

# Automobiles

**Condensed Profit & Loss Statement  
For 1918**

Total Sales		668071 04
Inventory Jan. 1, 1919		<u>105921 53</u>
		773992 57
Total Purchases	475959 85	
Inventory Jan. 1, 1918	<u>149521 50</u>	<u>625481 25</u>
Gross Profit		148511 22
Total Operating Expense		130287 12
Depreciation on		
Furniture & Fixture	1521 04	
" Garage Equipment	97 85	
" Shop Tools & "	525 72	
Bad Accounts	<u>462 93</u>	<u>132894 66</u>
Net Profit from Operation		15616 56
Less 1917 Income Tax Paid		
Out of 1918 Earnings		<u>12679 57</u>
Net Book Profit for 1918		2936 99

**Statement of Undivided Profit  
Jan. 1, 1919.**

Undivided Profit Jan. 1, 1918,	74381 61
Net Book Profit for 1918	2936 99
Less 5 % Bonus on 15616.56 Net Earning for 1918 To	
E. E. Brodbeck	<u>780 83</u> <u>2156 16</u>
Total Undivided Profit to Date	76537 77

	1914	1915	1916	1917	1918
Per Cent of Gross Profit on Sales	12.76	12.83	14.93	16.757	22.2
" " " Net	1.36	3.74	6.49	3.613	2.4
" " " Operating Exp. % "	11.40	9.09	8.35	13.15	19.8

**FINANCIAL STATEMENT  
OF  
FISHER AUTOMOBILE CO.**

Jan. 1, 1919

<b>Assets</b>		<b>Liabilities</b>	
<b>Current Assets</b>		<b>Current Liabilities</b>	
Cash	9579 49	Account Payable	16229 62
Accounts Rec.	19844 71	Bills Pay. Bank	87000 00
Bills Rec.	12724 12	Bills Payable	
Petty Cash	350 00	Others	2500 00
Deposits with Mfgs.	3000 00	Deposits from MFG. Customers	6192 75
G. G. Fisher	453 77	Employee's Bonus Acct.	<u>2746 17</u> <u>114662 54</u>
H. L. Hammond	5196 00		
F. E. Hunter	2874 89	<b>Capital Stock</b>	
Liberty Bonds	26075 00	Authorized	25000 00
War Savings Stamps	<u>754 22</u> 80852 20	Unissued	<u>10000 00</u> 15000 00
<b>Invested Assets</b>		Undivided Profit	76537 77
Furniture & Fixtures	7608 97		
Garage Equipment	542 98		
Shop Tools & Equip.	2300 49		
Real Estate	3540 00		
Continental Realty Co.	<u>3102 21</u> 17094 65		
Inventory Mase	105921 53		
" Interest	1007 65		
Doubtful Accounts	1324 28		

TRANSLATION

46 Rue Laugie,  
Paris, France,  
December 18 1918

Dear Mr. Fisher,

Now hostilities are ended, and peace will soon be here, with victory. Without you we should still be under the shells with our feet in the mud, with no hope of an end to our torments, and without certainty of success. Your fortunate decision, your splendid act, your soldiers who fought so bravely, came and decided the struggle which began to appear interminable.

President Wilson has just received proof, at Paris, of the strong friendship and great gratitude of the French nation toward the Americans. We were friends before, but we are now brothers. I hope to be demobilized and released soon. We shall have no automobile races in France in the year 1919. It won't be until 1920 that we will make new cars.

My intention is to come to America in about two months. I want to see some of the makes of cars turned out by the American manufacturers. If I could find a good car in America which had a fair chance of winning, I should perhaps enter your races or some others. I will see about all this when I arrive, and after I have talked with you.

I shall ask you for letters of introduction to some of the automobile manufacturers, and also to manufacturers of various automobile accessories, with the idea of acting as agent for automobiles or accessories in France.

In the way of automobiles, I should be interested in one the type of the Ford or Dodge, and one like the Cadillac, and also trucks and farm tractors. In France I have got up a company which will be agent for various American articles. There will be a lot to do in this line.

I shall also have the agency for an enormous number of sewing machines. Possibly you are in a position to give me general information on this subject. I'd need, I think, 150,000 a year.

I should like very much to have a reply from you on these questions before I leave for America.

I take this opportunity to wish you and Mrs. Fisher a happy Christmas, and to present my best wishes for the year 1919. Accept, Dear Mr. Fisher, my best regards, and give Mrs. Fisher my most respectful greetings.

GOUX

Address: Lieutenant Goux,  
etc.

après le 18 décembre 18



Chez Monsieur  
Fischer

Voici les  
hostilités terminées  
et la paix viendra bientôt  
avec la victoire - Sans  
vous nous serions encore  
les pieds dans le bon  
et sous les obus sans  
espérer la fin de nos  
tourments et sans certitude  
de succès - Votre heureuse  
décision - Votre grande action  
vos soldats qui se font

très bravement conduits  
sont venus ~~de la~~ de la  
partie qui l'annonçait  
comme inévitable -

Le président Wilson vient  
de recevoir la preuve à  
Paris de la grande amitié  
et de la haute reconnaissance  
de la nation Française  
pour les Américains - Nous  
étions déjà des amis mais  
nous sommes devenus des  
frères. J'espère être  
démobilisé et mis en  
congé bientôt - Nous  
n'aurons pas de courts  
d'automobiles ici en  
France en  
1919.



3. Ce n'est que pour 1920  
que nous fabriquerons de  
nouvelles voitures - Mon  
intention est de me rendre  
en Amérique dans deux  
mois environ - Je désire voir  
un peu quelques fabrications  
Automobiles chez les construc-  
teurs américains - Si j'avais  
pu trouver en Amérique  
à monter une voiture  
intéressante qui ait une  
grande chance de gagner  
j'aurais pris part peut-être  
à votre course ou à quelque  
autre car je suppose que  
vous allez courir en  
Amérique -

Je venais cela lors que je serai  
arrivé et que je vous aurai  
Rueconté - Je vous demanderai  
également quelques lettres  
d'introduction pour me prése-  
ter dans des manufactures  
d'automobiles ainsi que chez  
des fabricants d'accessoires  
divers intéressant l'automobile  
au point de vue de la  
Représentation en France d'auto-  
mobiles ou d'accessoires -

Comme automobile, il  
faudrait une marque genre  
Ford ou Dodge - Une  
autre genre Cadillac et  
aussi des camionnets et ses  
tracteurs agricoles - Ici en  
France j'ai monté une  
société anonyme qui s'occupera  
(à suivre l. v. t.)

II (suite). 18 décembre 1918



occupera  
spécialement de  
la représentation  
de ces différents  
articles Américains en  
France et il y a beaucoup à  
faire - J'aurai également  
à passer commande d'une  
très grosse quantité de machines  
à coudre - Vous êtes placé  
aussi peut-être pour me  
donner les premiers rensei-  
gnements à ce sujet - Il en  
faudrait je crois 150.000  
par an - J'aimerais beau-

Coup avoir une réponse de  
vous sur ces différentes questions  
avant mon départ pour  
l'Amérique - Je profite de  
ce mot pour vous présenter  
mes souhaits pour un  
heureux Noël ainsi  
qu'à vos Fiches en même  
temps avec mes vœux les  
meilleurs pour l'année 1919.

Croyez-les mon Dieu  
Fiches à vos sentiments de  
grande amitié et présentez  
je vous prie à vos Fiches  
l'expression de mon souvenir  
le meilleur avec mes très  
Respectueux hommages -

Adresse: Lieutenant Goux  
46 Rue Langée  
Paris.

January 15 1919

Lieutenant Goux,  
46 Rue Langlo,  
Paris, France.

My dear Goux,

I have yours of December 18, which arrived in this country on January 13. We are all very glad the war is over, and particularly are we pleased with the fact that England, France and America are now cemented together for the general good of all three nations.

We are going to have a race at the Speedway on May 31. We have been trying to get in touch with you, and have sent several letters to your last French address. We have the two Peugeot cars that have not been used for two years. We have a great many parts.

Now that Johnny Aitken is dead - he died of the influenza after only a week's illness - there are only two people that we would consider letting have these cars. They are you and Richtenbacker. If you would like one of the cars, or could bring a driver with you and handle both, you can drive them in the Indianapolis race and some other races in America.

If you wish to get into business, we will help you all we can. The Dodge is a very good car made by a big company. It has a self-starter, which the Ford has not at present. The Ford is, of course, a good car, but in this country we like to have a car with a self-starter.

I will give you all the letters of introduction you need, and help you in every way I can. As you no doubt know, I am at Miami, Florida, until April 15. This is 1500 miles from New York. If you should decide to come over soon, I should be glad to have you come here to Miami and see me for a week or ten days. You could have a good rest, and I could talk over matters with you better than by correspondence.

Mrs. Fisher sends her very best regards.

Yours very sincerely,

TRANSLATION

31/1/19

Dear Sir,

Do you remember an excellent luncheon which we had together several days before the declaration of war?

Do you also remember that you promised to send me as a souvenir the photograph of Geux (driver for the Peugeot factory) in a race on the Indianapolis track? This photograph had an excellent place all ready for it in the dining room of the hotel. I should be very much obliged to you if you would send me the photograph.

In view of your business connections, could you not get me an especially favorable price on an automobile I'd like to buy? I want a 12 HP 4-cylinder car with electric self-starter and electric transmission. I should much prefer to have an American car.

Please accept for Mrs. Fisher and for yourself our respectful regards. I hope, on your next trip to France, you will not forget L'Hotel du Grand Courrier.

With most respectful greetings,

G. GALLAND

Hotel du Grand Courrier,  
Seine-et-Oise, a Etampes, FRANCE  
(48 Kilometres from Paris)



March 6th, 1919.

Dear Mr. Galland :

I am very glad to hear from you again. I certainly have not forgotten our luncheon, and I hope some time to have you and Madame in this country that I may return the favor.

I am asking Mr. Myers of the Indianapolis Motor Speedway to send you a picture of Goux at the Indianapolis Race Track - and he will send it forward immediately.

Regarding the 12 H. P. car : I would advise you to buy a Dodge. They are very economical and very good. You can buy it there cheaper than we can get it for you in this country and make a single shipment.

With kindest regards to yourself and Madame,

Yours very truly,

GDF:R

Monsieur G. Galland,  
Hotel du Grand Courrier,  
Seine-et-Oise, a Etampes,  
France.  
46 kilo. from Paris.

copy - marked -  
to Myers



# REO MOTOR CAR COMPANY

MANUFACTURERS  AUTOMOBILES.

R. E. OLSON, PRESIDENT  
R. H. SCOTT, V. PRES. & MGR.  
D. E. BATES, Sec'y & TREAS.  
H. T. THOMAS, CHIEF ENGINEER  
F. H. AKERS, SALES MGR.  
G. E. SMITH, PURCHASING MGR.  
H. C. TEEL, FACTORY SUPT.

CABLE ADDRESS:  
"REOLDS"  
WESTERN UNION CODE  
A. B. C. 5th EDITION

ADDRESS ALL COMMUNICATIONS TO THE COMPANY, NOT TO INDIVIDUALS.

LANSING, MICH., U.S.A.

APRIL 14, 1919.

Mr. Carl Fisher,  
Miami, Fla.

