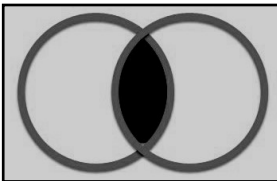


# NewsLetter



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## Polaroid Retirees Association

July-September  
2019

THIS PUBLICATION IS SOLELY FOR THE USE OF THE PRA MEMBERSHIP  
POLAROID RETIREES ASSOCIATION, INC. P.O. BOX 541395, WALTHAM, MA 02454-1395  
WEB SITE ADDRESS [WWW.POLAROIDRETIRES.ORG](http://WWW.POLAROIDRETIRES.ORG)

### *Letter from the President*

Dear PRA Members,

My three one-year terms as President of the Polaroid Retirees Association ended on June 11th. Serving as the leader of this wonderful organization has been a true privilege, one which I'll always treasure. PRA members are committed to the success of our association. I've gotten to know many more of you during my term as president, although not nearly as many as I'd like.

As I leave, I want to acknowledge the dedication and hard work of the members of your Board of Directors. Each brings a unique perspective and skill set to their role. I'm very confident that this talented group will ensure the success of the PRA going forward.

I'm even more confident that our organization is in good hands with the election of Elizabeth Foote as our new President, and I wish her every success in her term of office.

With best regards,  
George Murray, PRA Past President

*From Elizabeth Foote:*

At the May Business and June board meetings, candidates were elected to serve your organization as it enters its 35<sup>th</sup> year. I thank this committed, energetic board for asking me to work with you as president, and I congratulate all those chosen. See page 13 for details.

This is the last *Newsletter* issue I edit as I turn the job over to Milt Dentch, and I'm confident Milt will throw his talents and energy into delivering wonderful publications each quarter. Many thanks go to Bill Rosen who has responded with late-night pleas to solve my Microsoft Publisher problems, to Maryann Hall who crafts each obituary here and on our website with gentleness and care, and to Erika Kliem who shares her memories in sweet stories and captures the PRA soul in beautiful photos.

Most of all I thank YOU who are the writers of articles, updates to your lives and memories that share the Polaroid experience. The content of your *Newsletter* comes from YOU. Please, please keep writing. We want to hear from you.

I'm very happy to say George will remain on the board for another 3-year term to help us plan for the PRA's future. We all thank him for his hard work as president that now leaves us with a strong organization ready to go forward and structures to facilitate our success.

In response to requests for Dr. Elizabeth Collins' slides from the May Luncheon, you'll find two key ones on our website, [polaroidretirees.org](http://polaroidretirees.org). Go to [honoringchoicesmass.com](http://honoringchoicesmass.com) for much of the information she shared, as well as document templates and resource guides.

Finally, great thanks go to the DFCU for subsidizing our May Luncheon once again. They have smoothed the way for us to gather and enjoy each other. We appreciate their generosity.

Here's to a great 35th year together,  
Elizabeth Foote, PRA President

### **Board of Directors**

#### **Officers**

Elizabeth Foote  
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John Flynn  
**1st Vice President**

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George Murray

William Rosen

Bob Ruckstuhl

Eric Thorgerson



**THANK YOU, DFCU, for Underwriting Our Spring Luncheon!**  
*We had a great time with old and new friends!*



## Interview: Phelps Tracy, Author of “The Pack Film Express”

### Background:

The original Polaroid Instant Film product introduced in 1948 was very successful. By the late 1950s, Dr. Land realized the roll film format had several deficiencies that prevented wider acceptance of the instant format by photographers. The roll film cameras were cumbersome; there were challenges adapting a color process to the roll film format. Consumers did not want to wait a minute or more before being able to take another picture.

Land’s top engineers Bill McCune and Otto Wolf were working on a new camera. In the recently constructed building, Waltham (W3), work was underway to develop and test a new pack film format.

The new equipment to assemble the pack film was highly automated compared to the previous roll film machinery, so there was concern that the workers might not be allowed to exercise their brainpower sufficiently. Consistent with Dr. Land’s 2nd Aim, “a worthwhile working life...that calls out the member’s best talents and skills,” the operators of the pack film machinery would be accorded special arrangements so as to not have to work a mindless daily routine, setting up rolls of materials and then watching the assembly line transform them into a finished pack.

The project team establishing the pack film assembly process realized the P60 organizational structure was unique in the manufacturing world in the late 1950s. The group thought that Polaroid was doing something significant that needed to be recorded. Phelps K. Tracy, an organizational behavior consultant, was engaged to record the history of Pack Film as it evolved over the next several years. Phelps published the “The Pack Film Express” in 1977.

I had been trying to locate Phelps Tracy for almost ten years. When I was writing my history of *Polaroid: The Fall of an Icon - Polaroid after Edwin H. Land*,” Manny Elkind, one of the P60 project leaders, sent me Phelps’s history of the development of Pack Film and W3. Through a family connection on LinkedIn, I located Tracy in February of 2019.

I interviewed Phelps at his home on the west coast of Florida on March 15, 2019.

Milt Dentch

**Milt:** Well Phelps, thanks for taking the time to meet with me. After reading your study of Polaroid’s 1960s Pack Film introduction several years ago, I wanted to meet with you and learn more about you and how you came to be the “recorder” of this important era in Polaroid’s history. So here we are! There’s much I want to hear about Phelps and the genesis of “The Pack Film Express.”

**Phelps:** Thanks Milt - and thanks for sending a copy of my history. It brought back a lot of great memories of a special time in my life. I hope I can provide you with the information you want.

**Milt:** It is so good to speak to you directly. Before we discuss how you got involved with Polaroid and P60, tell me about your background and education.

**Phelps:** To put it in full perspective, in the early 1960s, I was an Assistant Professor at The Harvard Business School, an academic who really probably had no business being Assistant Professor at Harvard Business School. I had never even been to a business school. My undergraduate degree at Columbia was sociology and anthropology, so I leaned towards those kinds of approaches. I was the assistant to a famous sociologist at Columbia, if you are familiar in that area. His name was Peter Blau - he wrote a book called *Dynamics of Bureaucracy*. It’s one of the first attempts of sociologists and organizational people to get

more data-driven. So, the kinds of issues that you would get into in traditional sociology were never brought up because they didn’t have statistical correlation - none of the sociology teachers knew the math anyways.

**Milt:** How did your background interest Harvard?

**Phelps:** So, with that background, I graduated Columbia and got my PhD and started looking for a job. And just at that time, a book that later became very famous and influential in the field of Organizational Behavior; the name was, shoot, I can’t remember the name of the book, but it was by Paul Lawrence and Jay Lorsch. It focused on the same notion that my mentor at Columbia thought: the size of the organization was the most determining variable in trying to explain organizational behavior. The bigger you are, the more difficulty in controlling an organization.

**Milt:** Dr. Land held that same premise. In one of his early 1950s speeches on manufacturing he felt that once a factory got up over 500 people, you should go somewhere else and start another factory. If the factory gets too big, you lose contact with the employees.



