

Regional Plan Association

235 East 45th Street · New York Work 10017 · Telephone: (212) 682-7750

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Vice-President William B. Shore Information Director Sheldon Pollack Field Studies Consultant Louis B. Schlivek Universe September 15, 1975

Mr. Ralph E. Ablon Chairman and President Ogden Corporation 277 Park Avenue New York, New York 10017

Dear Mr. Ablon:

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Sincerely yours,

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David Rockefeller Chairman of the Board Chase Manhattan Bank

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September 15, 1975

Mr. Alex Aidekman Chairman Supermarkets General Corporation 301 Blair Road Woodbridge, New Jersey 070**9**5

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September 15, 1975

Mr. Fred T. Allen, President Pitney & Bowes, Inc. Walnut & Pacific Streets Stamford, Connecticut 06902

Dear Mr. Allen:

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Mr. Alfred Britain III Chairman Bankers Trust Company PO Box 318, Church Street Station New York, New York 10015

Dear Mr. Britain:

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Mr. W. W. Booth President and Chief Executive Officer United Brands Company 200 Park Avenue New York, New York 10017

Dear Mr. Booth:

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Mr. Charles G. Bluhdorn Chairman Gulf and Western Industries, Inc. 1 Gulf and Western Plaza New York, New York 10023

Dear Mr. Bluhdorn:

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Mr. Howard W. Blauvelt Chairman and Chief Executive Officer Continental Oil Company High Ridge Park Stamford, Connecticut 06904

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Mr. I. John Billera Chairman and Chief Executive Officer U. S. Industries, Inc. 250 Park Avenue New York, New York 10017

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Mr. Drummond C. Bell
President & Chief Executive Officer
National Distillers and Chemical Foundation, Inc.
99 Park Avenue
New York, New York 10016

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Sincerely yours,

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William M. Ellinghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank

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Public Affairs Vice President William B. Shore Information Director Sheldon Pollack Field Studies Consultant Louis B. Schlivek Librarian Marie Gorey

Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Richard M. Furlaud, Chairman Squibb Corporation 40 West 57th Street New York, New York 10019

Dear Mr. Furlaud:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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William M. Ellinghaus

New York Telephone Co.

President

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Henry W. Gadsden Chairman and Chief Executive Officer Merck and Company, Inc. 126 East Lincoln Avenue Rahway, New Jersey 07065

Dear Mr. Gadsden:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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Regional Plan Association

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September 15, 1975

Mr. Fred G. Fusee Chairman and Chief Executive Officer Avon Products, Inc. 9 West 57th Street New York, New York 10019

Dear Mr. Fusee:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. David R. Foster President and Chief Executive Officer Colgate-Palmolive Company 300 Park Avenue New York, New York 10022

Dear Mr. Foster:

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September 15, 1975

Mr. Henry Ford, II Chairman Ford Motor Company The American Road Dearborn, Michigan 48121

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Richard I. Fricke, Chairman Mutual of New York 1740 Broadway New York, New York 10019

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September 15, 1975

Mr. John Filer Chairman Aetna Life and Casualty 151 Farmington Avenue Hartford, Connecticut 06115

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September 15, 1975

Mr. James D. Finley Chairman and Chief Executive Officer J. P. Stevens Company, Inc. Stevens Tower 1185 Avenue of the Americas New York, New York 10036

Dear Mr. Finley:

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Thomas M. Evans Chairman and Chief Executive Officer Crane Company 300 Park Avenue New York, New York 10022

Dear Mr. Evans:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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John Keith, President of Regional Plan, will telephone you in the next few days to answer any questions and determine whether you can join us. We sincerely hope you can.

