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24. Maxwell H. Tretter to Moses, June 12, 1946; Moses to Tretter, June 13, 1946; Butler to Moses, November 12, 1946, Housing folder, Box 102741, Park Department.

25. Butler to Mayor William O’Dwyer, June 12, 1946; Tretter to Moses, June 18, 1946, Housing folder, Box 102741, Park Department.

26. Moses to Thomas L. J. Corcoran, June 20, 1946, Housing folder, Box 102741; Mayor O’Dwyer to Butler, August 2, 1946, Housing folder, Box 102740, Park Department.

27. Moses to Hodgkiss, October 7, 1946; and draft, coordinator to Edmund Borgia Butler, October 12, 1946, Housing folder, Box 102740, Park Department.

28. Hodgkiss to Mayor O’Dwyer, February 14, 1947; Moses to Edwin Salmon, January 22, 1947, Housing, Acts and Laws folder; Moses to Bennett, May 20, 1947; Moses to Spargo, June 6, 1947, Housing folder, Box 102810, Park Department; clippings, Box 33, h4, Reel 16, Negro Labor Committee.

29. Construction coordinator’s charts; Moses to Mayor O’Dwyer, “Report on New York City Housing Program (Part 1)”; “Report on the So-Called Unsubsidized Public Housing Mostly on Vacant Land, Part II,” both dated June 17, 1947; Moses to Mayor O’Dwyer, October 17, 1947, Housing folder, Box 102810, Park Department; Harlem Real Estate Board, A. F. McNaught to Crosswaith, July 21, 1947, folder a12, Negro Labor Committee. The O’Dwyer administration wanted to “review” plans to build the Department of Health laboratory, the Public Health Research Institute, and the Hospital for Tropical
and Contagious Diseases at Presbyterian. Edwin A. Salmon to Israel Weinstein, May 12, 1947, Hospitals folder, Box 102744, Park Department.

30. William Ellard to Thomas J. Patterson, October 21, 1948; Moses to Hodgkiss, October 27, 1948; Moses to Frank C. Moore, December 3, 1948; and Moses to William C. Vladeck, November 10, 1948, Housing folder, Box 102845; Farrell recommendations, January 27, 1949; Harry Taylor note (with Spargo's comment), January 25, 1949, in Housing, Acts and Laws folder, Box 102834, Park Department.

31. Moses to Mayor O'Dwyer, March 19, 1947, Housing folder, Box 102810; Moses to James W. Wadsworth, May 1, 1948; Harry Taylor to Moses, July 9, 1948, Housing folder, Box 102845, Park Department.

32. Moses to Henry Bruère, August 18, 1948, Housing folder, Box 102845, Park Department; *Golden Jubilee Journal and Kazan Memorial* (Bronx: Joint Community Activities Committee, 1977), p. 48, copy at United Housing Foundation.


36. Memo re telephone conversation—Mr. Douglas and Mr. Moses, January 15, 1947, Box 420, Douglas Papers.

37. Verdelin to Douglas, January 20, 1947; F. J. C. Dresser to Verdelin, January 15, 1947; and Verdelin to Douglas, February 15, 1947, Box 420, Douglas Papers; memorandum in opposition to Assembly Int. 40. Pr. 40, January 25, 1949, TBTA.

38. Thomas Farrell to Harry Taylor, April 30, 1948; Taylor to Moses, May 6, 1948, TBTA; Moses to Farrell, December 10, 1948, Housing folder, Box 102845, Park Department.

39. Moses to Bennett, December 14, 1948; Moses to Farrell, December 15, 1948, Housing folder, Box 102845, Park Department.


41. Moses to Farrell, December 22, 1948, Housing folder, Box 102845, Park Department.

42. Moses to John P. McGrath, January 17, 1949; Moses's draft letter, January 27, 1949; and Moses to Mayor O'Dwyer, January 27, 1949, Housing folder, Box 102834, Park Department.
43. Moses to Spargo, February 18, 1949, Housing folder, Box 102834; Minutes, May 23, 1949, NYU Council.


46. For a glimpse of the UNO hospitality movement, see folders for 1946–1947 in the Virginia C. Gildersleeve Papers, Barnard College Archives.


49. Moses to Mayor O’Dwyer, July 11, 1946, Housing folder, Box 102741, Park Department.

50. WM, Amalgamated East River Apartments memo, November 19, 1951, Housing, 1939–1953 folder, Box 90, Moses Papers; draft Memorandum of Understanding, n.d.; Moses to O’Dwyer, June 16, 1948; William Lebwohl to Moses, August 11, 1948, Amalgamated folder; Moses to Farrell, May 24, 1949, East River Housing folder, Box 102820; Moses to Farrell, December 3, 1948, Housing folder, Box 102845, Park Department; Moses to Szold & Brandwen, June 2, 1953, Housing-General, 1953, Box 90, Moses Papers.

51. Moses to Carl Stern, October 24, 1950, Housing, 1939–1953 folder, Box 90, Moses Papers; Moses’s comments to Taylor on Council for Cooperative Development release, December 13, 1949; and Taylor to Moses, January 16, 1950, TBT.

52. Moses to Herman T. Stichman, May 19, 1950, Housing folder, Box 103100, Park Department; Kazan, Reminiscences, pp. 304–8, 457, 459–60; Kazan, “Housing and Gardens Too”, Committee on Slum Clearance, Title I Slum Clearance Program (September 30, 1958); Labor’s Role in Shaping Home Building Policy and the Future of Cooperative Housing in America (an address by Herman T. Stichman, meeting of the Executive Council of the AF of L, Miami Beach, January 30, 1950).

53. Pink, Oral History, pp. 139–44; George D. Brown, Jr., to Mrs. Allen, June 2, 1949, Queensview folder, Box 17, Isaacs papers.

54. Cleveland Rodgers, Robert Moses, Builder for Democracy (New York:
Henry Holt, 1952), p. 150; Abrams, Forbidden Neighbors, pp. 274, 317–18. Only a few blacks responded to Felt’s effort. Fifteen black families were part of the project at its inception, although it was claimed that they were “well integrated” into Queensview’s community life. Shirley F. Boden, “Fallacious Assumptions,” June 9, 1952, MHI file, Columbia Central Files.


56. Minutes, November 25, 1946, January 27, May 26, October 27, 1947; March 22, 1948, NYU Council; Rufus D. Smith to chancellor Harry W. Chase, December 8, 1947, folder 7, Box 17, Voorhis Papers.

57. Minutes, October 25, 1948; January 24, 1949, NYU Council.

58. James L. Madden to Harry W. Chase, March 7, 1947, Madden file, Council/Trustees Correspondence, NYU Archives; Chancellor Chase to LeRoy E. Kimball, July 1, 1948; and to Fred I. Kent, July 1, 1948, folder 19, Box 24, Voorhis Papers; Chase to Voorhis, October 1, 1947, cited in Penne Bender, “Greenwich Village/ NYU Relations, 1947–1967” (December 19, 1988), copy in NYU Archives; Anthony Campagna to Madden, July 1, 1948; and Madden to Campagna, July 7, 1948, folder 19, Box 24, Voorhis Papers; Chancellor Chase to Dr. Frank Kimball, July 21, 1948, Madden file, Council/Trustees Correspondence, NYU Archives; and Moses to Madden, November 12, 1948, NYU folder, Box 102790, Park Department.