Phelps K. Tracy 2019

*Continued from page 2*

**Phelps:** Yes. My father worked in a small family business, called the Foxboro Company, which had a pretty good reputation at the time. He was a foreman in the Foxboro machine shop. That was the happiest days of his life. He observed the company changed when it started to grow quickly. When Foxboro was small, everybody knew each other by name. And so there's that kind of a relationship and conviviality that comes from that. So my father was a guy who talked to me about relationships at work.

**Milt:** Polaroid used Foxboro a lot for machine controls. They were a great small company- that probably failed when it got too big and eventually was sold to a British company. But now, tell me how you got to Harvard.

**Phelps:** I was in my mentor's office at Columbia and he got a call from this person at Harvard. They were talking about hiring people with sociology skills. Harvard Business School was looking outside for credibility. Anyways, after this phone call my mentor Peter said, "You know, would you like a job with Harvard?" And so, I got the job, I got it. And it turned out that they had four candidates and three offices and so they had a raffle to see which person would get the best office. And I got the best office. I had two desks. I had a secretary, which I didn't know what to do with. I taught organizational behavior there for a few years. I was being lavished with all kinds of deference that I didn't deserve. I ended teaching the first-year class of MBA students, maybe 700 of them or something like that, in a big amphitheater.

**Milt:** What type of sociology content were you teaching them?

**Phelps:** And, so I ended up as a junior professor and I became the social awareness training ground for the MBA students at Harvard. I think they thought - here's the professor; he's got a PhD in sociology. People are gonna listen to him. So, I always say this, and it sounds self-serving. I don't mean it that way, but -

**Milt:** Yes. I understand. You were trying to influence some of America's brightest business students.

**Phelps:** So Harvard started going very much to the outside and to people like me with PhDs and who could speak the language of social science and even though I didn't do it mathematically very well. But over time, and gradually, I learned the lingo and I got to be able to not be intimidated by the students. I was not much older than many of them. I finally went to my mentor at Harvard - she ended up being my good friend, and I told her, "You know, I'm miserable. I should be happy being an Assistant Professor. But instead, you know, I'm, finding that people didn't have a clue as to what to do with me." Everybody else has an MBA. They were all students who are going on to prominent careers. At the end of three years, I felt my time was up here. I was willing to cash it in and say I don't have the skills for this particular job.

**Milt:** Ok, interesting background and story. So, what connected you to Polaroid?

**Phelps:** I had a good friend at Harvard; Ronaldo- forgot his last name. He took care of me, knew I was an outsider. In a sense, he had a greater appreciation for the kind of interactions I needed. Well in one of the faculty meetings, a possible job at Polaroid was mentioned.

**Milt:** What kind of a job - some sort of consultant on social aspects of work?

**Phelps:** Well, yeah. It was very much a new organizational structure Polaroid was engaged in; they thought that they were doing something significant that needed to be recorded. And so I got invited to go over to Waltham and to Cambridge. And I gave a few talks. I was scared stiff. And I got hired.

**Milt:** Who do you think hired you? Was it Bill Lytle?

**Phelps:** Well, I don't recall. Because to some extent, I think, for whatever reason, people at Polaroid were very impressed with my ability to communicate my interest in organizations; size of companies, complexities. And so again, I got a lot of more deference than I deserved. But also, without realizing it then, I brought this skill of the ability to work with a tape recorder, and put people at ease.

**Milt:** You are quite humble Phelps- the interviews you conducted in "The Pack Film Express" were great. You captured both the interviewees' words, but also the nuance behind what they were expressing.

**Phelps:** Thanks. Basically, I also brought Harvard University creditability - and I was interested in the subject. Without realizing it, the subject was the growth of organizations. Now Polaroid, W3, and P60 and all of that, is one case example of an organization that started out small. But with great over-tones of self-confidence, grew dramatically. And so I think I was challenged by this dynamic without realizing it. I needed to make the record of this story happen. After you quit the business school, you don't have many shots after that, so you better deliver something useful.

**Milt:** So Phelps, describe the process of interviews at P60.

**Phelps:** And so I became the resident anthropologist, sitting in on all those meetings of Bill Lytle, Polaroid's internal consultant - and many other meetings. Knowing the language of teams, and everything, that was important, and adapting into Polaroid and its manufacturing traditions. The P60 assignment got me almost a life-time career at Polaroid.

**Milt:** This is a major surprise to me. I had thought you left after you completed the book- about 1977. We can discuss that later. But tell me how it worked: you would go over to Polaroid, and Bill or somebody would be there, and you would interview a group of employees?

**Phelps:** I'd go over to W3 and I'd walk in the front door, and say, I've forgotten Joe Oldfield's secretary's name, "Here, I'm here." And she'd say, "Oh yeah, we were expecting you." It wasn't quite as simple as that, but it involved going to meetings, and reflecting on the significance of the meetings and the paradoxes of looking at

*Continued from page 3*

decisions being made, and talking about how many times the same decision had to be made- and what was the outcome of efficiency measures.

**Milt:** But Joe Oldfield came later into the plant manager's job. Earlier there were Chris Ingraham, Bob Sands, Max Lawrence, and Bruce Henry- some others.

**Phelps:** Yes, but the Oldfield era was a near explosive time for P60. Joe and his staff took on the machine crew size- and Joe also had some battles with his boss George Fernald. I spent a lot of time with Joe, recording the many off-site meetings. He was most open to me - I became Joe's somewhat invisible sounding board - he often vented with me.

**Milt:** Do you have any thoughts about some of the other plant managers? I recall some held the title of building manager, before the plant manager title became the norm around Polaroid. My first boss at Polaroid was W8 building manager Tony Malone, an early Polaroid employee-connected to Dr. Land.

**Phelps:** I don't recall all the various titles, but it was always clear who was the leader of P60.

Max Lawrence was a strong leader and a great story teller. I recorded a speech of Max's that went on for over 40 minutes. I don't recall much about it other than he insisted people had to know their numbers or they weren't doing their job. He had an excellent way of verbalizing things. And he did that in a way that was not that intimidating. If Joe did that, the person would feel hurt. But Max said, "This is the way it's gonna be. Don't apologize. Next week I'm gonna ask you for your numbers, and - you better know them."

**Milt:** Attack the problem- not the person, was Max's style. He went on to make other large contributions to Polaroid. He led the Ray-O-Vac SX-70 battery production for Polaroid in Wisconsin, led the expansion of SX-70 assembly plants in Andover and Ireland. I call him Max "The Builder." He continued active building manufacturing capabilities for other companies well into his seventies.

**Phelps:** I didn't know that, but reviewing my book prior to our interview, I read Max's 40 minute speech again. Max insisting on running P60, using business metrics, and help from Dick Hennessy to set up the chart room tracking the metrics. He also addressed issues related to "two for four and out the door" policy and abuse of overtime hours.

**Milt:** The lack of a full work day for the technicians was confusing to employees from other divisions. I still don't understand the mantra about "in for four- or two for four... door". Did it occur to you Phelps, that the employees had too much freedom, and were taking advantage of the company- and maybe the new job structure was inherently flawed?

