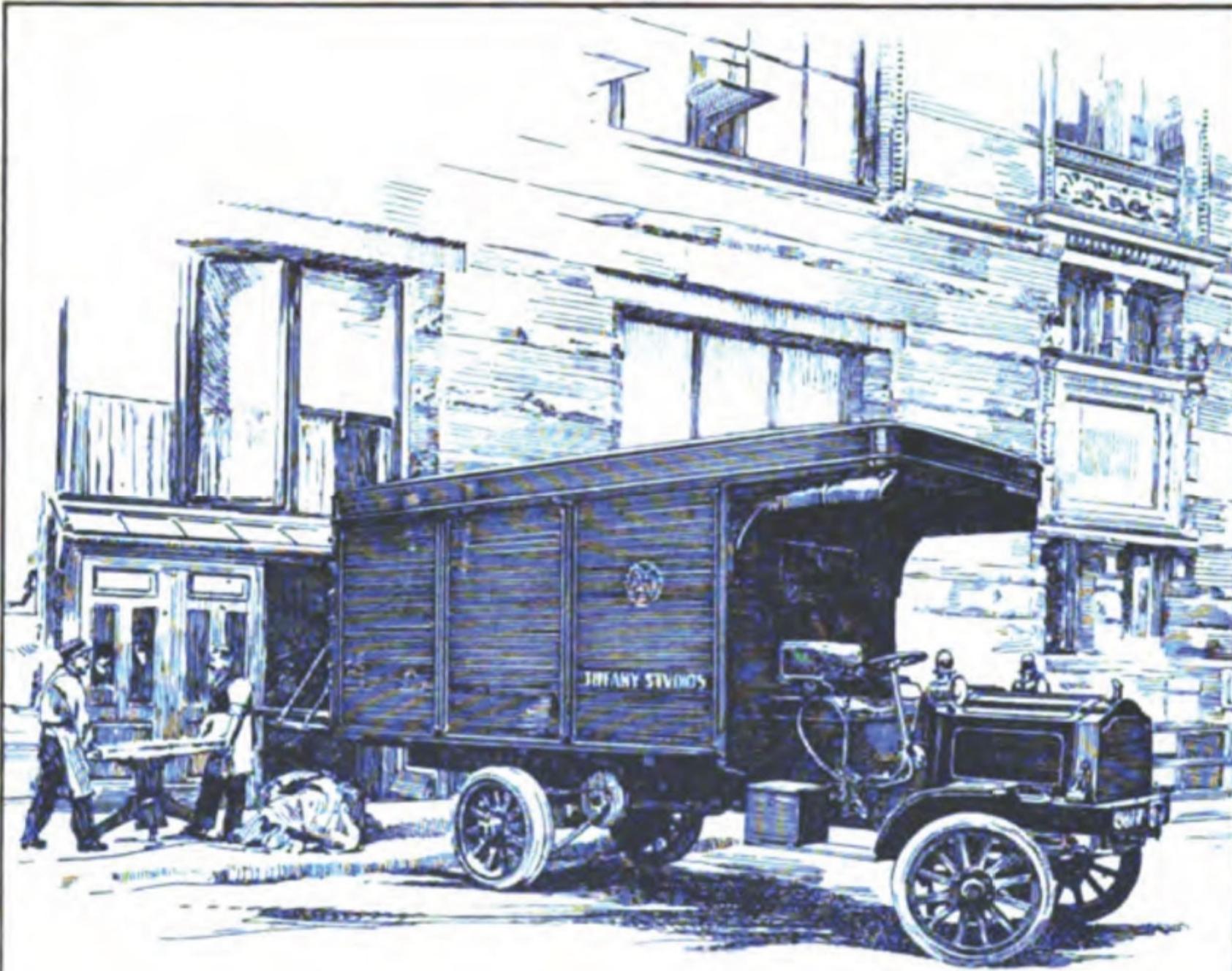


The Packard



Number Fourteen
February 4, 1911

Packard
MOTOR TRUCKS



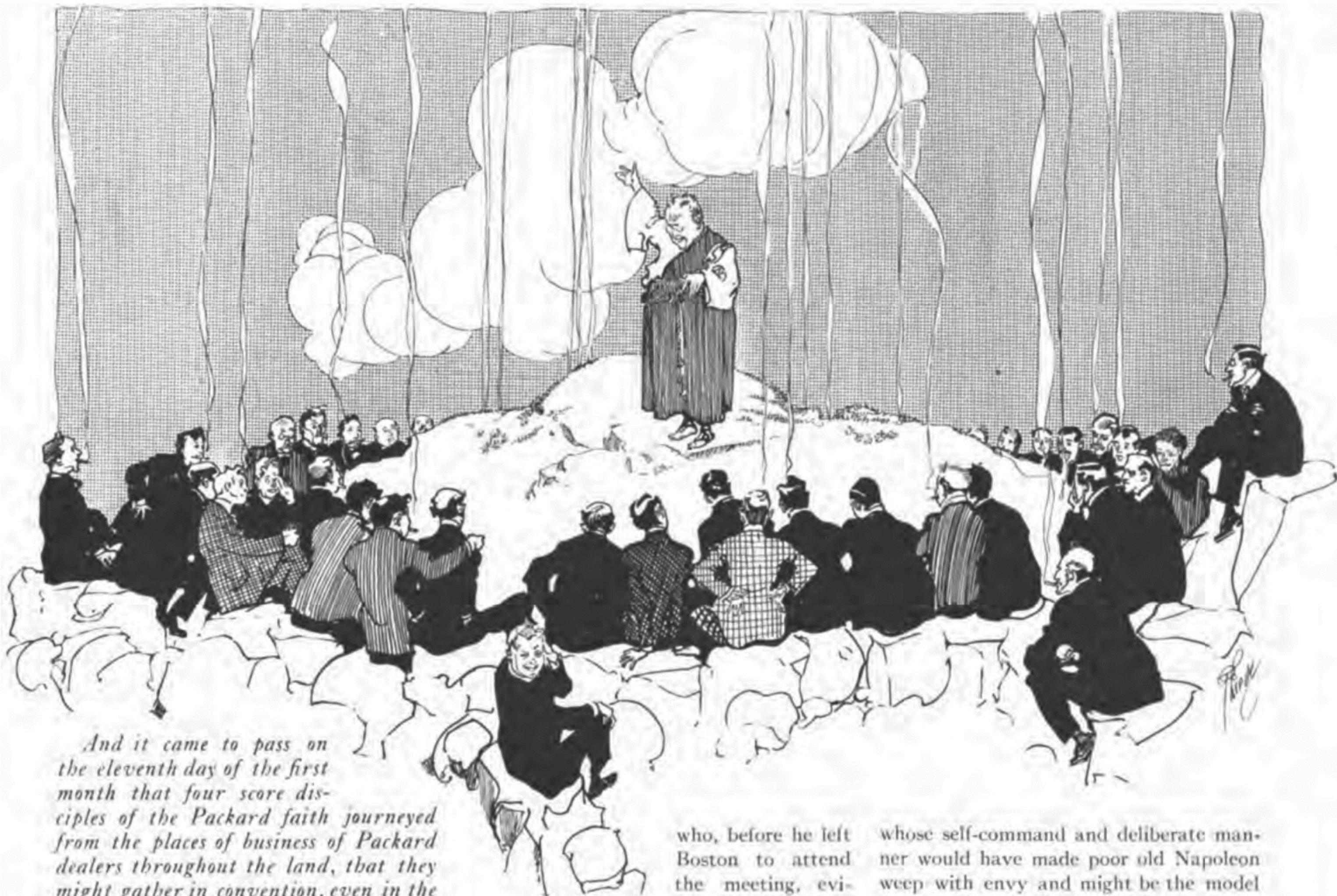
NEARLY four times as many Packard trucks were sold in 1910 as in 1909—and fifty per cent of them went to previous purchasers.

ASK THE MAN WHO OWNS ONE



The Packards

A Goodly Meeting of the Elect



And it came to pass on the eleventh day of the first month that four score disciples of the Packard faith journeyed from the places of business of Packard dealers throughout the land, that they might gather in convention, even in the wonderful city of New York, and with them were gathered the elders in the faith, as they are called who direct the affairs of the Packard company itself. And the meeting was in answer to the call the Apostle Chalfant, our dearly beloved sales manager, had sent out, and it was he who conducted the meeting in the way it should go.

HE proceedings were serious, but lively, and the convention lagged not in interest from 9:30 in the morning until 5:30 in the evening. Altogether there were about one hundred present and the addresses and discussions proved so absorbing that the entire program was not quite completed.

The only interruptions were an hour for lunch at noon and the frequent receipt of telegrams by Freddie Graves,

who, before he left Boston to attend the meeting, evidently had read that passage from Shakespeare, or was it Disraeli, to the effect that "circumstances are the creatures of men."

The morning session was devoted to addresses by executives from the factory and representatives of some of our dealers. The stuff which was handed out by the speakers, or more properly, the readers, was good enough to provide a post graduate course for captains of industry, but stage fright was general. You see, we are not a speech-making bunch, having worked too hard at the business of building and selling automobiles to have learned the fine points of rostrum etiquette or to have become hardened to the disquieting effect of row upon row of confronting faces.

With the exception of Ramsey, who delivered himself of his address with great aplomb, and Vice-President Waldon,

whose self-command and deliberate manner would have made poor old Napoleon weep with envy and might be the model for young and inexperienced United States senators to copy, the speakers were very modest and retiring, evidently being afraid that someone from the back of the room was going to throw a brick.

No convention report being complete without a few old classics from provincial journalism, we will say that the Apostle Chalfant called the meeting to order with a few well-chosen remarks. Then he read a telegram from General Manager Macauley, who had been scheduled to address the meeting on the topic of Sales Efficiency, but who was unable to leave the work at the factory at the last moment and was thereby compelled to send his regrets and best regards by wire.

S. D. Waldon, who joined the Packard forces in 1902, as sales manager and who is now





THE PACKARD EXHIBIT OF TRUCKS AND MUNICIPAL SERVICE CARS AT THE TRUCK OR SECOND PART OF THE ELEVENTH NATIONAL AUTOMOBILE SHOW IN MADISON SQUARE GARDEN, JANUARY 7 TO 21. OUR CAR EXHIBIT FORMS THE SUBJECT OF THE FRONT COVER PICTURE



our vice-president, probably knows the ins and outs of Packard history and the real purpose behind all Packard plans as well as any one man can comprehend such a big subject.

His address on the building-up of the Packard as a manufacturing institution was a revelation to old and new members of the faith alike. It is printed elsewhere in this paper.

H. M. Jones, sales manager of the Chicago Motor Car Company, under the heading of Sales Direction, discussed intelligently and comprehensively the various features of organizing and maintaining an effective sales department. He didn't waste words on oratory, but got right down to business on some of the vital features of his trade. Some of the dealers went after him in a lively manner, but he backed up his goods with proper repartee and careful explanation of his meaning.

By this time Chalfant had begun to like his job of chairman and his subjects were beginning to fear his introductory compliments. However, "Doc" Hills, our assistant sales manager, refused to

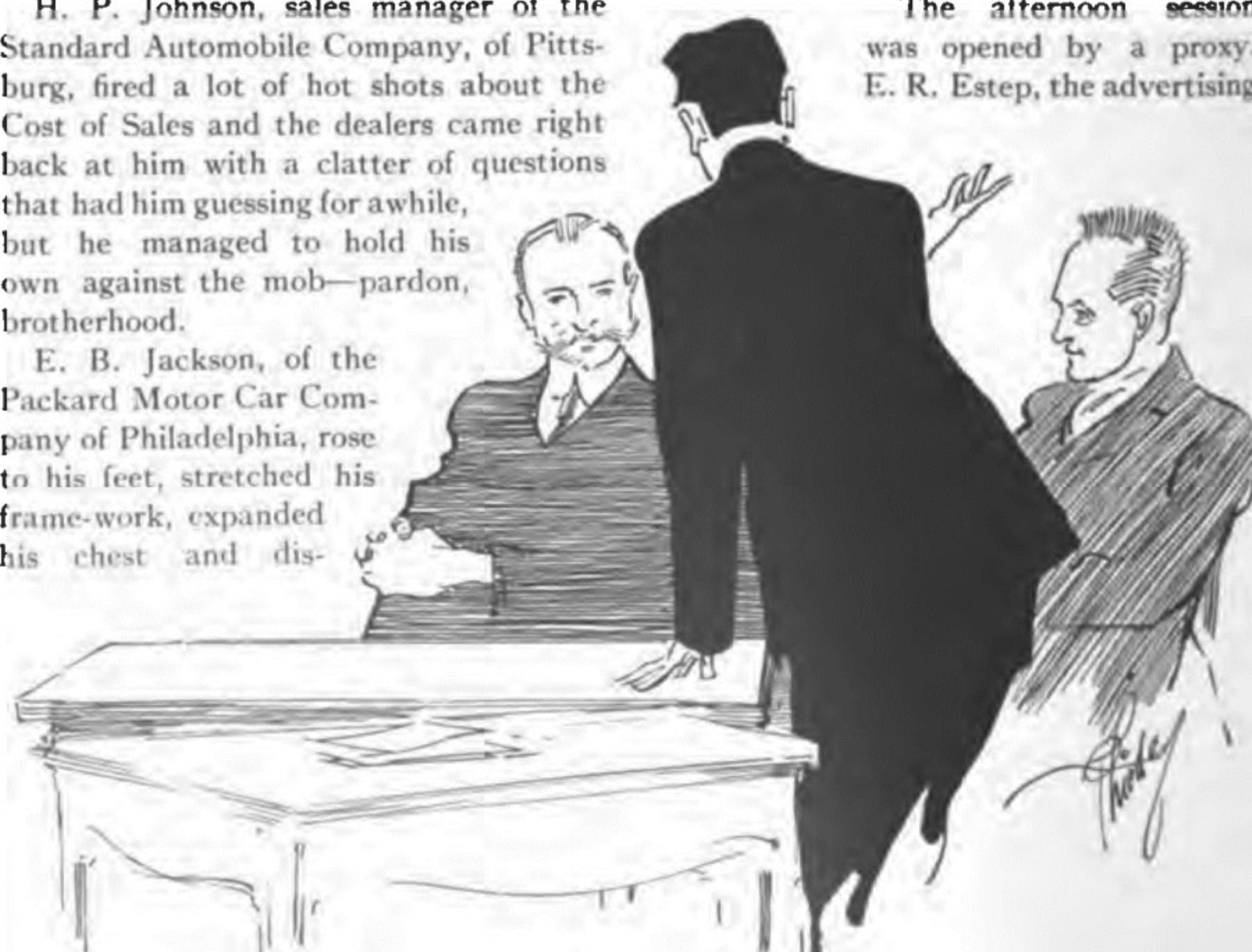
be feasted and read every word of his address on Special Construction and Equipment. Doc did a good job in showing the dealers the whys and wherefores of the things we can and cannot do consistently, in supplying special equipment, and added materially to the general confidence that our rules and regulations all have back of them just and carefully considered reasons.