63. Statement by Lloyd K. Garrison, July 15, 1949; NYT clipping, July 15, 1949; memo re Mr. Garrison, July 26, 1949; Garrison to Tobias, August 1,
1949; Moses to Tobias, August 4, 1949; and Tretter to Ruth Pruyn Field et al., August 12, 1949, ibid.

64. Committee on Housing, Minutes, September 28, 1949; Tretter, Report on Tentative Costs, September 28, 1949, ibid.

Chapter 6

3. Arnold Eckdahl to Simkhovitch, February 29, 1944, GVA folder, Box 8B, Greenwich House; and Simkhovitch to Robert C. Weinberg, April 4, 1944; draft letter, n.d., enclosed with Weinberg to Eckdahl, April 5, 1944; Simkhovitch to Weinberg, April 4, 1944; Weinberg to Herman N. Schwartz, November 30, 1944; Weinberg to Arthur C. Holden, July 17, 1944, folder 1, Box 59, Weinberg Papers.
8. Weinberg to Edwin A. Salmon, February 11, 1947, folder 5, Box 59, Weinberg Papers; C. King Woolbridge to J. J. Steinharter, February 3, 1947, Membership folder, Box 4, WSA.
10. Weinberg to Joseph A. Monica, February 27, 1948, folder 1; OW to RCW [Robert C. Weinberg], February 27, 1948, folder 5, Box 49, Weinberg Papers; West Side Council of Social Agencies, Minutes, May 7, 1948; and Washington Square Association, Resolution, April 21, 1948, Lower West Side Council folder, Box 25, Greenwich House.
11. Lower West Side Council for Social Planning, Minutes, May 7, 1948, Lower West Side Council folder, Box 25, Greenwich House; Greenwich Village

12. Courtney Campbell to Ms. Steinert, May 19, 1949; Steinert to Ralph Dudley, November 7, 1949; draft letter, n.d.; Steinert to Harry A. Basham, draft, November 18, 1949; John W. Morgan to Steinert, n.d.; Simkhovitch resolution, November 15, 1949; and Basham to Steinert, November 16, 1949, Housing folder, Box 3, WSA.

13. Teachers College Provost Milton C. Manyo to Langdon W. Post, January 12, 1934; Dean William F. Russell to Post, January 1, 1934, Box 9015B, NYCHA; Frank D. Fackenthal to Douglas S. Gibbs, July 26, August 7, 1940; Gibbs to Fackenthal, September 6, 1940; Fackenthal to Gibbs, September 24 and 26, 1940, Goetzke folder, Columbia Central Files; John C. Parker to Virginia C. Gildersleeve, November 13, 1945; Committee on Development and Grounds to Board of Trustees, March 8, 1946, folder 2A, Dean’s Office, Barnard; “Manhattanville Nursery Child Care Project,” June 6, 1944; Gary H. Twombly to John D. Rockefeller III, January 1, 1945; “Report on Status of Manhattanville Neighborhood Center,” January 1, 1944; project memo, January 2, 1945; Harry Emerson Fosdick to Arthur Packard, June 6, 1944, Manhattanville Neighborhood Center, 1944–1949 folder, Box 58, Messrs. Rockefeller.


15. International House, New York, “Second Interim Report and Recommendations” (Wilbur C. Munnecke, August 30, 1946); “Final Report,” October 30, 1946, folder 11, Box 22, Presidents’ Papers, 1945–1950, University of Chicago Archives; “Extract from Confidential Report of Mr. Wilbur C. Munnecke to the Trustees of International House,” September 13, 1946, Franklin B. Benkard folder; Fackenthal to David Rockefeller, January 13, 1947, Fackenthal folder, Columbia Central Files. Dormitory facilities at International House, New York, practiced, as did many other institutions, a de facto segregation that limited admissions of blacks (at that time, roughly 13 percent). See memo to Acting Chancellor James L. Madden, May 11, 1951, Madden folder, Trustees/Council, NYU Archives.


18. Executive Committee of Board of Trustees, International House, New York, Minutes, September 3, 1946, folder 1, Box 23, Presidents’ Papers, 1945–
1950, University of Chicago Archives; Fosdick to John D. Rockefeller, Jr., November 4, 1946; Fosdick to Rockefeller, November 11, 1946, Manhattanville Neighborhood Center folder, Box 58, Messrs. Rockefeller.

19. Joseph Campbell to Lawrence M. Orton, December 6, 1946, Goetze folder, Columbia Central Files. Fisher regarded Morningside as a "timely" rehearsal for studies of urban redevelopment that he expected to provide the basis of the Institute for Urban Land Use's applications for contract research. The strategy worked splendidly, as the Rockefeller Foundation came through with a $100,000 grant in late 1947. Fisher to Fackenthal, July 15 and December 30, 1947, Fisher folder, ibid.

20. Columbia University, Committee on Research in Urban Land Use and Housing, "Memorandum on Redevelopment of Morningside Heights" (confidential, January 17, 1947), Morningside Heights, Inc., folder, Box M, Russell Papers.

21. Joseph Campbell et al., to Frank D. Fackenthal, February 13, 1947, Morningside Heights folder, Box M, Russell Papers; Fackenthal to Campbell, February 24, 1947, Campbell folder, Columbia Central Files; Virginia Gildersleeve to Lucius H. Beers, February 24, 1947, Dean's Office, Barnard.

22. Lincoln Cromwell to Fackenthal, March 10, 1947; and Fackenthal to Cromwell, March 7, 1947, Cromwell folder; Cromwell to Henry P. Van Dusen, March 24, 1947; Van Dusen to Cromwell, April 1, 1947, Van Dusen folder, Columbia Central Files.

23. Fackenthal to Thomas I. Parkinson, May 5, 1947; same to Sterling Pierson, May 13, 1947, P folder; Fackenthal to Van Dusen, May 21, 1947, Van Dusen folder, Columbia Central Files; Morningside Heights, Inc. (MHI), Executive Committee, Minutes, November 2, 1947; and MHI, Directors, Minutes, August 18, 1947; and Lawrence M. Orton statement, September 24, 1947, in MHI, Executive Committee, Minutes, MHI folder, Box M, Russell Papers.

24. Orton statement, September 24, 1947; MHI, Executive Committee, Minutes, December 13, 1947; and MHI, Board of Directors Meeting, January 15, 1948, MHI folder, Box M, Russell Papers. An original (1938) La Guardia appointee on the City Planning Commission, Orton served longer than any other commissioner. The authors of the most careful appraisal of the commission's ability to maintain a judicial "autonomy" against pressures from realtors, Construction Coordinator Moses, and Tammany politicians never considered that commissioners themselves could be sources of untoward influence. Wallace S. Sayre and Herbert Kaufman, Governing New York City (New York: Russell Sage Foundation, 1960), pp. 372-80. See also Gelfand, "Rexford G. Tugwell and the Frustration of Planning."

25. Van Dusen to Fackenthal, September 29, 1947; David Rockefeller to Fackenthal, October 15, 1947; Fackenthal to Rockefeller, October 16, 1947, MHI folder, Columbia Central Files; Board of Trustees of the Cathedral Church of St. John the Divine, Minutes, March 25, May 27, October 29, and December 30, 1947. The Cathedral trustees' contingent approval came just before their review of material on the "Puerto Rican situation" in New York prompted a "lengthy discussion." Minutes, December 30, 1947.

27. Fisher to Orton, February 2, 1948; Fisher to Orton, January 5, 1948; and Orton to Fisher, January 24, 1948, Fisher folder, Columbia Central Files; Orton statement, September 24, 1947, in MHI, Executive Committee, Minutes, MHI folder, Box M, Russell Papers; Orton to Fackenthal, March 3, 1948; Fackenthal to Orton, March 8, 1948, MHI folder, Columbia Central Files.

