

Mr J.J.W.

for your info.
Johnson-Johnson

JJH AUG 26 1975

New Brunswick, N.J.
August 27, 1975

Subject: ARCHITECTS

Mr. R. B. Sellars

Dear Dick,

In response to your inquiry relative to prestigious Architects please be advised as follows:

Gordon Bunshaft and S.O.M. would have to be included on anyone's list of the ten best U.S. firms and we would, certainly, obtain an excellent program from them.

Some other firms considered prestigious are...

I. M. Pei
Philip Johnson
Minoru Yamasaki
Charles Luckman
Dinkaloo
Pereira (Luckman's former partner)
Udsen, Denmark - Sydney Opera House
A. Durell Stone
Vincent Kling
Warneke - Shah of Iran's Building, N.Y.C.

Some local New Jersey firms have also expressed an interest in our project...that is... Wigton-Abbott, Grad Partners, H.O.K., Eggers, etc.

These firms are good but do not enjoy the national reputation of the others.

Would it be our intention to have a firm such as S.O.M. be the "lead" Architect, and then have other Architectural firms for the various buildings?...or are they to be the "sole" Architect for all structures in New Brunswick? This is a question Dave Nesbitt has also asked.

Johnson Johnson

New Brunswick, N.J.

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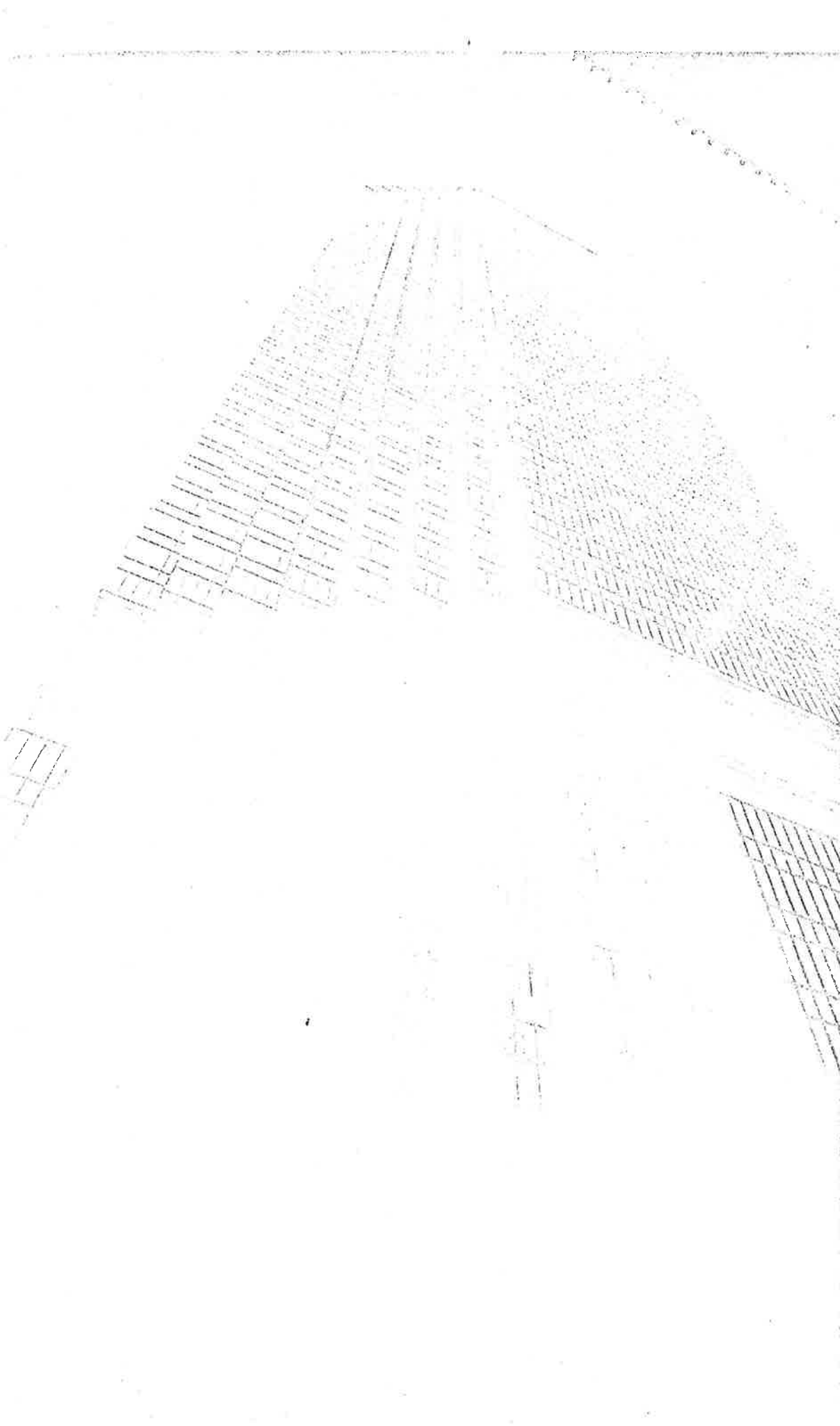
Another possible means you may wish to consider is to hold competition between several firms in accordance with A.I.A. rules. We could then obtain several viewpoints for a relatively small expenditure of money.

In summary, we look forward to participation with S.O.M. or whomsoever is the final choice. I regret having missed the opportunity of meeting you both when you came to our office.

As you well know, with our mutual inputs, we have several quite good Architectural samples in the world.

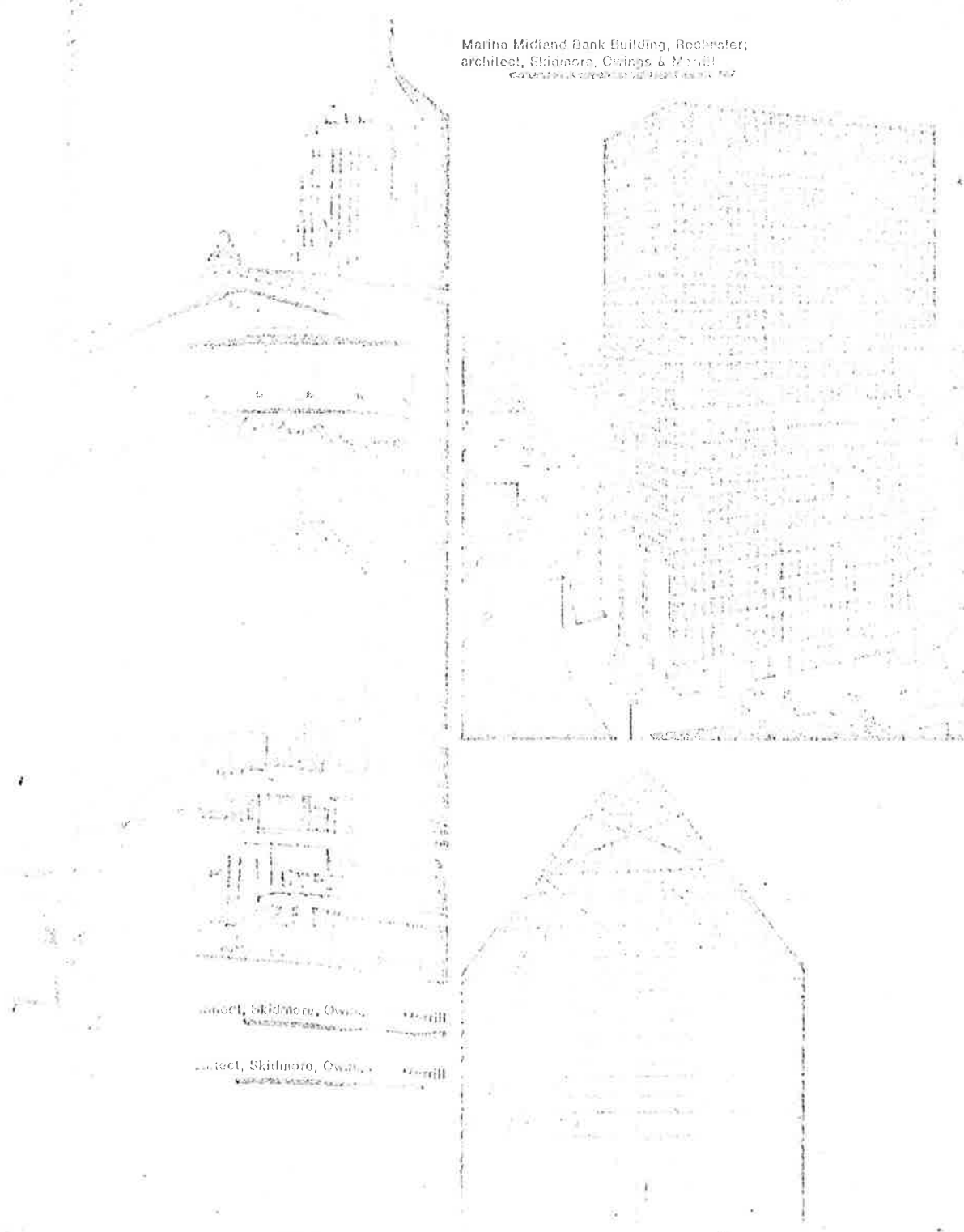
Enclosed is an article from FORTUNE which you may find interesting.

Norman W. Kempson



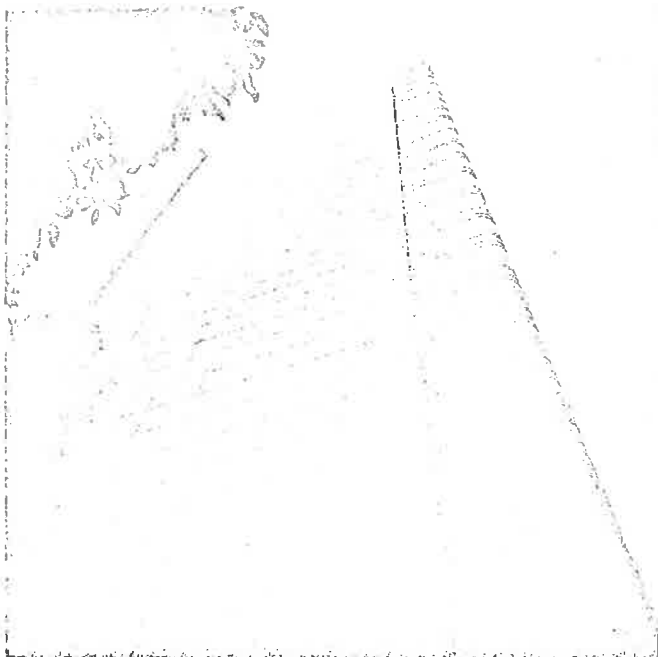
I.D.S. Center, Minneapolis,
with Crystal Court at its base;
architects, Philip Johnson & John Burgee,
and Edward F. Baker Associates, Inc.

