

March 30, 1935

Mr. A. E. Mittnacht
Ethyl Gasoline Corporation
Chrysler Building
New York City
New York

Dear Mr. Mittnacht:

I am enclosing herewith a copy of a letter to Mr. Schaefer which has some points in it in which you will be interested.

I can not stress too much my feeling that this matter of the construction and operation of a manufacturing plant is a difficult problem which can not be taken lightly. I am not an alarmist, as you know, but I know full well that there is every likelihood that some of the mistakes which have been made, will be repeated and that new opportunities for error and difficulty are likely to be associated with new conditions, new plant location, new personnel, and a different point of view. Our German technologists are undoubtedly proficient but it must be remembered that they will be starting from scratch with this material. They are likely to be somewhat proud of their own record and they are likely to be fairly confident of their ability to handle this problem without any difficulty. They must be supplied with first hand information, and this must be done in such a manner with both tact and firmness that they will make use of the information which is given them. I am not quite certain just what responsibility the Ethyl Corporation intends to take with regard to the ownership and the operation of this new plant, but the preliminary negotiations and the final arrangements which are made will determine very largely, I believe, the satisfactory or unsatisfactory character of our subsequent relationships. I mention these matters to you because I am not certain as to how fully I should go into the matter with Mr. Webb. I do not want to be a retiring violet about the thing, and on the other hand I do not wish to it. However, I feel quite deeply the responsibilities which Dr. Machle and I have in connection with this problem for it is quite certain that he and I are the only ones who have in mind certain essential points in the control of this problem.

KE 0000491

Mr. A. E. Mittnacht

As to the question of the translations, I leave that in your hands, recognizing that you may wish to issue certain instructions both to Mr. Schaefer and to Mr. Bevan. You have already covered the matter in your letter to Mr. Bevan, and my only question is as to whether you have made provision for a sufficient supply of the new translations so that copies may be sent out with all educator sets in accordance with our initial understanding.

Very truly yours,

RAK:is

Robert A. Kehoe, M.D.

KE 0000492