28. MHI, Executive Committee, Minutes, January 15 and June 23, 1948, MHI folder, Box M, Russell Papers; Van Dusen to David Rockefeller, April 30, 1948; Van Dusen to Fackenthal, May 27, 1948; and MHI, Committee on Law and Order, Minutes, June 3, 1948, MHI folder, Columbia Central Files; MHI, Executive Committee, Minutes, October 18, and November 23, 1948, MHI folder, Box M, Russell Papers.

29. MHI, Executive Committee, Minutes, March 7 and May 19, and November 29, 1949, MHI folder, Box M, Russell Papers. MHI’s real estate committee became a clearinghouse for the confidential collection of “all information about potentially available properties.” Orton to Francis T. P. Plimpton, May 20, 1950, file la8, Dean’s Office, Barnard.

30. Elizabeth R. Hepner, Morningside-Manhattanville Rebuilds (Morningside Heights, Inc., n.d.); and David Rockefeller to Mrs. Rustin McIntosh, August 19, 1949, file Icf, Dean’s Office, Barnard.


32. Stanley M. Isaacs to Victor M. Earle, October 7, 1940, Borough President’s Correspondence folder, Box 4, Isaacs Papers; Catherine Lansing to Ruth Farbman, January 27, 1942, in City-Wide Citizens Committee on Harlem, Reel 12, Abrams Papers; “A Report on an Important Section of West of Central Park submitted by the City Planning Committee of the West of Central Park Association, Inc.” (April 17, 1944), copy in Avery Architectural and Fine Arts Library, Columbia University.

33. Edwin S. Newman to Dr. S. Andhil Fineberg, March 9, 1948; same to George J. Hexter, March 11, 1948, American Jewish Committee, New York Chapter, Executive Committee; AJC, NY Chapter, Report for May, 1949, AJC Papers.


35. Herbert Sternau obituary, NYT, January 13, 1972, p. 44; “Herbert Sternau,” National Cyclopedia of American Biography, 56, 437–38; Jean G. Grau-


37. West Side Housing Committee, "Citizens' Survey of Housing on Upper West Side of Manhattan, December, 1949" (n.d.), copy in CHPC.


41. Charles Abrams, "Mixed Projects in New York City" (draft of speech delivered to the New York State Conference on Social Work, November 18, 1943), Stuyvesant Town folder, Box 8, Black Papers; Federal Public Housing Authority, Monthly Reports on Occupancy, Reel 34, Statistics Branch, PHA 1235, National Archives.

42. Abrams, "Mixed Projects in New York City."

43. For materials on the open-housing effort see Abrams, Forbidden Neighbors; and the folders on the State Committee on Discrimination in Housing (SCAD) in the Abrams and Black papers.

consider attitudinal adjustment problems connected with interracial army platoons, military facilities in Pennsylvania, and the effectiveness of the Voice of America in Eastern Europe.


50. Transcript of addresses at the Rebuilding Our Cities for Everybody Conference, New York, NY, December 2, 1949, in Housing, Committee on Discrimination folder, Box 8, Black Papers.

51. Ibid.


Chapter 7


2. Robert Moses to George Spargo, July 7, 1949; Mayor’s Committee on Slum Clearance to Mayor O’Dwyer, July 17, 1949; Moses to James L. Madden, Robert Dowling, Channing H. Tobias, I. Shubert, and George V. McLaughlin, all August 4, 1949; and Moses to Thomas Farrell, September 27, 1949, Housing folder, Box 102834, Park Department.

3. City Planning Commission release, October 18, 1949; Harry Taylor to Moses and George Spargo, November 30, 1949, Housing folder, Box 102834; Nathaniel S. Keith to Moses, Housing folder, Box 103100, Park Department.
4. Moses to Harry Taylor, January 20, 1950; John A. Kervick to New York City Housing Authority, February 1, 1950, Housing folder, Box 103100, Park Department.


6. Moses to Keith, February 15, 1950, Housing, 1950–53 folder, Box 90, Moses Papers; Moses to Keith, February 13, 1950, Housing folder, Box 103100, Park Department; Moses to David Rockefeller, February 28, 1950; Arthur H. Sulzberger to Moses, March 7, 1950, Housing, 1950–53 folder, Box 90, Moses Papers; Moses to Mayor O’Dwyer, February 14, 1950, with draft and final copy, O’Dwyer to President Harry S. Truman, February 20, 1950, Housing folder, Box 103100, Park Department; John Taylor Egan to New York City Housing Authority, March 2, 1950, Housing, 1950–53 folder, Box 90, Moses Papers.

7. Moses to Mayor O’Dwyer, March 29, 1950, with “Title I Slum Clearance Funds,” same date, Housing folder, Box 103100, Park Department.


9. Moses to O’Dwyer, May 11, 1950; Mayor O’Dwyer to Nathaniel S. Keith, June 20, 1950, ibid.


11. Shirley F. Boden to Moses, April 25, 1950; Moses to Herman T. Stichman, May 19, 1950; Moses to Boden, May 31, 1950, Housing folder, Box 103100, Park Department.


15. Victor Fischer et al., “A Redevelopment Study in the Lower East Side” (MIT City Planning Department, January, 1950), copy in Corlears Hook folder, CHPC.


17. Maxwell H. Tretter to Channing H. Tobias et al., December 6, 1949; Committee on Housing, Minutes, January 16, 31, 1950, Housing folder, Field Foundation.

18. Tretter to Tobias et al., March 17, 1950; New York World Telegram & Sun clipping, March 21, 1950; NYT clipping, March 22, 1950; Moses to Tretter, March 22, 1950; Committee on Housing, Minutes, March 29, 1950; Tretter to Moses, March 31, 1950; Moses to Tretter, April 4, 1950; Committee on Housing, Minutes, June 23, 1950, ibid.

19. Tretter to Moses, July 5, 1950; Moses to Tretter, July 10, 1950; Tret-
ter to Tobias et al., July 18, 1950, ibid.; Moses to John J. Beggs, August 11, 1950, Housing, 1939–53 folder, Box 90, Moses Papers; Tretter to Tobias et al., August 21, 1950, Housing folder, Field Foundation.

20. Committee on Housing, September 22, 1950; Tretter to Moses, October 6, 1950; Committee on Housing, Minutes, October 6, 1950; Tretter to Tobias et al., October 10, 1950, Housing folder, Field Foundation.


22. Committee on Housing, Minutes, October 16, 1950; Tretter to Lloyd K. Garrison, January 16, 1951; Maxwell Hahn memo, January 25, 1951; [Hahn?] telephone conversation with Tretter, January 26, 1951; Committee on Housing, Minutes, February 7, May 10, 1951, ibid.

23. Committee on Housing, Minutes, May 10, 1951; unsigned note, May 29, 1951; Tretter to Marshall Field III et al., June 8, 1951, ibid.


26. NYT, October 16, 1950, p. 29; Steinert to Tretter, October 18, 1950; Steinert to Robert Moses, October 24, 1950; Moses to Steinert, October 26, 1950; and Weinberg’s comments in Villager clipping, November 16, 1950, Housing folder, Box 3, WSA.

27. Moses to John J. Beggs, August 11, 1950, Housing, 1939–53 folder, Box 90, Moses Papers; and Moses to James L. Madden, November 21, 1950, TBTA.

