Box 1
Folder 4

1962

Ken Olsen letters, 1962-1964, 1962-01-08-1964-12-30
Digital Equipment Corporation records
Executives' papers: Ken Olsen papers: Correspondence
X2675.2004, *Box 1* 102737375

1 of 6

THE COMPUTER HISTORY MUSEUM
1 027 3737 5

DRAFT --- DRAFT --- DRAFT Folder Record

Title: Ken Olsen Collection

Author: Olsen, Kenneth H.

Arrangement: Series I: Letters to/Letters from

Imprint: 1962

Subjects:

Description: One folder

Notes:

Summary: Jan 23 to Institute of Radio Engineers: application for membership at the senior level

Feb 27 to General Doriot: status report with highlights of the past year for the AR&D annual meeting

May 8 to Issac (sic) Auerbach, Auerbach Industries: first mention of completed PDP-4

Jul 5 to Prof. A.H. McMorris, Dept. of Electrical Engineering, Cullen College of Engineering, University of Houston: problem with delivery of laboratory modules; explanation of production delays and remedies

Jul 12 to Dr. Frank R. Ervin, Mass. General Hospital: offer of one year's free rent on a PDP-4 computer

Jul 17 to Ben Gurley: discussion of problems with the machine at BBN and what must be done to solve them; assignment of a project "to rethink the computer business" in terms of costs and maintenance plans; assignment to initiate and produce a computer project schedule; offer made to Win Hindle

Jul 18 to Win Hindle (marked "letter not sent"): offer letter

Aug 20 to J.F. Ferko, Bell Labs: price quotation for laboratory modules

Aug 28 to Jim Burley: quality control in system modules

Aug 31 to Jerome R. Cox, Central Institute for the Deaf: PDP-4 and other product offerings

Aug 31 to Gardner C. Hendrie, The Foxboro Company: testing computers for power interruptions

Sep 5 to Roy Fine, The Foxboro Company: commitment to deliver compiler for PDP-4 computer before April 30, 1963 or pay $2,000/month penalty (up to $10,000)

Sep 7 to Jay Forrester: failure of most recent consulting arrangement

Sep 19 to Arnaud de Vitry: decision not to bid on $4M of NASA business in modules plus an order for 20 computers

Oct 9 to Richard W. Sonnenfeldt, The Foxboro Company: re Sara Lee as a potential customer

Oct 25 *from* David C. Crockett, Mass. General Hospital: draft of contract with Olsen's handwritten notes and comments

Oct 30 to Tom Stockebrand: confirming employment, discussing possible projects—hybrid computer, LINC tape units

Nov 30 to Richard L. Tremaine, Westinghouse: information on PDP-1 and PDP-4 and quantity discount formula

December 19, 1962

Mr. Richard Zeitler
Tele-Beam
Division of
Waltham Precision Instruments Company
Brookfield, Connecticut

Dear Mr. Zeitler:

I want to thank you for telling me about your Television Projector today. We will visit Lake Service to see the machine, and to see if it can be of use to us. I will also contact Mr. Wilfred Dawes at your Waltham office to see if he would be interested in selling us parts of the system.

I am enclosing some of our literature to give you an idea of the type displays that we are now building and so that you can see what we are interested in.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

Enclosures

COPY

December 18, 1962

Mr. Gordon Q. Evison
Suite 1660
111 W. Washington Street
Chicago 2, Illinois

Dear Mr. Evison:

A letter dated December 12, addressed to Digitek Corporation, 147 Lincoln Highway, Maynard, Massachusetts was delivered to this company and we assumed was meant for us. However, we find that the letter in question was not for our attention and so we have redirected it to the correct address which is:

Digitek Corporation
147 Lincoln Highway
Fairless Hills
Pennsylvania

Sincerely,

(Mrs) Margaret Rand
Secretary to Kenneth H. Olsen
President

/mr

COPY

December 18, 1962

The President
Digitek Corporation
147 Lincoln Highway
Fairless Hills
Pennsylvania

Dear Sir:

Due to an error the enclosed letter was delivered to this company and unfortunately was opened by us. Upon realizing that the contents were not for our attention, we immediately redirected it to your correct address, advising Mr. Evison of this also.

We must apoligize for opening this letter.

Sincerely,

(Mrs) Margaret Rand
Secretary to the President

/mr

COPY

December 18, 1962

COPY

Mr. Jerome R. Cox, Jr.
Research Associate
Central Institute for the Deaf
818 South Kingshighway
St. Louis 10, Missouri

Dear Mr. Cox:

In reply to your letter of December 14 and at Mr. Olsen's request, I am forwarding to you, under separate cover, twenty (20) copies of our PDP-1 Manual.

We are anticipating the release of a similar manual on the PDP-4 and we will send several copies of this manual to you in the near future.

Sincerely,

(Mrs) Margaret Rand
Secretary to Kenneth H. Olsen
President

/mr

20 copies

CENTRAL INSTITUTE FOR THE DEAF

818 SOUTH KINGSHIGHWAY

DR. MAX A. GOLDSTEIN, FOUNDER

ORAL SCHOOL FOR DEAF CHILDREN
CORRECTION OF DEFECTS IN SPEECH
CLINICS FOR DEAFNESS AND SPEECH CORRECTION

TEACHERS' COLLEGE
RESEARCH LABORATORIES
LIP READING AND AUDITORY TRAINING

S. RICHARD SILVERMAN, PH. D., DIRECTOR

HELEN S. LANE, PH. D., PRINCIPAL
HALLOWELL DAVIS, M. D., DIRECTOR OF RESEARCH

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MRS. DAVID P. WOHL
MRS. NORMAN C. WOLFF

ST. LOUIS 10, MO.,
December 14, 1962

Mr. Ken Olsen
Digital Equipment Corp.
Maynard, Massachusetts

Dear Ken:

I am describing briefly a number of different computers in my graduate class on Digital Computers. One of them is the PDP-1. Would you be good enough to send me one dozen copies of the little white manual describing the operation of the PDP-1? I will need them immediately after the first of the year. If this cannot be arranged, would you please let me know before then.

Sincerely yours,

Jerry

Jerome R. Cox, Jr.
Research Associate

JRC/ezl

December 12, 1962

Mr. Leon Meader
5 Smart Road
Acton, Massachusetts

Dear Mr. Meader:

At Mr. Olsen's request I am enclosing three (3) copies of our PDP-1 brochure.

Sincerely,

(Mrs) Margaret Rand
Secretary to Kenneth H. Olsen
President

/mr

Enclosures: Three (3) F-11B brochures

COPY

December 12, 1962

Mr. John Barnard, Jr.
Gaston, Snow, Motley & Holt
82 Devonshire Street
Boston 9, Massachusetts

Dear Mr. Barnard:

At Mr. Olsen's request, I am enclosing a copy of a letter addressed to him from Mr. Benjamin Gurley, dated December 11, 1962.

Sincerely,

(Mrs) Margaret Rand
Secretary to Kenneth H. Olsen
President

/mr

COPY

December 11, 1962

Mr. Eric Hall Morrison
Vice-President
The Newcomen Society in North America
Post Office Box 113
Downingtown, Pennsylvania

Dear Mr. Morrison:

Your invitation to become a member of The Newcomen Society is most kind and I appreciate it very much. However, I find that I am committed to participate in so many organizations at this time that it is not possible for me to accept the invitation.

Please extend my thanks to your associates for this apportunity to join The Newcomen Society.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

COPY

THE NEWCOMEN SOCIETY
IN NORTH AMERICA

A Non-Profit Membership Corporation
Chartered under the Charitable Law of the State of Maine

OFFICE OF THE SENIOR VICE-PRESIDENT FOR NORTH AMERICA
POST OFFICE BOX 113, DOWNINGTOWN, PENNSYLVANIA, U.S.A.

November 21, 1962

Mr. Kenneth H. Olsen, Esqre.
Chairman and President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

We would very much like to have you as a member of The Newcomen Society. Many of your friends belong; and we are sure you would find the association of interest.

We meet at Boston on December 12th to honor Boston Safe Deposit and Trust Company. Mr. Ralph Lowell and Mr. William Wolbach will be our Guests of Honor. Mr. Marshall Dalton, Chairman of Boston Manufacturers Mutual Insurance Company, as Chairman of our New England Committee, will preside. We would hope that you, as a new member, might be present.

Accordingly, the attached letter of invitation is self-explanatory. It would be a pleasure to welcome you into Newcomen membership.

Sincerely,

Eric Hall Morrison

Eric Hall Morrison
Vice-President

EHM:nod
Encl: Letter of Invitation

THE NEWCOMEN SOCIETY
IN NORTH AMERICA

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OFFICE OF THE SENIOR VICE-PRESIDENT FOR NORTH AMERICA
POST OFFICE BOX 113, DOWNINGTOWN, PENNSYLVANIA, U.S.A.

November 21, 1962

Mr. Kenneth H. Olsen, Esqre.
Chairman and President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

You probably have heard of The Newcomen Society and its meetings held throughout the United States, and you may be familiar with its publications. These cover many phases of industrial, financial, and economic history. Issued during now 30 years, they are the life-stories of many of America's largest corporate interests.

My purpose in writing is to extend an invitation into membership, but first a word of explanation:

Broadly: The Newcomen Society has as its objectives: to increase an appreciation of American-British traditions and ideals in the Arts and Sciences, especially in that bond of sympathy for the cultural and spiritual forces which are common to both countries; and, secondly, to serve as another link in the intimately friendly relations existing between Great Britain and the United States of America.

Specifically: The Newcomen Society centers its attention upon the history of Material Civilization, as contrasted with political history. The group is interested in the background and growth of: Industry, Agriculture, Transportation, the Utilities, Communications, Mining, Finance, Banking, Economics, Education, and the Law. In other words, the history of those factors which have upheld Civilization.

Through the years, the Society has given recognition to and has had as guest of honor such organizations as United States Steel, New York Central, Mellon National Bank of Pittsburgh, Pacific Gas & Electric, Republic Steel, General Electric, Union Pacific, Westinghouse, Atchison, Topeka & Santa Fe, General Motors, Aluminum Company of America, Shell Oil, Pullman Company, The First National Bank of Boston, Prudential Insurance of America, Baltimore & Ohio, Massachusetts Institute of Technology, American Express, Norfolk & Western, Allis-Chalmers, "IBM", Louisville & Nashville, Commonwealth Edison

of Chicago, General Mills, Western Union, Standard Oil of Ohio, Procter & Gamble, Radio Corporation of America, "TWA", Link-Belt, Armstrong Cork, "The New York Times", The Budd Company, Anaconda, Equitable Life of New York, Standard Oil of Indiana, "NAM", Alabama Power, Sherwin-Williams, B F Goodrich, Illinois Central, Cannon Mills, Detroit Edison, Abitibi Power & Paper, Gulf Oil, The Hanover Bank, Princeton University, Brown & Sharpe, United Air Lines, Lever Brothers, Wells Fargo Bank & Union Trust of San Francisco, Canadian Pacific Railway, American Locomotive -- and many others. In each case, the company's chief executive has addressed the Society on the history of his organization. These speakers always are Newcomen members.

The group in the United States was founded over 30 years ago by the late L F Loree of New York, then dean of American Railroad Presidents. As you may sense, the membership is a representative cross-section of leadership in England, the United States, and Canada. You will understand membership is by invitation, and never by application. Election is at London.

For your further information, we are sending you copies of three Newcomen addresses which will show you something of what the Society does. These will be sent you under separate cover.

You will wish to learn what are the obligations involved: like other British honorary Societies, dues are a traditional One Pound Sterling a year. American dues are set at $10.00 a year. However, you would send me no money.

It would be a satisfaction to hear from you affirmatively, and you will sense a compliment extended. You see, we want you included.

Sincerely

Eric Hall Morrison

Eric Hall Morrison
Vice-President

Encl: (3 Newcomen reprints)
u.s.c.

THE NEWCOMEN SOCIETY
IN NORTH AMERICA

STANLEY VAN DEN HEUVEL
350 Park Avenue
New York 22, N.Y., U.S.A.
+ +
FRANCIS B. WHITLOCK

Joint Honorary Corresponding Secretaries for U. S. A.

DOWNINGTOWN PA. NOV 28'62 04 POSTAGE P.B. METER

First Class Mail

Hindle

Kenneth H Olsen, Esqre
Chairman and President
Digital Equipment Corporation
146 Main Street
Maynard Massachusetts

December 11, 1962

Mr. Benjamin H. Bristol
Chairman of the Board
The Foxboro Company
Foxboro, Massachusetts

Dear Mr. Bristol:

I was very pleased to have the opportunity to meet you yesterday. Dick Mills has told us many good things about the Foxboro Company.

We had a very worthwhile meeting, and I feel confident that our misunderstandings are well underway toward being worked out. I can now see where most of these misunderstandings were generated by people trying just too hard to do a good job.

Sincerely yours,

Kenneth H. Olsen
President

KHO:ncs

COPY

December 11, 1962

Mr. Willard W. Frymoyer
Executive Vice-President
The Foxboro Company
Foxboro, Massachusetts

Dear Mr. Frymoyer:

I want to thank you for taking the time to visit with me yesterday. It was a very worthwhile meeting for us and it did much to relieve the misunderstandings between our companies. We now feel that we can go ahead with confidence and enthusiasm.

I will, from now on, make it a point to visit regularly with Dick Sonnenfeldt to be sure that problems do not become serious again. We are continuing to work on your first PDP-4 computer as if we had a purchase order so that the time pressure will be relieved on our negotiating a purchase order and technical specification. I am sure that as our people take a casual approach to these negotiations, the problems will all disappear.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

COPY

KHO

December 3, 1962

Mr. T. L. Dmochowski
Executive Vice President
International Telephone
& Telegraph Company
Information Systems Division
600 Industrial Avenue
Paramus, New Jersey

COPY

Dear Mr. Dmochowski:

We are sorry we did not get Ben Gurley's report on the Paris computer to you earlier. He was ill last week but it is finally done now. It is a very long report and I did not bother to edit or condense it because I am sure that you want to get all of Ben's thoughts.

We were pleased that we were able to help in this situation and it has always been our wish that we could help in making this project a success. We have been somewhat disappointed by the distance we have been kept from your maintenance people so that we knew nothing about this problem until it had become quite serious.

After you have looked at this report, we would be glad to discuss it in detail and to work out plans whereby we can be more helpful in the future.

Nick Mazzarese has been working with your people for a week or two on a number of technical improvements and corrections which your people have requested. We feel a continued obligation and desire to correct faults in our equipment and we expect very quickly to work out a solution for each of these detailed requests. We do feel the need for some caution however, because we do not want to imply a guarantee that every time we make an improvement in our equipment, we will make that improvement on all equipment in the field.

We have been very pleased with our relationship with ITT, and I am sure that if we keep in contact with each other, problems will not arise again.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

KHO

December 3, 1962

Local Board #114
Middlesex County
34 Commonwealth Avenue
West Concord, Massachusetts

COPY

Gentlemen:

It has come to our attention that you are currently reviewing the selective service classification of Mr. Klaus Doering (SS #1911436247). Digital Equipment Corporation wishes to request that he be granted a deferment from military service.

Mr. Doering was employed by our company in January 1962, as a Quality Control and Mechanical Engineer. He supervises the electrical testing and mechanical inspection of all raw materials, in-process materials and finished products. In addition, he is directly responsible for establishing the company's mechanical and electrical test and inspection program, including establishing quality standards and control procedures. His current salary is $6,800 per year.

Digital Equipment Corporation is actively engaged in producing equipment used directly in the national defense effort and in the country's space exploration program. Over 50% of our company's work is for critical military programs. The programs in which DEC's digital computers and circuit modules are used include missile checkout systems, satellite communications, computer training of military personnel, and government basic research programs.

The loss of Mr. Doering would have a direct and serious effect upon the company's ability to meet both the critical delivery dates and the high quality requirements placed upon these products. Because of his particular qualifications, we estimate that it would take approximately one year to train a competent replacement for him. Consequently, his departure would severely hamper our ability to serve the national defense effort as effectively as we are now able to do so.

Since Digital Equipment Corporation urgently needs the engineering ability of Mr. Doering to carry out it's national defense commitments, we sincerely hope that you will give favorable consideration to his deferment. We would, of course, be happy to provide any further information that would be useful to you in considering this matter.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

bcc: Personnel Office

COPY

KHO

December 3, 1962

Local Board #106
Middlesex County
Room 311, City Hall
Medford, Massachusetts

COPY

Gentlemen:

Digital Equipment Corporation wishes to request a continuation of the deferment of Mr. James G. Cudmore (SS#19106393) from military service. His deferment was originally requested in a letter dated August 17, 1961, and it is our understanding that you will be reviewing his selective service status in the near future.

Mr. Cudmore is a highly competent Electronic Circuit Design Engineer, in fact, he has recently been advanced in responsibility to Engineering Supervisor of our Circuit Module Testing Department. His responsibilities now encompass the design of automatic testing systems, supervision of quality assurance standards and engineering liaison with our production staff with respect to quality and design standards. Mr. Cudmore's salary has also been increased to $7,507 per year, reflecting his increased responsibilities.

Digital Equipment Corporation continues to be actively engaged in producing equipment used directly in the national defense effort and in the country's space exploration program. Over 50% of our company's products are used by major government contractors or directly by military departments. The programs in which DEC's digital computers and circuit modules are used include missile check-out systems, satellite communications, computer training of military personnel, and government basic research programs.

The loss of Mr. Cudmore would have a direct and serious effect upon the company's ability to meet both the critical delivery dates and the high quality requirements placed upon these products. It would take at least one year to train a competent replacement for him. Consequently, his departure would severely hamper our ability to serve the national defense effort as effectively as we are now able to do so.

Since Digital Equipment Corporation urgently needs the engineering ability of Mr. Cudmore to carry out it's national defense commitments, we sincerely hope that you will give favorable consideration to this request for continuation of his deferment. We would, of course, be happy to provide any further information that would be useful to you in considering this matter.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

bcc: Personnel Office

COPY

December 7, 1962

Mr. Robert Chieda, Vice President
John Cuccio Industrial Design, Inc.
544 Riverside Avenue
Westport, Connecticut

Dear Sir:

We have recently, within the past week, concluded an agreement with Van Dyck Associates to assist us with consulting services in industrial design. They are to initiate this service within a week or so.

Thank you for your past interest and patience while we have made up our minds in this matter. We are well aware of the time and expense involved in making quotations to people and many times never hearing from them when they have made up their minds.

COPY

Sincerely yours,

Loren B. Prentice
Mechanical Engineer

LBP/ra
cc: Mr. Kenneth Olsen, President
Digital Equipment Corporation

December 7, 1962

Samuel Aires Associates Inc.
23 Minor Street
Boston 15, Massachusetts

Attention: Mr. Samuel A. Aires, Jr., President

Dear Sir:

Per our telephone conversation of yesterday we have retained Van Dyck Associates as our industrial consultants. This service is to start within the next few weeks.

We appreciate your patience and forbearance while we have made this decision. We realize the expense of making up quotations and deem it our responsibility to let you know our decision at a very early date. Thank you very much for your cooperation.

Sincerely yours,

Loren B. Prentice
Mechanical Engineer

LBP/ra
cc: Mr. Kenneth Olsen, President
Digital Equipment Corporation

COPY

digital equipment corporation
MAYNARD, MASSACHUSETTS
TWinoaks 7-8822 TWX MAYN 816

December 4, 1962

Mr. John Hart, Purchasing Manager
Information Systems Division
International Telephone and Telegraph
600 Industrial Avenue
Paramus, New Jersey

Re: Meeting between DEC and ISD, November 26, 1962.

Dear John:

Regarding your list of quality control problems, DEC offers the following solutions:

1. Tape unit overheating - All future Tape Transports will have fans top and bottom. The louvres that you have added to the Tape Transports already in the field will provide adequate cooling.

2. Noise on analog signal leads - tape unit - Roland Boisvert of DEC would like to visit ITT/ISD this week and examine this problem to determine its cause. There are several possibilities:

   a. Poor grounding.

   b. Inadequate shielding.

   c. A 1684 card used instead of a 1685.

   DEC will provide modification kits to correct any problem.

3. Power Transients - DEC will provide modification kits for all Tape Transports in the field which do not already have power transient suppression. This will be accomplished by sending a DEC representative to the Paramus facility to demonstrate the use of these kits. Kits will be available within two or three weeks and will consist of miscellaneous components, a new power control, and new cabling.

4. Tape write lockout ring - DEC will provide kits for all machines in the field. We will provide a Potter man to give a demonstration of the modification at your Paramus facility.

Mr. John Hart
ITT/ISD

December 4, 1962

5. Tape-load and end point lights - DEC will provide replacement lamps for all Potter units having old style load and end point lights.

6. Memory cards - The analysis of field failure data provided by Lloyd Gainy indicates no chronic failure pattern in 1978, 1982, 1640 and 1976 cards. There is some evidence that the 1972 card may be vibration-sensitive. Our quality control group is presently investigating the transistors in this board, and our vendor will be contacted to aid in determining the cause of this problem. As an immediate insurance of quality, DEC is vibration-testing all memory systems and 1972 boards that will be shipped in the future. The vibration test is conducted by striking the frame of the memory rack with a rubber mallet. The tests performed by ITT/ISD in Paris (striking a 1972 on a module extender with a ruler) are somewhat questionable. It is quite probable that the vibration sensitive failures on ADX-0 were induced by this testing procedure. We recommend that this type of testing be stopped immediately, and that all future tests consist of striking the equipment frame with a rubber hammer in order to generate vibration.

7. Noise caused by sense switches - DEC recommends that 3.9 microfarad capacitors be added to ground across the sense switches, single step and single instruction switches of all ADX equipment. We will provide this change on all future systems, and will provide ITT/ISD with parts to make this modification on all systems already shipped.

8. High voltage protection - DEC will install plastic covers over all AC terminal strips and capacitor terminals on all future ADX machines.

9. Noise and terminations - A list of all terminations required on ADX systems in the field will be sent to ITT/ISD this week.

10. Poor solder joints - ADX-5 has already received a complete wiring inspection. Machines inspected after the first of August have received 100% quality control inspection, and we feel that re-inspection would be of little value. ADX-0, 1, 2, and 4 may require re-inspection, and a schedule will be arranged with Mr. Lloyd Gainy to achieve this.

11. Taper pin clearance - This is still under consideration.

12. AC outlets - This is still under consideration.

Mr. John Hart
ITT/ISD

December 4, 1962

13. Tape control noise in inter-record gap - Roland Boisvert will visit the Paramus facility this week to discuss this matter and Items 2 and 15.

14. Repair of cards - DEC maintains its original policy to ITT/ISD for repair or replacement of defective module cards, but it is not practical for us to provide replacement components for system modules.

15. Stop delay 3.0 to 10.0 ms - see Item 13.

16. Wiring mods at Paris - See Ben Gurley's report.

17. Ben Gurley's report - A copy of Mr. Gurley's report will be provided as soon as it becomes available.

Sincerely,

DIGITAL EQUIPMENT CORPORATION

Nick Mazzarese

Nick Mazzarese
Computer Sales Manager

NM:vg

ITT Information Systems Division

December 28, 1962
JGH-43

MINUTES OF MEETING

TO: Attendees of Meeting:

Messrs: N. Mazzarese (DEC)
K. Olsen ✓ "

J. N. Ackley (ISD)
T. Dmochowski "
L. Gainey "
J. G. Hart "
R. L. Lane "
J. Paivinen "
H. Strong "

FROM: John G. Hart John G. Hart

SUBJECT: Minutes of Meeting Between ITT/ISD Personnel and DEC, 12-27-62.