Marino Midland Bank Building, Rochester;
architect, Skidmore, Owings & Merrill
1927

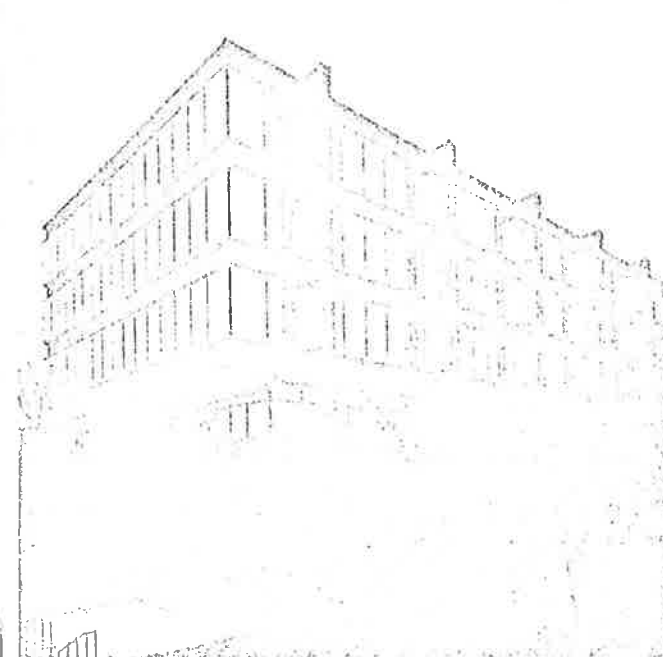


Skidmore, Owings & Merrill

Skidmore, Owings & Merrill



No. 1 Park Plaza, Los Angeles; architect, Daniel,
Mann, Johnson & Mendenhall



Emerson Environmental Systems Building, St. Louis;
architect, Hellmuth, Obata & Kassabaum

Facades of mirrored sky

Mirrors reflecting other mirrors form the motif for the Blue Cross/Blue Shield Office Building in Chattanooga, a study in tricky architectural effects. On a cloudy day in Houston, the United Gas Building shows the world a cloudy mirror wall. In Los Angeles two protruding bays frame the mirror wall of the 1 Park Plaza Building. The sup-

porting structure of the Emerson Environmental Systems Building is set outside the wall, and away from the reflective surface, so, of course, it seems to be doubled.

Appropriately, the most intricately glittering building of all stands in an icy city, Minneapolis. The Investors Diversified Services Tower, fifty-seven

stories high, reflects the sky from its pleated walls. The band of jewel-like metal vents, part way up the façade, embellishes a floor set aside for machinery. And at the foot of this expressive building is a veritable ice palace—a glass room eight floors high and larger than seven tennis courts—lined with shops and restaurants (far right).

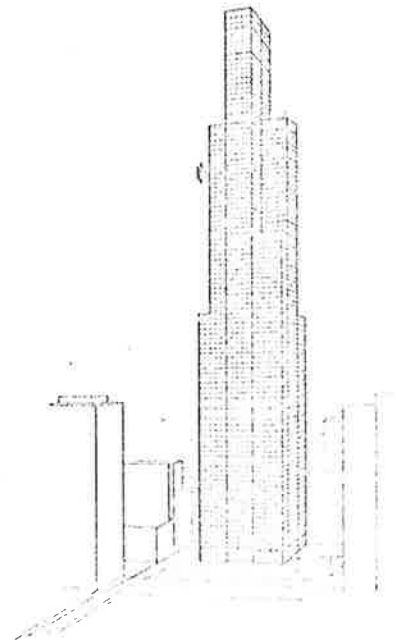
Structures that speak out

The Federal Reserve Bank in Minneapolis, left, is built like a bridge. The building is supported by steel cables slung between two towers. The completed building will not be quite so colorful as shown here, wearing a prime coat of paint on part of the steel frame, but it is a spectacular suspended structure.

The Sears Tower (right), shown under construction in Chicago, is a landmark of innovative engineering. The drawing below shows the complete mass, with the arrow denoting the progress upward at the time of the photograph. The building is composed of nine towers, each a complete "tube" structure, linked together in what engineers call a "bundled tube."

The same Chicago architects are responsible for the Marine Midland Bank Building in Rochester, New York, and the John Hancock Center in Chicago (both far right). In Rochester their material was reinforced concrete. Normally, a heavy beam would have been needed to transfer weight down to the widely spaced supporting piers. Instead, as the photograph reveals, they thickened some columns in the window wall of the floors above, thus creating ghostly arches that shift weight to the piers. The Hancock frame is steel, still the favorite skyscraper material. The diagonals provide wind bracing.

Federal Reserve Bank, Minneapolis;
architect, Gunnar Birkerts & Associates



Shapes as unmistakable as signatures

The headquarters of Avon Products, Inc., on the block between Fifty-seventh Street and Fifty-eighth Street in New York, is a gleaming apron of glass curving out to the sidewalk. (The view, far left, is from the Fifty-seventh Street side.) Architecturally it is hard-edged chic, a business suit made to measure. The floors occupied by Avon's international division have no partition walls, use movable screens instead.

U.S. Steel's skyscraper in Pittsburgh, triangular in plan, is notched at the points to double the number of corner offices; the building is clad in rich

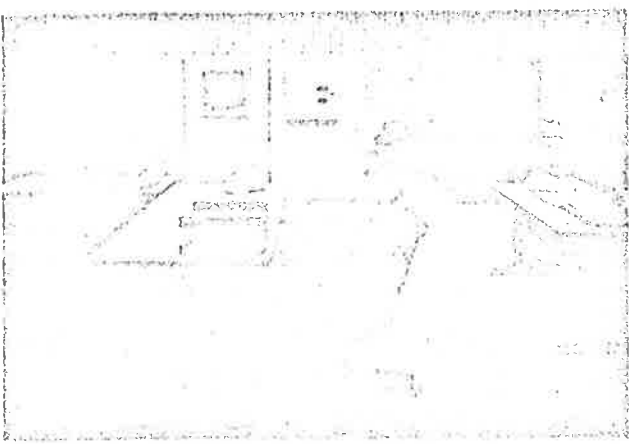
brown steel, and, at sixty-four stories, stands above all the rest of Pittsburgh. The new obelisk of the Transamerica Corp. in San Francisco (below) is stirring considerable controversy in the Bay area. The odd protrusions toward the top are needed for elevators—which are difficult to run on a slant—and for fire stairs. In Memphis the C. & I. Bank's building (right) has offices overlooking a steel-framed, glass-walled indoor garden. In Washington, D.C., the small, shapely Euram Building (lower right) has an attractive courtyard en-cased by offices.

Transamerica Pyramid, San Francisco; architect, William L. Pereira & Associates

C. & I. Bank with enclosed garden, Memphis; architect, Gessner/Neuman/Growne



Euram Building with interior court, Washington, D.C.; architect, Hartman-Cox



9 West Fifty-seventh Street, New York; architect, Skidmore, Owings & Merrill; Avon Products' interiors by JPN Associates Inc.

U.S. Steel Building, Pittsburgh; architect, Harrison & Abramowitz & Ahbe



ND STRUCTURAL BONES



No. 1 Shell Plaza, Houston;
architects, Skidmore, Owings & Merrill
and Wilson, Morris, Crain & Anderson

The sword and the state

The gleaming new John Hancock building, left, springs out of Boston's genteel, shabby Copley Square. When the insurance company announced plans to erect it, not all the neighbors welcomed the news. A campaign to prevent construction flourished, then collapsed, and some bitterness lingers. This has less to do with the new building, a sliver of excellence, than with the fact that Copley Square also plays host to a pair of the most admired old buildings in the country, the Boston Public Library and Trinity Church. The church, designed in 1872 by Henry Hobson Richardson, is a fervent Romanesque pile, as porous as the skyscraper is sleek. The new building wisely defers to it at ground level, reflecting its image.

No. 1 Shell Plaza, in Houston (above), is a very different kind of new design, splendid in a restrained, rock-like way. Parts of the concrete frame that supports it are shaped to show just where the strength is needed. The columns splay outward, seeming to grab the ground to keep the building from toppling over in the wind.

John Hancock Mutual Life Insurance Co.,
Boston; architect, I.M. Pei & Partners

consolidate scattered offices or to expand. But people today also want a business home that is in keeping with their business image . . . we all want to be known by our associations. They also move because of an insecurity about being left behind. That's our whole marketing strategy."

Hines's largest downtown project is No. 1 and 2 Shell Plaza in Houston. No. 1 Shell is the masterful equivalent in reinforced concrete of New York's elegant Seagram Building in steel. Primarily responsible for its design is architect Bruce Graham, a partner in S.O.M.'s Chicago branch, who worked closely with his brilliant engineering partner, Bengali-born Fazlur Khan, one of those rare structural engineers whose stress diagrams result in fluid forms. Shell 1 and 2 have an outdoor plaza and underground connections. Hines is building a similar skyscraper in New Orleans, again for Shell Oil as the primary tenant, also with an outdoor plaza, and with Graham as designer.

The splendor of an old railroad station

Hines is moving on from that type, however, because he thinks the outdoor plaza is becoming passé. It is being moved indoors into great air-conditioned public rooms, which in some cases approach the dimensions of the splendid waiting rooms in turn-of-the-century railroad stations. In office buildings such vast rooms need bustle, or they turn gloomily cavernous. "The way to make it all work is to include lively retail," Hines says: shops, restaurants, theatres, other magnets for people, night and day.

Hines's next development in downtown Houston, a pair of buildings for Pennzoil as major tenant, will demonstrate his conviction that immense interior space is the coming thing. Designed by architects Philip Johnson and John Burgee, the trapezoidal Pennzoil buildings will extend out to the sidewalk line, and will be joined by a 17,000-square-foot interior courtyard under a hundred-foot-high slanted glass roof. Texas businessmen like fairly fantastic spaces upstairs as well. Hines built several floors in Houston's No. 1 Shell with twelve-foot ceilings, and tenants snapped them up. The roofs of Pennzoil Place will be sharply tilted and one wall of each building will be angled. Hines says that executives are enthusiastic about the resulting warped spaces. He plans to ask \$1 per square foot extra rent at Pennzoil, and expects to get it because the tenants will be able to attract better office workers.