28. Committee on Slum Clearance, Washington Square South (January 1951); NYT clipping; Philip A. Cruise to Steinert, December 19, 1950, Housing folder, Box 3, WSA; Teresa J. Jamund to Ralph Dudley, January 22, 1951; and Philip Lombardo to same, February 19, 1951; Emil Morosini, Jr., to Charles Abrams, April 3, 1951, Washington Square Southeast folder, Reel 51, Abrams Papers; and editorial in The Villager, June 12, 1958.

29. Memorandum on the general location aspects of the Committee on Slum Clearance Plans for New York City, February 21, 1951, unsigned but from Weinberg, with changes by Abrams, Washington Square Southeast folder, Reel 51, Abrams Papers; Resolution of Washington Square Association, June 6, 1951, folder 7, Box 59, Weinberg Papers; Maxwell Tretter to Lloyd K. Garrison, October 13, 1951, Housing folder, Field Foundation.

30. MHI, Board of Directors, Minutes, November 29, 1949; David Rockefeller to Dwight D. Eisenhower, January 5, 1950, MHI folder, Columbia Central Files. The Morningside survey was crucial, for Rockefeller and Orton personally presented plans for it in a pitch for support from the Cathedral of St. John the Divine. Cathedral, Board of Trustees, Minutes, January 24, 1950.

31. MHI, Community Advisory Committee, Minutes, May 15, 1950,
CAC, Historical folder; Lawrence M. Orton to Rafael Pico, May 21, 1952, Public Relations (General Community) folder; Ruth Senior to Orton and Betty Rosenheim, April 1950, MHI; Elizabeth R. Hepner, Morningside-Manhattanville Rebuilds (Morningside Heights, Inc., n.d.), p. 4; MHI, Community Advisory Committee, Minutes, June 19, 1950, MHI. But attempts to broaden redevelopment’s appeal could get out of hand. Moses reminded Father Ford that, despite the Advisory Committee’s good intentions, the city needed “a specific project of limited size, involving genuine and indisputable slum clearance and conservative financing. No good purpose is served by proposing the reconstruction of fifty or sixty acres of all sorts of valuable property, much of it, at this time, not actually slums.” Robert Moses to George B. Ford, October 30, 1950, MCCo-Op Housing folder, MHI. David Rockefeller, “Morningside Heights—the Institutions and the People,” October 4, 1950, MHI folder, Columbia Central Files.

32. S. F. Boden to Orton, “Cooperative Housing Project for Morningside Heights,” November 1, 1950, MHI folder, Columbia Central Files; David Rockefeller to William F. Russell, November 27, 1950, M box, Russell Papers; Community Advisory Committee, Minutes, December 14, 1950, MHI.

33. Hepner, Morningside-Manhattanville, pp. 13–14; Manhattanville Neighborhood Center, Report (1951–52); Mayor’s Committee on Slum Clearance, Report to Mayor Impellitteri and the Board of Estimate by the Committee on Slum Clearance Plans (September 1951).

34. Martha Dalrymple to Margaret B. Bartlett, October 18, 1951, in Public Relations (General Community) folder, MHI. According to City Planning Commission, Minutes, Vol. 1951, p. 837, Commissioner Orton voted with his colleagues to approve unanimously Morningside-Manhattanville.

35. Dalrymple to Bartlett, October 18, 1951; Robert Dougherty to David Rockefeller, October 24, 1951; Rockefeller to Dougherty, November 19, 1951; Bartlett memo, October 22, 1951, Public Relations (General Community) folder, MHI.

36. Hepner, Morningside-Manhattanville, p. 14; Moses to Orton, October 29, 1951, Box 90, Moses Papers; Morningside Committee on Cooperative Housing, Minutes, October 30, 1951; Rev. George B. Ford to Philip J. Cruise, November 23, 1951, Public Relations (General Community) folder, MHI.

37. Hepner, Morningside-Manhattanville, p. 16; Daily Worker, November 16, 1951.


39. Morningside Committee on Co-operative Housing, Subcommittee on Public Relations, Proposed Public Relations Program, March 24, 1952; “Com-
ments in Support of Morningside-Manhattanville Cooperative Project”;
People prepared to speak in favor of Morningside-Manhattanville Cooperative, May 8, 1952, MHI; Moses to David Rockefeller, March 19, 1952, MHI folder, Columbia Central Files.


42. American Jewish Committee, New York Chapter Reports, October, December, 1950; January, 1951; February, 1951; April, 1951; May, 1951, AJC.

43. Committee on Slum Clearance, Manhattan-town Slum Clearance Plan (September 1951); Herbert Sternau to Moses, September 26, 1951; Moses to Sternau, October 8, 1951, Manhattan-town folder, CHPC.

44. AJC, New York Chapter Report, September, 1951; Riverside Neighborhood Assembly, Minutes, September 24, 1951, Communal Organizations, Box 36, AJC.

45. Daily Worker, September 28, 1951; Stanley M. Isaacs to Ira S. Robbins, October 8, 1951, enclosing Isaacs to William Stanley, October 8, 1951; and Robbins to Isaacs, October 9, 1951, Manhattan-town folder, CHPC.

46. John L. Freeman to Committee on Discrimination in Housing, October 17, 1951, AJC, New York Chapter, Communal Issues, Housing; Israel Laster to Herbert Sternau, October 25, 1951, Box 35, AJC.

47. AJC, New York Chapter, Report for November, 1951, AJC; flier, “To the Site Tenants of the Proposed West Side Housing Projects,” n.d., Manhattan-town folder, CHPC.

48. Daily Worker, December 2, 16, 1951. Save Our Homes was threatening to nullify the Manhattan-town contracts in State Supreme Court. New York State Committee Against Discrimination, Executive Director’s Action Report, December 10, 1952, folder 432, UNH Papers.


50. SWS [Sylvia W. Stark] memo, November 23, 1951, Manhattan-town folder; Committee on Planned Developments, Minutes, December 11, 1951, CHPC.
51. Laster memo, December 26, 1951, quoted in Moses Jung to Rabbi Kertzer, Communal Issues, Housing folder, Box 34, AJC.

52. Committee on Planned Developments, Minutes, February 5, 1952, CHPC.

53. Spanish-American Youth Bureau, Fourth Annual Convention, February 16, 1952, folder 13, Box 102, Covello Papers; Herbert Sternau to John J. Bennett, February 4, 1952, Manhattantown folder, CHPC.


55. Ira S. Robbins to Nathaniel S. Keith, March 19, 1952; Keith to Robbins, April 8, 1952; Robbins to Keith, April 15, 1952, folder 5, Box 1120, Mayor's Papers, Municipal Archives and Records Center.


57. Ira S. Robbins to Charles Horowitz, April 23, 1952; CHPC release, May 5, 1952; Mel Bernard to Mayor Impellitteri, May 7, 1952, folder 5, Box 1120, Mayor's Papers, Municipal Archives and Reference Center; Lawrence M. Orton memo, July 9, 1952, Morningside folder, CHPC.

58. Morningside Heights Housing Corporation, Report to the Executive Committee, September 11, 1952; Robert Moses to David Rockefeller, July 30, 1952; Margaret Bartlett to Rockefeller, July 31, 1952; MHI to Harry Taylor, August 6, 1952; Father George B. Ford to Lawrence M. Orton, n.d.; Taylor to Nathaniel S. Keith, September 2, 1952, MHI.