The following agenda was adhered to:

I. Review of quality problems discussed on Meeting of November 26, 1962 and progress to date.

Copies of the answers to this original Meeting are attached for your reference.

ITEM 1 - As stated.

ITEMS 2,13,and 15 - The general list of items pertinent to Potter Transports will be wrapped up during a visit to our premises by Mr. Roland Boisvert; this date is still pending.

ITEMS 3,4, and 5 - Answered satisfactorily and balance of the Kits will be shipped by January 30, 1963.

ITEM 6 - was discussed at some considerable length. Mr. Olsen suggested that a close relationship be established between our Mr. Lloyd Gainey and their Mr. Robert J. Beckmann who will plot trends developing in our Field Maintenance Operations and compare notes with information that DEC gathers from their other customers. Regularly scheduled contacts will be established between these men and it will be their responsibility to report it's progress.

ITEM 7 - DEC will advise us of their shipping schedule for the 3.9 Microfarad Capacitors.

ITEM 8 - Mr. Olsen suggested that further study be made in this area as to the utilization of a more durable protective cover rather than the lucite that is being currently used.

ITEM 9 - Completed.

ITEM 10 - Mr. Gainey will establish a schedule for DEC to perform their 100% quality control inspection for the following systems:

ADX-1
ADX-2
ADX-4

ITEM 11 - Adequate material has been received for insulation purposes.

ITEM 12 - Mr. Olsen is requesting that DEC continue a study for the most advantageous locations for AC Outlets on a separate circuit rather than the equipment power. Mr. Paivinen suggested that a High Frequency Filter be utilized with the AC Outlets.

ITEM 14 - Covered with Item 6. In addition, Mr. L. Gainey will supply a list of components he feels are required for replacement in the field and submit to DEC.

ITEM 16 and 17 - Mr. Gurley's report received by Mr. Drochowski.

II. Means of continuing good business relationships and how improved communications for Engineering Liaison may be established.

As previously mentioned, various programs have been recommended for improving DEC/ISD Liaison. In addition, it is also suggested that greater contacts be made with Mrs. Elsa Neuman, Secretary of the DECUS Organization, (Digital Equipment Corporation's Users Society).

III. Discussion of future ITT/ISD requirements in DEC Area.

Mr. R. L. Lane indicated a possibility of new business requirements in the area of 16 to 20 additional Memory Cores, 2 Tape Controllers and 12 Tape Units. It was requested that current quotations be

developed. It was also suggested that these delivery schedules be re-evaluated every 60 days to maintain best current deliveries. A question was also brought up as to how we might best expand our Sequence Break System and Mr. N. Mazzarese indicated that these units were built for complete utilization of all 263 Channels. Equipment shipped with basic 32 Channels may be increased by adding a 4603 board, adding 3 Channels each board.

IV. Future pricing schedules to be supplied by DEC and their possible impact on ITT/ISD Marketing Activities.

Mr. Nick Mazzarese put on the easel discount schedules for Computer's PDP-1 and 4. They are as follows:

1 Machine	-	0%
2 Machines	-	6%
3 Machines	-	12%
4 Machines	-	18%
5 Machines and up	-	24%

This also applies to Memory Components. Additional discount schedules will be submitted to us by the first week of January, 1963.

Additional comments were made on developing new transport suppliers.

JGH:cms

Attachments

November 30, 1962

Mr. Richard L. Tremaine
Manager
Electric Utility Control Department
R & D Center
Westinghouse Electric Corporation
Pittsburgh 35, Pennsylvania

COPY

Dear Mr. Tremaine:

We were pleased to hear of your interest in the PDP-4 and we would like to do all we can to help you decide in its favor.

Enclosed is the price list for our PDP-1 and PDP-4 Computers. A list of software is in the programming manual which we sent yesterday. In addition, we are writing FORTRAN for the PDP-4 and have promised (with a penalty clause) to have it ready by April 30, 1963. We are writing this compiler in house and it is progressing quite well and we are confident about having it by April 30.

To encourage the OEM market we have a very generous quantity discount. The discounts are computed when the order is placed and should be according to the following table:

N	Discount %
1	0
2	6
3	12
4	18
5 or more	24

where N is defined to be the total number of PDP-4 Computer Systems that have been ordered in the 12 months preceding the order date plus the number in current order. The delivery date of the systems in the current order must be mutually acceptable and not extend more than 12 months in the future.

We hope that you will be able to visit our booth at the Fall Joint Computer Conference in Philadelphia next Tuesday, Wednesday and Thursday. It will be held at the Penn. Sheraton Hotel and we will have both a PDP-1 and PDP-4 on exhibit. If you are there, be sure to introduce yourself and we will try to answer any of your questions in detail.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

Enclosures

COPY

November 30, 1962

COPY

To whom it may concern:

It is a pleasure for me to write to you about Robert J. Reed. He joined Digital Equipment Corporation four and a half years ago, just nine months after the company was organized, and has been a very valuable employee as the company has developed and grown.

During his employment here, Mr. Reed has progressed from Technician to Senior Technician and last April was advanced to the salaried position of Associate Engineer. This promotion was based on his competent performance as a supervisor in the Computer Department, a job that calls for detailed technical knowledge of these very complex machines, as well as administrative skill in organizing the work of up to fifteen technicians and wiremen.

We have found Mr. Reed highly reliable and motivated to serve the best interests of our organization. I am happy to submit this statement of our satisfaction with his performance at Digital Equipment Corporation and hope that these comments will be helpful to you in considering his promotion to a commissioned officer.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

November 29, 1962

Mr. Richard L. Tremaine
Manager
Electric Utility Control Department
R & D Center
Westinghouse Electric Corporation
Pittsburgh 35, Pennsylvania

Dear Mr. Tremaine:

At Mr. Kenneth Olsen's request I am forwarding to you the enclosed literature.

A covering letter from Mr. Olsen will follow tomorrow.

Sincerely yours,

(Mrs) Margaret Rand
Secretary to Kenneth H. Olsen
President

/mr

Enclosures

COPY

November 21, 1962

Dr. Nathan E. Adamson
36 Brookside Avenue
Belmont, Massachusetts

Dear Dr. Adamson:

At the request of Mr. Kenneth Olsen, I am enclosing a copy of an article in the current Harvard Business Review.

Sincerely,

(Mrs) Margaret Rand
Secretary to Kenneth H. Olsen
President

/mr

COPY

BOLT BERANEK AND NEWMAN INC
CONSULTING DEVELOPMENT RESEARCH

50 MOULTON STREET
CAMBRIDGE 38, MASSACHUSETTS
TELEPHONE 491-1850

29 November 1962

Mr. Kenneth H. Olsen
Digital Equipment Corporation
Maynard, Massachusetts

Subject: Park Street Church
Boston, Massachusetts
BBN Job No. 133880

Dear Mr. Olsen:

We have received a copy of your letter of 20 November 1962 to Mr. Cleveland Hopkins. In general, the letter reviews our discussion and my recommendations very thoroughly. The only correction I can offer is at the bottom of the fourth paragraph on the first page. The microphone is "RCA BK-5" not "...PK-5".

Your proposals for compromising the system are probably the best for spending whatever funds you have available. We hope you will be able to proceed with the project.

Please let us know if we can be of any further service to you.

Sincerely,

BOLT BERANEK AND NEWMAN INC.

David L. Klepper jb

David L. Klepper

DLK:jb

cc: addressee
Messrs. Cleveland Hopkins, John A. Cheever, Fred Lakevitz

BOLT BERANEK AND NEWMAN INC
CONSULTING · DEVELOPMENT · APPLIED RESEARCH

50 MOULTON STREET
CAMBRIDGE 38, MASSACHUSETTS
TELEPHONE 491-1850

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Sincerely,

BOLT BERANEK AND NEWMAN INC.

D.L.K.

David L. Klepper

DLK:jb

cc: addressee ✓
Messrs. Cleveland Hopkins, John A. Cheever, Fred Lakevitz

DIGITAL EQUIPMENT CORPORATION
MAYNARD, MASS.

November 20, 1962

Mr. Cleveland Hopkins
Box 65
South Acton, Massachusetts

Dear Cleve:

I took a few notes during our conference with Mr. Klepper from Bolt, Beranek and Newman which might be of help as we proceed. Mr. Klepper considered this a "top of the hat" consulting job in which he gives his offhand comments but he is not planning to write up a proposal, nor will he make detailed measurements in the auditorium.

He proposes a single multi-cellular horn in the center of the auditorium. He said that it would be less desirable but possible to use the line radiators that we are now using. If we are going to put movie sound over the system, he would also suggest a single fifteen inch base reflex speaker to extend the frequency range. If the system is used for simple voice reinforcement only, the limited frequency range of the horn is all that is necessary.

He feels that we will have to continue using the speakers under the balconies but in order to eliminate the disturbing delay between the sound from the loudspeaker and that directly from the speaker, he suggests that we install a delay unit made by Audio Instruments Company. This unit costs $1,500 but he says that we need only one unit.

The microphones that we now have for the pulpit and for the soloist seem to be inadequate. Two of these microphones are Shure Brothers Model 333 which is reasonably expensive and they claim that it is broadcast quality. Because voice reproduction is not so critical, we ought to consider carefully before we replace them. The model he suggest is Electrovoice Model 666 which costs about $150.00. Alternatives are Altec 689 and RCA's PK-5.

He feels very confident that with careful planning one can place one microphone somewhere near the center of the auditorium that will pick up congregation singing and organ. He can see no reason for having more than one mike to pick up the organ and if it is located

COPY

between the three organ chambers, it can then be adjusted to also pick up the congregation singing. The condenser microphone which we now have in the center chandelier he feels is of sufficient quality for this application.

The suggested preamplifier system would consist of two Altec Model 1567 four input preamplifiers which cost $380.00 each. The microphone in the pulpit, and the one or two on the floor, would feed one of the preamps. The 600 ohm output of the preamp could drive the auditorium speech reinforcement amplifier which in turn would drive the center loudspeaker. This 600 ohm output would also drive the time delay unit, which in turn would drive the amplifiers that feed the under the balcony speakers. This output would also feed an attenuator which would drive one of the inputs to the next 1567 preamp.

COPY

The second preamp takes a speech output from the first preamp and adds to it the organ and congregation singing as needed for the radio and other auditoriums in tape recording. The output of this preamp drives telephone line to the radio station and a single 600 ohm bus that goes throughout the church and is permanently tied to the phono input of the amplifiers in each of the other auditoriums. It also feeds the tape recorders which can be in the sound room or anywhere in the church. There is a small attenuator placed between the preamp and the output to the radio station and to the cable going throughout the church so that trouble on either line will not seriously effect the other. When the auditorium service is desired in any other place than in the church, the local amplifier has only to be turned on and the phono input adjusted to the desired level. This eliminates all other complicated networks throughout the church and it also leaves a local amplifier in each part of the church which can be used for local microphone use.

Mr. Klepper does not think that the soloist will need any voice reinforcement in this sanctuary. I agree because of the sampling I have made. Even with a delay circuit, the speakers under the balcony cannot help but generate a strange effect and distort the voice of the soloist. The one or two hard of hearing people may complain about this and should be encouraged not to sit under the balcony. If however we are forced to reinforce the soloists, there is an input into the first preamp that can be used for this. He would recommend the same microphone that he recommended for the pulpit.

If we want to use a lapel microphone for floor use, he would suggest Altec Model 686 or Electrovoice Model 649B which cost $61.74. This latter one is a little more expensive but is smaller.

He would suggest jack panels with double cord sets for patching up to the preamps. The 24 pair double jack panels cost about $40.00 each and we would need about two of them. Because we will not change the patching very often, we may get by with the present can connector patch panel which we have started to install.

He feels very strongly that the man who controls the auditorium preamps should be open to the auditorium so that he can hear what is going on. Because one man may control both preamps, the second preamp should be alongside of it. He would suggest that we make an alcove into the present sound room and board it off from the rest of the sound room. This way the two control operators would really be into the auditorium. They would then have to behave and pay attention to the service and not be tempted to horse-play. If we got rid of all the shelves in the audio room and made decent cabinets for the few things we have to store, we would then have room for a very neat 19 inch rack to hold all the rest of the equipment.

COPY

We should remember that in addition to the inputs to the system which we have already discussed, we want to be sure to be able to add the audio from the movie projector and the audio from the electronic carillon so that they can be heard inside the church when it is desired.

Because of the economic burden of the ceiling which is falling down, I would suppose that there is a possibility that we do not have the funds to go along completely with this project. If this situation develops, I would propose the following compromise which would accomplish many of the features in the new system but of course would lack the reliability and quality of all new equipment. First, I suggest that we immediately install the new recommended loudspeakers. I then suggest that we place the two Shure 333 microphones side by side on the pulpit. I already have made a stand that would accomplish this rather neatly. One of these microphones would then feed the present S-C auditorium amplifier. This would be a compiete speech reinforcement system. This amplifier is of reasonably high quality and it does have inputs. Very reluctantly, I would admit to putting another microphone to pick up the soloists but only if we are forced to do it.

The second Shure 333 would feed the radio stations Western Electric preamp. The second mike would be before the soloist and the third would

be the present condenser microphone in the ceiling. The fourth might be a lapel, or fixed, microphone on the floor. The output of this preamp would then be split. Part of it feeding the radio station and the other part feeding an internal 600 ohm bus just like in Klepper's proposal for preamp number 2.

If we thought we could afford the $1,500 for a delay unit, we would then have to add a second power amplifier to drive the speakers under the balcony. If we can't afford the extra amplifier and delay, I suggest that we keep the volume reasonably low on these loudspeakers so the delay would be less noticeable.

Our own people seem very concerned about the willingness of the radio station and the tape recording service to cooperate with using our equipment. They never will agree to cooperate when our equipment is in poor condition and our cabling is unreliable. If we develop good equipment and a good system, Mr. Klepper was sure that they would go along with us.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

cc: Mr. David Klepper
Bolt, Beranek and Newman

Mr. John Alden Cheever
Winchester, Massachusetts

Mr. Lake
Lake Service Corporation
Boston

COPY

November 19, 1962

Mr. James Burley
Digital Equipment Corporation
724 14th Street, N.W.
Washington 5, D.C.

Dear Jim:

We can see a large market for our type computer and display devices in the nuclear processing area. M.I.T. is particularly happy with our computer and they are getting very good results from it in this area. On November 26 or 29, there is going to be the Adamfair in Washington, D.C. We are not exhibiting this year but I suggest that you visit the fair and see if you may pick up a few leads, but in general look out for the possibility of us exhibiting there next year.

This fair is jointly sponsored by the Atomic Industrial Forum and The American Nuclear Society. It is held in the Sheraton Park Hotel.

This may not be the trade show which we should be interested in because these people may only be interested in the uses of atomic energy rather than research into the nature of matter. If this is the case, you should at least be able to let us know so that we can make our plans accordingly.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

cc: Mr. Jack Atwood, DEC, Maynard
Mr. Nick Mazzarese, DEC, Maynard
Mr. Stanley Olsen, DEC, Maynard

COPY

WENTWORTH INSTITUTE
550 HUNTINGTON AVENUE
BOSTON, MASSACHUSETTS

OFFICE OF THE PRESIDENT

November 28, 1962

Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Olsen:

We are indeed most grateful to you and to the Digital Equipment Corporation for the gift of the eighteen digital circuit modules and the accessory equipment for use in our Electronic Engineering Technology program. Mr. Thomson and Mr. Power are both very pleased to have this equipment with which to strengthen the laboratory instruction in electronics.

We also appreciate your comments concerning the quality of our graduates who are in your employ and the pleasant relationship that exists between our organizations. We shall do our very best to continue to warrant your kind regards and support.

Thank you for your helpfulness.

Yours very sincerely,

H. Russell Beatty

H. Russell Beatty
President

HRB/jg
CC: Charles M. Thomson
Richard B. Power

November 16, 1962

Mr. H. Russell Beatty
President
Wentworth Institute
550 Huntington Avenue
Boston, Massachusetts

Dear Mr. Beatty:

Several weeks ago Mr. Power of your Electronic Technology Department visited our company, and during his visit there was a discussion of Digital Equipment Corporation's circuit modules as training aids in electronics laboratory courses. As an outcome of that discussion and of your letter of October 1, we have decided to make a gift of DEC equipment to Wentworth Institute. This gift, which will be sent very shortly to Mr. Thomson, includes eighteen digital circuit modules and the accessory equipment needed to make these units useful as a teaching and laboratory kit. I hope that this gift will be a helpful addition to your Electronic Engineering laboratories.

I particularly appreciated receiving your letter of October 31 concerning Mr. Lambert's participation in Wentworth's recent Career Day Meeting. We too were very pleased to have him take part because of our firm belief that good communications between educational institutions and industrial firms is vitally important. In this connection, may I also say that we at Digital Equipment Corporation have a high regard for our fine relationship with Wentworth. The graduates of your institution who have come to our company have reflected credit on your school.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

cc: Mr. Charles M. Thomson, Wentworth Institute
Mr. Richard B. Power, Wentworth Institute

bcc: Steve Lambert
Dick Mills

COPY

WENTWORTH INSTITUTE
550 HUNTINGTON AVENUE
BOSTON, MASSACHUSETTS

OFFICE OF THE PRESIDENT

October 31, 1962

Mr. Kenneth Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Olsen:

The Annual Career Day which was held on October 25, at Wentworth Institute was completely successful. An important factor in this success was the participation in the program by Mr. Stephen Lambert of your company, who gave a very stimulating talk to a group of our students. We appreciate your kindness and cooperation in permitting him to be with us on this occasion.

The opportunity for young men who are enrolled in rigorous technical education programs, to hear and to discuss with someone who can give them first hand information about what they can expect in industry as a result of diligent study here, provides the inspiration which is a real morale booster and motivating force. This encouragement is especially valuable to those young men who have just begun the academic struggle with college level courses and are in the midst of the adjustments required.

Thank you for making it possible for Mr. Stephen Lambert, Technician to be with us. We believe that cooperation of this type between industry and education is mutually beneficial.

Yours very truly,

H. Russell Beatty

H. Russell Beatty
President

HRB:B

WENTWORTH INSTITUTE
550 HUNTINGTON AVENUE
BOSTON, MASSACHUSETTS

OFFICE OF THE PRESIDENT

October 1, 1962

Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

It is our custom to write to you at least once a year to review with you our progress and activities.

Wentworth Institute continues to pioneer in the field of technical institute education and is dedicated to educating proficient engineering and industrial technicians. Education is a continuing process and the field of technical education is a particularly challenging one. New techniques are developed within established fields and new fields open up constantly. Wentworth meets this challenge - sometimes anticipates the need.

As enrollment increases, our financial needs increase. Institutions of higher learning have to ask for financial assistance as students rarely pay the full costs of their education. Wentworth is no exception, and we have turned to our Alumni and to our friends - whom we designate as our Associates. Both sources have been good to us with gifts of money and/or equipment. We need your help. This kind of giving is a gift to the giver because our technicians help you - either in your business or in your private life.

No letter or small brochure can possibly tell you <u>all</u> about Wentworth Institute. We can only hope that the enclosed brochure will tell you something about the Institute and stimulate your interest. Should you have any further questions, please contact me.

I would like to call your attention to the fact that Wentworth is a non-profit institution and all gifts, whether in money or in equipment, are tax free. We hope that you will become a Wentworth Associate.

Very sincerely yours,

H. Russell Beatty

H. Russell Beatty
President

HRB/jg
Attachments

KHO file

November 27, 1962

Mr. Fukujiro Sono, Director
Tokyo Denki Kagaku Co., Ltd.
11 Asahi-cho, Kanda, Chiyoda-ku,
Tokyo, Japan

Dear Sir:

We are very pleased to inform you that we have decided to invite your manager, Mr. Yu Hata, to our plant in Maynard, Massachusetts, U. S. A., for furthering our discussions and negotiations concerning your importing our Memory Core Tester, Model 2113 and our Memory Plane and Stack Tester, Model 1516.

We would also like to review with you our new products, show you our facilities, and discuss with you your future interest in our products. We would be glad to have Mr. Yu Hata come to our plant any time that is convenient with him. However, I should mention that because of the Christmas and New Year holidays, our plant will be closed on the following days: Friday, Dec. 21 through Tuesday, Dec. 25, and Tuesday, January 1.

Sufficient money is being provided to the Rikei Trading Company so that the transportation passage from Japan to the United States and return, and the required living and travel expenses will be paid for Mr. Yu Hata during his visit.

We will greatly appreciate your acceptance of our invitation to make our business possible.

Sincerely yours,

Kenneth H. Olsen
President

KHO/bn

c.c.: Mr. Ishikawa, Rikei Trading Co.
Mr. Yu Hata, TDK
Mr. Jonathan Fadiman, Manager Special Systems

COPY

November 15, 1962

Mr. Robert Everett
Vice President
Mitre Corporation
Bedford, Massachusetts

Dear Bob:

We have tried not to impose on our friends at Mitre Corporation by trying to sell to them. I just read that Mitre has ordered a large number of display scopes, and I am now wondering if maybe we have not shown due interest in your business. We now have a truly fine sixteen inch magnetically deflected oscilloscope. This is made with some fairly large aluminum castings and is a rugged and stable device. If you are ever interested in display scopes of the type we make, we would like to try hard to sell them to you. We try to keep two or three in stock so that we can give fairly good delivery.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

COPY

November 13, 1962

Dr. Harold John Ockenga
Park Street Church
0 Park Street
Boston, Massachusetts

Dear Dr. Ockenga:

Enclosed is the copy of an article in the current Harvard Business Review. I feel this is very embarrassing because several groups in our church were taken in by this tape.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

COPY

November 12, 1962

Mr. R. H. Williams
Managing Director
Computer Consultants
Cecil Court
London Road
Enfield, Middlesex
England

Dear Mr. Williams:

We have received your description of an optical scanning development and your letter asking us to consider the acquisition of this development. We appreciate the trouble you have gone to in offering this to us and we are sure that this is a promising field. However, we are so thoroughly committed to our proprietary product development and manufacture program that we do not have the resources to take on another product like this one.

Thank you for your interest in Digital Equipment Corporation.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

Enclosure

Computer Consultants Limited
Established 1957

CECIL COURT
LONDON ROAD
ENFIELD, MIDDX

Associated Offices:
Frankfurt/Main
Madrid
New York
Paris
Stockholm
Vienna
Washington

Telegrams :—COMPUTERS, ENFIELD
Telephone :—ENField 7185

CONFIDENTIAL

Friday, 19th October 1962.

The President,
Digital Equipment Corporation,
Los Angeles 45,
California,
U.S.A.

Dear Sir:

We are acting on behalf of a client who, as one of many activities, has developed an optical scanning system which operates on a flying spot scanner principle. Our client has been working on this project for eight years and it has involved a total expenditure to date of about £750,000.

Because of far reaching company policies, and despite the fact that they have built and sold four production versions of their equipment, they have decided to dispose of the development and have asked us to act on their behalf in this matter.

