

Tom Kennedy interview on Atiyeh, Feb. 21, 2017

An interview of Tom Kennedy regarding Oregon's Governor Victor Atiyeh, recorded on Feb. 21, 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\_038.

The interview includes discussion of: the economic and political dynamics in Oregon and Japan during the early 1980s; Kennedy's role in marketing and sales at Sunriver and involvement in international tourism efforts; the formation of the Oregon Chapter of the Global Business Travel Association (GBTA); rebuilding tourism in Oregon; the impact of reforming Oregon's Unitary Tax, which attracted Japanese investments, particularly from companies like Fujitsu and NEC; anecdotes about cultural interactions, such as meetings with Japanese personalities and the challenges of visa approvals for Japanese investors; the strategic importance of economic policies in shaping Oregon's growth and international relations.

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.

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[Recording begins mid-conversation.]

Tom Kennedy 00:00

Anything to you, but I had been director of marketing and sales at Sun River, right? So you're there when the tourism movement, we had come back from Wisconsin and ended up moving and working there, and in the course of doing that, started to do some international work. And one thing led to another, but gpcba was also a brand new organization, yeah, split off from Portland chamber with the room tax funding plus members. And so when all that began, it became evident that the state traveled effort very behind the times, yeah. And so that's why that paper and I testified before the legislature on the movement from highways and highways into that, but things weren't, you know, from the outside looking in, you didn't really know what was going on with the rest of the agency. You only knew that tourism was still in sort of a rebuilding mode, and that's why they wanted me to go run it. And I didn't, yeah, wasn't willing to do that, yeah, but obviously John was looking to try and build a team that he could rely on. I remember it was kind of this, you kind of, I kind of got this back door information from a contact who said, Oh, there's this guy down there who really is, is lobbying for that position of Deputy. And I said, Okay, well, he's an insider and has the track. I subsequently came to know the guy. And I thought, really,

James Moore 01:29

yeah. So

Tom Kennedy 01:32

then it sort of started to make sense to me why John would even have any interest in me, right? It was what it was.

James Moore 01:41

Did you were you aware of the dynamics of Wayne County, where it came from? Because stub Stewart is a real pain in the Watch see to everybody, and so I was what just wondering when at the state level was Stubb Stewart still, I mean, pushing, he's clearly pushing Wayne County stuff, but

Tom Kennedy 01:58

it was never a big I mean, I knew Stubb, yeah, not well, but I certainly met Stubb. It kind of did everybody, in one way or another, who was a player. Stub was definitely a player, but what he was pushing wasn't necessarily that clear to me, or that easily dealt with the issue in Lane County, of course, you had, like everything else that began the transition about

that time. I think I told you, the worst days of my job were the days that I got phone calls from companies like champion international closing mills. Yeah. And here, you know, Stubb came out of the that industry. So while there was still timber harvest and productivity. It wasn't clear to me what they really wanted. The U of O was the only sort of potential economic engine in the area, and the U of O was really not terribly engaged. They did develop during our time. There a sort of incubator concept. And, you know, it took the form like they oftentimes do, of a building, a place with low cost, small space available for entrepreneurial people. And the idea was to find a way to transfer knowledge and technology from the academic into the economic environment. But that was very, very early and premature. And I don't know that Stubb had anything to do with it through my recollection, but he was a name and a player. And beyond that, it was the U of O that we kind of dealt with

James Moore 03:38

fascinating on the first visits to Korea that the governor takes. And other people governors had been to Korea, but U of O actually worked with Korea in 1958 really on a small program. And being involved in academia, I know that this probably means there were a faculty member who said, this is a project, but there's no follow through. There's no There's no nothing because it didn't have a home. Yeah, it doesn't have a home. It doesn't have a little bureaucracy. It doesn't have a funding that really lasts so

Tom Kennedy 04:09

well. It's interesting where and how the universities did or didn't, from our perspective, play in some of these same when we became involved in it became opportunistic recruiting. I'll call it sharp. RCA was one, a big one. We always went to Vern Duncan from an educational standpoint, and the universities, and tried to see who could really bring the right message and be the right face plate for Oregon in this context. And we always got the cooperation he needed. It wasn't obvious what opportunities we had where that could play out, right?

