

**Chapin, Roy**  
**D.**

COUNCIL OF NATIONAL DEFENSE

WASHINGTON

Highways Transport Committee,  
944 Munsey Building,  
December 14, 1917.

Mr. Carl Fisher,  
Miami, Florida.

Dear Carl:

I am sending your letter on to Bill Metzger, as I am asking him to go down to Kentucky and Tennessee and investigate both routes, and see if he can't stir up enough enthusiasm down there to build the Eastern one.

I have turned over to him the fund that we were raising for the Eastern link of the Dixie Highway, and I am hopeful that this will run up to ten thousand dollars or more in the automobile interests.

As anything develops, will keep in touch with you.

Very truly yours,

*R.D. Chapin*

RDC/d.

COUNCIL OF NATIONAL DEFENSE

WASHINGTON

Highways Transport Committee,  
944 Mumsey Building,  
December 19, 1917.

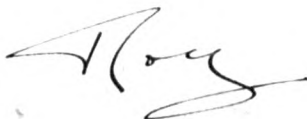
Mr. Carl Fisher,  
Miami, Florida.

Dear Carl:

The enclosed covers the up-to-the-minute dope  
on your telescope. If this is the information you desire,  
let me know what you do about it.

Very truly yours,

RDC/d.





# HUDSON MOTOR CAR COMPANY

DETROIT, MICH., U.S.A.

Highways Transport Committee,  
944 Munsey Building,  
Washington, D. C.  
December 20, 1917.

Mr. Carl G. Fisher, Vice-President  
Lincoln Highway Association,  
Miami, Florida.

Dear Carl:

Mr. Bement advises me that copy of Mr. Joy's letter of December 6th, regarding the Lincoln Highway has been forwarded to all the Directors. In an endeavor to put the subject as concisely as possible; let me say I agree with Mr. Joy that if he is going to Europe, Mr. Seiberling would be the logical man for President of the Lincoln Highway, and I hope he will take it. I would also like to see Mr. Bement made a Vice-President.

As to the movement of headquarters of the Association from Detroit to Washington, I became impressed early this year with the fact that in future all highway activities of the country are going to center in Washington during the war. Practically every important organization of national scope now has its headquarters, or branch headquarters here at the center of things.

Mr. Joy, I think confuses politics and lobbying with educational work. I don't think he realizes fully that the Government is going to dominate the building of practically every mile of really improved highways in this country from now forward, as long as the war may last. This is already accomplished to a very great extent by Priority Order No. 2, which embargoes utterly the shipment by freight of road materials.

Mr. Bement and Mr. Ostermann have done some good work for the Government in helping us lay out the motor transport route from West to East. A portion of the Lincoln Highway has definitely been put on the map as the logical route to be utilized by the Government. It is my thought that this work has been of great value to the Government, and possibly of greater value to the Lincoln Highway Association. I told Mr. Joy that if he thought otherwise, I would be glad to pay the entire expenses in this connection of Mr. Bement and Mr. Ostermann out of my own pocket.

Mr. Joy and I have had frequent opportunity to differ in a friendly way on many matters of policy in many things, during many years past. The present difference of opinion is no more serious than any of the others. Mr. Joy has done a wonderful job as President of the Lincoln

Highway Association. I think the policies that the Association follows out should be those with which he agrees. I am still hopeful that he will agree with me, - if not, of course, matters will stand exactly as they have.

I am simply sitting a little closer to the center of all highway activity of the country than is Mr. Joy, and it seems to me such an important movement as the Lincoln Highway should attain its maximum results and efficiency during this war time, when so much of the route might possibly be utilized by the Government in one way or another.

Very truly yours,

HDC/a.

*W. Joy to Chapman*

December 26th, 1917.

Mr. Roy D. Chapin,  
c/o Highways Transport Committee,  
Washington, D. C.

Dear Roy :

I finally discovered that I can take my telescope to the local commandant here, who has received word from Washington that he can sign a receipt whereby I can let him get a \$300 telescope for a dollar. I have branded my name on the telescope with the understanding that if, after the War is over, there is anything left of the telescope, it will be returned to me, and this is satisfactory.

They need this telescope here and the local Commandant is going to try and keep it here. He is four miles from sea and this telescope will reach anything within vision. I am in hopes he will be able to keep it here because I would like to look thru it once in awhile myself, and I think they need it here as much as any other place.

Yours very truly,

CGF:R

December 26th, 1917.

Mr. Roy D. Chapin,  
c/o Highways Transport Committee,  
Washington, D. C.

Dear Roy :

Replying to yours of the 20th regarding the Lincoln Highway headquarters : You have only been in Washington for a month and are full of enthusiasm right now with what you hope to do - but they haven't commenced to wind you up with red tape yet and tie you tight. After the next sixty days I would like to have you write me and tell me just what you have been able to accomplish in the way of real constructive work. Passing resolutions, writing letters to local politicians and asking people a long the right-of-way to subscribe more money than they have, gets you no where. It takes mules, horses, road material and labor and money to pay for them, and the only way you can get these roads is to use these materials and these funds. Now if you can manage to get the Government to donate some actual cash, you will get these roads - but you won't get them built otherwise.

The Lincoln Highway Association has done a great deal of good work, but if you move this Association to Washington, the minute it is there, it occurs to me, that all along the route they will expect the politicians to finish the job. As it is now, they do not expect assistance from their local representatives in Congress or the Senate : they hustle around and get bond issues and we help them. We bombard the counties where a bond issue is to be held, with publicity - we advertise the Lincoln Highway propaganda and we finally work the thing up to the point where the bond issue carries and the road is built.

Bement would probably like to go to Washington - if I was in Bement's place, I would like to go down there myself. Mr. Ostermann would also probably like to go down to Washington - but I think they are going to do more good right where they are. And anyway, I haven't seen any signs of any real cash coming out of Washington to help build these roads - and it takes cash.

Right now I am trying to get some farmers together to raise 25,000 or 30,000 acres of castor beans, in order to have plenty of oil for the Liberty Motors.

Yours very truly,

CGF:R

January 29th, 1916.

Mr. Hoy D. Chapin,  
964 Munssey Building,  
Washington, D. C.

Dear Hoy :

I have your letter of the 23rd : I am particularly interested in that statement in which you remark that the only thing in which you are personally concerned is to sit in the front row and watch proceedings. I think what you are doing will apply to most everybody else down at Washington, as far as the road business is concerned.

The particular thing I am interested in, in connection with interconnecting roads, is some actual rock, clay and material being transferred to the proper place.

There is no possible chance of my getting down to Washington and sitting in the front row. I have been down there several times.

LeGorce and Bill Anderson came in yesterday in their Ford Coupelet. Why don't you run down here for a few days and get some salt air ?

Yours very truly,

GDF:B



COUNCIL OF NATIONAL DEFENSE

WASHINGTON

OFFICE OF CHAIRMAN  
HIGHWAYS TRANSPORT COMMITTEE

944 Mumsey Building,  
January 23, 1918.

Mr. Carl G. Fisher,  
The Alton Beach Realty Company,  
Miami, Florida.

Dear Carl,-

Your letter of the 14th amused me greatly. Do not fear that I was trying to be egotistical, as evidently you didn't get the point of my letter. What neither you, nor Joy, nor some of the others of the Lincoln Highway crowd have seemed to understand, is that today Secretary McAdoo holds the road development of this country almost in his own hands. It has been hoped that he would promulgate a road policy for this coming year, both as to whether road bonds should be sold, and also as to whether he would furnish freight cars for movement of materials. If he comes out and discourages road bonds and taxation for road improvements it will put a quietus on practically all road development for the coming year. His attitude on this at the moment seems to be uncertain, but it is expected that he will make some statement before long. This is why I say that what happens here is going to determine highway development for 1918. As far as I am personally concerned, I simply am sitting in the front row and watching proceedings, with an occasional interjection of some comment to the stage where I think it may do some good.

A letter from Judge Allison indicates that Tennessee has decided to spend a goodly sum on the Dixie Highway this coming year. This simply leaves the Kentucky stretches to be worked out, and I hope that some action is had on them soon. It does not necessarily mean that the work will proceed if anything official from Washington gums it up. I am hopeful that Mr. McAdoo will assume a favorable attitude toward road improvement, and will not discourage the sale of road bonds, as it all contributes towards better transportation within this country.

You may not think that the highway policy for this coming year originates in Washington, but I noticed nevertheless that you enclosed a resolution to Congress. Whatever Congress will do will

Mr. Carl Fisher.

be determined by what the Secretary of the Treasury thinks can be afforded. This may be putting it a little strong, but if you will spend a little more time listening in here with your ear on the ground I think you would have a lot better idea of the situation than in that beautiful winter resort of yours where I would like to be instead of freezing up here.

Talk is cheap.

I still reiterate - Why don't you come up here and learn a little something on the ground, since I know you are vitally interested ?

LaGorce is an old friend of mine, and I have had many laughs with him over the trick he played on you with the Packard. I had a long letter from him yesterday, and hope to see a great deal of him this year.

Very truly yours,

RDC/d.



Send me up a hand pressed quince.

April 19th, 1918.

Mr. Roy D. Chapin,  
Hunsey Building,  
Washington, D. C.

Dear Roy :

Now that they are thinking of taking off the coastwise ships and putting them into transportation service, it is more than ever necessary to complete the two-connecting links between Chattanooga and Cincinnati and Chattanooga and Louisville.

A great deal of money has been voted by the various counties in these districts for this road work and they are now doing what they can, but most of the money is available only for grading, culverts and ditching, and the roads cannot possibly stand up without some heavy metal surface; and most of this metal is in the immediate vicinity where the roads would be constructed; and labor which could be used in completing these roads is not available now for War needs.

The South can grow a very large proportion of the necessary food stuff for the North - but if there ever was a time in the history of America when it was necessary to complete these roads for the benefit of the entire Nation - it is right now! Every day lost is expensive to the Government.

I think that it might be possible to work out a plan to loan these various counties, from Government funds, possibly a million dollars to make the connecting links necessary - and I believe that a million dollars, with the money available and the money that could be had to assist this sum, would make the proper connections that would stand up for at least two years under heavy traffic.

Write me! Have you been able to really do anything in your job besides write letters? I will be glad to have a job down there doing something besides correspondence, myself.

Yours very truly,

CGF:R

COUNCIL OF NATIONAL DEFENSE

WASHINGTON

HIGHWAYS TRANSPORT  
COMMITTEE

944 Munsey Building,

April 27, 1918.

