out on it. Yeah, absolutely. Meanwhile, we did have all those other things going on. Intel, yeah, I quickly concluded, my opinion, they had a valid argument which was having been, and I think that took some time to facilitate, but ultimately worked their advantage. And others, other companies. One of the otter cases was in Tualatin, Blue Mountain pet, yes, yeah. I mean, this was the business in Tualatin, right. Hard to imagine today, when you look at what's there, they wanted to save it. And so the question was, how can we help? And we looked at things, we studied options, and we helped them develop a concept for an employee stock option purchase of the company. But there is but the buyers wanted to own it, and the new owners didn't really want a factory. They just wanted the market share. It was going to be a closure anyway. Yeah. So it quickly became evident that we couldn't do anything to salvage something that was a private transaction anyway, and probably in the long run, tulip has been better off anyway, but nevertheless, yeah, it was an example of one of those things you're called in to try and help salvage something that, yeah, you

couldn't. Probably the hardest of any of those kinds of calls came from timber industry. And I'll always remember the time when I got the call from champion International, who owned five mills in the state of Oregon, and said, We're closing them all. And if I'd known this, it wasn't in very much detail until a few hours or days after that, when I realized our agency, my agency, also had accountability for coordinating a whole series of state services delivered through other agencies at the time of plant closures, predominantly around training and yeah, and then continued benefits. So suddenly we moved from the role of attracting industry to help enclose industries. And of course, had no idea just what that signal was going to be coming down the road later for Oregon, and as I read my own comments now, as I toured around the state and spoke, you always try to strike a balance between fact and spin, but I believe everything I said was honest and true with regard to my beliefs and our beliefs about the economy and about timber and related industries. And we knew it was changing. We knew it would had to become more efficient. We knew that old mills wouldn't survive new and smaller dimension. Yeah, metric. All these things were becoming a reality, yeah, but of course, we had no idea, because the first day I heard of the spotted owl was in one of the governor's cabinet sessions. And, yeah, Monday meeting.

James Moore 1:43:20

Yeah, it's fascinating. The politics of the spotted owl. People now say the spotted owl did it. It's like, no, it was doing already, yeah, but this just limited your options about what to do next. But don't blame the spotted owl for killing off the timber industry. It was, but it, but it just limits your options. But

Tom Kennedy 1:43:41

it was complicated. I mean, I had the Canadians obviously putting

James Moore 1:43:47

just now I saw what Blumenauer and Widener saying, yelling about Canadian stuff. It's like I got things here from 1955

Tom Kennedy 1:43:58

same thing. You know, I was, I like to fly fish a lot salt water for bone fish permit sort of thing. And steelhead. And I took a trip with some friends to northern British Columbia, Smithers this past October. And while we've been through Vancouver many times, including back in the day, 86 flying out of there from the direction we did this time. It was astounding again to see the size and the volume of the law graphs that still exist in Vancouver. And it is such a takes you back to when they were on the Willamette, and actually how prevalent they were

James Moore 1:44:34

could walk across COVID. Yeah.

Tom Kennedy 1:44:38

But you know, the to me, the irony of so many of those things was having grown up in the northeastern part of the state, clear cutting was not a factor, and the woods harvested there were more predominantly pine than fruits, and it was a very different kind of forestry that was practiced. And while it wasn't the spotted owl, it was the same Endangered Species Act. Environmentalism that ultimately killed that. We go back now, and I look at land, and I fought fires as a teenager, as a college student, Bell attack crew in hills Canyon. I mean, I've lived in that country and know like the back of my hand, if anyone can know anything that big and rugged, but I see it today, and I see what's happened to the Timberlands And how unhealthy they are, yeah, through neglect, yeah, and it's really not even benign neglect, it's worse. So it's the pendulum swung, and it's swung so far. I don't know how you ever recover from that? Yeah, absolutely. But timber industry here, timber industry there, all of it, ultimately, as we well know, became more anything a footnote in history. Yeah, even though we purport to still have one today, it isn't that much. Yeah, one