James Moore 04:46

Yeah, watching the career of Joe Ha, Lewis and Clark, yeah, and he ended up being for Joe Ha, there is that, which is, there were a lot of connections there, but it's, it's very clear that that was his main. Yeah, there

Tom Kennedy 05:00

were some odd things that happened that you never really had a good answer to that. When we were starting to deal with Fujin province and the PRC there was, there were some young people who wanted to come here to go to school, and it was difficult to get released. And one person ended up actually being the argument was potentially assassinated, yeah, and I never, I don't remember the details. And of course, they were sketchy and proven.

James Moore 05:28

I've got a story like that. There was on the fall 8480 Yeah, fall 84 trip, your triumphal trip to the kite. And ran Bill Campbell was one of the people on the warning. And so he gets to know a guy named Alan Huang, yeah, who was actually in the Chinese interpreters side, okay? And Alan is one of the people who comes here and goes to Portland State, okay? And Alan decided to stay, yeah. And so Bill tells a story. I got to talk to Alan that who Ping was saying or demanding that a TIA sent him home, and a TIA had to explain, the governor doesn't get to do that here. It's a different system, but a real eye opener for the governor, yeah, as well, but, but, you know, those kinds of things were just fascinating.

Tom Kennedy 06:20

Well, they were, I mean, they were sort of always over here on the side. Did you hear about this? I don't know if you picked up on the story about how we ended up sort of crossing with the the Yakuza. Oh no, no,

James Moore 06:36

no. But I can given the places that the governor liked to wander after he was governor, I can imagine. But

Tom Kennedy 06:43

this was before, yeah, this was actually during the course of our recruitment. The short story without any facts or photos or information to back it up, David Lucians informed me one day that we had a bit of a problem. There was so much activity around investments in companies from Japan wanting to build here. One of them, and I was an agricultural

based company that wanted to build a plant. And miraculously, yeah, all good, right, yeah. But in the course of getting visas for the people they wanted to send overseas. The US Embassy determined, with whatever collaborative ever they had from the Japanese that at least one or more of these people had a criminal record or had ties to the Yakuza. Great conclusion was, yeah, sure they want to establish a foothold and probably a means of money laundering or what have you. Yeah, so they were not allowed visas to join the end of the US, but there had plenty of other people they could throw out the problem, yeah, so they did. And I was in Japan, and we arranged a meeting with the US Embassy to discuss the problem. And what I recall from the meeting was that they basically said, you know, there's not too much we can do if it isn't something that an individual has on their record, as these directions were, then if they meet our requirements, they're able, yeah, they're allowed to upgrade, yeah. So we sort of said, well, I think we we've done our due diligence. But what else can you do if they meet the law? Yeah, they're here and in between,

James Moore 08:25

yeah, it's fantastic. There was a so after Bush, Bush one is now president. Right. Dan Quayle gave a real, famous speech the American Bar Association in Chicago where he compared the number of lawyers in the United States of the number of lawyers in Japan. And I, who have studied a lot of Japan, said, but lawyers are people who help with human relations. The Yakuza do that. That's their job. Danny, do you know what you're saying?

Tom Kennedy 08:55

Prior to that, my only image of the Yakuza was the pachinko parlor. Yeah, exactly. Two bars with lots of tattoos. Yeah, they were pretty well that and the missing Yeah, little Yeah, exactly, yeah. It's sort of an obvious sign of Yeah, of the Brotherhood. So

James Moore 09:10

question about the unitary tax, yes. So this is, this is from the draft of the unitary tax. So just read from John Anderson and down to about the 24th of July. I think that's enough. Yeah, so he sends a memo to the governor in the ninth of July. I

Tom Kennedy 10:28

Uh, news to me.

James Moore 10:30

And, you know, going through all the documents, it just, the reason I asked her about it is, this is the first document I've seen in the archives or in the Patia collection, where all of a sudden, the Department of Economic Development is weighing in, in any way on issue, and since things have been moving six weeks before, basically all the wheels were put in motion, sure. So I just wonder, do you remember you told me briefly when we talked before you got there, and one of your first things was, let's get the unitary tax through.