Mr. Carl G. Fisher, President,  
Fisher Automobile Company,  
434-442 North Capitol Boulevard,  
Indianapolis, Indiana.

Dear Carl:

Replying to yours of the 19th, I think I told you earlier that the whole situation of our highway system is in the control of a few men down here in Washington. I don't happen to be one of the few, but perhaps by sitting in occasionally I am able to help direct things along some lines where they should go.

You might be able to do the same thing if you came down. It is, of course, all very complex, but progress is made each month causing various men here to understand more fully the great possibilities of the highways for transportation purposes.

It is too long to tell you by letter, so why don't you drop down here for a day or two and get all the latest news? There really is a great chance for you to do some good, as matters are crystalizing now in the direction in which I am sure you will be interested.

Yours very truly,

RDC/W



May 6th, 1918.

Mr. Roy D. Chapin,  
944 Munsey Building,  
Washington, D. C.

Dear Roy :

Yours of the 27th received : Just now Collier's are interested in good roads and are asking for data. I have written them a letter asking if they couldn't stir up some interest in the connecting links between the North and South.

I can't imagine you being in Washington the length of time you have been there and not being able to horn out some of the 'chair warmers' in the Road Department and take their place with some real constructive work.

The Government has already stated that in a very short time they will take off the coastwise boats. Just now the railroads are particularly congested in the South - and if there ever was a time when it seemed necessary to complete the connections between Chattanooga and the Ohio River, both by way of Knoxville and by wgy of Nashville, then certainly we have arrived at the proper time to do this work. If the completion of these roads called for a large quantity of road material to be handled by the railroads, I would not advocate the work being done now - but I happen to know that the road material to complete these roads or at least to complete the basic foundation for these roads, is right on the mountains by the millions of tons. Some of the rock, it is true, is soft rock, but there is a great deal of hard rock that will answer very well for the base, and where the base is well built of rock, it is comparatively easy to furnish a small amount of top dressing that will at least save the situation until the War is over.

I was down to Washington the other day but was so busy that I couldn't get ahold of you : had intended to call you up on Thursday but I came home on about fifteen minutes notice, catching the six o'clock train out of Washington on Tuesday, instead of staying over until the next day.

Round pegs in square holes certainly describes the situation as it now exists in a great many of the Departments there. Possibly this is the reason they don't give either one of us something real to do : certainly it is also the reason why a good many of us who have an opportunity to do some good are not doing it.

Yours very truly,

CGF:R

ROY D. CHAPIN  
WASHINGTON

944 Mumsey Building,  
May 13, 1918.

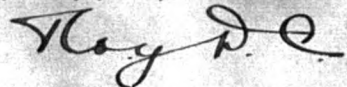
Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Carl:-

You are a fine sketch coming down here and not looking me up. I really believe that a conference between us would be mighty helpful in connection with the whole situation. There are some matters coming up this week that may help to clarify the road building program, of which I cannot tell you at the moment. It would take a lot of letter writing to give you the picture here, but if you could only come down and stay over with me a day or so at the house I will give you the inside of everything here and also show you some of the tangible accomplishments our own Committee has been getting.

There is perceived quite an extraordinary development in highway transportation which, of course, means highways, providing this development is soundly and logically directed. I will be gone two or three days this week, but any time after that make your plans to get down here with Mrs. Fisher and stay at our house and I think a lot of good will come out of your visit.

Very truly yours,



May 10th, 1918.

Mr. Roy D. Chapin,  
944 Munsey Building,  
Washington, D. C.

Dear Roy :

I have yours of the 13th : I may find it necessary to come to Washington within the next week or two, and on my next trip am sure I am going to look you up. Sorry I missed seeing you last time. I have no doubt that we could get off on the top of some club-house, crack a bottle of cheap Cook's wine, and solve all the little difficult problems connected with the War in a few minutes. As I remember a few such meetings in the past, we had no difficulty whatever in outlining plans and procedure for the management of all the various automobile plants in the United States, road building, management of the Government, etc.

Mrs. Fisher is quite busy these days : Food Conservation Stores, Meetings, Red Cross parades, et cetera - so I don't believe that I will have a chance to bring her down to Washington with me. However, you can't tell what another week will bring up, and surely the next time I get down I am going to look you up.

Am writing you a letter under separate cover on a separate subject. You might be able to do some good.

Yours very truly,

CGF:R

May 15th, 1918.

Mr. Roy D. Chapin,  
944 Munsey Building,  
Washington, D. C.

Dear Chapin :

If you happen to be in touch with the proper authorities in Washington, they may not know at the present time that a big percentage of railroad congestion is caused by tool makers, carpenters and laboring men travelling back and forth over the country from one job to another. Most of these men get their expenses to and from their various jobs; they get a good chance to ride on railroad trains and Pullman cars at full time; while they are on these trips they get to see the country - and generally disorganize working conditions all over the United States.

As an example, a manufacturer's supply agent leaves Indianapolis and goes to Buffalo or Poughkeepsie, bringing back with him twenty or thirty tool makers or mechanics. They stay here a week or two weeks, only to be met by a man from Detroit who takes them all to Detroit. From Detroit a man takes them to Chicago, and from Chicago they are taken by a man from Omaha or perhaps Moline, Illinois. Then they may go to St. Louis; from St. Louis they may go to Cincinnati and from Cincinnati to some other place, and thus on, in an endless chain.

There are hundreds of thousands of employment agents out now, hanging around saloons, shop doors and loafing places with mechanics, making deals with them at the same wages and better conditions, or higher wages and worse conditions. The situation is getting worse - not better. The matter can be settled by a straight schedule of wages in various zones and by a general ruling covering the transportation of men for new positions. It might take some little time to work out a fair and intelligent ruling of this kind, but if it is once done and can be put in operation, it will save the country millions of dollars and save an enormous amount of time.

Yours very truly,

CGF:R



ROY D. CHAPIN  
WASHINGTON

944 Munsey Building,  
May 20, 1918.

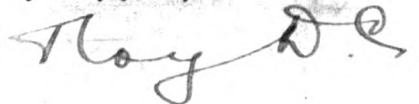
Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Carl:-

I have sent your letter over to the Director of Traffic of the Railroad Administration, who is a good friend of mine and asked him if he wanted to take the matter up with the proper Governmental department. He would be the man most interested from the standpoint of conservation of transportation.

Would like very much to see you and hope you will be down soon. Why not make it this week ?

Very truly yours,



RDC/a.

UNITED STATES RAILROAD ADMINISTRATION

W. G. MCADOO, DIRECTOR GENERAL

INTERSTATE COMMERCE BUILDING

DIVISION OF TRAFFIC  
EDWARD CHAMBERS, DIRECTOR

WASHINGTON July 11, 1918

*Please refer to File No.*

Mr. Roy D. Chapin,  
Chairman,  
Highways Transport Committee,  
944 Munsey Bldg., Washington, D.C.

Dear Sir:-

Referring to your letter of the 8th regarding letter  
from Mr. Carl Fisher regarding the movement of floating labor;

I talked to Mr. Chambers regarding this, and find  
that Mr. Fisher's letter was referred to the Department of Labor  
for consideration, and that Department is now handling the matter.

Yours very truly,

  
Assistant Director.

ROY D. CHAPIN  
WASHINGTON

944 Munsey Building,  
July 17, 1918.

Mr. Carl G. Fisher,  
Indianapolis, Ind.

Dear Carl:-

The enclosed will show that your letter about floating labor went on to the Department of Labor from Mr. Chambers' office.

I know they have been considering these problems and know that they are trying very hard now to prevent the shifting of labor, so as to make the labor supply of war plants more stable, and incidentally save railroad transportation.

Very truly yours,

*Roy Chapin*

RDC/a.



# HUDSON MOTOR CAR COMPANY

ABLE ADDRESS  
HUDSONCAR

DETROIT, MICH., U.S.A.

January 24, 1919.

OFFICE OF THE PRESIDENT

*Chapman*

Mr. Carl G. Fisher,  
Alton Beach Realty Co.,  
Miami Beach, Fla.

Dear Carl, -

Once in a while you do something real creditable and from the very attractive booklets about Altonia you have performed more or less of a miracle there since I was last in Miami. I would very much like to see the place and if there is any way of getting down there this winter, may drop in for a short or long time.

I am returning the clipping you sent from the Saturday Evening Post, which you evidently thought from your letter was a map of a National Highway System. Please look it over again. These are simply the boundary lines of our Regional areas in which we have divided the country for administration work. When we get down to a Federal Highway System, the Administrative Board in Washington will be the one that will decide what are the proper roads to build.

I am afraid that life in the Manana climate has weakened your eyes and made you set in your ways. I see that I shall have to come down there and beat you at Tennis and then talk you into getting back north and doing a little public spirited work for the benefit of the country as you used to in the olden days.

Very truly yours,

*Ray*

RDC/b

HIGHWAYS TRANSPORT COMMITTEE  
COUNCIL OF NATIONAL DEFENSE

MAP SHOWING REGIONAL AREAS

WASHINGTON, SEPT. 24, 1918



January 15 1919

Mr. Roy Chapin,  
Care Hudson Motor Car Company,  
Detroit, Michigan.

Dear Roy,

It certainly makes me laugh when you talk about my being a "money grabber" and about "loafing in the south." I have already spent more money down here than I ever hope to get bak, and with this air and climate in general, I can easily work seventeen or eighteen hours a day at anything from cracking rock to driving rivets.

I think you're the proper fellow in the proper place when it comes to dallying along in Washington hoping to do something in the next two years about a national highway system. Something in my make-up won't allow me even to approach success when it comes to a year or two's preparation before you decide on what you are going to do.

I got really enthusiastic three or four times and thought that possibly some progress might be being made at this time toward a national road system. I believe you when you say some progress is being made. The progress you are making reminds me of a story:

One day when Allison was on the witness stand, a sharp lawyer asked him how long a Prest-O-Lite gas tank would last. Allison said, finally, that it would last as long as a bottle of whiskey. Your congressional committees, side-stepping and camouflaging before they actually build roads will also last as long as a bottle of whiskey.

My regards to your very handsome wife and children. Your children, by the way, would be a lot better off down here in the sunshine playing in the sand, and occasionally being bitten by a Florida mosquito, than up there in the snow and cold.

I think I have sent you two Altonia booklets, and two golf booklets. I am now sending you the whole bunch once more, and ask you to look them over and tell me what you think of this bang-up piece of advertising. I have more fellows rated A-A, 1-1, plus, calling me "Dear Mr. Fisher" since they received these booklets than I ever imagined could be had from any sort of advertising campaign.