59. S. F. Boden to Orton, October 30, 1952, MHI; Committee to Save Our Homes, “An Open Letter to City Planning Commission,” n.d., Reel 51, Abrams Papers; Bernard Segal to Morningside Committee on Cooperative Housing, November 18, 1952; Martha Dalrymple to Margaret Bartlett, December 11, 1952; Bartlett to Dalrymple, December 15, 1952; Shirley F. Boden memo, December 22, 1952; Daily Worker clipping, January 16, 1953, MHI.

60. Program transcript, WABC, October 23, 1954, Roosevelt Housing Project folder, Jacob M. Javits Papers, Library of the State University of New York, Stony Brook.

61. Juliet Brudney to Mrs. Bartlett, February 12, 1953; records and leaflets of Manhattanville Civic Association and Morningside Committee on Cooperative Housing relating to 1954 protests, MHI.

62. Committee on Discrimination in Housing, Summary of Projects and Activities, n.d., New York Chapter, Communal Issues, Housing folder; New York Chapter, Reports, February, 1950; September, 1950; John L. Freeman, Report to Executive Committee, November 27, 1951, New York Chapter, Committees and Officers, Housing folder, AJC.

Statement of Policy, March 26, 1952; Communal Issues, Housing; Frances Levenson testimony to Board of Estimate, May 9, 1952, enclosed with Edwin J. Lukas memo, n.d., Communal Issues, Housing Relocation, Box 34, AJC.

64. Hortense W. Gabel to Cooperating Agencies of SCAD, February 7, 1953; SCAD, “What Price Slum Clearance,” February 5, 1953; petition to Mayor Impellitteri, February 20, 1953, Communal Issues, Housing Relocation, Box 34, AJC.


67. Mayor’s Committee on Puerto Rican Affairs, Subcommittee on Neighborhood Relations, Minutes, February 11, March 10, 1953, folder 9, Box 110, Covello Papers.


71. AJC, New York Chapter, Executive Committee, Minutes, October 14, 1954, AJC.


73. S.F.B. [Shirley F. Boden], “Fallacious Assumptions,” June 9, 1952, MHI folder, Columbia Central Files; *In These Ten Cities* (New York State Committee on Discrimination, March 1951), Housing file, Reel 96, ADA Papers; Elizabeth R. Hepner to Ruth Senior, February 9, 1954, with Memorandum on Tenant-Cooperator Recruitment and Selection Program, n.d.; Senior to Richart, n.d., Tenant Recruitment and Selection folder, MHI.

Chapter 8

1. The wartime considerations behind hospital expansion are summarized in “Studies of the Future of Mount Sinai Hospital: I, The Future of the Voluntary Hospital” (September, 1943), folder 1, Box 298, Hospital Council.


3. Salmon, “Health Services in City Planning,” Modern Hospital 63 (August 1944): 46–47; Salmon’s résumé, March 27, 1947, folder 3, Box 1, Medical Center files, Voorhis Papers; Salmon to Robert Moses, July 31, 1945, folder 1, Box 420, Douglas Papers.

4. United Hospital Fund, Statistics, Records & Information, February 15, 1940, folder 2, Box 404, Douglas Papers; Mayor’s Committee on City Planning, City-Wide Studies, Part II, pp. 116, 118; C. P. Rhoades to Lewis Douglas, April 19, 1940; C. P. Rhoades statement, June 14, 1940, folder 2, Box 404, Douglas Papers; John H. Hayes to Salmon, July 27, 1944, folder 10, Box 298; Hospital Council, Evaluation of Brooklyn Hospital, July 24, 1945; Willis G. Nealley to Salmon, August 8, 1944, Box 219, Hospital Council.

5. Hospital Council, Planning Committee, Minutes, October 14, 1943; “Definition and Scope of Master Plan Project,” approved January 19, 1944; Planning Committee, Minutes, February 10, 1944, Hospital Council.

6. Hospital Council, Planning Committee, Minutes, October 10, 1944, Hospital Council. Ballantine’s fears were well founded. Citing the “danger of oversupply,” the New York State Survey of Hospitals reported in 1946 that hospitals formulating plans for future needs called for an aggregate of 7,556 general-care beds, when the master plan, after extensive communitywide studies, found that only 1,600 were needed. Bulletin of the Hospital Council of Greater New York, III (September 1947).

7. Mount Sinai Hospital, Medical Board, Minutes, December 18, 1945, Mount Sinai.

8. Mount Sinai Hospital, Trustees, Minutes, October 10, 1944; August 13, November 13, December 11, 1945; January 8, 1946, Mount Sinai; Rheinstein obituary, NYT, May 28, 1974; Felt obituary, NYT, March 4, 1971; Mount Sinai Hospital release, August 25, 1948, folder 4, Box 298, Hospital Council; Mount Sinai Hospital, Trustees, Minutes, November 18, 1947; June 28, 1948; January 11, March 8, April 18, 1949, Mount Sinai.

9. Mount Sinai, Trustees, Minutes, March 5, 1945, Mount Sinai. The hospital admitted black patients to its emergency room, but almost never into private or semiprivate facilities. Exactly 8 individuals (listed in the “colored” category, but also identified as either Puerto Rican or British West Indian) were admitted as private patients in a sample period during 1945, compared with 304 out of 2,133 in the “service” wards (Residence of In-Patients Admitted—February, June, October, 1945, folder 13, Box 298, Hospital Council). Mount
Sinai, Trustees, Minutes, September 23, 1946, Mount Sinai; William S. Lebowohl, Memo to Moses, June 16, 1949, Hospitals folder, Box 102820, Park Department.


11. Hospital Council, Planning Committee, Minutes, January 13, 1948; John B. Pastore to George Baehr, March 18, 1948, folder 4, Box 298, Hospital Council.


13. Reginald G. Coombe to Alfred P. Sloan, Jr., August 19, 1945; Douglas speech transcript, December 4, 1945; Coombe to Alan Gregg, December 20, 1945, folder 3, Box 404, Douglas Papers; Henry N. Pratt to John B. Pastore, June 1, 1948, folder 3, Box 285, Hospital Council.

14. Salmon to Moses, July 31, 1945, Box 420, Douglas Papers; NYT, June 8, 1947, p. 1; Moses to Harry Taylor, January 20, 1950, Box 90; Moses to Mayor O'Dwyer, June 16, 1948, misfiled in Parks 1939, Box 97; Moses to Harry Taylor, January 20, 1950, Box 90, Moses Papers.

15. Memo to Dean Currier McEwen, December 18, 1941, folder 1, Box 52; Currier McEwen, Memo to Chase, n.d., enclosed with McEwen to Chase, May 4, 1943, folder 8, Box 51, Chase Papers.


17. Donal Sheehan, “Report on Medical Education,” February, 1944; Sheehan to Chase, April 12, 1944, folder 8, Box 51, Chase Papers.

18. Chancellor Chase to Fred I. Kent, July 19, 1944, folder 16, Box 5; Salmon to Chase, June 30, 1944, folder 3, Box 1; Chase to Kent, July 19, 1944, folder 16, Box 5, Medical Center files, Voorhis Papers.

19. Howard C. Taylor, Jr., to LeRoy E. Kimball, October 21, 1944; Chase to Kent, November 9, 1944, folder 15, Box 1, Medical Center files, Voorhis Papers.

20. Salmon to Edward M. Bernecker, January 8, 1945, folder 3, Box 1, Medical Center files, Voorhis Papers.

21. FKT [Frances K. Thomas], conference with Donal Sheehan and Edwin A. Salmon, January 3, 1945, folder 7, Box 312, Hospital Council.

