



INDUSTRIES

PPG INDUSTRIES, INC./ONE GATEWAY CENTER/PITTSBURGH, PENNSYLVANIA 15222/AREA 412/434-2346

September 26, 1980

J. EARL BURRELL, President

G.H.

Mr. Robert A. Roland
President
Chemical Manufacturers Association
1825 Connecticut Avenue, N.E.
Washington, D.C. 20009

Dear Bob:

I thought the meeting at Pebble Beach was very worthwhile and constructive and helped to advance many of the key issues facing the CMA. This memorandum summarizes some of my reactions from this meeting and some suggestions for the future.

I suggest that you consider changing the format of the meeting to an Executive Committee meeting on the afternoon of the first day and a Board meeting for a full day on the second day and with the Committee reports incorporated into the regular Board agenda. My reasons for this are two-fold: One is that I noticed there is some repetition of a subject matter between the reports by the Committee Chairman and the discussions in the Board agenda. Also, we lost a number of Directors for the regular Directors' meeting. While the members of the Staff and the Executive Committee can easily switch their minds in and out of a subject matter, I don't think this is very easy for a Director who only attends a periodic meeting. I believe the Directors over time will gradually lose interest in these meetings if we continue with the present format and attendance will decline.

I was very favorably impressed by the film at the Executive Committee meeting, however, I believe the general public will perceive that the people in the film were carefully selected people by the Chemical Industry and do not represent the typical employee; therefore, the general public's reaction may be quite different than our reaction and quite different than what we anticipate. A thought occurred to me that we might test-market this film in a few selected areas before we give it wide distribution.

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The discussion on risk benefit analysis was very interesting and a very worthwhile subject to pursue. Since the perception of risk varies widely amongst various audiences, the development of criteria for this analysis is going to be very difficult. It occurred to me that to deal with this the Committee should consider the development of a broad criteria only.

It is my present perception that ChemCap in some form should continue beyond the current fiscal year, however, it may be necessary and desirable to redefine the objectives of such a continuing program based upon the experiences of these past two years. I suggest we form an Ad Hoc Committee to consider this issue.

I am concerned about how we are going to manage the issue of a continuing budget for ChemCap in the March review by the Finance Committee. If the research study on ChemCap's effectiveness is not done until March, the results of this study will not be an input in time for the March budget review. I suggest you review this issue and see if it would be practical to complete this research study in January.

I am pleased to see the progress Gary is continuing to make with the Financial Manual. It will be interesting to see what comments the officers of the CMA submit on the present draft. After receiving these comments I suggest we have Gary come to Pittsburgh and we'll spend a day or part of a day with him and our Finance Department, and I believe we can help him improve the structure and general assembly of the Manual. I would like to see us try to complete this Manual by the end of the year so we can then distribute it to the Finance Committee for their comments and suggestions well in advance of its final review at the March Finance Committee meeting.

I see from the reports that you have been busily engaged in the battles on Superfund. I wish you success in that area.

If a discussion would help clarify any of the above points, please give me a call.

Sincerely,



J. E. Burrell

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