Sincerely yours,

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William M. Elli/nghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank

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John H. McKenna Public Affairs Vice-President William B. Shore Information Director Sheldon Pollack Field Studies Consultant Louis B. Schlivek Librarian Marie Corty

Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Paul H. Elicker President SCM Corporation 299 Park Avenue New York, New York 10017

Dear Mr. Elicker:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Cov Eklund President and Chief Executive Officer The Equitable Life Assurance Society of the United States 1285 Avenue of the Americas New York, New York 10019

Dear Mr. Eklund:

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Regional Plan Association

235 East 45th Street · New York. New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. C. Malcolm Davis Chairman Fidelity Union Trust Company 765 Broad Street Newark, New Jersey 07101

Dear Mr. Davis:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Richard W. Darrow Chairman of the Board Hill and Knowlton, Inc. 633 Third Avenue New York, New York 10017

Dear Mr. Darrow:

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Regional Plan Association

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September 15, 1975

Mr. Joseph F. Cullman, III Chairman and Chief Executive Officer Philip Morris, Inc. 100 Park Avenue New York, New York 10017

Dear Mr. Cullman:

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September 15, 1975

Mr. Gordon E. Crosby, Jr. Chairman and Chief Executive Officer U. S. Life Corporation 125 Maiden Lane New York, New York 10038

Dear Mr. Crosby:

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Regional Plan Association

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September 15, 1975

Mr. W. H. James President and Publisher The News Syndicate Company 220 East 42nd Street New York, New York 10017

Dear Mr. James:

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September 15, 1975

Mr. Reginald H. Jones Chairman of the Board General Electric Company 3135 Easton Turnpike Fairfield, Connecticut 06431

Dear Mr. Jones:

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Regional Plan Association

235 East 45th Street · New York. New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Donald M. Kendall Chairman and Chief Executive Officer PepsiCo, Inc. Purchase, New York 10577

Dear Mr. Kendall:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

On October 30, about 30 corporate leaders will meet in a mid-Manhattan location for a day of tightly-organized discussion aimed at setting down: (1) conditions that would allow our Region's firms to keep employment and investment in downtowns, and (2) steps to attain those conditions.

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John Keith, President of Regional Plan, will telephone you in the next few days to answer any questions and determine whether you can join us. We sincerely hope you can.

Sincerely yours,

A.M. Ellinghaus

William M. Ellinghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank

David Rockefeller Chairman of the Board Chase Manhattan Bank

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September 15, 1975

Mr. James R. Kerr Chairman AVCO Corporation 1275 King Street Greenwich, Connecticut 06830

Dear Mr. Kerr:

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September 15, 1975

Mr. Donald P. Kircher Chairman and President The Singer Company 30 Rockefeller Plaza New York, New York 10020

Dear Mr. Kircher:

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September 15, 1975

Mr. George J. Kneeland Chairman and Chief Executive Officer St. Regis Paper Company 150 East 42nd Street New York, New York 10017

Dear Mr. Kneeland:

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September 15, 1975

Mr. Winthrop Knowlton President and Chief Executive Officer Harper and Row Publishers, Inc. 10 East 53rd Street New York, New York 10022

Dear Mr. Knowlton:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Harold M. Lane Chairman, Executive Committee Lerner Stores Corporation 460 West 33rd Street New York, New York 10001

Dear Mr. Lane:

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September 15, 1975

Mr. William F. Laporte Chairman American Home Products Corporation 685 Third Avenue New York, New York 10017

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Regional Plan Association, Inc. is a research and planning agency supported by voluntary membership to promote the coordinated development of the New York-New Jersey-Connecticut Urban Region

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September 15, 1975

Mr. Ralph Lazarus Chairman and Chief Executive Officer Federated Department Stores, Inc. 222 West 7th Street Cincinnati, Ohio 45202

Dear Mr. Lazarus:

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September 15, 1975

Mr. Gustave L. Levy Senior Partner Goldman, Sachs 55 Broad Street New York, New York 10004

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William M. Ellinghaus President New York Telephone Co.