Roy D. Chapin, Detroit January 13 1919

If you think well of the booklets, you also can call me "Dear Mr. Fisher."

Wills wrote me that the booklets showed extravagance and led him to believe that the purchasers of the land were expected to pay for them. I thought that was a Ford idea, but I didn't tell him so. As I was expecting to rob him down here some day, I congratulated him on his wisdom.

I have laid all my cards on the table before you, and now I believe you're afraid to come down.

Yours sincerely,

OGF/urb  
Encl. booklet



# HUDSON MOTOR CAR COMPANY

DETROIT, MICH., U.S.A.

January 7, 1919.

ADDRESS  
SONCAR

OFFICE OF THE PRESIDENT

Mr. Carl G. Fisher,  
The Alton Beach Realty Co.,  
Alton Beach, Fla.

Dear Carl, -

It looks to me as though you were getting to be a money grubber. This year is the time when we are going to turn our good roads activity into something tangible and I am glad the ideas are chrystalizing fast toward a National Highway System.

When you get time enough to tear yourself away from that soft, southern climate, where anyone would prefer to loaf in the winter than live up here and try to work, come along north and lend a little of that pep and energy of yours toward some Congressional results.

At last there seems to be some true unity of purpose among all highway interests in the country and this year is going to count.

Very truly yours,

A handwritten signature in dark ink, written in a cursive style. The signature reads "Roy D. Chapin".

RDC/b





# HUDSON MOTOR CAR COMPANY

DETROIT, MICH., U.S.A.

CABLE ADDRESS  
HUDSONCAR

OFFICE OF THE PRESIDENT

May 5, 1921.

*Chapin*

Mr. Carl G. Fisher,  
Indianapolis, Indiana.

Dear Carl:

I have thought over your proposition pretty thoroughly, but at the present time Howard Coffin and I are engaged in a real estate development out at Pontiac, and one out at Grosse Pointe, which are going to use most of our spare capital and time.

I agree with you that there is a great chance down at the lower end of Grosse Isle, although I think the feeling here is that it is not as cool down there as up on Lake St. Clair, nor is the bathing supposed to be particularly good because of being below the city and the river has more or less sewage in it. I may be wrong, but I would be rather inclined to the thought that a location on Lake St. Clair might sell more easily and it could command higher prices.

Before you get into the Grosse Isle proposition, talk it over thoroughly with more Detroiters and see whether you can get the right crowd to go down there. I do not think that section has developed as rapidly as it might, and there must be good reasons for it.

When you come up, let's get together anyway as I would like to talk over some of these things with you. Detroit is a big town now, and is going to be bigger, and there are surely opportunities here that are worth getting back of.

Sincerely yours,

*Roy W. Chapin*

RDC:LAG

May 8th, 1921.

Mr. Roy D. Chapin,  
Hudson Motor Car Company,  
Detroit, Michigan.

Dear Roy :

I have yours of the 5th : I am quite sure you don't get my viewpoint on the development at Grosse Ile.

To begin with - there isn't a place anywhere in Detroit to bathe - in the Lake, in the City or in the River ; and you haven't a single place where outdoor exercises and athletics are concentrated. You haven't a yacht or boat anchorage except for the very wealthy at a tremendous expense.

Detroit is bound to be much larger and there are a certain number of people in Detroit who would be attracted by the plan I have, just as they are at Miami Beach. The amount of water frontage on the property to which I referred is almost ~~three~~ times the amount of water frontage it would be possible to get at Grosse Pointe with the same acreage - and the picture when completed would be much more attractive than anything at Grosse Pointe.

I am coming up next week for a day or two and I would like to talk the matter over with you. Just now we have released the options because we were having trouble in getting them straightened up, but I am absolutely satisfied that the plan, if carried thru, would make a tremendous development and get quick results.

Yours very truly,

CGF:R

Roy Chapman

Sept. 6th, 1923.

Mr. Roy Chapman,  
Hudson Motor Co.  
Detroit, Mich.

My dear Roy:

It was really good to see you again after a good many years separation. I am hoping that you are going to get down to Miami Beach sometime this winter. I have a couple of good boats there and by November I will have three hotels. I expect before I finish to have ten hotels at Miami Beach, so that I am reasonably sure that I can take care of you.

I am making many new acquaintances and forming some new friendships, but I can't possibly forget the old days and the friendships of twenty years ago.

Perhaps we could break a bottle of American champagne and have a little dinner party, or a fishing trip if you will run down.

Yours sincerely,

RCF:ms

Distorted but not  
read by Mr. Fisher

ROY D. CHAPIN

DETROIT

June 19, 1924.

Mr. Carl G. Fisher,  
Port Washington,  
Long Island.

Dear Carl:

I feel rather loath to write Charlie Mitchell about the Montauk Point proposition because I do not know much about it.

He told me that one of the greatest problems that he saw was that if anything happened to you the whole thing would probably fall through.

You can see how important you have become since they have christened you the "King of Florida Developers".

Leaving shortly for Woods Hole, Massachusetts, and if you go shooting up the Sound be sure to drop in on us. Would like to see you there. We have the Seward Prosser house out on the point.

Sincerely yours,

RDC:LAG

A handwritten signature in cursive script that reads "Roy Chapin". The signature is written in dark ink and is positioned to the right of the typed name "RDC:LAG".



DANIEL CHAPIN

NOVEMBER FOURTEENTH  
NINETEEN TWENTY-SIX

MR. AND MRS. ROY DICKMAN CHAPIN

1926

*Chapin*

Mr. Roy D. Chapin  
Detroit  
Michigan

My dear Roy:

I notice you have a son named Dan.

All boys named Dan should be red-headed, freckled face, inclined to have pug-nose, wide behind the ears, and just general all round boys. After they are eighteen or nineteen years old, and their family have gone to the "poor house", kids of this description generally step out and amount to something. Do not let him have any chicken bones until he has at least reached six months.

Best regards.

Yours,

CCF:JD

ROY D. CHAPIN  
DETROIT

March 18, 1927.

*W & B*

*Rates 2/23/27  
W & B*

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

Dear Carl:

A call from Kohlhepp last night told me that he had finally closed the deal with Gibson. I have been on long distance with either Gibson or Kohlhepp so many times that I have worn most of the hair off around my ears with the telephone receiver.

The deal isn't as good a one as I would like to see you have so far as bonus is concerned for the money. On the other hand, the only benefit that accrues to the people who get the bonus is if Montauk makes good. Therefore they are all rooters for the success of Montauk and I believe that the syndicate that will be put together will be a group worth having with you. Further, the news will get around New York and Long Island that the New York Trust and Hayden Stone group are behind you and this will immediately kill off any talk of Montauk having any financial problems which talk you can be sure would come this spring if your competitors in real estate found a chance to start it.

I think you can be mighty pleased at the attitude of the Pennsylvania crowd as expressed to Kohlhepp when he saw them on Monday. They are evidently for you heart and soul, and the visit of Atterbury at my house was certainly an opportune one. I think their keenness influenced Gibson and his crowd in hurrying through the deal.

When you come north I would be glad to go over with you the question of future financial problems and see if it is not feasible to work yourself into a position where people are glad to loan you the money at any time, and at regular interest rates. Once Montauk gets on its feet and is opened up successfully I don't question but what this can be arranged.

Kohlhepp sat on the job in New York and worked awfully hard. It wouldn't have been so difficult if the Florida situation had been in better shape, but apparently everyone in the north is

Carl G. Fisher

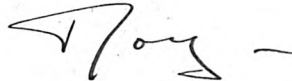
-2-

March 18, 1927.

very skeptical right now about what will happen in Florida this summer. I am curious to see if my own prediction is right that this summer and fall will see Florida at its low point and from then on everything will be a movement in the right direction.

I raised my ante with Gibson from \$100,000 to \$200,000 subscription in the endeavor to convince him that I thought highly of not only Montauk but of you as a credit risk.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'Fisher', with a horizontal line extending to the right.

RDC:J

March 23, 1927.

My dear Roy:

First, I want to congratulate you and thank you for the great cooperation and help you have been to me in this financing job. I think you have done a thoroughly first class job and Walter tells me that if it had not been for your help and Harvey Gibson's taking hold, the deal might have blown up. I am going to send you a copy of letter I have just written Harvey Gibson -- a copy of the letter saves a long lot of dictation.

Now regarding the cottages; Mr. and Mrs. Kettering have spoken for the cottage which I built for President Harding to occupy. It is a little bit larger than the others. I am not sure that they need such a large cottage and I am going to write Kettering and ask him if the adjoining cottage would not be satisfactory. I am going to ask Gen. Tyndall today to send you plans of all the cottages. I was very much disappointed in the cottage you had and am going to try and figure out a budget that will allow us to redecorate all of these cottages and put some lively prints on the walls and tone them up considerably.

The Bath and Tennis Club looks like it is going to go through with a bang. They have seventy members now and are shooting for a hundred and would love to have you join. I am going to ask Gen. Tyndall to write you further regarding the organization.

I think I will have to stick around here until about the fifteenth of April on account of several of these deals. Walter has purchased the furniture and equipment for the hotel at Montauk and it looks like we might be able to open the latter part of May. It really makes no particular difference because we are bound to lose money on the hotel the first year, but we will certainly make up on land sales.

I will have Bob write you regarding the studies as he has kids of his own and can give you all of the dope.



March 23, 1927.

Page 2.

Of course the idea of your beating me at Tennis is a joke. I will say no more about that part of your letter.

No more banks have busted in the last few days and so far as I can see we are going to escape north with a rather substantial bank balance here and prospects for a good season. I think you are correct that this summer will see us reach our lowest blood pressure test, and we may need some hydrogen to pull us by September. After that, we will be okay.

Our building costs now are down to around thirty or forty cents a cubic foot and labor is finally sensible. We have lots of bargain hunters but even though deals are made at close prices the sales are legitimate and the notes are good. The binder boys have entirely disappeared.

I hope we can get ourselves in a position in New York where we can borrow money without paying too much for it and also to borrow on our sales notes, which after the second payment should be thoroughly first class collateral.

I am hoping to see you soon. Do you think you will get out to the races May thirtieth?

Give your sweet wife my regards -- that is to say, unless you are a little jealous.

Yours,

Mr. Roy D. Chapin,  
Detroit, Michigan.

CGF:T

April 20, 1927.

Mr. Roy M. Chapin,  
Detroit, Michigan.