James Moore 1:45:59

of the things I discovered, I haven't done the timber industry part yet, but because it's so vital to Vic's kind of the first 79 when he comes in, it's, let's get money back to the taxpayers. Let's make a kicker. And then by the end of the year, interest rates have gone up 40% yes. And so from then on, it's just Katie bar the door. What do we do? Yeah. But looking at at the timber industry stuff, the huge drop off in employment wasn't in the 80s. It was after the oil crisis in the 70s, in the 70s, and so it's automation. Yeah, we're becoming more efficient the need to do. So, yeah, so we go from, you know, we got 80,000 120,000 whatever, and there's a huge drop, and then the 80s, 82 takes us down. Yeah, here, but the huge drop had already happened, yeah, just because of automation. Yeah, you're in a global economy, and you,

you know, you want to sell two by fours, you kind of which is still

Tom Kennedy 1:47:01

happening, ironically on this trip to BC, one of the guys I was with owns a company. We founded it called key knife and key knife manufacturers is the cutting blades that are used in sawmills in his markets throughout the US, and his steel is manufactured in Germany. And Bob and another gentleman we met there for the first time from very northern Washington, near the Canadian border. And his father, I forget the name of the company, but it was a well known timber company. No longer exists. Owned that company, but he still owns facilities that was owned by the company, and they had some kind of unusual energy contract that allows him to get sort of energy when it's available on a sort of arbitrage basis. And as a result, his business today is running drying systems, kilns, dry kilns for the timber industry in Canada and northern Washington, and it's just fascinating to see what the business model is, yeah, because he basically gets kind of free energy, and that's a very expensive part of timber treatments, to be able to actually drive timber. So it was sort of an interesting revisitation of a topic you don't talk about much, but he had both of these guys, Bob, in his view of it, because they ended up knowing each other because they use Bob's products in the middle, and they still have and his point, both of their points, is the level of automation and the sophistication of a mill today is unrecognizable compared to what anything we everybody's saying, yeah, absolutely, absolutely,

James Moore 1:48:47

this is great. Lots of good stuff.

Tom Kennedy 1:48:52

Yeah, it's interesting to revisit it. And yeah, know what I remember, what I don't Yeah, absolutely, I do need to ask you question related to all this? Yeah, having touched it, I have to do something with it. Now, obviously my question of you would do this and help me my agreement with the archivist. Eva, Eva, thank you. Is I said we'll all bring stuff down that you may be interested in. I just have no real sense of what would interest them. All this stuff, damn, really,

James Moore 1:49:32

you betcha, the archive. One reason I'm doing this, well, main reason is the governor asked me to write this biography. But one thing we're doing is, this is a model archive for how to do it. It's, she's digitizing things like they're going out of style, and so everything you've got, and then eventually it's going to be digitized and available for everybody. Mm. Okay, now the organization of that is wacky. I've discovered I need to, like you guys would, put together meeting lists. And so I went through and counted for that. That October 85 trip to Japan. You had 45 you actually had 55 but 10 of them got cut out. You did 45 meetings, added in this, given a little bit all that stuff, so we got all that. But because of the way this whole thing came together, all of this should have gone to the archives. Yes, and it didn't. Yeah, my view, Kate, yeah. And as governor, and we had an interesting conversation about that, but, and so there's just stuff together. So I find when I like, when I get memos that you guys wrote or or anything, I have to read every single page, because at some point it's not the 84 trip, it's the 85 trip, or this. And so, so anything you can give, wow, we would love to have anything at all. Well,

Tom Kennedy 1:51:07

here's my sort of thought. The clipping. Some of these are duplicative, but most are not. My goal is going to be to put them in just plastic evasions in a binder. So, yes, there's sort of won't be greatly organized to the degree I can. I thought I would selectively put photographs with them that may tie sure to something Sure.

James Moore 1:51:32

And if you want to write just a brief thing, that's good, because photographs especially, it's like, what is, Who are these kind of if you would want, you can organize things, and I can come back, and I can film with my iPad. So we're looking at things. You're telling me a brief thing, what it is the governor himself actually would never. Usually, when an archive comes in, you put it in a U haul, the whole thing, he'd give us a box at a time and tell us stories, yeah, and that's Jerry is kind of doing the same thing, but something like that, just so we have a context. So like, I'll talk to Jerry, she'll give me a box. I immediately get home, write it up. And it's not much. It's like this much, but it says, here's what's in this box. Here's what Jerry says is important. Here's what I discovered when I went through that kind of thing.