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. John L. Loeb Senior Partner Loeb, Rhoades and Company 42 Wall Street New York, New York 10005

Dear Mr. Loeb:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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September 15, 1975

Mr. J. P. Lyet Chief Executive Officer Sperry Rand Corporation 1290 Avenue of the Americas New York, New York 10019

Dear Mr. Lyet:

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September 15, 1975

Mr. Gavin MacBain Chairman Bristol-Myers Co. 345 Park Avenue New York, New York 10022

Dear Mr. MacBain:

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September 15, 1975

Mr. Ian K. MacGregor Chairman American Metal Climax Foundation, Inc. 1270 Avenue of the Americas New York, New York 10020

Dear Mr. MacGregor:

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Regional Plan Association, Inc. is a research and planning agency supported by voluntary membership to promote the coordinated development of the New York-New Jersey-Connecticut Urban Region

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. D. J. Mahoney Chairman and Chief Executive Officer Norton Simon, Inc. 277 Park Avenue New York, New York 10017

Dear Mr. Mahoney:

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September 15, 1975

Mr. William A. Marquard President and Chief Executive Officer American Standard Incorporated 40 West 40th Street New York, New York 10018

Dear Mr. Marquard:

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September 15, 1975

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. C. Peter McColough Chairman and Chief Executive Officer Xerox Corporation Stamford, Connecticut 06904

Dear Mr. McColough:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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John Keith, President of Regional Plan, will telephone you in the next few days to answer any questions and determine whether you can join us. We sincerely hope you can.

Sincerely yours,

William M. Ellinghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank

P.S. Regional Plan's past Chairman, Morris D. Crawford, Jr., opened consideration of these issues in the enclosed statement delivered two years ago.

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September 15, 1975

Mr. R. W. McFall Chairman of the Board Western Union Corporation 85 McKee Drive Mahwah, New Jersey 07430

Dear Mr. McFall:

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William M. Ellinghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank

David Rockefeller Chairman of the Board Chase Manhattan Bank



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September 15, 1975

Mr. John L. McGraw, Chairman McGraw-Hill, Inc. 1221 Avenue of the Americas New York, New York 10036

Dear Mr. McGraw:

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September 15, 1975

Mr. J. W. McKee, Jr. President and Chief Executive CPC International Inc. International Plaza Englewood Cliffs, New Jersey 07632

Dear Mr. McKee:

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Regional Plan Association

235 East 45th Street • New York, New York 10017 • Telephone: (212) 682-7750

September 15, 1975

Mr. Charles E.F. Millard President The Coca-Cola Bottling Company of New York, Inc. Continental Plaza North Hackensack, New Jersey 07601

Dear Mr. Millard:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Frank R. Milliken President Kennecott Copper Corporation 161 East 42nd Street New York, New York 10017

Dear Mr. Milliken:

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September 15, 1975

Mr. George B. Munroe President Phelps Dodge Corporation 300 Park Avenue New York, New York 10022

Dear Mr. Munroe:

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September 15, 1975

Mr. Thomas A. Murphy Chairman and Chief Executive Officer General Motors Corporation 767 Fifth Avenue New York, New York 10022

Dear Mr. Murphy:

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September 15, 1975

Mr. William S. Paley Chairman CBS Inc. 51 West 52nd Street New York, New York 10019

Dear Mr. Paley:

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Regional Plan Association, Inc. is a research and planning agency supported by voluntary membership to promote the coordinated development of the New York-New Jersey-Connecticut Urban Region

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Elmore C. Patterson, Chairman Morgan Guaranty Trust Company 23 Wall Street New York, New York 10015

Dear Mr. Patterson:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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September 15, 1975

Mr. Peter G. Peterson Chairman Lehman Brothers, Inc. One William Street New York, New York 10004

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September 15, 1975

Mr. Harry E. Pierson President W. T. Grant Company 1515 Broadway New York, New York 10036

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. John B. M. Place Chairman and Chief Executive Officer Anaconda Company 25 Broadway New York, New York 10004

Dear Mr. Place:

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Donald C. Platten Chairman & Chief Executive Officer Chemical Bank 20 Pine Street New York, New York 10015

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Mr. Edmund T. Pratt, Jr. Chairman and Chief Executive Officer Pfizer Inc. 235 East 42nd Street New York, New York 10017

Dear Mr. Pratt:

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September 15, 1975

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September 15, 1975

Mr. Robert T. Quittmeyer President Amstar Corporation 1251 Avenue of the Americas New York, New York 10020

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Sincerely yours,

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William M. Ellinghaus President New York Telephone Co. Marris D. United Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank

David Rockefeller Chairman of the Board Chase Manhattan Bank

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. William M. Rees Chairman The Chubb Corporation 100 William Street New York, New York 10038

Dear Mr. Rees:

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September 15, 1975

Mr. Donald T. Regan, Chairman Merrill Lynch, Pierce, Fenner & Smith 165 Broadway One Liberty Plaza New York, New York 10006

Dear Mr. Regan:

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September 15, 1975

Mr. M. Riklis Chairman Rapid-American Corporation 711 Fifth Avenue New York, New York 10022

Dear Mr. Riklis:

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Regional Plan Association

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September 15, 1975

Mr. Francis C. Rooney, Jr. President and Chief Executive Officer Melville Shoe Corporation 3000 Westchester Avenue Harrison, New York 10528

Dear Mr. Rooney:

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Regional Plan Association

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September 15, 1975

Mr. Derald H. Ruttenberg Chairman and Chief Executive Officer Studebaker-Worthington Inc. 530 Fifth Avenue New York, New York 10036

Dear Mr. Ruttenberg:

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Sheldon Pollack Field Studies Consultant Louis B, Schlivek **Regional Plan Association**

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. William R. Salomon Managing Partner Salomon Brothers One New York Plaza New York, New York 10004

Dear Mr. Salomon:

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Librarian Marie Gorey Marie Gorey to promote the coordinated development of the New York-New Jersey-Connecticut Urban Region



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September 15, 1975

Mr. Arthur J. Santry, Jr. President Combustion Engineering Inc. 900 Long Ridge Road Stamford, Connecticut 06902

Dear Mr. Santry:

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Regional Plan Association, Inc. is a research and planning agency supported by voluntary membership to promote the coordinated development of the New York-New Jersey-Connecticut Urban Region

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September 15, 1975

Mr. Robert W. Sarnoff, Chairman RCA Corporation 30 Rockefeller Plaza New York, New York 10020

Dear Mr. Sarnoff:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

On October 30, about 30 corporate leaders will meet in a mid-Manhattan location for a day of tightly-organized discussion aimed at setting down: (1) conditions that would allow our Region's firms to keep employment and investment in downtowns, and (2) steps to attain those conditions.

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John Keith, President of Regional Plan, will telephone you in the next few days to answer any questions and determine whether you can join us. We sincerely hope you can.

Sincerely yours,

Ann. Elling Raus Maries D. Ciculton b

William M. Ellinghaus

New York Telephone Co.

President

Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank

David Rockefeller Chairman of the Board Chase Manhattan Bank

P.S. Regional Plan's past Chairman, Morris D. Crawford, Jr., opened consideration of these issues in the enclosed statement delivered two years ago.



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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Jonathan Scott Chairman and Chief Executive Officer Great Atlantic and Pacific Tea Company, Inc. 2 Paragan Drive Montvale, New Jersey

Dear Mr. Scott:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Lewis P. Seiler Chairman and Chief Executive Officer Associated Drygoods Corporation 417 Fifth Avenue New York, New York 10016

Dear Mr. Seiler:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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Regional Plan Association

235 East 45th Street · New York New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Richard R. Shinn President and Chief Executive Officer Metropolitan Life Insurance Company 1 Madison Avenue New York, New York 10010

Dear Mr. Shinn:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Robert M. Shaberle, Chairman Nabisco, Inc. 425 Park Avenue New York, New York 10022

Dear Mr. Shaberle:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. George L. Shinn Chairman First Boston Corporation 20 Exchange Place New York, New York 10005

Dear Mr. Shinn:

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Regional Plan Association

235 East 45th Street • New York, New York 10017 • Telephone: (212) 682-7750 September 15, 1975

Mr. Donald V. Siebert, Chairman J.C. Penney Company, Inc. 1301 Avenue of the Americas New York, New York 10019