Dear Roy:

Enclosed find copy of letter to Harvey Gibson. Have just wired you asking you when you will be east. Harvey called me yesterday and told me that Mr. Hayden was very anxious for the Pennsylvania to come in; the Pennsylvania crowd feeling a little bit miffed that they were not asked in on the first underwriting and not offered their proportionate share of the bonus. And I am surprised as the devil that you did not participate in the same. Gibson said that they did not feel that they had enough bonus with what has already been decided and agreed upon, but it seems to me that the full returns and the profits in this agreement already made are most unusual and if the bankers generally could make as favorable terms as these we have agreed to they could more than double their investments every three or four years. I do not want to do anything further in the matter until you come on and I can talk the matter over with you and Harvey.

I have just returned from New York. I was one hour and fifty minutes in the traffic going in and two hours forty minutes in the traffic coming out. If the wealthy people in New York don't buy Montauk by the square inch this next summer, I will be very much surprised.

I want to plan to go to Montauk next Wednesday with Gibson and some of the bankers. I want to show them what we have. I wish you could be here to go at that time. If for any reason the bankers cannot go on Wednesday and you are going to be here next week will make a special trip in your honor. I do want you to see the hotel. It is a perfect knockout and instead of losing \$25,000. or \$30,000. on it this season I would not be surprised if we make some money. It is the most

Mr. Roy D. Chapin.

April 20, 1927.

Page 2.

ideal place for a convention in the United States and for a good healthy out-of-door time it will beat Atlantic City to death in two years from now.

We are to have a meeting next week with twenty-seven railroad engineers, baggagemen and conductors who want to buy a home at Montauk. Since the terminal is at Montauk after the fifteenth of May these men want to get out there where they will be near their homes, and we are going to make them a special price of a thousand dollars a lot. We really won't make any profit out of this transaction but it is just an indication of something doing. They are now tearing down the old depot at Montauk and building a new one. I am going to get out a general letter as soon as I return, to all our stockholders which will give you some idea of the speed we are moving now.

Can you come out to the races? When you come down, if you can, bring Inez and the children. I have a trained sheep dog at Montauk that I bet your boys would be absolutely crazy about, and also here at Port Washington I want them to see the racing boats that won all the big races last year.

Yours,

CGF:T

ROY D. CHAPIN  
DETROIT

September 30, 1927

Mr. Carl G. Fisher,  
Port Washington,  
Long Island, New York.

Dear Carl:

That was a delightful two days that we had on your boat, and I am most appreciative to Mrs. Fisher and yourself for your very pleasant hospitality. Won't you convey to her my thanks?

It strikes me that if you can tie up the Havana Yacht Club with your group it will be an excellent affiliation, though I can see real problems in connection with the ultra-brunette Cubans. I should think it would cause you some real difficulty at the hotels.

Hope to see you again soon. With renewed thanks for that bully trip, I am

Sincerely yours,



RDC:J

CARL G. FISHER  
INDIANAPOLIS  
AND  
MIAMI BEACH, FLORIDA

November 10, 1927.

Mr. Roy D. Chapin,  
Detroit, Michigan.

Dear Roy:

I have yours of the eighth. Howard is coming up the latter part of the week from Georgia. I am going to let him have a lot of our machinery here which we won't need this winter and what he does not need he can return here in the spring.

He told me he wanted to see me as soon as he gets north. After my deal with him and one other we are trying to put across, I should go south.

The two men of the Guardian group were out looking over the property and seemed to be very well impressed with same.

I made a nice deal on Monday, selling five acres on the island for \$100,000 for a very fine supper club which will probably cost \$200,000 to \$250,000. We only get \$20,000 cash on this deal and we must use all of this in putting water, electric lights and telephone service on the island ready for their use. However, it is a big improvement and is going to do us a lot of good. It is one of the nicest deals we have made.

I suppose you are keeping in touch with the agitation regarding the naval cruisers. Hurley comes out this morning in a column and half of the Times asking for three hundred million and the cooperation of the railroads and a special bill to allow the railroads to control their own steamers. I don't know how far we are going to get but it looks better every day.

Will be glad to hear from you if anything new comes up. As soon as I get south, I will start on the appraisal job, which ought not to take very long.

CARL G. FISHER  
INDIANAPOLIS  
AND  
MIAMI BEACH, FLORIDA

Mr. Roy D. Chapin,  
November 10, 1927.  
Page 2.

It is going to be necessary for us to do some additional financing and I would like to get it started as soon as possible. I don't want to wait until we are down to rock bottom. We have had several new expenses coming up that seemed to be very necessary in order to take care of prospective buyers such as the deal I have just mentioned. We will undoubtedly spend more than we get down on the first payment of the property and we have agreed to allow five years time on the balance. We would, as a matter of fact, have been willing if necessary to have given the land for this improvement, so that anything we get out of it is just that much profit and o.k. in fixing up the balance of the island, we prepare ourselves for other good sales next summer. Things are coming along very well in Miami but we need all the money we have there at the present time to take care of our obligations there.

I have not been able to sell the house to any advantage. None of the purchasers offered anything more than risks of getting me into difficulties. The old Colony Company here has only made one sale of \$30,000 this year. We have a very fine property here that should sell some of these days to very good advantage but just now real estate around this part of the country is very slow.

Hope you will call me up as soon as you know anything that looks half way good.

Yours,

CGF:T

CARL G. FISHER  
INDIANAPOLIS  
AND  
MIAMI BEACH, FLORIDA

Mr. Roy D. Chapin,  
November 10, 1927.  
Page 2.

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Yours,

CGF:T

Charge to the account of \_\_\_\_\_

\$ \_\_\_\_\_

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	CABLE LETTER
NIGHT LETTER	WEEK END LETTER
Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.	

# WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

NO.	CASH OR CHG.
CHECK	
TIME FILED	

Send the following message, subject to the terms on back hereof, which are hereby agreed to

 DETROIT, MICHIGAN.  
 NOVEMBER 12, 1927.
 *Chapin*

CARL G. FISHER, PORT WASHINGTON.

*Went back*

WHILE I WOULD LIKE TO BE ON YOUR BOARD OF DIRECTORS, I DON'T FEEL I SHOULD TAKE THIS RESPONSIBILITY. WILL CONTINUE GIVING YOU ALL THE ADVICE AND COOPERATION I POSSIBLY CAN.

ROY D. CHAPIN.



ROY D. CHAPIN  
DETROIT

December 1, 1927.

*Chapin*

Mr. Carl Fisher,  
Miami Beach, Florida.

Dear Carl:

You never did send me that inscribed  
photograph of yourself for my collection of the  
old-time pioneers in the automobile industry.

I want it badly, so please don't hold  
out on me any longer.

With my best.

Sincerely yours,

*Roy*

RDC:J

NAVY DEPARTMENT,  
ASSISTANT SECRETARY'S OFFICE,  
WASHINGTON.

Sir:

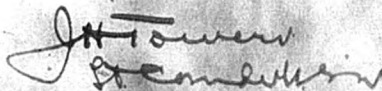
Your letter of December 6th, offering glasses in response to the NAVY'S call for such articles is acknowledged with thanks.

The correct method of forwarding is to the Honorable Franklin D. Roosevelt, Assistant Secretary of the Navy, care of the Naval Observatory, Washington, D. C.

An inspection will be made of all glasses received and those found unsuitable for naval service will be returned. In any event the Assistant Secretary of the Navy will personally acknowledge all glasses received, and if accepted a U. S. Treasury check for \$1.00 will be promptly forwarded by the Disbursing Office of the Navy.

A permanent record of all glasses accepted will be kept at the Navy Department and every effort will be made to return them at the end of the war, if possible.

Respectfully,



By direction of the  
Assistant Secretary of the Navy.

Mr. Carl Fisher,  
Indianapolis, Ind.

May 3, 1929.

Mr. Roy D. Chapin,  
Detroit, Michigan.

My dear Roy:

Regarding Montauk: I have had a week's chance to look around. Moved in my new house which was considerably delayed on account of continuous rain -- about twenty days rain in May. The Yacht Club is delayed for the same reason and nearly all out-door work is delayed. The Golf Course looks better than ever.

The Yacht Club is going to be a peach and we are going to get a lot of results from same; also the Tennis Courts are very attractive looking and will be a great help to us. The figures for the hotel and golf club receipts are much in advance of last year and will be sent to you in a few days.

I have about five good salesmen coming from Miami Beach about June 10th or 15th. These salesmen sold and assisted in selling some two million dollars' worth of property at Miami Beach last winter. I don't know just what they can do here. We have two or three good prospects, real high grade people. As much as possible has been done during the winter.

We are very much in need of a large eating place other than the hotel. To have 100 people pile in the hotel almost unexpectedly for dinner with the hotel practically filled, makes it almost impossible to take care of the guests in the way we should do at the Manor.

We are receiving hundreds of compliments from visitors that like Montauk and think the place is beautiful, and I cannot see any reason

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Montauk

Mr. Roy D. Chapin,  
May 3, 1929,  
Page 2.

why Montauk will not perform up to our expectations. Whether we can get the sales going this year, I am not sure but I have great hopes. We have a great property and the people to buy.

I want to make an effort soon to reach the same people in the middle west who come to Miami Beach. About one half the people who come to Miami Beach in the winter time are potential buyers for Montauk. If we can get ten or twelve of the best class of Long Island people to build here this year, we will have a start which nothing can stop. Bragg is doing a wonderful job on his property, spending over \$200,000 in his buildings, docks and grounds.

We have a very fine apartment house completed now except the painting. Nineteen of the twenty-four apartments are rented. Mr. MacGaffray has completed a beautiful house on the ocean front at an expense, probably, of \$125,000. One of our salesmen built a \$4,700. cottage during the winter. It was leased on Saturday on a basis of 19% on the investment.

Wish you would come down and look the place over. I will have the Aerocar meet you at the Montauk Yacht Club at 52nd Street and East River and drive you out here in great comfort in three and a half hours, or I will have my small "Shadow H" meet you at the Yacht Club and bring you up the Sound in the same time. You should see the No. 2 golf course; it is going to be wonderful.

Yours,

CGF:T

P.S. I have chartered the "Shadow K" for two and a half months for \$45,000. I can use the \$45,000 better than I can use the Shadow K and I am going to put the old boat to work for me now for a while.

ROY D. CHAPIN

DETROIT

Sept. 3, 1929

Dear Carl:

Knowing your love of elephants,  
and especially white elephants -- for you  
seem to thrive on the latter -- I picked up  
a little present for you in Baden-Baden.

I hope the procession I am sending  
you arrives in good order and all heading in  
the same direction.

With warmest regards,

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Roy', with a stylized flourish at the end.

