



The American City Corporation

February 19, 1975

To: John Heldrich  
From: Leo Molinaro  
Re: Feedback on Community Meetings

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As you requested, here is a summary of meetings held to date and our observations:

February 13: Meeting held with four representatives of the Fifth Ward Tenants Organization; Puerto Rican group; and a Black resident. Convened by Roy Epps and held in the Black Resource Center, 184 Commercial Avenue (in Feaster Park neighborhood). Meeting went from 2:30 P.M. to 5:00 P.M.

Easy, informal communication was established with all present. All questions were searching but entirely friendly and open. General agreement expressed with findings and recommendations. Concerns expressed with relation of New Brunswick to region and with relation of NEW BRUNSWICK TOMORROW to New Brunswick Development Corporation. Most of people present were in their twenties.

Rotary Club regular luncheon. Was told by Jim Gibbons who is a member it was a good turnout. Questions were all friendly and concerned relation of New Brunswick to rest of the region. Taylor Fish of P. J. Young's was present for the first time in a long time. After talk was over, Rev. Espada-Matta from Hispanic community came up to express great enthusiasm and desire to participate. In the afternoon meeting at the Black Resource Center, I met his son who works for the Puerto Rican organization and also is enthused about the chance to get involved.

February 14: Meeting with 27 County and City officials at the County Building. Co-Convenors were Peter Daly Campbell and Mayor Mulligan.

February 19, 1975

Re: Feedback on Community Meetings

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Mayor Mulligan expressed strong support in opening the session and reiterated his \$85,000 support offer. Peter Campbell opened by saying he had read the report and was generally pleased with it and hoped the County would be involved. In addition to County and City people, there was a state official who had come up from Trenton just for the meeting and an officer of the Electricians' Union. Others who came up to introduce themselves included two men from the Telephone Company; the public librarian; John McDonald and the librarian from Rutgers, and Ed Savidge.

Questions were very good and ranged from the absence of churches in the study (from Peter Campbell) to a tough question about investment tactics to get private investors into New Brunswick. There was also concern expressed about regional matters such as Route 18.

The meeting went from 2:00 P.M. to 3:30 P.M. After the meeting, Mayor Mulligan and Peter Campbell both felt the session went well and said so to me. Mayor Mulligan accepted an invitation to visit me in Columbia when he next comes to Washington, D. C.

  
Leo Molinaro

LM:mf

(P)

April 22, 1975

Mr. Leo Molinaro  
President  
The American City Corporation  
American City Building  
Columbia, Maryland 21044

Dear Leo:

Now that the organizing committee has reviewed and approved the role of The American City Corporation in the New Brunswick Revitalization Process, I have been authorized to approve the agreement detailing the specifics of this arrangement. The original has therefore been approved and is enclosed.

John and I enjoyed so much our visit to Columbia and want to thank you, Jim and Matt for your gracious hospitality. The tour of Columbia was just what we needed to strengthen our conviction that planning in the hands of professionals produces great results! We remain impressed with your company and its accomplishments and are pleased that we will have a continuing working relationship.

Will you convey to Jim and Matt our thanks for a great day and the time that was taken to share with us in the hopes and dreams for a better New Brunswick.

Sincerely,

R. B. Sellars

RBS/s

Enclosure: Agreement dated March 31, 1975

cc: ~~Mr. J. J. Heldrich~~

**The American City Corporation**

PROGRESS REPORT

TO

THE NEW BRUNSWICK REVITALIZATION STUDY COMMITTEE

MAY 30, 1975

Two months of the three months organization period are now completed. This report outlines progress on the tasks previously projected for this period.

TASK ONE: ORGANIZATION OF NEW BRUNSWICK TOMORROW

We have assisted the Organizing Committee by providing information on various aspects of the organizational process. In this process, we have participated in all the meetings of the Organizing Committee and carried out specific assignments.