The new generation of office buildings has also grown more sophisticated in its engineering, demanding the use of computers. The structural challenge above forty stories is not how to support the weight, but how to keep the building from swaying too much in high winds. Unlike a tree, a skyscraper does not bend only away from a gale. Because of the vortex formed downwind, the building also oscillates from side to side, transverse to the direction of the wind. The frequency of this oscillation must be controlled, as well as the extent of the swaying. Old skyscrapers were braced by brawny thickets of steel around strong elevator shafts, but the newer ones rely principally on very stiff exterior walls to resist the lateral push. Such buildings are called tube structures.

continued page 150

The new crop of office buildings that enlivens the nation's business districts is notable for four qualities:

- A new aggressiveness in design fights downtown dullness. The refreshing change comes after a postwar period of great blandness in the appearance of office buildings, when the genre was dominated by a few patterns, which, with repetition, became very tiresome.

- Deliberate shaping helps to create individuality. Office buildings are no longer just immense filing cases, but bold geometrical abstractions. Zoning laws usually influence the shape; a conscientious sense of function distinguishes the best designs.

- Structural engineering comes out from under its usual disguise. Architects seem eager to dramatize the ways in which their office buildings are held up and supported against the push of the winds. Like bridges, some buildings can be understood at a glance.

- An abundance of color and reflectivity adds showmanship to business. All polished glass is essentially reflective, of course, and the tinted windows that have come into broad use since the Seagram Building of 1957 add to the polished effect. But only recently has come the ultimate, one-way mirror glass that reflects both light and heat, easing the air-conditioning loads.

Few designers of office buildings attempt to attack the grinding problems of other parts of cities—for example, by designing housing. Architects get rich on office buildings, but often lose money on housing projects. Still, the new skyscrapers do provide substantial new real-estate tax revenues for the coffers of financially pressed cities.

ordinances. The other postwar shape, the thick vertical slab, stood like a shoe box on end.

But businessmen tired of that, and in the 1960's they began to commission designs that would give their office buildings a more distinguished look. This was particularly true of big corporate clients, who could justify the additional construction expense as a part of public relations. The recent result has been a spate of uncommon forms: buildings that are triangular in plan, or elongated octagonals, or tapered towers. In Chicago the First National Bank built itself a skyscraper whose lower façades curve out to meet the ground. The First National Bank of Boston bulges outward several floors above the street level, then inward again; it is known affectionately as the pregnant whale.

When architect Minoru Yamasaki was engaged to design the Port of New York Authority's Trade Center, he was given a massive order for space that might have been put in one overwhelming tower; instead, he built two tremendous towers, a dominating silhouette even in Manhattan. Architect Albert C. Martin & Associates did the same sort of thing in Los Angeles with office twins fifty-two stories high for Atlantic Richfield and the Bank of America. The exterior walls of some office buildings wear a handsome structural orthodonture of slanting cross braces, as in the Alcoa Building in San Francisco. Across the street, the Embarcadero Center is massed like a riffled deck of cards.

Exotic shapes can do a lot for the corporate ego. John R. Beckett, chairman of Transamerica Corp., once complained in an advertising campaign, "We're bigger than 90 percent of the companies on the Big Board, but nobody knows us from Adam. Some pizza parlors are better known." To help rectify this humiliation, architect William Pereira of Los Angeles designed a slim pyramid of a headquarters that stands like a concrete-clad oil derrick forty-eight stories high, at the north edge of San Francisco's financial district. It is disliked by many, but noticed by all.

Why developers got the message

The quality of presence has become manifest at ground level too. Beginning in the early 1960's, new zoning provisions in the larger cities encouraged the building of plazas. The fountain regained a place in urban architecture, though early versions frequently drenched pedestrians on windy days. Gardens, trees, and sculpture also proliferated.

All these trimmings are not regarded with universal delight. The office building, some serious critics say, should remain a functional package; dressing it up with niceties is a frivolous pastime. Some merchant builders grumble too. They prospered through the postwar period by throwing up masses of "canned office space," monotonous, boxlike buildings devoid of architectural grace. Anything more ambitious adds to their costs and may even violate their concept of what office space is really all about--an 18 percent return on equity.

That attitude is beginning to soften. The persuasive pressure is that of the marketplace, which now recognizes and rewards quality. Buildings of distinction are leasing faster than mediocre structures, say leading developers, even amid the

present letdown in demand for office space. So an increasing number of speculative builders now install fountains in their plazas and try for architecture that is less dull.

Harry Helmsley is no architectural *Medici*. A tall man with cold hands and a warm financial imagination, he is the kind of three Manhattan-based companies that control \$3 billion worth of apartment houses, industrial buildings, hotels, offices, and other commercial space across the country. Helmsley built this empire mainly by purchasing sound old buildings and then employing the miracles of modern mortgaging. But he has also built five speculative office buildings in New York City, and he now says it pays to add 5 percent to the budget to make an office building something special.

One example of this is his fifty-two-story office building at 140 Broadway in the heart of the Manhattan financial district, for whose design he went to architect Gordon Bunshaft of the New York office of Skidmore, Owings & Merrill. S.O.M. is renowned as a designer of glassy and expensive corporate headquarters. The firm is the Steuben of the profession, if not the Baccarat. Helmsley's building at 140 Broadway was a relatively economical, but not minimal, structure. Outside it Bunshaft placed a rakish abstract Neguchi sculpture, a huge red cube balanced on one corner. (Art work outside can be depreciated for tax purposes; inside it cannot.) The sleek building and its sculpture quickly became a landmark in the neighborhood, and the office space rented rapidly at \$8 to \$9 per square foot, high for 1966. "If it had come on the market a year later," Helmsley adds with a smile, "I could have got \$2 more per square foot."

Bunshaft, as it happens, is morose about the aesthetics of office buildings today, because, he says, city zoning laws, high land prices, and profit pressures combine to stifle the architect's imagination: "I'm not sure office buildings are even architecture. They're really a mathematical calculation, just three-dimensional investments . . . I think the zoning laws in this city have done more damage than any goddam architect." Within the corset of zoning regulations, however, Bunshaft is changing his angular style and giving his buildings more voluptuous shaping. His current penchant is for curving the lower façades of his buildings outward within the setback rules. He has already done this for two new Manhattan skyscrapers and has others on the drafting board.

No company wants to be left behind

An outstanding example of the rise in qualitative standards among developer-builders is Gerald D. Hines of Houston. An engineer by training, Hines is twice as generous to architecture as Harry Helmsley. He asserts that it is well worthwhile to invest an extra 10 percent in the construction cost of an office building, although he acts as his own contractor to keep a firm grip on costs--"There's not an architect who couldn't have broken us." The result of the extra budget, Hines says, is an office building with a more marketable presence, which he calls "identity."

How do you sell better architecture to the tenants? Hines's answer: "The reason most companies move, of course, is to

Dayville's upward progress
led by banks. The four new
in its skyline (from the
are the Galt House Hotel,
Trust Co., the forty-story
National Bank, and the
Citizens Fidelity Bank.




New York's fabled silhouette
dramatically altered by
the World Trade Center. Its
stunning 110-story towers
shifted the center of gravity
of the Wall Street area.

Henry Groskinsky




Minneapolis is a leader
in architectural innovation. The
seven-story office building
led by Investors Diversified
Services dominates the city
in an *al nouveau* dash. Next
uses the steel framing for
a tall new county center.

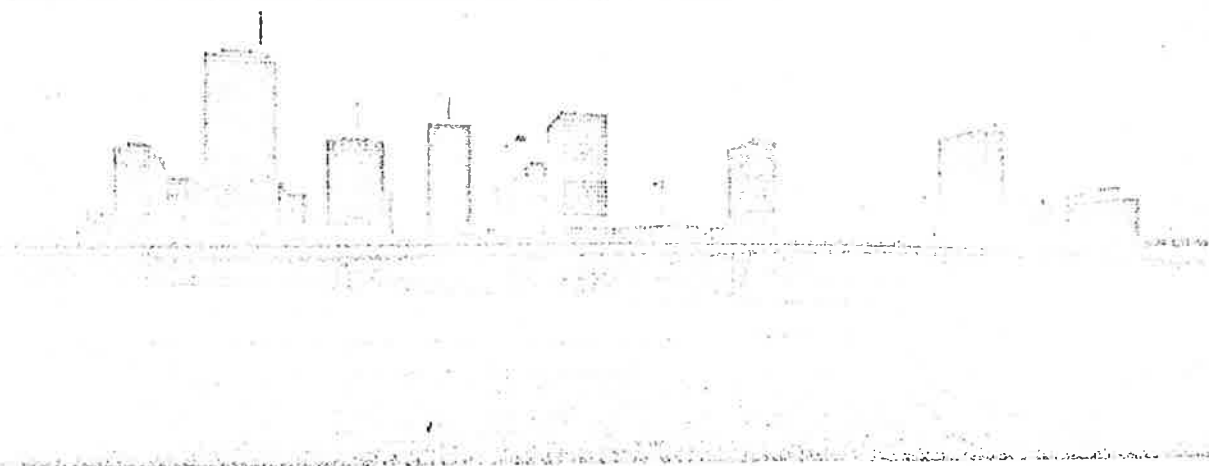





Boston has grown up, with two areas of office towers, two miles apart. At the far left in this view across the Charles River from Cambridge is a new downtown silhouette. But it is in the Back Bay section at the right that the two highest buildings stand: the sixty-story John Hancock headquarters and the fifty-two-story Prudential Tower.



San Francisco's famous hills no longer dominate its skyline. Tallest of the new buildings in the financial district are the fifty-two-story Bank of America and the Transamerica Pyramid, which has forty-eight floors topped by a 212-foot obelisk.



Houston's downtown silhouette is so new that it startles the returning visitor. The tallest building is the fifty-story 1 Shell Plaza. It is also the world's highest reinforced concrete structure.



Chicago is setting the pace. The steel-frame skyscraper was invented there and is flourishing more mightily today than ever. At the right, from Lake Michigan, stands John Hancock's tapered tower of 100 stories. Near the middle stands Standard Oil of Indiana with 80 stories. Rising near the sun is the Sears Tower, which at 110 stories will be the world's tallest.