22. Chase, memo to LeRoy E. Kimball, March 16, 1945; PM, clipping, March 19, 1945, folder 10, Box 1, Medical Center files, Voorhis Papers.

23. Master Plan Committee, draft insert, report on proposed NYU Hospital, March 12, 1945, folder 7, Box 312; Hospital Council, Planning Committee, Minutes, March 30, 1945, Hospital Council.

24. Salmon to Donal Sheehan, March 28, 1945, folder 3, Box 1, Medical Center files, Voorhis Papers; Sheehan to Chase, July 13, 1945, folder 9, Box 51, Chase Papers.

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25. Steering Committee of the NYU Council for the Medical Center Campaign, Minutes, August 1, 1945; Voorhis to Chase, n.d., enclosed with Philip O. Badger to Steering Committee, October 29, 1945, folder 14, Box 5, Medical Center files, Voorhis Papers.

26. LeRoy E. Kimball, memo for the consideration of the joint meeting of the steering and finance committees, April 8, 1946; Harry Woodburn Chase, presentation to George F. Baker Charity Trust, April, 1946, folder 15, Box 1, Voorhis Papers.

27. Philip O. Badger to Chase, May 17, 1947, folder 1, Box 5; Voorhis memo to Chase, June 21, 1946, folder 14, Box 5, Medical Center files, Voorhis Papers; Minutes, October 28, 1946, NYU Council; H. Stanley Hillyer to Kimball, June 13, 1946, in Exhibits, pp. 69–70; Report to the Council Committee on Medicine and Dentistry, n.d., in Exhibits, pp. 143–44, Minutes, NYU Council.

28. Draft, Chase to Mayor O'Dwyer, August 15, 1946, folder 10, Box 1; Steps in the Creation of a World Medical Center, n.d., folder 11, Box 1; Currier McEwen to General P. R. Hawley, October 9, 1946, folder 10, Box 1, Medical Center files, Voorhis Papers.

29. NYT, April 23, 1947, p. 1, and editorial, April 24, 1947; draft of suggested remarks by Chancellor Chase, April 29, 1947, folder 10, Box 4, Medical Center files, Voorhis Papers; Minutes, April 28, 1947; “Memorandum of Understanding,” July 24, 1947, in Minutes, October 27, 1947, NYU Council.


31. Information in file of the Hospital Council, June 21, 1954; John B. Pastore to Stanley M. Isaacs, March 14, 1951; New York State Joint Hospital Survey & Planning Commission, n.d., folder 3, Box 203; Basil C. MacLean to Dr. Clement C. Clay, September 17, 1954, folder 4, Box 203, Hospital Council; Stuart Constable to Moses, September 1, 1956, Hospitals folder, Box 102885, Park Department.

32. Proposed building program at Lenox Hill Hospital, October 29, 1953; Anthony J. J. Rourke to Theodore F. Childs, folder 2, Box 268, Hospital Council.


34. NYT clipping, December 13, 1954, folder 2; Lenox Hill Hospital release, November 1, 1956; conference in the office of the Hospital Council, December 6, 1957, folder 3, Box 268, Hospital Council.


36. “Memorandum of Understanding,” n.d. between New York City Housing Authority and Mount Sinai Hospital, East 68th–69th Street Development folder, Box 10, Rockefeller Real Estate.

37. NYT clipping, January 26, 1959; Mount Sinai Hospital meeting, December 30, 1959, folder 8, Box 298, Hospital Council.

38. Sloan-Kettering apparently took the initiative in 1950 for a “unified enterprise.” [illegible], chairman of board, Memorial Center, to Herbert Spencer Gasser, May 29, 1950, East 68th–69th Street Redevelopment folder,
Box 10, Rockefeller Real Estate; Hospital Council, Hospital Summary, November 2, 1956, folder 14, Box 285, Hospital Council; Debevoise, Plimpton & McLean, "Preliminary Memo," July 9, 1954; David Rockefeller to Laurence S. Rockefeller, July 13, 1954, East 68th–69th Street Redevelopment folder, Box 10, Rockefeller Real Estate.


40. George N. Lindsay to Lindquist, November 15, 1954; Robert Moses to Laurence S. Rockefeller, December 6, 1954, ibid.


43. Moses to David Rockefeller, June 3, 1955; Pat Solotaire to Martha Dalrymple, memo, August 2, 1955, East 68th–69th Street Redevelopment folder, Box 10, Rockefeller Real Estate.


45. Salmon to Winthrop Rockefeller, November 10, 1952; Moses to same, February 20, 1953, folder 007.B1.30, NYU Medical; Salmon, "Redevelopment Plan for Bellevue Area" (August, 1960), folder 7, Box 203, Hospital Council.

46. Winthrop Rockefeller to Mayor Impellitteri, November 17, 1952, folder 007.B1.33; Henry T. Heald to Moses, December 6, 1952; Moses to Heald, December 1, 1952; Salmon to Moses, December 5, 1952; Moses to Winthrop Rockefeller, February 20, 1953; Salmon to Winthrop Rockefeller, March 25, 1953; and Moses to Heald, April 2, 1953, folder 007.B1.30, NYU Medical.


48. Moses to Heald, June 1, 1953; Heald to Moses, June 3, 1953; Moses to Heald, June 15, 1953; Heald to Moses, June 20, 1953; Salmon to George Dudley, June 18, 1953, folder 007.B1.30, NYU Medical.

49. CSC, Minutes, July 2, 1953; Salmon to Board of Trustees et al., July 7, 1953; NYT clipping, July 16, 1953; Salmon to Heald, July 23, 1953; two letters, Salmon to Heald and Samuel D. Leidesdorf, both August 11, 1953, folder 007.B1.30, NYU Medical.

50. Salmon to Heald and Leidesdorf, August 20, 1953 and September 22,
1953; Salmon to LeRoy E. Kimball, October 15, 1953; and undated memo [November 16, 1953?]; Salmon to Harry Taylor, December 10, 1953; Salmon to Leidesdorf, December 10, 1953, folder 007.B1.30, NYU Medical.


54. Salmon to Jack, May 31, 1956, ibid. The Red Cross chapter had “looked into the possibility of purchasing land for a new building in the market,” but found that “private purchase would be prohibitive; therefore it seeks to secure land under public law.” J. Harrison Heckman to Leidesdorf, May 16, 1956, folder 9, Box 312, Hospital Council. Salmon to Paul Tishman, May 22, 1956, folder 007.B1.31, NYU Medical.

55. Heald to Moses, June 7, 1956, 1956 Correspondence folder, Box 116, Moses Papers.

56. Salmon to Mayor Wagner et al., June 12, 1956; and to Leidesdorf, August 6, 1956; to John Gerdes, April 16, 1957; to Leidesdorf, April 16, 1957; to Leidesdorf, July 12, 1957, folder 007.B1.31, NYU Medical; Salmon, “Redevelopment of the Bellevue Area” (August, 1960), folder 7, Box 203, Hospital Council.

57. Salmon, “Redevelopment of the Bellevue Area.”

Chapter 9


9. Stanley M. Isaacs to Henry Bruère, February 16, 1940; Bruère to Isaacs, March 4, 1940, Borough President’s Correspondence folder, Box 4, Isaacs Papers.


16. “Staging Area—Brooklyn” (supplement to the Brooklyn *Eagle*, December 9, 1945); *Architectural Forum* 82 (June 1945): 10, 16.


