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CONSULTING CHEMICAL ENGINEER

October 26, 1962

Mr. E.J. O'Leary
President
The Ruberoid Company
733-3rd Avenue
New York, N.Y.

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Dear Mr. O'Leary:

This is the first opportunity that I have had to write to you following my recent visit to New York and Mexico City.

I deeply appreciated the opportunity to visit with you and to discuss the new development in the Insulation field.

In accordance with our discussion, I reviewed my files with respect to my studies and analysis of your Calsilite operations. My first study goes back to June 1944. On June 29th, 1944 I visited the pilot plant operations and manufacturing site at Gloucester, New Jersey.

On July 21st, 1944 I prepared a comprehensive report covering my observations as well as critical evaluation of the product and process. The complete correspondence and report was forwarded to my good friend, Mr. Abraham, who was president of the company.

Following receipt of that report Mr. Abraham visited the West Coast and we held a series of conferences with respect to my findings.

During the week of December 10th, 1951 I conducted an independent survey and critical analysis of the Calsilite operations at Gloucester. A report covering my findings and suggestions was prepared and forwarded to the Ruberoid Company on January 5th, 1952.

Since that time I've made a number of visits to your offices in New York City and met with Mr. Abraham and with Mr. Van Akin with the idea in mind that I could be of assistance in the further improvement and development of a Calsilite type product. As I outlined to you during our meeting I have conducted critical analysis and surveys of Calcium Silicate products for Owens-Illinois Glass Co. (Kaylo) as well as the Cape Asbestos Co. of England. You and your organization are well aware of my knowledge and experience in the development and production of many types of Calcium Silicate Insulations. Coupled with my knowledge of other types of insulation as well as processes I feel that I could evaluate for you your new proposed process and product.

You could obtain a critical, unbiased analysis as to the advantages and perhaps disadvantages of any process which you are contemplating

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since I am thoroughly familiar with every type and method that has been used to produce insulating materials.

It seems to me that aside from an economic and technical evaluation of this new product you would want a comparative analysis with available competitive materials as you are well aware, many changes and realignments are taking place in the heat insulation field.

The question arises therefore, even if you had an improved Cel-si-lite product, is Ruberoid justified in expending the money, time and energy to retain or enlarge it's position in the Heat Insulation Field? There are probably many other aspects that would warrant independent study and analysis.

I would be prepared to work with you on any phase that you desire.

You may be assured that any study or report would be strictly confidential, objective and impartial. You asked me to present a proposal. I am not quite certain as to how detailed a study you would want and exactly how much time it will require.

However, for an economic evaluation of your proposed process comparable to the study that I made in 1951 would probably run in the range of \$1500.00. If the investigation and study were broadened we could arrive at a satisfactory basis for an arrangement since my normal fee is from \$150.00 to \$200.00 per day plus expenses depending upon the nature and type of assignment.

I would appreciate hearing your comments and counter suggestions with respect to your views as to your needs in this matter.

Once again, permit me to say how much I enjoyed meeting and talking with you. I have had a long and pleasant association with many members of your organization and look forward to the opportunity of working with you in fields where we have a mutual interest. Please remember me to Mr. Abraham and Mr. Van Akin. With warmest personal regards,

Sincerely,

Samuel A. Abrahams
Consulting Chemical Engineer

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