Dear Mr. Fisher:-

We are rapidly approaching the time of the year when we are making a very close analysis of our agency situation. It seems that our records indicate that Indianapolis is not keeping pace with the rest of our organization in the matter of truck sales and in view of the fact that we are so optimistic regarding the future of our Speed Wagon, it seems to be opportune that we take this matter up with you at this time in an effort to familiarize you with our future policy.

The Directors of this company have voted for a substantial increase in production for the fiscal year, beginning August 1st, and the major portion of this increase will be trucks. At the present time, we are producing more trucks than any manufacturer in the United States, save one, and we feel that this is quite an enviable record in view of the fact that at the present time we are producing but one model.

Now your company has controlled a large portion of Indiana for several years and our records show that there are quite a number of cities and towns in which the REO has no representative and others that indicate that the Fisher Automobile Company have a contract, but obtain very little business. During the past year our traveler reports that your company has done practically nothing in the way of territorial work and that Mr. Hammond has not kept a wholesale man working on the territory. While it is a fact that we have been unable at times to supply a sufficient quantity of passenger cars to take care of his demand, on the other hand, we have been able to supply trucks in very liberal quantities.

Eighteen months ago we were building about 250 trucks a month; now we are turning out at least 1000.

## REO MOTOR CAR COMPANY

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Since August 1st the Fisher Automobile Company has accepted delivery of about 60 trucks. Right at this time, of course, they are asking for more trucks than we can deliver, but the period from September 1st until March 1st, we were able to make almost immediate delivery of Speed Wagons, but Indianapolis seemed to be one of a very few connections we have that was unable to absorb its share. For that reason, points like Omaha, Kansas City, St. Louis and Hastings, Nebr., who are today selling from 30 to 60 trucks a month, were allowed to obtain these trucks.

It is unfortunate on my part that I have never had the privilege of meeting you and making your acquaintance. Therefore, I am placed in a somewhat difficult position in attempting to take up a matter of this sort, not knowing in detail, just what your attitude is towards this company and what your connection is with the Fisher Automobile Company, but I am assuming that the very fact that you are President of this organization, indicates that you control the majority of stock. For that reason, ethically, I am justified in writing you at this time.

Frankly, we are not satisfied with the manner in which our account is being handled at the present time. Because of the fact that Mr. Hammond is the active head of the organization, we are forced to place the responsibility on him. Beginning August 1st, we will have a sufficient production of cars and trucks to enable us to allot Indianapolis about 75 machines per month, or thereabouts, and there is no small doubt in our minds as to the ability of the present organization to merchandise this quantity of stuff.

We have several other direct connections in Indiana who are showing a whole lot more life in the way of truck sales, proportionately, than Indianapolis, which is conclusive evidence to us that we are justified in manifesting the apprehension indicated in this letter.

Now there are several other details which have a bearing on this situation that I do not care to put in writing. I would much prefer to discuss them with you in person, or an authorized representative of yours in the event it is impossible for you and I to meet. I am fully aware of the fact that you have represented the REO in Indianapolis for several years and that your record was satisfactory a major portion of that time. Now we will consider an agency change only as a last resort, as there are numerous disadvantages in making a shift in a center as

# REO MOTOR CAR COMPANY

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large as Indianapolis.

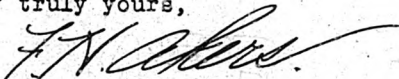
I am satisfied that if I could have an hour's talk with you that I could thoroughly convince you that the REO contract today is a bigger asset than it has been any time in the past. I am assuming that you, of course, keep a fairly close watch on the trend of the automobile business, but that you are not intimately familiar with the progress we are making in the truck field.

I shall appreciate an early reply and a suggestion from you as to the best solution of the present situation.

There is nothing of a personal nature existing between Mr. Hammond and myself which prompts my writing you at this time. I have always regarded Mr. Hammond as one of my very best personal friends, but I am a little afraid that he has gotten out of step during the past year or so.

Awaiting with interest the nature of your reply, I beg to remain

Very truly yours,



Sales Manager.

FHA/JMH

*awilos.*

April 28th, 1919.

Memorandum for J. H. McDuffee when he gets here :

I learned yesterday that John Willys is bringing out a little "Ford Killer" car. I understand it is a beauty. Henry Joy told me he had ridden in it, that its a corker and he likes it.

Don't know whether the Willys Company is going to market these cars with their old agencies or not. If they are not, we want to get in on the ground floor, as this Company needs a small car of this kind to mix up with the others.

Carl G. Fisher.

CCF:R

# REO MOTOR CAR COMPANY

MANUFACTURERS  AUTOMOBILES.

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ANN ARBOR, MICH., U.S.A.

APRIL 28, 1919.

Mr. Carl Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:-

I note from your letter of the 23rd that you have secured the services of Mr. J. H. McDuffee, whom you say is going to be identified with you in the Fisher Automobile Company. Your letter did not state specifically just what his duties would be with your company, but I am assuming that the fact that he is a former sales manager of the Willys-Overland indicates that he is to become General Manager of the Fisher Automobile Company, and a successor to Mr. Hammond.

Your letter also states that your company has not made money for the past two or three years, due mainly to the fact that you were unable to secure automobiles when the demand was at its height. Now as far as the situation with the Packard is concerned, I am not familiar in the least, but it would not be at all difficult for me to name any number of REO dealers who are located in territory less fertile than Indianapolis who have shown a very substantial profit on the REO account during that same period. In fact, there are quite a number who made more money during the calendar year 1918 than for any like period during the history of this organization. While our total deliveries have been considerably less than in the fiscal year 1917, the fact that our dealers had numerous opportunities to buy cars and trucks on a rising market, gave them a much larger percentage of profit than it has ever been their fortune to obtain before.

Part of the decrease in passenger car production has been offset by a very substantial increase in trucks; in fact, our truck sales have jumped from about 250 per month in the latter part of 1917, to an average of a little better than 1000, at the present time, and the demand seems to be almost insatiable for the Speed Wagon.

As I stated in my former letter, this is our principal criticism of the organization you now have, in that it was unable to increase its truck business in the same proportion



REO MOTOR CAR COMPANY

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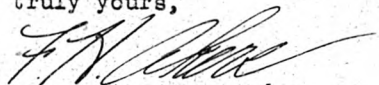
we have ours.

Now I realize that you have numerous diversified interests which take practically all of your time and that it would mean a sacrifice for you to bring Mr. McDuffee to Lansing between now and the 10th of May. In fact, I think it is a little unethical to ask you to do this, but on the other hand I have a great many problems of my own which require my personal attention, that must be decided before May 12th, when I am planning to leave for a trip to California. In fact, whenever it is at all possible, I am going to have our next year's plans for each of our distributors all settled so that the matter of contract renewals will be nothing more than a formality. In the event that you find it impossible to come with Mr. McDuffee to Lansing, could you not arrange to have him return from Miami in time to come to Lansing alone to thus enable me to outline to him, personally, just what our plans are for the year beginning August 1st and at the same time, get his ideas on his general scheme of selling REO cars and trucks in the territory which Indianapolis controls.

I am satisfied, Mr. Fisher, that if you were familiar even in a general way with what a great many of our distributors are doing in the way of truck sales, that you would realize that we are justified in asking for a more intensive campaign on the commercial end of our line.

Trusting that you will find it possible to come to Lansing with Mr. McDuffee at an early date, I am

Very truly yours,



Sales Manager.

FHA/JMH

April 30th, 1919.

Mr. F. H. Akers, Sales Manager,  
Reo Motor Car Company,  
Lansing, Michigan.

My dear Mr. Akers :

Replying to yours of the 28th : Mr. McDuffee will be here within the next few days, from Miami. He will leave for Chicago for probably a day or two and I will then have him go over and see you at Lansing and talk the situation over.

It was not our intention to put Mr. McDuffee in as General Manager of the Fisher Automobile Company or successor to Mr. Hammond. Both Mr. Hunter and Mr. Hammond own stock in the Fisher Automobile Company, and while they may not be as brilliant automobile salesmen as some others scattered around the country, I have always found them very reliable and working to the best interests of the Company as they saw their duty. I realize the injection of new ideas and new pep into a company of this kind is frequently a very good thing ; on the other hand, often big mistakes can be made by jumping at conclusions.

While we have had the Reo Agency for the past several years in Indianapolis, we have been offered a great many other agencies for other cars in the Reo class. Probably fifteen different companies have tried to make a change in getting us to take on their product - we have steadfastly refused to do this, feeling that at some time the Reo Company would manufacture enough automobiles for our demand and that their lines would be enlarged, which is one of the principal things we need.

We have had, in the last four years, an insistent demand for coupes, something along the line of the first coupe you brought out. We never could understand why you discontinued making them. We could probably sell a hundred or a hundred and fifty such cars every year. While Reo cars have been unusually good and stand up well, they have some very rough spots that could be improved, and possibly some spots in their design that could make the car a little more attractive.

However, I would like to have you talk this matter over thoroly with Mr. McDuffee when he is in Lansing. It won't be possible for me to get away as we have the Race on our hands, and I am just back from Florida with a good many other duties to look after. I will await with considerable interest, however, a report from Mr. McDuffee after he has been up to see you.

Yours very truly,

June 4th, 1919.

Societe des Moteurs Ballet,  
Paris, France.

Gentlemen :

I am very sorry your team had such bad luck. The men worked very hard and the cars were very fast, and before the Race it appeared that these cars would win - and but for the devilish poor material and construction of the wire wheels, a very different result would no doubt be recorded.

The men were all very crestfallen when they left here, but you should not blame them. Everybody was deceived by these wheels. The faster cars had more trouble, of course, than the slower ones.

While we had two very severe accidents, a great many minor accidents might have been fatal. We are all lucky to be thru this Race with as few fatalities. Our technical committee will make a report in a few days regarding these wheels, and certainly some immediate change must be made to the wheels that have already been furnished to manufacturers for touring cars. We would have had a very brilliant Race, probably the most successful that has ever been held, but for the poor material and workmanship of the wheels.

My very best regards, and hoping that I may have the pleasure of seeing you some of these days in the very near future, -

Sincerely yours,

OGF:R

June 5th, 1919.

Societe Anonyme des Automobiles & Cycles Peugeot,  
80 Rue Danton, Levallois-Ferret (Seine) - France.

Gentlemen :

I wish to congratulate you upon having in your service such men as Jules Goux and Andre Boillot : they are very conscientious, hard-working and painstaking, and this year both had exceptionally hard luck which no amount of foresight could have prevented.

Goux had a cylinder block break the day before the Race, and only by heroic efforts was he able to get another block on and in shape for the elimination trials. Boillot was driving a very beautiful race and would have finished fourth with the little car but for the poor material in the wire wheels.

I am prompted to write you this letter because at such a great distance from the center of affairs you might have an idea that better results could have been had with other drivers - but I am sure that this is not the case. In fact, I have never seen two men that I would place more confidence in with a pair of racing cars, than Goux and Boillot.

Very sincerely yours,

CGF:R



*Also races*

July 22nd, 1919.

Mr. Ralph DePalma,  
c/o Packard Motor Car Company,  
Detroit, Michigan.