**Phelps:** Well the "in for four and out the door"- or whatever - it was always in the forefront to Joe and his staff. The technician program, as designed originally was a novel idea, consistent with Dr. Land's Second Aim of

providing a meaning-full work-life for Polaroid's workers. Caleb Roehrig, the original leader of P60, in particular I think, and maybe Manny Elkind decided that the technicians should do more than just assembly work. Assembly work can be boring, so why not give them time to do maintenance, do quality work, and so forth.

**Milt:** The fact that the employees could come and go was not quite as common in other plants. We had some abuses when I worked in W8 or W1 at that time, and later in the Battery Division, but the abuses centered on a small group of employees - not a plant wide "institution."

**Phelps:** It did end up that often the machines had too many people. The thing that's going in my mind now is I keep bouncing back to a quote from one of the hourly workers describing his experiences as an hourly employee. This particular person surprised me when he commented, "I had so much free time; it almost turned me to drinking. I didn't have much to do, and I was nothing here." I wish I could have told him back then "I didn't realize you were so miserable." Maybe I could have helped.

**Milt:** Readers with further interest in this subject should read your "The Pack Film Express." In my opinion, the management teams at P60 are often unfairly criticized for allowing the work day abuses to continue for so many years. Your article describes how Film Division management - and Polaroid Corporate did not provide the necessary support to rectify the situation. And I would bet the majority of P60 employees put in a good workday, no different than Polaroid members from other divisions. Let's switch topics. Phelps. If you could guess, how many hours, days total do you think you spent doing the interviews? It looked like 100s of hours interviewing, recording and transcribing.

**Phelps:** It took hours to transcribe that stuff. I couldn't estimate how many hours of interviews. I had boxes full of tapes. And in the end, it was a box full of fragmented memories and people and challenging situations.

**Milt:** Yes, but you made a nice flow of it in the book, in my opinion. I mean the "The Pack Film Express" reads like a novel, that's what got me so interested in it. It was really well done. Let's skip a little bit ahead. What did you do after you left the business school, and you finished your work at Polaroid, in probably 1977?

**Phelps:** I would have said I was there - at Polaroid - a long time. I don't know. Maybe 30 years. I remember the big blizzard in Boston, 1978. I was on my way home on route 128 and decided to turn around and go back to Polaroid; that was almost my home.

*Part 2 of the Phelps Tracy Interview coming in Q4!*

Find "The Pack Film Express"  
(updated to 2019 pdf format) at

[http://users.neo.registeredsite.com/9/2/0/18247029/assets/P60\\_Express\\_2.3.19REV.pdf](http://users.neo.registeredsite.com/9/2/0/18247029/assets/P60_Express_2.3.19REV.pdf)

## Memories of the Early Days at Polaroid by Ed Byrnes

*If you've been following Ed's stories, you've been waiting for another. Here's Part I of*

### **The Glory, Chapter 3**

By the mid '70s, Polaroid had reached international fame, thus its accomplishment in triptych imagery would be center panel, "The Glory Period" of its existence.

**Photokina:** The world's largest photo/imaging trade fair occurs biennially in September at Cologne's fairgrounds for a period of some 10 days. As we all remember from our geography class, Cologne is the 4<sup>th</sup> largest city within Germany and the largest city on the Rhine River.

Polaroid was a latecomer to Photokina (it originated in 1950) but come it did in the late '60s and took over one of the main exhibit halls. Eastman Kodak, Fuji, Agfa et al., all had their own similar exhibit halls. As a comparison of size and significance, one might rightly compare Photokina to the Las Vegas Consumer Electronics Show (CES). Both are massive undertakings and attract 30,000 to 40,000 attendees from around the world.

One didn't need a crystal ball to quickly comprehend that Cologne, unlike Las Vegas, could not readily accommodate such an influx of guests. The reality of the situation dictated that guests might find, unhappily so, that their accommodations were some distance (up to 25 miles) from the fairgrounds. To avoid such a calamity, Polaroid decided for its "First" Photokina adventure to lease a ship of an undetermined origin and age. An apt description would be "Tramp Steamer" and its appearance matched the name well. Its outward optics were those of an unkempt, tired senior seafarer who had traveled the world.

Although the ship accommodations were spartan and sparse they were quite livable for the short term. The Polaroid attendees assigned to the somewhat seedy ship motel, which was berthed on the city side of the river, quickly adopted the name "African Queen." One might conclude it was a meme to best express the humbleness of their temporary home.

Two years later and being far smarter, Polaroid leased (and did so for their many years of continued participation) the equivalent of a Viking River Boat that not only offered elegant accommodations but would be moored right at the Photokina dock...a three-minute walk to the hall.

The exhibit hall itself was sufficiently spacious to accommodate what best be described as a Polaroid carnival midway of entertainment venues, and all were in constant activity. Latest model cameras were actively displayed by wandering, attractive hostesses taking guests' pictures. Show-quality stage entertainment offered additional photo opportunities. Photo kiosks of various genres were scattered about with enthusiastic attendants.

New product exhibits had tantalizing peeks of forthcoming technologies. There were meeting rooms and cafeterias for socializing with international media and establishing new distribution/dealer organizations. It can be said without fear of contradiction that Polaroid's bi-annual participation at Photokina most definitely added to its international standing and reputation as a world leader of photo-optical technology. To express it in a more pedestrian way, no Polaroid worldwide employee, if ever so asked, ever had to explain his/her employment beyond a simple one-word reply: **POLAROID!**

A few words regarding Photokina's night life. Prostitution was legal in Cologne and private clubs with enticing names of various Greek goddesses were abundantly located throughout the city along with ubiquitous nightclubs offering their fares of liquid ambrosias and comely hostesses. It would be fair to classify "Photokina After Dark" a Germanic Las Vegas. It should be quickly noted that ship's berth personnel records (highly questionable) indicate not ONE attending Polaroid employee was ever LOST to the seductive wails of the beckoning Sirens of the Rhine.

**TechPhoto:** At some point in the late '60s or early '70s, senior management decided to spin off from domestic sales/marketing a new organization to be named "TechPhoto." Its charter was to develop growth opportunities (beyond the amateur film business) offered by existing and emerging technologies. VP Peter Wensburg was given the authority and responsibility to organize and lead the group to a successful launch.

Unfortunately, the decision to split the sales/marketing organization into two separate and distinct groups did not go well. Many found a change in the status quo to be unnerving. To others, it gave rise to criticism and disquiet. The sales/marketing personnel who did transfer to Tech Photo, as did I, were tarred as "Quislings" (so named after the man who gave up Norway to the Germans) and thus outliers. What should have been a simple blending of two organizations of corporate efficiency, became one of internal conflict for a short period of time before collegiality returned.

TechPhoto's optics were focused on the technical/medical/scientific and business world. Thus they were prepared to exploit those sales opportunities with an array of new products coming on line. Since memories fade over time, I shall try to quickly review what I can best remember of such. Should your memory be fully operational, well, you can add to the list.

The new products that come to mind: ID systems, Polavision (both standard/high speed cameras), Polachrome transparency film, Slide-printers, Rembrandt & Sesame film recorders, Joshua, Helios imaging system and array of new model amateur cameras. All flowed forth to give

*Continued from page 5*

both TechPhoto and Polaroid's conventional dealer organizations incredible business opportunities.