They have a staff of twelve special engineers who, subject to certain conditions are prepared to move with the project. They also own a number of valuable patents, which are described elsewhere, and have one prototype laboratory test model and a range of special test equipment.

Enclosed with this letter and in complete confidence, is a full description of the activity. They have accepted our recommendation that in order to be able to proceed with other activities, the asking price for the whole of this optical scanning development shall be very low.

We shall be interested to know whether you are interested in principle. If you are, we would be glad to discuss the matter further with you, on behalf of our clients.

If you are not interested, we hope you will respect our confidence and return the enclosed descriptive brochure to us under confidential cover.

Yours faithfully,

Managing Director.

RHWILLIAMS:jmh

Enclosure.

November 9, 1962

The Institute of Radio Engineers, Inc.
1 East 79 Street
New York 21, New York

Dear Sirs:

One of our engineers wishes to apply for I.R.E. membership. I would appreciate receiving the appropriate application form for his completion.

Thank you for your cooperation.

Sincerely yours,

Margaret Rand (Mrs)
Secretary

/mr

COPY

November 8, 1962

Mr. Alan D. Peterson
Sales Manager
New England Telephone and Telegraph Company
289 Main Street
Fitchburg, Massachusetts

Dear Mr. Peterson:

Thank you for your letter of October 30 outlining the plan for priority restoration of private line service in the event of interruption resulting from a national emergency.

I do not feel that Digital Equipment Corporation's private line telephone facilities are entitled to priority consideration.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

COPY

NEW ENGLAND TELEPHONE AND TELEGRAPH COMPANY

COMPLETE COMMUNICATIONS SERVICES
FOR BUSINESS AND RESIDENCE USE

289 MAIN STREET
FITCHBURG · MASS.
DIAMOND 2-9927

October 30, 1962

Digital Equipment Company
Mr. Kenneth H. Olsen
Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

Attached is a copy of a plan to give precedence in the restoration of interexchange private line services essential to national defense, security or public safety in the event of a national emergency or serious natural disaster. This plan was recommended by the Federal Communications Commission pursuant to a request from the Office of Defense Mobilization as a standby arrangement to be available immediately in case of emergency. We are bringing it to your attention with the thought that knowledge of its provisions may be helpful to you.

If you feel that any of your intercity telephone facilities should be entitled to priority restoration in a national emergency or national disaster, will you please advise me and I will forward to you copies of the "Certification for Priority Resumption - Private Line Communication Service" for those services which you feel should be given priority restoration.

Yours very truly,

Alan D. Peterson

Sales Manager

Attachment

EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF DEFENSE MOBILIZATION
WASHINGTON 25, D. C.

PRIORITY SYSTEM FOR THE RESUMPTION OF INTERCITY PRIVATE LINE SERVICE

1. The precedence system set forth in this document provides for safeguards to assist in the prompt resumption of private line service essential to the national defense and security of the country when such services may have been interrupted.

2. As used herein, the term "private line service" means intercity service provided by U. S. common carriers engaged in domestic and/or international wire, radio and cable communications for the intercity communications purposes of customers, over integrated communications pathways, including facilities, local channels which are integral components of intercity private line services and station equipments, between specified locations for a continuous period or for regularly recurring periods at stated hours. The term "resumption" means the recommencement of private line services by patching, rerouting, substitution of component parts, or otherwise as determined by the common carrier involved.

3. When interrupted, private line service shall be resumed by the common carriers in the following order of priority, insofar as practicable:

PRIORITY I

The Priority I classification shall be afforded only to those private line services which are used to transmit and/or receive communications which are vital to the nation under the following categories:

a. Immediate dangers due to the presence of the enemy, including civil and military air defense warning.

b. Intelligence reports on matter leading to enemy attack requiring immediate action.

c. "Flash," "Emergency" and "Operational Immediate" communications to or from the United States Armed Forces.

d. Urgent communications of or in support of the U. S. Armed Forces and their Allies, and/or with U. S. diplomatic missions abroad.

e. Proclamations of Civil Defense Emergency.

Private line service within this classification shall receive precedence of resumption over all other private line service, applying the principles described in paragraph 4.

PRIORITY II

The Priority II classification shall be afforded only to those private line services which are used to transmit and/or receive communications which are vital to the nation under the following categories:

a. Initial reports of damage due to enemy action.

b. Civil defense activities immediately subsequent to and resulting from enemy action.

c. "Priority" communications to or from the United States Armed Forces.

d. High precedence U. S. Government communications with foreign Governments and U. S. Diplomatic missions abroad.

e. Natural disaster of extreme seriousness.

Private line service within this classification shall receive precedence of resumption over all other private line service except those listed under Priority I, applying the principles described in paragraph 4.

PRIORITY III

The Priority III classification shall be afforded only to those private line services which are used to transmit and/or receive communications which are vital to the nation under the following categories:

a. Civil defense or the public health and safety.

b. Important governmental functions.

c. Maintenance of essential public services.

d. Communications concerning production, procurement and distribution of food, essential materials and supplies which require rapid completion of transmission.

e. Communications to or from United States Armed Forces which require rapid completion of transmission.

f. Official U. S. Government communications with foreign Governments and U. S. diplomatic missions abroad which require rapid completion of transmission.

Private line service within this classification shall receive precedence of resumption over all other private line service except those listed under Priorities I and II, applying the principles described in paragraph 4.

4. The order of listing of lettered items under each priority classification does not indicate or imply differences in priority treatment within a given classification. When necessary, in order to resume a service having a given priority classification, services having lower priority classifications will be interrupted in the reverse order of priority starting with non-priority services. It is recognized that, as a practical matter, in providing for the resumption of a priority service or services operating within a multiple circuit type of facility (such as a carrier band, cable or multiplex system), lower priority or non-priority services on parallel channels within the band or system may enjoy resumption as well. Reactivation of such lower priority or non-priority services resulting therefrom shall not, however, interfere with the expeditious resumption of priority service. It is further recognized that operational circuits are needed by common carriers during the process of circuit reactivation and for maintenance purposes. Such circuits have precedence in resumption over all other circuits and are exempt from interruption for the purpose of resuming priority service.

5. The priorities outlined herein are available for the private line services of Federal, state and municipal governmental agencies, essential industries and services and such other private line customers as can meet the criteria set forth in paragraph 3 above.

6. Foreign governments desiring to obtain priority of resumption for their private line services which terminate in the United States should submit requests therefor to the U. S. Department of State.

7. It will be the responsibility of private line customers to determine which, if any, of their private line services are sufficiently critical to qualify for priority under the terms of Priority Classifications I, II or III set forth in paragraph 3, and to certify to the common carriers the priority classifications to be accorded the services so determined. Private line services which are in operation on the date hereof should be certified by customers within 120 days. Services placed in operation subsequent to the issuance of this system should be certified within 120 days of the initial service date.

8. Each customer, in requesting priority of resumption under this system, will assume an obligation thereafter to make periodic appraisals of the criticality of the private line service involved and also to make appraisals at the time of any change in the nature or use of the service, and to notify the common carrier promptly of any appropriate reclassifications. The effectiveness of this system will depend upon the whole-hearted cooperation on the part of the customers authorized to employ it. Customers should therefore familiarize themselves with the purposes to be served by the system and the importance of services which may be assigned the respective priorities. It must always be remembered that the system will operate successfully only if its use is limited strictly to the intended purpose. Before submitting each certification, each customer should consider carefully whether the service involved requires any priority of resumption and exercise care not to certify a higher priority than the circumstances require.

9. Common carriers will accord resumption priorities to private line services of agencies of Federal, state or municipal governments only upon receipt of written certification by the head of such an agency or his designee. Similarly, common carriers will accord resumption priorities to private companies or organizations only upon receipt of written certification by a principal officer of the company or organization.

10. In the application of the foregoing principles, the fact is recognized that it may be necessary to supplement the foregoing with overriding decisions made at the national level. These decisions would take into account the advance certifications for priority of resumption outlined herein.

November 7, 1962

Mr. Jerome R. Cox, Jr.
Research Associate
Central Institute For The Deaf
818 South Kingshighway
St. Louis 10, Missouri

Dear Jerry:

I want to thank you for giving us a report on the current status of the computer for the Missouri Psychiatric Institute. We were sorry to hear that so many restrictions have been imposed on the choice of a computer. From what you say it seems to me they should get a 1620 from IBM.

You asked if I could compare the PDP-4 with SDS-910. I find that our people don't know many of the details about that machine. From what we can tell SDS has promised the world to everyone.

We are now setting up to produce the LINC tape units. We are developing solid state circuitry for switching the motors and we are working on new motors and new materials. We have also ordered a mold for a slightly modified reel. Tom Stockebrand, who designed the unit, will join DEC on November 16 and so we should be in a very good position to deliver these things.

We think we have improved the hub of the LINC tape units by some small factor. If you have not started to machine yours, we would like to give you a set so that it might help you a little bit and you can tell us how you like them. Let me know if you would like to take us up on this offer.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

November 2, 1962

Mr. Stanley Boriss
General Counsel
International Telephone and Telegraph Corporation
Information Systems Division
320 Park Avenue
New York 22, New York

COPY

Dear Mr. Boriss:

We have received your letter of October 19 relative to the claim by Technograph Printed Electronics, Inc. Also, Mr. Remsen visited with us on October 23 to discuss this matter, and we had a very satisfactory exchange of information.

I think it is important for us to keep in touch on this claim and we would appreciate your informing us of further developments.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

INTERNATIONAL TELEPHONE AND TELEGRAPH CORPORATION

ITT INFORMATION SYSTEMS DIVISION

320 PARK AVENUE · NEW YORK 22, NEW YORK

TELEPHONE PLAZA 2-6000

October 19, 1962

Digital Equipment Corporation
Maynard
Massachusetts

Attention: Mr. Kenneth Olsen, President

Gentlemen:

In compliance with paragraph 12, Patent Indemnity, of our purchase orders Nos. 491-2 and 491-3, this will confirm telephone conversation between your Mr. Olsen and Mr. Alfred di Scipio, President, ITT Information Systems Division, and Mr. C. Cornell Remsen, Jr., ITT Patent Counsel, on this date.

This conversation informed you of a claim by Technograph Printed Electronics, Inc., of alleged infringement of their patent covering printed circuit boards.

This will further serve to confirm that Mr. Remsen will meet with Mr. Olsen and your patent counsel in Maynard on Tuesday, the 23rd of October, 1962. Mr. Remsen will be prepared to present such facts as we have relative to this claim.

Would you be good enough to acknowledge receipt of this letter. Thank you for your kind cooperation.

Very truly yours,

Stanley Boriss

Stanley Boriss
General Counsel

SB/hh

G. Moore

The Massachusetts General Hospital

Boston 14

TRUSTEES

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ELLSWORTH T. NEUMANN, M.D., ADMINISTRATOR

October 25, 1962

Mr. Kenneth Olsen
President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Olsen:

The hospital counsel has prepared the attached letter which will require your ultimate concurrence and it occurred to me that before we go any further it would be a good idea to see if it is satisfactory to you or if you wish to modify it in any way. But in any event in paragraph 3 the price and the rental should be agreed on. Could you give this some thought and send it back to me with any modifications you consider essential. I understand that the equipment will soon be rolling toward the MGH so maybe we should give this some priority.

I apologize on behalf of the Hospital for not getting this to you sooner, but as you may know Mr. E. Michael White, Assistant Director, who had the administrative responsibilities for this project has been ill.

Again, many thanks for all the helpful advice you have given us in this general area.

Sincerely yours,

David C. Crockett
Associate Director

DCC/cnm
Enclosure

(Type on letterhead of Hospital)

Digital Equipment Corporation
Maynard, Massachusetts

Dear Sirs:

The Massachusetts General Hospital is willing to accept your generous offer to furnish a PDP-4 Computer rent-free for the use of investigators at the Hospital for a period of one year beginning November 1, 1962. The Hospital will accept your offer subject to the following terms and conditions which we understand are agreeable to you:

1. On or about November 1, 1962, you will deliver the computer to the Hospital and install it, all at your expense in such location as the Hospital shall designate.

2. The Hospital shall have the free use of the computer without obligation to pay rent therefor until November 1, 1963. During this period you will service and repair the machine and keep it in good working order at your expense. If at any time the Hospital shall decide it no longer wishes to use the computer, you will promptly remove it at your expense upon notice in writing from the Hospital.

3. On or before November 1, 1963 the Hospital may elect to either purchase the computer for the price of $; lease the computer beginning November 1, 1963 at a monthly rental of one-thirtieth (1/30) of the purchase price or $ which lease shall be terminable by the Hospital at any time upon 30 days' notice to you; or notify you to remove the computer which you shall do promptly at your expense. In the event the Hospital shall elect to purchase the computer, you will undertake to service and repair the machine for such period as the Hospital may determine, upon terms which shall be reasonable and satisfactory to you and to the Hospital. If the Hospital shall elect to lease the computer, you will service and repair the computer during the term of the lease at your expense and upon the termination of the lease you will promptly remove the computer at your expense.

4. The Hospital will house the equipment in an appropriate research area, where it will be under the supervision of a designee of the Research Committee of the Massachusetts General Hospital and available to members of the research staff of the Hospital, for demonstration to interested persons from outside the Hospital, and for use by properly authorized persons from outside the Hospital.

5. You will provide engineering and technical services in connection with the operation and use of the machine at reasonable times upon request from the Hospital during the period the computer is at the Hospital both prior to November 1, 1963 and after that date.

6. At all times while title to the computer remains in you, all risk of loss or damage to the computer shall be borne by you. In no event shall the Hospital be liable for loss or damage to the computer while it is on the Hospital premises and you understand the Hospital will not carry insurance on the computer.

7. The name of the Massachusetts General Hospital shall not be used by you in connection with the publication of any information concerning the use of the computer by the Hospital or the fact that the computer is at the Hospital, without the prior consent of the Hospital in each instance.

If the above statement of the terms and conditions upon which the Hospital will accept your offer meets your approval, kindly so indicate by signing the form of acceptance on the enclosed copy of this letter and return it to us.

Very truly yours,

General Director

October , 1962

We accept and approve the above terms and conditions.

Digital Equipment Corporation

by_____

Title

See Harlan: This is the original one-way street.

Regarding the introductory paragraph -
should we press for clearer definition of the purpose for which the equipment is to be used?

Paragraph 1 - why shouldn't they pay for installation

Paragraph 2 - why shouldn't they pay for removal

Paragph 3 - Purchase Price - assume full list?
Rental 1/30th of full list?
Price to hospital at 11/1/63 = 18/30th of full list?
If they buy they do so out of warranty
If they lease it will be out of warranty

Paragraph 4 - As in the introductory paragraph, shouldn't we limit the use

Paragraph 5 - No

Paragraph 6 - Shouldn't they pay us a service charge at least big enough to cover our insurance policy

1. Basic PDP-4 with 4K memory
2. Real Time Option.
3. Paper Tape Punch.
4. Typewriter.

machine to chicago

5. A to D Converter — GR / 185
6. Scope Connection — RS

Special

New Connection.

November 2, 1962

Professor Henry G. Houghton
Fund Chairman for New England
XIII General Assembly, IUGG
Department of Meteorology
Massachusetts Institute of Technology
Cambridge 39, Massachusetts

COPY

Dear Professor Houghton:

We have reviewed your request for financial support of the Thirteenth General Assembly of the International Union of Geodesy and Geophysics.

Digital Equipment Corporation's association with this field is very remote and we have therefore concluded that the company should not make a contribution. I am always sorry to have to reply negatively to a request for support of an obviously worthwhile program, but we do feel that our contributions ought to be directly related to fields in which the company has an important stake.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

FINANCE COMMITTEE
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F. W. REICHELDERFER, *Vice Chairman, Government*
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THOMAS F. MALONE, *Ex Officio*
WALDO E. SMITH, *Ex Officio*

XIII GENERAL ASSEMBLY
International Union of Geodesy and Geophysics
August 19 -31, 1963
at the University of California, Berkeley
Sponsored by
U. S. NATIONAL COMMITTEE, IUGG
AMERICAN GEOPHYSICAL UNION
of the
NATIONAL ACADEMY OF SCIENCES

Unless otherwise indicated, address correspondence to
Finance Committee
XIII General Assembly, IUGG
1515 Massachusetts Avenue, N.W.
Washington 5, D. C.

Dept. of Meteorology
Mass. Inst. of Tech.
Cambridge 39, Mass.
24 October 1962

Mr. Kenneth H. Olsen, President
Digital Equipment Corp.
Maynard, Massachusetts

Dear Mr. Olsen:

Last May I wrote to you bespeaking your financial support of the Thirteenth General Assembly of the International Union of Geodesy and Geophysics which is to be held in Berkeley, California next August. It is only at rare intervals that the United States has the honor of hosting this triennial Assembly. It is anticipated that some 3000 leading geophysicists of the world will attend the forthcoming Assembly and we have the responsibility to do everything possible to make it an outstanding success. A portion of the budget of $400,000 will be contributed by governmental agencies but there is a substantial balance that must be secured from private sources. We have reason to believe that your organization is involved in certain aspects of geophysics and it is for this reason that we seek your support.

We believe that a contribution can properly be considered to be both in the national interest and in the long-range interest of your organization. Checks should be drawn to the order of the National Academy of Sciences but sent to me to insure that they go into the proper account. All contributions are fully deductible for Federal income tax purposes. The need is real and the time is now. Please let me hear from you.

Sincerely yours,

Henry G. Houghton

Henry G. Houghton
Fund Chairman for New England

October 31, 1962

Oestreicher's Prints Incorporated
Department TM-15
43 West 46th Street
New York 36, New York

Dear Sirs:

Please send a copy of your prints to the above address. Enclosed is $1.00 which I understand is the price for the catalog.

Sincerely yours,

Kenneth H. Olsen

KHO/mr

Enclosure: $1.00

COPY

October 31, 1962

Dr. Louis T. Rader
President
Univac
Division of Sperry Rand Corporation
315 Park Avenue South
New York 10, New York

COPY

Dear Dr. Rader:

We were pleased to receive your letter and note telling of the availability of your peripheral computer equipment on an OEM basis. We have already been investigating several of your products and we do expect to use some of them soon.

We have found that several companies in the control field are interested in buying our computer main frames on a private label basis. If sometime you have need for a computer which is limited in quantity so that it is not worth designing and tooling up for, we would be happy to discuss the sale of our computers to you on a private label basis. We now have a very generous quantity discount which we have developed to encourage just this sort of relationship.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

UNIVAC
DIVISION OF SPERRY RAND CORPORATION
315 PARK AVENUE SOUTH, NEW YORK 10, N.Y., SPRING 7-8000

October 24, 1962

Mr. Kenneth H. Olsen
President
Digital Equipment Corporation
Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

We are announcing the availability, on an OEM basis, of a complete line of general purpose peripheral equipment which I am sure will be of real interest and value to you.

A new UNIVAC department, the Original Equipment Manufacturers Department with George Hagerty as general manager, will concentrate exclusively on the needs of computer manufacturers, such as yourself.

Mr. Hagerty will be in touch with you to discuss how this new UNIVAC activity can best serve your requirements.

I look forward to seeing you.

Sincerely yours,

Louis T. Rader

Louis T. Rader
President

bf

October 30, 1962

Mr. Thomas Stockebrand
10 Buckeley Road
Littleton, Massachusetts

COPY

Dear Stocky:

We are very pleased to hear that you are going to join us in a few weeks.

We have developed a lot of interest in the hybrid analog-digital computers and I am now thinking that this is the area in which you might make the best contribution to DEC. We need someone who will be expert in this field and even if we don't build them ourselves, we should know enough about the field so that we can help the customers. M.I.T. Systems Laboratory is going to add an Electronic Associates Analog Computer to the PDP-1 they have down there. We have offered to help in doing this and maybe even do the manufacturing at a significantly reduced rate in order to gain the experience on this.

I am enclosing a copy of an M.I.T. Report on the general project to give you a head start on it. Let me know what you think about this area so that we can make our plans before you get here.

We are still keeping it a secret from the outside world but we are well underway toward making LINC tape units. We have ordered a mold for the reels and we have patterns for making aluminum castings for the hubs, and we are developing solid state circuitry for motor controls. We will be in a position to need your help on this project when you get here but I would like as a main project to have you consider the hybrid computer.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

Enclosures

October 30, 1962

Dr. Ernst A. Guillemin
Guillemin Networks Incorporated
381 Eliot Street
Newton Upper Falls
Massachusetts

COPY

Dear Dr. Guillemin:

We are pleased to hear of your new venture and we all wish you the best of success.

In digital work we normally do not need filters but I am passing your brochure on to our Engineering Department so that if the need does develop they will know where to go.

Because we just started this organization a few years ago there may be ways in which we can help you. If you have problems in finding suppliers or vendors, or any other problems that we might have had experience in, we would be glad to pass on to you what we have learned.

If you think it would be worth while we would like to have you come out and visit us and we might be able to pass on a few things that we have learned. If you, or some of your people would like to do this do give me a ring and we can set a date.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

GUILLEMIN NETWORKS INC.

Electric Wave Filters
Special Purpose Networks

381 ELIOT STREET · NEWTON UPPER FALLS
MASSACHUSETTS
AREA CODE 617 – TEL. 969 – 5740

October 25, 1962

Mr. Kenneth H. Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Olsen:

Perhaps you may have heard that approximately a year ago I was asked by Burnell & Co. (makers of filters) to head for them a research laboratory which they established in Cambridge (near Tech) for the purpose of developing new products based upon modern know-how in network theory. Because of financial difficulties, they found it necessary to terminate this venture as of last June 30th.

Within our short term of operation we were able nevertheless to develop a number of unconventional networks for filter and other applications. Among these we investigated the possibilities of active RC networks to produce highly selective response in frequency ranges where the use of coils or crystals becomes awkward or impractical. The chief difficulty here (as you undoubtedly are aware) is one of producing a circuit having the ruggedness and stability of conventional passive ones. We were well on our way toward achieving such results when Burnell closed the laboratory.

Since then we have been successful in reaching with them an agreement that allows us to make royalty-free use of all results obtained during the laboratory's brief but active existance, and have embarked upon our own venture into the filter business under the name of Guillemin Networks, Inc. Our object is to exploit modern network theory know-how in all of its aspects to produce products having unconventional performance characteristics.

As an initial step, we have chosen to exploit the commercial possibilities of active RC filters. The enclosed brochure shows what we are in a position to do right now. You will note that we are concentrating upon the low frequencies where these devices have a clear advantage. A fairly thorough study of the market shows that the performance, ruggedness and stability of our devices are considerably ahead of any other available ones in this class.

In intermediate frequency ranges (1 to 100 KC) RC active filters can likewise compete with conventional ones, especially where the high selectivity usually obtained only with crystal filters is needed in combination with bandwidths that are greater than can be obtained with crystals.

If, after perusing our brochure, you find that somewhere in your work you could advantageously use one of our devices, I would appreciate hearing from you. Incidentally, one application of our notch unit is as a wave trap to eliminate 60 or 120 cycle hum in a power supply; as a two-terminal or driving-point device it can do this more effectively and with less weight and smaller size than any conventional filter.

I would, of course, be delighted to hear from you in any case. Any comments or suggestions you might have relative to this venture of mine will be especially appreciated.

Sincerely yours,

E. A. Guillemin

P. S. This is not a full-time activity; I am still teaching as always.

Enc.