Tom Kennedy 11:05

But it was, but these things were in my recollection of it, because I went there in May, yeah, 84 and this was in process. I was engaged immediately in the issues with the companies that were already silently here on the way. But more importantly, the first thing that happened was the Kia Morita led mission, right? And when he came and that group were here, it was to me, it was, it was like, almost as there was never any doubt in my mind, I should say that something was going to happen, and there was a need for it to happen, because Marita San was so crystal clear, yeah, about without making it a threat, he made it more of a promise, right? And we were working quietly with, I mean, NEC had already come forward. They were known, but I was working concurrently with Fujitsu America and Fujitsu micro electronics and Seco Epson, and so those three were all quietly saying, we're ready. We're here. We're working. And we were shopping property and doing all these things with all of them at the same time, immediately subsequent to the appeal marital admission. So to me, it was all sort of in the process of something's going to happen. I wasn't involved in the politics of the situation at all, and my take on it would have been that, from everything I knew, that the department would absolutely Ben, yeah,

James Moore 12:41

100% behind, yeah. So here's, here's the trying to figure out when the decision was made to have the the unit, the special session. So this is kind of, here's one version, and then another version of it right here, and it's exactly what you were

just talking about. May 29 Okay?

Tom Kennedy 13:06

Another stuff I was doing. It's funny. I if you were to ask me, based on my perception, he was tied very much to Marita son, to read his son, he left no doubt. And he's an extremely convincing and articulate, charismatic person. What I remember, just aside from being around him and getting to know him, so the quiet meetings, but we we hosted a banquet at the Benson hotel, and he gave a speech. And I don't know the words of the speech, but the message was quite clear that Oregon has the opportunity to be at the forefront of a great deal of investment, yeah,

James Moore 14:15

if you do the right thing. And a TIA really picks up on that once it's finally done. He said, You know, if we'd been second, third or fourth, oh yeah, none of this would have happened. And with being first

Tom Kennedy 14:25

was magic, we were perfectly positioned in a lot of ways, subtle ones, like the fact that Tektronix and Sony actually had an existing relationship that very few people knew about, that California was sort of already overburdened with cost and regulation that Oregon had, more than any other state in the northwest, a perceived abundance of clean, low cost electrics, electrical power. Plenty of land became available, and it was actually we had a sizable inventory of reasonable. Industrial Property for these kinds of needs, and presumably a lot of people who could work if they could get trained. So it was, it was an ideal situation, not to mention our simple visit location and airplane or two, yeah. So it all sort of fit, but without that, yeah. And I think I told you, I was asked that summer to go to there's a summer sort of for tax advisors and experts hosted by, I think in those days, they were Ernst and winning Ernst and Young at George Washington University and I went back and gave a lecture on a lecture, sort of told the story, right? Of what happened, why it happened, and how, what the benefits were, yeah, because other tax advisors in there, I think there were maybe a handful, maybe 13 states, perhaps in the US that had, at the time we repealed ours, had a unitary tax in place.

James Moore 15:56

Yeah, there's actually no, there's actually like 24 but it depends on how you define, how you define so academics tend to say 2224 and reporters tend to say 1214, but it's

Tom Kennedy 16:06

the number that I remember hearing with hairs. You could look at something like 97 that was looked at recently and say, well, that's a sort of a version of a unitary tax receipts, absolutely

James Moore 16:18

and not, part of, not the central part of this. But Atea, I think I told you, a TIA, carried that idea for Hatfield. He had proposed it just a year and a half before this. So he was thinking he was already there. He was thinking that,

Tom Kennedy 16:33

yeah, he had to have been. But Marita, I think, was the linchpin, yeah,

James Moore 16:40

because until that decision was made, this was going to be part of the larger tax discussion right for 85 that eventually didn't go anywhere and went to the sales tax which failed.

Tom Kennedy 16:49

Yeah, it would have been a different story. Yeah, 100% difference, yeah.

James Moore 16:53

And he just, when he was inspired, he said, we have to separate it out from that conversation. Totally, Yep, yeah, it

Tom Kennedy 17:01

truly was perhaps the most important move I've seen made in politics, and yeah, in my life, in Oregon, yeah.