The early '80s was definitely a high point for Polaroid, both in sales and organization. As bees pollinate flowers, Polaroid's success pollinated incredible corporate growth worldwide. The idiom that "success attracts" was quickly proven to be true. Simply put, Polaroid's ambitious growth and worldwide reputation was an irresistible lure that attracted the brightest and most entrepreneurial to its doors.

In time the combination of various worldwide organizations, products, business opportunities, growth and "ambitious" new leaders, quickly lead to what best be called the "Era of Knights." They all performed for the Glory of Polaroid and its Employees and were most successful in their ambitions.

Speaking of Knights reminds me of my youthful cohort, George Fernald, who finally ascended to the High Court



Ed at Photokina

of Sir Edwin Land as VP in charge of Reservoir Manufacturing. An odyssey of success indeed. As for I, well, ascending to high court was out, but sidewise was definitely in. My given options were to serve whomever I was assigned (there were many) and to perform whatever given assignments (again many) professionally (of course) and with positive results (always). From my perspective, I was a "TEN", but I suspect the consensus of the various managers I served would read, "an irritating fruit fly buzzing about their fruit salad." I leave the translation to your imagination.

At an international TechPhoto sales meeting in Florida, I was introduced to a new member of the group, Paul Bau. I quickly learned that Paul was given responsibility for both new product development and the OEM worldwide sales group of which I was currently a member. One evening after dinner, Paul pulled me aside and said, "I have been inquiring about you and the comments that issue forth seemly cast you as having, shall we say, an attitude of a PRICKLY nature. Do you agree or not?" In response, I pointed out there were many definitions to the word prickly, but the one he should focus upon was prickly fruit; tough on the outside but with a sweet and delightful inner core. He laughed heartily and agreed to withhold reaching any pre-opinion of me or my abilities. Within a year of working together, we became such an effective team that he promoted me to, "Director, OEM Operations, Asia Pacific." A new career was born.

*Thank you, Ed! Next issue: Part 2 of The Glory Chapter 3*

## **A Pioneer at Service: Natalie Fultz**

**Natalie Fultz** made the news in a May 27th *Boston Globe* article announcing her participation in the Milton Memorial Day observance. She was asked to speak in recognition of her World War II and Korean War service in the Naval Intelligence Office as a WAVE, at the US Naval Training School and in Boston's Office of Naval Officer Procurement.

"When we went in, we were given office jobs to free the men to go to war. Some of the men didn't like that very well, but they had to do it. There was no choice," Natalie said. At the Milton observance she planned to "talk about the people who gave their lives for us and for all the men and women who died for us, to make life better for us, and for all those families whose loved ones never came back."

Quoted in the article, Natalie says of Polaroid where she spent 25 years as Dr. Land's secretary, "You'd never know what [a powerful man] he was, really. Everybody was crazy about him, and our office was not off limits."

Natalie is a PRA member and her 100th birthday was noted in the Q1 2019 *Newsletter*. After retiring from Polaroid she served in many volunteer organizations - and still does. She received her bachelor's degree in Gerontology at the age of 83.

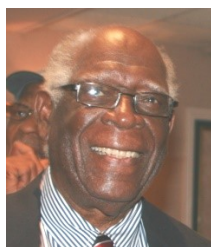
Natalie is a PRA member and her 100th birthday was noted in the Q1 2019 *Newsletter*. After retiring from Polaroid she served in many volunteer organizations - and still does. She received her bachelor's degree in Gerontology at the age of 83.

Natalie Fultz: Thank you for your service.



## Spring 2019 Luncheon Attendees

Dick Adams	Susan Cusick	Tony Hall	Frank MacDonald	Bill Quigley
Bill Aiken	Maarten DeHaan	Alexander Hahn	George Macrina	Bob Radochia
Carolyn Aiken	Fred Dehmer	Karen Hammond-Puleo	Bob Manning	Joe Rainho
Roger Ambuter	Ed Denk	Geraldine Haring	Jim Manning	Al Ricci
Arthur Aznavorian	Milt Dentch	L. Robert Haring	Lucille Maregni	Bill Rosen
Paul Bau	Louis Depalma	Corinne Hart	Joe Mariano	Richard Rosenblatt
Adrianna Barletta	Selda Depalma	Tim Hawes	Joe Martin	Bob Ruckstuhl
Muriel Bartlett	Jim Dewolf	John Haywood	Lou Martins	Larry Rudy
Walter Bartlett	Nino Dilanni	Jack Hennessy	Joan Martins	Carol Russo
David Bayer	Marilyn Dilillo	Paul Henry	Connie McGaffigan	Neil Sanders
Stu Beldon	Nick DiMasi	Tom Hickey	Bobbie McGaffigan	Tom Silva
Phyllis Bennett	Wilma DiMasi	Ted Holloran	John McCann	Rich Silva
Steve Berry	Art Doiron	Steve Holmes	Mary McCann	Barbara Skelley
Bob Bessette	Al Donaghy	Phyllis Horsley	Carol McCarthy	Fred Smith
Don Bjerre	Mary Donahue	Dick Hoyer	Ken McCarthy	Lydia Smith
Jack Blake	John Doyle	Quentin Hughes	Theo McLelland	Paul Smith
Art Bontempo	Terri Duggan	Paul Huyffer	Bette McLelland	Herb Snyder
Sheryl Booth-Beaumont	Tom Duggan	Bob Ielapi	Julia McPherson	Fran Snyder
Roger Borghesani	Jeff Eaton	Sue Isgur	Bill Melanson	Narvous Stamps
Al Bornemann	Mike Eden	Dan Jackson	John Milani	George Stebbins
Dorothy Boulanger	Ron Fawcett	Ruby James	Doug Miller	Paul Stigas
Bill Boulanger	Mike Ferreer	Edyie Johnson	Jim Mitcheson	Lee Tanguay
Frank Bourbeau	John Finitsis	Dave Johnson	Louis Modestino	Ann Tennis
Barbara Boyd	Vinny Fiorino	Florence Jones	Elaine Modestino	Dick Terry
Paula Boyle	John Flynn	Pat Kachinsky	Jerry Mollenhauer	Eric Thorgerson
Joan Bradley	Elizabeth Foote	Warren Kantrowitz, MD	Ed Motuzas	Phil Tower
Chris Brayton	Don Foster	Harriet Kantrowitz	Tim Murphy	Dennis Trundy
Jane Brayton	Tony Freitas	Eva Karger	George Murray	Leo Van Glabbeek
Henry Brown	Ray Fuller	Paul Kelley	Lossie Murray	Jaap Van Hell
Charles Brown	Ed Gaffey	Jack Kearney	Ernie Nawn	Leroy Vargas
Carmel Brown	Arthur Garland	Don Kelliher	Mary Nawn	Ed Wade
Merit Brown	Rosa Gaskins	Buzz Kendall	Dave Oberhauser	Gorden Wallis
Eric Brown	Alice Gelenian	Rolene Kerr	Louise Oberhauser	Joe Walsh
Phil Brzenzinski	Mary Gentleman	Gordon Kinsman	Irene O'Leary	Mike Walters
Walter Byron	Patricia Giannino	Erika Kliem	Dick Olgivie	Norman Ward
George Cairns	Bob Gill	Alfredo Kniazzezh	Harriet Olgivie	Dottie Watson
Charles Caizzi	Sandy Ginsburg	Larry Kunz	Elizabeth Parise	Drew Webb
Broncille Caizzi	Mike Glennon	Tom Lally	John Pasquale	Ed Weiner
Tommy Campbell	Bob Graff	Max Lawrence	Mario Patriarca	Charles Whalen
Frank Carta	Ethel Goodwin	Kay Lawrence	MaryAnn Patterson	Dick Wilsack
Helen Carta	Ann Gray	Kent Lawson	Ken Pawl	James Woods
Dave Cerrato	Robert Gray	Pat Leonard	Joe Pennell	Rob Young
Larry Chelmow	Susie Gray	Raymond Lepore	Rich Petrillo	Tony Zagame
Jim Cirrone	Deborah Green	Lester Levenbaum	Photios Photiou	Bob Zuccaro
Elizabeth Collins, MD	Dick Gellis	Nick Livadas	Joe Potter	
Dan Conley	John Gonski	Dolly Livadas	Peggie Prebensen	
David Couture	David Hall	Paul Lubin	John R Prendergast	
Katherine Curran	Maryann Hall	Marsha Maccini	John P Prendergast	



