

SKINNER, OWENS & MERRILL

Architects

1 MONTGOMERY STREET, SAN FRANCISCO 4, CALIFORNIA

September 16, 1957

Mr. Robert Lindley Ziegfeld
Secretary-Treasurer
Lead Industries Association
60 East 42nd Street
New York 17, New York

Dear Bob:

In accordance with our conversation in San Francisco we are enclosing herewith a proposal for our firm to make a survey on the development of the usage of lead in construction.

The scope of the work outlined in our proposal is based on the outline which you prepared when you were here. We have subdivided the work into phases as we discussed at that time. The first phase will consist of research within the four offices within our organization; in New York, Chicago, San Francisco and Portland. This will immediately give us contact with 900 technical men working in all phases on all types of buildings in all parts of the country currently on the boards or under construction, of contemporary design and modern techniques. I think the present volume represents about \$450,000,000 in construction costs. We will of course also have the experience of our organization with respect to use of lead and competitive metals in construction since the firm was founded in 1935.

At the end of this phase we will prepare a preliminary report containing our tentative findings and at the same time be able to direct our efforts in the second phase towards the most promising fields for investigation revealed during our research in the first phase. In other words, we will be able to direct rather than to scatter our shots and our contacts in the second phase in which we make direct and mail contacts with the rest of the profession and construction industry. This method of procedure should also minimize unnecessary travel.

At the end of this phase of the survey we will complete a final report containing our recommendations for developing and promoting the use of lead in the construction industry based on our investigations undertaken in the previous phase.

The terms of the proposed contract are on our usual 2-1/2 times the time card rate based on the salaries of technical personnel employed directly on the project plus travel and direct expenses.

This is the only practical fee arrangement for a survey of this type, where the exact scope of the work and therefore the amount of technical labor required cannot be properly determined ahead of time. We have completed several surveys on this basis with Bunker Hill and Sullivan Mining Company, The Bradley Mining

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Company, Homestake Mining Company and the Bunker Hill Company, as well as many other industrial clients.

You will notice that it is our custom to render monthly statements. In this way the client always has a current picture of the costs incurred by us and by him as the work develops.

We have prepared a budget estimate based on our work of similar nature. This estimate is \$15,000 which can be used for budgeting purposes.

I have given considerable thought as to the best way to set up the direction and procedures for carrying out the work within our organization. You will require a general partner in charge of the project in order to enlist the efforts of the other offices in the investigations. It seems to me that the primary consideration should be that the partner in charge of the project be one that not only has the personal contacts involved but also the broadest experience with the industry to be served. With his personal responsibility involved I am sure you will get the best results. The project manager will have to work directly under the general partner in charge and therefore should be an associate in the same office as the general partner. The project manager will do the day-to-day direction and maintain contact with the investigations being undertaken by the various offices. Since most of our contacts with the lead industry have been in the West and because of my personal contacts with you and Jack Bradley, I think I should be partner in charge of the work, with one of our San Francisco associates as project manager.

Since the survey is to cover the country and our organization is nationwide we think the travel and communications costs will be the same regardless of from which office the work is directed. We find that the necessary inter-office travel will bring us to New York as frequently as required for necessary conferences with the client, supplemented by his normal travel as an officer of the national association.

We will gladly discuss this as well as any questions which you might have on the proposed agreement.

Very truly yours,

SKIDMORE, OWINGS & MERRILL

/s/ By - John B. Rodgers

John B. Rodgers

JBR:ap
CC: J. D. Bradley