Mr. Carl G. Fisher,  
Montauk, Long Island.

September 5, 1929.

Mr. Roy D. Chapin,  
Detroit, Michigan.

Dear Roy:

I am glad you are back in Detroit safe and sound. I have 400 or 500 elephants, one of which is alive. If the ones you refer to as a present need no special every-day attention, I will be glad to add them to my collection.

I am sorry I did not have a talk with you before you went west. Some rather big things have developed as possibilities for the Aerocar patents in connection with rail cars. Some railroad officials are very much interested. It is a long subject, however, and I will know more about the matter in a very few days.

I started in some time ago to have Treiber develop a 150 h.p. engine which would be suitable for a 26 passenger rail car. I sent my car to Philadelphia where some demonstrations were made to railroad officials, and they were very much pleased with same and asked to be associated in the development work.

In the last ten days, however, I think the Treiber Engine Company has been sold to one of the larger engine companies which has been negotiating with us for several months. Recently I advised Treiber that whatever work I have done in regards to the rail car development, I would gladly turn over to the Treiber Diesel Engine Company. I was in hopes you and Howard might be further interested in the development of Diesels for I believe they are going to be large ly used in the near future on busses, rail cars and automobiles.

What do you think you will do regarding Florida this winter?

Yours,

OGF:T

January 18, 1930.

Mr. Roy D. Chapin,  
Detroit, Michigan.

Dear Roy:

You are probably familiar with the connection I have with the Treiber Diesel Engine Corporation at Camden; also that I started out to finance this company myself and I have about \$300,000. in the company now, \$225,000. of which is invested in a pair of 3,000 h.p. motors, one of which is completed and the other 60% completed.

When the hard times came along, I stopped work on the big motors and Treiber started work on "bread and butter business" and he is making a tremendous success, as per the list of orders, also as per the list of assets of the Company. Mr. Treiber is expected soon to bid on some very large orders for the Government and he has all he can do, but not sufficient capital to carry motors ahead previous to orders. He needs \$150,000. at once but can get along with \$100,000.

We have \$107,000. worth of the Common stock which I would like to see some good man get. I believe this diesel engine business can be as big as the Hudson Motor Company, and certainly Treiber is so far ahead of other Diesel manufacturers they just don't start with him. This is proved by the fact that after the first pair of engines were delivered to Mr. Harold Vanderbilt for his yacht, the trials and demonstrations of these motors immediately got him \$200,000 worth of orders.

I have continued to think I could wiggle around and finance this company myself, but I have decided I would very much prefer to have another good stockholder to help.

As you probably know, we recently had the Company sold at Kettering's recommendation to GMQ but at the last minute this deal fell through because

Mr. Roy D. Chapin,  
January 18, 1930.  
Page 2.

of a contract which we have with the Consolidated Shipbuilding Corporation, whereby they are given license to build Treiber engines of a certain size on a royalty basis. This contract is worth anywhere from \$40,000. to \$50,000. per year to our company. I made the contract and I consider it a very good one for the company. Of course, I cannot blame the GMC for not wanting to swallow this contract.

I am not writing this letter so much to interest you but I thought you must know some man who would be interested to this extent to take a fly at the diesel business.

I am willing to back this purchase of Common stock in the following manner: I will put up against this stock \$150,000. worth of Miami Beach property at the present selling values, with an option to the purchaser of this stock to either keep the stock at the end of one year or trading me the stock for this \$150,000. worth of Miami Beach property:

150,000  
Or, I will put against this stock ~~\$150,000.~~ worth of Montauk which cost \$150,000. under the same agreement.

We only have five stockholders, namely,

O. D. Treiber,  
Henry B. Joy  
C. F. Kettering,  
John Jacobs  
Carl G. Fisher.

Mr. Joy does not want to get into the business any further and he only came in to help Treiber get started, as he has known him for years. Mr. Kettering, of course, cannot come into the business any further. He took a small amount of stock to help Treiber get started; and I have continuously repeated to the Company that I thought I would be able to do the financing myself.



Mr. Roy D. Chapin,  
January 18, 1930.  
Page 3.

We have a marvelous lease with The American Brown Boveri Corporation, such a wonderful lease we would not have a complete factory if it was given to us; in fact, we have been offered a factory with a subsidy but our contract with the Brown Boveri Corp. is unusual and we need no other factory. We are well fitted up with tools with the exception of about \$50,000. or \$75,000. worth which we can do without for another year, if necessary.

In order to carry engines in stock, ready for immediate delivery, we should have another \$100,000. If I have any kind of luck here this winter in sales, I can finance the company myself, but the time is growing short when Treiber will need more money to carry him through properly and allow him to complete the engines now coming through.

You know I would not want to sell either you or any of your friends anything I would not buy myself.

We have on the drawing boards a marvelous rail car with a 150 H.P. Diesel drive weighing 1800 pounds for the engine, which will give us with a Curtiss 28 passenger car a speed up to 100 miles per hour, if the car can stay on the tracks at that speed, and we can deliver the railroad companies this car at \$15,000. and make a splendid profit for ourselves.

It is not our intention to branch out into large business but rather to license other companies to use our patents together with the Aero-car patents. We have made some very strong demonstrations to the railroad company engineers and they have asked us to give them the first refusal on the license after we complete our first car. The first 150 H.P. engines were on the block a short time ago and we have been held up in doing

Mr. Roy D. Chapin,  
January 18, 1930,  
Page 2.

anything further to the rail car until we could get our extra engine from Mr. Treiber. Glenn Curtiss thinks we should build the first car here where he can superintend the construction and the trials. We will use a standard bus frame, axel, and mechanism for the first car, which will let us through at small cost.

We have a prospect of another license in Canada and one in England. Our patents may not hold but we have two applications in that, if they will hold, will be worth more than the Prestolite patent. Mr. Joy can tell you all about Treiber's ability. I consider him the best all-round engineer and general business man I have come in contact with in years.

Treiber will have a tremendous demand for his new Generator sets which are a revelation both in action and in weight. When I tell you that you can stand a two inch piece of lead pencil on top of a 150 H.P. engine running at 700 revolutions per minute, you must be impressed with the equalization of the carburetion and lack of vibration. Treiber is so far ahead of any other company in carburetion that there is really no comparison between the motors he is turning out and others.

He has a diesel <sup>1.8</sup> aeroplane engine on the boards that will show about ~~300~~ pounds per H.P. It will be a vertical opposed motor which the operator can adjust and take care of in flight. We have been held up on completing this aeroplane engine just for the lack of time and the investment of \$25,000.

Of course, I would like to see you interested in this company but I remember you are not investing in anything new, but there must be some one of your friends who could be interested in this deal, especially with the guarantee I am putting back of the stock. I am enclosing you a full set of the drawings and specifications of the motors which Treiber

## CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

# WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

## SIGNS

DL = Day Letter
NM = Night Message
NL = Night Letter
LCO = Deferred Cable
NLT = Cable Letter
WLT = Week-End Letter

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

## Received at

MZB95 158 NL=DETROIT MICH 5

1930 FEB 5 PM 7 53

CARL G FISHER=

MIAMIBEACH FLO=

Chapin

HAVING SURPRISE CELEBRATION FOR ROY ON HIS FIFTIETH BIRTHDAY TUESDAY FEBRUARY ELEVENTH PLEASE SEND ADDRESSED TO ME CARE OF HUDSON MOTOR CAR COMPANY DETROIT CHOICE NIGHTLETTER EITHER SUNDAY FEBRUARY NINTH OR MONDAY FEBRUARY TENTH RAZZING HIM ABOUT HIS AGE HIS NEW BABY OR WHAT HAVE YOU MAKE IT STRONG HE CAN STAND IT AND I SHALL APPRECIATE IT MORE THAN YOU WILL EVER GUESS I AM JUST AWFULLY SORRY THAT WE CANT ALL BE TOGETHER BUT TO HEAR FROM YOU WILL MEAN A LOT TO ROY BE FUNNY NOT MATTER HOW MUCH IT HURTS DONT FORGET NIGHTLETTER TO ME ON SUNDAY OR MONDAY FEBRUARY NINTH OR TENTH KIDDING ROY ALSO WOULD IT BE POSSIBLE FOR YOUR RADIO MAN JAY TO BROADCAST OVER WIOD MESSAGE TO ROY MAKING IT LATE IN EVENING SO CAN BE SURE TO TUNE IN AFTER DINNER IF THIS CAN BE ARRANGED PLEASE TELEGRAPH ME EXACT TIME OF BROADCAST OUR BEST AND A THOUSAND THANKS=

INEZ CHAPIN.

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT.

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram	<input type="checkbox"/>	Full Rate	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>	Deferred	<input type="checkbox"/>
Night Message	<input type="checkbox"/>	Cable Letter	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>	Week-End Letter	<input type="checkbox"/>

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

CHECK

TIME FILED

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

Send Mrs. Chapin

With Roy turning fifty and with ~~them knownedgenthenemtaxanbox~~  
confirmed whisperings that there is to be a tiny addition to the family it looks as though you will have two new cares to add to your already delightful troubles stop One a fifty year old baby the other a real beginner in the world stop I am sure Roy will be the most bother stop Try to keep ~~in~~ him in long trousers and make him wear his spectacles so that he can be distinguished from the other children at the dinner table stop My advise to you however is to hire nurses for Roy the other children but nurse ~~him~~ yourself stop Sincerest regards to you Roy and your guests tonight stop Sorry we cannot be with you but we send a sunkissed toasts flavored with tropical moonlight  
Carl Fisher

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

## CLASS OF SERVICE DESIRED

DOMESTIC	CABLE
Telegram	Full Rate
Day Letter	Deferred
Night Message	Cable Letter
Night Letter	Week-End Letter

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

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STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

Have spent many score years ~~searching~~ unsuccessfully searching for the Fountain of Youth stop Have just heard that on your fiftieth birthday you anticipate becoming a father and believe you have made the discovery ~~which~~ for which I have explored in vain stop Rush details care Old Mens Home Miami Beach Florida

Ponce de Leon

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram	<input type="checkbox"/>	Full Rate	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>	Deferred	<input type="checkbox"/>
Night Message	<input type="checkbox"/>	Cable Letter	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>	Week-End Letter	<input type="checkbox"/>

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

CHECK

TIME FILED

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

If you think fifty is old wait till you feel as old as Carl Fisher does stop You probably will be six hundred and seventy three years old before you will feel as numb as he does today especially if what I hear about ~~is~~ the addition to the family is true ~~Shanz~~  
Sincerest regards

John Levi

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT.