John Haywood



Dr. Warren Kantrowitz and Friends



Dick Wilsack



Steve Holmes



Peggie Prebensen

*Photos by Erika Kliem*

## Polaroid Post-Bankruptcy Timeline: 2001-2019

Have friends or acquaintances asked you, “Whatever happened to Polaroid?” and left you unable to recall who the various owners of the company were after the bankruptcy - or articulate answers when pressed for other details?

Several PRA members asked the Newsletter staff to outline the events that occurred after Polaroid declared bankruptcy in 2001. Milt Dentch, with contributions from Bob Ruckstuhl, George Murray and Kevin Pond, developed the “Polaroid Post Bankruptcy Timeline” that follows.

Special thanks to Hartford-based graphic designer Sarah Jeffries for giving ideas and professional counsel free of charge.

**October 12, 2001**

### **Polaroid Files Chapter 11 Bankruptcy**

Polaroid reports assets of \$1.8 billion and liabilities of \$948.4 million in a July 1, 2001, filing with the Securities and Exchange Commission. Polaroid subsidiaries outside the United States are not part of the bankruptcy filing.

**December, 2001**

### **Polaroid Seeks Permission from Bankruptcy Judge to Pay \$19 Million “Retention Bonuses” to 45 Key Executives**

In November 2001, Polaroid sought the court's permission to pay top executives who had stayed through the filing up to \$19 million in so-called key-employee retention programs (KERPs). The judge caps a total package at \$6 million.

**June 2002**

### **Bank One Corp.’s One Equity Partners (OEP) Venture-Capital Arm Purchases Polaroid**

Sale price is \$255 million in cash and \$200 million in assumed trade liabilities. OEP receives all of Polaroid’s assets, including all of its non-bankrupt foreign subsidiaries. As part of the settlement, the original Polaroid Corporation changes its name to Primary PDC, Inc.

**July 2002**

### **Gary DiCamillo, Polaroid Chairman and Chief Executive Officer, Resigns**

DiCamillo, who had been Polaroid’s CEO and Chairman of the Board of Directors for six and a half years, leaves the company to become president and CEO of TAC Worldwide Companies based in Dedham. John W. Loose, former president and CEO of Corning and Polaroid board member since 1994, is named Chairman of the Board.

## ***Polaroid Post Bankruptcy 2001-2019***

**November 2002**

**Former Ford Motor Co. CEO  
Jacques Nasser  
Named Polaroid's  
Nonexecutive Chairman**

In October 2001, Ford Motor Co.'s board had ousted Chief Executive Jacques Nasser due to losses at its core North American auto operations.

**March 2003**

**J. Michael Pocock Joins Polaroid as  
President and CEO**

Nasser hired Pocock, former Digital-Compaq executive, as CEO. Nasser and Pocock left Polaroid in 2005 when Petters purchased the company. Nasser received \$12.5 million from the proceeds of the sale; Pocock received \$8.5 million for his 2.5 years leading Polaroid.

**December 2003**

**The "New" Polaroid Continues to  
Manufacture Legacy Polaroid  
Cameras and Film**

Polaroid had sold the majority of its Massachusetts' plants in 1998 and leased them back to continue instant film and camera production. Polaroid worldwide employee headcount in 2003 is 3,530 - down from 8,865 pre-bankruptcy. Net sales for Polaroid are \$757 million in 2003, down from \$1,856 million in 2000, pre-bankruptcy.

**January 2005**

**Polaroid Sells Waltham  
1265 Main Street Site**

Related Cos. of New York buys the former Waltham 119 acre Polaroid manufacturing site along route 128 for \$100 million. In 2015, after several years of failed development plans, contamination cleanup and blasting that rocked neighbors' homes, the site was opened as a 280,000-square-foot mall with Market Basket the anchor store.

**April 2005**

**Petters Group Worldwide  
Acquires the Polaroid Brand**

Petters Group Worldwide purchases the Polaroid brand for \$426 million with plans to use it on consumer electronics and new technologies. Petters Group Worldwide becomes a diverse holding company with 3,200 employees and investments or full ownership in 60 companies of which it actively manages 20.

**August 2006**

**Polaroid Sells the Entire New  
Bedford Site to a Venture Capital  
Firm, Watermill Associates**

Watermill reorganizes the NB site into Multilayer Coating Technologies to manufacture the terminal supply of color sheet and negative for Polaroid instant film and other products. NB6, the Helios plant, was purchased by Konarka Technologies, Inc., the thin film solar panel manufacturer, in 2010, and operated for four years. It closed in 2012 when Konarka filed bankruptcy.

## ***Polaroid Post Bankruptcy 2001-2019***

**January 2008**

**Polaroid Corp. Relocates from Its Headquarters Campus in Waltham, MA, to Concord, MA**

Polaroid Corp. relocates from its 119-acre headquarters campus at the 1265 Main Street property in Waltham, MA, to 330 Baker Street in Concord, MA.

**February 2008**

**Polaroid Stops Producing Instant Film**

Polaroid shuts down the 3 plants manufacturing instant film and lays off 450 employees. Sales of silver halide film by all makers have dropped by at least 25% per year since 2000. Polaroid had stopped producing cameras in 2007.

**September 2008**

**Petters' CEO, Tom Petters, Investigated by FBI**

The FBI begins investigating Tom Petters for his role in a fraud scheme involving more than \$100 million in investments.

**October 2008**

**The Impossible Project Purchases the Polaroid Production Machinery in Enschede**

The Impossible Project purchases the instant film assembly equipment for \$3.1 million and leases a building north of the former Enschede, the Netherlands, plant. The Impossible Project saves the last production plant for integral instant film and starts to invent and produce totally new instant film materials for traditional Polaroid cameras.