TASK TWO: COMMUNITY CONSULTATION AND PARTICIPATION

A. Five community workshops have now been scheduled:

June 4 - Council of Churches  
June 7 - Hungarian Community and Fifth Ward  
June 11- Hispanic Community  
Week of June 16 - Black Community  
Week of June 23 - Rutgers Village

B. An overall community conference is being planned for early fall. The purpose of the workshops is to solicit reactions and ideas for the overall revitalization program. The community conference will be the first major contact of New Brunswick Tomorrow with the community as a whole. The content of the conference will be decided by the Board of Directors of New Brunswick Tomorrow.

C. The image campaign, under direction of Ray Felton, has made great progress and is scheduled for launching in June. A multi-media (slides and sound) show will be completed by June 10th.

- D. Interviews and personal consultations have continued, involving some 50 individuals in the past two months. These range from citizens in sensitive neighborhoods to business people and technical specialists.

TASK THREE: TECHNICAL STUDIES

- A. Commercial Plaza - a thorough study of the current situation has been made and extensive consultations have been held with City officials to determine how the project might be accelerated.
- B. Residential Neighborhood Analysis - This has been initiated and will be completed by June 30th.
- C. Downtown Retail & Office Analysis - now almost complete. A design workshop is being planned for late June when downtown design concepts will be worked out with several design specialists brought in for the occasion.
- D. Transportation - on or about June 10th, all essential parties will be convened to prepare an outline of major study, and to decide on strategy for funding assistance from state and federal government.
- E. Public Education - in view of the mounting public concern, we have undertaken further analysis of issues and priorities in public education. Extensive interviews and study have been completed and are now being analyzed.
- F. Rutgers University - we have now held two productive sessions with University leaders to review:
1. University capabilities and resources and,
  2. Possible development interests.

By the end of June we will have a firm direction for a continuing cooperative relationship between the University and New Brunswick Tomorrow.

# NEW BRUNSWICK REVITALIZATION PROGRAM

## Phase Two

April 1, 1975 - March 31, 1976

### 1. Organization of New Brunswick Tomorrow (NBT)

#### a. Budget

The Study Report recommends a three year budget of \$980,000. There should be one sustained effort to get \$255,000 in cash for the first year and the rest in written commitments based upon satisfactory progress each year.

#### b. Incorporation

Articles of incorporation should be drawn up as early as possible and necessary legal action taken to establish NBT as a non-profit organization so that contributions may be received in its name.

#### c. Board of Directors

Preliminary feedback from the community indicate the need to consider an original Board of 18 directors rather than 15 recommended in Study Report. This will mean 6 directors from each category: business, government; citizens.

Evaluation of prospective Board members should proceed at once. Discussions should be held with prospective members before being invited to serve. The invitation to serve should spell out what is expected:

- (1) commitment to New Brunswick revitalization;
- (2) willingness to work as partners in this process;
- (3) personal participation only - no designated representatives accepted;
- (4) understanding that Board business will require minimum of 2 days (16 hours) per month including a minimum of 3 hours in sessions every other week.

d. Public Information

A series of informal sessions should be scheduled over the first 3 months with various kinds of individuals, convened by key community leaders, to begin the process of regular feedback. These first sessions will focus on giving the basic outline of NBT and hearing about other people's agendas and concerns. It must be clear at every session that these are not "hearings" and there are no commitments implied.

There are three images that NBT must scrupulously avoid in these sessions:

- (1) NBT must not be seen as a substitute for normal governmental planning and policy procedures and actions;
- (2) NBT must not be seen as the latest "Santa Claus" in town to whom everyone sends a "wish list";
- (3) NBT must not be seen as the UN Security Council debating society made up of power blocs that only check-mate one another.

e. Staffing

The American City Corporation proposes to serve as staff during the first year of NBT activity. It will have 3 major assignments:

- (1) Assist in all organizational efforts - including opening and maintaining the office; preparation of all organizational materials; arranging meetings and mailings; coordinating all organizing functions and activities; reporting directly to the Study Committee until there is a Board of Directors and reporting directly to the Board.
- (2) Carry out the technical work program - Development proposals for residential, commercial, retail, industrial and institutional projects will be spelled out and initiated. This will involve both local and outside consultants. The American City Corporation will be responsible for getting the work done within the original budget. Work in progress will be reviewed by NBT Board of Directors at every meeting (twice monthly).
- (3) Recruit and orient permanent staff - After the Board of NBT has been organized and operating, staff recruitment and orientation will begin. Permanent staff should be on board by December 31.