Tom Kennedy 1:52:31

Well, then my goal is going to be to sort this to certainly get one of a kind. Yeah, not the five versions of the same article. Yeah, exactly. Actually, I should just give you my mother to

James Moore 1:52:42
scrapbook. She seems to be

Tom Kennedy 1:52:44
very thorough. She was very thorough, yeah, yeah. So maybe I'll recapture it that way. And along with photographs and other stuff. I mean, you sometimes things have more of a just a personal meeting, but these are kind of interesting, like Consul General, oh, yeah, yeah, yeah, those are great at any C. And did the governor tell you the story about Sir Henry ping Fang? Fang,

Unknown Speaker 1:53:08
no, really,

Tom Kennedy 1:53:11
no, I've got to tell you too. Okay, Hong Kong, uh huh. And fortunately, I came across the invitation sitting here on one of these tables from him sent to the governor and me when we were at the Mandarin hotel in Hong Kong. It was returning from the PRC and the governor and he had met at the Bohemia Club, which I've now been to myself, which has been fun to connect the dots after those years. And Sir Henry actually owned a camp there. Her was a member of a camp where you buy in. So that's how they met each other. And Sir Henry learned from the governor somehow that he'd be in Hong Kong, and he sent us this nice engraved invitation asking the governor and me to come to dinner that evening in his home. I think it's recluse Bay. It's called the other side of Hong Kong. With he and Lady Fung and another couple we meet, he came and picked us up, he and his driver at the hotel, and we drove through the hills, and at the top of this bridge that looks down into recluse Bay, he stopped to show us the area, and he told us the story that his father had owned that property in the other side of the bay when he was a boy, but his father had to sell it at some time, and he'd always wanted it back, and now he owned it again. And so there were three or four buildings over there where I got on. The point was his home, where he and Lady Fong resided. There was a swim club like swimming, because he's on the water a couple of other buildings, sort of club like buildings. And Sir Henry was Sir because he was knighted, and he was the first Chinese ever knighted by the Queen of England. And so we drove down, parked, and we walked to get to his home. We walked through the bill. Thing the Swim Club, which was what he used as has his personal museum to his knighthood. There was a throne mounted on the wall, small and all these memorabilia. And then we went to the home. And then we met lady phone, and had the home was like a museum as well. The artifacts were astounding. And the couple we met were from Portland, and what we learned was that their son was married to the phone's daughter. Their son was a professional tennis player, and they happened to be in town because the Davis Cup matches for Hong Kong were being played as we were there, but we went next door after cocktails. We went to the course together and never drank. So

James Moore 1:55:48
as I'm sure you know, I have actually after the fall 84 trip in Hong Kong, he apparently had a few fire waters. I talked with Bill Campbell, who was on a no drinking binge on that trip at that time, but eventually had to drink in Japan, because I think Doug Frenkel took him to a place that he said I got, I had to drink underneath his food.

Tom Kennedy 1:56:10
There is that, and there was a lot of that in Japan, yeah, but yeah. So anyway, we, we went next door and had dinner with this other couples, and I also found a note without absent the tickets, but a note from, I guess, his daughter phone with accompanying two tickets to the Davis Cup matches the next day that she sent to me at the hotel and said, we hope you and the governor can use these. So our plan was to go join them in the family box in March the tennis but it was outdoor and it rained. Oh, well, there you go. So we never got the chance to go. Well, that was and Sir Henry was a fascinating character. I've somewhere in my stash of business cards. I've got at least two or three for him of some of his businesses. And the one that stuck with me, the two that stuck with me were Thomas Cook travel, which is the largest, probably the largest travel operator in the world, the British company, and he owned the Mid East, I mean, I'm sorry, the Far East franchise for Thomas Cook. And the other was Iowa electronics. And Tektronix, which I believe, is a sister subsidiary company of Sony. And so both of those were companies that he owned or managed. So all that was a