**December 2008**

**Polaroid Corp. Files for Chapter 11 Bankruptcy Protection in US Bankruptcy Court for the District of Minnesota**

The bankruptcy filing comes shortly after the criminal investigation of its parent company, Petters Group Worldwide, and the parent company founder, Tom Petters. On 12/2/2009, Tom Petters is found guilty in the US District court in St. Paul, Minnesota, on 20 counts of conspiracy, wire and mail fraud. In April 2010 he is sentenced to 50 years in prison for his part in the fraud.

**April 2009**

**Polaroid Sold to Gordon Brothers Brands, LLC, and Hilco Consumer Capital, L.P.**

Federal bankruptcy court for the District of Minnesota approves the sale of substantially all assets of Polaroid, including the Polaroid brand, intellectual property, inventory and other assets, for \$88 million in a joint venture led by Gordon Brothers Brands, LLC and Hilco Consumer Capital L.P. The parent company is named PLR IP Holdings, LLC.

## ***Polaroid Post Bankruptcy 2001-2019***

**December 2014**

**Pohlad Family Invests \$70 million in Polaroid alongside Gordon Brothers Group and Hilco Global. Pohlad now owns 65% of Polaroid.**

Pohlad Companies operates in financial services/banking; commercial real estate; automotive sales; and sports & entertainment, including the Minnesota Twins, a Major League Baseball franchise.

**May 2017**

**Smolokowski Family Purchases Polaroid from Gordon Brothers, Hilco Global and Pohlad**

The lead investor in the new ownership group, Wiaczeslaw Smolokowski, is a Polish businessman and investor with holdings in the energy, biotech and real estate sectors. He is also the majority shareholder of The Impossible Project, the company that purchased the last remaining Polaroid factory in 2008 and continues to manufacture instant film for legacy Polaroid cameras.

**September 2017**

**Polaroid Originals Replaces The Impossible Project**

Polaroid Originals is a new brand from Polaroid dedicated to analog instant photography in the original, iconic format.

**August 2018**

**Polaroid Integrates Business Units and Strategy Under Newly-Established Polaroid BV**

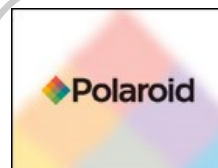
Polaroid BV, the newly-formed parent organization into which The Polaroid Originals and Polaroid business units will report, will develop and implement a united, global vision for the Polaroid group of companies.

**June 2019**

**Polaroid Markets and Sells Legacy Instant Cameras, New Camera Designs, Televisions and Other Electronic Products Using Outsourced Manufacturing Partners**

Polaroid Originals assembles modified SX-70 film types in the Enschede film plant using outsourced partners to provide film component materials.

Follow Polaroid on [www.polaroid.com](http://www.polaroid.com)



October 12, 2001: 2:06p.m. CNN

**Instant Film Maker Seeks Court Protection and Will Trim Staff and Sell Assets.**



[Polaroid.com/News](http://Polaroid.com/News) 1/8/2019

**Polaroid Celebrates Instant Photography at CES 2019**



## In Memoriam

Find more complete obituaries at [www.polaroidretirees.org](http://www.polaroidretirees.org)

Belmonte, John S. 72, Brentwood, NH, 5/17/19 was the husband of Rita, father of Lisa and Kristin, and grandfather of two. He was a Production Manager. His sense of humor, love of good food, disarming smile and inspiring resilience were John's trademark qualities. He was a member of the PRA.



Biggart, Norman B., 97, Burlington, 5/20/19 was devoted to exploration, learning and doing for others. He served as a photographer in the U.S. Army Air Force in India, (WWII). He worked in Photo Processing.



Bouchard, Dennis P., 68, New Bedford, 4/6 /19 was the husband of Wanda, father of Denny and Jaime and the grandfather of two. He worked as a Film Technician and in Security, New Bedford. He loved watching Fox News and attending family gatherings.



Boynton, Milton J., 93, Marshfield, 3/7/19 was the husband of the late Margaret, father of Joseph, Rosemary, Lawrence, Barbara, Katherine and the late Raymond and the grandfather of three. He was a Supervisor. Milton was an avid golfer and enjoyed long walks. He was a member of the PRA.



Brown, Isabelle Franklin, 83, Boston, 3/28/19 was the wife of the late Theodore, mother of Theodore, Leo, Fitzhur, Audrey, Alexander, Sylvester, Zanderine, Patricia, Sudecia and Annette, grandmother of twenty-six, and a great-grandmother of many. She served on the Kitchen Ministry, sang in the Jubilee Choir, and was the President of the Samuel H. Bullock Missionary Circle.



Celluci-Anzuoni, Marie A., 63, Medway, 3/7/19 was the wife of Robert, father of Shauna & Tanya and grandmother of two. Her greatest joy was

spending time with her family. She worked in Norwood.

Corson, Laura, 90, Westwood, died July 27, 2017 was the wife of the late Leroy, mother of Stephen and Deborah and grandmother of Nicholas and Holly. She worked in the Data Group, Camera Division, Norwood. She was a member of the PRA.



Crone, Patricia J., 82, Kansas, 3/16/19 was the wife of the late John and the late Jim, mother of James, Lawrence, Lori, Patrick & Christopher, step-mother of Shawn, John & Kenna and grandmother of 14. Pat was a Merchandising and Sales Representative. She entertained family, friends and audiences with her amazing voice.

Flanagan, Blanche E., 89, Bradenton, FL, 5/7/19 was the wife of the late Paul, mother of Thomas and Joanne, grandmother of five and great-grandmother of four. She was a Supervisor. Blanche loved golf, reading mysteries and watching old Western movies.

Forte, John J., 90, Franklin, 4/30/19 was the husband of Evelyn, father of Marie, John, Stephen and Chris and grandfather of six. He was an Electrician. John served in the U.S. Army (Korean War) attaining the rank of Corporal and was awarded the Korean Service Medal and two Bronze Service Stars.



Leahy, John H. Jr., 89, Plymouth, 3/1/19 was the husband of Dorothy, father of Kevin, Kathleen and Maureen, grandfather of four and great-grandfather of one. He served in the U.S. Army and was a Chemical Engineer. John was very active in politics and was an avid golfer and sports fan. He was a member of the PRA.



Paras, John J., 91, Norwood, 4/8/19 was the husband of Mary, father of Claire, John, Brian, Gerard, Joseph, and Caroline and grandfather of

eight. John served in the U.S. Navy (WWII and Korea). John was a Mechanical Engineer a member of the PRA.



Parham, Jr. Joseph "Chuck", 69, Lakewood CO, 3/22/19 was the husband of Lou (Donna), father of Jenna and Joseph, a lifelong friend to Jennifer, the mother to his children, and grandfather of five. Joe served as Senior Vice-President, Human Resources. His affinity for Martha's Vineyard never waned, and he always looked forward to visiting the island.