Dear Ralph :

The Hospital here at Fort Benj. Harrison has about 750 badly shot up young men from this last War. There is one thing that these young fellows want to see more than anything else in the world - at least they say they do : they want to see a match race at the Speedway and they want to see Ralph DePalma, Barney Oldfield and Wilcox together.

I told the Colonel in charge of the Post the other day that the Speedway would donate the Track and the Officials, and that we would get the Motor Corps to donate the automobiles to haul all these poor devils out to the Speedway. I also told him that I would try and get you fellows down here to drive an exhibition for these boys.

We have a couple of Peugeotts and one <sup>Willys</sup> Premier that are in good shape - and we would like to have you come down your Packard. Wilcox can drive one of the Peugeotts and if you can't bring your Packard along, you and Barney can drive the other two cars of ours.

I thot for a program, if we could get your consent and Oldfield's, we would have a ten (10), twenty (20) and thirty (30) mile race for a Gold Medal. In the twenty-mile race we would have a stop on the fifth lap for a tire change. This is about the only program I could think of that would not run into considerable expense for tires, mechanics, etc.

I feel that we can't do too much for these poor devils who are all shot up. There will be about seven hundred of them in the Grand Stand and it will take about four hundred automobiles to haul this number, as in some cases it takes an entire automobile to haul one cripple. There will also be a large number of officers, nurses, etc.

On receipt of this letter, won't you please wire me if you will come. The tentative date is August 12th.

I would like to get Joe Boyer to come with a Frontenac if I could, or Louis Chevrolet, and make it a four-cornered affair. But we can't give them a real thriller unless we can get you and Oldfield to come down.

Let us hear from you.

Yours very truly,

CGF:R



ROBERT WOLFERS, President

**Motor Life**  
*Including Motor Print*  
243 WEST 39<sup>TH</sup> STREET  
NEW YORK

ESTABLISHED 1905

*Mbs*

August 2, 1919.

T. E. Myers Esq.,  
Indianapolis Motor Speedway,  
Indianapolis, Ind.

My dear Theodore:

I am going to make a pretty strong appeal to you for the purpose of helping out the Elgin road race. Won't you use your best efforts to get Howdy Wilcox to drive in that classic, which I am going to referee.

I know that it would be a great concession on Wilcox's part to go up there, but it is all for the good of the game. I feel that road racing is the biggest thing in boosting speedway attendance that there is, and that Indianapolis will be well repaid for sending Wilcox by keeping up racing enthusiasm for another year. Elgin has had a pretty hard struggle to get going again and it needs cooperation on the part of you Hoosiers to restore it to the racing calendar. I feel that if Elgin can get back on the map again this year, that next season it will mean three big events, - Indianapolis on Decoration Day, the French Grand Prix and the Elgin road race.

I am sorry that Elgin hasn't such an awful lot to offer in the way of prize money, but you know as well as I do that no one ever made any money out of Elgin except the farmers around the course, and that didn't amount to very much. No one is to get any expenses or appearance money, and Indianapolis is so close to Chicago that it would cost very little to send Howdy up there.

Will you not give this serious thought and advise Charley Root, c/o Chicago Automobile Club, if you can do anything for him. He tells me he has written you, but that he hasn't heard from you. The race is scheduled for August 23rd.

Now let's all boost together.

Yours very truly,

*Chas. G. ...*

CGS/GC

August 7th, 1919.

Mr. C. G. Sinsabaugh,  
c/o Motor Life,  
243 West 39th Street,  
New York City.

Dear Mr. Sinsabaugh :

Your letter of the 7th to Mr. Myers was handed to me this morning. There isn't a chance for us to have any of our cars in the Elgin Race. In the first place, we have no drivers who want to drive in the Elgin Race, and we have had some rather costly experience in letting new drivers take these cars. Where the cars were not smashed, in most cases the drivers have been.

We have decided to go entirely out of the racing business with the cars we have. We are now cleaning them all up, going over them and offering them for sale at a very low price. Haven't you some Chicago sport who wants to purchase a few racing cars and put them in the Elgin Race ?

Yours very truly,

CGF:R



*Whomdles*

*DETROIT, MICH., U.S.A.*

August 28, 1919.

Mr. Carl. G. Fisher,  
Fisher Automobile Co.,  
Indianapolis, Ind.

Dear Mr. Fisher:

I have not answered your letter of the 20th until today as I have been extremely busy and wanted to have a chance to think it over.

There is, of course, nothing impractical about your suggestion for a long wheel base touring car, the only question being whether or not there is a sufficient market for cars of this type to pay for tooling up for production. Of course, it would be possible to get a big price for the car, as you suggest, but made in limited quantities even the big price wouldn't allow us to get out hole. I should like to have your idea as to how many of this type could be sold in the United States in a year.

Why don't you come up and pay us a visit and at the same time talk this and other matters over. I understood that your boat was at Trenton and have been looking for you to drop in but so far have seen nothing of you.

I should like to have any further information you can give me covering your suggested car and I will then talk the matter over with Mr. Macauley.

With kind personal regards,

JGV-H

Yours very truly,

*J. G. Fisher*

## FISHER AUTOMOBILE COMPANY.

### Current Profit and Loss Statement for August, 1919. (Approximate)

Expenses		Gross Profit	Packard Cars	( 2 )	2514.61
Pay Roll	7047.69	"	Reo Cars	( 5 )	1336.56
Depart. Exp.	1360.42	"	Pack. Trucks	( 5 )	6941.65
General Exp.	2596.28	"	Reo Trucks	( 14 )	1588.67
Total all Current Exp.	11004.39	"	Used Cars	( )	
Used Cars ( 6 )	19.24	"	Garage		40.66
Trailers	15.54	"	Shop		3526.36
Depreciation on Bldg.	279.73	"	Sundries		584.28
Net Profit for Aug.	6192.20	"	Parts		1178.31
	17,511.10				17,511.10

### PROFIT AND LOSS ACCUMULATED TO DATE August, 1919. (Approximate)

Expenses		Gross Profit	Packard Cars	( 13 )	16124.82
Pay Roll	48260.02	"	Reo Cars	( 70 )	15858.69
Depart. Exp.	10940.59	"	Pack. Trucks	( 11 )	13333.69
General Exp.	26022.35	"	Reo Trucks	( 92 )	18005.23
Total all Current Exp.	85222.96	"	Used Cars	( 59 )	1757.38
Used Cars		"	Garage		1041.75
Liberty Bonds	513.80	"	Shop		24055.68
Duplex Truck	1409.39	"	Sundries		2865.07
Depreciation on Bldg.	2237.84	"	Parts		7228.73
Net Profit to Date	11182.93	"	Trailers	( 2 )	295.88
	100,566.92				100,566.92

### COMPARATIVE STATEMENT.

	August 1918.		August 1919.	
	Current Month	Fiscal to Date	Current Month	Fiscal to Date.
Sales	74,161.27	520,483.58	82,735.87	501,130.15
Expense	11,392.05	101,756.65	11,004.39	85,222.96
Profit	1,722.00	3,361.78	6,192.20	11,182.93
Loss				

	Reo		Packard		Used		Trailers		Total all Cars Sold.
				Trucks					
Aug. 1918.	5	1	17	2	9	8		42	
Aug. 1919.	5	2	6	5	14	0		32	
Total to Date 1918.	71	35	97	10	42	26		281	
Total to Date 1919.	70	13	59	11	92	0	2	247	

### FINANCIAL STATEMENT

#### ASSETS

#### LIABILITIES

<u>Current Assets</u>		<u>Current Liabilities</u>	
Cash	6,633.31	Accounts Payable	26,193.88



FINANCIAL STATEMENTASSETSLIABILITIESCurrent Assets

Cash	6,653.31
Accounts Receivable	34,847.94
Bills Receivable	12,613.28
Petty Cash	300.00
Deposits with Mfgs.	3,000.00
C. G. Fisher	2,166.86
F. Ellis Hunter	4,006.29
Liberty Bonds	15,759.74
War Savings Stamps	737.23

Invested Assets

Furniture & Fixtures	8,685.16
Garage Equipment	545.10
Shop Tools & Equip.	2,610.17
Real Estate Lots	30,742.28
New Building	107,201.21

Inventories Mdee.

Garage	215.65
Shop	150.00
Supplies	6,124.38
Parts	21,543.46
Packard Cars	25,708.73
Rec Cars	2,756.30
Packard Trucks	44,395.11
Rec Trucks	4,235.66
Trailers	3,380.02
Used Cars & Trucks	10,695.00
Duplex Trucks	2,000.00

Prepaid ExpensesInterest & Discount

UNISSUED STOCK	10,000.00
TREASURY STOCK	18,052.90
DOUBTFUL ACCOUNTS	1,163.06

## PROFIT &amp; LOSS

380,268.81

Current Liabilities

Accounts Payable	26,193.88
Bills Payable, Bank	97,000.00
Bills Payable, Others	2,500.00
Coupons (Customers)	
Deposits from Customers	11,445.37
Employees Bonus Account	1,635.80
Continental Realty Co.	133,558.48

CAPITAL STOCK

25,000.00

UNDIVIDED PROFIT

71,752.35

PROFIT TO AUG. 1.	4990.73
Plus Aug. Profit	6192.20

## NET PROFIT TO DATE

11,182.93

380,268.81



**FISHER AUTOMOBILE COMPANY.**

**GENERAL LEDGER STATEMENT. August 1919.**

	Current Month		Current Totals.	Fiscal Year to Date		Fiscal Totals.
	Dr.	Cr.		Dr.	Cr.	
<b>Sales.</b>						
Garage		656.44			5585.21	
Shop		3658.76			25831.82	
Sundries		3842.76			28680.64	
Parts		7855.41			47858.33	
Sales Packard Cars		10576.70			61164.53	
Sales Rec Cars		7171.43			95923.12	
Sales Packard Trucks		21527.75			62813.04	
Sales Rec Trucks		16541.62			118754.36	
Sales Used Cars & Trucks.	51.70	10956.70			56107.10	
Lawn Mowers					320.00	
Trailers					1122.00	
			82,735.87			501,130.15
<b>Purchases.</b>						
Garage	681.43			4506.93		
Shop	82.40			1263.17		
Sundries	2619.02			22560.65		
Parts	3962.03			32016.57		
Packard Cars	18796.08			57316.10		
Rec Cars	5216.15			75577.28		
Packard Trucks	29701.56	1588.37		82225.29		
Rec Trucks	15188.88			95899.99		
Duplex Trucks				3409.39		
Used Cars & Trucks	12237.32			44689.72		
Trailers	15.54			372.05		
			86,912.04			419,837.14
<b>Pay Roll.</b>						
Garage	133.24			1091.58		
Shop	3172.10			24095.07		
Parts	640.50			3836.77		
Packard Car Sales	484.00			3882.63		
Rec Car Sales	869.16			4560.06		
Office	844.35			5609.43		
Miscellaneous	371.34			2583.69		
Used Cars	208.00			1659.95		
Trucks	325.00			940.84		
			7,047.69			48,260.02
<b>Departmental Exp.</b>						
Garage	35.17			204.80		
Shop (Work Done Over)	118.97			187.38		
Shop	57.01			686.32		
Stock Room Exp.	33.90			122.44		
Used Car Dept. Exp.	2.00			13.83		
Lawn Mower Exp.				2.77		
Advertising Cars	237.55			1595.08		
Advertising Trucks	55.54			750.39		
Adv. Trailers				36.90		
Free Ser. Pack Cars	65.79			446.14		
Free Ser. Rec Cars	76.26			689.06		
Free Ser. Pack Trucks	15.88			193.21		
Free Ser. Rec Trucks	43.21			367.51		
Free Ser. Trailers				12.89		

