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J. M. Briley

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General Norstad

PLAINTIFF'S
EXHIBIT

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Dr. Carey McCord (our medical consultant at Michigan University Institute of Industrial Hygiene) tells me that there is very little doubt in his mind that, within a year (or two at the outside) forthcoming studies on lung cancer will condemn asbestos and also identify certain resins as prime suspects. This raises two important commercial considerations.

First, as to asbestos.

We should do everything possible to substitute something for asbestos in our Kayle products. I understand that years of research have failed to find an economical way to substitute glass and, because of the chemical reaction between glass and calcium silicate, we will have to repeal some laws of physics before we can force a solution. If everyone has given up on glass, what about some other reinforcement?

If we can eliminate asbestos, we will have a great commercial advantage when the blitz hits.

Second, as to resins.

As I see it, we have a three-pronged problem:

(1) From a purely defensive standpoint we must develop some sort of campaign to disassociate fiber glass (in the minds of the medical profession, at least, and possibly the public from the resins used by FRP fabricators. I don't know yet how to do this, but one way can be to have additional scientific studies and papers than we now have underway; and

(2) From the standpoint of preserving and enlarging our markets, we should start an intensive R & D effort to find plastics that can be substituted for those which Dr. McCord has scientific reason to believe may become highly suspect as cancer-causing. Dr. McCord should be ready in about six weeks to define what substances these might be.

Accordingly, I propose that two small meetings be set up to evaluate the problems and make recommendations for action.

One would be a meeting (with Doctor McCord), and comprised of a representative of Bureau-Marsteller, Jim Murphy, W.W.S. or Blauvelt, F.H. Edwards and myself. This would have to do with the "disassociation" problem.

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The other would be a meeting (with Doctor McCord), and comprised of J. R. Thomas, McIvey and one or two top chemists from E & S. This would have to do with the "substitution" problem.

If you share my concern, and agree with my recommendations, I will check with Doctor McCord upon my return and, if he is prepared by then, proceed to set up these two meetings.

JOHN MARSHALL BRILEY

JMB/ed

Incidentally, Doctor McCord and I are making progress in locating a medical director. We agreed yesterday on six possible candidates, and reviewed them with Doctor Magnusson (head of the Michigan University School of Public Health). He will quietly sound them out, and see which (if any) might be available. I am glad you have approved this, because this area of our business is going to become increasingly important in the years ahead.