Paulin, Kenneth "Ken" 81, Hanover, PA, 3/22/19 was the husband of the late Judith, companion to Mary Lou, father of Thomas, Theresa, Martin, Cheryl and Steven, grandfather of eleven and great-grandfather of seven. He was a Captain in the U.S. Army. Ken built and raced sailboats.



Regis, James "Jim" A., 85, Hudson, 3/27/19 was the husband of Joyce, father of Bonnie, Peter, Lynette, Pamela and Mark, grandfather of ten and great-grandfather of seven. He served in the U.S. Army (Korean War). Jim was a Supervisor. He enjoyed doing yard work and was an avid reader of non-fiction books.



Rocca, Doris B., 90, Wattertown, 4/8/19 was the wife of the late Joseph, mother of Joseph, Thomas and Sheila and grandmother of eight. She worked in Cambridge and Waltham. She had an artistic flair and enjoyed traveling near and far.



Shallow, Josephine, 92, Rockport, 5/12/19 was the mother of Joanne. She was a graduate of Boston's Girls High School, Class of 1945. She worked in Payroll, Production Control and Customer Service in Cambridge. She was a member of the PRA.

## In Memoriam

Simpson, Roy, 5/22/19, Vale of Leven, Scotland was the partner of May and father of Jamie. He was a Purchasing Manager at the Vale of Leven plant and Polaroid's Resident Manager in Brazil. Roy leaves many fond memories.

Stephen, James C., 93, Palm Coast, 4/27/19 was the husband of the late Jean, companion of Dorothy, father of Stephen, Bonnie, Dana, Kathi, Heather and Lee, grandfather of nine and great-grandfather of ten. He was a Veteran of the U.S. Navy. James was awarded the Palm Coast Wood Carvers of the Year award in 2018.



Theriault, Richard J., 81, South Portland, 3/26/19 was the husband of Marcia, father of Elaine, Da-



vid, Diane and Doug and the grandfather of five. He served in the U.S. Air Force during the Berlin Crisis. Dick and Marcia created a very happy home full of love and support for their children and grandchildren. Dick was all about his family, playing his music, holding family meetings during dinner, playing bridge or any card game, cooking or catching a Red Sox game.



Vallatini, Paul Anthony, 59, Salisbury, 3/23/19 was the son of George, husband of Kimberly, father of Heather, Paul and Tracy and grandfather of four. He refereed lacrosse and hockey, played golf, and vacationed many years on Cape Cod. Paul worked in Norwood and W4 as a Lab Technician and later as a Machinist.



Winfield, Carl, H, 88, Canton, 3/21/19 was the husband to Jean, father of Paul, Gary, Douglas, Carla and Lisa and grandfather of one. He served in the U.S. Army (Korean War).

Carl specialized in Process Engineering. He figured out how to successfully take ideas and turn them into tangible products that everyday people could use to capture the best moments of their lives.

Zukas, Paul J., 89, Norwood, 3/21/19 was the husband of the late Louise, father of Rev. Stephen, Barbara and Peter and the grandfather of Brian. Paul served in the U.S. Navy (Korean War). He was a Draftsman. He volunteered at Norwood Hospital and was an active member of the Norwood Senior Center.

Obituaries compiled by Maryann Hall

## Find Your Friends & Colleagues

In response to readers' requests, we will be posting the PRA Membership Roster on our website. For privacy reasons, this list will include only the name, city and state of each of our 1000+ members.

If you would like to be in touch with people on the list, you'll be instructed to email [praemail@comcast.net](mailto:praemail@comcast.net). A member of the Board of Directors will contact the individual that you are interested in getting ahold of with your telephone and/or home/email address so that they can return your request if they wish.

Please respect our members' privacy. We hope you enjoy connecting with old friends and former colleagues.

## PRA Election Results

The May Luncheon includes a short but important business meeting so that those attending learn the financial and record-keeping status of the organization. Those attending also elect nominated directors to the board.

Treasurer Nino DiIanni spoke of the challenges facing the PRA as membership declines, but he assured the group that the organization is solvent and working on a 5-year plan to ensure its financial health.

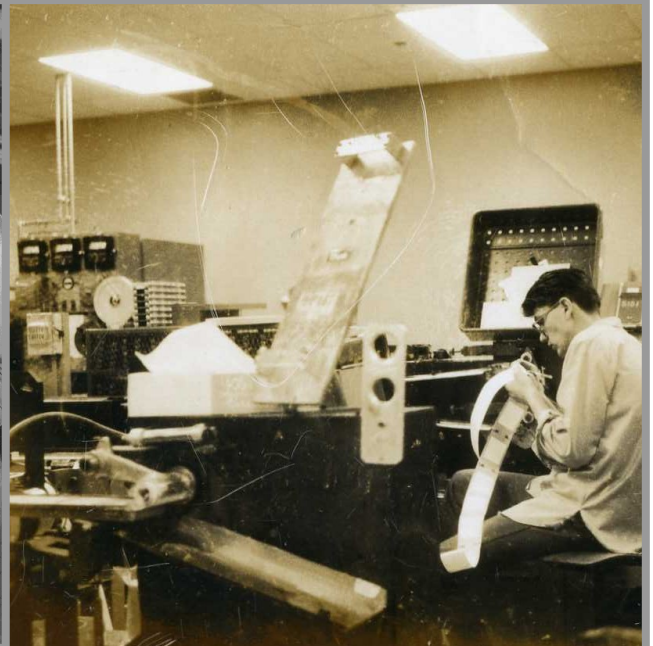
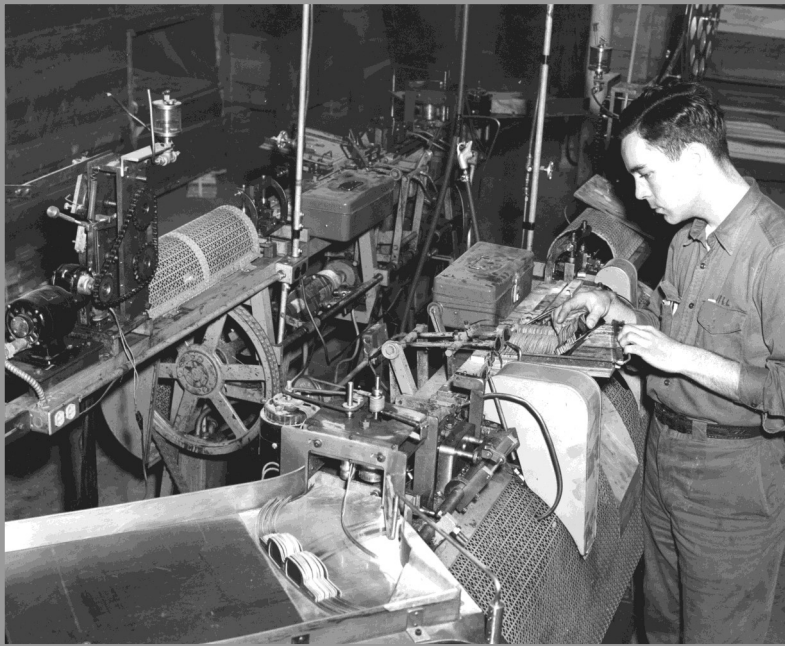
Board members elected to 3-year terms this year include George Murray and Elizabeth Foote to their 3rd terms, Arthur Aznavorian and Mary McCann to their 2nd and Jim Mitcheson to his 1st. Gail Barton was elected to a 1st term but has resigned.

