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The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

The 98 Freeze At was conceived as a place where artists from all the arts could show their work. Ithile a painting & photograph Show was displayed on the walls - movies, video - tapas, plays, poetry readings, dan

MOMA PS1 ARCHIVES

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

and happenings could take place. I would not only make space availab Sector it would of bring many types together also auder rew create an it might every for all the artists. This practice has become significant

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

lew yord le place was alomon who has a background in theathe as an actress and mant as a collector. Ste a Mas. Solomon come tited conceived, directed, and produced

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

two plays which the presented a new relationship between the audience and the material. She also produced a movie "98.5" which Called "98.5" which presented the work of five partisto. For Greenw Mrs. Salomon continues to write. which

Collection:	Series.Folder:
MoMA PS1	I.A.7

"98.5" wor a prize at Edinburgh and was shown at and at the Tel Greenword, who is a prome Ameri New York in charge of readings host of material presi

MOMA PS1 ARCHIVES

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

the loft is scheduled by Hally, Fed, and other artists who have taker part in the introduce unknown people A the the into the .1.

Collection:	Series.Folder:
MoMA PS1	I.A.7

Exhibit ion :

Exhibition:

"ROOMS"; "The Reality of Real Estate"; "Where is the "i" in Realty?"

The individual New Yorker's concept of space in crowded Manhattan is a fairly restricted one, dependent completely upon his immediate concerns. Certainly as far as the "art" community goes, the conception of space is fairly removed from that of the construction company's or developer's reality. Hans Haake's unfortunate piece in last year's critical need for greater understanding of the problems of urban land values and land management.

The Idea

We propose to do an exhibition, involving 20 contemporary artists, both sculptors and painters. This exhibition would take place in untenanted office space, large and small. These spaces will be donated rent-free simultaneously for a period of six weeks all over Manhattan by the owners or management. We would, in turn, invite individual artists to work with that space. Two weeks will be allowed for any necessary preparation, with the exhibition open to the public for 4 weeks. - See A

The Artist

The artists participating are clearly giving a considerable amount of time, energy and in many cases materials' money for this non-commercial enterprise. Their return is:

- a) the opportunity to scale, view and construct work in an environment foreign to that of a museum, gallery or loft.
- b) the opportunity to scale, view and construct work in an environment "clean of any particular 'art esthetic'".
- c) inclusion in a well-documented, well-publicized show (see attached budget)

Among the better known artists with whom I have discussed this idea, and who are enthusiastic about it are Richard Serra, Sol Lewitt, Nancy Graves and Keith Sonnier.

Artists, curators, critics, and gallery dealers seem to agree that this exhibition would provide a much needed group show encompassing all of New York City, and work both known and unknown.

The Real Estate Dealer

His return is entirely dependent upon his "civic concern". To some, it represents a contribution to art; to some, a way of renting office space; to some, a free show; and to some, a way of getting me off their back. We, of course, hope that one subtle effect of this show would be to encourage the integration of current artwork into office and industrial space.

The Documentation

The catalogue would be, firstly, a directory of the artists' names, the

Buternetion

8

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	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

page 2

address and the room or floor number. An enlarged catalogue would include documentation on each office and that individual office. I would like to include data furnished by the real estate office on their enterprise, description of the space as they list it, and price per square foot.

Notes

Peter Moore, the photographer, and I have been discussing this project and he feels it offers excellent documentary possibilities.

It seems evident from the interest shown by Dr. Hans Becker, Director of the Kunsthalle, Aachen, and member of the German Arts Council, and Peter Cary, Director of the Camden Art Institute, London, that the concept of this show would be of great interest to other large cities with similar space problems.

Consequently, I am encouraged that comprehensive documentation should be done in the form of 1/2 inch video and color slides.

with a good cadalogue, representative photographis, color slides etc.

us many color Justographie as possible



MOMA PS1 ARCHIVES

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

Α.