2. Organization of New Brunswick Development Corporation (NBDC)

It is anticipated that NBDC could be organized by October 1, 1975. This assumes NBT will have been operational since August 1st and the technical work will be well underway. All the same organizational steps will be necessary for NBDC as were taken for NBT, except for the public information effort. Once again, The American City Corporation is prepared to act as staff during the organization stage, including staff recruitment and orientation.

NBT should be prepared to send specific development proposals to NBDC in October, November, December and January. NBDC should be able to adopt and announce its development priorities in March or April of 1976. It may be necessary for NBT to move faster on one or two urgent development priorities such as Plaza Redevelopment, in which case, NBDC may be asked simply to take-over an on-going project.



| <u>STEPS</u> | <u>DESCRIPTION</u>  | <u>DATES</u> |
|--------------|---|--------------|
| 1            | Recommendations of Ad Hoc Committee                               | March 7      |
| 2.           | Action by Study Committee   | March 20     |
| 3.           | Agreement with The American City Corporation                      | March 28     |
| 4.           | Budget Strategy Set for NBT                                       | April 1      |
| 5.           | Legal Work Initiated on Incorporation of NBT                      | April 4      |
| 6.           | Selection Process for NBT Board Completed                         | April        |
| 7.           | Informal Community Workshops                                      | April - June |
| 8.           | NBT Board Organized and Operational                               | May          |
| 9.           | Technical Development Studies Initiated                           | April 1      |
| 10.          | Meetings with State and Federal Officials                         | April - May  |
| 11.          | NBDC Incorporation Initiated                                      | August       |
| 12.          | NBDC Board Selection  | September    |
| 13.          | NBDC Budget Established   | September    |
| 14.          | NBDC Receives NBT Proposals                                       | Oct. - Jan.  |
| 15.          | NBDC Adopts Development Strategy                                  | March        |
| 16.          | Staff Recruitment and Orientation for Both NBT and NBDC Completed | March        |

**The American City Corporation**

Leo Molinaro  
President

January 24, 1975

Mr. Richard B. Sellars, Chairman  
New Brunswick Study Committee  
New Brunswick, New Jersey

Dear Mr. Sellars:

The American City Corporation is pleased to submit this study entitled: Trends, Issues and Priorities in the Revitalization of New Brunswick.

First of all, let me acknowledge the sensitive and informed support we received throughout the study period from you and every other member of the Study Committee. We got some of our most useful insights from this source. Secondly, we are indebted to more than 100 individuals throughout the community who gave their time in personal interviews and provided invaluable information and points of view that could not be obtained from any other source. Finally, we are pleased to report that everyone in the City and County government agencies, Rutgers University, the major hospitals, the Board of Education and many other public and private groups and agencies were unconditionally cooperative.

As stated in our initial proposal, this report is not a plan. Rather, it is a series of findings and recommendations concerned with the revitalization of New Brunswick in a way intended to be socially desirable, politically feasible and economically viable. The role of the private sector is emphasized. While we fully recognize and appreciate the indispensable roles to be played by institutions, government and the residential population, our experience throughout the nation has convinced us the business community has leadership resources that are often under-utilized in community development.

We are filled with hope about the possibilities for revitalization in New Brunswick. Even in this time of national economic uncertainties, we see an opportunity for New Brunswick to do the necessary planning and gearing up to carry out specific revitalization projects in the immediate future.

Mr. Richard B. Sellars  
Page 2

January 24, 1975

Indeed, there is evidence that suggests community revitalization may well be the key element in how a community comes through the current period of recession.

Needless to say, we appreciate the opportunity to work with you and the people of New Brunswick. We stand ready to help in any way we can to assist you in this important work.

Cordially,

THE AMERICAN CITY CORPORATION

A handwritten signature in cursive script that reads "Leo Molinaro".