A Baring New Generation Of Skyscrapers

Office buildings with vivid shapes are adding zest and grandeur to city skylines. *by Walter McQuade*

After more than twenty-five years of furious construction in the business districts of American cities, designers and developers at last are producing a distinctly new breed of office building—and a better one. The new skyscraper's exterior generally wears a glazed or even glacial expression, but its creators have been attempting, and frequently achieve, a more stimulating architecture than the mountains of mediocrity erected in earlier postwar years. As a result, the working environment of the corporate headquarters is getting more interesting, and the heart of many an American city is acquiring a more exciting appearance.

Skylines have been stretching higher not only in the largest metropolises but in many of America's smaller big cities, such as Louisville, Hartford, and New Orleans. There are fundamental reasons why buildings have been getting taller. Many companies are anxious to bunch near the center of town where space is limited and land costs enormous, so buildings must go up, and up, and up. It has also become more convenient, and often safer, to move erect anthropoids in business suits up and down in an elevator rather than horizontally along a long hall, sidewalk, or rail line. The problems of street congestion still afflict cities, and mass-transit technology is scarcely flourishing. But there have been improvements in skyscraper technology ranging from double-deck elevators to lighter, stiffer steel frames and completely unmanned machines to wash exterior glass walls.

The great growth of office space in the U.S. is a twentieth-century phenomenon. It took until 1930 for the nation to accumulate a billion square feet of office space. During the following three decades that total was doubled, and in the 1960's a full billion was added. So far in the Seventies, 500 billion square feet of space has been started, including 8,700,000 on Manhattan Island alone. In each of the past four years, construction has begun on more new office space than in any year before 1969. During that frenzied four-year period, the nation added as much office space as now exists in New York, Chicago, Washington, D.C., Los Angeles, San Francisco, Boston, Philadelphia, Detroit, Houston, and Pittsburgh taken together.

In repetition of so many other real-estate splurges, supply

finally shot far past demand, and this year there is excess new office space in every sizable city across the land (see the tabulation for the top ten cities on page 150). The vacancy rate in office buildings has climbed to 12.3 percent in Manhattan, 13 percent in Los Angeles, and a worrisome 17.6 percent in Houston. One consequence is that hard-pressed developers have cut rents in several cities, from \$9 per square foot to \$6.50 in one new Detroit building, for example. Prime office space that would have been snapped up in Manhattan at \$12 a foot in 1969 was being leased for as little as \$7.50 last fall.

Triangles and pregnant whales

Nevertheless, the building binge is leaving some impressive monuments. In New York the forty-two-year-old Empire State—1,250 feet high—has been topped, twice, by the twin towers of the World Trade Center. In Chicago the Palmolive Building, a giant of the Twenties, now looks like a pet on a leash beside the adjacent John Hancock Center, built in 1968. Los Angeles, which had a thirteen-story height limit until 1958, has a crop of skyscrapers, including the sixty-two-story United California Bank Building. All will be capped in the current cycle of office building by a new champion, the Sears Tower, an enormous black cliff of a building now under construction on the inland side of Chicago's Loop. It will rise 110 floors—1,450 feet—above the sidewalk. Protruding from its roof, two TV transmitters will reach 550 feet higher than the Empire State's shiny spire.

Architecturally, the most notable quality of the newer office buildings is shape. Buildings are cut and faceted, which gives them a glint and pattern to rival the romantic edifices built during the earlier part of this century. Skyscrapers then were embellished as if they were intended to be decorative objects. Architectural draftsmen spent hundreds of hours detailing intricate terra-cotta domes, copper spires, and even gargoyles for the roofs, where only birds could see them close up.

Two cruder silhouettes took over after World War II, when there was neither time nor taste for ornament. One was the ziggurat, a Manhattan specialty. It stepped back as it rose, filling every cubic foot of the space permitted by local zoning

Research associate: Beth Bogie



JJH OCT 3 1975

October 3, 1975

Mr. Richard B. Sellars
Johnson & Johnson
501 George Street
New Brunswick, NJ 08903

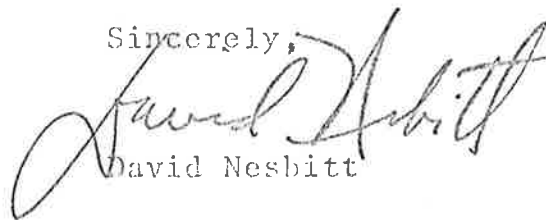
Dear Dick:

RE: Architectural Firm Selection

Having met with representatives of both Skidmore, Owings & Merrill and I. M. Pei, just a short note on my reactions.

I think that Pei has a better feel for the overall design considerations in New Brunswick. I was most impressed with Mr. August Nakagawa. I think that based on the kinds of questions he had, it was apparent that not only was he sensitive to your special design needs but was able to conceptualize the relationship of your project to the design considerations that the development corporation must articulate. My evaluation may be slightly biased since Mr. Hopkinson of Skidmore, Owings & Merrill is a planner, while Mr. Nakagawa is an architect. Both firms, however, have clearly demonstrated exceptional design capabilities. Personally, I would lean toward Pei.

Sincerely,



David Nesbitt

rlm

cc: J. Heldrich

ORGANIZING COMMITTEE

JOHN J. HELDRICH, *Johnson & Johnson* • Chairman

JJH OCT 31 1975

October 30, 1975

Mr. David Nesbitt:

The proposals from architectural firms are coming in and I am forwarding to you under separate cover copies of the Johnson & Burgee proposal as well as the one from Skidmore, Owings & Merrill.

I assume we will be receiving something from I. M. Pei shortly and we should then be in a position to at least have a preliminary review of this data to see if we want to assume the responsibility at this stage of the game of thinning out the list of prospective firms before it is turned over to a committee of the New Brunswick Development Corporation.

As you know, the Johnson & Johnson requirements are quoted separately by these firms and our ultimate selection will depend upon a detailed review of the firm's qualifications together with the best arrangement to meet our own needs. Messrs. Sellars, Heldrich and Kempson will make the ultimate decision in this area.

R. B. Sellars

RBS/s

cc: Mr. J. J. Heldrich

New Brunswick, N.J.
November 10, 1975

Subject:

Mr. J. J. Heldrich:

Confirming our discussion of this morning relating to property acquisitions in the multiblock area bordered by George, Albany, the railroad and the river, we have agreed to proceed as follows:

1. Mr. Kempson, from this point forward, will be totally responsible for the acquisition program, working with one or more selected broker/agents.
2. Mr. Kempson will meet with Mr. Irving Feist and his associates and attempt to negotiate a more favorable commission agreement on the balance of the property yet to be acquired. Although we have allowed Feist & Feist a 5 percent commission on prior purchases, we hope that this can be negotiated to 4 percent with something like 1 percent to be put in escrow as a possible payment to the benefit of New Brunswick real estate brokers in the future.
3. Mr. Heldrich and Mr. Kempson should arrange to review the proposed acquisition program with Larry Foster to make certain that he is aware of our activities and will be prepared to respond to any public or press inquiry about our activities.
4. The properties identified in blocks 36-38-41-42 will be the subject of review and negotiation with Feist & Feist as to the range of acquisition prices.
5. Before proceeding with this program, will Mr. Kempson provide us with an estimate of the total cost of acquisitions so that Mr. Anderson may anticipate the cash outlay.
6. We have agreed that Aaron, Gino, and other selected properties will not be negotiated at the present time.
7. Will Mr. Kempson look at the feasibility of acquiring 5-10 acres of property within the city in a general business and industrial area, parcels of which we could allocate to Aaron and selected other small business

. . . continued

Mr. J. J. Heldrich
November 10, 1975
Page two


7. (continued)

operators to assure that they will be able to continue their businesses. Perhaps this could be looked at as a mini-innecity industrial park where we could either sell to owners or, on an exchange basis, property for property, provide them with land and facilities, or additionally, a long-term lease agreement.

8. Attached to Mr. Kempson's copy of this memo is a map (to be returned to Mr. Sellars) which identifies in pink the particular lots in the four identified blocks which are the subject of our evaluation and ultimate negotiation.

Will Mr. Kempson provide us with updated information on the various lots in the multiblock area which are to be the subject of discussion relating to ultimate acquisitions? We might ultimately develop an improved worksheet which would establish 2-3 columns to provide:

- a. Feist & Feist estimates of possible purchase price.
- b. Johnson & Johnson minimum/maximum figures.



R. B. Sellars

RBS/s

cc: Judge A. S. Lane
Mr. N. W. Kempson



JJH NOV 11 1975

(201) 246-0603
246-0728

DATE: November 11, 1975

TO: Mr. Richard B. Sellars
Mr. John J. Heldrich

FROM: Mr. David Nesbitt

RE: EVALUATION OF DESIGN PROPOSALS FOR THE ARCHITECTURAL FIRMS
OF JOHNSON-BURGEE, SKIDMORE, OWINGS AND MERRILL AND
I. M. PEI AND PARTNERS

I have just completed a review of the above mentioned design firms proposals and essentially would like to let you know my reactions to their efforts.

JOHNSON-BURGEE - while Johnson-Burgee has a tremendous reputation as monumental architects, I feel that the proposal they submitted missed the point of services to be provided for New Brunswick Tomorrow. Essentially, their response suggests a traditional urban renewal type process. They do not seem to understand the level of work that has been accumulated to-date. Their proposed partner, Angelos C. Demetriou, does not reflect what I would consider the kind of sensitivity needed to enhance the scale of existing New Brunswick.

In further discussions (with architects in Boston, Philadelphia and Columbia, Maryland), Johnson's reputation as an intellectual designer is beyond reproach. However, I do not sense the need for a master monument builder in this design process. While the proposal was quite comprehensive, another factor is their apparent insensitivity to produce a plan in the shortest period of time possible. Thus, I would concur with your comments of November 10th that they do not seem to be the appropriate firm for the tasks to be performed.

SKIDMORE, OWINGS & MERRILL - the contents of the S.O.&M. proposal are very good. The planning capabilities of Peter

Hopkinson are reflected in the section of their proposal entitled "Urban Design Approach." I think Peter, in particular, understands what must be done in relating New Brunswick Tomorrow's needs with Johnson & Johnson. I have followed up and talked with Gordon Bunshaft and asked for a specific estimate of man hours to be spent in the preliminary tasks as outlined.