magnificent story, but what I also have is an article in this pile that told of the financial demise of the family not many years after, and what was going on when we met him was he had turned one of his sons, I believe, is as a physician, and one was on the ruling council, like the City Council of Hong Kong, and he had turned his business affairs over to his sons, and they, pretty much, according to this article, ran it into the ground. They took on debt. They got too many businesses, too many investments and too many things, and they mismanaged him, and literally, at the time this article was written, they were struggling every day to figure out how they were going to salvage the debt. There were other key players we met during this time who were Hong Kong related. Katie Chung is one that comes to mind. And I remember when we were in Hong Kong, we saw his building, which was gold plated, appearance glass, the KEI chi Chong tower. He was a timber man, and he bought export and moved timber, both hardwood from Asia as well as here, which is why he had an Oregon interest. His representative in Oregon once approached me at the beginning of the Chinese expats leaving to try and salvage their wealth before the Yeah, Hong Kong reverted to Chinese rule. And, of course, this is what was starting to happen. Had been going on, the first influx there, weren't you? Yeah? And well, and in BC it was going on, yeah, right around x4 86 it was all beginning. Yeah, he approached me with a proposal request for my insight and any information on a proposal, which would have been to build essentially a community in Oregon for Hong Kong expats. Now if you think about us versus Canadian and other import, I mean immigration requirements that would have been very complicated to make happen. It's a fascinating concept, but I don't think it ever quite happened. Yeah, in Oregon. But so there are so many different dimensions of different kinds of things going back. Just fascinating.

James Moore 1:59:34

Could have put it by Vancouver and reclaimed it for the crown, yeah,

Tom Kennedy 1:59:41

and all this that even made it more interesting, just because of our at the time, visible ties, seeing what was going on up there, and you can picture what they were doing there and how it would go. Hey, there'd be an office or, I mean, a condo tower, yeah, long before they became what they are in Portland today. So, yeah, that. Was fun. And then the other story that I have to share, because Sandy and me and our son Justin, was Expo 86 Oregon day, which was in many of the photos, may 24 Well, that was the day that we were to go up, and we gave speeches, and they had to pray, and all the things in our honor. And world's largest strawberry shortcake. Yes, many people ate well to go together, the Governor and Mrs. Attia, Sandy and I and our son, who is probably 12, went together private plane, Vaughn, or, I mean, Lon, with us. So we got into Vancouver, and we have a photo of Lon and our assigned RCMP standing there with our son in handcuffs. Just a photo of yeah and his first and so far, only arrested the best of our own. But he's 43 now, so he's on his own. So we stayed together. If you read the report, it's interesting, because Bob Stevens. Do you know anything about Bob? Bob's a guy we hired to manage exfoliation, okay, and he really did a remarkable job,

James Moore 2:01:07

which I saw his name in the Julie Tripp article, yeah.

Tom Kennedy 2:01:12

And he articulates so the reports very thorough, and it's very good. And there's a story in there, or a part of the report talks about the real estate that we rented there. And one of the things that we rented there was this mansion in the old sort of dunthorpe area that was starting to go through a whole sort of rehab. But we used that because we could put like 30 people in there, because we had all these young people volunteers who stayed up there and then released a couple of other homes and condos. Well, Bob had, like a duplex, I believe, out in this residential area. So we stayed there with the Atiyehs and Sandy and Justin and me. And Sandy always remembers getting up the day we were going to leave and having Dolores say, Please strip your sheets off the bed and we'll wash them before we leave, which we thought was just perfectly symbolic

James Moore 2:02:00

given the house that they had to live in on winter Street. It sounds exactly right. I had this photo I came across

Tom Kennedy 2:02:10

that was kind of fun. But, I mean, that was so typical of them and her, yeah, yeah. So down to earth. So this is the crew there, yeah, yeah, some of the 80. So this was Bob, uh huh. And from a personal standpoint, this is my cousin, Lisa Dawson. Lisa's younger than me, of about a dozen years. Grew up in Joseph had just graduated from up University of

Puget Sound so hadn't yet struck out into a new job, and we were hiring all these young students and all and Bob hired Lisa, and she was one of his she was volunteer coordinator for exploding six. Lisa has spent her entire adult life running the economic development organizations in allow and union, okay, she this was beginning, what, yeah, her became a Yeah, a life, one that's fantastic. So we had various connections to the place. I don't know. I could always, you can always talk forever, but that yeah, it gives you this.

James Moore 2:03:20

You know, that's good, good stuff.

Tom Kennedy 2:03:25

So what I will do with this is, as I said, try to organize it.

[Recording ends.]