Dear Mr. Siebert:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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September 15, 1975

Mr. Clifford Siverd Chairman & Chief Executive Officer American Cvanamid Company 859 Borden Lane Wayne, New Jersey 07470

Dear Mr. Siverd:

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September 15, 1975

Mr. Donald B. Smiley Chairman R. H. Macy and Company, Inc. 151 West 34th Street New York, New York 10001

Dear Mr. Smiley:

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Regional Plan Association

235 East 45th Street • New York, New York 10017 • Telephone: (212) 682-7750

September 15, 1975

Mr. Robert I. Smith President & Chief Executive Officer Public Service Electric & Gas Co. 80 Park Place Newark, New Jersey 07101

Dear Mr. Smith:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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Sincerely yours,

Dr. Elling Raus Maris D. Gaustar 6

William M. Ellinghaus President New York Telephone Co.

Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank

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Librarian

Regional Plan Association

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September 15, 1975

Mr. J. Stanford Smith Chairman International Paper Company 220 East 42nd Street New York, New York 10017

Dear Mr. Smith:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750 September 15, 1975

Mr. Edgar B. Speer, Chairman United States Steel Corporation 71 Broadway New York, New York 10006

Dear Mr. Speer:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Saul P. Steinberg Chairman and President Reliance Group, Inc. 280 Park AVenue New York, New York 10017

Dear Mr. Steinberg:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. George A. Strickman Chairman and Chief Executive Officer Colt Industries, Inc. 430 Park Avenue New York, New York 10022

Dear Mr. Strickman:

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Secretary Richaro T. Anderson Max Abramovitz **Regional Plan Association**

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September 15, 1975

Mr. Arthur Ochs Sulzberger President The New York Times Foundation. Inc. 229 West 43rd Street New York, New York 10036

Dear Mr. Sulzberger:

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William M. Ellinghaus President

New York Telephone Co.

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Mr. James F. Towey, Chairman Olin Corporation 120 Long Ridge Road Stamford, Connecticut 06904

Dear Mr. Towey:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. E. Clinton Towl Chairman and Chief Executive Officer Grumman Corporation South Oyster Bay Road Bethpage, New York 11714

Dear Mr. Towl:

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September 15, 1975

Mr. Robert V. Van Fossan, President The Mutual Benefit Life Insurance Co. 520 Broad Street Newark, New Jersey 07101

Dear Mr. Van Fossan:

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David Rockefeller Chairman of the Board Chase Manhattan Bank

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. George R. Vila Chairman and Chief Executive Officer Uniroyal, Inc. 1230 Avenue of the Americas New York, New York 10020

Dear Mr. Vila:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750 September 15, 1975

Mr. John H. Vogel, President National Bank of North America 44 Wall Street New York, New York 10015

Dear Mr. Vogel:

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September 15, 1975

Mr. Gordon T. Wallis Chairman Charter New York Corporation One Wall Street New York, New York 10005

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September 15, 1975

Mr. Rawleigh Warner, Jr., President Mobil Oil Corporation 150 East 42nd Street New York, New York 10017

Dear Mr. Warner:

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September 15, 1975

Mr. W. L. Wearly Chairman and Chief Executive Officer Ingersoll-Rand Company 200 Chestnut Ridge Road Woodcliff Lake, New Jersey 07675

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September 15, 1975

Mr. Henry Weigl President Standard Brands Inc. 625 Madison Avenue New York, New York 10022

Dear Mr. Weigl:

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September 15, 1975

Mr. Ralph A. Weller, President Otis Elevator Company 750 Third Avenue New York, New York 10017

Dear Mr. Weller:

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September 15, 1975

Mr. Nathan Wentworth Chairman Continental Corporation 80 Maiden Lane New York, New York 10038

Dear Mr. Wentworth:

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. T. F. Willers Chairman and Chief Executive Officer Champion International Corporation 777 Third Avenue New York, New York 10017

Dear Mr. Willers:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

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William M. Ellinghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank

P.S. Regional Plan's past Chairman, Morris D. Crawford, Jr., opened consideration of these issues in the enclosed statement delivered two years ago.