James Moore 17:10

And at the end, it'll take too long bring it back up, but he says, A TIA says, you know, that was politically, the most satisfying. I believe it, process. I believe it, you know, identifying it, moving it, lobbying it, getting it through, and seeing the results. Boom, boom, boom, boom, boom. Well, there,

Tom Kennedy 17:29

there's very little in life that has such a I mean, you know, cause, causal reaction. And as

James Moore 17:35

Ted Colin goski pointed out, most of the time when you're governor, you go do stuff, and then 10 years later the business opens, exactly. It's like, No, you saw the results, if you're lucky, yeah, exactly,

Tom Kennedy 17:45

exactly, well, and you're so subject to larger trends, things that you have no control of. Yeah, either you benefit or you don't. Yeah. That was real, yeah,

James Moore 17:55

yeah. And,

Tom Kennedy 17:56

but to me, it was all, it was all one big continuum of all these activities, right? It was hard to separate one from the other. Now,

James Moore 18:04

when you were at Sun River, did you travel to Japan, or were you just working, beginning to work with them and say, golf come Yes,

Tom Kennedy 18:12

I don't believe I actually it's a great question, and I should have a better answer, to be honest, because I don't remember I went through this transition point, I was starting to work with the people who were interested in promoting it. And I don't remember if I was still at Sun river or if I was GPC VA when we made the first trip, but the first trip, and I'd have to go back and try to search my personal memories and Records was with a group of people, including George as a model. Okay, so it's the Portland side, and it was, yeah, Portland was the connection. I don't think the state, frankly, had anything. Probably not. I think surely Eva was doing anything, yeah, issue at the time. So it was a small group of us who were sort of focused on that. And it was right at that junction point of my leaving Sun river to come to Portland, 8180 81 and I could probably, actually, I know I can find out, I'd go back to my old passport. And probably, no,

James Moore 19:16

it's not a germane. Maybe it's a germane to me, but I'll look it up. It's just, it's just fascinating to me how quickly this all bubbled to the surface.

Tom Kennedy 19:26

Yeah, well, as you see, 83 United Airlines and the other so many of these things are so different than they are today. When I was there at GPC VA, what do you ever hear about travel Portland today? Yeah, do you know the name of the director? Anybody's there? I don't know, except for a reason. I actually do. We were I have photos upstairs in my book up there I can show you to. It or another box of we were featured in advertisements about new airlines opening in Portland, Dave heinl and Jack Bradley and I, and Dave heinl and another gal, Rita, whose husband John, was the the manager, city manager for American Airlines. And they featured this in large news articles. They featured just actually in an ad for Frontier Airlines. And it's kind of like it was such a different time and place that was in 1981 Yeah, and Portland was kind of coming out of this groon And kind of the Dark

James Moore 20:37

Ages. But airlines are changing because deregulation is just getting started. They were, yeah, so it's a different they have an incentive as well, well,

Tom Kennedy 20:47

and even United Airlines, it was still this kind of little brother relationship, because I think if they had six or seven flights a week, we only had one out of Portland, all the others were out of Seattle. Thank you for giving us something. Yeah, exactly. But

James Moore 21:01

airlines, which was partly founded in Medford, Oregon, you should treat us better, really, yeah, because United Airlines is uniting all the airlines. But one of the key ones was a Medford airline, well, and then,