October 26, 1962

Herter's Incorporated
Department 7
Waseca, Minnesota

Dear Sirs:

Some time ago I placed an order with you and somehow there was a mistake on the address. The address you have is Weston Road, Weston, Massachusetts. The address should be Weston Road, Lincoln, Massachusetts.

I received part of the order but the shipping box was almost destroyed and I believed that the papers and the rest of the order were lost.

Now I have received a card from you saying that you are holding the rest of the order because of the wrong address. If you will correct the address and send it on, I will be very pleased.

COPY

Sincerely yours,

Kenneth H. Olsen

KHO/mr

Kenneth H. Olsen

Weston Rd.

~~Weston~~, Mass.

Lincoln

EXPORTERS — MANUFACTURERS — IMPORTERS

SIR:

We are holding a package of returned merchandise awaiting your advice as to disposition. Will you please drop us a line at your earliest convenience indicating whether you would like replacement or refund? We are anxious to clear this up to your satisfaction. We would need the invoice received with the original shipment to expedite rapid settlement of claims.

Refer this information to: **HERTER'S, INC., Dept. 7, WASECA, MINNESOTA**

Sincerely,

Herter's, Inc.

WASECA, MINNESOTA, U. S. A.

25627Q

October 24, 1962

Mr. Walter J. Blenko, Jr.
Blenko, Hoopes, Leonard & Buell
1319 Farmers Bank Building
Pittsburgh 22, Pa.

COPY

Dear Mr. Blenko:

We received your letter of October 17 requesting that we take immediate action on Technograph Corporation's offer to license printed circuit patents.

I have turned this letter over to our Patent Counsel, Mr. Robert A. Cesari of the firm of Blair and Buckles and I have instructed him to carry on all further negotiations with you. I do expect that you will hear from him in a few days.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

October 22, 1962

Mr. Henry W. Hoagland
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Harry,

I would like to invite you and Mrs. Hoagland to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

Mr. John Barnard, Jr.
Gaston, Snow, Motley and Holt
82 Devonshire Street
Boston 9, Massachusetts

Dear Jack,

I would like to invite you and Mrs. Barnard to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

Mr. Vernon R. Alden
29 Park Place
Athens, Ohio

Dear Vern,

I would like to invite you and Mrs. Alden to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

Miss Dorothy E. Rowe
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Dorothy;

I would like to invite you to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

Mr. Jay W. Forrester
11 Holden Wood Road
Concord, Massachusetts

Dear Jay,

I would like to invite you and Mrs. Forrester to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

Mr. William H. Congleton
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Bill,

I would like to invite you and Mrs. Congleton to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

General George F. Doriot
American Research and Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear General Doriot:

I would like to invite you and Mrs. Doriot to join the DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

Mr. Wayne P. Brobeck
5028 Westpath Terrace
Washington 16, D. C.

Dear Wayne,

I would like to invite you and Mrs. Brobeck to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

October 22, 1962

Mr. Arnaud de Vitry
Post Office Box 41
Villars-sur-ollon
Vaud, Switzerland

Dear Arnaud,

I would like to invite you and Mrs. de Vitry to join the other DEC directors and their wives for dinner following the November 13 Board Meeting. We plan to have it at the Parker House at 6:30 p.m. I hope that you will be able to be with us.

Sincerely,

Kenneth H. Olsen

KHO:ncs

COPY

File

MARKEM MACHINE COMPANY

HELPING YOUR PRODUCT SPEAK FOR ITSELF

manufacturers of

machines, ink and type to mark, label, decorate and identify products and packages

SINCE 1911

Main Office and Plant: Keene New Hampshire • Area Code 603 352-1130
Showrooms: New York • Chicago

October 12, 1962

Mr. Kenneth H. Olson, President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Olson:

Thank you for your DIGITAL MODULES CATALOG. We will look this over completely and see if there aren't areas where Markem methods can show you savings and improve your product identification.

Enclosed are two of our electrical industry catalogs which you and your methods people might find interesting. As soon as we spend a little more time on your catalog, we'll be in touch and see if a discussion with your production people might not benefit your operation.

Congratulations on your catalog. It is a good job and interesting not only technically but also as an indication of what can be done by a firm using its own organization to produce catalogs and technical data. It is a good job.

Sincerely,

MARKEM MACHINE COMPANY

Joseph A. Baute, Manager
Sales and Engineering

JAB:jph
encs.(2)

TECHNICAL REPRESENTATIVES

ATLANTA, BINGHAMTON, BOSTON, CHARLOTTE, CHATTANOOGA, CHICAGO, CINCINNATI, CLEVELAND, DALLAS, DETROIT, FORT WAYNE, LOS ANGELES, MILWAUKEE, NEW BRUNSWICK, N.J., NEW YORK, PHILADELPHIA, ORMAND BEACH, FLA., PORTLAND, ME., QUAKERTOWN, PA., ROCHESTER, N.Y., ST. LOUIS, MO., SAN FRANCISCO, WINDSOR LOCKS, CONN., YORK, PA.
IN CANADA: MONTREAL, KITCHENER, QUEBEC. PRINCIPAL FOREIGN COUNTRIES.
ADDRESS INITIAL CORRESPONDENCE TO KEENE, N.H.

MEMBER
NATIONAL ASSOCIATION OF MANUFACTURERS

October 9, 1962

Mr. Joseph A. Baute
Markem Machine Company
Keene, New Hampshire

Dear Mr. Baute:

I enjoyed meeting you on the way to Chicago yesterday. It was interesting to exchange ideas with you.

I am sending you a copy of our catalog in the possibility that some day you might need some products like this and you might see a place in which we need your marking machines.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

COPY

October 9, 1962

Mr. W. Wayne Wittenberger
Chief Engineer,
Kitchens of Sara Lee
5353 North Elston Avenue
Chicago 30, Illinois

Dear Mr. Wittenberger:

I enjoyed meeting with you at the National Electronics Conference yesterday. We appreciate the time you spent with us telling us the details of your problem. You have indeed accomplished a lot in a short period of time.

I have passed on the information about your problem to Foxboro Corporation. I do believe that they are in a good position to do your job but if for some reason or other their response is not satisfactory, please do let us know and we would like to work with you directly.

Sincerely,

Kenneth H. Olsen
President

KHO/mr

COPY

October 9, 1962

Mr. Morton Rubin
Manager,
Filenes Department Store
528 Main Street
Winchester, Massachusetts

Dear Mr. Rubin:

We appreciate the visit that you made to our place last Friday. Your enthusiasm is infectious and your knowledge of the subject is indeed extensive.

We plan to consider this problem carefully before we make any extensive plans. You have given us a good start in appreciating the problems.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

COPY

October 9, 1962

Mr. Richard W. Sonnenfeldt
The Foxboro Company
Digital Systems Division
Strathmore Road
Natick, Massachusetts

COPY

Dear Dick:

At the National Electronics Conference in Chicago yesterday, we spent a long time talking with Mr. W. Wayne Wittenberger, Chief Engineer of the Kitchens of Sara Lee. He is about to buy a computer to control their batch mixing and their warehousing problems. This organization has made a significant dent in the baking industry by producing a high quality product at an appropriately high price. They now have a large plant working six days a week, twenty three hours a day. They are planning to build a new one which will cost $22,000,000.00 (twenty two million dollars) and so they need and can afford sophisticated controls.

They did not consider Foxboro because they didn't realise that Foxboro was in the Computer Control business. We of course told them that Foxboro was the best organization to do this job for them and I told them that we would pass the information on to you.

If for some reason or other you are not interested in bidding our computer on this job, please let us know because we would like to work directly with them. They have already developed much experience in the control part of the problem and with some help they could probably apply the computer directly.

Mr. Wittenberger's address is Kitchens of Sara Lee, 5353 North Elston Avenue, Chicago 30, Illinois - Phone: AVenue 2-3200.

Sincerely yours,

Kenneth H. Olsen
President

KHO/mr

October 4th, 1962

COPY

The Pierpont Morgan Library
29 East 36th Street
New York, New York

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

THE PIERPONT MORGAN LIBRARY
29 East Thirty-sixth Street
New York 16, N. Y.

The demand for our 1962 Christmas card Catalogue has been unexpectedly large and we regret to say that our supply is exhausted.

We have been printing Christmas cards and issuing catalogues for a number of years and are still able to supply last year's catalogue and fill orders for all the cards shown. A copy is enclosed herewith.

We are putting your name on our mailing list for the 1963 catalogue which will be issued next September.

October 18, 1962

October 4th, 1962

COPY

Philadelphia Museum of Art
The Museum Shop
26th & Benjamin Franklin Parkway
Philadelphia, Pennsylvania

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports. I am enclosing the .10 fee.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm
Enclosure: .10

October 4th, 1962

COPY

The Newark Museum
43 Washington Street
Newark 1, New Jersey

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

COPY

National Gallery of Art
Publications Office
Washington 25, D. C.

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

COPY

Museum of Modern Art
11 West 53rd Street
New York, New York

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

COPY

Museum of Fine Arts
Boston 15, Massachusetts

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports. I am enclosing the .10 fee.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm
Enclosure: .10

October 4th, 1962

COPY

Minneapolis Institute of Arts
The Museum Shop
Minneapolis 4, Minnesota

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

Los Angeles County Museum
The Museum Bookshop
900 Exposition Blvd.
Los Angeles 7, California

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

COPY

October 4th, 1962

COPY

Frick Collection, Christmas Cards
1 East 70th Street
New York, New York

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

Freer Gallery of Art
Washington 25, D. C.

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports. I am enclosing the .15 fee.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm
Enclosure - .15

COPY

October 4th, 1962

COPY

Brooklyn Museum
Gallery Shop
Eastern Parkway & Washington Avenue
Brooklyn, New York

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

Baltimore Museum of Art
Wyman Park Drive
Baltimore 18, Maryland

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

COPY

October 4th, 1962

COPY

Art Institute of Chicago
The Museum Store
Michigan Avenue at Adams Street
Chicago 3, Illinois

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:amp

October 4th, 1962

COPY

U. S. Committee for UNICEF
United Nations Bldg.
New York, New York

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

COPY

University Museum
33rd & Spruce
Philadelphia 4, Pa.

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports. I am enclosing the .50 fee.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm
Enclosure: .50

October 4th, 1962

COPY

Virginia Museum of Fine Arts
Boulevard & Grove Avenue
Richmond 21, Virginia

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

Walters Art Gallery
The Librarian
Charles & Centre Streets
Baltimore 1, Maryland

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports. I am enclosing the .10 fee.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm
Enclosure: .10

COPY

October 4th, 1962

COPY

Worcester Art Museum
55 Salisbury Street
Worcester 8, Massachusetts

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports. I am enclosing .08 postage to cover mailing.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

October 4th, 1962

COPY

Seattle Art Museum
Volunteer Park
Seattle 2, Washington

Gentlemen:

Please forward your Christmas Card Catalog as listed in the October issue of Consumer Reports.

Thank you.

Sincerely,

Kenneth H. Olsen

KHO:apm

September 28, 1962

Mr. R. Cesari, Attorney
Blair and Buckles
1572 Massachusetts Avenue
Boston, Massachusetts

Dear Mr. Cesari:

At Mr. Olsen's request I am enclosing District Conference Paper No.57-543, entitled,"A Short Access Time Memory Using Two Cores per Bit" and Memorandum M-2110 of the Digital Computer Laboratory, Entitled,"A Linear Selection Magnetic Memory Using an Anti-Coincident Current Switch."

Sincerely yours,

(Mrs.) N. Survilas

ncs
Enclosure

COPY

October 1st, 1962

COPY

W. A. Kelsey Company
Meriden, Connecticut

Dear Sirs:

Please send a copy of your catalog of printing presses and outfits.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

September 24th, 1962

COPY

Professor Jay W. Forrester
School of Industrial Management
Massachusetts Institute of Technology
50 Memorial Drive
Room 52-454C
Cambridge 39, Massachusetts

Dear Professor Forrester:

In compliance with your request following is an updated listing of the Works Committee, with the exception of yourself.

William Congleton

Harlan Anderson
Richard Best
Ben Gurley
Winston Hindle
Richard Mills
George O'Dea
Kenneth H. Olsen
Stanley Olsen
Maynard Sandler

Sincerely,

(Mrs.) Aynne Manning

September 20th, 1962

COPY

Mr. Hubert L. Shortt, President
Technograph Printed Electronics Inc.
920 Northwest Boulevard
Winston-Salem, North Carolina

Dear Mr. Shortt:

We received your letter asking for an immediate reply as to our plans on the Technograph patents.

We have continued to look into this situation and will not be able to give a reply immediately. The decision as to what we do with your proposal is rather serious and it was a relatively short time ago that you brought this to our attention. Therefore, we feel that we are not yet ready to make a decision.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

September 19th, 1962

COPY

The American Consulate
Geneva, Switzerland

Dear Sir:

Arnaud de Vitry is a Director of Digital Equipment Corporation in Maynard, Massachusetts. It is very important to the corporation that he attend as many directors meetings as his schedule will allow. We would greatly appreciate anything that can be done to facilitate the issuance of visas to allow him to attend these meetings.

We have found it very desirable to have the wives of our directors meet with other wives of our executives and so we would further appreciate having a visa issued to Mrs. de Vitry.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

September 19th, 1962

COPY

Mr. Arnaud de Vitry
P. O. Box 41
Villars-sur-Ollon
Vaud, Switzerland

Dear Arnaud:

Andy and Stan were disappointed not being able to meet with you in Europe, but they had a very good show and are very enthusiastic about the business potential in Europe.

We turned down the chance to bid on $4,000,000. of modules for NASA and last week the Board of Directors voted to turn down an order for 20 computers to the same organization. We have the capability for doing both of these jobs and they are both spread over a two year period, but they are renogotiable and it would have been a tremendous amount of business with one customer.

We are convinced that this is the right thing to do because it makes us go out and sell and to develop new customers. But we do miss the confidence that results from a large backlog.

I am enclosing the letter which you requested to the U. S. Consulate. If you have suggestions as to different wording in this letter, let us know and we will write another one and send it on to you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

September 18th, 1962

COPY

Air Conditioning Institute
1346 Connecticut Avenue
Washington 6, D. C.

Dear Sirs:

Please send a copy of the booklet "How to Buy Commercial Air Conditioning" to the above address. Enclosed is $.10 which I understand from the Kiplinger Washington letter is the price for this brochure.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enclosed $.10

September 18th, 1962

COPY

Kiplinger Washington Editors
1729 H. Street N. W.
Washington 6, D. C.

Attention: Foreign Trade Editor

Dear Sir:

Please send a copy of your special four page report on "Opportunities in Europe" which was offered in your September 8th letter.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

September 18th, 1962

Mr. Robert Cesari
Blair and Buckles
1572 Massachusetts Avenue
Boston, Massachusetts

COPY

Dear Bob:

Several years ago, I believe, I wrote a letter to you telling about two novel ways for driving linear selection memories which we wanted to consider running patents on. I believe that we did not do anything at the time, but I wanted you to have a record of it. I think we should pursue this now because I think they are both very promising methods and I would like to start manufacturing them.

Linear selection memories have several advantages, they are very fast and they can be very easy to wire, one only needs two wires per core.

However, the problem with them is that they need a large switch which will drive current in both directions. My idea is to use a simple diode switch to do this. The first idea was to make a rectangular diode switch which drives a transformer. This transformer pulses the core for read and during its over-shoot it supplies the current for the writing. This needs only a one way diode switch.

The second idea was to make a rectangular switch but drive the word of cores directly but use a zenar diode so that current can be driven in both directions.

These two ideas are the sort of thing which one doesn't have to demonstrate they can work if you are willing to pay the price. The price on diodes is down now and so we are particularly interested.

You might look at my old letter and see if there is any more information on it and then I would like to proceed in obtaining a patent on this.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

September 12th, 1962

Mr. Irving Berg
Maynard Industries
Maynard, Massachusetts

Dear Mr. Berg:

I think it would be a good idea if you could get a "no parking" sign installed in one or two parking spaces on Main Street just outside your office. Last week a girl was leaving the parking lot and as she entered Main Street a car heading toward the shopping center ran into her. No one was hurt, but it is so unpleasant to wrinkle fenders that way.

Theoretically there is no excuse for what she did, but when there are cars or trucks parked right alongside the driveway it is almost impossible to see cars coming along Main Street.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

September 13th, 1962

Dura Business Machines, Inc.
Department A-1
32200 Stephenson Highway
Madison Heights, Michigan

Dear Sirs:

Please send catalog information on your Dura Mach 10 paper tape control typewriter as described in the September issue of Dun's Review.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

September 12th, 1962

Merkle-Korff Gear Company
211 North Morgan Street
Chicago 7, Illinois

Gentlemen:

I would appreciate your forwarding literature on your gear motors, specifically model WF, Basic Motor and Gear Reducer.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

September 7, 1962

Professor Jay W. Forrester
11 Holden Wood Road
Concord, Massachusetts

COPY

Dear Jay:

I have been disappointed in the way our latest consulting arrangement has worked out. I have now concluded that when we made this arrangement you felt that we are agreeing to consider drastic changes in the way the company is run. I never had this in mind and I do not plan to make any serious changes without a formal vote of the Board of Directors instructing to do so.

I also had a feeling that at times you feel we are not taking advice when in fact we are quite consciously turning down the suggestion as being unwise.

I think that you have lately been trying to convince people that the company is on the brink of catastrophy in order to prove to people that we should carry on some long term planning which you have in mind. I refuse to allow you to continue to do this. There is a chance that the company might survive without long term planning but the company will collapse immediately if we destroy its moral. Until this witch hunting stops I refuse to allow any of the directors to talk with DEC employees, including myself.

We've had a number of misunderstandings between ourselves and our directors. I feel it has come about because of a lack of formality. I suggest that from now on, in our board meeting and in our Works Committee Meeting, we present all suggestions in form of a motion to be voted on. Ideas that are too complicated to be put in the form of a motion are probably too complicated to be carried out by our organization. This way we will know that everyone understands the idea and we will also know how peoples opinions are.

Right now several directors have opposing opinions on various subjects and it often seems to me that each feels that the whole board agrees with him. This puts the officers in a very difficult position because if we take the suggestion of one person we are obviously rejecting that of several others.

One of the most critical subjects to be discussed at our meeting on Tuesday is how the board and officers can work more effectively together. I would like to discuss the suggestion at that time.

Sincerely yours,

KHO:cet

Kenneth H. Olsen

CC: William Congleton

COPY

September 5th, 1962

Mr. Roy Fine
Manager of Operations
The Foxboro Company
Digital Systems Division
21 Strathmore Road
Natick, Massachusetts

Dear Mr. Fine:

After considering your request that a compiler be written for the PDP-4 Computer, we have decided to commit ourselves to deliver one before April 30th, 1963.

If you receive an order from the customer in Pittsburgh which you are now talking with, and if you order our computer to be used in that project, we will offer to pay a penalty of $2,000. a month every month we are late beyond the April 30th, 1963 date if that customer insists on charging you the same penalty. We would limit our obligation to a total of $10,000.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

cc: Harlan Anderson
Gordon Bell
Ben Gurley
Dit Morse
Stan Olsen
Nick Mazzarese

September 4th, 1962

Teledyne Precision Inc.
3155 W. El Segundo Blvd.
Hawthorne, California

Dear Sirs:

Please forward catalog information and price list on your standard hysteresis synchronous electric motors.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

September 4th, 1962

COPY

Sangamo Electric Company
Springfield, Illinois

Dear Sirs:

Please send catalog information on the Sangamo precision motors.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

September 4th, 1962

COPY

Department WE
Inland Motor Corp. of Virginia
North Hampton, Massachusetts

Dear Sirs:

Please send catalog information on your DC pancake torque motors.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

September 4th, 1962

Photo Circuits Corp.
13 Seaclift Avenue
Glen Cove, New York

Dear Sirs:

Please send catalog information on your printed circuit motors.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

September 4th, 1962

COPY

General Circuits Inc.
1645 St. Paul Street
Rochester, New York

Dear Sirs:

Please send catalog information on your printed circuit motors.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

September 4th, 1962

Garfield Oliver Co., Inc.
17 St. Marks Place
New York, New York

Dear Sirs:

Please send catalog information on your printed circuit motors.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

September 4th, 1962

Electro-Craft Corporation
9549 Penn Avenue
Minneapolis, Minnesota

Dear Sirs:

Please send catalog information on your printed circuit motors.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

September 4th, 1962

COPY

Norton Associates Inc.
240 Old Country Road
Hicksville, LI, New York

Dear Sirs:

Please send catalog information on your magnetic tape recording heads.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

August 31, 1962

Mr. Jerome R. Cox, Jr.
Research Associate
Central Institute for the Deaf
818 South Kings Highway
St. Louis 10, Missouri

Dear Jerry:

We are pleased to hear of your interest in our PDP-4 computer. We originally planned this machine to be largely for industrial control and of the first two one is going to a cookie factory and one to a glass factory. However the interest for general use is growing fast. We are now putting our own business work on one which has a line printer and a card reader. In October we plan to deliver one to Mass. General Hospital where Dr. Evin will use it for some of his work.

I am enclosing literature on the PDP-4 which give the prices on the equipment and the various options. In addition, we are now offering a Memory Expansion Control Unit Type 16 for $9,000. This unit will allow memory to expand up to 32,000 words in 4,000 word modules.

In addition, we are offering an extended arithmetic control unit which will do automatic multiply and divide. We are also going to offer copies or modifications of the Lincoln Laboratory Line Tape Units.

If we can give you any further information please let me know.

Sincerely yours,

Kenneth H. Olsen
President

KHO:eat
CC: Mr. R. A. Damnkoehler
Assistant Dean of Engineering
Washington University
St. Louis, Missouri

Stanley Olsen
Harlan Anderson
Gordon Bell
George Rice

COPY

August 31, 1962

COPY

Mr. Gardner C. Hendrie
The Foxboro Company
211 Strathmore Road
Natick, Massachusetts

Dear Gardner:

We set up a very elaborate system for testing our computers for power interruptions. We laid out a large silocon controlled rectifier switch with which we can cut out pre-determined numbers of cycles. This is a great system and some day I think we'll learn a lot from it. However, we have had the usual problems. There was late delivery on the rectifiers and when the system was built we found that one of the rectifiers didn't operate. We have temporarily dropped this approach.

We've now made the tests with the obvious technique of pulling the plug out of the wall and simultaneously photographing the AC line and output of the computer. From this we can see when the AC power disappears and how much later the computer stops. We took five pictures and the shortest interval to failure was about 3-1/2 cycles which is better than 50 milliseconds.

We are very pleased with this because, if I remember correctly, Dick Sonnenfeldt said that 16 was passable and 30 was good.

We also took pictures of the decay of power supply voltages after the power was removed. I believe, but I haven't looked into it thoroughly yet, that we can increase the time to failure if it is worthwhile.

Sincerely yours,

Kenneth H. Olsen
President

KHO:cet
CC: George Rice
Gordon Bell

August 30th, 1962

COPY

Mr. T. C. Bartee
Review Editor
IRE Transactions on Electronic Computers
Lincoln Laboratory
Lexington 73, Massachusetts

Dear Mr. Bartee:

Thank you for asking me to review the paper by J. D. R. McQuillan on "The Design Problems of a Megabit Storage Matrix". I have lost touch with the memory field and so I suggest that I am not the best to do this.