H. P. Johnson, sales manager of the Standard Automobile Company, of Pittsburgh, fired a lot of hot shots about the Cost of Sales and the dealers came right back at him with a clatter of questions that had him guessing for awhile, but he managed to hold his own against the mob—pardon, brotherhood.

E. B. Jackson, of the Packard Motor Car Company of Philadelphia, rose to his feet, stretched his frame-work, expanded his chest and dis-

coured like the finest Episcopal clergyman you ever saw, except that Episcopal clergymen do not discourse on the Development of Outlying Territory, this being left to Jackson, whose hobby it is and who knows a lot about it on account of successful experience. The discussion following Mr. Jackson's remarks branched out into many live topics not on the program, but all of which were of common interest.

The afternoon session was opened by a proxy, E. R. Estep, the advertising



DE LA FONTAINE TELLS KENNEDY AND HALSEY JUST WHY THEY SHOULD BUY A PACKARD



THE CHAIRMAN MADE A PRINCELY PICTURE STANDING BEFORE THE BEAUTIFUL WORK OF ART WHICH DECORATED THE SPEAKER'S END OF THE CONVENTION ROOM

manager, not being able to be present left his address on Local Advertising in the kindly hands of Mr. Russell A. Field, who, on work days, dickers with the New York papers in behalf of the Packard Motor Car Company of New York. We are too darned modest to tell you how good this speech was or, maybe, we lack nerve. Anyway, it was followed by our old friend, L. W. Conkling, who was with us at the factory during the earlier days and is now general manager of Alvan T. Fuller's place in Boston. The Fuller bunch are strong on the sale of used



"WATER, WATER, EVERYWHERE, AND NOT A DROP TO DRINK"

Packards and so "Conk" was naturally the man to discuss this phase of the dealers' business. The practical doctrines expounded were interspersed with several witty sallies, including the confession that he had dictated his speech and had not seen it since. Inasmuch as L. W. was one of the original inventors of the "dictated but not read" rubber stamp, we believe him.

Ramsey, as becomes an auditor, had the very abstruse subject of Sales Accounting. It was not until he attacked this topic with his accustomed vigor that we realized there was so much real interest in mere figures. All through the morning and all through the afternoon, the speaker's table had been heavily laden with filled water bottles. As Ramsey confronted his audience, he casually glanced at the water bottles, still filled to their brims, and then his eyes took a faraway look that touched a human chord in the audience and it seemed as if the whole crowd joined in the silent refrain:

"Water, water, everywhere, and not a drop to drink."

Naturally, right now, the development of our truck business is one of the most interesting features of our entire organization and, consequently, the address C. R. Norton, assistant manager of our

Truck Department, on the Organizing of Local Truck Departments, was particularly fitting. There were no frills to Mr. Norton's speech, but he covered the situation broadly and gave both the older and newer dealers a lot of valuable pointers on practical organization for both sales making and for rendering service to truck owners.

Corbin himself had left his job at the New York store to explain what makes the wheels go around in Starting and Finishing a Truck Sale. He blushed like



EDWIN S. GEORGE, SAYS THAT JOHNSON, OF PITTSBURG IS A RARE STORY-TELLER

"Merry Boys Are We"



THIS year our annual dinner to Packard dealers attending the New York show was combined with a theatre party. The dinner was held at Murray's, in the Peacock room, at six o'clock Wednesday evening, or just after the convention of dealers at the Hotel Seville. Two colored singers had been engaged to entertain the trenchermen, but in order to give the program an amateur flavor, Nightingale Benjamin and Meadow Lark Gravens burst into song. Having their prerogatives butted into in this fashion was too much for the darkies and, for a moment, confusion was imminent.

The theatre party occupied an abundance of front row seats at the New Amsterdam theatre where Miss Lina Abarbanell and Ralph Herz and

their company ably assisted the Packard folks in entertaining the mere people who filled the rest of the house and fully impressing upon them the undoubted fact that "Every little movement has a meaning of its own."

Sweet Singer Gregory, of Scranton, was an especially great help to the show and the funny comedian picked up one of the carnations which had previously been offered as floral tributes to the ladies and, leaning over the footlights, presented it to Greg. as a slight token of esteem and regard.

a bride when he began his spiel, but as he progressed he gained confidence and finished with all brakes set and the gravel flying.

Several other dealers had been invited to speak, but as the meeting had extended well into the afternoon, this part of the program had to be concluded in order to allow time for holding the exemplary or "dummy" sales of Packard cars and trucks.

In the first one, W. L. De La Fontaine (Billy), Vice-President of the Chicago Motor Car Company, and F. C. Graves, of Fuller's establishment, had been delegated to sell O. L. Halsey, of St. Louis, and M. A. Kennedy, of the Ontario Motor Car Company, a Packard "Thirty" if they could. They finally made good, but it took both of them to convince the blandly astute Halsey that he ought to have a Packard.

Thrilling is the one word that describes the exemplary sale of a Packard truck, which concluded the convention.

Hartley Howard of the Standard Automobile Company, of Pittsburg, and A. E. Corbin, of the New York store, were the salesmen and C. E. Morton, of the Stand-



GINDER ABBOTT ENJOYED THE DISTINCTION OF BEING THE ONLY MEMBER OF THE THEATRE PARTY WHOM THE MADAME SHERRY PEOPLE HONORED BY ADDRESSING HIM OUT LOUD BY HIS REAL NAME. HUSH, MRS. GRUNDY; IT WAS THE LEADING MAN AND NOT ONE OF THE SONGSTRESSES WHO DID IT

ard Auto Company, of Detroit, and E. P. Moriarty, our Kansas City dealer, were the prospective customers.

Hartley Howard had spent about a week priming himself on answers to all possible questions that might be asked about a truck, and Corbin, in the light of his metropolitan experience, felt that bringing these two westerners to the convention was simply to be an oral demonstration that the east must be served.



CORBIN AND HOWARD SIGNED UP WITH THE COMMITTEE TO SELL MORIARTY AND MORTON A TRUCK IN THE EXEMPLARY TRUCK SALE. THE LARGE GENTLEMAN AT THE RIGHT IS MR. MORTON

Then they got theirs. Hartley could tell you exactly how many slats there are on the starboard side of every truck design in the catalog and exactly how much grease it takes per ton-mile to keep the commutator from developing a hot box, but nobody asked him.

Morton is big when he is silent, but when he ruffles up his hair and goes after you with questions that you never dreamed any man on earth ever thought of asking he is a genuine giant. His attack on the gentlemen from the effete east is best described by our childhood friend, Lew Carroll.

"Beware the Jabberwock, my son!
The jaws that bite, the claws that catch.
Beware the Jubjub bird, and shun
The frumious Bandersnatch!"
He took his vorpal sword in hand:
Long time the manxome foe he sought—
So rested he by the Tumtum tree,
And stood awhile in thought.
And as in uffish thought he stood,
The Jabberwock, with eyes of flame
Came whiffling through the tulgey wood
And babbled as it came!

Batteries and Gas Tanks

SHOULD you want to know how to keep a battery you are not using in good condition, write to Stowell, of the Technical Department. A recent letter to dealers gives full particulars.

Another letter tells where you can get your gas tanks recharged next year when you are making a European tour.

New Sales Bosses

J. A. P. KETCHUM, Packard dealer at Albany, Saratoga Springs and intervening and surrounding territory has a new sales manager, up-to-date in ideas and thoroughly equipped with experience. He is Mr. E. V. Stratton, and came from Philadelphia, where, for two

years, he has been manager of the Philadelphia branch of the Studebaker Automobile Company. We congratulate both Messrs. Ketchum and Stratton.

"Will you be good enough to announce in The Packard that we have appointed Mr. R. J. Gilmore as sales manager of this company?" writes Manager Jackson of the Packard Motor Car Company of Philadelphia. We sure will, and also wish him luck at the same time. Here's to Gil!

More Packard trucks were sold during January than in any other month in the history of our truck business.



Two of the Finest

One is the Washington Monument, at Richmond, acknowledged the finest equestrian statue in America and surpassed only in the world by the statue of Frederick the Great. The other is the 1911 Packard "Thirty", surpassed only by—

(The writer of this worked on it for three days; it was still unfinished when we had to go to press.—Editor.)

Packard Life Savers

DOWN in New Orleans there are three motor ambulances all built on Packard "Thirty" chassis. Acting House Surgeon L. W. Stafford, of the New Orleans Charity Hospital, told Mr. Chalfant that to his positive knowledge their Packard ambulance had saved three lives by getting the patients quickly to the hospital. These patients would have died on the way if the old horse ambulance had been used.

At the factory we have an ambulance of our own that almost invites people to get hurt, and which is a good type of the modern ambulance on Packard chassis. The inside is white enamel finish and three stretchers, finished in red leather, ensure the patient as comfortable a ride as possible. The stretchers are on rollers and slide in and out as desired.

There is also a seat for a physician or attendant, and a dome light, in addition to a physician's lantern.

Ambulances like this, or with bodies especially designed to meet individual hospital requirements, will be built on order, or Packard dealers may have Packard chassis equipped with special bodies by local carriage makers.

The County Commissioners of Allegheny County, Pennsylvania, have purchased from the Standard Automobile Company, of Pittsburg, a morgue ambulance. This is a special body on a "Thirty" chassis and stretchers and other parapher-

nalia are carried in a low compartment underneath the floor.

The ambulance answers calls day and night and is frequently used in mining accidents through country where the roads are conspicuous by their absence.



THE PACKARD AMBULANCE

Stray Show Memoirs



"H. M. JONES GOT RIGHT DOWN TO BUSINESS" * * * "E. B. JACKSON DISCOURSED LIKE AN EPISCOPAL CLERGYMAN"

ONE OF KNIGHT'S FRIENDS

HE was unmistakably French. There was a Parisian accent in his every movement. "This, Count," remarked his companion, as they stopped at the Packard space, "is the Packard, but you are evidently quite familiar with it."

"Packard? Mais oui Monsieur, but we do not call it ze Packard. In ze Francais we say ze 'Silencieuse.'"

OVER THE WIRES

AMONG the many telegrams sent to the show was one from Keena, of Seattle, regretting that he could not be with us "to listen to and appreciate everything said about our Packard."

UNABLE TO CHECK

IN auditing the Packard dinner bill from Murray's General Auditor Ramsey says he is unable to check and O. K. one item. This is a charge of forty cents for a quart of White Rock. Ramsey knows he didn't drink it and would like to know who in Murray's did. Unless somebody confesses we will assume it is an error.

STOWELL'S GUIDE TO NEW YORK

COWAN, Tollzien and Frede were quite anxious to improve each shining hour in New York and so on Sunday noon Cowan suggested they go take a look at the interior of the new Pennsylvania Railroad Station. Stowell, who was with the bunch and who, by the way, knows the time "the flyer" goes through Auburn, N. Y., told them they had better wait awhile as the station wasn't open on Sundays until 2 p. m. Sure enough, they found it open when they got there, just as Stowell said it would be.

DEVASTATING EPIDEMIC

SOMEBODY let loose a whole flock of gripe microbes at the show. The universal ante meridian greeting at Packard headquarters was "How is your gripe this morning. Next year 'gripe specific' will be supplied in tablet form.

SHE MEANT "ASTONISHED"

ONE of our dealers admired the Madame Sherry performance so much that he threw the carnation he was wearing on to the stage. This was a signal for the whole bunch to bombard the Every Little Movement ladies with their boutonnieres. "I'm surprised" said the lady who was then in the limelight, but Fuller, of Boston, insisted she meant "astonished."

COULDN'T GET AWAY WITH IT

DURING the Madame Sherry performance a lady sitting behind Joe Mandery asked her "gentleman friend" who all the men were and what was the occasion. They know everything in New York, so he said, "Oh! that's a convention of insurance men from California." Just then Elizabeth Murray finished her song and with a whoop of joy pointed to our bunch and yelled, "Oh, you Packard boys!"

ALL LIT UP

C. ARTHUR BENJAMIN saw the light at the New York show dinner. At least, when he rose to respond to a toast, he expressed himself as feeling like an Aurora Borealis.

Wanted—More Shop

THE Truck Division has come out with its semi-annual "plea" for more room. As a temporary relief, four departments have been moved from the truck shops into other quarters. Chassis test will occupy the old stock building, which was part of the original Packard factory and was to have been torn down. The truck paint, upholstery and sheet metal departments have been moved to the third floor of building No. 10, vacated a short time ago by the gear cutting department when it moved into the new No. 1 building.



Published at Detroit by the
Packard Motor Car Company
Ralph Estep, Editor
Number Fourteen—February
Fourth—Nineteen Eleven

Necessarily Mean

WE receive many letters from Packard owners descriptive of tours in this country and abroad. We wish we might print all of them, but we may not, for lack of space. There are so many things of interest in this busy little sphere of ours that we are forced to use the blue pencil with a none too gentle hand in order to squeeze in all the different subjects. So if any of you among our friends finds that your story has been manhandled in the sanctum, please just remember that we are without choice in "lifting" the best paragraph or two from your correspondence and making that suffice. And remember, also, that we greatly appreciate your courtesy and your co-operation, despite the seeming stinginess of our type setters.