Rec Trucks	15188.88		95899.99	
Duplex Trucks			3409.39	
Used Cars & Trucks	12237.32		44669.72	
Trailers	15.54		372.05	
			86,912.04	419,837.14
<b>Pay Roll.</b>				
Garage	133.24		1091.58	
Shop	3172.10		24095.07	
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Lawn Mower Exp.			2.77	
Advertising Cars	237.55		1595.08	
Advertising Trucks	55.54		750.39	
Adv. Trailers			36.90	
Free Ser. Pack Cars	65.79		446.14	
Free Ser. Rec Cars	76.26		689.06	
Free Ser. Pack Trucks	15.88		193.21	
Free Ser. Rec Trucks	43.21		367.51	
Free Ser. Trailers			12.89	
Sales Exp. Trailers			11.25	
Maint. Dem. Cars	168.24		1240.06	
Maint. Dem. Trucks	8.67		229.90	
Sales Exp. Cars	30.89		1327.84	
Sales Exp. Trucks	207.19		1157.86	
Sales Exp. Use. Cars	193.00		1627.30	
Traction Exp.			1.90	
Truck Dept. Exp.	11.15		35.76	
			1,360.42	10,940.59
<b>General Expenses.</b>				
Exp.Frt.Drayage	270.18		2016.30	
Interest & Discount	682.39	505.44	2995.88	
Stat. & Office	166.27		949.62	
Miscellaneous	264.59		3993.42	
Telep-Teleg-Postage	187.34		1841.24	
Trav. Exp.	226.04		1799.28	
Misc. Adv.	54.25		255.96	
Heat-Light-Power-W.	99.18		1310.72	
Insurance			1013.90	
Taxes			2576.19	
Rent	795.48		6363.84	
Charity			550.00	
Show Account	356.00		356.00	
			2,596.28	26,022.35
<b>Balance Last Three Div.</b>			11,004.39	85,222.96
	100,061.94	84,881.38	505,060.10	501,130.15
		15,180.56		3,929.95
	100,061.94	100,061.94	505,060.10	505,060.10

September 4th, 1919.

Mr. J. G. Vincent,  
Packard Motor Car Company,  
Detroit, Michigan.

My dear Mr. Vincent :

Replying to yours of the 28th : I have no doubt that 2500 automobiles such as I suggested for touring purposes could be sold annually at a price of ten to twelve thousand dollars - particularly if these cars deliver, as I imagine they would, COMFORT.

When the touring car can be made to ride over the roads as my white roadster does, then you are going to commence to get comfort at 35 and 40 miles per hour, where under the present construction you get a terrific pounding at even a slower speed.

There must be some arrangement in the successful touring car of the future to carry baggage and light telescope trunks made out of leather, which would be in some manner protected from the rain and weather and dust - and I believe that a fixed top is the proper thing for a car of this kind, with a hand rail on top where lighter grips can be carried.

The touring car of today is not a success : they are entirely too crowded even with four passengers and a limited amount of baggage - and the occupants of the rear seat get a hell-of-a-pounding that is entirely unnecessary, if the car was big enough, long enough and had large enough wheels to absorb the smaller bumps, if the springs were longer and larger and the motive power was hung nearer the middle. Such a construction might present many engineering difficulties that I am not familiar with - but I am satisfied that somebody is going to bring out a radical change in a touring car, and I would like to see the Packard do it.

Yours very truly,

CGF:R

August 20th, 1919.

Mr. J. G. Vincent,  
Packard Motor Car Company,  
Detroit, Michigan.

Dear Mr. Vincent :

I have just finished a trip East in a Packard - and I have made up my mind that the touring car of the future is going to be a great deal different from the ones that are turned out right now. I am now speaking entirely of touring cars. It is almost impossible to keep the average road smooth from the small bumps and depressions which are so noticeable at 30 and 32 miles per hour.

Wouldn't it be practical to build a touring car with a wheel base of 155 inches, say, with the front of the radiator at least 6" back to the front axle, and with the rear seat at least 6" forward of the rear axle - with a space on the rear for six grips that could be protected from the dust and weather - and with not less than 8" tires and 36" wheels? Such a car would have to be sold for \$8000 probably - but they would sell alright for eight thousand.

I would rather walk than to take a trip East again in the average touring car. Somebody is going to make the right kind of a car for touring purposes. Why can't the Packard be the first one?

With the engine as it is placed now, there is entirely too much bound to the front part of the car and entirely too much short vibration to the rear. The proper touring car must have side struts and a universal with more play than the present one has, to absorb the short, quick kick that comes from little bumps in the road that are only an inch and a half or three inches deep.

Yours very truly,

CGP:R





*Macaulay*

DETROIT, MICH., U.S.A.

September 19th,  
1 9 1 9

JGV:JKM

Mr. Carl G. Fisher,  
Indianapolis Motor Speedway,  
Indianapolis, Inda.

My dear Mr. Fisher:

I passed your letter of the 4th along to Mr. Macauley for his information and comments and I am just in receipt of a memorandum from him which reads as follows:

" I return Carl Fisher's letter to you of Sept. 4th. I certainly recognize the force of what he says, as I have just returned from a short tour.

I suppose a car could be made to ride on the road nearly like a Pullman but it would be a different car than anything designed to date. It will, no doubt, come, however, after the roads are hard surfaced. It would be easy to do then. If we were sure our cars would never go off the concrete road, we could probably take our present chassis and lengthen it and build a body to suit Fisher's specifications. Let's have it in mind. "

I think Mr. Macauley's remarks are to the point and after you have had a chance to think the matter over further, I will be glad to have any comments which you may have to make.

We will keep the matter in mind and just as soon as we can get a little time we will see what we can do toward building you a sample. Thank you for your interest in the matter.

Very truly yours,  
PACKARD MOTOR CAR COMPANY  
*J. G. Fisher*  
Vice President of Engr.

Mr. J. G. Vincent. #2. September 21st, 1919.

in the rear seat, and the rear seat would be in the middle of the car. The radiator would set from six to eight inches back of the front axle, and the rear seats would be anywhere from ten to eighteen inches ahead of the rear axle. The rear seat should hold three people just as it does now and should be very comfortably upholstered. The universal joint on the drive shaft should have at least  $1\frac{3}{4}$ " come and go, forward and aft - and the car should have side struts; and if it would be possible to have a come-and-go arrangement in the struts so they could have from  $\frac{3}{4}$ " to  $1\frac{1}{2}$ " take-up of the shock, without noise, I believe it would make a great difference in the riding qualities of the touring car.

For a try-out that I have in mind, it is possible to take your present chassis and with a few alterations make up a car for these trials. I believe the automobile manufacturer who is building high priced cars can get almost any price he asks for a car that has real riding qualities and real merit over and above the present type of touring car. I will be anxious to come up and have a ride in anything you care to experiment with.

C.G.F.

Yours very truly,

P. S. I don't think you have built any cars since the white roadster that ride as well as the white roadster. The engine locations and the struts are two of the principal factors in the combination of the white car that give these splendid riding qualities. I can drift along over a road at thirty-five and forty miles in comparative comfort in the white car - which would drive your head thru the top of a touring car.

C.G.F.

Automobiles

October 16th, 1919.

Mr. C. Harold Wills,  
Ford Motor Company,  
Detroit, Michigan.

My dear Mr. Wills :

Some time ago I became interested in a new carburetor designed by a man named Britton in Cleveland. My becoming interested in it was largely accidental, as I happened to see some tests he was making on the Speedway and was very much impressed by the performance of the instrument. Later, when I saw the carburetor itself and realized how simple, trouble-proof and inexpensive to manufacture it really was, it looked to me like a mighty good thing - and Britton and I formed a company to manufacture and sell these instruments.

Just when we got ready to go into it, War Work had each of us pretty well tied up, and it was of course especially difficult to get machine tools, or men, to manufacture anything new. Now that the War is over, we are going back into the business, and the carburetor looks even better to me than it used to. This, of course, is probably due to the fact that Britton was called to Washington by the engineers in charge of the standardized Truck program and again by the Bureau of Standards in connection with carburetion. Naturally this experience taught him something and has enabled him to improve the carburetor in certain of the small details.

The basic principle on which Britton's patent has been allowed remains the same as always and it/the ingenious simplicity of this principle that tickles me. Britton's idea is briefly as follows :

If you put a tube carrying gasoline from a float chamber into the intake manifold of an internal combustion engine, you have a perfect carburetor as long as the speed and load of the engine remain constant. Unfortunately, however, when either one of these changes in such a way that the air velocity thru the manifold increases, the mixture gets richer.

Britton's idea is that the most logical thing to do is to cure this condition at its source, instead of putting in extra jets and valves on either fuel or air to correct the defect after it has started. He says that if the fuel nozzle is aimed toward the engine, as is the case in practically all carburetors, what he calls the velocity head, as well as what he calls static depression, tends to cause a flow of fuel from the nozzle. It is his belief that it is the effect of this velocity head which is primarily the cause of the mixture getting richer at high speed.

Mr. C. Harold Wills. #2. October 16th, 1919.

This being the case, he divides the effect of this velocity head into two parts, by aiming the fuel jet at an angle of approximately 45-degrees, against the incoming air. By this means, one part (I believe he calls it "function") of this velocity head tends to shove the fuel back into the nozzle tube while the other part of the velocity head by acting across the face of the fuel jet breaks the fuel up into small particles.

So by putting the fuel jet at this angle, he sort of makes the velocity head cure its own troubles. One must admit the design is clever if it works - and it does work, as I have seen it myself; and several of the best automobile engineers that I know of have told me that they thought it was the prettiest principle they had yet seen applied to carburetion.

Britten also has a very simple idling and acceleration device and the whole carburetor can be inexpensively manufactured.

Now that you are, as I understand it, designing a new car from the ground up, it seems to me that it might be a good scheme if you would let me know where and when I could ask Britton to call on you and talk over the matter of this carburetor. It is my idea that now that the fuel is getting so poor, a carburetor and an engine should really be designed as two parts of one whole, in order to get the best operation. I know that I can always get a better fit from a tailor than I could from a ready made clothing store, and I think the same thing would apply in carburetors. Britton has been very successful in designing carburetors to fit special engines, ranging all the way from Fords to 16-cylinder aviation jobs, and touching on most classes of passenger jobs in between.

In any event, I would like to hear from you on this matter.

Yours very truly,

CGW:R

P. S. We are just about to make a deal today with one of the large carburetor companies of Indianapolis to manufacture the Britton Carburetor on a royalty basis. This contract will no doubt be closed up within the next few days. This, however, will not interfere with our making an arrangement with you for your own supply if you should desire to build these carburetors yourself.



Automobiles

November 3rd, 1919.

Mr. Alvan Macaulay, President,  
Packard Motor Car Company,  
Detroit, Michigan.

