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Mr. Dawson
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1st September, 1911.

Mr. Harold Hill Blossom,
620 Timken Building, San Diego, Cal.

Dear Mr. Blossom:

Referring to your letter of the 22nd instant, we received the blueprint of Mr. Goodhue's latest sketch dated 17th August.

I am glad Mr. Allen discussed Mr. Goodhue's plan with Mr. Marston and Mr. Wangenheim in your presence.

As requested by your telegram, I concocted with Mr. Dawson's assistance a long night letter addressed to Mr. Wangenheim and ending with the request that he send copies to Mr. Belcher and Mr. Forward. A copy of this telegram has already been sent to you. I am glad Mr. Wangenheim asked you to attend the meeting on Friday and hope that hereafter he will take pains to invite you to all meetings at which any question of park or exposition design is to be considered and that he will give you an opportunity to be heard upon them. He and the other park

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commissioners should be gradually educated to the idea of avoiding hasty action in matters of design and of consulting you before taking action, or ^{else} referring the matter to me if it is one of importance and if there is time to await a reply. I have written to Mr. Marston and to Mr. Wangenheim both calling the latter's attention especially to the clause in our agreement that in all matters affecting the design of the park the Park Commission had agreed to refer to us for a report before acting on same. I imagine that anything so definite as a written contract would have more effect on Mr. Wangenheim than a mere verbal expression of our preference in the matter, but no doubt Mr. Marston has brought Mr. Wangenheim to understand the need of seeking our advice before announcing his decisions. I also expressed to Mr. Wangenheim my opinion that the public expects to get portions of the park cheaply improved even if they are not directly connected with the Exposition.

With regard to your pay, Mr. Marston I think will be able to explain the matter to Mr. Wangenheim in such a way that he will pass the bills and perhaps it is better just at present not to press for a vote extending the \$300 rate to the 1st of January next. After we get your division

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of time and your expenses for July we will send a bill on the \$300 basis and if Mr. Wangenheim does not pass it through the Park Board we will ask Mr. Marston to be good enough to explain matters to him. Please send also your August division of time and expenses and please remember hereafter to send them as soon as possible after the end of each month.

I do not think Mr. Goodhue's plan is quite satisfactory but it does not differ so much from mine as to very materially affect the estimate so far as the grounds are concerned, except in the matter of bridges and approaches. As to this my opinion is that the people of the city would derive much more satisfaction and benefit from the bridges than they would from the art museum at this stage of the city's growth and I think visitors would be far more impressed by the magnitude and even grandeur of the bridges than they would by the rather small and probably inadequately filled art museum. Besides that, I really do not think the art museum ought to be attached to the California State Building unless the Park Commission is going to frankly abandon the idea of an art museum and simply turn the building over to the state as part of the State Building after the Exposition.

With regard to the estimate I quite agree with Mr. Marston and Mr. Wangenheim that there must be further reduction. I have heretofore assented to Mr. Allen's proposition that the committee could safely adopt this estimate on the assumption that they would get in enough more money, ^{for exploitation} from concessions, from the ^{advance} sale of season entrance tickets and from the sale of bonds to cover the general administration and exploitation expenses, but I formed that opinion before I knew what difficulty there was in collecting subscriptions to the stock. On this account I think it would be safer to start the Exposition on a plan that can be carried out on one and a half millions but to leave out the art museum with the expectation that the bridges and approaches can be added later after the stock subscriptions have been paid in in sufficient amount. It strikes me that it would be no more than prudent hereafter to divide the estimate so as to show approximately what features would be paid for out of the park funds and what out of Exposition money. It would not be necessary to publish this aspect of the case but surely the Park Commission and the Building Committee ought to know all about it.

I am sure it is going to be a very troublesome job to cut the estimate down to the desired amount. I

will just mention, however, a few items for consideration.

1st, Cut out the art museum.