Do It With Thy Might



AND it came to pass that when the Apostle Chalfant was but just returned from a long journey, even to the distant Garden of Madison Square, that he found the cellar full of ashes from the furnaces. And straightway he girded up his robes and putting on a pair of rubber shoes, he carried the ashes which littered the cellar out in bushel baskets, even out into the alley, which is against the ordinances of the fathers of the city. And being weary with well doing he rested from his labors and wrote this, his epistle, on the subject of "Whatsoever thy hand findeth to do, do it with thy might."

+ + +

Let every truck salesman among you be a demonstrator. Many a sale is made at seven a. m., just as the son who scattered into flight the trucks before him swiftly left and right, drives trade along

with him by zeal and strikes the prospect's turret with a shaft of light.

Showing a man just what a three-ton motor truck will do is a serious undertaking, because motor trucks are comparatively new vehicles and everybody has not yet taken them for granted. It may be that you, the salesman, are the one best man in the world to sling a reluctant ham into the yawning maw of a packer's wagon or help hoist a ton of pig iron to the after deck of a platform truck. Maybe you are the man to put enthusiasm into the job and see that the details of loading and unloading by time-wasting mishaps and mis-directed efforts do not undo the total efficiency of the job. Maybe there are unexpected difficulties or unknown conditions to meet and you are the man to meet them and render them as pliable tools bent to your purpose. Maybe there are traffic conditions to solve and you are the man to solve them. Maybe there are suggestions in hauling to make and you are the man to make them.

Surely there is experience to get, and you ought to get it. You, Mr. Salesman, cannot know too much about business, goods, hauling, traffic conditions, traffic requirements and the work your customers have to do.

We are selling business vehicles in a period of traffic reconstruction. We are pioneers. Our work is vital and constructive. Gloves must be peeled off so that the hands of the salesman may pitch right into the task of hauling goods just as his heart and brain are devoted to it with a willingness to learn and a determination to master.

How much do you know about hauling? How much do you know about the conditions under which all of the possible purchasers of trucks in your town move their freight? How much do you know about horse drawn traffic—its cost, its efficiency, its deficiencies? How much do you know about the different kinds of freight and the times, places and distances that govern their transportation? All these are things which are just as vitally important in your knowledge as a truck salesman as your knowledge of the truck and of the principles of salesmanship.

To paraphrase from old Alex Pope, "All your knowledge is your trade to know."

And your trade is not trucks—it is trucking.

I read this the other day in Everybody's Magazine:

Old Captain Wilkinson Jones, of Arkansas, paid his first visit in forty years to New York last fall. On his first morning he started for a stroll down Broadway. At Canal Street, one of the main cross-town arteries, he was halted by the streams of traffic which rolled by in four weaving streams. He contemplated the endless

processions of loaded trucks, vans, drays, carts, and wagons for some minutes. Then he approached Traffic Policeman Kelly, on duty at that corner.

"Suh," inquired Captain Jones with a courteous bow, "air you connected with the city government here, suh?"

"Well," said Kelly, "I'm a police officer, if that's what you mean."

"Yes, suh," said the Captain, "so I judged from yoah costume and deportement. And I would just like to say to you, suh, that you gentlemen have a fine city here, suh, a truly magnificent city. But tell me, suh—ain't you got powahfully behind with yoah haulin'?"

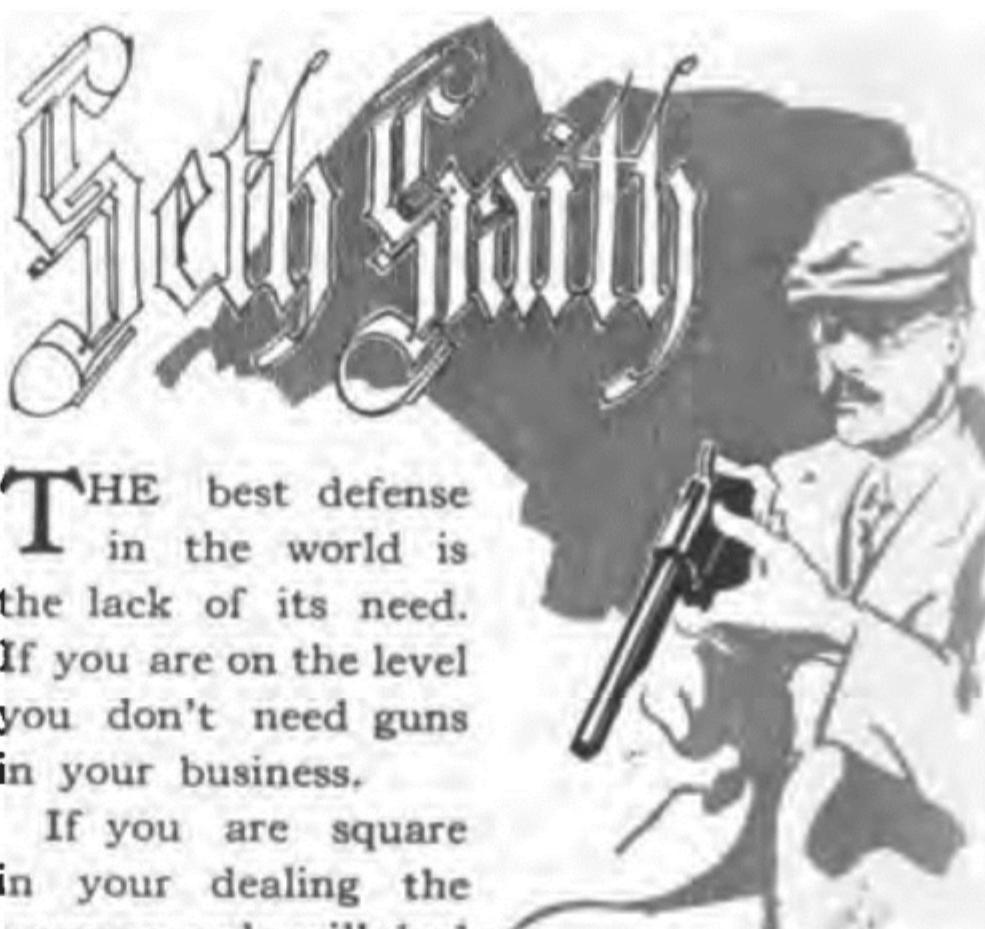
That city and every other city is behind in its hauling. Motor trucks are here to help it catch up. Truck salesmen have in their hands the reconstruction of traffic and it is a big contract. It is too big to be entrusted to kid glove methods. Salesmanship in this field is not for the Hall Room Boys. It is for men of meat, mind and mettle. It is for men who can work all day on a truck and all night if need be. Do it yourself and know it is done right. Do it yourself and learn its lesson. Do it yourself while opportunity calls.

The Home Defender

EVERY man should protect his home, but when an enterprising burglar burgles ten revolvers and scorns to take nine others, it looks like the defenses needed a defender.

This leads up to the fact that Allen (Seth) Loomis' home on Pallister Avenue was where the burglar got the gun. It came at a convenient time for Seth, because just when the Christmas bills came due he got a check from the insurance company for \$116.89.

This is what you might call the "cashing in" of the gun man.



THE best defense in the world is the lack of its need. If you are on the level you don't need guns in your business.

If you are square in your dealing the square people will deal squarely with you out of squareness, the equivocally square people will deal squarely with you out of respect and the openly dishonest people will deal squarely with you out of fear.

Don't shoot. Work. Work hard and work honestly. Work for permanent respect—the respect that is accorded the man who always gives a dollar's worth for every dollar and to whom every other man's dollar has the same worth.

Great defenses are a sign of weakness. Get on the job, stay on the job, be square and your own self and your own goods will defend you.



PHOTOGRAPH BY POPPEBAUM

Ode to the Power Plant

By Night

These shops are more than just a monument to industry and trade—
There is an epic song, unwritten, in the history they have made;
There is an idyl in the splendor of the golden flames of light
That mark the toil continual throughout the dark, prosaic night.

Winter Trucking

THE Sheffield Farms, (Slawson-Decker Company) have been using a Packard truck continuously for a year. The first part of December they thought would be a good time to have the truck overhauled, and figured on using the old reliable horses while the going was bad.

So the truck was taken to the New York store to be overhauled. They hadn't even had time to commence work on it before a call came from the Sheffield Farms to send the truck back, as it couldn't even be spared for a day. The snow had come and six of the "old reliables" had struggled for nine hours in an effort to deliver 150 cases of milk from West Fifty-seventh street to 164 Street. The truck hauls 100 cases over the same route, day in and day out, making the trip in $3\frac{1}{2}$ hours. The Slawson-Decker folks have now decided to let the truck do the work while the snow is on the ground and have it overhauled when the streets are sufficiently clear to let the horses do a little work.

Another winter truck story comes to hand from Corbin, but as he starts out by saying "the truck broke its own trail through a virgin blanket of snow," perhaps we had better just give the facts.

It seems Corbin wanted to pick a real hard one, so he started a truck for Glen Cove, Long Island, to get a load of leather belting from the Harvey Ladew Company. That "virgin blanket" was really the heaviest snow fall of the season and the roads were absolutely impassable for horse trucks.

The boys had to dig the truck out of a four-foot snow drift, so it took from 7:50 a. m. until 2:55 p. m. to get to Glen Cove, two hours being devoted to the winter sport of snow shovelling.

The next morning the truck left Glen Cove at 8 a. m. with a load of 6080 pounds. The return trip of 33.2 miles was made in 4 hours 35 minutes through more of the "virgin blanket" stuff.

It generally takes the railroad two days to make this delivery.

When Ramsey finds it advisable to put in an Accounting System for our new Sydney dealer, Ira L. Burk, just listen to the stories of Kangaroo hunting in the Australian bush. Mr. Burk's territory is New South Wales and the touring car shipped recently will be on the water between fifty and sixty days.

Brought in the Potatoes

EXPRESS service with a Packard truck is conducted between Philadelphia and Paulsboro, N. J., by Mr. C. C. Thompson, of the latter place. A farmer living on the route gave Mr. Thompson a contract to haul a load of potatoes to the Philadelphia market, about 15 miles.

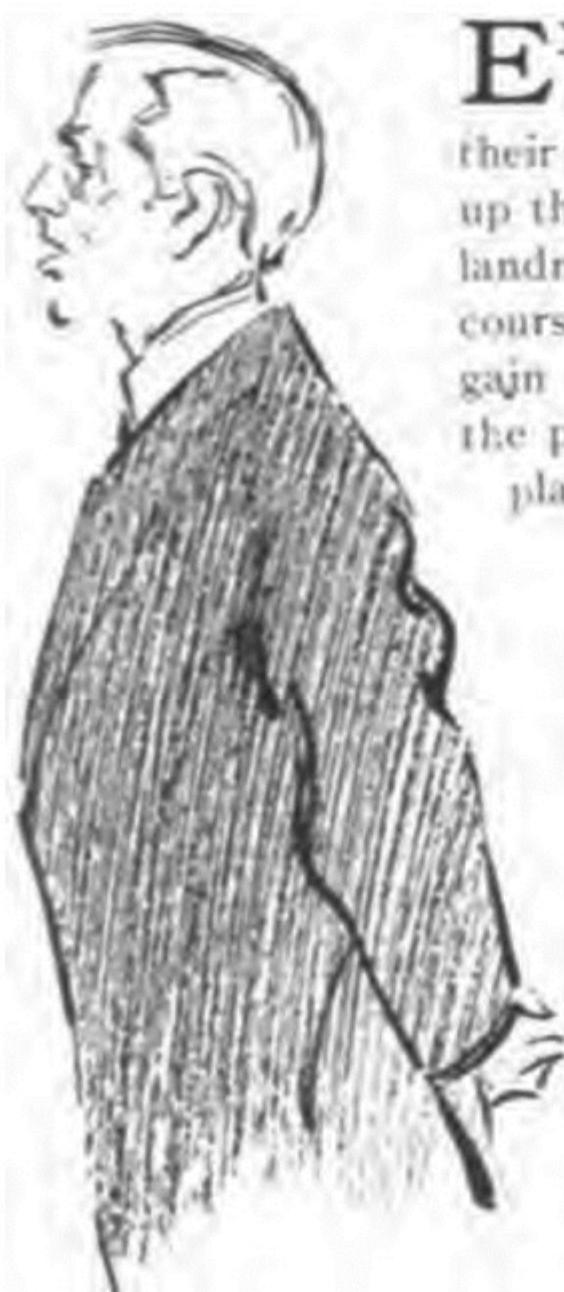
An hour before the truck started, however, he sent a team to town with another load, as he was somewhat skeptical of the truck's ability to get through the snow drifts.

Mr. Farmer left on the train shortly after the truck started, reached the Philadelphia market in due season and proceeded to wait for "that danged truck."

He waited quite a while before he found out from the Commission house that the truck had beat him to it, and his potatoes had been delivered and sold before he got there. A telephone message from the driver of his team saying he couldn't get in on account of the heavy snow confirmed the agriculturist's newly-borne opinion that Packard trucks are reforming produce hauling.

How We Made Good

A Monograph on the Up-Building of the Packard, by Sidney D. Waldon, Vice-President of the Packard Motor Car Company. This Interesting Exposition of the Salient Characteristics of our Business was Presented Before a Convention of Packard Dealers held in New York, January Eleventh.



EXPERT woodsmen will sometimes go back over their trails in order to check up the direction and set new landmarks for their future course. Likewise, we may gain a better knowledge of the present work and future plans of the Packard company if we go back over some of the steps and lessons that have brought us to where we are.

Back of the Packard is a powerful optimism—belief in things, belief that things are good; belief that things can be made good; belief in ourselves, and belief in our business.

In the very beginning we felt that we were in a good business with a good future ahead of it. We believed that we were competent; we believed in one another; we believed in the car we built, and we believed in our ability to perpetuate the goodness of that car and our belief in it.