B. The Bublic

This show wouldnaturally attract first of all, the "art audience". We would hope that this audience in particular would be encouraged to expand their conception of "where art belongs". Confining art to a previously designated "art Space" is producing serious problems for both, the contemporary artist, and his potential viewers. Of equal importance is the attraction of people to the exhibit unlikely to attend museums and galleries. This catagory includes not only office workers in the , but periters, lawyers, real estate brokers, and other professional persons whoses lives in Manhattan *Walue* art and *adventee* when

vormally take place in bulding of this nature

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

THe documentation

The catglogue would be first off a directory, of the artists names, the address, and the room or floor number . An enlarged catalogue would include documentation on each office and that andividual office,. I would like to include data furnished by the real estate office on thier enterprise, description of the space as they list it, and price per square food.

Notes

Peter Moore, **B**@B the photogtapher, and I have been discussing this for7 project, and he feels it offers excellent documentary possibilties.

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	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

Particular attendin has been pand recognition on what valuable guality to our 82 to que as a artist

Urban envoirment

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

Budget cont.

Office space valued at @ \$10.00 Squ. ft. \$25,000.00 200,000 square ft. (100,000 is aready committed)

Total Budget :

Exhibition expense Exhibition space e	
(donated)	\$25,000.00
	\$44,648,.00

The Mun icipal Art Society requests \$19,648 .00 for this exhibition.

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

wonder altrace serge used to unlikely to altered museum and galleries, and toget Last a top the Summary Obe useful for other cities interested! in holding exhibitions, but having no Jacility in which to do so. The plototype, this extendition could serve (as a basis for a city to city "exchange" & brists & work To a poto pe pos thisition truld Derve developed into an Art annual Cooperative venture between real estate proviers and artists. Struct to a still as an instrument could : 737383 3

10MA PS1 ARCHIVES I.A.7

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

The Artist

clearly

The artists participating are already giving a considerable amount of time energy and in many cases materials money for this non-commercial enterprise. Their return is

- A) the opportunity to scale, view and construct work in an
- envoirment foreign to that of a museum, gallery or loft.

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The Real Estate Dealer

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") E " The Documentation"

Budget

The major burden of this exhibition rests on the co-ordination of it, and this budget reflects this factor.

The ability to use this unique space,

Expenses computed on a 4 month Schedule

Full time co-ordinator @ \$14,700.00 a yezr	\$ 4,880
Full time assistent @ 6,720.00 a year	\$ 2,240.00
22 time secretary & 6,000.00 a year	\$ 1000 .00
Share of telephone, office expense@ \$132.00 mo.	\$ 528.00
	\$ 8,648.00
Security arrangements, technical assistence insurance, (estimate)	\$ 6,000.00
Documentation: Publication of catalogue, vide&	

and color slide presentation \$ 4,000.

Publicity(mailing, printed announcements, opening reception costs \$1,000.00

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

) ... particular attention kas been paid to the recognition . inclusion of contemporary art and contemporary artists as a most valueable + essential factor in our urban envoirment. (continue to (B))

Dear Bran o"Doughtery

A conversation with Roy Moyer during December has encouraged me to follow up intial inquiries which I made last year regarding possible Endowment support of our program .

The Society has been heavily involved for the past several years in generating support for projects and people involved in what the board regard as objectives essential to urban life. Our work with on the legalization of loft living space, our experimental sculpture exhibition, on the piers, Our recently formed Public Art Council with Doris Freedman as chairmen, has undertaken what promises to be a major step forward in the intergration of art into the urban community. For me to begin to list in this letter the previous successes (or failures) is pretty silly.; should you meet with Kent Barwick, our executive director, he could describe ### the nature of the Society's commitment from a more informed perspective.

My personal interpretation of this organizations value and effectiveness is that its board and members are comprised of a unique cross section of professionals who can be called upon and indeed are generally eager to do to contrigute their particular expertise to an ongoin g project. As ma many of these people occupy positions of considerable importance within their individual spheres of influence, it certainly makeds easier what would be extraordinairly difficult, and makes possible in some cases what would be impossible.

In view of these factors, I ask you to consider two specific projects which deal with unused space in this city .

Exhibition:

50 -

"ROOMS" ; & The Reality of Real Estate ~ where is the

The individuals New Yorker's concept of space in crowded Manhattan is a fairly restricted one, dependent completely upon his immediate concerns. Cer Certainly as far as the "art" community goes, the concetion of space is fairl fairly removed from that of the construction company's or developer's company reality. Hans Haake's unfortunate experience pieced by last years Guggenheim International should have, if nothing else, indicated a critical need for greater understanding of urban land values and land management.