The June Board of Directors meeting's first order of business is electing officers and two committee chairs. The results are as follows: Elizabeth Foote, President; John Flynn, Vice President; Arthur Aznavorian, 2nd Vice President; Nino DiIanni, Treasurer; (3-year term); Bob Ruckstuhl, Membership Committee Chair; Eric Thorgerson, Finance Committee Chair. Mary McCann continues in her 2nd year as Secretary.

Congratulations to all and thank you for your many contributions to the Board of Directors.

Please consider giving your time and talent to the board. Talk with any director about how you can help the PRA.

**Jim Foley** shares equipment photos of the 1966 roll film manufacturing positive assembly machine T30 “to provoke memories for some of the stop-hole to deckle crowd.”



## The 1265 Main/Polaroid Project Update

Members of the PRA’s committee toured Waltham’s Charles River Museum of Industry as background for their work in developing ideas for a Polaroid plaque or other installations on the 1265 Main Street site.

The tour, led by the museum’s Executive Director Bob Perry, showed PRA members, City Councillor Kathy McMenimen and 1265 project managers the history of Polaroid’s impact on the city’s human and economic development.

After considering proposals at a September meeting, the team will begin the design process.

Kathy McMenimen holds a special reason for her involvement in the project. Her late husband, Jerry Schultz, was a devoted employee of the Polaroid Corporation. Jerry’s appreciation of the company and love for the City of Waltham inspired her to push for Polaroid’s recognition at the 1265 site.



## PRA Plaque Building Changes Hands

The three-building complex known as Osborn Triangle that includes 610 Main Street, 1 Portland Street, and 700 Main Street, and is currently leased to Pfizer, Novartis, and Lab Central, has been acquired by Harrison Street Real Estate.

Under this arrangement, MIT will retain ownership of the land and will “ground lease” the complex to a new joint venture that will be led by Harrison Street Real Estate and will include Bulfinch Companies and MIT, which will retain a minority interest in the transaction. state.

Christopher Merrill, Harrison Street’s Co-Founder, Chairman and Chief Executive Officer, said, “We are thrilled to partner with MIT and the Bulfinch Companies to invest in and support one of the most cutting-edge neighborhoods serving the biotech, medical and scientific research and development communities. Harrison Street is committed to providing our tenants and communities we serve with high-quality facilities and world-class amenities and it is a privilege to be part of this vibrant Boston community for the long-term.”

*Connect.Media*

We’ll be watching to ensure our plaque dedicated to Polaroid and Dr. Land remains in place.

## ***Sign Up for the Fall Luncheon - October 16, 2019***

**PRA FALL LUNCHEON**  
***THE LANTANA RESTAURANT, RANDOLPH, MA***  
**WEDNESDAY, October 16, 2019**

**9:30 - 11:00 am Registration - Coffee & Pastries**

11:00 am      **Guest Speaker: Monte Reel**

12 noon **Cash Bar - Social Hour**

1 pm                      **Seated for Lunch**

**\*\*\*\$25 per person\*\*\***

\*\*\*\*\*NOTE TIME CHANGE\*\*\*\*\*

## Entrée Selections

**Chicken Florentine:** Pan Seared Chicken Breast with Spinach, Crimini Mushrooms in a Garlic Cream Sauce  
or

**Boston Baked Cod :** Served with a New England Ritz Cracker Topping on a Bed of Rice Pilaf  
Chef's Choice of Vegetable & Breads; Classic Caesar Salad, Apple Crisp, Coffee or Tea

Name Desired on Name Tag	Chicken	Fish	Other*	Polaroid Location

*\*The Lantana will make every effort to honor your request for a special meal. Please note vegetarian, vegan, gluten-free, etc.. in the box above.*

Enclose your check for \$ \_\_\_\_\_ @ \$25 per person.

Make checks payable to: **Polaroid Retirees Association, Inc.** and mail with the reservation form above to: **Jim Mitcheson, 181 Acushnet Rd, Mattapoisett, MA 02739.**

**Please note:** We will be unable to offer refunds for reservations cancelled after **Wednesday, October 9.** In the event of an emergency after then, please call **Elizabeth Foote at 617-354-5237.**

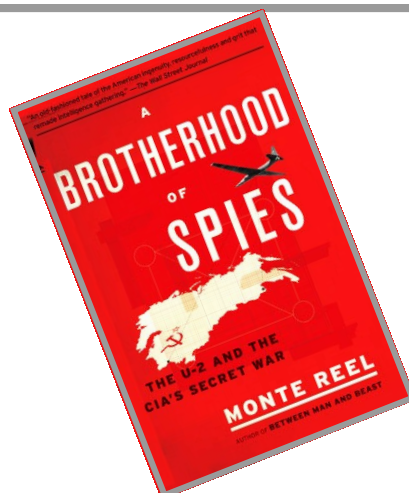
## DON'T MISS THE FALL LUNCHEON!

Our speaker is **Monte Reel**, author of *A Brotherhood of Spies*

Dr. Land was one of 4 men instrumental in the U-2 story of the Cold War working hard and in secret to avoid a nuclear war.

“This secret fraternity, made up of Edwin Land, best known as the inventor of instant photography and the head of Polaroid Corporation; Kelly Johnson, a hard-charging taskmaster from Lockheed; Richard Bissell, the secretive and ambitious spymaster; and ace Air Force flyer Francis Gary Powers, set out to replace yesterday’s fallible human spies with tomorrow’s undetectable eye in the sky.”

"A thrilling dramatic narrative of the top-secret Cold War-era spy plane operation that transformed the CIA and brought the U.S. and the Soviet Union to the brink of disaster."  
*Penguin Random House*



POLAROID RETIREES ASSOCIATION, INC.  
P.O. BOX 541395  
WALTHAM, MA 02454-1395

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## What's new in your Life After Polaroid?

Send your updates, stories & comments to  
Bob Ruckstuhl's address below or to  
newsletterpra@gmail.com.

**\*We want to hear from you!\***

**The note above your address is meant to alert you to your dues status at the time the Newsletter is sent.**

\*\*\*\*\* **Membership Fees are due and payable the first of the year** \*\*\*\*\*

Yearly Dues **\$15.00**

Make check payable to **POLAROID RETIREES ASSOCIATION, INC.**  
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**Please *Print*:**      **New:**\_\_\_\_\_      **Renewal:**\_\_\_\_\_      **Change of Address:**\_\_\_\_\_

Name: \_\_\_\_\_

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**Address:** \_\_\_\_\_

**City:** \_\_\_\_\_ **State:** \_\_\_\_\_ **Zip:** \_\_\_\_\_

**Spouse's Name:** \_\_\_\_\_ **Phone (optional):** \_\_\_\_\_

**Email Address:** \_\_\_\_\_ **Date of Retirement:** \_\_\_\_\_