23. Brooklyn Civic Center questions and answers, n.d., Brooklyn Civic Center folder, Downtown Brooklyn; Moses to Cashmore, January 21, 1948; June 23, 1948; and July 26, 1948, Cashmore folder, Box 107887, Park Department; Stuart Constable to Moses, April 30, 1956, TBT.

24. Moses to Henry Bruère, November 22, 1948; Moses to Cashmore, December 2, 1948; Moses to Bruère, December 11, 1948, Concord Village folder, Box 107887; Arthur T. Hodgkiss to Moses, Memo on Brooklyn Civic Center, January 21, 1949; Brooklyn Civic Center Co-Ordinating Committee, Minutes, February 10, 1949; Moses to Earl B. Schwalst, May 25, 1949, Brooklyn Civic Center folder, Box 102814, Park Department.


29. James R. Clark to John B. Pastore, February 7, 1949; visit to Brooklyn Hospital, February 7, 1952; memo, January 17, 1952, Box 219, Hospital Council; Robert E. Blum to Moses, January 15, 1953; Moses to Blum, January 20, 1953; Moses to George Spargo, January 21, 1953; Moses to Louis H.
Pink, January 23, 1953, Housing, General, 1953 folder, Box 90, Moses Papers; Pink to James Felt, June 9, 1953, Kingsview folder, Downtown Brooklyn.

30. Frank Fox to Moses, February 5, 1953; Moses to Fox, February 17, 1953, Housing, General folder, Box 91, Moses Papers; McGrath folder, December 19, 1952, *Eagle* morgue.


38. *New York Herald Tribune* clipping, January 15, 1956; Ben to William S. Lebwohl, January 10, 1956, TBTA; Moses to Abe Stark, January 1, 1956, Correspondence 1956 folder, Box 116, Moses Papers.


42. Commerce and Industry Association, survey of the staff report regarding the Southeast Slum Clearance Plan, October 6, 1953, folder 20, Box 24, Voorhis Papers.


45. John J. Bennett to Harman S. Goetze, January 7, 1955, folder 9, Box 129, Hospital Council.


49. Moses to Hulan Jack, December 22, 1955; Moses memo to Lebwohl, December 27, 1955, Box 116, Moses Papers; Building Trades Employers' Association to Moses, December 19, 1955; Moses to Howard McSpedon, January 16, 1956; Lebwohl to George Spargo, n.d. (but received February 20, 1956); Moses to George Meany, March 2, 1956; "Northern Boulevard Area," n.d., with Moses to McSpedon, March 14, 1956; Samuel Brooks to Lebwohl, May 1, 1956, TBTA.


54. Richard C. Patterson, Jr., to Moses, June 26, 1956 (with Moses's handwritten comments to Spargo), 1956 Correspondence folder, Box 116, Moses Papers.


59. Regional Plan Association to Rockefeller Brothers Fund, May 13, 1955, folder 2; Henry S. Osborne to Dana S. Creel, folder 1, Box 95, Regional Plan Association files, Rockefeller Brothers. Norton was said to have been "anxious to continue development of the thinking that must underlie this social change as it develops in this atomic age." L. V. Berkner to H. Rowan Gaither, March 19, 1953, Sec. 4, Grant File 56-210, Ford Foundation.


63. Ibid. Vernon conceded that this marked a significant pullback from the ambitious study of interindustry factor coefficients that would have required calculations beyond the resources of his team. "Technical Paper No. 1," n.d., Sec. 4, Grant File 56-210, Ford Foundation.


68. CBF and RWJ interview with Buell G. Gallagher and Oscar I. Jankowsky, March 21, 1957; JM interview with Jankowsky, June 27, 1957; JM comments, February 3, 1958, New York Area Research Council, Box 1, Rockefeller Foundation, Rockefeller Archive Center; Paul Ylvisaker to Edward Mason, January 2, 1958, Grant File 56-210, Ford Foundation.
69. Vernon to Ylvisaker, n.d., but stamped August 18, 1959, Grant File 56-210, Ford Foundation.

Chapter 10

1. Caro, Power Broker, chs. 41, 42.


3. Unsigned memo by Weinberg, August 27, 1953, folder 8, Box 59, Weinberg Papers.


5. Abrams, memo on the Washington Square Southeast development plan, October 6, 1953; Greenwich Village Branch of the ADA, Resolution, October 15, 1953; draft of letter (in Abrams's hand) to John J. Bennett, October 13, 1953, ibid.

6. Oliver Williams, Housing Committee, Lower West Side Civic League, September, 1953; and fliers "Washington Square Southeast: Housing the Well-off by the Poor" (November 1953), and "Simkhovitch City: A Public Dehousing Project," ibid.


The arrangements were consummated in January, 1955, by a CSC public auction that was not an auction, involving John A. Kerwick, the former HHFA public housing administrator, who was a partner of realtor and NYU trustee Paul Tishman. All along, NYU insisted that it had no involvement with the Title I project. Frank L. Hawley to Chancellor Heald et al., January 13, 1955; James W. Armsey to editor of the New York Times, June 1, 1956, folder 20, Box 24, Voorhis Papers.


12. Mayor’s Advisory Committee, summary of Minutes of Housing and Redevelopment Subcommittee, July 20, 1954, Reel 13, Abrams Papers.

13. Lebohwol to Spargo, December 1, 1954; Moses to Mayor Wagner, November 29, 1954; Lebohwol to Moses, January 5, 1955, TBTA.


15. Lebohwol to Moses, May 27, 1955, with comments on Mayor’s Committee draft report, TBTA; NYT, August 1, 1955, p. 38; Lebohwol to Spargo, August 2, 1955; Moses to Henry C. Bruère, August 3, 1955, TBTA.

16. Moses to Bruère, August 18, 1955, with attachment; Bruère to Moses, August 26, 1955, TBTA; NYT, August 23, 1955, p. 25; August 24, p. 26; August 29, p. 21; October 5, 1955, p. 28.


23. Monthly Reports, April 27, 1949; April 12, 1950; January 26, 1949; and March 29, 1949, Box 2, EHHP.

24. Monthly Reports, April 12, 1950; December 1951–January 1952; March 1952, Box 2; “Headline interviews” (mimeo flier), [February?] 1952, Christian Social Action folder, Box 29; Monthly Reports, April 11, 1951; October, 1952; November, 1952; and March, 1953, Box 2, EHHP.

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25. Monthly Reports, April 1953; March 1953, Box 2; Christian Action Committee folder, January 10, 1955, Box 29; Monthly Report, April 1955, Box 2; Grace Ministry and Staff to Board of Directors, May 10, 1955, Administrative Board Meetings, Box 1; Staff memo, June 15, 1955, Christian Social Action folder, Box 29; Christian Action Committee, Minutes, July 14, 1955, Box 29, EHPP.

26. Christian Action Committee, Minutes, November 3, 1955, Box 29; Monthly Report, November 1955, Box 2, EHPP.

27. Meryl Ruoss, report of the Department of Church Planning and Research to the Board of Directors, April 13, 1955; Department of Church Planning and Research, Executive Committee, Minutes, September 22, 1955; Theodore Oxholm and Meryl Ruoss to denominational executives, October 6, 1955; Minutes, October 27, 1955, in Department Minutes, 1953–1959 folder, transfile 1, NYC Mission Society.