20

The Idea

We propose to doa n exhibition, involving here contemporary artists, both sculptors and painters. This exhibition would take place in untenanted office same, large and small. These spaces will be donated rent-free similtaneously for a period of six weeks all over Manhattan by the owners or management. We would, in turn, invite individual artists to work with that space. Two weeks will be allowed for any necessary preparation, with the exhibition of pen to the public for 4 weeks.

7

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

SAMPLE B The Holzer Reality company owns three 6 story buildings on Warren Street. They plan To build on this properly in two years time. to only The area is one which is open to Change and development, and as present leases expire, industrial our business are moving out. In this seteration, Holger Mealily find if to Ineconomical & inclead unfeasible to attract new besseries to these building for short them term rentels. The same tactors make it impossible for an a artist to the this renovate these premises on lury working space Bolyn Reality would not in apy case conseder redurdue artist use to liture leving or working as This would involve maintenance of buildings, and years. Resent fie insurance for unoccupied puller; The solution in Holyer Meality to as follo to lease the land to 2 years to a Parking Lot Company. The financial figures are as follows. Coss Squan foot land area 7,200 sq. H. \$ 2.50 sy.tt. profit hom parking lot. \$10, 8.00.00 faxes to be paid at paire by parking lot Insurance profit - 18,000.00 To tel tarces -- 10,800 7,200 over

10MA PS1 ARCHIVES

I.A.7

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

the of the building were kept intact, of usuable square footage would be increased to fines to 43,000 Oquan Seet. Jaxes remaining the Dame, the but insurance is lowered in an accepted beneding. If the Holger Same Realy Company were reinbursed at theme het profit profit, and insurance and maintence were carried by the user, the figures would look like this Costs to liser \$7,500.00 net projet to Holger -10,800 00 Lanes on properly -6,000 00 Insurance \$24,300 40 The basec Cost Thus represents aproximating ". 60. a spreau foot to the user, a figure approximated half of what might be attained (unter some difficulty) in the market. This figure excludes maintenance and gas + electric, which are also generally Ircluded on the current Market. usabl

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.T

June 7, 1973

Percy Sutton Office of the Borough President of Manhattan Municipal Building, Room 2052 New York, NY

ATTENTION: Bill Tatum

Dear Sir:

This letter expresses the Institute's interest in financially supporting Project UPHILL in its present form. The Institute has agreed to finance our half of the cost of the project up to three thousand dollars, these monies to be matched by other sources including the N. Y. State Council for the Arts, and the National Endowment for the Arts.

Should additional monies be needed, we feel most optimistic that considering the importance of this project, the Institute will be able to draw on the resources of several private foundations which have aided Institute projects in the past.

Yours truly,

Alanna Heiss

AH/1rc

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

May 31, 1973

Lower East Side Coalition for Housing 153 Delancey Street New York, New York 10003

Attention: Charles Simonds and Victor Font Regarding: Project Uphill

We are pleased to learn of recent developments in the plans for the community park project located between Houston and Second Streets, Avenues B and C. The Board of Directors of the Institute for Art and Urban Resources has endorsed this project from the very beginning, since it so clearly represents the possibility of a productive relationship between the artist and the community, and thus brings into focus many of the issues and ideas upon which the Institute is founded.

Having developed several projects revolving around the artist and the urban environment, (the five WORKSPACE projects, The CLOCKTOWER, the open exhibition under the Brooklyn Bridge, etc.), we are experienced in recognizing what we believe to be critical projects in this area. We feel this to be such a project.

As the park becomes a reality, we will do all in our power to aid and to broaden the avareness within the city environment of what this project means.