Leo Molinaro  
President

LM:mf

BUSINESS SLATE

Mr. Charles J. Wodehouse  
Vice President, Urban Affairs  
N.J. Bell Telephone Co.

\* Mr. Robert H. Franklin  
General Manager, Urban Affairs  
Public Service Electric & Gas Co.

Mr. Samuel I. Landis  
President  
Landis Ford, Inc.

Mr. Leon Smith  
President  
Smith & Solomon Trucking Co.

Mr. Leonard F. Hill  
Chairman of the Board  
The National Bank of New Jersey

Mr. Sidney S. Sockolof  
President  
Simms Jewelers

Mr. Richard M. Hale  
President  
Halecrest Company

Mr. Edwin W. Baier  
President  
New Brunswick Savings Bank

Mr. Thomas E. Thise  
Plant Manager  
Delco-Remy Division  
General Motors

*Eli Saltz ?*

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LTA

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Monday  
New Tues  
24  
25



WORK STEPS SCHEDULE

1975

1976

MARCH APRIL MAY JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER JANUARY FEBRUARY MARCH

(1)

(2)

(3)

(4)

(5)

(6)

(7) — (7)

(8)

(9) — (9)

(10) — (10)

(11)

(12)

(13)

(14) — (14)

(14)

(15)

(16) — (16)

(16)

Johnson & Johnson

JJH AUG 30 1974

New Brunswick, N.J.  
August 29, 1974

**Subject:**

Mr. J. J. Heldrich:

This is to report progress with the following companies on support of the New Brunswick Process.

1. Mr. Robert Kleinert, president of New Jersey Bell Telephone, was supportive of our program and will send a representative to attend the September 13 meeting and will pledge \$2,000 in support of the initial study.
2. Mr. Edward Eberle, chairman of Public Service, also supported the project. He will send a representative, Mr. Robert H. Franklin, and has agreed to provide financial support in the amount of \$2,000.
3. Attempted to contact Mr. Lienhard of the R.W.J. Foundation and Mr. MacNaughton of Prudential, but these will have to wait until after Labor Day.
- ✓ 4. Mr. Richard Furlaud, chairman of Squibb, will also support the New Brunswick Process and will provide \$2,000 and have as their representative Mr. ~~Fred~~ Cole, vice president of administration from their operation in Princeton.

  
R. B. Lienhard

RBS/s

cc: Mr. L. G. Foster

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R. B. Furlaud

RBS/s

cc: Mr. L. G. Foster

# Johnson & Johnson

JJH AUG 14 1974

New Brunswick, N.J.  
August 13, 1974

**Subject:**

Mr. J. J. Heldrich:

Confirming our discussion of today, we will proceed with the following plan for organizing the Charter Group of New Brunswick Process supporters and a meeting with The American City Corporation at the earliest possible date:

1. Mr. Leo Molinaro, President of The American City Corporation, will arrange to visit New Brunswick and to share with us in a luncheon meeting to acquaint the Charter members of the New Brunswick Process with broad plans for organizing a redevelopment and revitalization program for this city. The luncheon will be scheduled Friday, September 13, at 12:30 p.m., at the Guest House.
2. We will attempt to secure financial commitments from major business and industry in the area prior to the September 13 meeting but will be prepared to accept new members and additional financial support at the luncheon meeting on the 13th. Mr. Sellars will initiate calls to selected large companies such as General Motors, Ford, et cetera, beginning on August 26, and in addition to requesting financial assistance will ask for a local representative to attend the September 13 luncheon.
3. Mr. Heldrich has agreed to contact Mr. Leonard Hill, Dr. Edward Bloustein and other business and professional people in the community to advise them of the meeting, to seek a financial commitment and ask if they will join us on September 13. Mr. Foster's office will begin planning the press release story and will attempt to secure support of major industrial companies of the press release which would refer to the General Motorses, Fords, Squibbs, et cetera.

