

~~SECRET~~

6 JAN 1965

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting at Eastman Kodak

PARTICIPANTS: Ed Green from EK; John Celi from ITEK;
[redacted] CIA Security Representative
at EK; and, the Undersigned.

On 4 January the undersigned met with Ed Green and the others mentioned above to broker two problems which the ITEK Corporation had come upon in the FULCRUM program.

The first was its desirability to have the film manufacturer pre-punch 1/8" holes every 31' on 4404 film. Mr. Celi set forth the requirement that the holes must be punched 1/4" from the edge of the film on the right side of the film as it moves forward, with emulsion side up. When queried as to tolerances, it was apparent that Mr. Celi had not done his homework or that he became rattled under pressure from Ed Green. He stated initially that all measurements were prescribed for flight conditions, yet this was later reversed to state that there should be normalized conditions and that ITEK would arrange for applying the flight condition differences.

Mr. Celi was uncertain as to what the requirement would be for the first hole, i. e., from the initial cut of the film, at what distance must the first hole be punched? His comments on this varied from 2' to 25', with his finally settling on 25' but, again, he would not provide tolerances.

Ed Green took advantage, or at least attempted to take advantage, of Mr. Celi's inexperience to fish as many details as possible regarding this system from him. The undersigned had cautioned Mr. Celi prior to the meeting that such might be the case and that he should reveal to Ed Green only those details which were pertinent to the hole-punching requirement. Hence, some time was consumed in this verbal sparring, with the undersigned turning it off when it got too involved.

At any rate, the requirement was laid in EK's lap and Mr. Celi indicated that ITEK would desire such perforated film

BYE-0002-65

Copy 1 of 5~~SECRET~~

~~SECRET~~

- 2 -

by the end of January. This comment caused a slight roar from Ed Green who said they were lucky if they got it in eight months. Mr. Celi recognized his unrealistic comment and withdrew any time envelope, simply stating that ITEK was asking EASTMAN KODAK if and when this could be done.

The second issue concerned the waviness or bounce which ITEK has been experiencing in the EK film. Mr. Celi's job was to tell Ed Green that his quality control was lousy, and he did just that in about so many words. It was fortunate that this stage of the meeting came last because Mr. Green admitted that his feelings were hurt by Mr. Celi's accusation. As it turned out, Ed felt that the waviness inherent in the 4404 is the "nature of the beast" and since the film is drawn under stress there cannot help but be some variations in thickness and tension motions which would cause the waviness. He was kind enough to suggest that he would raise the problem with the film experts to see whether or not there had been a temporary lapse in quality control or whether, as he suspects, this has always been the case and will always be the case.

I won't go into the various discussions which emanated from this point except that there was a brief contest between Green and Celi as to the properties and techniques of manufacturing the 4404. It was terminated when Mr. Green asked the simple question "Who makes the film anyway?" On this less than amiable note, the meeting ended.

Ed Green re-appealed to me for a briefing in total on the system. He suggested that he could not be kept in the dark and that if EASTMAN KODAK is to make the film for the system and then again process it, they should be brought aboard at an early date so that they can be mechanically prepared to satisfy all the requirements. I allowed that we were not insensitive to his position and fully appreciated that we could not tarry in getting the entire team on board. I stated there were two basic factors which prompted us not to go too far too quickly with EASTMAN KODAK. One was the obvious conflict which we were placing Mr. Green in in that his company was, in effect, competitive with the system which we were then presently

BYE-0002-65

Copy 1 of 5~~SECRET~~

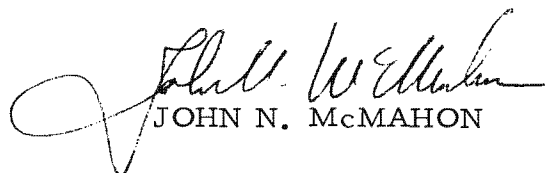
~~SECRET~~

- 3 -

discussing not only possibly in purpose but also in dollars available to the GOVERNMENT. Secondly, somewhat tongue in cheek, I suggested that our program had not advanced to the stage where we could definitize the system, its performance and actual film requirements. Once this was done, we would eagerly contact him to insure sufficient lead time for not only film production but also processing equipment. I submitted that hand in hand with the processing, of course, would go associate PI equipment which was also an outstanding consideration.

Following our meeting with Green, I reprimanded Mr. Celi (not him personally but his corporation) and suggested that he carry back to Mr. Madden my dissatisfaction with the way ITEK handled this meeting. I stated that (1) Mr. Celi was new to the program and obviously because of his youth was inexperienced and ITEK should not expect him to meet an old pro like Ed Green, especially with a complaint. I told him it was not my purpose in life to referee ITEK and EK in this matter, nor to run interference for ITEK, especially when they could not definitize their specific needs. I told him that I wanted him to go back to ITEK and make sure the numbers he gave Mr. Green were absolutely correct and that he should build around these numbers specific tolerances and re-affirm to Ed Green the details of ITEK's requirement.

It should be noted here, for future reference, that Mr. Celi, though newly cleared, is only cleared for F-II and hence is not aware of the Agency sponsorship of the program.


JOHN N. McMAHON

Distribution:

- Orig. - McMahon file ✓
- 1 - J. D. Maxey-L. C. Dirks
- 1 - J. Crowley-
- 2 - DDS&T Registry

BYE-0002-65
Copy 1 of 5

~~SECRET~~