> Alanna Heiss Executive Director Institute for Art and Urban Resourses

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	The Museum of Modern Art Archives	, NY	MoMA PS1	I.A.T	-
ADDRE Lower Eas	S TO: Charles Simponds St Side Coalition for Hun 153 Delancey Stra New York, New Yor	and Vict man Hous eet	tor Font sing	NOTE: Mail Char 138	to: les Simmonds Prince St. York 10003
	A LETTER OF SUPPORT FO	OR THE 1	PROPOSAL TO TURN	V & LOTSINTO A PAR	K
	Location of lots: ber Ave Plan of Development: Video Participation:	enues B Undulat form a people the low propose east bo movie s communi develop materis people. Surviva of the bulldoz	and C. ting, smooth, rou kind of natural can sit. These r-lying building ed site. On the bundary of the si screen. Vines on ty, screen paint ment of any play alize in the cour artist and the c site. They will ting, planting of	inded hills risin amphitheater pla hills will almo- on the west side tall wall which is the west wall play the west wall play ed by the communi- ground equipment se of working with l make a document ommunity and the video the actual the park; this p	(word m oft mubber) g to ce where st mask of the is the hted lanted by ity, the , etc. will th community tary history development l building, video will
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Some Bac	kgrounds of Some Partici	.pants:	Housing is an us several other of zation for Yout in 1968. Its p develop the Low that greater col- leads to a bett its wholehearted It will be the organizing the	Side Coalition for mbrella organizat rganizations such h, etc. that was urpose is to revi er East Side. It mmunity participa er way of life has d involvement in visible administr structure and rec	tion for as Mobili- established talize and to belief ation leads as prompted the project. rative force ceiving the
		small bounde	clay sculptures and on north and se	or three years, b and paintings in outh by 14th St. st by Avenues A a eral and changing	and Houston

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The N	luseum of Modern	Art Archives, NY	MoMA PS1	I.A.7	-
Page 2.			IE PROPOSAL TO TURN the Lower East Sid		
		Lower Eas under a w a buildin (continge his work kind of f interest sought to proposed his drawi to expand include a contrast a respite the Lower	ves of the "little t Side. Sometimes indow sill, along a g. They are subject ncies) of weather, with the "little pu- olk-artist reputat: in and interaction make his art avail park program. He was ngs and small clay the scale and perm n environment place to a city landscape from the cityscape East Side.	works are wedged a curb or stretche ct to the inconsis loss and vandalis eople" he has deve ion among them. H with the communit lable to has led t vill still continu pieces, but would manence of this wo ing a natural land e, to offer a stop e for the people 1	just d across tencies m. During loped a is continum y he has o the e to make now like rk to scape in ping place, iving on
ALANNA	NOTE:	be a letter Charles S: Second St: Cocarco The L.E.S. are trying on April I public rea first lot with Bill on June 10 support so muster. I thing Thur	tute is listed as a er of endorsement of immons and whoever reet Association. . Coalition for Hun g to have the secon loth sold, rescinde al estate (They hav at \$1 a year from Tatum of the Burro Oth, so we have to o they can go with If you'll draft som rsday noon so Charl his prospectus.	of the project, the else is involved the Parks Dept, the composited point an Housing and Cha d lot, privately of and turned over the city). Their ugh President's Of hurry with our let all the amunition ething, I'll type es can have it in	e coalition, (like the (trine States arles Simmon owned and to them as omised the meeting ffice is ster of they can it first

	Collection:	Series.Folder:
The Museum of Modern Art Archives, NY	MoMA PS1	I.A.7

April 11, 1973

Brian O'Doherty National Endowment for the Arts Washington, DC 20506

Dear Brian O'Doherty:

I write in reference to an application by Charles Simonds to the National Endows ant for a special Project grant.

Simonds is an artist whose work has been consistently interesting to me during the past two years that I have been aware of it. A bit of a maverick, he works parallel to, but outside of the so called New York rt world, although he occussionally exhibits.

For the past year, he has been developing a special project involving the alteration of a vacant loc. Is and several others connected with the Institution, have assisted when possible with the endless negotiations required when one attempts to deal with city owned property.

More impressive, however, is the effort Simonds has made to work in the neighborhood surrounding the "chosen lot." I credit his genuine interest in quality of life in the area, (as oppossed to the many silly community art projects which proliferate in the over east side) to the amazing support with which the community has met his idea.

Although I encouraged Sixonds to apply for a grant several months ago order your new special projects catagories for individual artists, he was reluctant to do so as he felt there were still several practical problems yet to be resolved.

We now know the project to be, not only possible, but less expensive than originally thought!