The possession of enough imagination to see things that did not exist played a strong part in the up-building of the Packard. At the time the present organization went into the automobile business it was a game. Motor cars were not commonly made as the products of a permanent business, but to sell in response to a sort of fad. The business was not taken seriously as it is today and as it will be still more seriously recognized in time. However, we saw in the business something that was to be a lasting feature of the world's commerce. We saw in it the greatest step ever made in individual transportation, for both pleasure and commerce. We saw the handwriting on the wall and the signs of permanency as well as progress in the evidences of a new era in traffic.

We recognized the possible permanency of auxiliary means of travel and the possible practicability of still more novel means of transportation, such as flying machines. But, in consideration of all of these other existing facts and possibilities, we saw the unending necessity of travel on the ground and the great part individual movement occupies in the sum total of transportation. Briefly, I think we may be credited with having

seen the future of the automobile business.

We saw that a type of car had to be selected and designed, that it had to be tried out, that it had to be made practical and as nearly perfect as our experience, ingenuity, facilities and skill could make it. We saw that this car had to be backed by definite, firm and fair business plans and methods. We saw that our automobile business, like any other permanently successful business, had to be based on the one very simple and logical foundation of a square deal for everybody, everywhere.

Along with the other things which we were very early forced to study and arrange in the building up of a new kind of organization in a new kind of business, was a new kind of automobile dealer and a new kind of retail service to customers. We found a sort of selling condition in existence which did not entirely fit in with our plans and we made it our business to let our organizing comprehend our dealers as well as our factory. Both in the retail end and in the factory end, we planned an organization to take care of not merely any one end of our manufacture, sales and service, but, to the best of our ability, all ends consistently. If, on account of the newness of the business, the right man did not exist, we waited for him or made him. We have made a whole lot of Packard men in our time and we are still making them, on exactly the same principles that were laid down at the beginning of our present organization.



O P T I M I S M

As an example of how even our very earliest manufacture foresaw our future welfare obtained by the future satisfaction of our owners, is the seemingly small, but really important matter of design that employs removable bushings. As far back as 1904, we laid down the principle that we would have nothing which would wear the skeleton, so to speak, of the car. The main structure should have no wearing parts, but should carry the parts that are subjected to

legitimate wear and these parts should be easily and economically replaceable. This sounds like merely a mechanical detail. As a matter of fact, it would not be possible for dealers all over the country to guarantee six or twelve months ahead the approximate value of a used Packard car unless they knew that a used Packard is a negotiable asset which can be placed in a readily marketable condition by minor replacements made possible by the design we established.

The second element in Packard growth has been co-operation, absolute and complete. No one man built the Packard factory, no one man designed the Packard car, no one man made the Packard organization and no one man laid down the Packard plans or selected the Packard dealers. Every man in the organization has had something to do with the planning of the buildings, the car, the sales, the service and the general policies. Each man has helped to share the burdens of the others and each man has fought shoulder to shoulder with the rest.

The third factor in our progress has been the almost limitless capacity for work of the men who have made up our organization, and this is not limited to the men at the factory, but applies equally to the men in our dealer's establishments. No one knows, who has not been through the early periods of the business, what has been necessary to do in so short a space of time. Our factory has performed work which ordinarily would be considered impossible. Our dealers have done things which it was said could not be done, and neither ourselves nor our dealers have tired. Every old problem conquered has simply led us to some new problem and every bit of work previously done has simply been the foundation of even greater efforts. All previous goals upon which our eyes have been cast have simply become range lights, whereby we steer our course toward more magnificent possibilities.

Paradoxically, the success of these features in our business has been made possible by and has made possible the car we build. Without optimism, imagination, co-operation and hard work, the Packard car would have been impossible. Without the Packard car, our present organization, plant, dealers' establishments, service and all other elements of our business would have been impossible. Each factor of the Packard business is

a necessary complement of every other factor and this relationship has brought about the present position of the Packard.

Now, in addition to all of this, there is another feature which has been as potent as all of the rest put together, because it has comprehended all of the rest and has been, not our fetish, but our strength. It is concentration. We stick to our business and to the type of car we believe is the right type for us to build. We are not easily led into mechanical changes and we do not try to build all of the different kinds of auto-



C O - O P E R A T I O N

mobiles there are in the world. We originally set out to build nothing but the highest type of car and upon this purpose we have concentrated all of our subsequent effort. In 1899, 1900, 1901, 1902 and 1903 we concentrated upon a car with a powerful horizontal, one-cylinder engine under the seat, this being at the time the typical American type of car. We continued to build this car until we became convinced that it ought to be and would be permanently superseded by the vertical, multiple-cylinder type. Then we started to build four-cylinder cars and have been building them ever since.

Our optimism was strained at the beginning of our four-cylinder career. We imported all of the skilled foreign engineering talent which we could get hold of and we let that talent produce us a four-cylinder world-beater as it pleased, with the result that we bought back every one of the twenty-five that were sold and put them in the scrap pile. It was a severe lesson. Financially, the venture was a failure. Practically, it was the best thing that ever happened to us. From that time on we adhered strictly to the plan of supplementing original design, experiment and testing with thorough and exhaustive demonstration and proving-out by all of our departments. The sales department has to be satisfied with the goods it sells, just the same as the manufacturing and engineering departments have to be satisfied with the goods they make. And we all have to be satisfied we are right before we go ahead.

For the season of 1904, we tackled what we considered to be the general type of car that was right for the majority of all the different uses to which a motor car might be put. We did not

then and we do not now think that any one car can serve all purposes, but we believed then and we believe now that the type we selected more nearly meets universal requirements than any other one type. We did not build anything on theory. We used what we had tried and felt was all right and we used things in that 1904 car which are still standard and typical Packard construction, because we still feel that they are right. Among them please notice the following:

A three-speed, progressive type of transmission, combined with the final drive gears in a rigid rear axle unit.

A band clutch which was standard for six years, when it was replaced by the present dry plate clutch.

All of the brakes acting directly on the rear wheels.

Splash lubrication with a simple plunger pump supplying oil directly to the crank case.

Water-jacketed carburetor.

Carburetor auxiliary air valve adjusting lever on the dash.

Non-adjustable ball bearings.

Semi-elliptic rear springs and, since 1905, semi-elliptic springs all around.

And, last, but perhaps most important of all, removable bushings at the wearing points throughout the car.

For the season of 1904, our books show that we lost \$295,000 on 200 cars. This also strained our optimism, but it did not affect our imagination, our energy or our co-operative spirit and for the next season we built 500 cars, but we didn't lose \$295,000 on them. Our faith in the permanent success of merit had begun to be realized.

We increased our output annually and stuck so closely to the originally planned characteristics of our business and to the type of car we had set out to build, that some people even accused us of being too conservative, on account of the apparent lack of radical changes. Perhaps we were not given credit enough for our foresight and certainly not for the assiduity with which we have experimented, tried and tested, while exercising self-command in sticking to what we have until we absolutely know we have something better.

We have greatly developed our type of car. That you know. Our changes



H A R D W O R K

have been careful, cautious and beneficial. Every change is the result of a line of experimenting which keeps busy a department employing one hundred and fifty men. During the fiscal year just closed, our development and experimental department cost us over \$300,000. It is a complete factory in itself. We have



C O N C E N T R A T I O N

made all kinds of cars and devices in it. In connection with it we have tried all kinds of cars of other makes, both European and domestic. We study not only what we ourselves devise but what others devise.

Whenever we find anything that seems to be better than what we have been using, we try it out to the very best of our ability and if it is then proven to be an actual improvement, we adopt it, but not until then.

The development of our truck business is exactly the same. In 1904 we started to build trucks. We made and sold a few which were very good. Some of them are still running. One concern in New York has a half-dozen in operation now. However, they were not entirely satisfactory and our truck experience had not been sufficient. So we quit marketing, but went on experimenting. We built and tested truck after truck and device after device. We hauled our own goods with experimental trucks and we drove trucks all over the country to give them every kind of work.

Finally, in 1908, we placed the Packard three-ton truck on the market. Then we found that the seven years which we had been at work on trucks of one kind or other had not entirely told the story. We found that we were up against conditions of service and of driving which had not been covered by even our most rigorous tests. So we renewed our efforts to make our practice comprehend all phases of truck use and continued the development of the kind of truck we had adopted as right. We have improved that truck ever since we started to make it and we are still improving it, just in the same careful, cautious and beneficial way in which we have improved our cars.

It costs money to develop, and it costs money to improve. The public pays the bill. The more radical the changes in manufacture, the greater the burden upon both the manufacturer and the purchaser. While we realize that the public will pay for what it demands in the way of changing styles, we also have been constantly at work trying to make this burden as light upon the public and ourselves as possible and it has always been our policy to spread the cost of this development over as great a number of years and upon as great a number of purchasers as possible.



TRUCKS LIKE THIS WILL MOVE YOU A HUNDRED MILES IN ONE DAY

As I said, we lost money on the 1904 cars. We also have lost money on our truck development. However, the purchasers of the 1904 cars did not pay for all that development cost and the purchasers of the first few trucks have not paid for all that development cost. We established prices which we thought were right, according to the worth of the goods, and we get our money back gradually as the cost of development is absorbed by the sale of vehicles on a gradually more profitable basis each successive year, until the production assumes more or less the aspect of standardization in manufacture and sale.

When we try out something with a view to possible improvement in construction, we are not improving merely for the sake of the coming model. We are improving for the sake of all future models, as far ahead as we can see. Take, for example, the one item of springs. In 1908, we designed a rear spring of a width and length which we thought would make it practically standard for a period of at least five years. The expectation has been realized; the same spring continued standard throughout 1909, 1910 and 1911 and it will go into the 1912 cars also. So far as we know now, it will remain standard away beyond 1912. The cost of developing that spring is being distributed over the cost of thousands upon thousands of cars and the benefit of its standardization is also felt in the maintenance of stock and consequently our ability to render service to owners.

If we had at first taken the wrong type and had changed every year from one type to another, the cost of development would have been upon the cars of each year and we would have tied a millstone around our necks that would ultimately have drowned us, either by direct loss or the inability to supply

goods to the buyer at a proper price. Cars will change and cars will improve. There will be no radical changes. As Patrick Henry says: "I have but one lamp by which my feet are guided and that is the lamp of experience. I know of no way of judging the future, but by the past."

The plan we have followed of developing a type will continue to be followed. As the requirements of the market increase, as it is possible to provide additional comfort and convenience, as we learn to make things better, the car will improve accordingly, just as it has improved. I feel safe in saying that there will be no abandonment of our purpose, no changes merely for the sake of change and no readjustment of plans, methods or car. We have built carefully and we will continue carefully. We are building for permanency in this business and our tools are optimism, imagination, co-operation, hard work and concentration.

AN incident related by Frank Monroe, who installed both of our big Cooper engines, proves that boys will be boys and that vice-presidents were not always V. P.'s.

Monroe has been with the Cooper people at Mount Vernon, Ohio, ever since the time the Erie Canal mules sniffed contemptuously at the idea of being replaced by a fool steam engine and remembers well the fateful morning when John Cooper put Sid Waldon to work tending the tool crib at 50 cents a day. Kid Whiteside, a relative of the "old man" helped the embryo vice-president hold down the job. In those days factory buildings were not "monolithic structures of cement and steel" and the Cooper tool crib was a separate building facing the switch.

The factory watchman, whose duty it was to keep an eye on the buildings, seems, according to Monroe, to have "got in bad" with the guardians of the tool crib. So one day, after having exhausted the entertainment provided in "The Life and Works of Jesse James," and requisitions for tools being light, "Satan found some mischief for idle hands."

The boys thought they heard their enemy, the watchman, down the track on which five or six freight cars were standing. Directly opposite

Consistent Work

THE truck of the Pioneer Warehouse Company, of New York, has done remarkably consistent work since its installation. Between April 4 and July 13 the odometer showed 6,386 miles, made in daily runs of from forty to one hundred and sixty miles.

A rough average shows about eighty miles per working day. The trips are all to suburban and out-of-town points and have necessarily been hard on tires. The following record of ten days' work gives an idea of the regularity of the service:

Date	Destination	Odometer	Mileage
April 4	Delivered.....	17	
5	Locust Valley, N. Y.	81	64
6	Locust Valley, N. Y.	149	68
7	Locust Valley, N. Y.	217	68
8	Plainfield, N. J.	281	64
9	Butler, N. J.	349	68
11	Spring Valley.....	436	87
12	Spring Valley.....	506	70
13	Spring Valley.....	570	64
14	Short Hills.....	722	88

H. P. Johnson, of the Standard Auto Company, Pittsburg, was in Uniontown the other day. There are sixty-three Packards owned in Uniontown, and every one was in daily use—not a single car laid up even for adjustments.

New Catalogs

ALL dealers have been supplied with new truck catalogs of two kinds. One is a general descriptive catalog for widespread circulation. The other is a 96-page book illustrating by both photographic pictures and mechanical drawings a wide range of body designs and giving complete specifications, options, etc., of each design. This book is for limited circulation by the dealers among those who are buying trucks and wish to have the detail information it contains.

Two's Company

When you take a crowd driving in a Packard coupe, you and the girl occupy the regular seats, while the "crowd" reposes on a drop seat which folds under the extension over the dashboard when not in use.

The Follies of 1884

the crib was a sealed car, so, in muffled tones of agony (for the watchman's benefit), young Sid commenced to yell:

"Lemme out—Please, somebody lemme out—Help—Help—I've been locked in here for days without a bite to eat—Oh! lemme out—please!"

It worked all right, but instead of being the watchman, the man down the track was old John Cooper himself.

Naturally Mr. Cooper didn't wish to be responsible for breaking the seals on a freight car and so, being a kindly man, he hurried down town and hunted up the Marshal, Roy Coughlin, to whom he told the harrowing story of a man confined for five days in a freight car without food or water.

Quickly a crowd of willing rescuers was collected and Mr. Cooper led the bunch to the freight car prison. In the name of the United States and humanity, the Marshal broke the seals, opened the car and after a thorough search among the contents asked in the nice way marshals have of asking:

"What the — kind of a game is this anyway?"

In the meantime, Sid and "Kid", not being interested in the investigation had, in modern phraseology, "beat it."