Dear Mr. Macaulay :

Just a word about your light car : I am delighted to know that you are going to bring out this type of car. I don't know exactly what it is going to sell for, but if it is smaller, lighter and easier to handle than the present car, it is going to be a big step. The sale of the present type of Packard car is always going to be limited, and it isn't the best type of car for an individual owner to drive, by a long shot. I am sure you can make a lighter car on tires, easier to operate in traffic, much cheaper on fuel consumption and a car that will be able to sell in thousands where you are selling your present car in hundreds. If you are absolutely set and satisfied on the engine features, don't be afraid to produce in quantity.

You must have a lot of other agents over the country who are in the same position that we are. We have been sitting here as Packard agents for the last nine years, probably, and in that entire time there has only been a very limited time that we had Packard cars to deliver, and we have frequently thought that your Packard Company were selling us cars at times for less money than they were costing you to build.

Yours very truly,

CCF:R



## H. C. S. MOTOR CAR COMPANY

INDIANAPOLIS, INDIANA.

December 4th 1919.

Mr. Carl G. Fisher,  
Miami Beach, Fla.

Dear Carl:-

Yours of November 30th has been received and contents noted, and beg to advise that the writer is loaded-up at the present time with Real Estate.

That is the only reason that he is willing to dispose of his property at Miami Beach, as he has too much real estate at the present time.

In regard to the offer you personally made me including the property at 612 North Capitol Ave. beg to advise that this investment would hardly net me two percent (2%) on my money and that is after figuring that the property had only cost me \$ 50,000. Figure the amount of money invested, the finishing and furnishing it will run over \$ 50,000, and in fact the writer just recently turn down an offer of \$ 47,500 for the property, so you can see the offer would not allow me to get out on the deal.

The above is saying nothing of another Real Estate deal on my hands.

In regards to my coming South with my Boat this winter, beg to advise that my Yacht "Anna Belle III" is at Morris Heights, New York for sale. I am back in the automobile game again and I am tied up so that I will be unable to spend much time in the South this winter.

My boat has a wonderful pair of motors and runs elegant in every respect, in fact the boat is in very good condition. As she stands, it has cost me in the neighborhood of forty seven thousand dollars and I am offering her for sale for \$ 35,000 and any one desiring a good yacht for the South certainly would be getting a bargain. If you know any one who is interested I would be pleased to hear from you.



# H. C. S. MOTOR CAR COMPANY

INDIANAPOLIS, INDIANA.

2

Hoping to see you some time this winter  
at Miami Beach. With best wishes. I am

Yours truly,

A handwritten signature in cursive script, appearing to read "H. B. Stutz".

HCS-CPD

December 11th, 1919.

Mr. Harry C. Stutz,  
846<sup>1</sup>/<sub>2</sub> N. Meridian Street,  
Indianapolis, Indiana.

Dear Harry :

I have yours of the 4th - and I had heard that you were breaking into the automobile business again. I wish you lots of luck but hope you won't work yourself to death and do hope you are not going to entirely quit Miami.

There isn't a particle of doubt about our being able to sell your property. Things are on a big boom here and property is steadily advancing. Of course we can't sell a sixty thousand dollar as quickly as we can sell a thirty and we don't sell a thirty thousand dollar house as often as we sell a ten. We have already had one man considering the place and much interested, altho' not enough interested to pay sixty thousand dollars because he thot the place was too big for his use. We are going to have several very wealthy people down here this Winter and if we don't sell it for sixty thousand this Winter, we will raise the price and sell it next Winter for seventy thousand.

Yours very truly,

CGF:R



Nh  
March 13, 1920

Mr. Frank L. Moore,  
434 N. Capitol Ave.,  
Indianapolis, Indiana.  
Dear Frank:

I have just wired you that it is O.K. to go back with the Fisher Automobile Company selling Packards. I think there is going to be a big sale of Packards this year if we can get enough of them.

I have definitely decided not to do any more building in Indianapolis. I would much more prefer to have my money invested here in buildings.

Very truly yours,

CGF:RP

# REO MOTOR CAR COMPANY

MANUFACTURERS  AUTOMOBILES.

R. E. OLDS, PRESIDENT  
R. H. SCOTT, V. PRES. & MGR.  
H. T. THOMAS, V. PRES. & ENR.  
D. E. BATES, SECY. & TREAS.  
F. H. AKERS, SALES MGR.  
G. E. SMITH, PURCHASING MGR.  
H. C. TEEL, FACTORY MGR.

CABLE ADDRESS:  
"REOLDS"  
WESTERN UNION CODE  
A. B. C. 57th EDITION

ADDRESS ALL COMMUNICATIONS TO THE COMPANY, NOT TO INDIVIDUALS.

ANN ARBOR, MICH., U.S.A.

JUNE 12, 1920.

Mr. Carl Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:-

You undoubtedly are as familiar as myself with the result of the negotiations between Mr. McDuffee and ourselves the early part of last week relative to the sale of the Fisher Automobile Company to Mr. Locey.

Mr. McDuffee undoubtedly explained to you my reasons for deciding that it was not to our best interests to consent to the transfer of our agency to one who was closely allied with a competitor. There is not the least question in our minds as to Mr. Locey's sincerity, nor do we doubt his good intentions toward the REO.

Modesty does not prevent our saying without fear of contradiction that innumerable times we speak boastfully of the fact that you are interested in a very substantial way in our agency in Indianapolis. We appreciate the prestige given to REO in Indianapolis and vicinity as well as in a national way.

Since Mr. McDuffee left here this matter has been mentioned to Mr. Olds and he seemed to be very much disappointed to learn that you were even contemplating disposing of your interests in the Fisher Automobile Company. I certainly hope that you will reconsider your earlier decision and continue to represent us as in the past.

Since Mr. McDuffee has taken more or less active interest in the organization it has shown a decided improvement and we feel quite certain that Mr. Brodbeck is rapidly developing into a manager of sufficient calibre to keep business increasing as rapidly as we could hope for.

REO MOTOR CAR COMPANY

-2-

We of course are not the least bit concerned about being able to find somebody with plenty of financial backing to take over the REO interests in your city in case you do ultimately decide to sever relations with this industry, but we do appreciate the prestige our present connection gives us in Indianapolis and we dislike the idea of severing the close relationship that has long existed between your company and ours.

Very truly yours,

REO MOTOR CAR COMPANY

*F. N. Akers*

Sales Manager.

FHA:H

June 16, 1920.

Mr. F. H. Akers,  
Sales Mgr. Rec Motor Car Co.,  
Lansing, Mich.

My Dear Mr. Akers:

Your letter of June 12 is very complimentary, and at the same time, I assure you I appreciate your remarks on the subject of the Rec agency.

If we can find a suitable person, or persons, to transfer the Packard agency to, this is probably what we will do in the very near future.

Our present building does not suit our needs, and if we should dispose of this building, I have in mind a very unique building for the Rec agency, which will be in a class by itself, in this part of the country.

Your Rec cars this year are better than ever. I have several of the Goupees, and they are wonderful little wagons. The windshield arrangement for adjustment, is to be criticised, and also the dash-board. The windshield is hard to adjust, and the dash-board looks too cheap. ~~For such a good car,~~ it is too bad you do not put on a good-looking mahogany dash-board. And then, if you could change the windshield so that it could be adjusted easily, you would have this little wagon a top notcher.

The cars we received lately are so much better than the first ones that they are hardly to be thought of as the same make.

Some of these days, I am going to drop into Lansing and see you.

Give my best regards to Mr. Olds.

Yours,

CGF:BC



June 22, 1920.

Mr. F.H. Akers,  
Reo Motor Company,  
Lansing, Michigan.

My dear Mr. Akers,

The other day I wrote you regarding my Reo Coupe and I know you will be interested to have this letter regarding the situation.

The wind shield in front leaks, and it leaks badly and there is nothing that can be done to it except put in a new one. The adjustment of the wind shield is just as bad as it was before and it is never going to be any better. Everything else about this automobile is fine.

Now, I am wondering if you could not get up another Coupe there for me and put on a very handsome dash board with a first class wind shield in it--one that can be adjusted and stays put and does not leak every time the rain blows on it. I am also wondering if it would not be possible to have the company polish up a set of springs for this particular automobile and enclose the springs in spring boots. I am willing to pay extra for the time and trouble and I would certainly like to have you see the difference in the machine.

If it costs fifty to a hundred dollars extra to make this Reo Coupe better in these three places which I have mentioned the car will be well worth that much more and I am satisfied that dealers would be glad to pay the difference. I know that as an individual user I would be very glad to pay the additional amount.

I realize that it is a lot of trouble to have something special going through the factory, but you are certainly going to have to change your wind shield and your dash board. Dealers' opinion and public opinion are going to force you to make these changes and the quicker you do it the better for all of us.

Very truly yours,

CGF

# REO MOTOR CAR COMPANY

MANUFACTURERS  AUTOMOBILES.

R. E. OLDS, PRESIDENT  
R. H. SCOTT, V. PRES. & MGR.  
H. T. THOMAS, V. PRES. & ENG.  
D. E. BATES, SECY. & TREAS.  
F. H. AKERS, SALES MGR.  
G. E. SMITH, PURCHASING MGR.  
H. C. TEEL, FACTORY MGR.

CABLE ADDRESS:  
"REOLDS"  
WESTERN UNION CODE  
A. B. C. 5th EDITION

ADDRESS ALL COMMUNICATIONS TO THE COMPANY, NOT TO INDIVIDUALS.

LANSING, MICH., U.S.A.

JUNE 22, 1920.

Mr. Carl Fisher,  
Indianapolis, Ind.

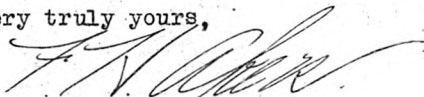
Dear Mr. Fisher:-

Your favor of June 16 arrived while I was making a ten-day trip West.

While there is nothing in your letter requiring an answer, I do want to take this opportunity of expressing my appreciation of your criticism of our closed cars. This is a matter that I have taken the liberty of calling to the attention of Mr. H. T. Thomas, our Chief Engineer and I am certain that at least in some measure he will concur in your opinion and that ultimately he will make the changes you suggest that will give our closed cars a little more of a snappy appearance.

I most certainly hope that it will be possible for you to drop into Lansing sometime this summer. Personally, I would esteem it a very great pleasure to have the opportunity to make your personal acquaintance and I am certain that several of the officials of this Company would be more than pleased to have you pay us a social call.

Very truly yours,



Sales Manager.

FHA:H

# REO MOTOR CAR COMPANY

MANUFACTURERS  AUTOMOBILES.

R. E. OLDS, PRESIDENT  
R. H. SCOTT, V. PRES. & MGR.  
H. T. THOMAS, V. PRES. & ENG.  
D. E. BATES, SECV. & TREAS.  
F. H. AKERS, SALES MGR.  
G. E. SMITH, PURCHASING MGR.  
H. C. TEEL, FACTORY MGR.

CABLE ADDRESS:  
"REOLDS"  
WESTERN UNION CODE  
A. B. C. 5TH EDITION

ADDRESS ALL COMMUNICATIONS TO THE COMPANY, NOT TO INDIVIDUALS.

LANSING, MICH., U.S.A.

JUNE 25, 1920.

Mr. Carl Fisher,  
Indianapolis, Ind.