However, I must say that S.O.&M. have done some terrible jobs with regards to sensitivity to open space and relationship of open space to the existing fabric of a community. Again, strictly from a design prospective, their work appears to be bulky and massive and in looking through their brochures, there were few examples of intimate scale. Even in those cases where inner courts and interior oriented open space were attempted to relate to building mass and structure, they do not reflect a heightened sense of openness. However, this could be moderated by close supervision in the conceptual design stages.

I. M. PEI AND PARTNERS - the second proposal from I. M. Pei I think reflects a good understanding of the nature of the problem. Mr. Henry Cobb is probably the most conceptually intellectual of the three firms we talked to. In reviewing their materials, they seem to reflect both an adequate background in the urban milieu, as well as a sensitivity to place and scale. Of the three firms, their reputation is of being the most conceptual and creative, both in terms of urban design response and structural design. Again, the read-out I get from a number of people is that perhaps their greatest asset is their ability to get the client to articulate clearly what his needs are.

Needless to say, with the size and scope of this project, all three firms are anxious to get the business. However, one of the criteria that I see using in making the ultimate suggestion of design capability should be how the design firm integrates conceptual creativity with practical urban design and development experience. An additional criteria would be what kinds of projects have the firms done in the past that are closer to and reflect the sense of scale and place that New Brunswick has. A third criteria would be the commitment of any of the design firms to produce the highest quality of work in the shortest period of time.

Speaking now as a planner, I have added an additional criteria of looking at each firms ability to comprehend the nature of the two clients. While there are clearly some mutual needs, there are also just as clear separate means and methods of ultimately responding to any final plan. S.O.&M. and Pei responded well to this last item. I think the other criteria mentioned are subject for discussion.



(201) 246-0603
246-0728

DATE: November 11, 1975
TO: Mr. Richard B. Sellars, Mr. John J. Heldrich
FROM: Mr. David Nesbitt
RE: FOLLOW-UP CONTACT WITH ARCHITECTS

Having contacted I. M. Pei and Skidmore, Owings & Merrill, I would suggest that we visit their respective offices on the same day since trying to schedule all concerned for two different days might prove difficult. The intended format would be both a discussion of the Architect's former work and a presentation of some kind. I would anticipate spending about an hour and fifteen minutes at both locations.

I. M. PEI

Mr. Pei will be back in town the morning of November 18th and his office felt it was imperative that he be at this session. Thus, they suggested November 19th, 20th or 21st.

SKIDMORE, OWINGS & MERRILL

Mr. Gordon Bunshaft indicated that the afternoon of November 20th would be a convenient time to visit their offices, since Peter Hopkinson also wished to be present.

It seems as though the 20th would be a good date for covering both firms.

DN/r

390 George Street, New Brunswick, N.J. 08903

"Working together for a New New Brunswick"

Johnson & Johnson

JJH NOV 14 1975

New Brunswick, N.J.
November 14, 1975

Subject:

Architectural Evaluation

Re: New Brunswick Tomorrow and Johnson & Johnson

Mr. R. B. Sellars:

Please be advised we have studied the three proposals presented: S.O.M., I. M. Pei and J&B.

Our evaluation indicates a choice that is a "toss-up" between S.O.M. and I. M. Pei.

The S.O.M. proposal is more general in nature; resembling a standard AIA format. We presume that Mr. Bundschadt did not reiterate details and knowledge of the program which have already had prior discussion.

The I. M. Pei proposal demonstrates a more detailed format and expresses a knowledge of the overall program.

Johnson & Burgee seem to have followed a different scope in formulating their proposal. They do not indicate a grasp of the situation, and their proposal seems to present much detail about some already completed job from the past.

We have run a cursory point system evaluation considering factors we believe relevant.

Our analysis must be somewhat subjective. However, since none of us have had personal contact with the individuals involved we can be objective with parameters used.

CHART ATTACHED

We should meet and try to resolve or "zero in" on the following items before finalizing:

- a. Fee basis for our future J&J buildings.
- b. Determine why not all of J&J portion of cost should be a part of (a).

Subject:

- c. Our input and review of the engineering firms to be included.
- d. Agree on a method of termination by either party.
- e. We should know the make up of and the individuals or team intended by the successful participant.

Most all Architectural Firms will hedge as to their fees. However, with proper guidance we do not find any difficulties in arriving at a fair fee.


Norman W. Kempson

ANALYSIS

(10 points maximum)

<u>ITEM</u>	<u>S.O.M.</u>	<u>I.M. Pei</u>	<u>J&B</u>
New Brunswick Tomorrow Concepts	8	9	5
Johnson & Johnson or Corporate Headquarters Concepts	10	9	6
Coordination New Brunswick Tomorrow Including D. Nesbitt Comments	8	9	5
Total Concept with Johnson & Johnson Dominant Single Factor	9	10	2
Cost of Study	8	5	10 Lowest
Time of Study	9 Est. 5 to 6 Months	9 Too Short	5 Too Long
Firm - National Prestige & Reputation	10	9	8
Total out of possible 70 Points	63	60	41
Percent Scored	90%	87%	60%

New Brunswick, N.J.
December 8, 1975

Subject:

Mr. R. B. Sellars:

Please be advised I have met with Messrs. Bunshaft and Pei...

The following questions were posed to each with the following comments:

Question No. 1

Since N.B.T. does not, presently, have funds to pay for their portion of the Urban Study, would you accept payment approximately one year after the work is done?

S.O.M....response...Yes! providing J&J will guarantee payment.

I.M. Pei...response...Yes! but he would hope that J&J would have a normal obligation to consider payment at some future date at cost.

Question No. 2

If you were considered for the Urban Study only and excluded from the J&J portion would you accept this N.B.T. assignment only?

S.O.M....response...definitely not! would do the Urban portion mainly to get to do J&J's portion.

I.M. Pei...response...would be very disappointed. Does not believe that the two should be parted as each is inseparable from the other. Would possibly accept, though probably not, but would want to convince us he is the one for both studies, and might do the first part in order to show us their capability.

Question No. 3

Would you accept our input or choice as to contractors and mechanical/electrical/HVAC consultants?

S.O.M....response...at first, they would prefer their choice. The next morning Mr. Bunshaft called and stated they would consider our input, but would hope to convince us of their viewpoint.

New Brunswick, N.J.
December 8, 1975

Subject:

Question No. 3 (continued)

I.M. Pei...response...agreed he would accept our choice providing he knew them and they were a capable firm. Mr. Pei has worked with both John W. Ryan Construction Company and Panero/Tizian with excellent results...he sees no problem.

Question No. 4

What would your fee be for the J&J portion?

S.O.M....response... (Gordon Bunshaft) during our Wednesday afternoon meeting, he stated approximately 8% - first \$5 million - 7% next \$10 million - 6% after \$15 million.

Thursday morning he called and stated 6% - first \$15 million - 5% above \$15 million. I.M. Pei initial fee schedule same as this.

Question No. 5

Would you adjust the amount of fee for the N.B.T. Urban Study portion?

S.O.M....response...\$45,000 only a guess. Work would be done on a controllable time card basis.

I.M. Pei...response...estimated \$90,000 can be easily cut in half, if we do not wish an indepth analysis, however, he believes all groups in New Brunswick must be contacted and studied.

Pei believes, since whatever is spent on this portion would become a part of fees for the N.B.T. future buildings that the more done the better during preliminary. In any case, work done would be controlled time card basis.

Question No. 6

Would you do a spec building with N.B.T. to help defray part of your fee?

New Brunswick, N.J.
December 8, 1975

Subject:

Question No. 6 (continued)

S.O.M....response...we do not do spec work.

I.M. Pei...response...would consider this if there was a reasonable chance of success, or that rental clients for approximately 50% of the building were signed up.

It is my opinion, that either firm would do an excellent job. After these further meetings, I would now lean in the direction of I.M. Pei.

Pei seems more cooperative, sincere, enthusiastic and sensitive to the integrated problem at hand. He expresses a desire to try to give J&J a special building that would indicate our specific leadership and style.

Mr. Bundshaft presents a feeling of we know what you need and will give you a good one. Sort of suggestive of pulling one off the shelf that has been successful before.

We hope that this evaluation will now assist us in the final choice. We should start soon after the holidays to implement broad planning as well as specifics for the Plaza site.

Thank you.

N. W. Kempson

cc:

Mr. J. J. Heldrich
Mr. D. Nesbitt



JJH DEC 15 1975

(201) 246-0603

246-0728

December 15, 1975

Mr. Norman W. Kempson
Construction
Johnson & Johnson
501 George Street
New Brunswick, New Jersey 08903

Dear Norm:

The following represents the general scope of services for the urban design work to be done by I. M. Pei for New Brunswick Tomorrow/Development Corporation. The process I envision would entail an extensive meeting, some 4 1/2 hours, which the consultant would attend with appropriate staff to review the following:

- The Transportation Study Status
- Development Program - Commercial Plaza
- Downtown Charette
- The Economic Model
- Definition of the Central Business District

We would want as an end result several products:

1. A model of the CBD which depicts scale, density and use by 1985.
2. We would want a design criteria that relates to an examination of the assumptions made in creating the CBD model.

Primarily important would be the following:
transportation and parking--the scale and interface between
Johnson & Johnson development and CBD design considerations--
alternative uses for George Street and Albany Street as transitionaries--
suggested form and character of downtown residential--the implications

390 George Street, New Brunswick, N.J. 08903

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of other downtown facility uses such as performing arts, convention, and/or major hotel--impact of the existing and potential for a rail and other transportation facility within the downtown area--potential advantageous use of the canal, river and park area along Memorial Parkway--suggested infill activities which enhance the historic nature of some of the historic structures--suggested phasing of development as a result of the above design articulations.

We would see these services being provided over the next three months with particular emphasis being paid to relating Johnson & Johnson development assumptions to Commercial Plaza, and New Brunswick Development Corporation/NBT would provide a full-time staff person to work with the architectural office. All decisions as to final expression of design solutions must first be cleared through a committee to be created which would consist of representatives of NBT and Johnson & Johnson. It is our intention to conduct a series of interviews and dialogues with the general New Brunswick community but at an appropriate time in the process representatives of the City, impacted neighborhoods, any public authorities or private groups who need to be apprised of preliminary results would be brought together by New Brunswick Tomorrow as part of the general review process.

I hope the above is helpful in setting out a general scope of services document. Let's get together towards the end of this week to decide on a suggested joint strategy that we can then add some specific time tables to and potential dollar commitments.