2nd, Estimate on wooden water mains from the reservoir north of the park to and throughout the Exposition grounds. Afterward if the City goes on with the emergency reservoir scheme and insists upon iron pipe, as they will, the City can put in the main from the high reservoir to the emergency reservoir and from the latter to 11th Street and the south boundary without expense to the park funds. If the City then refuses to allow the Exposition to be connected with these iron water mains by means of wooden distribution mains we can use iron distributing mains, but the park funds will be saved the considerable cost of the largest mains.

3rd, The arcade can be absolutely temporary except where it is a necessary part of the California State Building, but ^{where temporary, it} ~~in that case~~ must of course be paid for out of Exposition funds. It can, however, be paved with brick laid in sand so there will be a salvage, or if preferred with tiles laid on cement concrete as a permanent improvement, ^{to remain} after the arcade is removed, in which case it could be charged to park funds.

4th, As suggested by Mr. Dawson, the drives may be macadam, surfaced with tarvia, instead of tar macadam.

5th, The electric wire conduits can be of temporary construction and charged to the Exposition.

6th, Permission being secured from the Board of Health, a combined system of sewers could be used with the understanding that the introduction of sewage into them will be abandoned after the close of the Exposition. In this case it would only be necessary to build one small sewer from the California State Building to a connection with the sewer for the new technical schools of the Russ High School if permission can be obtained; or if not to the sewer in A Street by the shortest route.

7th, The service building may be of the cheapest possible temporary construction and chargeable to the Exposition. The site proposed on my last plan seems to be satisfactory for Exposition purposes but would be entirely unsatisfactory as a part of the permanent park improvements.

8th, The emergency hospital might perhaps be placed adjoining the children's hospital, with an agreement that the trustees of that institution would pay a suitable portion of the cost for the sake of getting the building

for use after the Exposition, or as an alternative, the said trustees might rent the children's hospital to the Exposition for use during the Exposition, renting other accommodations for their sick children meanwhile.

9th, The cost of the Rodeo could be considerably reduced from the estimate made on my third preliminary plan by introducing some sort of kink in it similar to that now existing in order to go around the large Eucalyptus trees. I should think some sort of plaza and special feature could be introduced at this point, to in a measure account for the abandonment of the straight extension of 11th Street. Of course for park purposes this drive would be better curved anyhow but this might be awkward in the placing of the temporary concession buildings, so probably some form of angular offset would be preferable. This change would enable the profile to be reduced to an economical elevation.

10th, The convenience of the two or three householders west of the Rodeo as regards storage of automobiles can be disregarded and ^{the} a narrow drive shown on my plans can be left out.

11th, The alley for access to the rears of concession lots along the west side of the Rodeo can be left out. The delivery of supplies and other commercial require-

ments could be met by assigning certain early morning hours for the purpose so the wagons using the Rodeo would not materially interfere with the comfort of visitors.

12th, Although I think a walk is very much needed along the outer side of the drive shown on my third preliminary plan from Date Street and 8th down to La Glorieta, yet for economy this can be left out and the drive could be reduced from 24 to 18 feet in width and the grade can be increased for about say one-half the length of this drive to ten per cent.

13th, The present brook channel west of El Rodeo can be retained in part, merely cutting off the bends that would interfere most with concession lots.

The erection of many of the more extensive temporary Exposition buildings can be postponed until the middle ^{around} of 1913, thus saving considerable expense of maintenance, guards, insurance, fire department, repairing, etc.

Finally, I would suggest that the friends of the Exposition get control of the City Government in order to arrange satisfactorily appropriations for park maintenance, for the water main from the high reservoir, for the emergency reservoir and dam, for the loan of additional city fire fighting apparatus for a year or two, for additional

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policing of the Exposition buildings before it opens, for the economies suggested in the matter of sewers, for the construction of an adequate storm drain in each of the canyons, for a reduction in the price charged for water and doubtless in numerous other particulars where an indifferent or obstructive city government would find plenty of excuse for not helping.

Yours truly,