System in Truck Service



MOST people know that in addition to the Cubs, some fine lake front floor plans and a river that flows backward, Chicago boasts one of the largest and finest department stores in the world. Without attempting any description of

Marshall Field's, we might remark that fourteen Packard three-ton trucks and a squad of light delivery wagons on Packard "Thirty" chassis are used by the company for daily deliveries of merchandise.

In order to keep this stock of trucks and wagons happy and contented, Marshall Field & Company have equipped an exclusive motor truck garage so they can all be together and have proper care and attention.

The garage is one large room with no posts to interfere with handling the trucks. There is a basement at one end with driver's lockers, laboratories, etc. Here also is the boiler room, the building being steam heated.

Water for washing the trucks is carried around both sides of the garage. The proper temperature is obtained by first mixing the hot and cold water in a large tank. The floor of the garage is spaced off with lines, to indicate where each truck must be left after its day's run. They are washed right where they stand, the entire floor of the garage being so laid that it forms one big washing table.

A supply of small parts is kept in a stock room on a balcony near the superintendent's office. Two 25-gallon chemical fire extinguishers and two box carts of soap stone, serve as a protection against fire.

The superintendent is Roy Shuert, who got his truck education at the Packard factory. He has two mechanics on day work, and one on the night shift. Another man comes on at 10 a. m. and stays till the trucks are all in from the day's run. The night man has a helper who, when he gets familiar with the trucks, is put on day work and taught to drive. Two washers are able to take care of all the trucks and cars housed in the garage. They work all night and have the trucks ready for the drivers in the morning.

Each truck is round-housed once a month. This is made possible by having an extra truck on hand, so that the regular service is not interfered with. The round-housing consists of as thorough an examination of the truck as is possible without tearing it down, and the making of any necessary adjustments or replacements to the working parts of the chassis and motor. In addition to the above

work, each truck receives a complete overhauling every six months.

The condition of his truck is reported by the driver on a daily report card, when he comes in from each day's run. No matter how slight the trouble, he makes a note of it. The cards are turned over to the head mechanic, who goes over them and makes a report to the superintendent. From this report, and a personal inspection of any truck that has had trouble, the superintendent can give instructions to the night mechanic as to what work should be done on this or that truck to get it in proper shape for the next day's service.

The night mechanic enters on the cards the time spent in doing the necessary work and the materials used. Both time and material are charged against the truck.

The matter of lubrication of the trucks is definitely divided between the drivers and the night mechanic. All hand oiling, done with the oil can, is up to the drivers. The night mechanic or his helper fill the

record, and is the basis for a sort of merit system. The driver who takes the best care of his truck, and has the smallest amount of supplies, material and labor charged to it, is in line for any favor the company can show him, such, for instance, as being given the next new truck, or an advancement. The system serves to create a rivalry among the men to make good.

Marshall Field & Company have provided Mr. Shuert with a Hupmobile, to enable him to quickly take care of a truck that gets in trouble on the road, or to go over the truck routes for any other purpose.

Six of the 3-ton trucks are used at the present time for hauling freight between the depots, warehouse and wholesale house. Three are used for furniture delivery, with one held in reserve to help out the three in case the loads are extra heavy or an extra long run has to be made. The remainder of the 3-ton trucks are used for carrying trunks, filled with parcels, from the retail store to the various



WHERE MARSHALL FIELD & COMPANY HOUSE THEIR PACKARD TRUCKS

oil tanks, grease cups, see that the gear housings, universal joints, etc., have the proper amount of oil or grease in them, and also fill the gasoline tanks.

The exact amount of each lubricant is noted on the truck's daily report card and charged to the truck. Each truck is also charged with its proportion of overhead cost, depreciation, and the driver's wages. Thus Marshall Field & Company know exactly what each individual truck is costing them. They know also what service they are getting from each truck, for a record is kept of mileage, time, stops, etc.

The truck's record is also the driver's

distributing stations, and returning them when emptied.

The light delivery wagons are used for special urgent delivery of any class and for light delivery in the suburbs.

Five Cents a Mile

The Standard Auto Company, of Pittsburgh, tell us that Mr. Clarence Burleigh, one of the prominent attorneys of that city, has kept an accurate account of every cent of expense incurred in the use of his 1910 Packard "Thirty." This car has been in use one year with a limousine body attached continually. It has done considerable touring, and has covered, in all, 6,374 miles. His total expense, outside of the chauffeur, including tires, oil, gasoline and all repairs, amounted for one year, to \$332.74. The Standard Auto Company now has Mr. Burleigh's option for a 1912 Packard car.

Belle Isle's Finest

Skaters and Visitors to the Aquarium, Casino and Greenhouses May Now Ride Over the Bridge in Luxurious Pay-as-You-Enter Packards



INTERIOR OF A DETROIT PACKARD PARK 'BUS

DE care not who feeds the people at the Casino so long as Packards carry them there. May be two bridges to the Island would be better than one, but certainly one bridge with two Packards will help out the transportation problem. The first of the two Packard 'busses ordered by Park Commissioner M. P. Hurlbut for service on Belle Isle was delivered the middle of last month.

The design of the body was furnished by the commissioner himself. He has given the subject of transportation to and from the Island a great deal of study, and as a result, some unique fea-

tures are embodied in the car. It looks somewhat like a pay-as-you-enter street car, with its rounding glass front and glass windows in the rear. The sides are built up solid from the floor to the height of the seats. Roll curtains entirely enclose the space between the side panels and the roof. The center curtain on each side has a large celluloid light.

The rattan seats are arranged much the same as in the larger D. U. R. cars, with a center aisle leading to both the front and rear side doors, both of which are on the right side of the car. Commissioner Hurlbut expects to dispense with the doors in the summer, but during the winter they add to the comfort of the passengers who go to the island lakes to skate or visit the aquarium or horticultural building.

Until the summer season opens, the cars will be run on about an eight-minute schedule between Jefferson Avenue and the aquarium.

Crowding the Gee Gees

NO longer will the proud truck horse have undisputed rights on New York City docks. The insurance underwriters have decided to allow Packard trucks to relieve the freight congestion on the piers.

Heretofore, gasoline trucks have been barred from New York docks unless the occupants paid an extra premium. Now that this is done away with, we presume the steamship companies will withdraw the embargo and admit Packard trucks to their piers and, of course, other gasoline trucks too.



ONE OF THE PAY-AS-YOU-ENTER PACKARDS WHICH THE DETROIT PARK COMMISSION HAS INSTALLED TO CARRY "THE FOLKS" ACROSS THE BELLE ISLE BRIDGE



Choquant!

After studying the latest styles in the clothing advertisements, it is a distinct shock to welcome "Buddie" Hughes back from our Paris office, in clothes direct from the Bon Marché. Hughes says this suit is the chic-est thing he could find in the French capital.

"Praise from Sir Hubert"

ONE of John Wanamaker's recent advertisements in the New York World contained the following rather interesting reference to the enduring value of a certain automobile:

As last year's Packard automobile or a two-year-old Brewster wagon will fetch twice as much as an unknown highly advertised, new Duluth automobile, or a new Utica wagon,

So It Is With Pianos

A Used CHICKERING
KNABE
SCHOMACKER
EMERSON

That goes out of our warerooms is often worth double the price asked for a new untried, unknown, high sounding, skillfully advertised piano.

Thanks, gentlemen, and the same to you. Let public appreciation of our goods be founded on the solid rock.

W. D. Wooley, head of the Miles Auto Company's repair department, thinks we should leave tools out of 1912 specifications. He says he has more trouble remedying mistaken adjustments than all other work put together.

A New Star

Bright and Shiny Nimbus all Ready for Record Maker Anderson H. Walters, a Neighbor of Our Own J. M. Murdock, at Johnstown, Pa.

PEOPLE who break records in the Alleghenies get a laurel wreath—they grow there and you pick 'em yourself.

From Atlantic City to Johnstown, Pa., in 11 hours, 10 minutes, actual running time, is the record of Mr. Walters. (J. M. M. and S. D. W., please feel if your scalp locks are in place.)

With "Silent Jimmy," his trusty chauffeur, at the wheel of his phaeton, Amateur Record Breaker Walters set out from Atlantic City at 6 a. m. on a Sunday morning. This is the first record—getting up at this hour at Atlantic City on Sunday.

At seven-thirty the Philadelphia ferry boat received the travelers on her freshly holystoned deck. Does the book say sixty miles?

At City Line an Italian car filled with a family party—goggles, dusters, etc., a la Philadelphia—is met up with. It impertinently turns in ahead and James says: "See the dago!" The Italian schooner sets a right merry pace, but "ours" creeps up and a slight raise in the road gives the opportunity. It is quickly over.

At Green Tree a dod-gasted speedo-

meter shaft quit a-shafting and twenty minutes were lost in retiring it to the tonneau, there to ponder over the difference between promise and performance.

Troop trains, bearing the National Guard to Gettysburg held the party at a bridge for thirty-five minutes so the clock stood at 12:30 when the phaeton pulled up at the Colonial, in York. New Oxford was greeted with a blow-out, first and only tire trouble of the day.

Gettysburg hove in sight at 3:20 and one of the Packard trucks, being part of the equipment of a Pittsburg regiment of the N. G. P. insolently showed its contempt for its more aristocratic sister by blocking the road for ten minutes. "I'll leave you by," said the trucker, as soon as he saw the phaeton and the crowded streets of the historic town gave the right of way. Time, 3:33. On South Mountain, four very accommodating motor cars were passed, James using the famous "second" at opportune

times. Chambersburg times: "a", 4:30; "d", 4:50. The Sunday closing law in Pennsylvania requires some time—for its observance.

It was exactly 6 o'clock when "George" and the Johnsons, father and son, said "howdy" to the travellers at McConnellsburg. Gas, oil and gossip held them in the re-discovered village until 6:40. No hesitation at Bedford, but "sharp right" into the Hollidaysburg Pike. Ten minutes at a farmhouse for a pint of water for "her," the first she had on the trip. Toward the northwest, the lightning played around the summit of an Allegheny mountain and a farmer vowed that no money would take him 'cross on such a night. But the voyagers had "confidence" by this time and Pleasantville never awakened as they crept through.

Then it commenced to rain—but what's the use of bothering with chains when you're near home? At 10 o'clock the lights of Babcock's Mills on the State Road hove in sight and thirty minutes later Mr. Walters was home hanging up his newly won laurel wreath over the mantelpiece.



An After-Inventory Bargain

NOW'S your chance to get a rare bargain in scrap—seven kinds of steel, two of bronze and some excellent aluminum cuttings; all sizes and shapes. Like all good business houses we took inventory, after Christmas, of manufacturing stock. From one department we find listed "15,000 pieces of scrap to be used wherever and whenever possible."

The actual work of counting the stuff extended from December 24 to January 3, inclusive, and took in all the material in the Service, Truck

and Foundry Divisions, as well as the Main Factory. For the first four days, in addition to the large force of clerks in Mr. Allen's department, there were engaged upon the work of taking stock, an average of over five hundred men each day. After the counting came the checking, pricing, tabulation, et cetera.

The inventory was taken under the direction of the Coats & Burchard Company, of Chicago, which makes a specialty of work of this kind. B. W. Lemley and L. C. Hilton were in charge,

with A. E. Williams, J. M. Atwater, F. C. Munn, J. C. Hettrick, E. C. Koch and M. S. Thulin working on the job in co-operation with Auditor Ramsey's own staff of willing workers.

There were 105,806 separate and distinct lots of material to count or weigh, and these lots varied from one to a thousand pieces, and varied in class from a $\frac{3}{16}$ -inch bolt to a completed motor. Each complete assembly, whether motor, bridge or clutch, had to be theoretically dissected, and each component unit entered as a part.



EARLE ANTHONY'S EXHIBIT OF PACKARD CARS AT THE LOS ANGELES SHOW

"Innocents Abroad"

How Continental Garage Men and Chauffeurs Seek to Put a Few Things Over on the Unsuspecting American Tourist.

DR. E. B. REW, of Buffalo, who is one of our star "tourers" writes from the Grand Hotel de la Cloche, Dijon, France, relative to the dark ways and devious methods of European garages and chauffeurs.

In Rome, Mr. Rew had offered to act as pilot to a party of Packard tourists from Providence. Shortly after starting, he missed the other car and, upon going back, found the owner working on the gasoline feed system. The trouble was located in the spray nozzle. After cleaning it, the two parties started out. They had only gone a little way when the Providence man again had troubles. This time, after cleaning the needle, Mr. Rew took the cap off the gasoline tank and found a granulation of small crystals had formed round the opening. It seems the Providence owner had "trimmed" a French car in the mountains the day before and at night the French chauffeur, to "get even," had put sugar in the Packard man's gasoline.

Another time, in a Florence garage, the supply man informed Mr. Rew that he had put 35 litres of gasoline in his tank, so the car would be ready for the road. Calling the proprietor Mr. Rew lifted up the seat and disclosed a small padlock on the gasoline tank.

At the Gambetta garage one night, Mr. Rew had his tank filled so as to be ready for an early start. The chauffeur of a German car which was standing next to the Packard, looked on and evidently didn't like the "foreign devil," for next day Mr. Rew had no more than

started when the engine gave unmistakable signs of needing gas. Upon looking into matters it was found the pet cock had been opened and the tank drained.

Mr. Rew has travelled over 45,000 miles with his 1908 car in Europe, with the sum total of a clutch leather and pump assembly as repairs. Now he has an "eleven" touring car which was shipped to him in Europe.



INSTALLING HAMMERS IN OUR NEW DROP FORGE PLANT

Our Anvil Chorus

Pretty Soon We'll Start Something out at the New Drop Forge Plant.

ORDNARILY, we don't believe in knocking, but when we do "get out the hammer," you may expect a big noise. Just at present the row of big steam hammers in the forge shop are waiting patiently to be connected with the steam pipes in the tunnel. Meanwhile, the battery of smaller hammers is on the job. Eight of these are known as "board" hammers, while the others are steam-operated. The board hammers, which run by belt from a shaft, were the first to be put into service. The electric motor which furnishes power for them was connected on January 17 with the wires from the Packard power house, and the switch was closed long enough to test out the various adjustments. Two days later a match was applied to a furnace, some steel heated, and Superintendent Williams forged, as souvenirs of the first work of the department, several small levers.