Sincerely,

David Nesbitt
President

hal

cc: Mr. J. J. Heldrich
Mr. R. B. Sellars

JJH JAN 28 1976

Johnson & Johnson

New Brunswick, N.J.
January 27, 1976

Subject: I. M. Pei - Fee

Mr. R. B. Sellars:

Please be advised we have met with Eason Leonard, Henry Cobb, et al of I. M. Pei regarding the fee agreement for services to be rendered on our portion of the New Brunswick Tomorrow Program.

The results are as follows:

1. A Guaranteed Maximum amount was established providing there are no major changes in scope of \$140,000.
2. An estimated \$50,000 to \$60,000 of the above will become part of the Phase I fee for the 250,000 - square foot building we may construct.
3. The basic fee schedule for our Phase I - building remains as previously agreed - 6% first \$15 million; 5% in excess of \$15 million.

We wish to make it clear that Mr. Pei's team has told us that the initial project includes a "block mass" model only without details of facades, etc on the model.

Also, they again raised the question concerning particulars of the "Art Center" mentioned by yourself in Mr. Pei's office. They say the inclusion of such a center will influence their thinking to a major extent regarding the siting of structures, ingress-egress, parking, etc. on our block of land.

They also mentioned their meeting with Dave Nesbitt this morning (1/26/76) regarding N.B.D.'s fees and the proposed Plaza site development. This fee will be an estimated \$60,000 plus \$15,000 for a model of that area.

It is possible a team Architect/Engineer/Contractor can be developed to do the Plaza Building No. 2 and said team can also collaborate for our Phase I building.

Johnson & Johnson

Page - 2 -

New Brunswick, N.J.

January 27, 1976

Subject: I. M. Pei - Fee

As regards the plaza development, financing is possible only with a key space client for approximately 50,000 to 60,000 square feet, for a 5 to 7 year period. This may be...

- a. The County (questionable re: P. Campbell)
- b. County and State needs
- c. J&J needs not going into our Phase I building on our own downtown property. Such as Baby Products forecast Piscataway expansion 5 to 7 years and/or Chicopee's consolidation. It will be necessary, in the near future, to firm up a client for the N.B.D.'s first plaza building.

As to the consultants and/or firms being considered. Ryan is the contractor, Panero-Tizian (Johnson Hall - Ortho Administration) the engineers, Travers the traffic consultant (did our survey through Don Stires). All of the above are competent and would be acceptable to us for our program.

Pei's group has now started on the 2 programs and will begin charging on a "time card basis." We will monitor their progress through Messrs. Scheidecker, Thompson and myself. Dave Nesbitt will follow his own costs. Joint meetings will be necessary due to the overlapping needs and decisions.

We will receive the final proposal spelling out the more detailed scope in 1 to 2 weeks time.

N. W. Kempson

cc: Mr. J. J. Heldrich ✓
Mr. C. I. Scheidecker
Mr. V. L. Thompson

I. M. PEI & PARTNERS *Architects*

January 26, 1976

I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelmaier AIA

Mr. Norman W. Kempson
Corporate Director
Facilities Planning and Construction Department
Johnson & Johnson
501 George Street
New Brunswick, New Jersey

Dear Mr. Kempson:

In accordance with your request, we are proposing herein fees and methods of billing for the preparation of a Development Concept and full architectural services for Johnson & Johnson's headquarters facility and supporting uses in New Brunswick.

For the services relating to the Development Concept, we are listing alternate methods of compensation. Either method would be acceptable to us.

A. DEVELOPMENT CONCEPT

Method 1 For the services to be performed in connection with the Development Concept outlined in Rider "A" of the Draft Agreement, dated January 9, 1976, The Owner shall compensate the Architect on the basis of a professional fee plus expenses as follows:

- 1) Professional Fee - \$25,000
- 2) Expenses computed as follows:

Employees' time at a multiple of 2 times the employees Direct Personnel Expense as defined in Article 4 of the Draft Agreement (Direct Personnel Expense includes the cost of salary plus mandatory and customary benefits, insurance, sick leave, holidays and vacations, pensions and similar benefits).

Total compensation for all services proposed in connection with the Development Concept shall not exceed \$140,000.

140000
incl 25000
model

I. M. PEI & PARTNERS *Architects*

Mr. Norman W. Kempson
Johnson & Johnson

Page 2 January 26, 1976

Payments of the professional fee shall be made in four equal amounts during the four month study period referred to in Rider "A" of the Draft Agreement. Expenses noted above will be invoiced on a monthly basis.

Method 2 For the services to be performed in connection with the Development Concept outlined in Rider "A" of Draft Agreement dated January 9, 1976, the Owner shall compensate the Architect on the basis of a Multiple of Direct Personnel Expense as follows:

Employees' time at a multiple of 2.50 times the employees' Direct Personnel Expense as defined in Article 4 of the Draft Agreement.

Principals of I. M. Pei and Partners will not charge time for services in connection with the Development Concept.

Total compensation for services proposed in connection with the Development Concept shall not exceed \$140,000.

B. FULL ARCHITECTURAL SERVICES

1. Fees

For Basic Services to be performed in connection with the headquarters facility and supporting uses, the Owner shall compensate the Architect on the basis of the following percentages of construction cost:

6% for the first \$15,000,000

5% for that portion in excess of \$15,000,000

For Additional Services as described in the Draft Agreement, dated January 9, 1976, to Owner shall compensate the Architect on the basis of a Multiple of Direct Personnel Expense as follows:

Employees time at a multiple of 2.75 times the employees Direct Personnel Expense.

Principals of I. M. Pei and Partners will not charge time for additional Services.

Services of Professional Consultants at a multiple of 1.15 times the amount billed to the Architect for such services.

Mr. Norman W. Kempson
Johnson & Johnson
January 26, 1976
Page 3

2. Staging

The Owner intends to build the project in more than one stage. Following the approval of the Development Concept Phase, the Architect will proceed with and complete a Schematic Design for the entire project to determine the primary architectural, structural, mechanical, electrical, utility and circulation systems to facilitate the coordination and cost analysis of the total complex.

Following the approval of the Schematic Phase, the Architect will proceed with and complete the balance of the normal architectural services for the first stage only. The Architect's professional fee for the above services will be determined as follows:

Schematic Design Phase (Entire Project):

15% of Architects fee based on estimated construction cost.

Design Development, Construction Documents, Bidding and Construction Phases (Stage 1 only):

85% of Architects fee based on final construction cost. (Fee for the Schematic Phase of Stage 1 only to be adjusted to reflect final construction cost).

C. CREDIT

In the event the Owner does not require changes in the basic design or scope of the Project after approval of the Development Concept, a portion of the services performed by the Architect in this phase, may be used in the rendering of full architectural services for Stage 1 of the building program. Accordingly, the Architect will give the Owner a credit of five percent of the total fee for such services. Such credit will be prorated over the contract for Stage 1 of the building program in the same proportion as the percentage of fees due at the end of each phase as provided in Article 6 of the Draft Agreement.


I. M. PEI & PARTNERS *Architects*

Mr. Norman W. Kempson
Johnson & Johnson
January 26, 1976
Page 4

We hope this is the information you require. We would be happy to discuss these proposals with you at your convenience.

Sincerely,

I. M. PEI & PARTNERS



Eason H. Leonard

EHL/sea

I. M. PEI & PARTNERS *Architects*

H. Alan Hoglund *AIP*
Associate

February 2, 1976

Mr. David Nesbitt, President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08901

Dear Dave:

As you requested, I enclose an outline of projected costs for the Down-
town Study indicating staff, hours, rates and dollar totals.

Sincerely,

I. M. PEI & PARTNERS


Alan Hoglund

AH:sea
Encl.

I. M. Pei *FAIA*
Eason H. Leonard *FAIA*
Henry N. Cobb *FAIA*
Araldo A. Cossutta *AIA*

Associate Partners
Leonard Jacobson *AIA*
James I. Freed *AIA*
Werner Wandelmaier *AIA*

I. M. PEI & PARTNERS *Architects*

Downtown New Brunswick: Projected Study Costs

	<u>D. P. E. x 2</u>	<u>Man-Weeks</u>	<u>Hours</u>	<u>Total</u>
Senior Planner	\$35	8	280	\$ 9,800
Project Planner	30	16	560	16,800
Senior Architect	38	4	140	5,320
Project Architect	25	17	595	14,875
Jr. Designer	18	8	280	5,040
Draftsman	18	5	175	3,150
Sub-total (Approx.)		58	2,030	\$55,000
Traffic Consultant				5,000
Model and Presentation				<u>15,000</u>
	TOTAL			\$75,000

Note: No fees included for time of principals.



(201) 246-0603
246-0728

February 9, 1976

②
N.B.T.
I.M. Pei

Housing Authority of the City
of New Brunswick
P. O. Box 110
New Brunswick, New Jersey 08903

Attention: Mr. Richard M. Keefe
Executive Director

Gentlemen:

The enclosed reflects New Brunswick Tomorrow/ Development Corporation's response to your letter of December 9, 1975. While we have indicated our method of acquisition in the body of the Redeveloper's Statement, I would point out the fact that both Corporations are currently negotiating for acquiring all of its necessary pre-development capital needs.

Your agency should also be aware that both Corporations have contracted with I. M. Pei out of New York to provide several design items over the next 120 days:

- Comprehensive design services for the overall plan of the Central Business District. Specifically, their efforts will include George Street from the railroad elevation to Commercial Avenue and to Memorial Parkway.
- Site specific design program for Burnet Street Plaza. The designer is currently looking at building location, development program assumptions and phasing of construction activities.
- Architectural design for the proposed first office structure on the Burnet Plaza site.

390 George Street, New Brunswick, N.J. 08903

"Working together for a New New Brunswick"

Thus our first phase of construction is anticipated being 100,000 square feet of office and 200 condominium townhouses and apartments. The balance of development being programmed for the site will be decided following Pei's work effort. I would suggest that we, NBT/NBDC, would be ready to commit to a performance schedule on the first two projects and, after presentation of the balance of the development program, agree to performance schedules which reflect our phasing assumptions.

Section 202 of the Agreement to Lease should thus be changed to reflect any agreements we make on our proposal to acquire the above-mentioned properties. Specifically, there should be an additional 30 days added on to the procedure for submission of final plans.

Section 204 of the Lease Agreement should be changed to reflect the Redeveloper agreeing to complete the first phase of construction in five years, with addendums being added as the final development plans are approved by the Agency thus reflecting each project's appropriate planning, design and construction schedules.

The other suggested change would be reflected in Article IX, Section 305. We are recommending language which would read as follows:

"In the event of default by the Developer, all rights to the unimproved properties shall revert back to the Agency."