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram	<input type="checkbox"/>	Full Rate	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>	Deferred	<input type="checkbox"/>
Night Message	<input type="checkbox"/>	Cable Letter	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>	Week-End Letter	<input type="checkbox"/>

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

CHECK

TIME FILED

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

With your reaching the useless age of fifty eye was about to suggest that you retire to pasture on my sheep farm at West Point Indiana when lo and behold birdies whisper that as a family man you are again approaching the culmination of fatherhood stop Please be advised you will be shot if you are seen anyplace near my pasture

Jess Andrew

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT.

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram	<input type="checkbox"/>	Full Rate	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>	Deferred	<input type="checkbox"/>
Night-Message	<input type="checkbox"/>	Cable Letter	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>	Week-End Letter	<input type="checkbox"/>

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

CHECK

TIME FILED

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

Once upon a time there was a dapper guy with a youthful demeanor who reached his fiftieth birthday anniversary at the same time that a whispering campaign whistled the ~~announcements~~ delightful news of his approaching fatherhood stop Moral You never can tell how long a chassis will last if it is powered with a Hudson Motor

George Ade



# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT.

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram	<input type="checkbox"/>	Full Rate	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>	Deferred	<input type="checkbox"/>
Night Message	<input type="checkbox"/>	Cable Letter	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>	Week-End Letter	<input type="checkbox"/>

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER \_\_\_\_\_

CHECK \_\_\_\_\_

TIME FILED \_\_\_\_\_

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

My spies report approach of quote blessed event close quote in your  
delightful family stop Broadway and its paralleling streets throughout  
the ~~enanny~~ country rejoice with you on your fiftieth birthday

Walter Winchell

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT.

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram	<input type="checkbox"/>	Full Rate	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>	Deferred	<input type="checkbox"/>
Night Message	<input type="checkbox"/>	Cable Letter	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>	Week-End Letter	<input type="checkbox"/>

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

CHECK

TIME FILED

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

Approaching a fatherhood is indeed a celestial state but the suffering encountered in the extraction of a kidney stone must be meagre in comparison to the strain you are undergoing on your fiftieth birthday in view of the approaching event Sincerest regards

~~Steve Hannagan~~

*Gene Tunnery*

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT.

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram		Full Rate	
Day Letter		Deferred	
Night Message		Cable Letter	
Night Letter		Week-End Letter	

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

CHECK

TIME FILED

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

Being batchlor have never experienced rigors of fatherhood but my wish on your fiftieth birthday is that after half century of experience in which to effect poise you will be able to withstand the approaching event My sincerest felicitations

Steve Hannagan

# POSTAL TELEGRAPH - COMMERCIAL CABLES

CLARENCE H. MACKAY, PRESIDENT

## CLASS OF SERVICE DESIRED

DOMESTIC		CABLE	
Telegram	<input type="checkbox"/>	Full Rate	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>	Deferred	<input type="checkbox"/>
Night Message	<input type="checkbox"/>	Cable Letter	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>	Week-End Letter	<input type="checkbox"/>

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication

TELEGRAMS  
TO ALL  
AMERICA



CABLEGRAMS  
TO ALL  
THE WORLD

RECEIVER'S NUMBER

CHECK

TIME FILED

STANDARD TIME

Send the following Telegram, subject to the terms on back hereof, which are hereby agreed to.

Form 2

It is fellows like you becoming a new dad at the graying age of fifty that makes it possible for me to keep up enthusiasm in my chosen art stop Greetings and repetitions I wish you stop Am here for the winter but merely for pleasure stop No business in this area

~~THEXSTKEX~~

The Stork

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	CABLE LETTER
NIGHT LETTER	WEEK END LETTER

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.

# WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

NO.	CASH OR CHG.
CHECK	
TIME FILED	

Send the following message, subject to the terms on back hereof, which are hereby agreed to

FI 10 . CGFP FI MIAMI BEACH FLO FEBRUARY 10, 1930.

MRS. ROY D. CHAPIN. HUDSON MOTOR CAR COMPANY. DETROIT. MICHIGAN

WIOD PROGRAM NINE FIFTY EIGHT EASTERN STANDARD TIME TUESDAY NIGHT

C. G. FISHER.

CHARGE CGF PERS.

ST. PATRICK'S CHURCH

Miami Beach

Florida

Feb 11. 30

Dear Mr Fisher:

I send the following to Roy  
Chapin.

"Ad Roy Chapin hoc felici anniversario  
Nativitatis tuae quinquagesimo pax et  
prosperitas.

Cum amicus Miami Beach in  
Valetudinis tuae integritate, maximeque  
in proxima spe heredis adventus gavisus  
sum.

Ad multos annos."

Father W. Barry.

Translation:

Peace and prosperity to Roy Chapin upon  
this happy anniversary of your fiftieth  
birth.

With friends in Miami Beach, I am  
rejoiced in your complete well being  
and in the approaching coming of an  
heir.

Wishing you many years.

## CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

# WESTERN UNION

## SIGNS

DL = Day Letter

NM = Night Message

NL = Night Letter

LCO = Deferred Cable

NLT = Cable Night Letter

WLT = Week-End Letter

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at 805 Fifth St., Miami Beach, Flo.

1930 FEB 19 AM 6 14

MZB44 29 NL=DETROIT MICH 18

CARL G FISHER=

MIAMIBEACH FLO=

WONDERFUL BABY GIRL ARRIVED JUST AS THE NINETEENTH OF  
FEBRUARY BEGAN INEZ IS GETTING ALONG FINE AND OF COURSE WE  
ARE BOTH OF US AS DELIGHTED AS CAN BE=  
ROY.



ROY D. CHAPIN

DETROIT

February 14, 1930.

Dear Carl:

You certainly were a brick to send that fine telegram, and to stir up all my other friends down there at Miami Beach to send messages and arrange to dedicate the radio program to me that evening. These are things in life that are tremendously appreciated, and Inez and I both want you to know how much you helped to make the evening a success.

It was a great event, and one of the best times I ever had. Inez had been working on it for a couple of months, so you can imagine that when the evening finally did come it was some party. So much so that the day after was the first time I ever felt as if I were fifty years old.

Tell Galloway that I got a message from him which you must have inspired. Those stone crabs sound awfully good to both of us, for we love them. I only wish we were down there now eating some with you.

I am sending you a copy of the place cards used at the table which I thought would give you a good laugh.

With our very warmest regards to you,

Sincerely yours,



Mr. Carl G. Fisher  
Miami Beach  
Florida

February 19, 1930.

Mr. Roy D. Chapin,  
Detroit, Michigan.

Dear Roy and Inez:

You are certainly to be congratulated on the latest arrival. The good Lord is certainly looking after you and Inez, from at least one angle of His eye.

Hope Inez will get along fine and that you will yet have a chance to run down here and get "sun kissed".

Yours,

CCF:T

MEMORANDUM

*Chapin*

FROM MR. FISHER

DATE March 28, 1930

TO Captain Hewes.

SUBJECT Cuban trip.

Mr. Roy Chapin and some friends will leave Saturday night for a two days fishing trip to Sagua la Granda. They will go on the Shadow K as my guests.

CGF:T

# THE CARL G. FISHER PROPERTIES

MEMO TO Mr. Fisher

DATE May 26, 1930

FROM C. W. Chase, Jr.

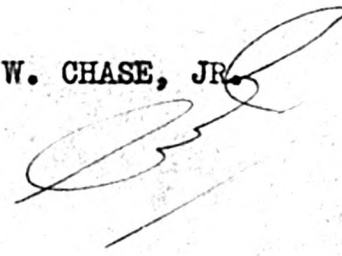
SUBJECT MR. ROY CHAPIN

We received Roy Chapin's check today for \$50,000. on the two La Gorce bay front lots.

I am working with him endeavoring to sell him Gar Wood's lot which immediately adjoins Chapin's new property to the South.

CWC:M

C. W. CHASE, JR.

*Chapin* 

# THE CARL G. FISHER PROPERTIES

*CHAPIN*

MEMO TO Mr. Carl G. Fisher

DATE June 21, 1930

FROM J. P. Duffy

SUBJECT General report

I have just received your memorandum of June 18th concerning the house to be built for Mr. Roy Chapin at Collins Island. I wish to advise that I am sorry the misunderstanding occurred and assure you that it was unintentional on my part. After receiving orders from you and Mr. Collins to sketch up a layout for Mr. Chapin I started on same. The morning that Mr. and Mrs. Chapin left for Detroit they came in my office and informed me that they had just been up to see you and you told them to tell me to do what I could to please them in the way of a house. I spent considerable time that particular morning with the Chapins and went over some sketches which they had made. All of these sketches showed a patio and as Mr. and Mrs. Chapin are good friends of yours I naturally did not hesitate to do what I could to please them. I wish to advise that there was no intention of not taking this matter up with you because before we went any further than preparing sketches it was my idea to get your approval on anything done. As soon as I hear from you further concerning this matter we will do everything possible to satisfy all concerned.

In accordance with your instructions I am now preparing a report and detailed estimate of cost for the pool to accompany the radio cottage. This will be forwarded to you as soon as possible.

The scheme which I outlined to Mr. Collins relative to the repairing of various pieces of bulkhead at Allison Island is the only one which I would recommend due to the following reasons. The depth of water at these various places where the bulkhead is out is from 8 to 10 feet and will naturally necessitate something rather strong. I have seen this system used to good advantage here on the Beach and am positive it is the only thing that will give us satisfaction. The cost of \$16.00 a foot includes the steel sheeting, concrete cap and tie backs, etc. In other words a practically new completed wall. I have investigated at various times the type of wall which is now being used at the new golf course and have come to the conclusion it is not a good wall. In fact I have some pictures which were taken of a section of this wall which was built at the foot of 31st Street over in Miami after a strong blow several years ago. The high water completely demolished this wall. I am most sure that if we have strong winds and high water it is going to damage the wall at the new golf course. Your instructions concerning using the cement walks at the new swimming pool will be carried out.

I have been spending considerable time with Mr. Browder working out various details connected with our proposed development of Terminal Island. We have applied for permit to land the car ferry float at the Baltimore and Carolina dock, which is almost in front of the News Tower, and as soon as Cliff Reeder returns from New York we expect to have this permit and can then go forward developing design for car ferry landing, etc. It is also our intention to see Mr. Rodenbaugh, Vice-President and General Manager of the East Coast railroad and go over our plans with him in an endeavor to get the railroad to bear some part of the expense which will naturally be incurred. I was surprised to learn in a letter from Mr. Collins that he failed to give you a copy of a letter from Mr. Vanderbilt; also a map which I made up and he was to give you when he saw you in New York. Therefore, enclosed please find copy of both.