I hope that there is some flexibility in the individual project grants, so that Simonds' application may be considered.

Warm regards,

Alanna Heiss

P.S.

We are on the 12th of May - hope we may speak before then.

AH: lrc

	Collection:	Series.Folder:
ne Museum of Modern Art Archives, NY	MoMA PS1	I.A.7
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	Ap ril 11, 19	73
Brian O' Doherty		
National Endowment for the Art Mashington, DO 20506	s	
Dear Brian O'Boherty: I write in reference t	o on analtantion by Ob	arles Simonds to
I write in reference t the National Endowment for a s	pecial Project grant.	
Simonds is an artist w	hose work has been con	sistantly interest-
ing to me during the past two bit of a maverick, he works pa	rallel to, but outside	OI FIR SO COTTON
New York art world, although h	e occassionally smill	.68.
For the past year, he involving the alteration of a	vacant Lot. 1% and as	Actur Concre con
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property.		
More impressive, howey work in the neighborhood supro- genuine interest in quality of	er is the effort Simo	nds has made to
genuine interest in quality of many silly community art proje	life in the area, (as	opposent to the
many silly community art proje side) to the amazing support w		
All and T amount	teends to apply for a	grant several
months ago upder your new spec	o so as ne tere none	were still several
practical problems yet to be r	esolved.	
We not know the project expensive than originally thou	t to be, not only poss	ible, but less
T have that there is so	me flexibility in the	individual project
grants, so that Simonds' appli	cation may be consider	oue
	Warm regards	2
	Alanna Heiss	
P.S. We are on the 12th of 1	Nov - hone we may snee	k before then.
	way - walna wa way alian	
AR: lrc		

The Museum of Modern Art Archives, NY	Collection:	Series.Folder:
	MoMA PS1	I.A.7

May 31, 1973

Dear Bert Supree:

I hope very much that you can include Jin's show in your listings next week. The information which should be placed under <u>MUSEUMS</u>, not galleries, is as follows:

James Bishop Paintings CLOCKTOWER 108 Leonard Street May 31 - June 23rd Thursday 1 - 8 P.M. Fri., Sat., Sun. 2 - 6 P.M.
organized by the
Institute for Art and Urban Resources
office: 11 John Street, NYC 10038
The CLOCKTOWER is our new "exhibition" space.

	Collection:	Series.Folder:
he Museum of Modern Art Archives, NY	MoMA PS1	I.A.7
	May 22, 1973	
	MEMO	
TO: Carmine		
FROM: Alanna		
RE: Security Personnel		
		6
The CLOCKTOWER is open	Thursday, 1 - Friday, 1 - Saturday, 1 Sunday, 1	9 P.M. 6 P.M. 6 P.M. 6 P.M.
This schedule is for	(()))
	Thursday - May	24
	Friday - May Saturday - May	25
	Sunday - May	27
1. We have a staff member	of the Institute	in the CLOCKTOWER
1. We have a staff member during the above times	a one superouse	
2. When a person visits t	he CLOCKTOWER, they	y sign in.
3. At closing time, our s visitors remain on the checks our sign in she	13th floor, and W	nen sne Leaves,
	the shift and any lost on	the mublic patte

PLEASE NOTE: We say "By invitation only" on the public notices in the building to avoid crowds of people who are in the building for other reasons from coming up. <u>However, we want it to be</u> <u>possible for individuals coming to the building specifically to</u> <u>see the exhibitions to be admitted</u>. If people arrive between the hours of 1 P.M. and 6 P.M. on Saturday and Sunday, we are particularly anxious that they not be refused admittance.

We will inform your office of the times and dates of the mext exhibition.