Actual operations in the forge plant began in the die sinking department during the last week in December. The big blocks of steel from which the dies are made are first dressed on four sides. When the first planing machine was set up and connected it was immediately set to work dressing a hundred pound block of steel that is now a die and being used in forging blanks for one of the small bevel gears used in the Packard car. Other machines have since been received and immediately put into operation. The "sinking" of dies, as the process is known, calls for a variety of machine tools, lathes, drill presses, milling and shaping machines, profilers, and several styles of grinders.

Out of 209 touring cars shipped abroad from January 1 to November 1, by the American Express Company, 31 per cent were Packards.

Au Diable!

OVER in Brussels they walk in the middle of the street instead of on the sidewalk. This makes it easier for Packards to hit 'em. Manager Goode, of our Paris office, tells of a lady whose Packard was being driven leisurely along when a small boy ran into the fender, fell down and commenced to holler blue murder.

Of course, he was taken to the hospital, but the lady was wise enough to go to the nearest police station until the hospital authorities telephoned that the boy was unhurt. Consequently the attempt to hold up "une riche Americaine" resulted in nothing but some red tape and much annoyance.

Automobiles on Paper



WE WONDER IF THE COLLEGE DREAMS OF OUR ENGINEERS INCLUDED SIGNING BLUE PRINTS BY THE TON AS THE CLOCK IN THE TOWER STRIKES ONE?

Eight and a half miles of paper are used every season to furnish the factory with blue prints for Packard cars and trucks. Spread out flat, this would cover two and a half acres of ground. So you see, we make lots of automobiles on paper, as well as those for which we get money.

The blue print department is equipped with two horizontal printing machines, which print, wash, fix and dry in one continuous operation. In addition there are two auxiliary vertical blue print machines for negatives which require time exposure. The latter are used to avoid delays on the other machines. Prints made on the vertical machines are dried in an oven in about two minutes. The oven will hold a thousand prints.

After being trimmed to size and sorted,

One day late in the afternoon an order was sent to the blue print department for a complete set of prints for a certain car. A trifle over a mile of blue print paper was needed for the job. A car was rushed down-town for paper. At 4:30 one of the continuous machines was started on the work and the second one at 6:30.

The prints had to be trimmed, some as small as $7\frac{1}{2}$ by 10 inches and others as large as 5 feet in length. Then they were sorted. At ten o'clock that night the order was completed and ready for delivery.

Altogether 10,400 tracings pertaining to cars are stored in one vault, and 4,500 pertaining to trucks are stored in another. The index record instantly locates a tracing in the file or holds a receipt for it, signed by the individual who took it out.

When a change is made in a tracing, new prints are made and sent to the proper departments, and the old prints collected, thus leaving no obsolete prints in circulation.

Pilots in Manhattan

The first motor vehicle to cross the Diagonal Street Viaduct, which is the air line from Queensboro Bridge to the Long Island Service Station, was the New York Packard Company's No. 2 Service Car. The second was Mr. B. F. DeKlyn's "Thirty" landaulet. Mr. DeKlyn, by the way, is one of the most ardent explorers in the vicinity of New York. His Packards are pushed over roads that the average motorist does not know are on the map, so when he saw the condition of the approach to the viaduct at its opening he felt at home.

Back on the Job

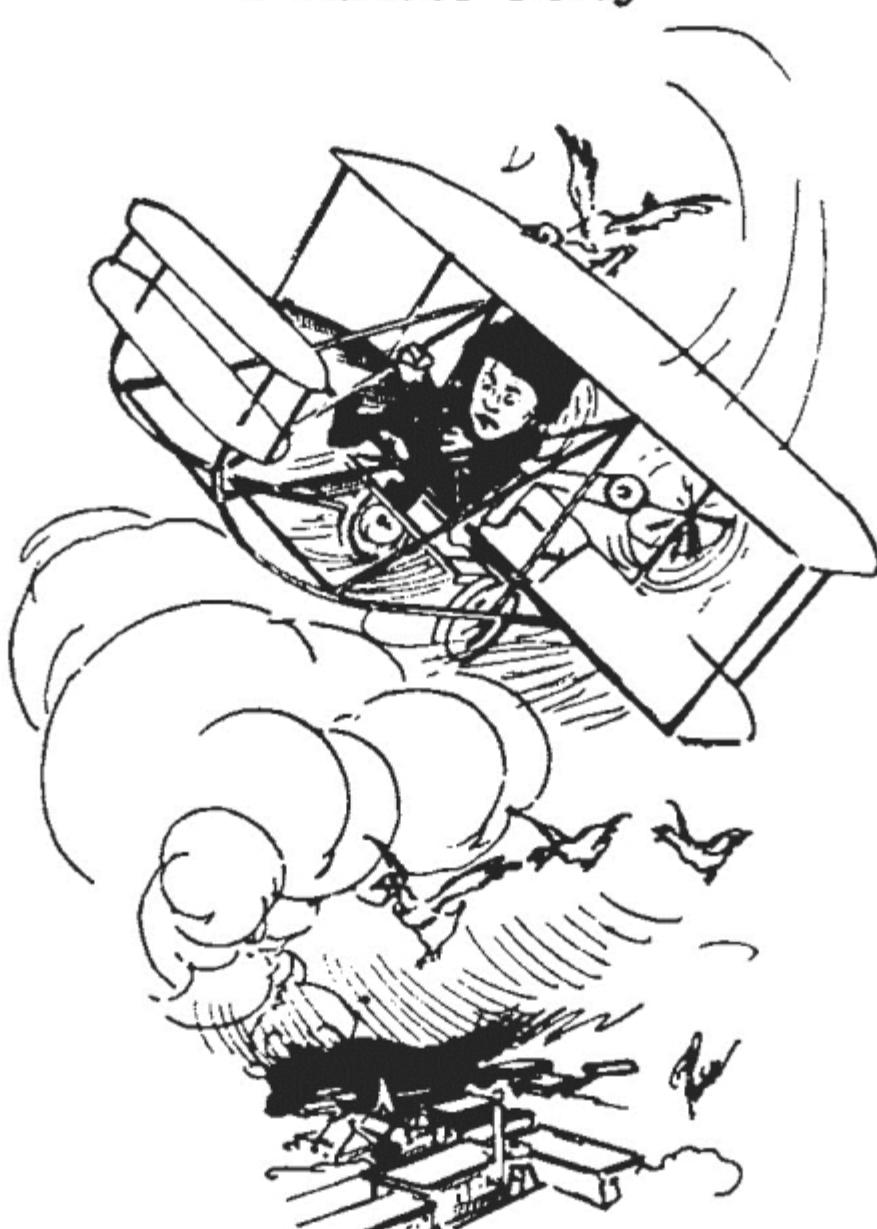
K NIGHT and Hunt, of the Engineering Department, are back from the Bois Boulogne, White Chapel, Seven

language of the country while Hunt usually took it out on the rolls and butter which were served before the order.

At one of the English factories they visited, a tin pail filled with boiling water was brought to each workman during the afternoon. He then quit work long enough to make tea and eat a lunch.

(Note—The Advertising Department prefers coffee.)

Fearless Ooley



OOLEY, our Dayton dealer evidently must have conquered all fear since his ride across the mountains with S. D. His latest joy ride was a fifteen minute flight in a Wright machine 500 feet up in the air.

Explosion!

TO prove that accidents happen in the best of families, the lid blew off from one of our duplex water pumps last week and filled the power house with super-heated steam. The engineer promptly ordered the fires pulled from some of the boilers and then ran the small engines only, in connection with one of the pumps while the steam connections to the other were being fixed. No one was injured and the big engines were running later the same day.

Notes from Norton

INFORMATION recently sent to dealers regarding trucks embraces comprehensive reports from Toronto, Cincinnati, Rochester, Boston, Chicago, Louisville, Detroit and New York showing the efficiency of the Packard truck in winter service.

Twelve per cent of our entire truck sales are to firms handling various kinds of building material.

The Union Bag and Paper Company of New York is the first paper bag maker to adopt the Packard truck.



OUR BLUE-PRINTING MACHINES AT WORK

prints are turned over to the record division for delivery to the various departments. The tracings have to be gathered from the file and receipted for, prints made, trimmed and sorted and the tracings returned to the file.

Dials and other points of interest in the French and English capitals. According to our reporter's interview, when they weren't visiting automobile shows and factories they were eating. Knight's specialty was trying to order feed in the

News from Wellville

EXECUTIVE Secretary Gilbert Loomis is getting better out at Battle Creek, though we view with alarm his implied threat to clamber aboard the anti-cigarette wagon. Here's what he says in a return letter:

Have been in bed almost continuously for over 1200 hours. Have not had a Fatima for (this is exact) 839 hours 28 minutes. Meat has been eschewed for 38 days. (Sounds like Fletcherism.) In fact, existence is somewhat colorless. But, I am getting better all the time. Don't want to smoke, anyway. May never resume.

If the Deacon is really sincere, we will have a nice red "anti" wagon all ready for him when he gets out, equipped with chains so he can't skid when he sees Bladon's display of all the popular brands.

Milwaukee wants a motor ambulance. In order that the city fathers might easily (?) determine which car was best suited to their needs, seven dealers entered a test drive from Milwaukee to Madison. The Packard, driven by H. W. Liddle, made the fastest time, 3 hours and 18 minutes.

Pure and without Adulteration

THE Chicago Motor Car Company is just as honest as if the Pure Food and Drugs Act covered anti-freezing solutions. We notice from a card that it has issued to all owners that it frankly gives the contents of an anti-freezing solution which it sells.

This is the regular Packard solution of 17 per cent wood alcohol, 17 per cent glycerine and 66 per cent water. You can make it yourself or you can save yourself the bother by buying it of the Chicago Motor Car Company for sixty cents a gallon.

The Seer of Broadway

Karl Frederick has the gift of the mighty mind. He solves mysteries and untangles the ravelled threads of the knottiest problems while you wait.

They found a bunch of keys in the New York Used Car Department, but couldn't find anyone who had lost them. They were taken to Mr. Frederick who looked at them intently for a moment, grabbed his hat and coat and rushed from the store. In five minutes he returned with the owner, to whom the keys were delivered.

"How did you do it?" "Did you know who they belonged to?" were questions asked Karl by the admiring audience.



YOU can get this picture on souvenir post cards also. The time worn inscription on the bottle pillar at the end of the old stone bridge over the Monocacy River says that "Jonathan Elliott in 1808 first conceived the bold plan of building a bridge with a sixty-five foot span."

"I am surprised, my dear Watson, at your lack of deduction," said the great Karl, jabbing the needle in his left arm. "A simple little thing like that should be solved by every school boy. You noticed the peculiar tag on the key ring? I knew this to be a tag used exclusively by cloak manufacturers. By referring to the Cloak and Suit Recorder I got a list of the most prominent men in that line. Then by referring to our records I found that *only one cloak and suit manufacturer had called to buy a Packard yesterday*."

"Therefore that man had dropped the keys.

"Absurdly simple, you see," smilingly concluded Frederick.

Try This on Your Piano

If There Is no Damage, it Won't Hurt the Car

Take a jigger of citronella and add a dash of oil of cedar. Pour in rubbing oil and turpentine to taste. Shake well before using.

No, Geraldine, this is not a new kind of cocktail. It is a compound recommended by Dan Huff, Packard chemist, for polishing the enameled bonnets and fenders of Packard cars. He believes it is better than the sweet oil recently recommended in The Packard; in fact, warrants it to give a hard, glossy, clean surface that will not attract dust.

The prescription in precise form calls for 3 ounces of oil of citronella, 1½ ounces of oil of cedar, 1 pint of rubbing oil and 1 gallon of turpentine. It should be applied with cotton waste and then rubbed dry with a flannel cloth. The more you rub the more polish you get.

"No Admittance"

A sad-eyed collie dog walked up to the door of the Packard hospital. Looking up at the sign on the door which reads

No Admittance

his eyes brightened and he wagged his tail as much as to say: "Well, here's a place where they don't even let doggies in to be vivisected."

But, how about that sign when Doc Hills rushes a refractory allotment over in the factory ambulance to perform an operation for the removal of an obstinate delivery date? And, again, what are we going to do with Bill Birmingham, when he returns to the factory suffering from an overdose of New York Show?

The Packard believes in "an open door." Give us the freedom of the hospital or give us a key!

Guess You're Right, Mr. Caswell

The Detroit Sunday News-Tribune prints a story to the effect that Mr. J. W. Caswell, owner of one of the largest garages in Berlin, says there are only two automobile plants in Europe that can be compared with the Packard.