Dear Mr. Fisher:-

Upon receipt of your letter of June 22 we took a chance on showing the same to our Mr. Thomas. I fully expected to be turned down in this instance like I have been a good many times but much to my surprise, he has consented to fix up a Coupe and make all the changes that you suggest, unless it be a fancy instrument board. Supplying the car with polished springs and fixing up a windshield that will work to your entire satisfaction is already arranged for but he is not at all certain that he can supply the instrument board.

In any event, he is going to provide you with a Coupe that will assure you protection from the weather and one that has the best riding qualities that can be provided.

I want to assure you, Mr. Fisher, that I am very highly pleased to be able to comply with your request and I sincerely hope that the car meets with your entire approval. As soon as the same is ready for delivery we will notify the Fisher Automobile Company and arrange for delivery through them.

There will not be any extra charge for the extra work involved in supplying this equipment.

Very truly yours,

*F. H. Akers.*  
Sales Manager.

FHA:H

July 17, 1920

Mr. F. H. Akers,  
Rec Motor Car Co.,  
Lansing, Michigan.

My dear Mr. Akers:-

The other day I wrote Mr. Olds a personal letter regarding the trouble we are having with these coupe cars.

We have one of these engines down now at the Allison Experimental Company and are making a new set of pistons, and in three weeks I am quite sure we will be able to tell you what is wrong with this piston.

I have one of the new coupes which has only had a total mileage of 175 miles, and on a perfectly cool day or at night for that matter, you can't drive this car two miles at 35 miles per hour without having it back-fire when you stop.

There isn't very much wrong with the piston and I am in hopes we will be able to give you some dope soon, and we will be prepared, I think, to put in a set of pistons that will give a thoroughly first class demonstration of what the engine will do with the pistons properly fitted to the engine.

Yours,

CGF/Z



# Fisher Automobile Company

ESTABLISHED 1898

INCORPORATED 1903

Motor Cars and Trucks of Known Value

434-442 North Capitol Boulevard

Indianapolis, Ind.

health



TELEPHONES  
MAIN 2594, MAIN 3396  
AUTO. 26-348

September 2nd, 1920.

Mr. Fisher :

... M e m o ...

The Serum Treatment I have been using with considerable satisfaction is made by the Lederle Laboratories and is very well known to all nose and throat physicians.

The practice is to take graduated injections in the arm, starting with 3 units and ending, I believe, with 1500. The treatments should be started at least 30 days, preferably 45 days, before the Hay Fever attack is expected. At the completion of the treatments the patient's system is inoculated with the serum of the various pollens which cause the irritations, to such an extent that he is more or less immune to infection at the usual time. I understand from a good nose and throat man in Chicago that many people are absolutely immune, while nearly all others taking the treatment find the attack much lighter than is customary.

There is another treatment which may be even better. This is known also to all Nose and Throat men and differs from the Lederle in that the patient is 'typed' or 'tested' before taking it, the skin being scratched and various pollen serums applied. There is a slight reaction immediately of the pollen to which the patient is sensitive. He is then given the serum of the one or two or more pollens to which he reacts. The Lederle combines all of the pollens in one serum so that the patient is sure to get the ones which affect him, but their proportion is smaller than in the system for which he is typed or tested.

My own experience with the Lederle system has been very satisfactory, in that I am practically free from Hay Fever this year for the first time since childhood, except for several years when I have been out of the country or at sea.

I trust this information may help a fellow sufferer.

(signed) Mr. Batchellor.

# FISHER AUTOMOBILE COMPANY

INDIANAPOLIS, IND.

October 15, 1920  
Dict. 14th.

*Automobiles*

TO Mr. Fisher

ATTENTION

ANSWERING

SUBJECT

Please note that the flower vase and flowers installed in the coupe we are shipping to Miami have been packed in a small box and put in the space back of the driver's seat; also that carpet and hassock have been placed in the boot.

In the desire to economize on the electricity, the wiring has been changed so that you may, when car is standing, turn out the headlights using the switch on steering column. The tail light doesn't turn on with the headlights. Therefore, whenever you turn on both lights, it will be necessary to use both the switch on the steering column and the small button switch on dash which controls dash light and tail light. I am warning you of this so that you may not omit to turn on tail light.

It was found impossible to control both headlights and tail light from switch on steering column and still have an individual switch for dash and tail lights. Change requiring both switches when car is moving is the only one possible, if you were to get the saving in juice when car is parked.

The extra equipment installed is as follows:

	<u>Our Cost</u>
Gear shift extension	\$1.25
Clock	10.35
Foot accelerator extension	1.50
Fender mirrorscope	4.90
Rear bumper	9.25
Tire cover	5.00
Warner lens	2.67
Motometer	7.50
Snubbers	25.00
Royal cord tire and tube	54.66
Visor	12.34
Rug	26.13
Spring covers	9.35
Three silk curtains	26.36
Flower vase	4.00
Flowers	1.05
Inside mirror	3.85
Windshield 1 in. wider than regular with credit on stock windshield	6.10
Hassock	10.00

Yours truly

*A. H. Batchelor*

\$221.26

Fisher Mts

MERRITT HARRISON ARCHITECT  
SUITE-500-BOARD-OF-TRADE  
INDIANAPOLIS-INDIANA

Agreement between Architect and Owner.

This agreement between MERRITT HARRISON, hereinafter called the Architect located for the practice of his profession at 500 Board of Trade Bldg., Indianapolis, Indiana,

AND CARL G. FISHER, hereinafter called the Owner,

CITY OF Indianapolis, STATE OF Indiana,

WITNESSETH THAT:

The Architect hereby agrees to render full and complete professional services in furnishing preliminary sketches and estimate; contract working drawings and specifications; scale and full size detail drawings and general superintendence of building operations; and also to audit accounts for a building to be erected and a building to be remodeled on lots or lot owned by the Owner, and described as South East Corner St. Clair & Capitol Ave., and the Owner agrees to pay the Architect according to the following schedule:

1% of the total estimated cost; when the preliminary sketches and estimate are complete.

2% of the total estimated cost; when the working drawings and specifications are ready for letting contracts; thereafter at the rate of 2% upon each certificate due the contractors and within thirty days after completion of the building, balance due to make compensation for services 5% of total cost of the building, and of the remodeling.

Until the actual bids are received, charges are based upon the preliminary estimated cost of the work and payments received are on account for the entire fee.

PROVIDED THAT:

A. If the work upon the building is postponed or abandoned, the compensation for the work done by the Architect is to bear such relation to the compensation for the entire work as is determined by the above terms of payments.

B. If after the working drawings and specifications are started, the Owner revises them so as to entail additional expenses to the Architect because of these revisions, and such revisions were caused thru no fault of the Architect, the Owner shall reimburse the Architect in addition to the percents above set out, for the cost of said revisions of plans and specifications.

M.  
C.L.  
K.E.

C. /In all transactions between the Owner and Contractors, the Architect's status shall be according to the Conditions set forth in the American Institute of Architects Contract Documents between Contractors and Owner.

D. The Architect or his representative will make visits to the building for the purpose of general superintendence of such frequency and duration as in the Architect's judgment will suffice or may be necessary to fully instruct contractors, pass upon the merits of materials and workmanship and maintain an effective working organization of the several contractors engaged upon the structure.

E. The Architect will demand of the Contractors, proper correction and remedy of all defects discovered in their work, and will assist the Owner in enforcing the terms of the contracts, but the Architect's superintendence shall not include liability or responsibility for any breach of contract by the Contractors.

F. On large structures where the Owner wishes continuous superintendence of construction, the Architect shall employ such continuous representation upon the building at the Owner's expense.

G. The Architect does not guarantee the estimated cost of the building but agrees to caution the Owner to the best of his ability when the estimated cost is being exceeded. If the bids exceed the estimated cost thru the fault of the Architect, he will revise working drawings and specifications without additional expense to the Owner until the cost is within the estimated cost, provided the Owner will allow the Architect to reduce the Owner's requirements accordingly.

H. Additions to or deductions from the contract working drawings and specifications shall be made only upon a written order fixing the value thereof, and signed by the Owner, Architect, and Contractor.

I. Drawings and specifications are instruments of service and as such are to remain the property of the Architect.

Executed in duplicate, approved and accepted by the parties hereto, this

29 day of Oct 1920.

  
\_\_\_\_\_  
Architect

\_\_\_\_\_  
Owner.



# Fisher Automobile Company

ESTABLISHED 1898

INCORPORATED 1903

Motor Cars and Trucks of Known Value

434-442 North Capitol Boulevard

Indianapolis, Ind.

December 31, 1920



TELEPHONES  
MAIN 3396-3397  
AUTO. 3447-11

Mr. Carl G. Fisher,  
Miami Beach, Florida.

My dear Mr. Fisher:-

In answer to your letter of December 24th concerning sales conditions and drawing accounts to salesmen, I am pleased to report as follows:

There are no salesmen on salary. They are all on a basis of 5% commission, 4% settlements monthly with 1% carried forward with semi-annual settlement, drawing account of \$35.00 per week. There is one exception - a man named Leonard, who was gassed during the war and is now convalescent. He receives an allowance from the Government of \$100 a month, and as he is unmarried, he doesn't need a drawing account, so is on straight commission without it. We have eight salesmen in all.

The former plan was to divide the city into three districts, allowing each one of the Reo salesmen a certain district on Speedwagons and having the whole city open for the same salesmen to sell passenger cars. This was fine for the salesmen, but could not result in the intensive work on Speedwagons as is necessary to get a full volume of business. I have divided the city into five districts with one salesman for each district whose sole duty is to sell Speedwagons. They have canvassed their territory very thoroughly and are much closer to the real conditions than the old method could possibly make them.

In addition to the five salesmen selling Speedwagons, there are three passenger car salesmen who spend all their time on passenger car prospects. This system, I believe, will result when the public reenters the market, in a very much greater volume of business than is possible when each salesman sells both Speedwagons and passenger cars.

Following are the debit balances against six of the salesmen, the other two being in credit.

Mr. Greenwald	\$245.82	Mr. Walker	\$204.84
Mr. Dundas	284.84	Mr. Stone	198.33
Mr. Allison	169.16	Mr. Hosea	64.16

Mr. Carl G. Fisher.

December 31, 1920.

I assure you these men are not sitting around, but that they have to be out of the salesroom not later than 9:00 o'clock. A floor schedule assures there shall be one man on the floor all the time in half day intervals.

I am suspending the drawing account on three salesmen - Greenwald, Stone and Allison respectively - but expect that they will close some prospects on whom they have been working during January, so that substantial credits will be made against their debit balances.

It was customary at this time of the year under normal conditions to carry men who are competent, loyal and energetic. No matter how good a man is, it has been impossible to do much business in the past two months, yet to cease all sales effort would mean that when a turn comes, your competitor gets the business.

I have curtailed every item of expense possible, but do not believe it well to drop sales force because it is impossible for them to make many sales during a period such as we are passing through.

I am enclosing periodical "How's Business?" expressing the opinions of various financiers on business conditions.

With most automobile factories closed and few working on a 20% basis, Rec stands out like a light house in a fog. It has discharged no one and is producing cars at about 80% of normal capacity. They are one of very few discounting their bills. A car shortage is predicted, and certainly with so many factories out of production, when the turn of the tide comes, there will be a shortage, and with Rec franchise and a good stock of cars, we will have a good opportunity to clean up.