Tom Kennedy 21:13

of course, subsequent to that delta, but it was all those things were just so they were something something you can hang on to. And it was the motivator for all of this stuff. Yeah, yeah. It gave us a reason to meet and work for Fuji. I don't know if I ever told you about one of the more fascinating people I met Japanese personalities is a night guy named Kay Ohashi, kiyosin Ohashi. All these guys kind of to simplify things for American markets, they sort of say, well, I'm the Johnny Carson of Japan. If they did an evening talk show, right? Keohashi was the true Johnny Carson of Japan, and I met him when I was very new at gpcba. There's a guy named Hartley, interesting name, and I can't remember his full name right now. He was the head of the Seattle Convention Visitors Bureau, and he and Kay had become acquainted and friends, and Kay's story was five nights a week. He did a evening talk show on, I think was on Fuji TV. But he was very talented, smart guy, and he had a very different games, things he did different nights early in the week. It was political talk, and he would out have on members of the diet and other groups like that. But as it got later in the week, he'd get into entertainment, and he was famous for golf and fly fishing. And he personally claimed to have created the Japanese travel market into British Columbia by having done trips there to do his the things he loved. And then he would go home and show himself doing this stuff on these TV shows. And then the companies like Japan travel bureau, JTB and J AI and all these groups would collaborate, and suddenly they're flying Japanese into Vancouver, and they're going to their favorite destination. Was like Banff, like Louise, and he also met and owned a condo on Maui, and his neighbor was swindles. Now, Bill was the CEO of alignment industry. We've got to remember this. This was his brother, the brother who probably never really worked much for who also owned a house at Salishan. He convinced Ohashi that he needed to come to Oregon and go to Salishan to play golf. So I became a party to this process. So Hartley Cougar was his name. So Hartley brought Kay, and he had a beautiful young wife who was a famous actress to Oregon, and we met here, and we drove to Salishan and spent a night there, and the swindles were there, and we went out, and we played golf with us, and swindles and me, and I spent time with him, and I remember On the road down, he lectured about how silly the US was for not adapting to the metric standard like the rest of the world. He's probably right. He would convince me anyway. And the other thing he did, and this is one of the things he was most famous for in Japan, was he was the guy. He was the Jimmy the Greek who set the odds on the Saturday horse races in Japan, and he was a horse race owner, horse owner, I believe, yeah, so he is in the back of the the kind of limo car, and his wife is performing as sort of his secretary, and he's literally sitting there on the drive down and running the odds for the race. And then when they go. Salishan, she's going to call back and report this information that must go into the Asahi Shimbun papers. That was, I've watched all this play out thinking, What a fascinating character, this guy. So the other thing he said he learned is the problem was, when Japanese travel, they always take a lot of money. It's not their own money. It's the family money, and their job is to buy gifts and bring them home. We entertained like Saito San's wife and her friend came here, Sandy and I entertained him, and they took home 1000s of dollars worth of things like jewelry and small, high value items. Well, he found that the problem for the Japanese market coming into British Columbia was that there was not enough for them to buy that were attuned to their interests. So he created ke Ohashi gift shops. Okay, gift shops, they're called, and he told me about these things. I've always had this image of kind of trinkety stuff. The next step in that process was on one of my trips to Japan. He said, Well, I have to take you out for the evening. And we went out on the Ginza he and I and somebody else I was with there, and his sort of a guy who worked for him, who turned out to be actually an attorney one of those, but he was a facilitator, and this guy sort of managed a lot of his business affairs entertainment. And so we did dinner, and it was the first time I had shadow shadow steak. And I still remember sitting there and having the waiter, waitress come out and present the loin beef to me and say, Is this acceptable? And I said, Sure, COVID beef, of course. And then they slice it paper thin, and they serve it to you. And I was hungry, and they said, Would you like more? And I said, Sure. By the time I finished that night at Tokyo prices, I probably ate, who knows how many \$100 worth of beef without thinking about it. But we're walking along, and his friend is telling me, he says, I and that's the way it is entertaining. And the Gen Z said, I spend over 10,000 US a week

just doing Kay's entertainment here. Okay, I kind of get the picture. So fast forward, years later, Sandy and I and some friends take decide to do it, do a bicycling trip at Banff. And I know in Banff there's an okay gift shop, and this was only a very few years ago. So we finally got a chance to see okay gift shop, furs, jewelry.

James Moore 27:40

The economy has been static here for quite some time

Tom Kennedy 27:42

now, but we finally got the idea, yeah, he was a very entrepreneurial, very smart guy, and probably one, probably aside from somebody like Marita San, the most famous person of Japanese personality I ever met. Wow, truly the Johnny Carson engineer, yeah, yeah, only maybe more diverse,

James Moore 28:05

yeah, combining the Bob Hope, yeah, and bought up all the land and

Tom Kennedy 28:10

exactly very smart, did a lot of stuff, yeah, wow. So it was a, it was an interesting time to be a very young person and exposed with all these, these people and opportunities this guy took me out to dinner one night, and he had this brand new little car called an Isuzu. And I remember it was the very first car I ever saw that had an all electronic dash display, as you may recall. And they started importing into the US after that,

James Moore 28:40

yeah, yeah. One of the things in Jerry's notes is, well, the governor's off somewhere. We just got a notice from Hiroshima car manufacturer, blah, blah, blah, Mazda, and they're looking around. And so she said, Well, you know, I think the only place to look would be probably the port of Portland. And so put them together and but it's like, why not? Yeah. So there you go, Mazda. What the heck?