Buys Necktie—Gets a Packard

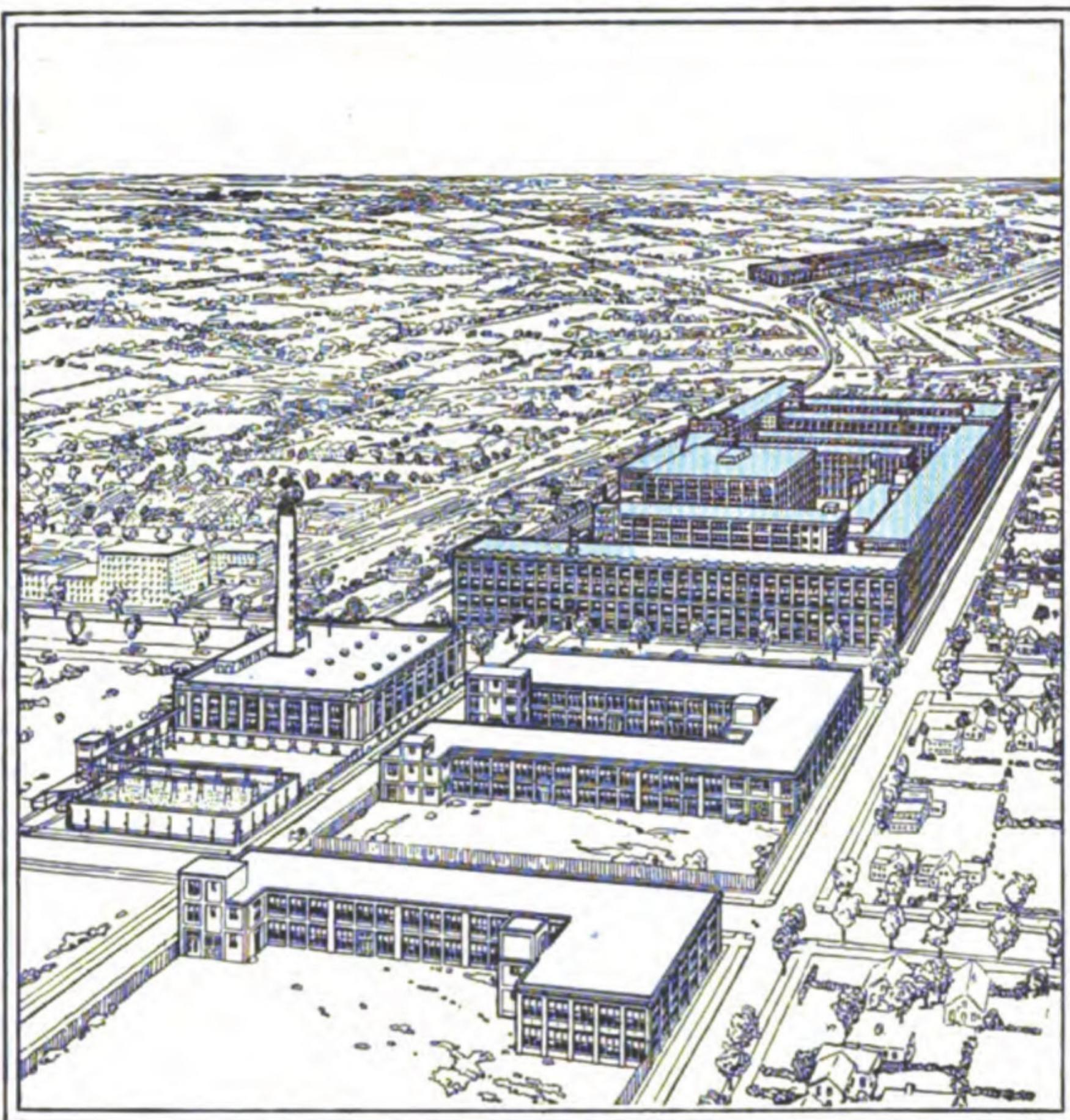
As announced in The Packard, the drawing for the "Eighteen" limousine given away by the Desmond store, Los Angeles, took place last month. We had indulged our fancy in picturing a dainty Los Angeles miss buying a pair of embroidered suspenders for a Christmas present for "him" and afterwards being the holder of the lucky number.

But when T. M. Sherman walked into the store a few days before Christmas and purchased a necktie he shattered all our dreams. Mr. Sherman received ticket No. 97,135 which he exchanged a few days later for a Packard



New York's Bread Wagon

The L. A. Cushman Company, of New York, uses a truck to replace eight single horse wagons. It carries thirty-two large baskets of bread from the bakery at West Fifty-Ninth Street to the various retail depots. The average daily run is about thirty miles.



Packard
MOTOR CARS

ARE the sole product of a company which has spent thirteen years exclusively in developing motor vehicles of the highest type. They are made entirely in a unit factory which has thirty-three acres of floor space. They are sold only at list price, and only through Packard dealers who maintain Packard standards and render Packard service to owners.

Packard Dealer & Company
1911 Packard Boulevard

ACK of the Packard is a powerful optimism—belief in things; belief that things are good; belief that things can be made good; belief in ourselves, and belief in our business.

In the very beginning we felt that we were in a good business with a good future ahead of it. We believed that we were competent; we believed in one another; we believed in the car we built, and we believed in our ability to perpetuate the goodness of that car and our belief in it.

SIDNEY D. WALDON

*Vice-President Packard
Motor Car Company*

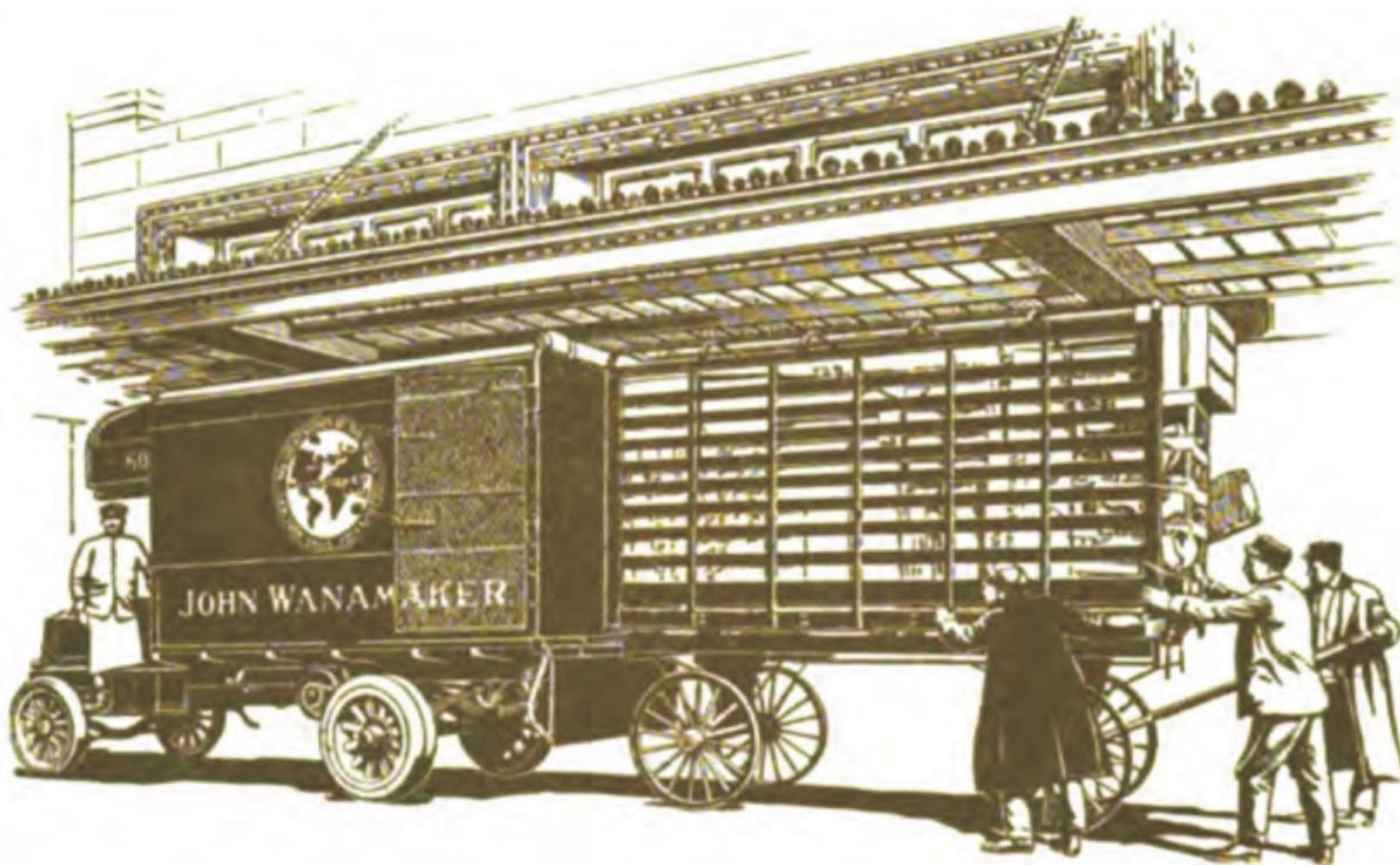
*In an address before a
convention of Packard
dealers, January
Eleventh, Nineteen
Hundred and Eleven*



The
Packard

Number Fifteen
March 4, 1911

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Packard
TRACTOR TRUCKS
EXCLUSIVELY
BY

72 Miles a Day for 15 Months

JOHN WANAMAKER has had seven *Packard three-ton trucks* in active service in New York for fifteen months and another for eleven months

Total mileage	217,714
Average daily mileage of each truck, including lay-ups, reserve service, etc. (26 days a month)	72
Average monthly mileage of each truck	1,877
Average yearly mileage of each truck	22,524

For months at a time several of these trucks averaged one hundred and ten miles a day

Packard trucks are used in 103 lines of trade. Three-tons—twelve miles an hour.

Write for catalog and facts about truck service.

Packard Dealer & Company
1911 Packard Boulevard

The Packard

Cheaper to Tour Than to Pay Rent



A YOUTH OF OBERAMMERGAU

H. N. TORREY has figured out that it is cheaper touring Europe in a Packard than staying at home and fretting about the high cost of living. Fact! According to his statistics, he was losing money every day from the time when, with tears in his eyes, he parted with the car at the end of his itinerary until he arrived back in his native land where he could purchase another.

Mr. Torrey says his tour began at Naples. He had

done some traveling before, but he didn't feel he was having a good time until the Packard began to convert the Italian landscape into a series of moving pictures.

"The car carried seven passengers and all the baggage we could crowd on," says his letter. Each of the ladies brought a trunk; the gentlemen shared a small handbag.

Mr. Torrey says he encountered tire trouble. As the route extended over 7,000 miles and crossed many mountain ranges, we permit the statement to pass unchallenged. We also refrain from taking issue with this sweeping assertion:

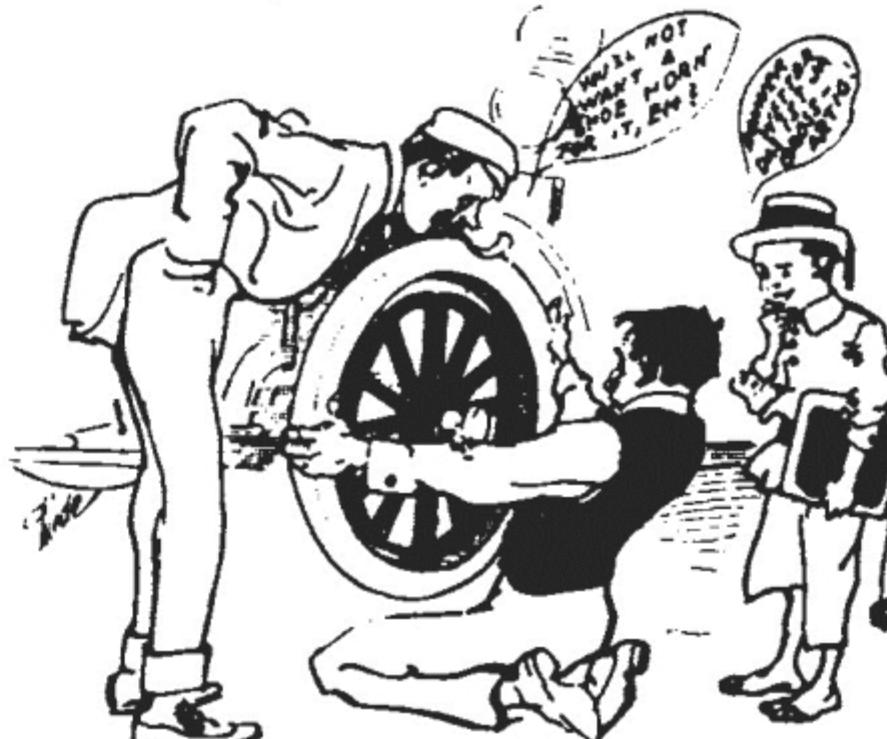
"A car was never built that gave better service than ours and, in fact, is still doing. Motor trouble was unknown and about all the care the motor received was cleaning and oiling. What makes this all the more wonderful is the fact that for the first half of the trip I had no chauffeur. Once we were snowbound in the mountains of France and had to be towed out."

Then he offers a little tip to other tourists in saying that European stock tires do not always fit American rims. He intimates that an ill-fitting tire is about as uncomfortable as a bargain sale shoe. When they're too large they give a fine imitation of looping the loop and when too small they make an army mule look soft and pliable. In burning up the stone roads of Europe, Mr. Torrey incurred a



AMONG THE ROMAN GRAVES AT ARLES

total tire expense of \$558. The entire trip from Naples to Hamburg by way of London cost \$1,591, an average daily expense of \$14.21. As there were seven in the party the individual cost was only \$2 a day. Mr. Torrey says the same trip by rail would have cost more than twice that.



"EUROPEAN TIRES DO NOT ALWAYS FIT AMERICAN RIMS"

You Win, Joe, in a Breeze

A PRIZE of \$500 is offered by the New York Society for the Prevention of Cruelty to Animals for an invention to prevent horses slipping. Joe Romaine, of the Packard bridge assembly department, has undertaken to settle this question. In a letter to the editor of The Packard, he says, "Let's put them wise to the Packard truck."

How will you have it, Joe, gold or currency?

In sending truck specifications, dealers are requested to give owner's name, wheel base, length of frame back of driver's seat, paint and tire preferences. When body is specified, it is well to state whether dimensions are clear or over all.

Render Unto—

The Boston Herald prints a story to the effect that the Packard tops the higher price cars in number registered in the state of Massachusetts. The following are the registration figures given in the Herald:

Packard.....	1406
Pope lines.....	922
Pierce.....	831
Oldsmobile.....	552
Peerless.....	459
Locomobile.....	356
Fiat.....	82
Renault.....	80
Lozier.....	79

In New York State all cars were registered last fall and the figures show the Packard to lead by a goodly margin, all cars except the Ford, Buick, Maxwell and Cadillac, and to number nearly twice as many as the nearest car of the higher price brigade.

D. W. Jardine, who runs Packard full page ads in Town and Country (when he can get 'em) says: "Of fifteen cars lined up in front of Altman's on Thirty-fifth Street, ten were Packards. This is pretty good advertising in itself." Thanks for them kind words D. W. Now we won't need to pay money for any more pages.