Our company has been very heavily involved in building test equipment for memories and so some of our people have kept up with the field in great detail. The man in charge of this project at DEC is Jonathan Fadiman. I would recommend that he would be a good man to review this paper.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

August 30th, 1962

COPY

Mr. Robert Cesari
Blair and Buckles
1572 Massachusetts Avenue
Cambridge 38, Massachusetts

Dear Bob:

A long time ago you asked about a certain IBM patent which covered the symmetrical transistor as a memory switch. I, at that time, said that we had started work on this at MIT a number of years ago and it had been published. I looked into this a little bit and was not able to find out very much as I did not want to bother the people at MIT. I did find out however that it was mentioned in a quarterly report from Philco to Lincoln Laboratory dated 16 July to 15 October 1955. This was part of a contract issued from project Lincoln to Philco Corporation #AF19122-458. I believe these reports receive very wide distribution and so they might constitute publication.

This report did not describe the use of the switch but it did call it a symmetrical core switch and the purpose of the contract was to develop a transistor which would drive core type currents in both directions.

They never did develop this transistor but one of the results of their experimenting was the Micro-Allied transistor which we use and which has been a big factor in the development of DEC.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

August 29th, 1962

COPY

Mr. Harry Hoagland
American Research & Development Corp.
200 Berkeley Street
Boston 16, Massachusetts

Dear Harry:

I am sorry that I delayed so long in reading through the write up on Infotronics Corporation. I did not bother to study through their financial statements because I feel that you don't need my comments on this.

I think this project looks very interesting. Their products look like they will have a steady market for a long time to come. I get the impression that they have an intelligent, sound approach to it all. From the background of the people they should be technically competent. It also appears that they have been able to get the product out of the door which seems to stop so many companies.

I think that you should look carefully at this company and it does seem to have promise. I don't think that DEC should make ties with them because there is no obvious way in which we could help them or they could help us. It is often better for companies like DEC to buy things like this from a separate company because the individuals are much more motivated than they could be even working for a company like our own.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

August 29th, 1962

Editorial Service
Steel
Penton Building
Cleveland 13, Ohio

Dear Sirs:

Please send a copy of the article "New Goals for Small Company Diversification" number 17 in the series on new goals to my attention.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

August 28, 1962

COPY

Mr. Jim Burley
Sales Department
Digital Equipment Corporation
724 14th Street NW
Washington 5, D.C.

Dear Jim:

I was pleased to see how effectively you brought to the attention of our people this defect in the assembly of system modules. We had noticed this more ready and have corrected it. I thought we had caught all the units that went into the field and were defective. We have to be sure we develop a system here so that when we find a mistake like this we do fix them immediately.

Responsibility for correcting things like this comes under Bob Hughes who has the title of Quality Control Manager. Do direct your criticisms to him, but because these problems are so important continue to tell everybody about them. But also direct the information to me. This is the most important thing that I can do as president. The quality of our product is the most important thing that I can spend my time on.

Your memo was very good but I'd suggest next time, you do the memo just like you did but in addition send a teletype as soon as you find a problem.

Sincerely,

Kenneth H. Olsen
President

KHO/cet

CC: Bob Hughes
Stan Olsen

August 22nd, 1962

Reprint Department
Business Week
330 West 42nd Street
New York 36, New York

Gentlemen:

Kindly forward reprint of the article, "The Laser" which appeared in the August 18, 1962 issue of Business Week.

Thank you for your kind attention to this matter.

Sincerely,

Kenneth H. Olsen

KHO:apm

COPY

August 21st, 1962

Mr. Harlan Anderson
Rollingwood Lane
Concord, Massachusetts

Dear Andy:

When you are in England, Ken asked that you be sure to stop by to see S.T.C. (Standard Telephone Cable).

Hope you have a good trip.

Sincerely,

COPY

KHO
Copy

August 20, 1962

Bell Telephone Laboratories, Inc.
563 West Street
New York 14, New York
Attn: Mr. J. F. Ferko, Rm 654

Dear Sir:

Thank you for your inquiry dated August 16, 1962. We are pleased to submit the following price and delivery information.

COPY

ITEM	QUANTITY	MODEL	UNIT PRICE	TOTAL PRICE
1.	25	4201	$ 69.00	$ 1,725.00
2.	5	4215	90.00	450.00
3.	38	4209	79.00	3,002.00
4.	27	4110	43.00	1,161.00
5.	11	4112	68.00	748.00
6.	7	4114	54.00	378.00
7.	28	4106	49.00	1,372.00
8.	12	4603	89.00	1,068.00
9.	1	4604	92.00	92.00
10.	3	4401	72.00	216.00
			Sub-total.....	$10,212.00
1.	1	4410	41.00	41.00
2.	1	4676	74.00	74.00
3.	8	4301	80.00	640.00
4.	1	730	280.00	280.00
5.	1	743	290.00	290.00
6.	6	1905	175.00	1,050.00
7.	1	1962	16.90	16.90
8.	1	1963	6.60	6.60
9.	10	1955	7.00	70.00
10.	2	1954	20.00	40.00
11.	500	912/2	18.00/100	90.00
12.	500	912/4	18.00/100	90.00
13.	500	912/8	18.00/100	90.00
14.	100	912/16	18.00/100	18.00
15.	17	4686	70.00	1,190.00
			Sub-total.....	$3,986.50

ITEM	QUANTITY	MODEL	UNIT PRICE	TOTAL PRICE
1.	5	4102	$ 61.00	$ 305.00
2.	10	4105	44.00	440.00
3.	15	4106	49.00	735.00
4.	10	4111	43.00	430.00
5.	34	4112	68.00	2,312.00
6.	10	4113	68.00	680.00
7.	15	4115	54.00	810.00
8.	6	4125	54.00	324.00
9.	6	4127	68.00	408.00
		Sub-total...		$6,444.00
1.	20	4141	57.00	1,140.00
2.	25	4201	69.00	1,725.00
3.	25	4209	79.00	1,975.00
4.	15	4213	96.00	1,440.00
5.	15	4215	90.00	1,350.00
6.	6	4216	100.00	600.00
7.	25	4301	80.00	2,000.00
8.	9	4303	91.00	819.00
9.	6	4401	72.00	432.00
10.	8	4410	41.00	328.00
11.	6	4603	89.00	534.00
		Sub-total...		$12,343.00
1.	6	4604	92.00	552.00
2.	15	4667	53.00	795.00
3.	2	4676	74.00	148.00
4.	8	4681	75.00	600.00
5.	2	730	280.00	560.00
6.	3	743	290.00	870.00
7.	14	1909	220.00	3,080.00
8.	3	1954	20.00	60.00
9.	10	1955	7.00	70.00
10.	1	1960	2.00	2.00
11.	1	1962	16.90	16.90
12.	1	1963	6.60	6.60
13.	3000 as follows:		18.00/100	540.00
	1050 912/2			
	1050 912/4		Sub-total	$7,300.50
	600 912/8			
	300 912/16			

COPY

Grand Total.....	$40,286.00
Less two 1962's and two 1963's	47.00
Revised Total...	$40,239.00
Less 15% Discount	6,035.85
Sub-total.....	$34,203.15
Plus $47.00 ...	47.00
Total Price.....	$34,250.15

Our terms are net 30 days, f.o.b. Maynard, Massachusetts. Delivery will be made within six to eight weeks after receipt of your firm purchase order.

Digital Equipment Corporation certifies that the prices quoted herein are no higher than would be submitted to any other customer, including the United States Government for a similar requirement.

COPY

Sincerely,

DIGITAL EQUIPMENT CORPORATION

Kenneth H. Olsen
President

KHO/ET/gh

August 15th, 1962

Weston Road
Lincoln, Massachusetts

Mr. R. H. Watson
27 Hilltop Drive
Bedford, Massachusetts

Dear Mr. Watson:

At the time of passing of papers somebody was supposed to have notified the Bedford Water Department that the house was changing hands. They were to read the meter and send a bill to me for the water used up to that time. I have not received this bill and I assume either they were never notified, or they have not had access to the meter.

The charges are usually only $4.00 a quarter and so the amount of money involved is very small. If you want to have it read now or wait until the next bill, I will be happy to go along with any adjustment which you would like to make.

Enclosed is a key which I think fits the back porch door. If it does not, please throw it away.

We hope that you are happy with the house. We find that we miss it very much.

Sincerely yours,

Kenneth H. Olsen

COPY

August 15th, 1962

Weston Road
Lincoln, Massachusetts

Mr. John Harriman
Boston Safe Deposit and Trust Company
100 Franklin Street
Boston, Massachusetts

Dear Mr. Harriman:

Here is a brief review of the changes in my status in respect to my trust.

I have renewed the two GI term insurance policies, one for $2,000. and one for $8,000.

I have purchased a new home and my new address is Weston Road, Lincoln, Massachusetts. The house is located on the corner of Weston and Trapello Roads. I have a 20 year, 5% mortgage with the National Shawmut Bank. I also have a note with the Shawmut Bank at 5% repaid installments over about a three year period.

Restrictions on the stock of DEC, which I own, had terminated this month. I am enclosing a letter from the company lawyer which expresses some of the desires we have on the disposition of some stock, even though there are no legal obligations on it.

Last fall I also received an option for 1500 shares of stock at about $33.00 a share. The option expires five years from last fall.

I gave the National Shawmut Bank 500 shares of Digital stock as collateral for the note.

Please let me know if there is any further information that I should give you. If you think it desirable, I can arrange to stop in and visit with you some day.

Sincerely yours,

Kenneth H. Olsen

COPY

August 14th, 1962

Mr. T. E. Birchfield
Licensing Manager
International Business Machines Corporation
590 Madison Avenue
New York 22, New York

Dear Mr. Birchfield:

We received a letter from you on March 15th, 1962 offering a license on a number of memory patents. We have finally collected copies of these patents and have looked through them. The stack is indeed high and we have not read through all the claims, but with just a cursory check on each one, we did not find any in which we are immediately interested. If you have suggestions as to certain ones in which we should be particularly interested, please let us know.

COPY

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

August 13, 1962

COPY

American Airlines, Inc.
633 Third Avenue
New York 17, New York

Attention: Mr. Wilson Howard

Gentlemen: RE: Account No. 8994

Would you please issue a North American Card to Mr. W. E. Henton of our company.

Sincerely yours,

Kenneth H. Olsen
President

ep

August 2nd, 1962

Mr. George W. Russell
Assistant Treasurer
Assabet Institution for Savings
Maynard, Massachusetts

Dear Mr. Russell:

We want to thank you for offering your services in a payroll savings plan. I turned your letter over to our Treasurer, Mr. George O'Dea. His first reaction was somewhat negative, but I am sure that if you would like to discuss it further with him, he will be happy to talk with you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

cc: Mr. George O'Dea

COPY

August 2nd, 1962

Applied Dynamics Inc.
Box 612
Ann Arbor, Michigan

Gentlemen:

I would appreciate receiving your latest catalog.

Thank you for your kind attention to this matter.

Sincerely yours,

(Mrs.) Aynne Manning

COPY

August 2nd, 1962

James Electronic Inc.
Rockwell at Belle Plaine
Chicago 18, Illinois

Gentlemen:

I would appreciate receiving your latest catalog.

Thank you for your kind attention to this matter.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

August 1st, 1962

Mr. Robert B. Seal
Assistant Vice President
Republic National Bank of Dallas
Dallas 22, Texas

Dear Mr. Seal:

Thank you for your very pleasant letter offering your services in Dallas. We have no immediate plans to develop facilities in the Southwest, but if we do, we will be sure to consider Dallas and to discuss it with you.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

COPY

B

July 31st, 1962

Mr. Myron C. Pogue
889 Chevy Street
Belmont, California

Dear Mr. Pogue:

Thank you for your letter of July 26th requesting information about Digital Equipment Corporation.

Since DEC stock is not publicly available on the market, Annual Reports to stockholders are not prepared describing the corporation's activities. As you may know, DEC is a majority owned affiliate of American Research and Development Corporation of Boston and AR&D stock is currently being traded on the New York Stock Exchange.

As you requested, our catalog is being forwarded to you under separate cover.

Thank you for your interest.

Sincerely yours,

Richard F. Mills
Controller

RFM:apm

COPY

July 25th, 1962

Mr. Dave Packer
Massachusetts Institute of Technology
Room 52-566
School of Industrial Management
Cambridge 39, Massachusetts

Dear Dave:

To the best of my knowledge no one will be away on vacation the week of the August 2nd meeting, therefore, we should have a full complement. Regular meeting time should prevail.

Sincerely,

(Mrs.) Aynne Manning

Enc.

COPY

7/20/62

K. H. OLSEN

Ayse -
Pls keep
usual copies of
this letter but
mark "Letter Not
Sent" -

Eleanor

DIGITAL EQUIPMENT CORPORATION

Letter not sent

July 18th, 1962

Mr. Winston Hindle
8 Locust Avenue
Lexington, Massachusetts

Dear Win:

I am very enthusiastic about having you join our organization after our discussion last week.

Up until a short time ago I was able to keep track of everything that was going on in the company and to take part in all the decisions. I no longer have complete command of the company and often decisions are not made because we do not have the necessary information. We need someone to set up a reporting system so that we can very quickly and readily find out what is going on in the company and be able to make intelligent predictions as to what will happen. I think that you are uniquely suited for this job.

The most important part of this job will be to develop a formal system for proposing, initiating and controlling engineering projects. Our intuitive way of going into new projects has been very fruitful so far, but our intuition is not to be trusted as the scale gets larger.

I assume that our Accounting Department develops very accurate accounting figures but we need graphical presentations of this to give a good picture to management as to what is going on. We are lacking this right now. We also need to feed back all the detail accounting information which we have developed in our engineering projects to the people in charge of the projects so that they can measure their own success.

We are also lacking a system for making sales predictions and then feeding this into production and the financial area.

We have a very large and important problem here which has to be solved. I don't know how it should be solved, but I do think that you could make a significant contribution here. We would also like to have someone on our staff who will look out for our professional staff procurement and staff development.

We would like to offer you the position of Assistant to the President at an annual salary of . This offer is dependent on satisfactory physical examination by our

Mr. Winston Hindle July 18th, 1962

company doctor.

After you have thought about this, please give me a call.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

July 18th, 1962

Mr. T. E. Birchfield
Licensing Manager
International Business Machines Corporation
590 Madison Avenue
New York 22, New York

Dear Mr. Birchfield:

We received a letter from you on March 15th, 1962 offering a license on a number of memory patents. We have finally collected copies of these patents and have looked through them all. The stack is indeed high and we have not read through all the claims, but with just a cursory glance at each one, we did not find any in which we are immediately interested. If you have suggestions as to certain ones in which we should be particularly interested, please let us know.

You suggested the possibility of a cross-licensing agreement. DEC is a small company with a very humble patent program, but we would be interested in considering this possibility with you.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

COPY

July 18th, 1962

Mr. Robert Blake
3 Hemlock Lane
Bedford, Massachusetts

Dear Mr. Blake:

Thank you for sending a copy of your resume. Your experience might be of interest to our Computer Department and so I have sent your resume to Benjamin Gurley who heads up this department. Ben is in Paris this week and, therefore, there may be a short delay before you hear from him.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

cc: Mr. B. Gurley

COPY

July 17th, 1962

Mr. Benjamin Gurley
Hotel Gallic
14 Rue de L'Arcade
Paris, FRANCE

Dear Ben:

I am going to be away next week, July 23rd through the 28th, and so I won't see you until I come back. Here are some things you can think of while flying back from Europe that we ought to start work on next week.

We have to make the BBN machine work. I told Beckman to replace the punches and typewriters and do anything he needs to do to make it work. In addition, I would like to have you do whatever is necessary to make the thing work right. This might mean that you spend two weeks full time there and not come to the office at all. I don't care what you do but that machine has to work right.

COPY

The big mistake we made was in allowing them to talk us into adding so many options. I assume that you were the one that agreed to make the options and so I want you to make the machine work.

I would be willing to take the drum back and write it off as an experiment if that is the cause of the trouble down there. We can't agree to keep adding on options even though they are in the catalog.

From now on we have to give a special price on all options that are to be added in the field. There cannot be any fixed rule of thumb for installation cost. In some machines like the real old ones this installation cost might be so high as to in effect be saying we don't think it is wise to do this.

The second project which I would like to have you initiate is a re-thinking of the computer business. I don't have the data assembled so I can't tell, but I suspect that this business is not as profitable as it first appears. We have averaged $750.00 per month in maintenance, not counting installation, at BBN. If you multiply this by 3 for mark up, this approximates the rent which we get from them. This is a

special case, but the figures are shocking enough that we should re-think our cost and maintenance plans.

I think that you and Bob Beckman should come up with an estimate as to what it is going to cost to maintain machines so that we can figure what the financial structure of the computer business really is.

The third thing which I would like to have you initiate is a computer project schedule. Right now we seem to be backing into a number of commitments for new devices such as several new displays and an IBM tape and maybe a low speed inexpensive tape unit. I would like first to see on this list of projects a list of things we started and are now undone such as the problems at BBN, the specification and maintenance manuals for the scopes and the tapes and a whole list of things which we are too busy to do, but which we never will get done if we don't schedule. Above all I don't want to be embarrassed into taking on more projects just because we led a customer into believing it would be available when we haven't finished up or done a good job on those which we have almost finished.

I am mailing an offer to Winston Hindle from MIT to help in keeping track of projects. If he works out well on this it will be a big help to all of us.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

July 12, 1962

Dr. Frank R. Ervin
Massachusetts General Hospital
Boston 14, Massachusetts

Dear Frank:

We have been feeling rather guilty about holding up your computer program by our indecisiveness. We have not as yet hired a man to head up our operation in this area, but we have decided to go ahead anyway.

We have decided that a PDP-4 is the best machine for you. It will be more readily available to medical teams, and so we think that it will have much broader usage. Because it is almost immediately available, it could get your program started a lot sooner. We feel that the programming helps will be almost equal to those available for the PDP-1.

Two weeks ago our Board of Directors voted to offer to donate one year's free rent on our "normal" rental plan to the Massachusetts General Hospital on a PDP-4 computer. We are scheduled to have a PDP-4 available approximately the middle of August that we would like to assign to you if you can use it that soon. (A PDP-1 would not be available for seven or eight months.)

We are now using the assembler program MACRO developed at MIT on PDP-1. As a result, we are not continuing work on DECAL for the present, and are concentrating on publishing MACRO in a most usable form. Most users are happy with this.

Please let me know what your thoughts are on this offer.

Sincerely,

Kenneth H. Olsen

KHO/ecp

COPY

July 5, 1962

Assistant Professor A. H. McMorris
Department of Electrical Engineering
University of Houston
Cullen College of Engineering
Cullen Boulevard
Houston 4, Texas

Dear Professor McMorris:

I was shocked and disappointed to hear of the poor treatment you have received from DEC. We do make mistakes, but we don't usually compound them as seriously as we have in your case. We are getting this missing equipment off to you today, and it should be there in time for your courses.

We did get behind in the production of modules in the last few months because of some very large unexpected orders, some of which had high military priority. We are now making 10,000 to 12,000 modules per month, and we expect to be able to increase this as the need develops.

I am pleased that you brought this to my attention, because as we increase the size of our company, it is very important that we pick up the weaknesses in our organization which allow these mistakes to happen.

If there is anything we can do to help you, please feel free to call upon me.

Sincerely yours,

Kenneth H. Olsen

KHO/ecp

COPY

June 29th, 1962

Mr. Hubert L. Shortt, President
Technograph Printed Electronics Incorporated
920 Northwest Boulevard
Winston-Salem, North Carolina

Dear Mr. Shortt:

We received your letter offering a license on the Technograph Printed Circuit patents. We did not realize that Technograph had made contributions to this field and so it will take us some time to collect the patents and to study them. The royalty you are proposing is high and so we will carefully check the validity of your patents and the economy of the manufacturing methods described.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

xxxxxxxxx
xxxxxxxxxxxxxxxxxx
Weston Road
Lincoln, Massachusetts

June 29th, 1962

Mr. Gordon L. Purdy
Camp-of-the-Woods
Speculator, New York

Dear Mr. Purdy:

As I have not received a reply to my letter of May 25th, I am taking the liberty of enclosing another copy herewith.

I would very much appreciate hearing from you, at your earliest convenience, regarding this matter.

Thank you for your kind attention to this matter.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

DIGITIZED BY THE COMPUTER HISTORY MUSEUM

June 28th, 1962

Product Design and Development
Chilton Publications
Chestnut & 56th Streets
Philadelphia 39, Pennsylvania

Gentlemen:

We would very much appreciate your adding the name of:

Mr. David Shuflat
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

to your listing of people who receive a complimentary copy of PRODUCT DESIGN AND DEVELOPMENT. Mr. Shuflat is in charge of our Machine Shop and has a great interest in this publication.

Thank you for your kind attention to this matter.

Sincerely yours,

(Mrs.) Aynne Manning
Secretary to Kenneth H. Olsen
President

COPY

June 25th, 1962

Western & Trapello Roads
Lincoln, Massachusetts

Horton Brasses
901 Worthington Ridge
Berlin, Connecticut

Gentlemen:

I would appreciate receiving your catalog No. 92 "Authentic Reproduction Cabinet Hardware." I am enclosing .25 to cover cost of same.

Thank you for your kind attention to this matter.

Sincerely yours,

Kenneth H. Olsen

Enclosure $.25

COPY

June 21st, 1962

Mr. Robert Cesari
Blair and Buckles
1572 Massachusetts Avenue
Boston, Massachusetts

Dear Bob:

Here is a copy of a letter which I received from Technograph Printed Electronics Incorporated asking for royalty on the right to use printed circuits. My first impression is that they are asking such high royalty that they are going to have a difficult time getting any of it. We would like to hear your reaction to this and your suggestion as to what we should do.

They have given licenses to several large companies, but, if I read the letter correctly, they don't say that this is the same license that they are offering us and they don't say which patents they have given licenses on.

This is such a large amount of money that it would be worth checking with other companies to see what their policies are. There are many more companies using printed circuits that have licenses from Technograph.

Enclosed is a rough draft of a letter which I would send in answer to this. If you have any other ideas, please let me know.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enclosures

COPY

June 21st, 1962

The Commissioner of Patents
Washington 25, D. C.

Gentlemen:

Please forward one copy of the patents indicated on the enclosed patent coupons.

Thank you for your kind attention to this matter.

Sincerely yours,

Kenneth H. Olsen

amp
Enclosure - 32 coupons

COPY

DIGITAL EQUIPMENT CORPORATION

June 18th, 1962

American Management Association
1515 Broadway
New York 36, New York

Gentlemen:

We would like to add the following names to our present company membership:

Mr. Ted Johnson
Digital Equipment Corporation
8820 Sepulveda Boulevard
Los Angeles 45, California

Primary: Marketing
Secondary: General Management

Mr. George O'Dea
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Primary: Finance
Second General Management

Jon Fadiman
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Primary: International Management
Secondary: General Management

COPY

We are returning your invoice herewith and ask that you re-bill us accordingly.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm
Enc.