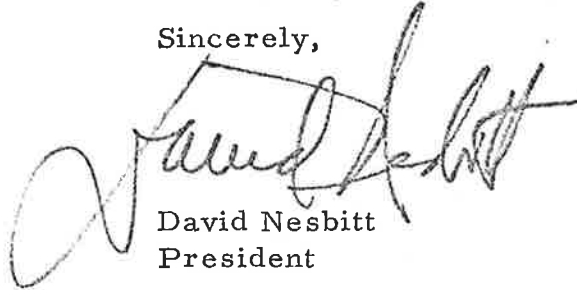
First phase development costs are projected at the following levels: Office, \$5.6 million; Housing, \$7.5 million. Further office construction is projected at 40 million dollars with some 5.6 million dollars to be spent on structured parking.

We are willing to be as flexible as possible to get a redrafted lease pulled together and to make whatever submissions are required so that our development plans can be moved forward. You should be aware that we are on the verge of consummating both an Architectural and General Contractor agreement for the next office structure. Perhaps we can have an interim agreement until we finalize all necessary papers.

I will be available at any time to meet with your attorney to start ironing out any wrinkles. We are trying to close on the building on February 25, 1976. So any means of getting this done will be appreciated. I have also attached a copy of the Agreement to Purchase for your records.

Thanking you in advance for your cooperation.

Sincerely,

A handwritten signature in cursive script, appearing to read "David Nesbitt". The signature is written in dark ink and is positioned above the printed name and title.

David Nesbitt
President

hal
encs.

I. M. PEI & PARTNERS Architects

SO
CARR, VAS.

I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

Associate Partners
Leonard Jacobson AIA
James T. Freed AIA
Werner Wandellmaier AIA

February 11, 1976

Mr. David Nesbitt, President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08903

Dear Mr. Nesbitt:

In accordance with our discussion of January 28, the following shall represent an agreement for urban design services for downtown New Brunswick. We cannot overstate the need to move this process forward with all due speed, and secondly to emphasize the need for NEW BRUNSWICK TOMORROW to regularly input, reflect, and decide the direction of the design process. We feel we have a unique opportunity to jointly conceptualize the optimum future of the City of New Brunswick.

As such, our goal is to first provide an early assessment of key projects already in initial planning and their relationship with an eventual urban design concept and image for the overall downtown core. The following shall represent the services to be provided by I. M. Pei & Partners.

1. DOWNTOWN DEVELOPMENT CONCEPT

The Development Concept will consist of an urban design concept and a transportation and parking plan. It will establish downtown land use, circulation, parking and urban design parameters within which architectural design and project implementation can take place.

Specifically, it will include the following:

1. A traffic, circulation and parking plan responsive to the downtown development program and the functioning of the downtown prior to and after completion of the Route 18 Extension.

Mr. David Nesbitt
February 11, 1976
Page Two

2. The spatial, volumetric and functional organization and interrelationships of downtown's two emerging office cores: Commercial Plaza and Johnson & Johnson.

✓ 3. The physical image and nature of the uses along George Street as a link between these cores.

4. The location and form of new downtown residential uses and supporting facilities.

5. The location, functional interrelationships and physical organization of new downtown uses including hotel, conference facilities and performing arts center.

6. A concept for the character and physical organization of the railroad plaza area as a transportation center and gateway to downtown, and the uses and image of Albany Street.

7. The location and organization of pedestrian networks, parks, plazas and open space within the downtown.

8. The potential of the riverfront for recreational and other appropriate uses.

Clarification
9. Concepts for the preservation and enhancement of places and buildings of historic and environmental value. ✓

10. The provision of linkages between the downtown core and its immediate neighbors including the public housing areas, and the university and hospital areas.

11. A staging plan for public and private improvements related to the economic model.

2. STUDY AREA

The study area will consist of the downtown core defined as the area generally bounded by the Raritan River on the east, Commercial Street on the south, Joyce Kilmer Avenue on the west, and Hamilton Street on the north.

Mr. David Nesbitt
February 11, 1976
Page Three

3. PROJECT DOCUMENTATION

The Downtown Development Concept will be illustrated by plans, maps and other drawings that are necessary to adequately explain the urban design, land use, traffic, parking and other elements of the Concept. Supporting and backup data necessary to document the Concept recommendations will be submitted periodically in a series of memoranda. In addition, we feel that a block model (at a scale of 1" = 100') will be an essential tool for presenting the Concept.

4. TIME OF PERFORMANCE

We propose to complete the work program outlined herein by June 1, 1976, based on a beginning date of February 1, 1976. We anticipate a one-month period for the collection and evaluation of all background material. At that point, we will meet with you and your staff to present our planning appraisal of the downtown and our recommendations for conceptual design approaches. Following that, we will prepare a preliminary urban design concept for presentation at the end of the third month. The fourth month will be devoted to concept refinement and the preparation of final presentation materials. Throughout the study period, we anticipate a close working relationship on a regular basis with the staff of NEW BRUNSWICK TOMORROW.

5. CONSULTANTS

We will be building on the work prepared to date by Richard P. Browne Associates and understand that their services can be made available during the study period for the evaluation of transportation proposals. However, in addition, we are including in this proposal the services of Travers Associates, Transportation Consultants. We have had many previous associations with Travers on similar projects and would utilize them for the formulation of overall downtown transportation strategies and for the design of traffic and parking elements within various specific project areas.

6. BACKGROUND MATERIAL

The time frame of the proposal assumes that all necessary technical data and background information including land use, traffic, parking, utilities, topography, street surveys, market studies, base maps, subsurface conditions, etc. is readily available and can be provided to us during the first month analysis phase.

I. M. PEI & PARTNERS *Architects*

Mr. David Nesbitt
February 11, 1976
Page Four

7. FEE

We propose to perform the urban design services outlined herein at cost, with the time of our professional staff charged at the rate of 2.0 times direct personnel expense. There will be no additional fee for the time of principals of our firm (Messrs. Pei, Leonard and Cobb). Consultants' fees and out-of-pocket expenses will be billed at cost. The work outlined above will be completed at a cost not to exceed \$75,000 including all fees and expenses. We estimate that this amount will be divided generally as follows:

\$55,000 for urban design services, \$5,000 for traffic planning, and \$15,000 for model and presentation materials.

It is understood that the fee shall be paid directly by NEW BRUNSWICK TOMORROW and the NEW BRUNSWICK DEVELOPMENT CORPORATION at the completion of the study period as outlined herein.

This letter shall serve as a contract between us. If you find the proposal outlined herein satisfactory, you may sign the enclosed copy and return it to our office. We look forward to working with you as we move closer to making revitalization a reality.

Sincerely,

I. M. PEI & PARTNERS



Henry N. Cobb

APPROVED:

By: _____

NEW BRUNSWICK TOMORROW

NEW BRUNSWICK DEVELOPMENT
CORPORATION

February 18, 1976

Mr. Henry N. Cobb
I. M. Pei & Partners
600 Madison Avenue
New York, New York 10022

Dear Mr. Cobb:

Please find enclosed an executed copy of the contract dated February 11, 1976.

There are two items which have been requested by the Board of Directors of New Brunswick Tomorrow which need to be brought to your attention.

Page 2 - Item 6 - We would like to emphasize that the character and physical organization of the railroad plaza area, While it is important to look at the facilities specifically, we would be looking at alternative sites along the railroad elevation.

Page 2 - Item 10 - In looking at the linkages of the downtown core and its immediate neighbors, we would also want the study to reflect consideration for the potential linkage and impact of the government center area.

Sincerely,

David Nesbitt
President

hal
encs.

I. M. PEI & PARTNERS *Architects*

I. M. Pei FAIA
Eason H. Leonard FAIA
Henry N. Cobb FAIA

Associate Partners
Leonard Jacobson AIA
James I. Freed AIA
Werner Wandelmaler AIA

February 11, 1976

Mr. David Nesbitt, President
New Brunswick Tomorrow
390 George Street
New Brunswick, New Jersey 08903

Dear Mr. Nesbitt:

In accordance with our discussion of January 28, the following shall represent an agreement for urban design services for downtown New Brunswick. We cannot overstate the need to move this process forward with all due speed, and secondly to emphasize the need for NEW BRUNSWICK TOMORROW to regularly input, reflect, and decide the direction of the design process. We feel we have a unique opportunity to jointly conceptualize the optimum future of the City of New Brunswick.

As such, our goal is to first provide an early assessment of key projects already in initial planning and their relationship with an eventual urban design concept and image for the overall downtown core. The following shall represent the services to be provided by I. M. Pei & Partners.

1. DOWNTOWN DEVELOPMENT CONCEPT

The Development Concept will consist of an urban design concept and a transportation and parking plan. It will establish downtown land use, circulation, parking and urban design parameters within which architectural design and project implementation can take place.

Specifically, it will include the following:

1. A traffic, circulation and parking plan responsive to the downtown development program and the functioning of the downtown prior to and after completion of the Route 18 Extension.

Mr. David Nesbitt

February 11, 1976

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2. The spatial, volumetric and functional organization and interrelationships of downtown's two emerging office cores: Commercial Plaza and Johnson & Johnson.
3. The physical image and nature of the uses along George Street as a link between these cores.
4. The location and form of new downtown residential uses and supporting facilities.
5. The location, functional interrelationships and physical organization of new downtown uses including hotel, conference facilities and performing arts center.
6. A concept for the character and physical organization of the railroad plaza area as a transportation center and gateway to downtown, and the uses and image of Albany Street.
7. The location and organization of pedestrian networks, parks, plazas and open space within the downtown.
8. The potential of the riverfront for recreational and other appropriate uses.
9. Concepts for the preservation and enhancement of places and buildings of historic and environmental value.
10. The provision of linkages between the downtown core and its immediate neighbors including the public housing areas, and the university and hospital areas.
11. A staging plan for public and private improvements related to the economic model.

2. STUDY AREA

The study area will consist of the downtown core defined as the area generally bounded by the Raritan River on the east, Commercial Street on the south, Joyce Kilmer Avenue on the west, and Hamilton Street on the north.

Mr. David Neshitt
February 11, 1976
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3. PROJECT DOCUMENTATION

The Downtown Development Concept will be illustrated by plans, maps and other drawings that are necessary to adequately explain the urban design, land use, traffic, parking and other elements of the Concept. Supporting and backup data necessary to document the Concept recommendations will be submitted periodically in a series of memoranda. In addition, we feel that a block model (at a scale of 1" = 100') will be an essential tool for presenting the Concept.