Mr. J. J. Heldrich  
Page 2  
August 13, 1974

4. We should make every effort to prevent knowledge of this planned meeting and the eventual employment of The American City Corporation before the press release date of September 13. Mr. Heldrich will review with Mr. Molinaro the broad plans and keep his office advised of those who will be attending the September 13 luncheon. Mr. Sellars will chair the meeting, talk briefly and generally about New Brunswick as a community and the need for a program to assure its revitalization and then introduce Mr. Molinaro who would speak about the experience of The American City Corporation in Hartford, Columbia, Maryland and the scope of the preliminary study which would be initiated on September 13.

RBS/s

cc: Mr. S. C. Anderson  
Mr. J. E. Burke  
Mr. L. G. Foster  
Judge A. S. Lane

R. B. Sellars  


Mr. J. J. Heldrich  
Page 2  
August 13, 1974

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RBS/s  
cc: Mr. S. C. Anderson  
Mr. J. E. Burke  
Mr. L. G. Foster  
Judge A. S. Lane

R. B. Sellars  


CONFIDENTIAL

(Distribution to Attendees Only)

AD HOC MEETING  
R. B. Sellars' Office  
Chairman of the Board  
Johnson & Johnson  
June 28, 1974

In Attendance: Dr. Edward J. Bloustein  
President  
Rutgers University

Mr. Hugh N. Boyd  
Publisher  
The Home News

Mr. Leonard Hill  
Chairman of the Board  
National Bank of New Jersey

Mr. John J. Heldrich  
Corporate Vice President, Administration  
Johnson & Johnson

Mr. Sellars opened the meeting expressing our mutual concern for the future of New Brunswick. He briefly traced Johnson & Johnson's 88 year history in New Brunswick and concern for the city, starting with Robert Wood Johnson, his son General Robert Wood Johnson, P. B. Hofmann, retired Chairman of the Board, and his own involvement over some 30 years. He cited Johnson & Johnson's involvement and support of our local hospitals, donation of land for Johnson Park, water resource development, civic and social agency support, etc.

He then read the attached statement, to be released Monday, July 1, 1974 to all news media in the area.

He stated there were differences of opinion among our top management regarding our staying in New Brunswick, and that we were at the crossroad as to our future plans. He would like to consider expanding our facilities in New Brunswick and participating in a program for revitalizing the city. He feels future managements will support such a program if other leaders within the community demonstrate a willingness to join a coalition to spearhead a major urban renewal program. If such an effort fails to materialize within a reasonable period, Johnson & Johnson would have no choice but to plan to move out of New Brunswick.

He remarked that his dream of what New Brunswick could be through such an effort would represent a "first" in the State of New Jersey. He concluded with these points:

- Form a sponsoring group (nucleus represented here).
- Set up a New Brunswick Development Corporation with defined goals.
- Hire a top flight urban planner and developer to assist in preparation of a work plan, such as American City Corporation.
- Provide the financial and manpower resources to initiate the program.

Dr. Bloustein responded with his full personal support, and that of the University, to such a program. He briefly outlined Rutgers' plans for continued expansion in New Brunswick and cited the changing character of



our State University. He predicted a rise in the number of middle class students on the New Brunswick campus, which would increase the amount of disposable income that would be spent in New Brunswick. His main concern was student housing; commercial development was only one facet of the total job to be done.

Mr. Hill concurred with the need for immediate action, and said his own institution's roots were even deeper than Johnson & Johnson's, and they too were at the crossroad in planning for the future. He felt such a program was exciting and feasible if total community support was forthcoming.

Mr. Boyd responded with his full commitment and support, tracing the years of attempts to "get things moving" which were frustrated by lack of financial support and broad-based commitments.

There was a general exchange of ideas, reactions, hopes and concerns, concluding with the following action steps:

- The group present will be the nucleus of a sponsoring group.
- Each member will furnish to Dick Sellars or John Heldrich suggested names for consideration as additional members of the sponsoring group.
- We will convene another meeting within one month--John Heldrich will coordinate.

John J. Heldrich

j

Attach.