Tom Kennedy 29:08

And now we know them well, yeah, I think I told you when we were in Seoul I saw my first Hyundai, yeah, looked exactly like a Honda, yeah. So what's that Honda doing in the lobby of corporation? Right? There was an interesting transitional time when you think about all that stuff happening, transitioning again, you just don't know quite how,

James Moore 29:31

yeah, yeah, exactly, and much like then there's just uncertainty. There's that price politics, price economic choices,

Tom Kennedy 29:41

all that? Yes, it's interesting to watch Abe and just see what is. He seems to be making what would seem to be wise economic moves after so many years of stagnation, but he has such a major cultural change in Japan, it's hard to know where they really

James Moore 29:57

are now. Yeah, yeah. And he keeps pushing. Seeing the military side, yeah, and that he's getting pushback, actually, from the younger generation, yeah, they're saying, you know, none of that. So it's a fascinating, a fascinating

Tom Kennedy 30:15

thing. And what I never saw, you know, you don't have a real deep insight into it and the kind of experience I had there. But you know, the people we were dealing with were that generation that were post war, who had had the, at least the ability to build the war machine, which was impressive. Yeah. They little overreached, yeah. But the point is, they were able to convert that into peacetime, industrial. What I never really saw was a younger generation coming along that had the entrepreneurial there

James Moore 31:01

hasn't been a merito for the Yeah, Merida, yeah.

Tom Kennedy 31:07

And as a nation, it seems they flattered in that way. You really wonder where it goes from here,

James Moore 31:11

yeah. Whereas in China, you see people popping up, yeah and doing that. And in Russia, I mean, they're stealing stuff there. But you have an entrepreneurial thing going on. Well, in the Chinese stealing a little.

Tom Kennedy 31:23

I'm just teaching

James Moore 31:26

international political economy class, and we were doing this week, is the basics. What is capitalism really right? But I'm pointing out that the Constitution has patents in it, yes to deal with. How do we encourage yeah and protect Yeah, and how does that fit in with capitalism and things like that, but also pointing out that until kind of the early 1900s the United States just stole stuff, yeah, and then patented it here, yeah? And that's what we say to China, don't do that. And China says, but that's how you got where you were. Or,

Tom Kennedy 31:56

more importantly, we can buy it exactly, and they are, I mean, exactly. This is sort of the page finally turning. But I look at the, you know, Oregon, when we were doing this, one of the subtle, or not so subtle, criticisms of the high tech investment was we were recruiting bricks and mortar because that's what existed here. It was all bricks and mortar and it was more of the same. Yeah. Well, why aren't you Seattle where they have software? Because that happened in Seattle. It's not here right now in Oregon, suddenly, all we have is software which people don't recall just how mobile software really is. It can leave on an airplane, you betcha, there's no investment. You lease space, yeah, and you can do it from anywhere, yeah. So we built all this massive capital investment, which is very good for everyone, but it's hard to sustain over the long run. If you literally companies in Portland area alone that were sold this past year, yeah, yeah, they're virtually shadow that they once were, yeah.

James Moore 33:04

Oh, it's amazing. One of the things when I was talking to interview Phil Keasley Now a couple years ago, but um, his dad was a tech dad. Oh, really, yeah, and the both of his parents worked at Tech, and Phil just remembers growing up and is saying, Dad was this thing like this, this company called Hewlett Packard, oh yeah, do the little things. And what's happened is, you know, tech is it's still here, but it's here, yep. And unheard of, yeah, unheard of. And Vic was really clear that tech was what allowed him to begin to make the high tech arguments. Yeah, it's not bringing an HP plan and building in Corvallis or anything to know that it was tech that was the center

Tom Kennedy 33:50

tech and then the spin offs, yeah, with electro scientific and FAI and those that wouldn't have been here if it hadn't been there, yeah, which is where norms team came in. Yeah, it was truly, you look at the tree, yes, the foundation of the whole thing. When we were, I was leaving with finished my masters at Oregon State, and we were leaving to move to Wisconsin, was the very first I heard. So I guess we would have been about 23 i 323, or four, that they were entertaining the notion of whether they would allow Hewlett Packard to build a plant in Corvallis, right? And it was sort of an interesting notion at the time. I thought, why wouldn't you? Why would you? And then not many years later, I'm in this position and thinking, what were they thinking? Yeah, to actually question whether they wanted investment like that. And yet, in that short time,

James Moore 34:53

yeah, the conversation totally changed. Those

Tom Kennedy 34:56

things have come and gone, yeah, yeah. It's a crazy. World where technology is involved.