JPD:MKH

*J. P. Duffy*  
J. P. DUFFY

Chapin

November 18, 1931

Dear Roy:

If you are not going to buy my house, and I rather resign myself that you are not going to, I would like to have you, with your numerous family, occupy the Presidential cottage at the Nautilus Hotel.

I believe this cottage is practically built to order to suit your requirements and your family. It may be shy two or three bedrooms, but at least it has more bedrooms and general facilities than any other cottage that we have.

We built this house as a Presidential cottage, figuring if not the President of the United States, possibly the President of Cuba, and if not the President of Cuba, or some South American country of promise, we might get the President of the Hudson Motor Car Company.

Let me hear from you.

Yours

P.S. A rumor went around town that Walter Briggs might buy a house here. If you see Walter, mention my house. If I can sell my house this year, and put over two or three other good deals, I can see my way very nicely clear of the hurdles and running under wraps.

P.S. We will have a very interesting aero rail car in the next two weeks, will write you about it after we have made some preliminary runs.

Mr. Roy D. Chapin,  
Hudson Motor Car Company  
Detroit, Mich.

CGF-HM

*Chapin*

December 1st 1931.

Mr. Roy Chapin,  
Hudson Motor Car Company,  
Detroit, Mich.

Dear Roy:

I will hang on to the President's cottage for you. If you're only Chairman of the Board, of the Hudson Motor Car Company, aren't you President of a dry cleaning establishment or some other well known industry? At least you must be a President for us to get the proper publicity from your occupation of this house.

I was through the house the other day, and it was in good condition, and I know will just suit you, and as I told you, there will be no argument about price.

Walter Briggs rented a house here, so he seems to be out of it for the present.

I have been wanting to tell you about the little button that pulls your starter on Essex and Hudson cars. These buttons should be made larger, some times they get rusty and stick and a lot of other things happen to them, which makes them very hard to pull, especially for women and children. I made up a little strap to fasten on the button on our cars, and several of my friends here, who have purchased Essex cars have improved their car by tying loops of old clothesline, old harness, or the tops of old shoes to their starter buttons.

Take this free advice or leave it, as it is true, and you are going to have to change the starter button some day, and make it a little easier to handle.

Wonderful weather, but very slow collections. Best regards,

Yours,

C. G. FISHER

CGF-HM

*Chapin*

March 17th 1932.

Mr. Roy D. Chapin,  
Hudson Motor Car Company,  
Detroit, Mich.

Dear Roy:

Our Chief Engineer, Mr. Harold Robinson, has been ill for some time and is just now out again, and we have had another check of the chassis which we expect to lengthen to 156 inches.

If you will please ship the chassis with the next lot of cars coming down, and consign same to the Aerocar Company at Opalocka, they will construct a body as quickly as possible, and be ready to drive north within approximately 35, or not more than 40 days.

If you notice closely English papers and contiguous talk about rear wheel drive, and larger cars with more comfort, I believe you cannot help but be impressed with the fact that there is a large class of people who want a big roomy car, and I believe this first car will be quite a step showing the possibilities, not making it necessary to re-design engines, spring suspension or any other part of the working mechanism for this particular type car that I refer to.

You will be interested to know that the other day we saw a one-eighth size model of stream line rear drive car that will use standard motor car assembly throughout. This was a remarkably attractive car in appearance, and had beautiful seating accommodations for six persons in a pinch, or very large luxurious adjustable seats for four persons, aside from the driver, and the extra seat by the side of the driver.

I am in hopes that you will get down here for a few days, you would really come in contact with more automobile people here now than you will around Detroit.

Yours,

CGF-HM



Chapin  
May 29th 1933.

Mr. Roy D. Chapin,  
Hudson Motor Car Company,  
Detroit, Mich.

Dear Roy:

I am glad to hear you are back on the job, and I will bet now you wish you had taken advantage of my advice when you were talking for Hoover on the radio, - you should have put in a few words about the Essex and Hudson cars. You certainly were one swell sucker there.

I had a talk with Robinson yesterday again, and we decided in order to get some quick action, and also save a little money, to build this first car with a Hudson 6, - that has had some 30,000 miles, but at that I think these old engines are better engines than any you have made since. My Hudson has 60,000 miles now with the aerocar tied on behind it, and just ready to go to New York the day after tomorrow. I will send you a drawing as soon as it is completed, and after I get this car I would like to have you see it.

You know many years ago when we were drinking that cheap dollar wine and getting a little bit goofy after the third bottle, one of us got the idea that the closed car would run out all these runabouts with folding tops, disappearing tops, and blowing off tops, and I want to make the prediction to you now that the first builder who brings out an automobile large enough to seat four people comfortably in the car with a card table in the center and at least five feet head room is going to get a lot of business, and it looks like it is up to me to spend about \$2500.00 (which I haven't got in the first place, and if I had it I would not spend it) but I am making a trade of my aerocar for this new model, which is the same thing, according to the present day status of financing.

Yours,

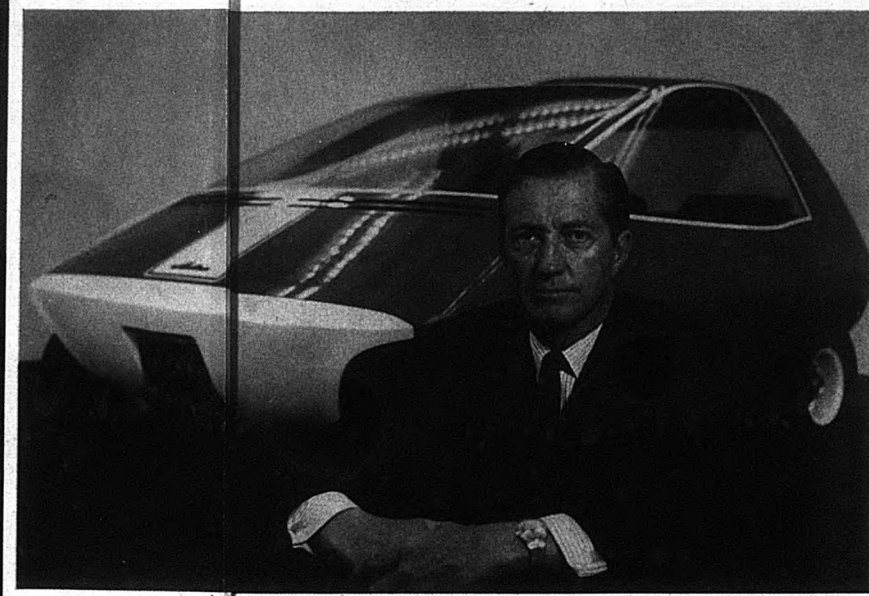
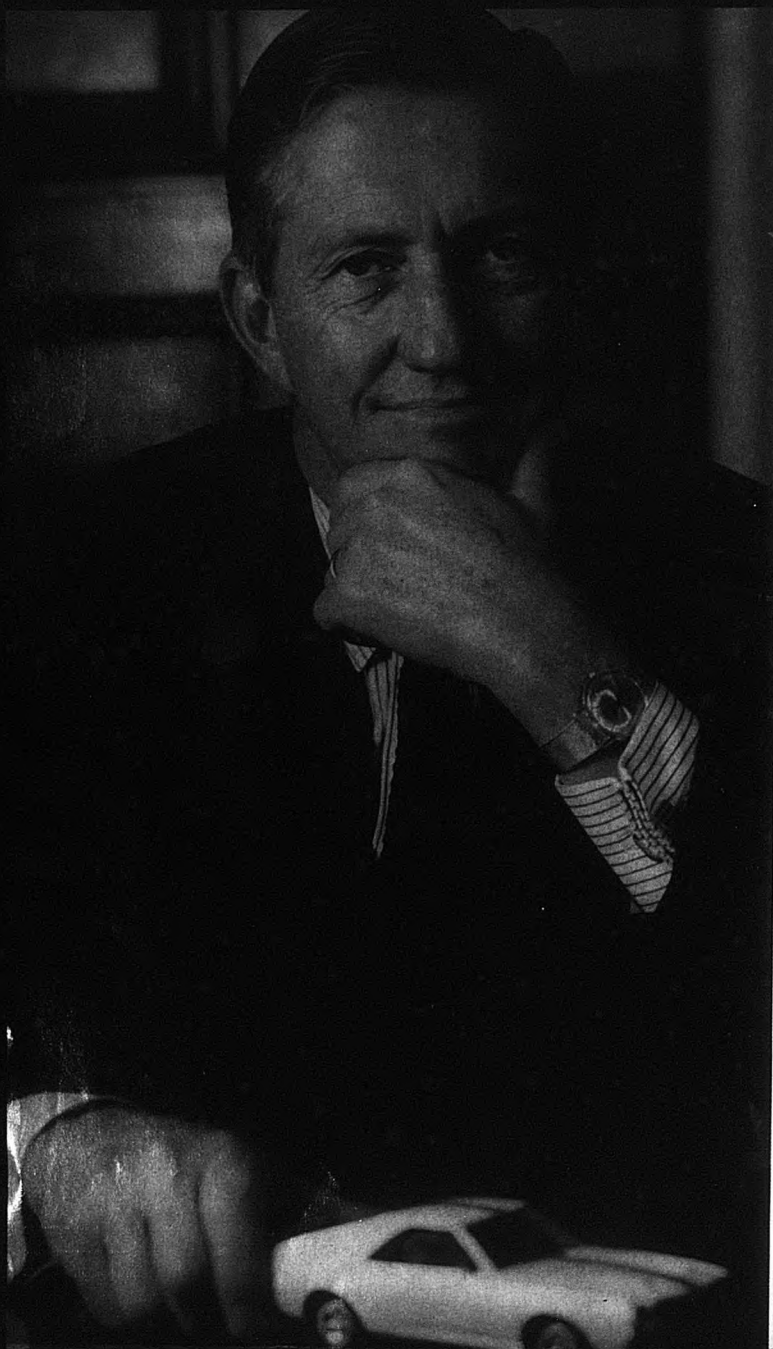
CARL G. FISHER

CGF-HM

5cm 1968

American Motors' new performance image

# Man on the Move: Roy Chapin



ROY CHAPIN Jr., son of a founder of the company, is sparkplug of American Motors' new performance image. Secret weapon (out February 22) in A.M.C.'s turn-around is the AMX, a fire-breathing two-seater geared to Chapin's philosophy: making models his giant competitors overlook. Long shot is the Amphitron, American's entry into the electric car field.