I am enclosing list covering all employees outside of Mr. Brodbeck and myself. The total number is 34 on straight pay-roll and seven salesmen on drawing account - total 41. In September when I took active charge here, we had a pay-roll of 67. You will, therefore, see that I have retrenched by dropping 26 people since that time.

Our shop is working with two gangs - one week the gang noted on the list sent you, the next week the mechanics on that list are laid off and another set work a week. In this way, we are trying to hold the organization together until there is more shop work. It costs time and money to employ new people in any capacity. I am trying to hold the best and most loyal employees in each department so that we shall be well organized when active business starts.

You may be sure that I am doing my best to handle the situation so that we shall keep the factory satisfied with our effort, keep the expense down to the minimum, reduce the accounts receivable items to the lowest possible sum, and maintain a fat balance in the bank, so

Mr. Carl G. Fisher.

Dec. 31, 1920

should any sudden squall come, we can survive it by having enough cash on hand to get by for six week or two months if matters tighten up so that no further funds are available.

I have absolute faith in the Rec line and my ability to make it profitable to you in the highest degree during 1921.

Wishing you a Happy and Prosperous New Year, I remain

Yours truly,

A handwritten signature in cursive script, appearing to read "W. H. Batcheller". The signature is written in dark ink and is positioned to the right of the typed name "Yours truly,".

HEB/Z

January 4th, 1921.

Mr. H. H. Bacheller,  
Fisher Automobile Company,  
Indianapolis, Indiana.

Dear Sir :

Report received and it occurs to me that you have a very good hand on the situation, except in this matter :

These are unusually hard times and when men are working for us and not producing, they should make sacrifices themselves if they expect us to support them. Any man can live and live well on ten dollars a week as far as food is concerned. He of course cannot have porterhouse steaks and ice cream - but he can live. In fact, three or four people can live on fifteen dollars a week and the time is coming, in my estimation, when three or four people will have to live on that amount - and I don't believe it is going to be very long.

We may be able to hold our competitors in line by having a big force in the field, but there may be such a thing as having a big deficit to face before we have a demand for our cars - and this we must look out for. Certainly I don't want to lose all we have earned in maintaining an organization for a possible future business.

I want you to keep this in mind and lay off every dollar you can from every possible angle.

Yours very truly,

CGP:R



CARL G. FISHER, PRESIDENT

HARRY L. HAMMOND, VICE PRESIDENT

F. ELLIS HUNTER, SECY-TREAS.

# Fisher Automobile Company

ESTABLISHED 1898

INCORPORATED 1903

Motor Cars and Trucks of Known Value

400 North Capitol Boulevard

Indianapolis, Ind.



BOTH TELEPHONES 2594

The HORSE has had his day. He is now being displaced by the MOTORED VEHICLE, just as the stage coach was displaced by the railroad - the tinder box by matches - the canoe by the steamship - the sickle by the self binder - the flail by the threshing machine - the pen by the printing press - the needle by the sewing machine.

In the same way HORSE owners today are being compelled to use MOTOR TRUCKS. No matter what objection you have in your mind, there is nothing else to do. The present situation cannot be handled with HORSES; it can be handled with TRUCKS.

Q97.

Write Davis Issue  
memberships & cas.

Gold watch

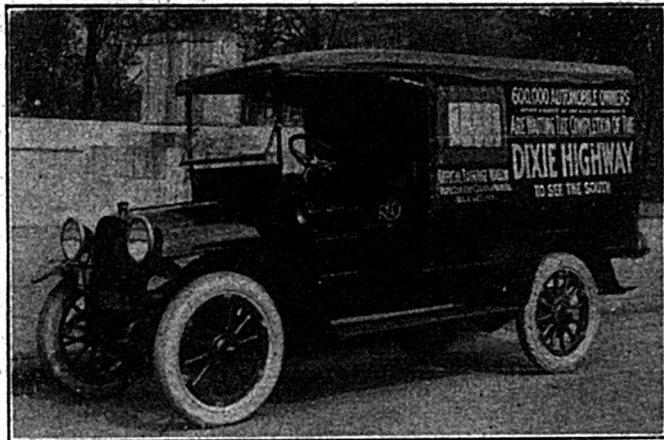
30412  
3321  
2661  
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36394  
26893  
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9501

36394  
35393  
-----  
1001

24



*REO Model J \$1,650. (Chassis and Drivers Cab)  
Capacity 2 Tons*



*REO Model F \$1,075 Complete  
Capacity  $\frac{1}{4}$  Ton*

# FISHER AUTOMOBILE COMPANY

ESTABLISHED 1898

INCORPORATED 1903

Price now \$1000.  
Chassis only, 925.

400 NORTH CAPITOL AVE.

INDIANAPOLIS

BOTH TELEPHONES 2594

THE INDIANAPOLIS BREWING CO.

PRESIDENT'S OFFICE

*Pro*  
INDIANAPOLIS, IND. U.S.A.

May 31st 1921.

Mr. Carl G. Fisher,

C I T Y.

Dear Carl:

This letter will be handed to you by Miss Dreyer, who has been in our employ for the past year in the capacity of stenographer and looking after our agents. She has executive ability, is reliable and competent to go into any office as stenographer. It is her desire to go South this winter and asked me if there was anyone there that I might recommend her to. You are the only Hoosier that I know and if you want a good girl - she is it and you will make no mistake to employ her.

There is always a big smile comes over my face when I think of you and I - when you were my instructor, running my first automobile. I can still see that negro church on the other side of the gulley with mules and horses tied all around a rotten fence. When our muffler popped off, the mules backed away - down came the fence a roaring and such a scrambling of horses, and negroes climbing out of every window. You by that time had put on full steam, but there was one yellow mule with a fence post dangling on a strap ahead of us that we chased about half a mile, until Mr. mule landed in the middle of a corn field. Those were the good old days of pioneering - they will never come back.

I am very pleased to learn of your great success with your enterprise in the South and some winter I shall come and live at your new Hotel.

With kindest regards,

Very truly yours,





June  
30th  
1921

Mr. Jules Goux,  
63 Champs Elysees,  
Paris, France.

My dear Goux:

I am going to request a favor of you,  
which I trust will put you to no great inconvenience.

Will you please send me four bottles of  
Gehrlain's "Bleue Heure" (pronounced "Blue Hour")  
Perfume, advising me the cost, for which check will  
be sent you immediately.

Did I know the amount I would enclose a  
check with this letter but I haven't the least idea  
of the cost.

I suppose you are enjoying yourself in  
your home-land these pretty days and I trust you are  
recuperating from the thrills of the racing game.  
You might drop me a line or two when you have a mo-  
ment to spare.

Assuring you of my appreciation of your  
courtesy and thanking you in advance, I am

Sincerely,

CGF:EM

FINANCIAL STATEMENT.

*Fisher Mfg Co*

ASSETS

Current Assets

Cash	\$ 24,142.37
Accounts Receivable	6,903.90
Bills Receivable	4,242.62
Petty Cash	575.00
Deposit with Mfr.	500.00
C. G. Fisher	11,320.59

Invested Assets

Furniture & Fixtures	5,250.00
Garage Equipment	1,405.97
Service & Del. Equip.	1,291.54
Shop Tools & Equip.	1,821.84

Real Estate 47,865.55

Inventories

New Car Dept.	75.00
Shop	300.00
Sundries	6,469.08
Parts	17,282.06
Packard Bodies	1,445.75
Reo Cars	22,045.60
Reo Trucks	18,994.16
Used Cars & Trucks	23,540.33
Trailers	75.00

Prepaid Expense 1,167.68

Doubtful Accounts 1,572.46

Unissued Stock 10,000.00

Loss to Date 34,568.29

\$ 241,859.77

LIABILITIES

Current Liabilities

Accounts Payable	\$ 8,217.31
Bills Payable (Bank)	127,500.00
Deposit from Customers	8,375.00

Loan on Real Estate  
R.R. Men's Bldg. Assn. 23,055.91

Reserve for Federal  
and State Taxes 4,814.19

Capital Stock 17,700.00

Profit & Loss Account 78.99

Income from Rents 742.18

Undivided Profits 51,376.19

\$ 241,859.77

*J. W. Fisher*  
*1921*

Item 17, Cash Payment to C. R. Pease Const. Company.  
Mch 5, on Architect certificate No 17, A. E. Lewis.  
Plus certificate called for 4375.50, but  
included J. E. Schilley Elec. Bill previous  
Paid \$197.06, (payment made 4178.44).  
(Plumbing work after crump.)

Item 18 Cash Payment to Frank P. Budge Co.  
Payment made on A. E. Lewis architect, certificate  
No 24, \$106.65 (Finish hardware)

Item 19, Cash Payment to Alex. Orr. made on  
architect certificate A. E. Lewis No 19,  
\$397.00 (Plumbing.)

Item 20, Cash Payment to Joe B. Orr. payment  
made on ~~contract~~ architect A. E. Lewis cert. #20  
(Plastering) \$185.00

Item 21 Cash payment to Georgina Lbr Co  
\$40.00 for material Payment made on  
architect A. E. Lewis certificate No 22.

Item 22 Cash Payment, Biscayne Elec. Co,  
for Elec. work, Payment made on  
architect A. E. Lewis Certificate No 21  
\$186.90

auto

August 17th, 1921.

Mr. John H. Levi,  
Miami Ocean View Co.,  
Miami Beach, Florida.

Dear John:

I wired you yesterday that we wanted to get Miami Beach the agency for the Packard at the Lincoln Garage. This sub-agency would be worth something.

The Packard small cars are great cars for the money and I believe you will like one. I want two or three and maybe Jim Snowden will want one or two.

I am going to sell my Reo and make a change. I would be willing to give an order for five cars to be taken during the season.

Follow the matter up as quickly as you can and wire me.

Yours,

OGF:NM



October 14th, 1921.

Mr. Rodman Wiley,  
Winchester, Kentucky.

My dear Wiley:

I was sorry that you did not get up here on Thursday. As I told you on the phone, I am closing out all the accounts of the Fisher Automobile Company as they are going out of business.

We have sold all of the automobiles that we have, in order to get rid of them, at very low figures, but we have at our house, three Reo Coupes that belong to the family that we have been using but have ordered some new Packards and they are due today. All of these coupes are practically new - in very good condition and you can have one for \$1,500 and the other two for \$1,800 each. One of the coupes I have been using and Mrs. Fisher also had one. Hers has been driven about 3,000 miles and mine has had about 4,000, but only on city streets and have had the best of care so that they look as good as new.

We have a Chandler - 6 cylinder, chummy roadster, that seats two people in back and two in front with a passageway between the front seats. It is in splendid condition and the price is \$1,000. We also have a five passenger Overland at \$500. These are all of the cars we have left. Let us know quickly if you want us to hold one for you as we are letting them go. Personally, I think you should buy the \$1,500 Reo Coupe or one of the \$1,800. They are good for all kinds of weather and while were in the business, these cars cost us, War tax and all included, \$2,300 each and sold for right around \$2,900.

I have also decided to get my mother a new car and we have one Reo Sedan which is in very fine condition, at a price of \$2,000.