7 original members
Maynard Sandb. - Mfg + Packaging
Stanley Olsen - Personnel - Purchasing
Harlan Anderson - Marketing - General Management
Ben Gurley - R&D - Insurance
Richard Best - R&D - International Management

Richard Wells - Finance - Admin. Svc.
Kenneth Olsen - General Managemt - R&D

annual dues $350.00

BL

June 13th, 1962

Mr. Stevenson Corey
21 Pierrepont Road
Winchester, Massachusetts

Dear Steve:

The Christian Education Department requests a pair of dictating machines for Reverend Sherwood Strodle.

We are fortunate to have such a capable man as Reverend Strodle on our staff. He is unusually well educated and prepared for this job and he continues to take on more and more responsibility. We feel that we owe a professional man of his caliber the time saving convenience of a dictating machine.

We recommend that a pair of used and reconditioned Gray Audograph machines be purchased. The total price for these is $400.00 and it can be paid for over a period of four months. People feel that it is important to have the same type machines as are used in other offices of the church.

Sincerely yours,

COPY

KHO:apm

Kenneth H. Olsen

cc: Dr. James Petersen
Mr. Edgar Poore
Reverend Sherwood Strodle

June 13th, 1962

Radio Corporation of America
P. O. Box 53
Harrison, New Jersey

Gentlemen:

With reference to your renewal notice which we are returning herewith, please be advised that our check No. 18861 went forward to you on March 21, 1962 covering this subscription.

We will appreciate your advising if our check has not been received.

Sincerely yours,

(Mrs.) Aynne Manning
Secretary to K. H. Olsen
President

COPY

June 6th, 1962

Mr. Robert Cesari
Blair and Buckles
1572 Massachusetts Avenue
Boston, Massachusetts

Dear Bob:

We are now finishing our fiscal year at the end of this month and we have the question as to how much money we should put aside for patent contingencies. We understand that Research Corporation expects $.02 per bit on all coincident current memories and we have thought that we should put that much away for all the memories which we have delivered so far.

We understand that the tax people will allow you to subtract this from the profits and put it aside if there is good justification for it. Will you send a note to me, with a copy to Harlan Anderson, giving us your suggestions on this matter.

COPY

Sincerely yours,

Kenneth H. Olsen

KHO:apm

cc: Ben Gurley

June 1st, 1962

The Wall Street Journal
200 Burnett Road
Chicopee Falls, Massachusetts

Gentlemen:

With reference to our subscription which commenced April 8th, 1962, will you kindly have it directed to the attention of:

Mr. Kenneth H. Olsen
Digital Equipment Corporation
Main Street - Bldg. 12
Maynard, Massachusetts

Thank you for your kind attention to this matter.

Sincerely yours,

Aynne Manning
Secretary to K. H. Olsen
President

COPY

15 00 Kwood

May 31st, 1962

Mr. Cleveland Hopkins
Lincoln Laboratory
Lexington, Massachusetts

Dear Cleve:

I checked into the RCA modular audio units. These units have been discontinued and apparently are no longer available. The organization in this area which handles RCA equipment is Trimount Automatic Sales Corporation, 40 Waltham Street, Boston, Massachusetts - telephone number LI 2-9480, (we talked to Mr. Smith). Trimount said that these modules are no longer available and instead they have a transistorized 4 input microphone mixer model MI 11221-B for $680.00. This is a portable transistorized unit with power supply. It is a 600 ohm output and is probably equivalent to the Western Electric unit which at one time was standard in the industry. This is still not the unit we want because it has 4 inputs and 1 output and we want many inputs and several outputs.

The sound equipment division of RCA is in Meadowlands, Pennsylvania - phone number BAldwin 2-1100, area code 412. Mr. Jack Corray at extension 445 is the man we contacted there.

I am getting literature on their 4 input microphone mixer and after I get that I will check further into what other units are now available.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enclosures

May 31st, 1962

Mr. Russell Veterlein
New England Mutual Life Insurance Company
50-60 Federal Street
Boston 10, Massachusetts

Dear Russ:

Enclosed is a copy of the bill I received from your office. I am sure that you told me what I am supposed to do with these, but I can never remember. Will you give me a ring at the office and tell me or my secretary what I am supposed to do with this. I want to keep up our program of borrowing on the policy.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enclosure

COPY

May 28th, 1962

Instruments and Control Systems Magazine
845 Ridge Avenue
Pittsburgh 12, Pennsylvania

Dear Sirs:

We find that the May 1962 copy of your magazine we received is missing some pages. Pages 131 to 162 have been left out and pages 99 to 130 have been put in twice. Because there is material in the missing section which we would like to read, we would appreciate having this copy replaced.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

COPY

May 25th, 1962

Mr. Gordon L. Purdy
Camp-of-the-Woods
Speculator, New York

Dear Mr. Purdy:

We were pleased to receive a reservation for our duaghter, Ava-Lisa Olsen, for Tapawingo for July 28 through August 11. However, we have since found out that July 21 through 28 is the only time for our family vacation which means that it will be difficult for us to bring Ava-Lisa to Tapawingo on the 28th of July. We would like to know if it would be possible to change her reservation to August 4 through 18. If this is not possible, would it be reasonable to bring her to camp the Sunday or Monday following July 28.

Thank you.

Sincerely yours,

Kenneth H. Olsen

COPY

May 23rd, 1962

Mrs. Eleanor Brown
223 Soundview Avenue
Stratford, Connecticut

Dear Ele:

I received the technical literature from Consolidated Electrodynamic Corp. You are not at all competitive with us, even though some of the words may sound the same. You make analog recorders which need analog amplifiers to go with them. These analog amplifiers are in building block or module form. This is quite different from the digital modules which we make and sell and they are in no way competitive. If this literature describes all the products, I think one can quite readily say that CED and DEC are not in competition.

I am enclosing in a separate package a copy of our catalog. Most of these catalogs are paper bound and we give them out in large numbers. The hard bound copy which I am sending to you is only for our best customers and friends.

Best regards,

Kenneth H. Olsen

KHO:apm

COPY

May 23rd, 1962

Mitre Corporation
Bedford, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

May 23rd, 1962

RCA
Personnel Department
Defense Electronic Products
Burlington, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

May 23rd, 1962

Lincoln Laboratory
Lexington, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

May 23rd, 1962

Geophysics Corp. of America
Burlington Road
Bedford, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

May 17th, 1962

Mr. Eugene M. McSweeney, Jr.
Executive Director
New Bedford Industrial Park
302 First National Bank Building
New Bedford, Massachusetts

Dear Mr. McSweeney:

Thank you for your very fine and convincing letter extolling the features of the New Bedford Industrial Park. You apparently have considered the situation very carefully and you seem to have much to offer.

Digital Equipment Corporation has just committed itself to another 130,000 sq. ft. of space in this old mill in Maynard and so the pressure to find new space has been relieved from us for a while. However, in the future, when we are again considering a significant expansion, we will be very happy to consider the many things which you apparently have to offer.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

May 17th, 1962

Professor Edwin K. Gedney
Gordon College
Beverly Farms, Massachusetts

Dear Professor Gedney:

When I took your very large drawing of the Gordon College campus back to the plant, I found that it would not fit in our blueprint machine and so I had it photographed and reduced. The result is a transparency which is large enough to be useful, but still small enough to conveniently go through the blueprint machine and a little easier to handle. I sent this new reduced transparency with your original drawing back to the campus with Mr. Ketchum.

I am told that this photographic transparency can be erased with a wet eraser and readily corrected. If you would like to bring this transparency up to date, I can then make any number of blueprints that might be needed. I can also have it microfilmed and from this we can make various size prints.

I sent a few copies of this drawing to the architect. This is indeed a fine drawing and I am sure it will be very useful to him.

I enjoyed going over the drawing and I look forward to hiking over much of the area.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

May 17th, 1962

Mr. Issac Auerbach
Auerbach Industries
1643 Arch Street
Philadelphia 3, Pennsylvania

Dear Ike:

We appreciate hearing about your continued interest in PDP and we are sorry that we are not able to fill your needs.

We would like to have you visit us some time so that we can show you the things that we are doing. We have three particularly large computer systems on the floor now and we expect the last one to be here until June 1st. If you can visit us on May 25th, as you mentioned, it would still be here.

DEC is about 30 miles from Boston. The only convenient transportation is by automobile. To get here from Boston, one takes route 2 out to Concord where it crosses route 62. Turn left on route 62 and go about 5 miles into the center of Maynard. Just beyond the small shopping area, there is a tremendous old mill. We are just inside the iron gate on Main Street, which is route 62.

We will look forward to seeing you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

May 10, 1962

Mr. Kenneth Troup
10 Hemlock Lane
Bedford, Massachusetts

Dear Ken:

I was pleased to hear of your interest in working at DEC this summer. Enclosed is an application form which you can send to Mr. Robert Lassen.

I am not sure what openings are available this summer, but Mr. Lassen will check with the appropriate supervisors. I suggest that you call him for an appointment a couple of days after you send in the form.

Sincerely,

Kenneth H. Olsen

KHO/ecp
Enclosures: 3

CC: Mr. Robert Lassen

May 8th, 1962

Mr. Issac Auerbach
Auerbach Industries
1643 Arch Street
Philadelphia 3, Pa.

Dear Ike:

I was pleased to hear from you and about your interest in the computer. I am sorry that we cannot meet your specifications. I am enclosing several copies of our PDP-1 literature and our PDP-4 literature. If you have any questions, be sure to let us know. We now have about a dozen PDP-1's in the field and we have five or six on the floor. We have just finished the first PDP-4 but we have orders for two of them and we will start producing them right away.

I look forward to seeing you in Germany this summer.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

May 8th, 1962

Simpson Timber
Washington Building
Seattle, Washington

Dear Sirs:

I read in the American Home magazine that you offer plans for building a Finnish Sauna. Please let me know how I can obtain these.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

April 30th, 1962

Lincoln Laboratory
Lexington, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

April 30th, 1962

Mitre Corporation
Bedford, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

April 30th, 1962

Geophysics Corp. of America
Burlington Road
Bedford, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

April 30th, 1962

RCA
Personnel Department
Defense Electronic Products
Burlington, Massachusetts

Gentlemen:

I understand that some companies have a bulletin board for advertising real estate which is available in the area. If you have this service, I would appreciate having the enclosed card listed on that bulletin board.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

April 4th, 1962

Mr. Richard Williams
National Shawmut Bank
P. O. Box 2176
Boston 6, Massachusetts

Dear Mr. Williams:

Enclosed is the application form which Lincoln Barber asked me to fill out. I am not sure what you want in all the blanks and I do not have all the information asked for.

If you require additional information, please let me know.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

April 4th, 1962

Mr. & Mrs. William Gourley
Milo
Maine

Dear Mr. & Mrs. Gourley:

Thank you for your very prompt reply to our inquiry about space at Schoodic Lake this summer.

We would like to reserve Camp Dodge from July 21st through July 28th. We do not like to limit our stay to only one week, but, it may work out best this way because I expect to make some long trips this summer.

I do not recall what deposit you normally request with a reservation, so I am enclosing a check for $10.00.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enclosure

COPY

April 4th, 1962

Miss Dorothy Rowe
American Research & Development Corporation
200 Berkeley Street
Boston 16, Massachusetts

Dear Dorothy:

Enclosed is the certificate which I would like to have broken down. It is now for 5,880 units and I would like to have it in two units of 500 and one of 4,880.

Thank you for taking care of this for me.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enclosure

COPY

April 4th, 1962

Dr. Vladimir Zworykin
RCA Research Laboratory
Princeton, New Jersey

Dear Dr. Zworykin:

We felt very privileged to have you stop by our booth at the IRE show last week. This project is indeed a fascinating one and also rather refreshing because it has no military implications.

In reviewing what you told us about your system, we find that there are a number of points that we are not clear on and so we look forward to receiving your specifications when you are ready to release them.

We did have another idea on how to approach this problem which you might be interested in. If a high speed general purpose computer were used to scan the picture and produce a punch paper tape, then each loom would need very little equipment other than a paper tape reader. This system would have several potential advantages. We already have a high speed computer with a precise flying spot scanner and so it would be possible to demonstrate the idea very quickly. The investment in a factory might be significantly less with one large expensive computer, but relatively inexpensive equipment on each loom.

A computer could do a number of other useful things also, for example it could automatically scale the size in each dimension.

I would think that it would be desirable to have horizontal or vertical lines in the pattern all in one row of tufts. This may not work out in an optical system because of the slight inaccuracies inherent in an optical system. However, the computer could be programmed to correct this so that all lines that almost fall in one row would be made to exactly fall in one row.

With a color cathode ray tube output the computer could also be used to help design rug patterns and to present them in color before the paper tape is punched out.

If this approach of using a computer is of interest to you, we would like to explore it further with you. Otherwise, we will look forward to receiving your specifications on your system.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

cc: Stan Olsen
Harlan Anderson
Ben Gurley

COPY

March 29th, 1962

Dr. Charles Ellicott
16 Clark Street
Lexington, Massachusetts

Dear Charles:

I am sorry I have tied up your stethoscope so long. I keep thinking that I will soon have time to really make this thing play, but, so far I have not had success. Meanwhile, I have bought one of my own and when I get to it, I will use it.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

March 29th, 1962

Mr. Raymond Carr
Box 452
Times Square Station
New York 36, New York

Dear Mr. Carr:

In reply to your letter of March 21st, we wish to advise that we are a majority owned affiliate of American Research & Development Corporation in Boston, Massachusetts whose stock is currently being traded on the New York Stock Exchange. Digital Equipment Corporation stock is not publicly available at the present time and, therefore, no annual reports are available to the public.

If you have any questions, or if we can be of any help to you, please let us know.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

COPY

March 28th, 1962

The Commissioner of Patents
Washington 25, D. C.

Gentlemen:

Please send one copy each of the patents indicated on the enclosed patent coupons.

Sincerely yours,

Kenneth H. Olsen

apm
Enclosures: 78 patent coupons

COPY

March 27th, 1962

Mr. Morris Inch, Acting Dean
Gordon College
Beverly Farms, Massachusetts

Dear Mr. Inch:

Thank you for your invitation to speak at Gordon College Chapel. I could be available either April 9th, 10th or 11th, but April 11th would be just somewhat more convenient.

I would like to call you sometime before so that I can learn a little more of the nature of the program.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

March 27th, 1962

Mr. & Mrs. William J. Gourley
Schoodic Lake Camps
Schoodic
via West Seboois, Maine

Dear Mr. & Mrs. Gourley:

We enjoyed our stay at Schoodic Lake very much last year and we hope that we are not too late to make a reservation for this coming summer. We would very much like to have Camp Dodge again for two weeks. We would most like early or middle August, after the black flys have disappeared, but right now it appears that I will be able to take any two weeks of this summer. We would even consider taking one week early and one week later if this happens to work out for you.

We will look forward to hearing from you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

March 22nd, 1962

Mr. Cleveland Hopkins
Lincoln Laboratory
Lexington, Massachusetts

Dear Cleve:

I was pleased to hear that you are taking the responsibility for the audio system. Here is the list of suggestions which you asked me to prepare. I plan to meet with you Friday evening to discuss them in detail.

The Hawey Room and the Sunday School Room should have some of their wiring replaced. Some of the speaker wiring is dangling and some of the joints have never been soldered. The Sunday School Room has two microphone cables, a conventional single contact type and a high quality cannon connector. I think that we should do the same with the Hawey Room so that we would normally use the high quality connector but when we need to, we can use the more conventional microphone connector. We should also add a loud speaker into the halliway outside the Sunday School Room.

COPY

I also think that we should simplify the system in these two rooms so that there is no switching necessary. We could feed the signal from the auditorium into the phono input of the amplifiers and the local microphones into the microphone inputs. This would make a system that would almost be fool-proof. I would suggest that we eliminate the loudspeakers over the television because people keep forgetting to turn them off when they are using the local microphones and the resulting feedback is intolerable.

In the auditorium I think we should aim toward eliminating the forest of microphones. I think that the radio station would give us permission to tap off their preamplifier output to feed the other auditoriums and any tape recorders we want to use. The pick up which they have is

exactly what we want distributed to other places and what we want to record. I also believe that with their set of microphones we can also pick up a speaker standing in the floor which is something we now miss on the television system.

I suggest that we put the two bronze colored Shure 333 microphones in parallel on the center of the pulpit. One would feed the radio and one would feed the local amplifier. This would make a very neat arrangement and they would be quite inconspicuous. I don't believe that it is necessary to have a microphone for the soloist for the local amplifier.

I would think it would be a good idea to put a shelf in front of the double window in the radio room so that we can move the amplifier out of the crowded box down near the doorway. With this shelf there would be room for the radio operator and one person monitoring the local amplifier. We can do much to neaten the area near this control panel and we can eliminate much of the shelves in that room which look ugly and take a lot of the valuable space in that room.

I believe there is enough room in the sound room to take care of all our needs and so we don't have to consider moving into the Assistant Pastor's study. The one advantage of moving into the study is that we could then lay things out the way we want to without the danger of offending people who have developed habits as to how they like to do things in the present radio room.

It might be a good idea to run completely new cables from the front of the sanctuary up to the radio room. These also should have high quality cannon connectors.

If we put cathode followers on the output of the radio station preamplifier we could then drive any number of recorders or lines without the danger of ever affecting their signals. I am quite sure that we could get permission to tie them on to their output. We might be able to connect them to their earphone jack and then allow him to hook his earphones to the output of the cathode followers.

There are many variations that are possible in hooking up the audio system, but, I think this one is the most straightforward.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.
cc: Mr. David Nelson

COPY

March 20th, 1962

The Commissioner of Patents
Washington 25, D. C.

Dear Sirs:

Please send one copy each of the patents indicated on the enclosed patent coupons.

Sincerely yours,

Kenneth H. Olsen

apm
Enclosures: 100 patent coupons

COPY

March 20th, 1962

Mr. Bernard A. Joyce
Old Harvard Road
Harvard RFD, Massachusetts

Dear Bernie:

Every weekend that we have had your people working here alone the fence protecting the elevator entrances has been broken. I have no reason to believe that it is your people, but, I am quite concerned about the lack of respect for property which our contractors are apparently showing when they are working by themselves. This broken gate is the only item which I am able to identify, but, it does make me worry about the other things which I can't see.

I think we will have to make a rule that we cannot leave contractors in here alone unless they are supervised either by our people or by the boss himself.

COPY

Sincerely yours,

Kenneth H. Olsen

KHO:apm

cc: George Brown
John Culkins
Jack Smith

March 19th, 1962

The Commissioner of Patents
Washington 25, D. C.

Dear Sirs:

Please send one copy each of the patents indicated on the enclosed patent coupons.

Sincerely yours,

Kenneth H. Olsen

am
Enclosures: 100 patent coupons

COPY

March 15th, 1962

Mr. Charles Hogopian
Park Street Church
0 Park Street
Boston, Massachusetts

Dear Charlie:

After many years I have finally realized that we are making a mistake in the set up of chairs in the rear of the Hewey Room. The second grade meets on the kitchen side and they are big enough for full size chairs, in fact, I believe they would behave better if they were sitting in full size chairs. So, I suggest that you set two full size tables on that side with about a dozen regular folding chairs.

This means that you can then set two identical low tables for the first graders on the Park Street side. This then frees two small tables for their use. The heavy folding one can be left in the nursery. The light weight one made from a door can be left in the top floor of 1 Park.

This will leave you with two less short tables and a number less small chairs in the rear of the Hewey Room which now take up space when you set up for a large affair.

Thank you.

Sincerely yours,

KHO:apm

Kenneth H. Olsen

cc: Dr. James Peterson

March 15th, 1962

Mr. Lincoln E. Barber, Jr.
National Shawmut Bank
40 Water Street
Boston, Massachusetts

Dear Link:

We want to thank you for the interest you showed in bringing Mr. Kates to our plant yesterday. Andy and I have discussed this in some detail and I am sure that he would like to hear our reaction immediately.

On the plus side we would make the following comments:

1. There does appear to be a large future for welded modules.
2. Mr. Kates definitely appeared to be very capable in the field.
3. There is a likelihood that DEC will eventually use some welded techniques.

However, we have concluded that we are not interested enough to make ties right now for the following reasons:

1. The military will be the main user of miniaturized elements.
2. Job Shop packaging of welded elements appears to be becoming very competitive.
3. The procurement of parts, such as transistors and resistors for our present techniques (which are indeed the most simple possible way) is marginal for large production. We are afraid of going to new techniques which mean new type parts.
4. When and if we go into welding some of our sub-assembly, we would probably be interested in help only on a short term basis until the production is running smoothly because the circuit and system design is our specialty and packaging is something we just consider a production technique.

We do appreciate your bringing this possibility to our attention and the fact that we have come to a negative conclusion, does not mean that some other organization would do the same.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
cc: Mr. Maurice Kates
Advanced Miniaturized Electronics, Inc.

COPY

March 5th, 1962

Mr. G. S. Crosby
47 Bloomfield Street
Lexington, Massachusetts

Dear Mr. Crosby:

Thank you for your recent postcard requesting information about Digital Equipment Corporation.

Since DEC stock is not publicly available on the market, Annual Reports to the stockholders are not prepared describing the corporation's activities. As you may know, DEC is a majority owned affiliate of American Research and Development Corporation of Boston, and AR&D stock is currently being traded on the New York Stock Exchange.

Thank you for your interest.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

March 1st, 1962

Mr. J. L. Atwood
3 Eisenhower Road
Framingham, Massachusetts

Dear Jack:

I was sorry to hear that my rough sketch on the layout disturbed you at this time. I sent it along to you in this form because I felt the roughness of this sketch would indicate how little thought went into it and the fact that most of the points were still open to discussion. We would not go ahead and start any of this work until you were in complete agreement.

COPY

However, there are two points which I do feel strongly about.

1. I want your office on the far end.
2. I want all of your staff people in separate offices with no doors.

I understand your arguments, but, I have put the same conditions on Stan's floor and I have not backed down for him as yet. The rest of the layout is pretty much up to you but I, of course, do want to discuss it with you. The only walls that I want to go to the ceiling are your office, Stan's office, the darkroom and maybe one of Stan's conference rooms. If you want to use some of the offices which now go to the ceiling for other than darkroom uses, I will insist that we take the walls down part way.

I would also suggest that you plan for significant expansion. You are going to have to take on more people in order to get the jobs done which we have committed ourselves to. I don't think that you need a classroom because there will be several on the second floor, but, I would be willing to go along with one now because it will, in effect, be saving space for expansion.

There are several other possibilities that you should consider. The present PDP-1 Computer room might make an excellent Press Room. It is in a place where noise won't bother anyone and it is near the present paper storage room which we might save. There is no plumbing however. We might also consider the old Carpenter Shop as a Display Work Shop.

J. L. Atwood March 1st, 1962

I do suggest that you take down the iron grill work completely because it will be more attractive to store things behind ordinary partitions.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

February 28th, 1962

Mr. David R. Nelson
16 Rosselerin Road
Dorchester 22, Massachusetts

Dear Dave:

I have been sitting under the balcony in church during the last several Sundays and I have concluded that we should eliminate the microphone for the soloist completely or else do something quite different. Where it is located now, it is prejudiced in favor of Alice and does very little good for Carl. It only picks up the very loudest peaks of Alice and then it distorts so badly that I find it very offensive.