James Moore 35:01

Yeah, I'm talking to Ted Kulongowski, who was in the legislature, just into the new legislature. He was a staffer, and

then in the legislature, as that was happening, and the big fight was between Eugene and Corvallis. Oh, whether they could get it Eugene, and I'd already heard it was Corvallis and Boise. But he said, No, no, no, no, the real fight was here, and yeah, and that makes perfect sense,

Tom Kennedy 35:23

it does we really didn't know. I mean, the other issues were my money, yeah, but it totally changed. Corvallis, yeah, least for a time, yeah, yeah. Ted, I ran in, I think I told you, I ran into him and showed his owner. We were chatting at Delores attorneys memorial that was interesting. Yeah, he held a lot of different roles in all this process. He sure did more than any other single person. I would think, no,

James Moore 35:56

yeah, he holds the championship, and the dynamics between him and the tea is just fascinating, because they were not happy with each other after the eight, two election, and but by the end, a TIA said, you know, Ted is a person that I would like to come camping With. Yeah, yeah, they couldn't agree more. They bonded in such an amazing way, and it was because when Ted was governor, at one point, he picked up the phone and said, Governor, Tia, I want to run this by you, because it's complex, and that just began to break things down, and off they go. Well, he

Tom Kennedy 36:39

is that kind of person? Yeah, I was reminded of that when we just had our little chap standing there. That was funny. We're standing there show and I and Governor COVID, and it turns out to be Judy ruggs. And it was like, What a strange throwback. Yeah, I mean, it was natural to occur at such a place. You just don't know what's going to occur, yeah. But he lived through all of that in one role or another. Yeah. As I told you, when I moved up with Jerry to Blue Cross and Blue Shield, he became the insurance commissioner, yeah,

James Moore 37:16

that's right. So there is.

Tom Kennedy 37:18

I actually thought he was remarkably good one from our perspective at the time. Well, he had a me

James Moore 37:24

because he had a long, long career like Kate Brown had a long, long career, but he was able to see. So how are we going to deal with insurance and safe? Yeah, what solution are we actually going to finally be able to put in place and doing all those kinds of things? It just takes a long time for all that to steep, and then you have to be when the political moment happens.

Tom Kennedy 37:45

It's funny, two of my old associates are running safe now. Oh, yeah, Carrie, Bill Barr. Carrie was chief legal, yeah, still with regents, required bill to run ops. Did I tell you how I first met Kate Brown. I mean,

James Moore 38:01

you told me you skied with her. Bill Wyatt, okay,

Tom Kennedy 38:05

and Bill, at that point was president of the Orient businesses Council, which I worked with after I left EDD. And Bill and I had a pattern each for five years consecutively in the early 90s, our goal was to ski around trailer light. And two of those trips, Kate was on the trip. That's great. Got a little acquainted that way? Yeah, long time ago now. Yeah, yeah, very, long time ago. And a knee surgery,

James Moore 38:34

yeah. Well, that happens too, so fantastic. So what I want to do is take any and all. Okay, I'm gonna video things so then I can, all right, put together recollections with what you said, and then let's back it up. Yeah, just make yourself comfortable and do whatever you need to do. Camera, video. Okay? Regular development reports, letter, American electronics, association, all these things that Eva labels on, more or less in chronological order, accused himself for the

NBC socket toasting device. It's wonderful, like. Lots of business cards in different languages, trips to Korea. Tom's note on being able to talk with the President, business cards, lots of them. This is probably at the expo 86 and then a bunch of things from 50 years down here are actually in puja profits, bringing with love. And it definitely is a Nakamura in azumato, and say the producer is Nakamura. The three the report for Expo Eva, it's great tourism. I

Unknown Speaker 41:40

Fantastic.

James Moore 41:46

All these guys. And that document was covered with this. Okay, so it says, In February 83 that's interesting. Recovery Council, tourism Task Force, yeah. So since we're working somehow, cool. So newspaper clippings. This is from the Tom's mother collection, apparently very comprehensive,

Tom Kennedy 42:13

natural archives. This is

James Moore 42:15

the chief in here. That's Tom's dad. Neat picture. I neat picture, stories, all these great things, clippings that we've got like clippings here get these. This is from GCP VA. So predates working for the state, but it's pushing Portland, and it's been Oregon there's a travel destination. So all these magazines there down there, all of them have stuff on Oregon in them all kind of early 80s, Birth of the process.

[Recording ends.]