Yours truly,

ALANNA HEISS, Director

cc: Charles Foti, Director, Operating Services, Municipal Services Admir cc: Jane Kosloff, Mayor's Liason for Cultural Affairs, City Hall

	Collection:	Series.Folder:
e Museum of Modern Art Archives, NY	MoMA PS1	I.A.7
	May 22, 1973	
	MEMO	
TO: Carmine		
FROM: Alanna		
RE: Security Personnel		\frown
The CLOCKTOWER is open	£~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~~	
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	Friday, 1 - Saturday, 1 - Sunday, 1 -	6 P.M. 6 P.M.
This schedule is for		a erae
	Thursday - May	
	Friday - May Saturday - May Sunday - May	26
1		
1. We have a staff member during the above time.	r of the Institute S.	in the CLOCKTOWER
2. When a person visits i	the CLOCKTOWER, the	y sign in.
3. At closing time, our a visitors remain on the checks our sign in she	13th floor, and w	hen she leaves,
PLEASE NOTE: We say "By i in the building to avoid o for other reasons from com possible for individuals o	rowds of people who	o are in the building we want it to be
see the exhibitions to be hours of 1 P.M. and 6 P.M. particularly anxious that	admitted. If peop. on Saturday and St	le arrive between the unday, we are
We will inform your office exhibition.	of the times and o	dates of the mext
	Yours truly,	

cc: Charles Foti, Director, Operating Services, Municipal Services Admincc: Jane Kosloff, Mayor's Liason for Cultural Affairs, City Hall

ALANNA HEISS, Director

	Collection:	Series.Folder:	
e Museum of Modern Art Archives, NY	MoMA PS1	I.A.7	
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	MEMO		
TO: Carmine	Balan Baragan dan wataran Baradalan		
RE: Security Person	uner		
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	Saturday, 1	- 6 P.M.	
	Sunday,		
This Schedule is for		21 through	
	Thursday Ma Sunday Jun	y 31. through 3 24	
1. We have a staff m	ender of the Instatu	te in the CLOCKTOWER	
during the above	tines.		
2. When a person vis			
3. At closing time,	our staff person che	cks to see that no	
checks our sign i	n the 13th floor, and n sheet against your	sign in sheet.	
PLEASE NOTE: We say	"By invitation only"	on the public notices	CP.
in the building to ave	old crowds of people	, we want it to be	5
possible for individu	als coming to the bu	ple arrive between the	
hours of 1 P.M. and 6 particularly anxious	L III PATE STRATE LAT VIAL	L LILLELEL Y & VIV WAS	
We will inform your of			
exhibition.			
	Yours truly,		
	ALANNA HEISS	, Director	
cc: Charles Fori, Di		rvices, Municipal Servi	cea
		Admin. tural Affairs, City Hal	
cc: Jane Kosloff, Ma	AAT . O THERE		

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INSTITUTE FOR ART & URBAN RESOURCES, INC.

PENTHOUSE, 11 JOHN STREET NEW YORK CITY, N. Y. 10038 Area Code (212) 233-1096

Dr. George Sadek Dean, School of Art and Architecture Cooper Union Cooper Square, NYC 10003

Dear Dr. Sadek:

We are writing you at the suggestion of Ms. Dore Ashton, with whom we have discussed a proposal to utilize the 72nd floor of the Chrysler Building as a place for temporary art exhibitions and offices.

We understand that Cooper Union has an interest in the Chrysler Building, but we are not familiar with exact details. We hope you will be kind enough to help us, first by supplying more information and secondly by bringing this letter to the attention of your Board of Trustees. We ultimately hope to interest you in collaborating with us on this project.

The Institute for Art and Urban Rsources has had experience in making use of various urban spaces. One of the fundamental purposes of our program is to seek out and them imaginatively and productively utilize available resources for the arts. The Institute is a nonprofit, private organization funded primarily by the National Endowment for the Arts and the N.Y. State Council on the Arts.

In the past, our efforts have met with great success. We have had three shows at our Clocktower location, atop a municipal court building, which were very well recieved. (See enclosed clippings.)

According to our understanding, the 72nd floor of the Chrysler Building was originally used by a radio station, and there appears to be one upper room on the 73rd floor still used for that purpose. But the 72nd floor itself is vacant and in a state of considerable disrepair. There is direct elevator access to this floor

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which eliminates any disturbance to other tenants. We don't think it's neccessary to further detail the attractiveness of having exhibition space in the world-famous Chrysler Building.

If you are unaquainted with the space in question, and would care to meet with one of the members of our staff or the President of our Board of Directors, Brendan Gill, we would be more than happy to see you. We look forward to hearing from you so that we can discuss this project in more detail.

Sincerely,

Alanna Heiss

Frank Kolbert