Yours -

CGF:M

# Fisher Automobile Company

ESTABLISHED 1898

INCORPORATED 1903

Motor Cars and Trucks of Known Value

434-442 North Capitol Boulevard

Indianapolis, Ind.

January 1, 1922



TELEPHONES  
MAIN 2594, MAIN 3396  
AUTO 26-348

Mr Carl G. Fisher  
Miami Fla.

Dear Carl: I am enclosing here with a statement of the Cash received and Expended of since Nov 1- to today.

You will note I gave Janet Heath a check for Twenty five (\$25.00) Dollars before he left for Miami. I called your Mother before I gave it to him and she said it was all right.

You will also note a check to you for Seven Hundred (\$700.00) Dollars. This I am sending in a letter to Mr. Hucpage as he requested. This is to cover the checks which you gave Nov 28<sup>th</sup> and Dec 1<sup>st</sup> on Fletcher American National Bank instead of the Indiana National Bank.

I am also enclosing a statement of the accounts due The Fisher Auto Co. Collections are very slow. No Business Men Wild Lamb Co promises to pay by the 15<sup>th</sup> of January, at least about.

The Cash I have on Hand is \$870.84.  
Wishing You a Prosperous New Year.

Sincerely,  
Frank L. Moore

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TELEPHONES  
MAIN 2594, MAIN 3396  
AUTO 26-348

Jan 9-1922

Mr Carl G. Fisher  
Miami Fla

Dear Carl:-

Collections are very slow, it seems almost impossible to get any money. I collected \$100.00 from Weldhard for a Runwagon body which was consigned to us by Steady Auto Co. and gave Steady Auto Co check for 74.64 which was the \$100 less their post amount also paid Nordyke-Mannum Co \$50.00 for refurnishing Mr Sackus Res which was according to agreement - Bill for which was ok by you and sent here

Our Bank Balance to-day is \$845.<sup>85</sup>/<sub>100</sub>

I sold the Post Packard Truck body and Cab we have for \$150.00 and received 20.00 as deposit. balance will be paid when we deliver it in about 10 Days. All keeping after these accounts - but they are slow.

Yours  
Frank L. Moore

# Fisher Automobile Company

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434-442 North Capitol Boulevard

Indianapolis, Ind.



TELEPHONES  
MAIN 2594, MAIN 3366  
AUTO. 26-348

Mr Carl G. Fisher  
Miami Beach  
Fla

April 17-1922

Dear Carl: Since writing you last week. I gave a check to the C.C. & St. L. Rail Road for Five hundred forty eight  $\frac{25}{100}$  (\$548 $\frac{25}{100}$ ) for Freight on your Polo ponies. This was at the request of J. E. Myers also a check to the Railroadmens Building & Drawings assn as April payment on the Capitol Ave Property for two hundred fifty (\$250 $\frac{00}{100}$ ) Dollars, leaving a balance of Five hundred Eighty Nine  $\frac{47}{100}$  (\$589 $\frac{47}{100}$ ) Dollars

Yours,  
Frank L. Moors



1922

46

FISHER AUTOMOBILE COMPANY PROPERTY

Location - Capitol Ave. and St. Clair  
Sts., 727-733 N. Capitol Avenue.

Description - 122 foot frontage on  
Capitol Ave., 195 feet on St. Clair.

Pavements

Asphalt on Capitol Ave.

Asphalt on St. Clair St.

Brick on alley in the rear and a-  
long South of property.

Buildings

Brick residence - remodeled for  
office or business place. 4 rooms,  
one closet shower bath and toilet  
downstairs. 3 rooms, 3 closets,  
bath and two toilets upstairs.

Enclosed porch downstairs at rear.

Large brick and roofed porch on  
West and part of North side of  
downstairs. Basement, steam fur-  
nace - Pittsburgh heater and four  
rooms. Building in good repair.

722 Capitol - Frame Building - in  
fair condition. 7 rooms downstairs,  
including hall; 7 rooms upstairs  
including bathroom.

Good lawns about both properties.

Driveway at rear of both houses from  
St. Clair St.

Valuation of entire property \$55,000  
 Valuation of 727 property 35,000  
 Valuation of 733 property 30,000

Above separate valuations based on lot  
 61 $\frac{1}{2}$  x 195.

Incumbrances October 17th, 1922.

Railroad Mens Bldg. & Savings Associa-  
 tion \$21,574

Assessments due on St. Clair St.  
 property ~~\$~~ 785.78 + interest

Total incumbrances

Railroad Mens Bldg. & Savings Associa-  
 tion payments, \$250.00 per month.

733 Capitol Ave. property renting for  
 \$75.00 per month.

St. Clair St. Pavement data:-

Memo: Find details in Barrett Law Dept.  
 Court House, Bk. No. 261, Page 300.

Ann. Inst. Due May Ea. year	Lot	Prin. on Each Lot	Ann. Int. due fall each lot
14.31	1	128.74	3.86
14.31	2	128.74	3.86
14.31	3	128.74	3.86
14.31	4	128.74	3.86
14.31	5	128.74	3.86
15.79	6	142.08	4.26
Tot. 87.34		785.78	23.56

Statement of Accounts  
Fisher Automobile Co. Oct. 17, 1922.

ACCOUNTS RECEIVABLE

G.L. Bumbaugh (In hands of  
Credit Clearance Indpls.  
house, 425 Merchants Bank  
Bldg., Mr. Fields, Manager) - \$170.63.

Knull Motor Co. (Credit  
Clearance House) North  
Manchester, Ind. 105.64

Montgomery Motor Co.  
(Credit Clearance House)  
Crawfordsville, Ind. 176.70

Premier Motor Car Co.  
(Filed with receiver)  
Indianapolis, Ind. 117.25

Alton Beach Realty Co.  
(Rents) 3,552.50

The Wildhack Co. 579.66

BILLS RECEIVABLE

E. E. Brodbeck (stock) 507.59

Wm. Galloway 250.00

J. H. McDuffy (stock)	\$247.30
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Chas. S. Maxwell (Judgment secured for \$200) (See attorney Denny)	238.56
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Claud Rinehart (In hands of Attorney Denny)	250.00
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T. W. Walker	41.65
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ACCOUNTS PAYABLE

Horizontal Hydraulic Hoist Co., Milwaukee (For dump body)	429.33
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Automobiles

December 29, 1931

Mr. H. Sayre Wheeler,  
Curtiss Aero-car Company,  
Opolocka, Fla.

Dear Sayre:

Yours of the 29th. I am asking for the information you want regarding the General Motors truck, and will send it to you just as soon as it is possible to do so.

I want to tell you however, my own ideas of these rail cars. I don't think there is a possible chance for us with the big forty-five foot newly designed rail car for the reason that they have been designed and built for the last twenty years. They are all too heavy and cumbersome, calling for new scientific engineering experiments, which as you know, are expensive, delicate and dangerous. I think our great asset with our car is lightness, and adaptibility to present motive power cars that we have available.

It seems to me that our greatest problem is to solve the rim question, and to keep our weights low, and our costs low. Our best asset is the shock absorber between the rear wheels of anything, and the front wheels of anything that is tied to the rear wheels. Aside from this particular point, I think we are miles behind anyone else in rail car operation, and if we don't confine ourselves to these particular points, I don't see how we can make progress.

I don't like to discourage anybody in the Company with their new design, and from now on I won't even bring the question up at all, but I am as sure of a complete bust of the big rail car, as I am that the sun will come up tomorrow. You must consider that this big rail car will cost considerable money, and you have absolutely nothing to bank on. It seems to me that the light four wheel truck underneath the same coach that we were operating a week ago is the proper way to proceed. We also

H. Sayre Wheeler - #2

We almost had a complete success from my own standpoint which was mainly lack of noise and vibration. The fact that the engine got hot did not worry me at all and the fact that we could not back up did not worry me. The fact that the rubber tires were not particularly successful did not worry me, the principal points that I was pleased with on this trip were mainly the car did not rock and jump on the track; there was a great lack of vibration which I thought would be noticeable, it was very noticeable that a very small amount of power would pull this car at forty to fifty miles per hour over any ordinary railroad.

I therefore think our best progress is to be had with light inexpensive cars, carrying twenty people or less, and with a power car that we can purchase offhand direct from the manufacturers, and attach our coach to the power car with our rubber elastic connection between the rear wheels and the front wheels. I also think it would be quite practical for us to design a car such as we have roughly sketched (attached) using a Ford school bus as a starter and tying some place between the rear wheels and the front wheels our pneumatic shock absorber and universal joint. Whoever may design a car of this kind I think will be open to the Hall of Fame.

It is not necessary for a car of this type to have a speed of greater than fifty miles per hour, the particular main point of this car should be room for four to six people in comfort, and the adaptability of the body on a chassis, which at the present time is absolutely standard. It is of course, ridiculous to think of considering the design of a new type of transmission or motor to suit any of the requirements named. The particular thing we need now is room and comfort. The engineering devices of the standard chassis now available are entirely satisfactory. If we cannot design a body employing these points then I think our hands are up.

Almost two years ago I took this matter up with Glenn Curtis, and he left me with the idea

H. Sayre Wheeler - #3

that he would design what we were talking about. Now however, Glen got started off on a frontwheel drive with the result that almost a year and a half is now wasted, and we still have no design whatever. Your last design of the big street railway car I do not think is worth bothering with, it seems to me we must confine ourselves to light inexpensive transportation, either in rail cars or road cars.

I enclose you herewith a rough sketch, which of course I must admit is quite crude, of a road car using a Ford bus as the chassis, and trying to incorporate our shock absorber between the front and rear wheels. I am not enough of an engineer to do this job, but it is quite easy to secure engineers who can do it. I think however, you should have engineers there at the plant who can do this job, and I would like to see us trying out a sample. It is not going to be expensive, and I think we will have something then to talk about to people like Ford or the Hudson people, or other big manufacturers.

No great progress has been made in the design of new bodies for years, it almost takes three people now to get one person into one of the standard automobiles made. If you have big feet and a big hat, you must have two people to help you into the best automobiles on the market. After you get in you have to take off your shoes. The majority of people who buy automobiles today are over fifty years of age, and the majority of people today who ride in automobiles prefer comfort to style. After all, style is what you make it.

There never has been a time in the history of automobile design and construction than now, to promote a low type of body, wherein comfort is paramount, and the only big asset I think we have is the shock absorbing quality of our patent, whatever it may mean, and the quicker we find out by actual contact with the automobile trade just what this patent is good for, the better off we will be. If our patent is good I believe it has enormous possibilities. If no good, we should not waste more time on it. The experiments I refer to are inexpensive, but should be handled quickly. The whole automobile world now is expecting new designs, new models, and since the plan I suggest calls for nothing mechanical or scientific, only a design of a body and comfort in the makeup, I believe we

H. Sayre Wheeler - #4

would do well to follow at least one of the suggestions,  
and complete something definite along this line.

Again I am thoroughly convinced that you  
are wasting time and money to continue with the forty-  
five foot rail car. More than fifty different Companies  
are by the wayside who proceeded along this line.

Yours,

C. B. FISHER

CGF-HM  
Enclosure.

P.S. I will get you information immediately  
regarding the  $3\frac{1}{2}$  ton General Motors truck.