28. Daily Worker, January 6, 1956, p. 8; NYT, January 17, 1956, p. 35; January 18, p. 33; January 23, p. 14; Daily Worker, January 16, 1956, p. 3; January 19, p. 8; NYT, March 23, 1956, p. 23; April 7, p. 21; April 14, p. 8; and Daily Worker, April 16, 1956, p. 8; Department of Social Planning and Research, Minutes, May 24, 1956, Transfile 1, NYC Mission Society.


30. Department of Church Planning and Research, Executive Committee, Minutes, September 27, 1956, Department Minutes, 1953–1959 folder, Transfile 1, ibid.


32. Moses to Harry F. Guggenheim, August 24, 1953, Housing, General, 1953 folder, Box 90; Moses to Joseph M. Hartfield, March 18, 1954; a series of letters, dated March 29, 1954, and another series, July 13, 1954; Moses to CSC members, August 6, 1954; Moses to Spargo, September 1, 1954, Box 116, Moses Papers.


34. Moses to Lebwohl, April 7, 1955; Moses to Spargo, December 2, 1955; Spargo to Moses, December 5, 1955; Richard Patterson to Moses, May 9, 1955; Moses to Hartfield, April 29, 1955; Paul Hammond to Moses, May 31, 1955; Moses to Hammond, June 6, 1955, Box 116, Moses Papers.

35. Community Services, Board of Directors, Minutes, June 9, 1955; West Side News clipping, April 12, 1956; Francis Spellman to Moses, December 15, 1955, with penciled comments; Moses to Spellman, December 22, 1955, Box 116, Moses Papers.

37. Exploratory Committee for a Performing Arts Center, Minutes, passim, Lincoln Center; notes on conference, February 17–18, 1956, Lincoln Center Board Minutes, R. G. 17, (Associates), Rockefeller Archive Center.


39. Moses to John Brannin [?], April 11, 1956; Moses to Howard Cullman, June 2, 1956; Moses to Spargo, July 24, 1956, Housing, 1956 folder, Box 116, Moses Papers; Exploratory Committee, Minutes, May 14, 1956, Lincoln Center; NYT, May 28, 1956, p. 21; May 29, 1956, p. 29; June 14, 1956, p. 1; West Side News, clipping, June 28, 1956. Moses’s $400 and “even more in special cases” miffed Lincoln Center sponsors, who learned from Morningside Heights, Inc., that $250 would do the job. But General Otto L. Nelson recognized that the numbers were for public consumption: “The present policy,” he explained to Charles Spofford, “is to assume that every redeveloper can earn enough in rentals from families now living on the site to defer the costs of relocation and demolition.” Henry D. Johnson, Jr., to Edgar B. Young, June 19, 1956, Land Acquisition—Main Area folder, Box 1, Otto Nelson Papers; Nelson to Charles M. Spofford, February 5, 1957, General 13259–00–00, Box 1, Milbank Tweed files, Lincoln Center.

40. NYT, April 22, 1956, sec. 6, p. 14; notes taken at conference, June 7, 1956, Lincoln Center Board Minutes, R. G. 17 (Associates), Rockefeller Archive Center; Exploratory Committee, Minutes, June 25, 1956, General 13259–00–00, Box 1, Milbank Tweed files, Lincoln Center; NYT, July 23, 1956.

41. Charles C. Weinstein to Moses, December 1, 1955; Moses to Arthur Sulzberger, July 31, 1956; Sulzberger to Moses, August 6, 1956; Moses to Arthur S. Hodgkiss, August 15, 1956; and Moses to Hodgkiss, August 23, 1956, Housing, 1956 folder, Box 116, Moses Papers; Exploratory Committee, Minutes, September 10, 1956, Lincoln Center.

42. Leonard X. Farbman to Edward F. Cavanaugh, April 7, 1961, folder 44; Farbman to Mayor Wagner, August 31, 1955; and Farbman to James Felt, June 4, 1956, folder 48, Stephen Wise.

43. NYT, June 15, 1956, p. 26; July 27, p. 23; Lindquist to David and Laurence Rockefeller, July 26, 1956, Rockefeller Real Estate; interview with Harris Present, Tenant Movement.

44. West Side News clippings, September 26, 27, 1956; Teachers Guild Bulletin, February, 1955; September, 1957; Moses to Laurence S. McGinley, August 6 and 13, 1956; McGinley to Moses, August 16, 1956, TBTIA; Moses to Francis Cardinal Spellman, August 31, 1956, Correspondence, 1956 folder, Box 116, Moses Papers; Exploratory Committee, Minutes, September 10, 1956, Lincoln Center; Moses to Thomas Shanahan, September 6, 1956, Correspondence, 1956 folder, Box 116, Moses Papers.

Manfredonia, “The Politically Viable Plan,” pp. 64, 66; Moses to Hulan Jack, Correspondence, 1956 folder, Box 116, Moses Papers; West Side News clipping, October 4, 1956, Lincoln Center.


47. NYT clipping, April 9, 1957; Otto Nelson to John D. Rockefeller III, April 4, 1957, Land Acquisition—Main Area folder, Box 1, Nelson Papers, Lincoln Center.

48. NYT, April 8, 1957, p. 1; April 10, p. 35; interview with Harris Present, Tenant Movement; NYT, April 9, 1957, p. 35 and editorial page; April 24, p. 1; April 26, p. 18; April 28, p. 64; May 1, p. 1; May 2, p. 33; Mendes Hershman to Otto Nelson, May 2, 1957; George Spargo to John D. Rockefeller III, May 14, 1957, Land Acquisition—Main Area folder, Box 1, Nelson Papers; Nelson memo, June 24, 1957, Land Costs, R. A. Organization, Lincoln Center; Moses to John D. Rockefeller III, June 24, 1957, Lincoln Center Negotiations folder, Box 1, R. G. 17, Edgar B. Young Papers, Rockefeller Archive Center; Moses to Charles M. Spofford, July 2, 1957, Miscellaneous folder, Frank J. Weil Papers, R. G. A. Organization, Lincoln Center.

49. Moses to Carmine DeSapio, September 27, 1956; David Rockefeller to Moses, September 26, 1956; Lindquist memo to David Rockefeller, November 2, 1956; Lindquist to Stanley Isaacs, November 9, 1956; Lindquist to David and Laurence Rockefeller, November 15, 1956, with p.s., dated November 21 and 23, 1956; message from Lindquist, March 28, 1957; and telegram, Lindquist to David Rockefeller, April 25, 1957, East 68th–69th Street redevelopment folder, Box 10, Rockefeller Real Estate.


52. Presentation of Lincoln Center for City Planning Commission public hearing, Wednesday, September 11, 1957, 13259–17–00, R. G. B., Milbank Tweed files; Daily Worker, September 12, 1957; NYT, September 12, 1957, pp. 1, 28; October 3, p. 31; chronological list of speakers, October 25, 1957; Reginald Allen to Chuck Spofford, October 24, 1957; and Allen to Abe Savage, September 9, 1957, City Hearings folder, Box 1, Reginald Allen Papers, R. G.


54. “Housing Policy of the City of New York” (second draft), August 15, 1956, Correspondence, 1956 folder, Box 116, Moses Papers.


60. NYCHA, meeting of sponsoring agencies and center directors, March 13, 1957, folder 484, Helen Hall Papers; Dan Wakefield, Island in the City (New York: Corinth Books, 1959), pp. 243–44; Mobilization for Youth, Draft Program, revision I (November 1, 1961), pp. 15–17, 84–85, 90, Box 32, Whitney Young, Jr., Papers, Columbia University Library.


\textbf{The Power Broker}