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Vice-President William B. Shore Information Director Sheldon Pollack Field Studies Consultant Louis B. Schlivek Librarian Marie Gorey

Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750 September 15, 1975

Mr. F. Perry Wilson, Chairman Union Carbide Corporation 270 Park Avenue New York, New York 10017

Dear Mr. Wilson:

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September 15, 1975

Mr. Sidney Wolf Lazard Freres and Company One Rockefeller Plaza New York, New York 10020

Dear Mr. Wolf:

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September 15, 1975

Mr. Arthur M. Wood Chairman Sears, Roebuck and Company Sears Tower Chicago, Illinois 60684

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Librarian Marie Gorey

September 15, 1975

Chairman and Chief Executive Officer Babcock and Wilcox Company 161 East 42nd Street New York, New York 10017

Dear Mr. Zipf:

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Regional Plan Association

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Mr. Maurice F. Granville Chairman and Chief Executive Officer Texaco Inc. 135 East 42nd Street New York, New York 10017

Dear Mr. Granville:

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Walter S. Holmes, Jr. Chairman and Chief Executive Officer CIT Financial Corporation 650 Madison AVenue New York, New York 10022

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September 15, 1975

Mr. Leon Hess Chairman and Chief Executive Officer Amerada Hess Corporation 1185 Avenue of the Americas New York, New York 10036

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Mr. Robert K. Heimann Chairman and President American Brands, Inc. 245 Park Avenue New York, New York 10017

Dear Mr. Heimann:

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September 15, 1975

Mr. William C. Greenough, Chairman Teachers Insurance & Annuity Assn. of America 730 Third Avenue New York, New York 10017

Dear Mr. Greenough:

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John Keith, President of Regional Plan, will telephone you in the next few days to answer any questions and determine whether you can join us. We sincerely hope you can.

Sincerely yours,

Plue Ellinghaus Maris D. Gauda

William M. Ellinghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank

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Planner John H. McKenna Public Affairs Vice-President William B. Shore Information Diractor Sheldon Pollack Field Studies Consultant Louis B. Schlivek Librarian Marie Gorey

Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Maurice R. Greenberg President and Chief Executive Officer American International Group, Inc. 102 Maiden Lane New York, New York 10005

Dear Mr. Greenberg:

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September 15, 1975

Mr. Rodney C. Gott Chairman and Chief Executive Officer AMF Incorporated 777 Westchester Avenue White Plains, New York 10604

Dear Mr. Gott:

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September 15, 1975

Mr. E. Burke Giblin Chairman and Chief Executive Officer Warner-Lambert Company 201 Tabor Road Morris Plains, New Jersey 07950

Dear Mr. Giblin:

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September 15, 1975

Mr. Harold S. Geneen Chairman International Telephone and Telegraph Company 320 Park Avenue New York, New York 10022

Dear Mr. Geneen:

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September 15, 1975

Mr. C. C. Garvin Chairman and Chief Executive Officer Exxon Corporation 1251 Avenue of the Americas New York, New York 10020

Dear Mr. Garvin:

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Regional Plan Association

235 East 45th Street • New York, New York 10017 • Telephone: (212) 682-7750 September 15, 1975

Mr. W. H. Conzer, President Schering-Plough Corporation Galloping Hill Road Kenilworth, New Jersey 07033

Dear Mr. Conzer:

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Mr. John T. Connor Chairman and Chief Executive Officer Allied Chemical Corporation Columbia Road and Park Avenue Morristown, New Jersey 07960

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September 15, 1975

Mr. George T. Conklin, Jr. President Guardian Life Insurance Company of America 201 Park Avenue South New York, New York 10003

Dear Mr. Conklin:

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September 15, 1975

Mr. Frederick A. Collins, Jr. President The Sperry and Hutchinson Company 330 Madison Avenue New York, New York 10017

Dear Mr. Collins:

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William M. Ellinghaus President New York Telephone Co.

Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Howard L. Clark Chairman & Chief Executive Officer American Express Company 65 Broadway New York, New York 10006

Dear Mr. Clark:

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William M. Ellinghaus President New York Telephone Co.

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September 15, 1975

Mr. Albert V. Casey Chairman and President American Airlines, Inc. 633 Third Avenue New York, New York 10017

Dear Mr. Casey:

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September 15, 1975

Mr. Frank T. Cary Chairman International Business Machines Corporation Old Orchard Road Armonk, New York 10504

Dear Mr. Cary:

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235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. Nicholas T. Camicia President and Chief Executive Officer Pittston Company 200 Park Avenue New York, New York 10017

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235 East 45th Street • New York, New York 10017 • Telephone: (212) 682-7750

September 15, 1975

Mr. Lester Burcham, President F. W. Woolworth Company Woolworth Building New York, New York 10007

Dear Mr. Burcham:

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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Mr. R. Manning Brown, Jr. Chairman & Chief Executive Officer New York Life Insurance Company 51 Madison Ave. New York, New York 10038

Dear Mr. Brown:

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September 15, 1975

Mr. John W. Brooks Chairman and Chief Executive Officer Celanese Corporation 1211 Avenue of the Americas New York, New York 10036

Dear Mr. Brooks:

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cc: John Macomber

William M. ElVinghaus

New York Telephone Co.

President

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Counsel C. McKim Norton*

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September 15, 1975

Mr. Edward B. Bates President Connecticut-Mutual Life Insurance Company 140 Garden Street Hartford, Connecticut 06115

Dear Mr. Bates:

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Chief Systems Analyst Jeffrey M. Zupan



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Regional Plan Association

235 East 45th Street · New York, New York 10017 · Telephone: (212) 682-7750

September 15, 1975

Dr. S. Bartnoff President Jersey Central Power and Light Company Madison at Punch Bowl Road Morristown, New Jersey 07960

Dear Dr. Bartnoff:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

On October 30, about 30 corporate leaders will meet in a mid-Manhattan location for a day of tightly-organized discussion aimed at setting down: (1) conditions that would allow our Region's firms to keep employment and investment in downtowns, and (2) steps to attain those conditions.

The meeting will start with a brief Regional Plan summary of today's conditions and a set of hypotheses for consideration on what can change decentralizing trends. The rest of the time will be spent in groups of 15 persons evaluating the hypotheses and specifying the necessary conditions. Resource people will be available to provide information as needed, including responsible government officials.

Before the meeting, the Regional Plan staff will work out the background presentation and agenda with an aide of each participant in one or more preparatory meetings.

After the October 30 meeting, we anticipate that each executive will designate someone from his firm to carry the general principles to concrete programs with Regional Plan. Among the later steps might be selecting specific downtowns and identifying the changes needed to make them attractive for office employment and investment. Then we would try to determine the national, state, local and private decisions that can achieve those conditions.

John Keith, President of Regional Plan, will telephone you in the next few days to answer any questions and determine whether you can join us. We sincerely hope you can.

Sincerely yours,

Dan. Ellinghaus Mouis D Gave land

William M. Ellinghaus President New York Telephone Co. Morris D. Crawford, Jr. Chairman of the Board The Bowery Savings Bank David Rockefeller Chairman of the Board Chase Manhattan Bank



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Regional Plan Association

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September 15, 1975

Mr. Elliott Averett Chairman The Bank of New York 48 Wall Street New York, New York 10015

Dear Mr. Averett:

We have agreed to participate in a very important project of Regional Plan Association. We urge you to join us.

On October 30, about 30 corporate leaders will meet in a mid-Manhattan location for a day of tightly-organized discussion aimed at setting down: (1) conditions that would allow our Region's firms to keep employment and investment in downtowns, and (2) steps to attain those conditions.

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John Keith, President of Regional Plan, will telephone you in the next few days to answer any questions and determine whether you can join us. We sincerely hope you can.

Sincerely yours,

WM. Ellinghaus Mari

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