Maybe we should leave things the way they are and turn down the volume on the soloist to zero and see if anyone has any complaints that way. If they don't, I suggest we skip that microphone altogether.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

February 27th, 1962

General Georges F. Doriot, President
American Research & Development Corporation
The John Hancock Building
Boston 16, Massachusetts

Dear General Doriot:

I look forward to attending the American Research & Development Corporation Annual Meeting next week and welcome the opportunity to provide you with a review of the highlights of the past year at DEC.

Production shipments of our new computer, the Programmed Data Processor, were a major highlight of the year. We now have delivered ten of these units and have a significant backlog of unfilled orders for it. Its speed and reasonable price have been key attractions to our customers. Last fall DEC donated a PDP-1 Computer valued at $120,000.00 to the M.I.T. Department of Electrical Engineering to provide opportunities for students to learn to use computers.

DEC has continued to increase its leadership as a supplier of digital modules. These units are sold to industry, government and research groups throughout the country. In addition, they are used by DEC as components in our manufacture of systems such as the PDP-1. These modules have accounted for approximately one-half of our sales volume in the past year.

During the year, two new DEC sales offices have been opened to cover the New York and Washington areas.

Our factory area has increased during the year from 75,000 to 123,000 square feet. The number of DEC employees has increased during the year from 194 to 337 people. Sales for the year ending June 30th, 1961 were $2,600,000.00. Sales for the year ending June 30th, 1962 will exceed $6,000,000.00.

COPY

The past year has been a very satisfying one to all of us at DEC, and we are pleased to pass on these highlights to you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

February 21st, 1962

Mr. Richard Thornton
General Manager
Intercon Division of Amphonol-Borg Electronics Corp.
2863 South 25th Avenue
Broadview, Illinois

Dear Mr. Thornton:

Please send descriptive information on your prefabricated circuitry that eliminates the hand wiring of electronic micro packages as described in Electronic Design magazine.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

February 16th, 1962

Computers and Automation
Who's Who Editor
815 Washington Street
Newtonville 60, Massachusetts

Gentlemen:

We are enclosing 36 facsimiles of your form for entry in your Spring 1962 edition of "Who's Who in the Computer Field". Our district offices will mail their entries in individually.

Thank you for your kind attention to this matter.

Sincerely,

Aynne Manning
Secretary to Kenneth H. Olsen
President

COPY

Enc.

February 16th, 1962

Murphy & Snyder Inc.
Junction of Routes 62 and 27
Maynard, Massachusetts

Gentlemen:

Please send receipt indicating that this bill was for 500 covers for Park Street Church reports to my home address:

27 Hilltop Drive
Bedford, Massachusetts

Thank you for your kind attention to this matter.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc. - check

COPY

February 14th, 1962

Mr. James Benenson
F. Eberstadt & Company
65 Broadway
New York 6, New York

Dear Mr. Benenson:

Thank you for your letter of February 10th requesting information about Digital Equipment Corporation.

DEC stock is not publicly available on the market. As you may know, DEC is a majority-owned affiliate of American Research and Development Corporation of Boston, and A R & D stock is currently being traded on the New York Stock Exchange.

Thank you for your interest.

COPY

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

BIC

February 13th, 1962

George Koch Sons, Inc.
Evansville 4, Indiana

Dear Sirs:

Please send catalog information on the Koch Pre-fab Oven Panels as described in New Equipment Digest.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

cc: Loren Prentice

COPY

B1C

February 13th, 1962

Mr. Charles Wing
131 Myrtle Street
Melrose, Massachusetts

Dear Mr. Wing:

Since you were here last, we have developed some interest in welding components. When you are in this area again, I would like to talk with you about this.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

February 8th, 1962

Mr. Vernon R. Alden, President
Ohio University
29 Park Place
Athens, Ohio

Dear Vern:

Now that it will be necessary for you to travel to our Board of Directors Meetings, we are enclosing a small supply of our travel voucher form so that you may be reimbursed for your expenses.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

February 8th, 1962

The Editor
Electronic Industries Magazine
Chestnut & 56th Street
Philadelphia 39, Pennsylvania

Dear Sir:

Please send a reprint of the two part article entitled "What to Know in Using Magnetostrictive Delay Lines" in the January-February issue of Electronic Industries magazine.

Thank you.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

February 5th, 1962

Stemler Associates & Company
25 West Pennsylvania Avenue
Towson 4, Maryland

Gentlemen:

We have been advised that you are the Rotax East Coast representative.

Will you kindly advise us the cost of the following Rotax Hysteresis Synchronous Motors - model numbers:

E6-36
E6-45
D6-60
E6-72
D6-90

COPY

Thank you for your kind attention to this matter.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

February 5th, 1962

Rev. Harold O. J. Brown
Park Street Church
0 Park Street
Boston 11, Massachusetts

Dear Joe:

We are very pleased to see that you are now Chairman of the Library Committee. The library can make a very definite contribution to the church.

Your first duty is to send a note to the Trustees requesting that a sum be put in the library fund for this year. Other years they have given $200.00, but, last year we neglected to put in a formal request and they only gave $100.00.

Sincerely yours,

Kenneth H. Olsen

KHO:apm
Enc.

COPY

January 30th, 1962

Electronic Data Couplers, Inc.
Dashew Business Machines, Inc.
3655 Lenawee Avenue
Los Angeles 16, California

Gentlemen:

Please send descriptive information on your Punched Card Reader as described in the January issue of Automation magazine.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

January 30, 1962

Presin Company, Inc.
2014 Broadway
Santa Monica, California

Gentlemen:

Would you please send me catalog information on your Predetermining Counter as described in the January issue of AUTOMATION Magazine.

Sincerely,

Kenneth H. Olsen

KHO/ecp

COPY

January 31st, 1962

Eraser Company, Inc.
Dept. ED
1068 Clinton Street
Syracuse, New York

Dear Sirs:

Please send us descriptive information on your Model #1200 machine for stripping ribbon type cables.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

Same Letter to:

Norman Taylor, Itek
Robert Everett, Mitre Corp.
William Papian, MIT
Dr. Gordon Brown, MIT

January 29, 1962

Professor Jay Forrester
Massachusetts Institute of Technology
School of Industrial Management
Cambridge, Massachusetts

Dear Jay:

I took the liberty of using your name as a reference on my application for Senior Membership in the IRE. I realize that filling out the forms is somewhat of a chore, and to make it easier, I am enclosing a copy of the form that I filled out for the application.

I do appreciate your helpfulness in this matter.

Sincerely,

Kenneth H. Olsen

COPY

KHO/ecp
Enclosure: 1

Same Letter to:

Norman Taylor, Itek
Robert Everett, Mitre Corp.
William Papian, MIT
Dr. Gordon Brown, MIT

January 29, 1962

Professor Jay Forrester
Massachusetts Institute of Technology
School of Industrial Management
Cambridge, Massachusetts

Dear Jay:

I took the liberty of using your name as a reference on my application for Senior Membership in the IRE. I realize that filling out the forms is somewhat of a chore, and to make it easier, I am enclosing a copy of the form that I filled out for the application.

I do appreciate your helpfulness in this matter.

Sincerely,

Kenneth H. Olsen

COPY

KHO/ecp
Enclosure: 1

Fill out this application in complete detail and mail with remittance to IRE Headquarters

THE INSTITUTE OF RADIO ENGINEERS, INC., 1 EAST 79 STREET, NEW YORK 21, N. Y.

Membership dues include $9.00 per year for the subscription to PROCEEDINGS, which amount is included in, but is non-deductible from dues.

APPLICATION FOR ASSOCIATE, MEMBER OR SENIOR MEMBER GRADES

Made under Sec. 205 Clause 2

TO THE BOARD OF DIRECTORS

Gentlemen: I hereby make application for Transfer to ☐ Associate ☐ Member ☒ Senior Member grade in The Institute of Radio Engineers on the basis of my training and professional experience given herewith and refer to the references named, WHO ARE PERSONALLY FAMILIAR WITH MY WORK.

I certify that the statements made in the record of my training and professional experience are correct and agree, if elected, that I will be governed by the Constitution of the IRE as long as I continue a member. Furthermore, I agree to promote the objects of the IRE so far as shall be in my power.

January 23, 1962
DATE

SIGN FULL NAME WITH PEN

Names of References

For Associate grade, the names of at least three Fellows, Senior Members, Members, Associates, or other responsible individuals are required.
For Member grade, the names of at least four Fellow, Senior Member or Member references are required.
For Senior Member grade, the names of at least five Fellow or Senior Member references are required.
In exceptional circumstances, the Admissions Committee may accept other references than those stipulated, provided they are thoroughly familiar with the ability and experience of the applicant.

SIGNATURES ARE NOT NECESSARY. PRINT OR USE TYPEWRITER

(Be sure reference qualifications are met.)

Professor Jay Forrester, Massachusetts Institute of Technology, Cambridge, Massachusetts
Name of Reference — Mail Address

Norman Taylor, Itek Corporation, Lexington, Massachusetts
Name of Reference — Mail Address

Robert Everett, Mitre Corporation, Bedford, Massachusetts
Name of Reference — Mail Address

William Papian, Massachusetts Institute of Technology, Cambridge, Massachusetts
Name of Reference — Mail Address

Gordon Brown, Massachusetts Institute of Technology, Cambridge, Massachusetts
Name of Reference — Mail Address

Name of Reference — Mail Address

Entrance fee ..... $ 3.00
Annual dues ..... $ .....
Total remittance enclosed..... $ .....

DO NOT USE THIS SPACE

Receipt Acknowledged .....
Elected .....
No. (For office use).....
Notified .....

ADDRESS FOR *PROCEEDINGS* AND OTHER MAIL
Print or Use Typewriter

Kenneth H. Olsen
First Name — Middle Initial — Last Name

Digital Equipment Corporation
Street Address

Maynard, Massachusetts
City — Postal Zone — State (Country)

CUT HERE

D-62

RECORD OF TRAINING AND PROFESSIONAL EXPERIENCE

(PLEASE LETTER OR TYPE ALL INFORMATION)

Kenneth	H.	Olsen	Connecticut	U.S.A.	2/20/62
FULL NAME (First Name)	(Middle Initial)	(Family Name)	BIRTHPLACE (State or Country)	NATIONALITY (Of what country is applicant a citizen?)	DATE OF BIRTH

EDUCATION

Stratford High School	1940-44	Massachusetts Instit. of Technology	1947 to 1952
SECONDARY SCHOOL	DATES	COLLEGE OR UNIVERSITY (1)	DATES
USN Radio Technician	1944-45	BS and MS	1950, 1952
OTHER SCHOOLS (Names and dates)		MAJOR COURSE / DEGREES RECEIVED	DATE
		COLLEGE OR UNIVERSITY (2)	to DATES
		MAJOR COURSE / DEGREES RECEIVED	DATE

PRESENT OCCUPATION

President	Digital Equipment Corporation	Maynard, Massachusetts
Title or Position	Firm or Organization Name	Address

Design and manufacture of high-speed digital computers and digital computer components.
Nature of Work Done by Firm or Organization

Supervision of firm.
Nature of Your Work

PROFESSIONAL EXPERIENCE

Present occupation first, followed by previous experience. Indicate nature of your own work and clearly indicate degree of your responsibility for the particular work on which application is based. Please be *complete*. The Admissions Committee, which must review your application, can judge your qualifications *only* from the information you supply here.

DATES	
1957 - Present	I was co-founder of Digital Equipment Corporation and it's chief executive officer. This company now employs about 325 people, and in the year which will end June 30, 1962, will ship $6,000,000 to $7,000,000 worth of product with a high technical content.
1950-57	Did engineering work at MIT Lincoln Laboratory, where I did some of the early development work on the coincident current magnetic core memory, took part in the development of the SAGE System and the TX-0 and TX-2 Computers.

List membership grade in other professional societies:

Sigma Xi

Eta Kappa Nu

Continue on separate sheet, if necessary

CUT HERE

INSTRUCTIONS

(1) Applicants for Associate and Member fill in (a). Sections b, c, d, e optional.

(2) Applicants for Senior Member fill in a, b, c, d, e where applicable.

(3) Use extra sheets wherever necessary.

(4) *Give dates* where applicable.

a. Publication of important original engineering or scientific papers, books or inventions. Give the number of any issued patents and indicate those in use.

1. MIT Master's Thesis, 1952: "The Magnetic Matrix Switch and It's Incorporation into a Coincident Current Memory" - Described the first useful size coincident current memory and received rather wide distribution.

2. A paper titled: "A Magnetic Matrix Switch and It's Incorporation into the Coincident Current Memory" was presented in March, 1962, at the IRE National Convention.

3. A paper titled: "TX-0 - A Transistor Computer with a 256 x 256 Memory" was co-authored with Jack Mitchell for the Eastern Joint Computer Conference in December, 1956.

4. February, 1957: A paper was presented to the Western Joint Computer Conference titled, "Transistor Circuitry in the Lincoln TX-2."

Patents: #2,937,285, issued May 17, 1960; #2,977,485, issued May 28, 1961.

b. Technical direction with evidence of accomplishment of important scientific or engineering work. *Give Dates.*

1952-53: Supervised the design and construction of the MTC Computer at MIT, which was the first computer to use a coincident current magnetic core memory.

1956: Supervised the design and construction of the TX-0 Computer, which was the first high-speed transistor computer to be put in regular use.

1956-57: Supervised the start of the TX-2 Computer, which was one of the first very large transistor computers.

1957-58: Supervised the engineering and design of the products which formed the basis of Digital Equipment Corporation.

CUT HERE

c. Creative contributions to the welfare of the scientific or engineering profession

d. Establishment or furtherance of important scientific or engineering courses in a school of recognized standing

1956-57: Lecturer in Electronic Engineering Department at MIT to help integrate the digital knowledge of the Lincoln Laboratory with the academic part of MIT.

e. Contributions equivalent to those of 'a' to 'd' above in such areas as technical editing, patent prosecution, or patent law, provided these contributions serve to advance progress substantially in the fields of electronics, radio, allied branches of engineering or the related arts and sciences.

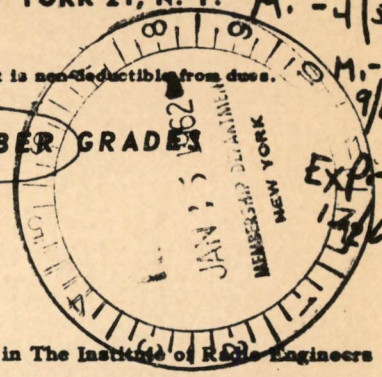
CUT HERE

S.-5/48
Del.-4/51
Reinst. 5/52 or 53
A.-4/53
M.-9/60

Fill out this application in complete detail and mail with remittance to IRE Headquarters

THE INSTITUTE OF RADIO ENGINEERS, INC., 1 EAST 79 STREET, NEW YORK 21, N. Y.

Membership dues include $9.00 per year for the subscription to PROCEEDINGS, which amount is included in, but is non-deductible from dues.



EXP-1/31/61

APPLICATION FOR ASSOCIATE, MEMBER OR SENIOR MEMBER GRADE

Made under Sec. 203 Clause 2

TO THE BOARD OF DIRECTORS

Gentlemen: I hereby make application for ~~Admission~~ Transfer to ☐ Associate ☐ Member ☒ Senior Member grade in The Institute of Radio Engineers on the basis of my training and professional experience given herewith and refer to the references named, WHO ARE PERSONALLY FAMILIAR WITH MY WORK.

I certify that the statements made in the record of my training and professional experience are correct and agree, if elected, that I will be governed by the Constitution of the IRE as long as I continue a member. Furthermore, I agree to promote the objects of the IRE so far as shall be in my power.

January 23rd, 1962
DATE

Kenneth H. Olsen
SIGN FULL NAME WITH PEN

Names of References

For Associate grade, the names of at least three Fellows, Senior Members, Members, Associates, or other responsible individuals are required.
For Member grade, the names of at least four Fellow, Senior Member or Member references are required.
For Senior Member grade, the names of at least five Fellow or Senior Member references are required.
In exceptional circumstances, the Admissions Committee may accept other references than those stipulated, provided they are thoroughly familiar with the ability and experience of the applicant.

SIGNATURES ARE NOT NECESSARY. PRINT OR USE TYPEWRITER

(Be sure reference qualifications are met.)

F. Professor Jay Forrester, M.I.T., Cambridge 39, Mass.
Name of Reference — Mail Address

SM. Norman Taylor, Itek Corp., Trapelo Road, Waltham, Mass.
Name of Reference — Mail Address

SM. Robert Everett, The Mitre Corp., Bedford, Mass.
Name of Reference — Mail Address

SM. William Papian, M.I.T., Lincoln Laboratory, Lexington 73, Mass.
Name of Reference — Mail Address

F. Gordon S. Brown, M.I.T., Lincoln Laboratory, Lexington 73, Mass.
Name of Reference — Mail Address

Name of Reference — Mail Address

Forms sent 1-26 BB

Entrance fee ..... $ 3.00
Annual dues ..... $ .....
Total remittance enclosed..... $ .....

DO NOT USE THIS SPACE

Receipt Acknowledged 1-26-62
Elected .....
No. (Per office use) 39589
Notified .....

ADDRESS FOR *PROCEEDINGS* AND OTHER MAIL
Print or Use Typewriter

Kenneth — First Name
H. — Middle Initial
Olsen — Last Name

Digital Equipment Corporation
Street Address

Maynard — City
Postal Zone
Mass. — State (Country)

Printed in the U.S.A.

EGA—100M—6/60

(PLEASE LETTER OR TYPE ALL INFORMATION)

Kenneth	H.	Olsen	Connecticut	U.S.A.	Feb. 20, 1926
FULL NAME (First Name)	(Middle Initial)	(Family Name)	BIRTHPLACE (State or Country)	NATIONALITY (Of what country is applicant a citizen?)	DATE OF BIRTH

EDUCATION

Stratford High School		M. I. T.	1947 to 1952
SECONDARY SCHOOL	DATES	COLLEGE OR UNIVERSITY (1)	DATES
Stratford, Connecticut	1940-1944	Electrical Engineering Degree, BS & MS	1950-1952
OTHER SCHOOLS (Names and dates)		MAJOR COURSE / DEGREES RECEIVED	DATE
U. S. Navy Radio Technician	1944-1945		
		COLLEGE OR UNIVERSITY (2)	DATES
		MAJOR COURSE / DEGREES RECEIVED	DATE

PRESENT OCCUPATION

President	Digital Equipment Corporation	Maynard, Massachusetts
Title or Position	Firm or Organization Name	Address

Design and manufacturing of high speed digital computers and digital computer components.
Nature of Work Done by Firm or Organization

Supervision of firm.
Nature of Your Work

PROFESSIONAL EXPERIENCE

Present occupation first, followed by previous experience. Indicate nature of your own work and clearly indicate degree of your responsibility for the particular work on which application is based. Please be *complete*. The Admissions Committee, which must review your application, can judge your qualifications *only* from the information you supply here.

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1950 to 1957	Did engineering work at M.I.T., Lincoln Laboratory where I did some of the early development work on the coincident current magnetic core memory, took part in the development of the SAGE system and the TX-0 and TX-2 computers.

List membership grade in other professional societies:

Sigma Xi

Eta Kappa Nu

Continue on separate sheet, if necessary

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(2) Applicants for Senior Member fill in a, b, c, d, e where applicable.

(3) Use extra sheets wherever necessary.

(4) *Give dates* where applicable.

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1. M.I.T. masters thesis 1952 - "A Magnetic Matrix Switch and its Incorporation into a Coincident-Current Memory". Described the first useful size coincident current memory and received rather wide distribution.
2. A paper titled "A Magnetic Matrix Switch and its Incorporation into a Coincident-Current Memory" was presented in March 1962 at the IRE National Convention.
3. A paper titled "TX-O, A Transistor Computer with a 256 by 256 Memory" was co-authored with Jack Mitchell for the Eastern Joint Computer Conference in December, 1956.
4. February, 1957 a paper was presented at the Western Joint Computer Conference titled "Transistor Circuitry in the Lincoln TX-2".

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1957-1958 Supervised the engineering and design of the products which formed the basis of the Digital Equipment Corporation.

c. Creative contributions to the welfare of the scientific or engineering profession

d. Establishment or furtherance of important scientific or engineering courses in a school of recognized standing

1956-1957 Lecturer in Electrical Engineering Department at M.I.T. to help integrate the digital knowledge at Lincoln Laboratory with the academic part of M.I.T.

e. Contributions equivalent to those of 'a' to 'd' above in such areas as technical editing, patent prosecution, or patent law, provided these contributions serve to advance progress substantially in the fields of electronics, radio, allied branches of engineering or the related arts and sciences.

January 30, 1962

Presin Company, Inc.
2014 Broadway
Santa Monica, California

Gentlemen:

Would you please send me catalog information on your Predetermining Counter as described in the January issue of AUTOMATION Magazine.

Sincerely,

Kenneth H. Olsen

KHO/ecp

COPY

January 30th, 1962

Electronic Data Couplers, Inc.
Dashew Business Machines, Inc.
3655 Lenawee Avenue
Los Angeles 16, California

Gentlemen:

Please send descriptive information on your Punched Card Reader as described in the January issue of Automation magazine.

Sincerely yours,

Kenneth H. Olsen

KHO:apm

COPY

January 26th, 1962

Doran Manufacturing Company
1033 Bader Street
Cincinnati 25, Ohio

Gentlemen:

I am interested in receiving further information on your customized tab terminal boards. Will you kindly forward literature at your earliest convenience.

Sincerely yours,

KHO:apm

Kenneth H. Olsen

COPY

January 24th, 1962

Mr. Henry Baay
Marblehead
Massachusetts

Dear Henry:

I have looked for the geological survey map on the property that I told you about. I have not been able to find it and have concluded that I probably loaned it to someone else and have never gotten it back. When I get into Boston I will try to buy another one.

Sincerely yours,

KHO:apm

Kenneth H. Olsen

COPY

KHO

January 23, 1962

Mr. Vernon R. Alden, President
Ohio University
29 Park Place,
Athens, Ohio

Dear Vern:

I am enclosing Digital Equipment Corporation Common Stock Certificate No. 24, for fifty shares dated January 17, 1962.

I appreciate your continued interest in DEC, and your willingness to remain on our Board of Directors.

Best regards.

Sincerely yours,

Kenneth H. Olsen
President

KHO/lw

COPY

January 17th, 1962

The Commissioner of Patents
Washington 25, D. C.

Dear Sir:

Please send one copy each of the patents indicated on the enclosed patent coupons.

Sincerely yours,

Kenneth H. Olsen

am
Enclosures: 219 patent coupons

COPY

January 16th, 1962

Hertz Corporation
Washington, D. C.

Gentlemen:

This letter authorizes Mr. George Gerelds to charge to Hertz account No. 1249-917-0001-2 while he is in the Washington, D. C. area on January 17th.

Sincerely yours,

Kenneth H. Olsen
President

KHO:apm

COPY

January 16th, 1962

Dr. James Forrester, President
Gordon College
Beverly Farms, Massachusetts

Dear Dr. Forrester:

I want to tell you how pleased I was with the Trustees meeting last week. I now get to attend enough meetings that I appreciate how smoothly and businesslike this one was run.

Enclosed are some clippings from the Wall Street Journal which might be of interest to you, if you have not seen them as yet.

Sincerely yours,

KHO:apm
Enc.