4. TIME OF PERFORMANCE

We propose to complete the work program outlined herein by June 1, 1976, based on a beginning date of February 1, 1976. We anticipate a one-month period for the collection and evaluation of all background material. At that point, we will meet with you and your staff to present our planning appraisal of the downtown and our recommendations for conceptual design approaches. Following that, we will prepare a preliminary urban design concept for presentation at the end of the third month. The fourth month will be devoted to concept refinement and the preparation of final presentation materials. Throughout the study period, we anticipate a close working relationship on a regular basis with the staff of NEW BRUNSWICK TOMORROW.

5. CONSULTANTS

We will be building on the work prepared to date by Richard P. Browne Associates and understand that their services can be made available during the study period for the evaluation of transportation proposals. However, in addition, we are including in this proposal the services of Travers Associates, Transportation Consultants. We have had many previous associations with Travers on similar projects and would utilize them for the formulation of overall downtown transportation strategies and for the design of traffic and parking elements within various specific project areas.

6. BACKGROUND MATERIAL

The time frame of the proposal assumes that all necessary technical data and background information including land use, traffic, parking, utilities, topography, street surveys, market studies, base maps, subsurface conditions, etc. is readily available and can be provided to us during the first month analysis phase.

IEOH MING PEI

Ieoh Ming Pei has been a partner of I. M. Pei & Partners since 1955 with main offices at 600 Madison Avenue in New York.

Born in China in 1917, he came to the United States in 1935 for his professional education, receiving a Bachelor of Architecture degree in 1940 from the Massachusetts Institute of Technology and in 1946, a Master of Architecture degree from the Harvard Graduate School of Design. He served on the National Defense Research Committee from 1943 to 1945 and taught at Harvard from 1945 to 1948. He became a naturalized citizen in 1954.

Deeply interested in education as well as in the arts, he has served on university committees and art councils. He is a current member of The Corporation of the Massachusetts Institute of Technology, the Chairman of the Visiting Committee on Architecture and Planning at MIT, as well as a member of the MIT Council on the Arts.

He has been elected a Fellow of the American Institute of Architects, a Corporate Member of the Royal Institute of British Architects, an Honorary Fellow of the American Society of Interior Designers, a Fellow of the American Academy of Arts and Sciences, a member of the National Institute of Arts and Letters and an Academician of the National Academy of Design. He was elected to become a member of the American Academy of Arts and Letters in 1975; the membership of the Academy is limited to fifty persons chosen on the basis of eminent achievement in the field of creative arts.

Mr. Pei has participated actively in numerous civic and professional programs. President Lyndon B. Johnson appointed him to the National Council on the Humanities in 1966 and he continued service later on the Federal Architectural Task Force of the National Endowment for the Arts. He was a member of the Urban Design Council of the City of New York for a five-year period and of the National Urban Policy Task Force of the American Institute of Architects.

Honorary degrees conferred on him have included Doctor of Fine Arts by the University of Pennsylvania and Doctor of Laws by the Chinese University of Hong Kong.

Mr. Pei received the 1961 Arnold Brunner Award from the National Institute of Arts and Letters for Excellence in the field of Architecture. In 1963 he was honored by Rice University as "People's Architect"--an award to designers

whose work has shown social significance and a sensitivity to the needs of the American people. Other awards include the Medal of Honor by the New York Chapter of the American Institute of Architects in 1963, the Golden Door Award of the International Institute of Boston in 1970, and the "For New York Award" of the City Club of New York in 1973.

Among the projects with which Mr. Pei has been most closely identified are the East Building of the National Gallery of Art in Washington; the John Fitzgerald Kennedy Library in Boston; and the Master Plan for Columbia University in New York, for which Mr. Pei was appointed Planner in 1968.

ARCHITECTURAL PROJECTS

The firm of I. M. Pei & Partners, in the architectural area, has designed and built more than fifty projects in the last twenty years. Thirty-four of these were winners of one or more awards. The firm itself received the American Institute of Architects 1968 Architectural Firm Award.

Several projects can be singled out as being of particular interest. They are as follows:

Place Ville Marie, Montreal, Canada (1962)

The commercial and civic complex, covering eight acres, which sparked the rebirth of downtown Montreal. It includes a central 40-story cruciform tower, plazas and underground concourses.

Eastman Complex, Cambridge, Massachusetts (1965 - 1975)

The complex consists of the Green Center for the Earth Sciences, the Dreyfus Chemistry Building and the Chemical Engineering Facility on the campus of the Massachusetts Institute of Technology.

National Center for Atmospheric Research, Boulder, Colorado (1967)

The laboratory complex, of 250,000 square feet, is situated on a mesa in the foothills of the Rocky Mountains and is under the joint jurisdiction of fourteen Universities.

Canadian Imperial Bank of Commerce Complex, Toronto, Canada (1972)

The complex of four structures on a four-acre site, the most prominent of which is the 57-story tower of stainless steel and glass housing the headquarters of the Canadian Imperial Bank of Commerce. Approximately 2,900,000 square feet.

Dallas Municipal Center, Dallas, Texas (1976)

Seven-story horizontal building of approximately 800,000 square feet with 1400-car parking space under the pedestrian plaza and park--- creating a focal civic space.

The John Fitzgerald Kennedy Library, Boston, Massachusetts (1976)

This will be the only memorial to President John F. Kennedy undertaken by the Kennedy family. It will contain the archives of his administration. Originally to be built in Cambridge, Massachusetts, adjoining Harvard University, it is now being planned at Columbia Point in Boston.

East Building, National Gallery of Art, Washington, D. C. (1976)

This building of 650,000 square feet is being constructed on one of the last remaining sites along the Mall in Washington. It will house a variety of public galleries and a center for the advanced studies of the visual arts. Functionally, it will be connected with John Russell Pope's original building by an underground concourse.

Among the firm's more notable foreign projects are:

Collins Place Complex, Melbourne, Australia

A commercial, office and shopping complex of approximately 2,400,000 square feet for the Australian Provident Society and the Australian New Zealand Banking Group. One of the two towers houses the new corporate headquarters of the Australian New Zealand Banking Group; a hotel occupies the top 18 floors of the second tower. The base building contains shopping and entertainment space.

The OCBC Tower, Singapore

This 52-story tower, the tallest building in Asia, will be the headquarters building for the Oversea-Chinese Banking Corporation. Approximately 900,000 square feet.

Raffles International Center, Singapore

Multi-use development of 4,000,000 square feet, consisting of a 1,000 room hotel, two office towers of 40 and 70 stories respectively, a conference center seating 5,000 people and a four-story shopping complex.

COMMUNITY PLANNING PROJECTS

Much of the work of I. M. Pei & Partners during the past two decades has been devoted to large scale urban development and master planning projects. The emphasis has been on the revitalization of older urban core areas including those of Boston, New York, Philadelphia, Washington, Los Angeles, as well as smaller centers.

In Boston, the firm produced the 425 acre Downtown North General Neighborhood Renewal Plan and, within that project area, the master development plan for the Boston Government Center. In Dallas, the Municipal Administration Center, now under construction, was designed as part of a larger study which led to the creation of a major new downtown plaza and park for the City. In Washington, we were the planners for the Southwest Washington Redevelopment Plan and also designed two components of that plan -- the Town Center apartments and the L'Enfant Plaza office center and adjoining mall.

Working with the Old Philadelphia Development Corporation, we prepared the master plan for Society Hill and were architects for the three residential towers and several town house complexes within that area. In the Bedford-Stuyvesant section of Brooklyn we worked in close collaboration with community groups and block associations to formulate a master plan for neighborhood open space. Two prototype projects were designed and constructed to demonstrate how streets could be closed or modified to create new park and recreation areas. In Oklahoma City, we prepared the urban renewal plan for the entire Central Business District setting forth land use, transportation and detailed urban design guidelines and parcel-by-parcel controls.

Other downtown planning work has been undertaken in major cities throughout the world. In Melbourne, Australia a 2.4 million square foot office, retail and hotel complex is currently under construction. In Teheran, we have recently completed a master plan for a multi-use office and residential development of some 7 million square feet. In Singapore, the first stage of a 66 acre multi-use project is in final design and construction drawings. It includes a retail galleria, a convention center and hotel, and two major office towers. In Paris, a detailed study was produced for a large office tower at the head of La Défense, the satellite development on axis with the Champs Elysées and L'Arc de Triomphe.

In all, the commitment has been to create within downtowns a new level of activity, diversity and amenity. Projects have included major retail and office complexes, hotel and convention facilities, housing, entertainment centers, park and recreation areas, and transportation plans.

May 12, 1976

Mr. R. B. Sellars

Dick, Abe and I would like to review the I.M. Pei presentation content and communications program with you and Dave at your meeting on Tuesday, May 18.

Abe will be at my office from 9:30 to 10:30 a.m.

John J. Heldrich

b.

cc: Mr. A. Wallach

Johnson & Johnson

New Brunswick, N.J.

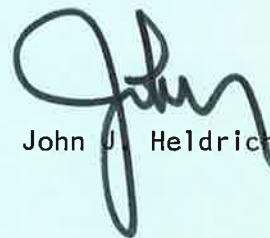
Subject:

March 16, 1976

Senior Board of Directors
Mr. J. L. Butt
Mr. A. J. Markey
Mr. R. W. Sprenger

You are invited to attend the first presentation by I. M. Pei of their conceptual design for the central business district of New Brunswick.

This presentation is scheduled for 3:00 p.m. in Johnson Hall, Room 504, on Tuesday, March 23, 1976.



John J. Heldrich

j

cc: Mr. D. N. Nesbitt

Johnson & Johnson

New Brunswick, N.J.

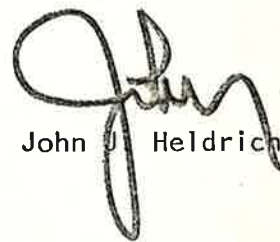
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John J. Heldrich

j

cc: Mr. D. N. Nesbitt

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JJH JUN 1 1976

May 27, 1976

Mr. N. W. Kempson:

Thanks for your memo reporting on your meeting with Bob Franklin and his associates of Public Service. This information is indeed helpful at the moment and it is interesting to learn that we could acquire their substation even though the cost would appear to be fairly high.

As you know, Pei has left the substation in its present location and therefore we may be able to defer a decision on this property for the time being.

R. B. Sellars

RBS/s

cc: Mr. J. J. Heldrich