■ "Run, don't walk. Don't sit back and wait for things to happen. Take chances. Take the good gamble. 'A' is for results, not effort. Non-performers will not be in next week's line-up."

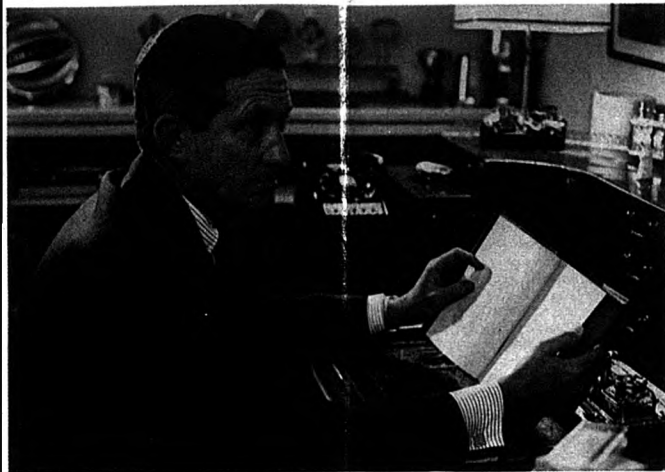
No, sports fans, this is not Vince Lombardi verbally flaying his Green Bay Packers in a pre-game pep talk. It is board chairman Roy D. Chapin Jr., drilling home to his "new team" at American Motors his high-geared philosophy for a company in which lack of size used to be matched by lack of daring.

When Chapin and President William V. Luneburg took command at A.M.C. a year ago, the company was in deep trouble. Sales were as down as inventories were up, deficits were soaring and creditors growing itchy. Clearly, something had to be done, and pronto. The pair made a series of quick, incisive moves. From headquarters, they cut prices, approved new models, hired one of Madison Avenue's hottest advertising agencies—and made positive headlines for A.M.C. after months of gloom. In the field, Chapin and Luneburg undertook a cross-country, larynx-testing campaign to sell their ideas. In a space of four months they delivered 50 speeches. Everywhere, whether the audience was composed of bankers, businessmen or dealers, the message was the same: "We're coming back, and we're coming back strong."

While they have yet to reach their modest goal (4 per cent of U.S. car sales), the new regime, aided by a platoon of bright young executives, has breathed life back into American Motors. In the year that they have been in control, American has shifted out of reverse and into "drive." As Chapin puts it: "We want people to know we're not sitting around waiting for lightning to strike. We have a definite plan for getting our company back on its feet."

Part of this plan is what Chapin likes to call "a philosophy of difference." Basically, this means American will no longer be a "me too" auto company. Says Chapin: "We are not going to attempt to be all things to all people, but to concentrate on those areas of consumer needs that we can meet better than anyone else. We think there is a place for a fourth auto manufacturer in this country, and American is prepared to fill that place."

It was this kind of thinking that produced such minor but ingenious chang-



*William Pickett, Sales V.P.*



*Vic Raviolo, group V.P.*



*Bill Luneburg, President*



*Bill McNealey, Marketing V.P.  
Dick Teague, V.P. Design, with Chapin*



es as making the Ambassador the only mass-produced car with standard air-conditioning, and such major ones as launching the new AMX, a fire-breathing two-seater, which will be released later this month. This thinking also brought about the hiring of Mary Wells, the talented advertising woman who turned Alka-Seltzer into a cocktail and Rambler ads into cocktail conversation.

"Sure, the ads that Wells, Rich and Greene turn out for us have been controversial," admits Chapin, "especially those that compare our product with competitors. But at least they've gotten the public interested in what we are doing and pulled them into the showrooms to see for themselves. That's all we needed."

Chapin was born into the automobile industry. His father, Roy D. Chapin Sr., was a founder and the longtime head of the Hudson Motor Car Company. Following his graduation from Yale, Roy Jr. joined Hudson as an experimental engineer in 1938. He moved up steadily and when, in 1954, Nash-Kelvinator and Hudson merged to form American Motors, Chapin became assistant treasurer of the fledgling concern. The following year he was named treasurer and in 1956 a vice president.

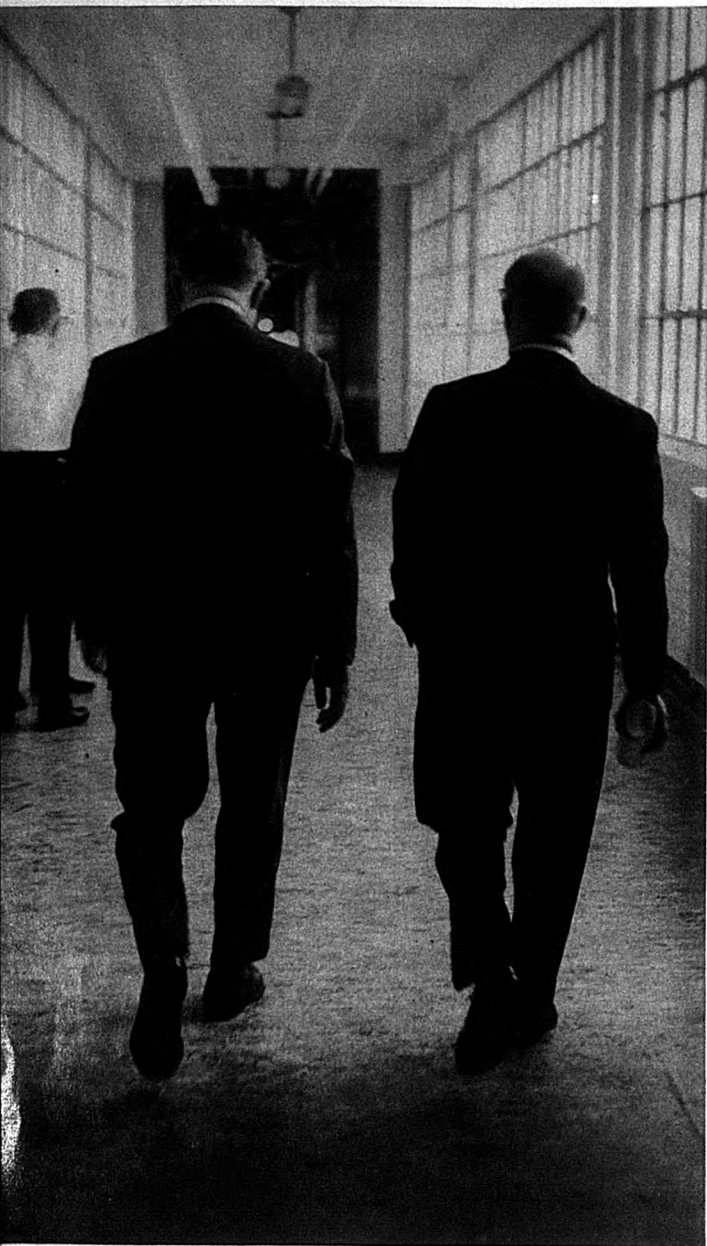
Taking over the firm's international operations in 1960, he quickly established Rambler as a leader overseas. International unit sales climbed from 16,000 to 75,000 annually by 1966. When American got into trouble domestically, it was only a matter of time until they put Chapin in the driver's seat.

Even away from the office Chapin thrives on action and is attracted "to anything that gets me outdoors that I can do myself. I'm no spectator. I love to hunt, ski, fish and play golf." Chapin shoots to a 10 handicap, and with his spacious Grosse Pointe home located just off the back nine of the Detroit Country Club, he often finds time for a few holes in the morning before dashing off to work.

During the duck-hunting season, Chapin and his wife, Loise, often spend their weekends in a marsh on Ontario's Mitchell Bay, where they put to good use some of the pieces from Chapin's gun collection and give the family's three Labrador retrievers a thorough workout. Chapin bought his first shotgun from a Sears Roebuck catalogue in 1929, and since then has acquired a dozen more. Expert anglers, the Chapins often go fishing off the Florida Keys or surf cast off Nantucket.

The family boasts what may be the largest collection of American angling books in the nation—some 1,200 vol-

*THE LONG ROAD BACK/Luneburg and Raviolo aren't yet breaking out the champagne, but projected fourth quarter 1967 profit indicates that American Motors turnaround is well under way.*



umes, a few dating back to the 1830's. Two other prized volumes trace the family genealogy back to 1635, when Deacon Samuel Chapin arrived in Roxbury, Mass.

Some of Chapin's sporting tastes can be seen in the new AMX, which he thinks will appeal to the non-average buyer, the kind of customer American Motors is geared for. As projected, the AMX's only direct U.S. competition in the two-seater field will be G.M.'s glamorous Corvette. The target price of the AMX (to be announced in mid-February) is "noticeably" lower. The men at American's Detroit headquarters are hard pressed to keep their excitement about the AMX from bubbling over. They think it's the hottest thing in the A.M.C. stable since 1958, when the Rambler, the only domestically produced compact available on the market at the time, caught the public's fancy. The prototype AMX, a stubby, bullet-like projectile of a car, has, according to rumor, been closely adhered to in production. American has hinted that it will be available only with eight-cylinder engines, any one of which could easily put it in the 120 m.p.h. bracket.

Part of American's new look can be found in the executive offices, which are populated by vigorous, bright (six of the top officers hold master's degrees) men uniformly endowed with a great sense of urgency. "We've succeeded in identifying levels of responsibilities so that all the decisions don't funnel up to the top," explains Chapin.

As for the future, Chapin plans to keep American on the road toward his "philosophy of difference." Says he: "We plan to be doing things that are a little bit unique and a little bit different in the 1970's, because we plan to be around a long, long time." While nobody is yet breaking out magnums of champagne in A.M.C.'s vaulted halls, the reigning beverage has switched from Alka-Seltzer to Pepsi-Coia.

Some developing breaks in the once-dark clouds include:

1. a \$21-million tax credit;
2. a year-long renewal of a multi-million dollar bank loan;
3. a distinct strengthening of the dealer group;
4. a projected profit in the fourth quarter of calendar year 1967, the first in some time;
5. a share of market increase in the third quarter (due largely to the Javelin, A.M.C.'s entry into the sporty car field).

If anyone can lead American Motors down the long road back to affluence, Roy Chapin is that man. After all, there is only one other fellow in Detroit who runs a major motor company founded by a direct forebear.

The other fellow's name is Ford, and everybody knows how well he's doing. ☐