Kenneth H. Olsen

COPY

January 12th, 1962

Zenith Electric Company
152 West Walton Street
Chicago 10, Illinois

Gentlemen:

I would like to receive your Model FR Time Delay Relay catalog as listed in the January issue of Product Design and Development.

Thank you for your kind attention to this matter.

Sincerely yours,

KHO:apm

Kenneth H. Olsen

COPY

January 12th, 1962

Pryor Marketing Products
434 South Wabash Avenue
Chicago, Illinois

Dear Sirs:

We received a flyer in the mail describing your Powermark automatic stamping machines. You neglected to include the prices on these units.

We would appreciate receiving the price on your Powermark III self-inking automatic stamping machine. We would also like to know of any quantity discounts.

Sincerely yours,

KHO:apm

Kenneth H. Olsen

COPY

January 8th, 1962

Professor Robert W. Mann
Massachusetts Institute of Technology
Cambridge 39, Massachusetts

Dear Bob:

I am enclosing some literature I believe you will be interested in and which I am sure will bring back memories to you. I often wonder what would have happened if we carried the idea of "Technology Techniques Corp." further along. In the margins of my physics book, which I go through once in a while, I see the notes on the corporation which I scratched in during class. Your idea for a negative file was a good one and it is obvious that eventually someone would produce it.

If you are ever out this way I would like to show you what we are doing here. I keep meaning to stop and say hello to you when I am at Tech, but, there never seems to be time.

Sincerely yours,

KHO:apm
Enc.

Kenneth H. Olsen

COPY

LETTERS RECEIVED

Standard Telephones and Cables Limited

REGISTERED OFFICE: CONNAUGHT HOUSE. 63 ALDWYCH, LONDON, W.C.2.

INTEGRATED ELECTRONIC SYSTEMS DIVISION

BURLEIGH HOUSE · 101-145 · GREAT CAMBRIDGE ROAD · ENFIELD · MIDDX

TELEPHONE: ENFIELD 5343
EXTENSION:
TELEX: 21409 (RELAY ENFIELD)
CABLEGRAMS: RELAY, LONDON, W.C.2

YOUR REF:
OUR REF: 87:HAS:PN

Digital Equipment Corporation,
Maynard,
Massachusetts,
U.S.A.

20th December, 1962

Attention: Mr. Harlan E. Anderson

Dear Mr. Anderson,

Thank you for your prompt reply to my letter requesting price for an ADX System. I have delayed my answer hoping that by this time I would have been able to send you an order for the equipment on which you quoted. I want very much to take advantage of your offer to eliminate $40,033.80 from the ADX cancellation charges made to ITT, and we need the equipment as well. Unfortunately, the matter cannot be resolved until after a top level meeting at ITT in New York, now scheduled for January 7th. I shall attend this meeting, along with my Chief Engineer, Dr. G.G. Smith, and the Technical Director of STC, Mr. D.S. Ridler. We shall be meeting with ITT's Technical Director, Dr. Busignies, as well as other ITT executives. Shortly following this conference we will be able to advise you whether we will be in a position to buy the ADX System from you. I realise that your offer expires January 1st, but I hope that you will extend it until January 15th. I would appreciate your advising me by return post whether you would agree to this, as your decision will in turn necessarily affect my own plans.

I personally feel that S.T.C. is now in an even stronger position to exploit the ADX market in Europe and that the chances of our buying our first system from you are quite good. Because Dr. Smith will already be in the U.S.A. at the time the decision is made, there is a good chance that he will be able to arrange discussion

with you at that time regarding any technical details which may be in question.

I shall look forward to hearing from you soon. In the meanwhile, may I wish you and your associates at D.E.C. a very Merry Christmas.

Very truly yours,

H.A. Saye.

John Hancock
MUTUAL LIFE INSURANCE COMPANY
200 BERKELEY STREET · BOSTON 17 · MASSACHUSETTS

BYRON K. ELLIOTT
PRESIDENT

December 6, 1962

Mr. Kenneth H. Olsen, President
and General Manager
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Olsen:

There may be an opportunity to move graduate and undergraduate courses in which your company now enrolls students to a suburban campus much more accessible and convenient for your people.

I am inviting the officers of several interested companies to lunch with us at twelve-thirty o'clock on Monday, December seventeenth, at the Lexington Inn (junction of 2A and 128). Dr. Asa S. Knowles, president of Northeastern University, will discuss the possibilities of this new location.

I hope very much that you will be able to be present on this occasion. The director of research or other official of your company in charge of educational programs for your employees would be most welcome at this luncheon also. So that final arrangements may be completed, it would be helpful if you could let me know by December fourteenth whether or not you can attend.

Sincerely,

Byron K. Elliott

Byron K. Elliott, Chairman
Board of Trustees
Northeastern University

DEC 3 REC'D

STANFORD RESEARCH INSTITUTE

MENLO PARK, CALIFORNIA

November 29, 1962

cc to
RLB
KHO
SCO

Mr. Ben Gurley
Project Engineer
Digital Equipment Corporation
Maynard, Massachusetts

Dear Mr. Gurley:

Stanford Research Institute is conducting a study of digital and analog instrumentation equipment to determine future performance requirements. During the past two years significant improvements have been made in converters, differential amplifiers, multiplexers and similar equipment to meet users specifications. Similarly, during the next 5 years as more complex systems are designed it can be expected that there will be a need for instrumentation equipment not presently available.

I would appreciate the opportunity of visiting you and others responsible for the development of systems using or contemplating the use of instrumentation equipment. My current plans will bring me to the Boston area on or about December 10. I will phone to arrange an exact date prior to my arrival.

Stanford Research Institute is a not-for-profit organization engaged in economic, scientific, and engineering research for government and industry. The Institute has undertaken several studies of the potential markets and applications for instrumentation equipment in the past and has for many years contributed to the development of new types of electronic components.

I hope the proposed visit will prove as stimulating to you as I am sure it will be to me.

Sincerely,

John H. Jones

John H. Jones
Senior Research Engineer

JHJ/rt

STATE STREET BANK and TRUST COMPANY
BOSTON 1, MASSACHUSETTS

H. FREDERICK HAGEMANN, JR.
PRESIDENT

RICHMOND 2-4500

November 14, 1962

Mr. Kenneth H. Olsen, Pres.
Digital Equipment Corp.
Maynard, Mass.

Dear Mr. Olsen:

I have the honor of being the General Chairman of the 35th Anniversary Dinner, sponsored by the Northeastern Region of the National Conference of Christians and Jews. This Dinner marks the completion of many years of dedicated and successful effort by the Conference in education for Brotherhood. Among those serving with me initially as members of the Dinner Executive Committee are O. Kelley Anderson, Richard P. Chapman, Joseph A. DeMambro, Edward C. Donnelly, Jr., Byron K. Elliott, Harold Sherman Goldberg, Ralph Lowell, Robert E. Mansmann, Sidney Marks, Lawrence H. Martin, Adrian O'Keeffe, Augustin H. Parker, Jr., Robert Proctor, Richard S. Robie, Maurice H. Saval, Sidney L. Sholley, Roger P. Sonnabend, Benjamin A. Trustman, and many other leading citizens of our community. This Dinner will be held Thursday, March 21, 1963 at 7:00 P.M. at the Sheraton Plaza Hotel, Boston.

At the Dinner three outstanding community leaders are to receive Special NCCJ National Awards for their outstanding work in advancing the cause of better human relations. We shall announce their names later.

I would greatly appreciate it if you could join us in sponsoring this always notable event and serve as a member of the Executive Dinner Committee. With your assistance and experience in Community leadership, I am certain that we can, together, make this the most successful dinner in our history.

The enclosed card is for your convenience in advising me of your acceptance.

Sincerely yours,

H. Frederick Hagemann Jr.

H. FREDERICK HAGEMANN, JR.
General Chairman

HFH:s
Enclosures

Replied 11/20/62
Declined
invitation.

NOV 8 REC'D

MASSACHUSETTS INSTITUTE OF TECHNOLOGY
LABORATORY FOR NUCLEAR SCIENCE
CAMBRIDGE 39, MASSACHUSETTS
26-419

November 6, 1962

Mr. B. Gurley
Digital Equipment Corp.
146 Main Street
Maynard, Massachusetts

Dear Mr. Gurley:

The PDP-1 computer which we purchased from DEC has now been in operation for about one month at MIT. I have been constantly amazed and delighted by its completely trouble free functioning. This is not the first time that I have purchased complex electronic equipment and I know that even the best has usually growing pains during the first few weeks of operation. The PDP-1 started operating less than 12 hours after being uncrated at MIT. During the first 48 hours we did indeed find 2 or 3 defective transistors. These flaws were repaired by your staff within hours even though it was a weekend. Since then the only minor interruptions have been due to errors on our part in operating the machine.

We have used the computer very intensely in developing a novel system of data evaluation for high energy nuclear physics and I believe that we have logged about 15 operating hours per day. We have not had the opportunity to utilize some of the operational peripheral equipment very extensively. I can, therefore, not speak for its reliability. This applies especially to the magnetic tape unit. On the other hand, the type 30 display oscilloscope is the very heart of our system and I have found it far superior to your advertising claim. I understand that you intend to raise these claims very justifiably. We have found the display stability to be of the order of one part in 4,000. This is, of course, almost an order of magnitude better than your formal claim. I believe that for the specialized type of application for which we have acquired the PDP-1 it is an almost ideal device and on the basis of the first months use I cannot imagine a more reliable instrument. In addition the extremely helpful attitude of your maintenance and repair personnel in the few cases in which we had to ask for their advice or help has immensely aided in the very rapid progress which we have made on our project. A number of visitors who have seen the results of our work have found it almost unbelievable that we have been able to make such progress in so short a time. I believe that the explanation lies very largely in the great flexability and reliability of the PDP-1.

I am not in the habit of writing testimonial letters but I believe that so outstanding a performance on your part should not go without written comment.

With best regards,

Martin Deutsch

MD:kw

BLAIR AND BUCKLES
PATENT AND TRADEMARK COUNSEL
1572 MASSACHUSETTS AVENUE
CAMBRIDGE 38, MASS.
KIRKLAND 7-7761

JOHN C. BLAIR
ROBERT A. BUCKLES
ROBERT H. WARE
ROBERT A. CESARI
F. EUGENE DAVIS IV
RONALD J. ST. ONGE
STEFAN M. STEIN
KELLY O. CORLEY
W. HUGO LIEPMANN

STAMFORD OFFICE
500 SUMMER STREET
STAMFORD, CONNECTICUT
DAVIS 4-6155

LONDON OFFICE
16 KENSINGTON SQUARE
LONDON, W. 8, ENGLAND
WESTERN 0294

October 26, 1962

Mr. Kenneth H. Olsen
Digital Equipment Corporation
Maynard, Massachusetts

Dear Ken:

In advance of our formal announcement, I take pleasure in informing you that we are substantially expanding our Boston operation. As of November 1, the Boston firm of Emery Booth Miller & Townsend will merge into Blair and Buckles. This will result in the addition of several highly capable lawyers to our staff and enable us to increase our service to clients of this office. At the same time, it will in no way diminish the personal attention I have been privileged to give your affairs and those of other clients I have been working with.

The merger will necessitate our moving into Boston, and beginning on November 5, 1962, our offices will be at 79 Milk Street, Boston 9, Massachusetts. The telephone number will be HU 2-5161.

Sincerely,

Bob

Robert A. Cesari

D/mmd

Spindletop Research Center

5 October 1962

Mr. Kenneth Olsen, President
Digital Equipment Corporation
Maynard, Massachusetts

Dear Ken,

Yesterday I received a note from Bill Congleton that was stimulated by your conversation with him. It was a suprise to learn he was a Lexingtonian although it was obvious he was not Back Bay.

I am wondering if your people had come up with any comments regarding the potential usefulness of the image formation system which we discussed during my visit.

We are hoping to assemble the various evaluations into a summary report during the coming week and would value the suggestions which you may have. We appreciate the effort involved and will try to find a feedback that will justify it.

Very truly yours,

Homer

Homer S. Myers
Vice President

HSM/fs

2224 YOUNG DRIVE • LEXINGTON, KENTUCKY • 6-1151 - AREA CODE 606 JE

HOMER S. MYERS
SPINDLETOP RESEARCH
LEXINGTON, KY
2224 YOUNG DRIVE

July 31, 1962

This describes a system of image formation where a picture transparency can be formed instantaneously by electrical scanning. The electrical signals of the image are produced by an electronic camera which is exposed for about 1/10th second (or shorter if more light is available, that is, above 10 f.c.). One can transmit an actual object or person, or a printed page, letter or drawing, etc. Depending on the transmission bandwidth available, the following times are needed for transmitting an image with 1000 lines and 1000 picture elements per line:

Time	Bandwidth
5 seconds	100 kc
50 seconds	10 kc
250 seconds (4.2 minutes)	2 kc (telephone line)

For a 500 line definition picture, the transmission times in each instance would be cut to 1/4. The pictures are produced instantaneously as scanning progresses and appear as transparencies on a plastic base. The recording process essentially renders an otherwise opaque surface transparent, where the proportionality between light and shade of the original subject is rendered as varying transparency. The process does not require any kind of development and is instantaneous. Pictures can be recorded 1" x 1" or 1/2" x 1/2" in size or on 16 mm film

size on reels or individually. Larger sizes can of course be made also, but high density recording is one of the important advantages of the process.

The recorded picture on the plastic base will withstand same temperatures as the plastic itself (for instance, Mylar will be adequate up to about 200° C.) No deterioration with time or humidity takes place, and no special storage conditions are required. Coding for automatic retrieval is possible. As a matter of fact, the new process can perform the same functions as microfilming, but at appreciably lower film cost and without development and deterioration. Also, the recording can be done at the point of storage, sending picture signals electrically from several sources.

The cost of recording material 1/2" wide and 1/2 mil thick is probably .3¢ per foot.

The anticipated retail cost of the transmitting unit is roughly estimated at $1,500. The receiving equipment, which will record and display on a built-in screen (without automatic coding) may cost $1,000.

These suggested costs are preliminary. Quantity production may well reduce the figures.

Further characteristics of the image forming material are as follows:

1. The sensitive layer is essentially metallic and of indefinite life in any reasonable environment.

2. The sensitive layer may be applied to any surface, plastic, wood, paper, metal, etc.

3. Conversion time from fully opaque to fully transparent for a spot size of one micron is approximately 10^{-7} sec and requires approximately 10^{-3} watt.

4. The image is not fixed and can be further processed toward transparency at any time.

5. Transmission ratio (gray scale) is better than 100/1.

6. Present resolution achieved is 10-20 optical lines per millimeter, depending solely on the method of applying the signal. One micron spot size has been demonstrated. Ultimate resolving power of the sensitive surface is of molecular dimensions.

Possible Uses Envisaged at Present:

1. Central data and document storage by electrical transmission

2. Bank application - for check verification and filing (also taking picture of person cashing check and signature checking)

3. Inventory - updating and control

4. High density and high speed computer read-out (500,000 bits stored reliably per inch on 1/2" tape and can be read out without tape motion)

5. Remote duplication of documents, letters, pictures, etc.

Government Usage

1. Social Security - central storage and retrieval of all types of information

2. Military instant data plotting and projection

3. All types of information - recording, storage, retrieval, telemetering, etc.

QUESTION: At what point in the development of this process is hardware application economically feasible?

ARMOUR RESEARCH FOUNDATION OF ILLINOIS INSTITUTE OF TECHNOLOGY
TECHNOLOGY CENTER · 10 WEST 35TH STREET · CHICAGO 16, ILLINOIS · CAlumet 5-9600

October 5, 1962

Mr. Kenneth H. Olson, President
Digital Equipment Corporation
146 Main Street
Maynard, Massachusetts

Dear Mr. Olson:

As you may recall, a while back I had occasion to be in contact with you in regards to a research study then being undertaken by our Management Research Division. This study has since been successfully completed with twenty-nine companies in the electronics field identified as acquisition candidates for our client.

With the increasing competition in the electronics industry, it is increasingly difficult to "stay ahead" profitwise. As a result, many companies, such as our previous client, have called upon the services of our Management Research Division to assist them and complement their own experience with our professional people in their "profit-planning" efforts.

Our work in many industries, including electronics, has provided us with a wealth of experience and know-how which could be of value to you and your company's future profit picture.

Our services to management include product diversification, market research, company acquisition, plant location, profit i provement, and cost control studies. When needed, our Division has access to any one of our over 1400 research scientists and engineers, specialists in the fields of electronics, electrical engineering, physics, chemistry, computer operations, mechanics, and metals and ceramics.

We would like to get together with you to discuss more specifically how our Management Research services can be of assistance to you and permit continued profits in years to come. Would you let me know when I might stop in to see you?

Very truly yours,

Thomas N. Roseberry

Thomas N. Roseberry
Management Research Division

TNR:gs

May 31, 1962

Mr. Kenneth Olson
President
Digital Equipment Corporation
Main Street
Maynard, Massachusetts

Dear Mr. Olson:

The Oregon Regional Primate Research Center is a new institution which has been established in Beaverton, Oregon. The first group of buildings is nearing completion, and a formal dedication was held on May 6, 1962. The Oregon Primate Research Center is financed under a long term grant from the National Heart Institute, National Institutes of Health. The host organization is the University of Oregon Medical School and the Medical Research Foundation of Oregon, Inc. is administratively responsible for the Primate Center.

The Oregon Primate Research Center is most interested in installing a dynamic data processing system which will grow as the needs of the Primate Center increase. I am writing this letter as Senior Scientist in charge of the Biophysical Sciences Division to tell you that we hope to obtain a PDP-1 computer in the very near future, and we wish to establish whether the Oregon Primate Research Center is eligible for an educational discount from Digital Equipment Corporation.

During the past few months the Oregon Primate Research Center has retained Charles W. Adams Associates, Inc. to help plan a data processing system for the Primate Center. We are very enthusiastic about the prospect of installing a PDP-1 system as described in Adams Associates report to the Oregon Primate Center dated March 10, 1962.

To finance the PDP-1 computer a grant application has been submitted to the National Institutes of Health. In all likelihood the entire future support of the computer will be on the basis of research grant funds.

The Oregon Primate Research Center is very closely linked to both the University of Oregon Medical School and the Oregon State University. Doctor Pickering, Director of the Oregon Primate Research Center, feels strongly that the Primate Center must have a brisk education program to maintain a high level of quality. To this end the scientists at the Primate Center receive appointments at the Oregon Medical School or at the Oregon State University. Graduate students in medical science from the Medical

School and graduate students in bioengineering from the Oregon State University are already at the Primate Center.

In my own Division, there is a program leading to a Master of Science Degree in Bioengineering already established. The degree is to be awarded by Oregon State University, and the graduate degree program at the Oregon Primate Research Center has been formally approved by the Graduate Council of Oregon State University. Of course, these students will be in close contact with the PDP-1 computer because all graduate students these days should be well versed in automatic data processing. Graduate students in other areas such as genetics, immunology etc., will also have an opportunity to learn automatic data processing techniques because we plan to have regular courses in programming for both scientific staff and students.

I think it might interest you to know that a high school science cadet program has been organized at the Primate Research Center. This summer six outstanding science students from nearby Sunset High School in Beaverton and their science teacher from the High School will be working at the Primate Center. Of course, we won't have the PDP-1 installed this summer, but the science cadets will be able to work with the computer in the summer of 1963. I think you can see we are planning an extensive education program involving the computer.

The use of the computer in the research program at the Primate Center is well described in the Adams Associates report which I believe you have available.

I hope this information is sufficient to establish the eligibility of the Oregon Primate Research Center for an educational discount. If there is further information you would like, I will be glad to supply it.

Thank you.

Sincerely yours,

Lee B. Lusted

Lee B. Lusted, M. D.
Senior Scientist
Division of Biophysical Sciences
Oregon Primate Research Center

C.C. Dr. Donald E. Pickering
Mr. Charles W. Adams

COPY.

TOWN OF MAYNARD
BOARD OF APPEALS

Maynard, Massachusetts Case No. 242

January 9, 1962

Maynard Development Co., Inc.
Main Street
Maynard, Massachusetts

You are hereby notified that the Board of Appeals after careful consideration on the petition of Maynard Development co., Inc., and after a Public Hearing, unanimously voted to grant authority to use a parcel of land for off-street parking in conjunction with the Maynard Mills. Said land, their premises, being located on the easterly side of Thompson Street, between Dartmouth Court and Elmwood Street, in a general residence district, across the street from an industrial district.

This authority is granted in accordance with subsection 1 - (d-9) of Section 3 of the Maynard Zoning by-laws on the following conditions:

That before a permit is issued, notice of such special permit affecting the premises has been recorded in the Middlesex Registry of Deeds by the Town Clerk and the fee for recording has been paid by the owner of record.

That the area is used only for private passenger vehicles. (No trucks are permitted.)

That no fee is charged for parking of cars.

That no commercial operations are carried on at the site.

That only signs necessary for orderly parking are erected.

That stop signs are placed at the exits.

That the proposed parking lot shall be constructed in accordance with the plan by R. Romano, C.E., Fitchburg, Mass., submitted with this application. All grades of the parking area and slopes, entrances and exits shall be constructed as shown on the plan. The size of the stalls may be varied.

That the whole area shall be constructed at one time.

That loam shall be stock-piled until all slopes, berms and other areas which are not surfaced have been loamed and seeded, after such time excess loam may be removed from the site. Gravel may be removed where necessary at the time of construction.

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TOWN OF MAYNARD
BOARD OF APPEALS

Maynard, Massachusetts

That the retaining wall along Thompson Street shall be repaired and a suitable guard rail or other protective barrier is constructed above the wall.
That where slopes are greater than two to one (2 to 1) to abutters property line, a suitable protective fence shall be provided at the top.
That entrances and exits shall be constructed only to or from Thompson Street.
That the parking area is surfaced with bituminous concrete laid in two courses as shown on the plan or a two coat oil surface may be substituted.
That a system of storm drains is provided and is approved by the Maynard Department of Public Works where such drainage would flow to a town roadway. In any case a nuisance shall not be created by such drainage.
That the lot is sufficiently lighted when in use in order that a hazard to public safety is not created. This lighting shall be installed in such method that it will not beam toward abutters property so as to create a nuisance nor toward Thompson Street traffic so as to create a hazard.
In case the land is stripped and this project stopped, the top soil shall be replaced and reseeded.
That cars of the employees of the Maynard Mills are not parked in Thompson Street right of way, except where permitted by the Town of Maynard ordinance.
That this authority expire on January 15, 1963, unless construction is completed by that date, in which case this authority is then extended to expire on January 15, 1964.
That before the parking lot is put in use the clerk of this Board is notified for an inspection.

A copy of the preceedings will be on file in the office of the Town Clerk to which reference may be had.

NOTE Please forward to this Board three additional plans of the proposed parking lot for distribution to other Town Departments.

The recording fee of $4.00 must be paid to the Town Clerk before any processing of this petition can be done. Upon receipt of notice from Town Clerk by the Board of Selectmen that this Special Permit has been recorded in the Middlesex Registry of Deeds you may then call at the office of the Town Treasurer for your permit.

Board of Appeals
/s/ Walter E. Carbone, Clerk

Copy to Town Clerk
Board of Selectmen
Dept. of Public Works
Planning Board

COPY!