JUL 20 1972

**The American City Corporation**

Leo Molinaro  
President

July 18, 1972

Mr. John J. Heldrich  
Corporate Vice President  
Administration  
Johnson & Johnson  
New Brunswick, New Jersey 08903

Dear John:

Thanks for your letter. I enjoyed meeting you and your associates in New Brunswick last Tuesday. There is clearly a level of commitment among you that will be a major force for whatever direction is decided upon.

I certainly agree with the view that Johnson & Johnson should not "go it alone". We know this approach is doomed to failure from the start. I'm sure you all agree that Johnson & Johnson has a pivotal role to play--especially in getting people together to start the process of community revitalization moving forward.

As I said in our visit, there are four major tasks to consider:

1. Sponsorship - Who should be convened; by whom, when and under what conditions; and what is the agenda for the initial sessions (you can bet there will be more than one).
2. Preparing The Work Program - How to involve local planners and other agencies in this task; how much and what kinds of data must be acquired and analyzed; what form should the work program take; what must it include.
3. Engaging The Community - Identifying the various people and interests to be engaged; devising alternative methods and levels of engagement; training local people to arrange and carry on engagement activities.

JUL 20 1972

The American City Corporation



(Leo Molinaro  
President)

Mr. John J. Heldrich  
Corporate Vice President  
Administration  
Johnson & Johnson  
New Brunswick, New Jersey 08903

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July 18, 1972

4. Creating New Local Capabilities - Undertaking the above tasks will reveal a number of local capabilities that are needed to launch a community revitalization process that is economically viable, socially desirable and politically acceptable. Most efforts fall short in this task. Unless the sponsors sign up to see the job through this stage, it will all be in vain.

Without knowing anything about New Brunswick other than what you told me last Tuesday, I cannot even guess how much time and money these tasks would require. Each task is absolutely indispensable and each depends upon the one before it to get done.

Sponsorship could take as little as three months to get talked through and firmed up. Once the sponsors were identified and their responsibilities spelled out, a one day orientation program could be held to review the work program task. At the end of this period, there would be a cohesive sponsoring group in being and a set of responsibilities clearly defined. You should know at this point who will write the work program.

Preparing the work program requires much more technical assistance. It is hard to guess at this point just how much responsibility for preparing the work program will be accepted by local staff people and how much of the preparation must be done by outside people. Assuming the local staff people are really turned on to the task and will do all the technical work, we could help organize the effort, do analytical reviews and provide special components of the work program. This task will require at least 6 months to complete. It must spell out every major component of work to be performed; why it must be done; by whom; how long it will take and how much in staff and dollars it will require to get done. It must also produce an up-to-date information base, pulled together in a comprehensive way related to tasks to be performed.

It is important to keep in mind that the work program is a plan of work, not a plan for the city. It is produced with the expectation that it will be carried out. One role we could definitely perform in this stage is to train local staff in a different way of thinking about preparing a work program. We could provide continuous staff interaction with major weekly or monthly reviews with the sponsoring group. Our job could be to lay out a way of doing this and then acting on behalf of the sponsors to be sure it is actually done. The overall costs for this must be budgeted in close consultation with the sponsors at the end of the first stage.

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The last two tasks depend completely upon what comes out of the first two steps and how much of the work will be done locally and how much by outside consultants. At this point it is fruitless to even guess at costs and assignments. In terms of time, however, they should be engaged aggressively and immediately.

To summarize, we believe we can convey a way of thinking about community development and revitalization that would enable your public and private sectors to operate constructively, in partnership, in a rational, orderly way that will produce new goals, develop new local capabilities, and relate local interests to actual proposals for community development.

We believe every urban-metropolitan area must devise its own revitalization process over the next several years. The model we have developed begins from two assumptions that guarantee maximum flexibility: (1) local capabilities must be brought into existence to get the job done; and (2) plans must be made that can actually be developed.

If this approach interests you, I will be glad to discuss it further with you and your associates. Since I had planned to send my thoughts to Hal Sims, I am taking the liberty of sending him a copy of this letter.

Cordially,

THE AMERICAN CITY CORPORATION

  
Leo Molinaro  
President

LM:mf

cc: Harold Sims