Justice to Mr. Hoffman

FOR the first time in a long while, The Packard is obliged to back up on one of its statements. We were only thirty miles off. In referring to the amount of blue print paper used in a season by Mr. Hoffman's department, it was stated in the last issue that eight and one-half miles of material was required. It should have been thirty-eight and one-half miles. We didn't know there was so much blue print in the world.

Now Domestic Arts



THE MUSEUM OF FOREIGN ARTS
THAT OUR WASHINGTON DEALER

WHEN it chose a new business location, the Luttrell Company of Washington, D. C., was fortunate in securing the building formerly used as a Museum of Foreign Arts. Very few changes were necessary to make it a thoroughly practical and convenient automobile business house.

The building is wedge shape and is surrounded on three sides by a grass plot twenty feet deep, beautified with ornamental shrubs and flowers.

The entire ground floor is used as a show and reception room. Large windows have been put in on both the east and west sides of the building, so that the interior is visible from all points of the circle. A wide staircase leads to the second floor, where the private offices, waiting rooms and general offices are located. The construction of the building is re-inforced concrete, with pebbled exterior finish.

This new home of the Luttrell Company is located on Dupont circle, in the midst of the residences of Washington's "four hundred." Five streets intersect the circle, Nineteenth and P streets and New Hampshire, Connecticut and Massachusetts avenues. More pleasure vehicles are said to pass there than any other point in the city.

In the Year 10 B. P.

Ten years ago, before the editors of the automobile papers had a chance to see The Packard, they used to print stories about people wanting to see the compression, and jokes of that kind, and now C. M. Lines, of the Standard Automobile Company, Cleveland, sends us one about the new lady on the switch board telling a customer over the wire that she would be sure to see if the rattle had been taken out of his car and if it had, would see that it was returned. If it had been a Detroit girl most likely she would have told the customer that his front end gears needed oiling.

Anyway it's only because Lines is a mighty good fellow that we let him put one like this over on us.



TURNED INTO A MUSEUM OF DOMESTIC ARTS FOR
THE SAKE OF THE PACKARD

Noblesse Oblige

S. V. Kennedy, boss of the International Harvester Company's eastern factories, is supposed to know something about mechanical science. As a preliminary to selecting a motor car, he visited seven or eight factories where they are made. That was a year ago. He returned to the Packard plant recently to visit his friend, H. E. Stowell, and remarked that his 1910 Packard phaeton was just right.

R. R. Sadler and P. J. O'Connell, councilmen of North Braddock, Pa., went through the factory a few days ago. Their town has purchased a three-ton truck for the fire department.

Other visitors last week were Dr. George W. Sargent, second vice-president and metallurgist of the Crucible Steel Company of America and W. P. Barba, general sales manager of the Midvale Steel Company. They witnessed the Packard treatment of steels which their companies make for cars and trucks.

Hitting the High Spots in Mexico

Special from the Seat of War

CARLOS Buenrostro and party, including Felipe del Hoyo, Manuel Ibarguengoytia, Ignacio Mariscal, Carlos Buenrostro and a mozo (it's alive), in a Packard car, have returned from Haciendo Abrego, near Zacatecas, Zacatecas," remarks a struggling contemporary.

Quein Sabe? Caramba! Que Diablo!

This hot tamale is forwarded by the Packard war correspondent in Mexico who has a vague idea that he is at the front. When the contending armies chased each other through the betting ring at Juarez the w. c. made his dash for the scene of hostilities. The sales department figured that someone might get wounded down there and give the ambulance type a chance to pick up business.

The w. c. finally discovered a non-combatant cutting up a copy of the Mexican Herald into neat little cigaret papers. He saw the word Packard in large type and saved the administration press from further humiliation at the hands of the peeved proletariat.

We started out to quote the Herald story about the Packard when the w. c. was dragged in to supply the local color. Here are a few paragraphs giving only mere sidelights on the tour, which extended over 3,000 miles, Mexican. Measured by the tire trouble unit, this would mean at least 6,000 miles over ordinary dirt roads in the United States.

The party left Mexico City for Tula via the old Packard Guadalajara route. The car was traveling at night. The party got lost in a desolate region beyond San Juan del Rio and experienced some difficulty in getting through.

To those who have never been lost in the wilds of Mexico after sunset, this modest paragraph will convey but a faint impression of how Ignacio and the rest of the bunch felt. No other adventures marred the going trip. The narrative continues:

"The haciendo was made the headquarters of the party and the Packard "Thirty" was used on all of the jaunts to the neighboring country. Game was

plentiful. One of the hunters killed a bear which was too heavy for the guides to handle, so it was loaded into the tonneau and conveyed to headquarters.

"On the return trip, there were times when the mud line was higher than the running boards. There were long stretches of puddles little heavier than water. Boulders and step-offs hidden below the surface were numerous. In several places the boulders were unusually high. On two occasions while driving through close places, the car was run upon this sort of obstruction and suspended in the air, supported only by the running boards, with the drive wheels running free."

It is admitted that not much progress was made during such interruptions but the car suffered no damage beyond a few dents in the fenders. Washouts look comparatively easy.

"The trip was made for pleasure only," said Senor Buenrostro, "and no effort was made to establish records. The car made an average of 130 miles for the 23 days on the road."



BY PLACID LAKE ISEO

Through the Mountain Passes

"Hills Peep o'er Hills and Alps on Alps Arise"

SIXTEEN mountain passes in the Alps and Pyrenees, ranging from an elevation of 3470 feet to 9041 feet, was a part of the Continental tour of Mr. Henry W. Hodge, of New York. His 1911 Packard had been driven only 700 miles before the tour started. The route selected was away from the beaten path and took in both the Italian, Swiss and Austrian Alps as well as the Pyrenees. The tour ended at Bremen.

Describing in part the tour, Mr. Hodge says:

"Our first climb was a small one, going up to the summit of the Roncevaux Pass in the Pyrenees, at an elevation of 3500 feet. Some of our party who had never climbed mountains in a car thought this a most dangerous and difficult piece of driving, but they soon looked back upon this pass as a mere hill, for our next pass was 5600 feet.

"We then climbed the Tourmalet, being the highest pass in the Pyrenees, with an elevation of 7000 feet, and we thought nothing could be grander as we went up through the clouds and came out above them, with the snow-capped

peaks rising in the bright sunlight from a dazzling sea of white. After crossing the six passes in the Pyrenees, we had a restful run through southern France, and then a memorable ride along the wonderful Riviera, where the road is cut in the cliffs, almost overhanging the Mediterranean.

"From this beautiful shore, we drove over the hills to the still more beautiful Italian Lakes, approaching the great Stelvio Pass, where we knew we had the drive of a lifetime before us. The Stelvio is the highest pass in Europe, but its interest is not only in its height, but also in the magnificence of its great gorges and glaciers and of the towering Ortler peaks which surround it. It is the most severe test of car and driver that can be imagined, as there are thirty-nine hair-pin turns going up the Italian side and forty-one going down the Austrian side, few of which can be rounded by a big car without backing. The grade, while not over 10 per cent, is constant, and the turns are so close together that you seldom have space to get into high gear between them, so that the driver has to watch his car and at

the same time keep a careful eye on the road, as there is no parapet between him and a precipitous gorge of awful depth.

"After the Stelvio, other passes had no terrors for us, and though we crossed the wonderful passes of the Dolomites, the Pordio, and the Falzarego, each about 7000 feet high, and many other lower passes, they could not rival what we had been over. In all, we traveled 3370 miles, and we never had to take a repair part out of the box we took from New York, nor did we ever have to touch the engine on the road. While we were not racing or making speed records, we never had any car pass us on up-hill work, and we passed so many slowly laboring up the ascents that we came back more sure than ever that the Packard is the car for service.

"If we should add in the pay and expenses of our chauffeur, we might have hired a car for about an equal cost, but we could not have driven ourselves, nor could we have secured a car of the reliability, power, and comfort of our Packard.

"If anyone wants the finest automobile tour in the world, we would advise his climbing the high Alps in a Packard."



Published at Detroit by the
Packard Motor Car Company

Ralph Estep, Editor

Number Fifteen—March
Fourth—Nineteen Eleven

What is a Bargain?



WHAT is a bargain in motor cars? Is it a Packard at any price or is it any car at a low price? Is it a matter of first cost or a matter of total cost? Does an inflexible first cost insure a reasonable total cost? What is the difference between a bargain and a snap? Is a bargain getting "the best of the deal?" Does a cut price mean a low net price or a high list price? Where is the real bottom in price cutting? Can good goods be sold for less than a price that is just to everybody?

Somebody has to pay for everything. If the maker of a car charges you only for its manufacture and not for your share of the cost of conducting his business so that he may afford to give you both car and service, you have to pay for the service that he does not give, but which you must have. Now, then, who can conduct service on Packard cars the cheaper per car, the Packard company with its factory service department and organization of dealers all working on a common objective, or thousands of owners all working independently through a thousand channels?

We believe it costs you less to pay for Packard service when you buy the car than afterwards. We have made the price on Packard cars commensurate with the goods delivered and the service rendered and not a bit higher. It is to the customer's good that we may make and sell at a profit and thereby become a permanent institution which is always behind the goods you buy.

A maintained list price does not necessarily mean good goods and good

service, any more than a cut price necessarily means lack of quality or service. It may be possible to "beat the game." That's gambling.

Quality and service tell their own story as fast as they become historical facts. Maintained list price tells of uniformity. You know you are not "beating the game" and you know no one else is. We tell you that our list is not only maintained but that it is absolutely as low as it can be made while also maintaining Packard standards in manufacture and service.

We might sell you cars without service and without profit. How long? The Packard buyer does not pay for the "Packard Reputation." It is because he pays for the Packard car and Packard service—just that and no more and no less—that there is a Packard reputation.

We might put that reputation on the bargain counter. How long would there be a bargain, a reputation, or a Packard?

We might demand too much profit. We have had the chance. Packard cars have commanded premiums. We fought their purchase and resale at more than list, tooth and nail, and we nailed it.

We are in a permanent business. The only way we can live and thrive in it is to deliver the goods at the right price. Too much bargain or too much profit would throttle us out of being. You can stop a motor with too little gas or with too much. And reputation, the electric spark, won't turn the trick by itself.

Our technical service is not our defense for the price we charge. Our price needs no defense. As it was recently explained in The Packard we have each year, by improved construction and increased equipment, been giving the purchaser the benefit of our increased production and subsequent saving in manufacture while still maintaining our standard price. It was explained that the limit

was reached in the 1911 cars and that so far as price revision was concerned there could not be any further revision unless it was a revision upward.

Technical service instead of being a defense of the price, is a part of the price. When a price is cut something comes off—profit, quality or service. When one buys at a cut price or seeks a cut price it is up to him to discover what comes off.

We rank service high in the list of things for which our customers pay. Are we right? Here is a true story:

A Philadelphia man who had been driving a Packard for two or three years was finally induced to buy a car of a different make, because of a rebate that was offered him "for the benefit of his influence." This year, he came back to the Philadelphia store and placed his order for a new Packard. He was welcomed back into the family and in the course of conversation was asked if the car he had used during the year of his "lapse" had proved satisfactory. His reply was brief and to the point:

"H—l, no! Last year I bought a discount. This year, I am going to buy service."

Forty boys and girls in New London, Ct., went for a joy ride in a Packard truck which had just been delivered to the F. H. & A. H. Chappell Company. Hereafter the truck will carry coal.

Accident Chapter

Broken arms and busted Fords are the principal themes of this story. The broken arm is being nursed by Manufacturing Manager Beall, who didn't pay enough attention to the Packard Instruction Book. The result was that the motor "recalcitrated" and the early spark caught the arm.

The second arm story happened in connection with Allen (Seth) Loomis' attack on a Ford car that was wandering around on the boulevard. Seth saith that immediately after he had bumped the Ford its front seat was found to be partially demolished and the owner was sitting back on the rumble with his arm neatly bandaged. Loomis "admits" busting the Ford, but denies the allegation on the arm.

SETH SAITH:



KEEP your eye on the side streets; all your trouble is not in front. You can't tell when the main chance of your business will be upset by an unexpected detail rushing out of a by-way and demanding your entire attention. That is why the organization of work must include preparation for emergency. It is all

right to concentrate on the main issue so long as you realize that the main issue is all parts of the job put together and not merely the most important by itself.

One often makes the mistake of thinking the biggest or hardest part of his job is the most important. It is possible that some of the hard jobs are hard because some of the easy jobs have been neglected or done wrong.

Look at your job through a wide angle lens. Look at all of it at once. Notice how one feature of it hangs on another. Perhaps you will find them all equally important.

Do you know what is the most important nail in your house?

The Pilgrims' Progress

In telling good-bye and Godspeed to E. P. Chalfant, F. R. Humpage, J. J. Ramsey, W. L. Gleason and A. L. Loveley, who were faithful servants in the House of Packard, and who are now the executive heads of the reorganized E. R. Thomas Motor Company, we dedicate this allegory to their memories



Humpage and Loveley in the Dungeon of Giant Despair

BEING weary, Humpage and Loveley lay down to sleep. And not far from the place where they lay was a castle called Doubting Castle, the owner whereof was Giant Despair. And catching them asleep in his grounds, the giant threw them into a very dark dungeon, nasty and stinking to the spirits of these two men. Now Giant Despair had a wife named Diffidence and at her Counsel he getteth him a grievous crabtree cudgel and fell to beating Humpage and Loveley fearfully. And the next day he counselled them that they should make away with themselves either with knife, halter or poison. And they were greatly troubled, not knowing what to do. But after a while, Humpage, as one half-amazed, brake out in a passionate speech. "What a fool," quoth he, "am I thus to lie in a stinking dungeon, when I have a key in my bosom, called Promise, that will open any lock in Doubting Castle."

Then said Loveley, "Pluck it out of thy bosom, good brother, and try." And straightway they opened all the doors and gates and made their escape with speed and continued their journey to the Celestial Country.



Energy Points the Way to Chalfant

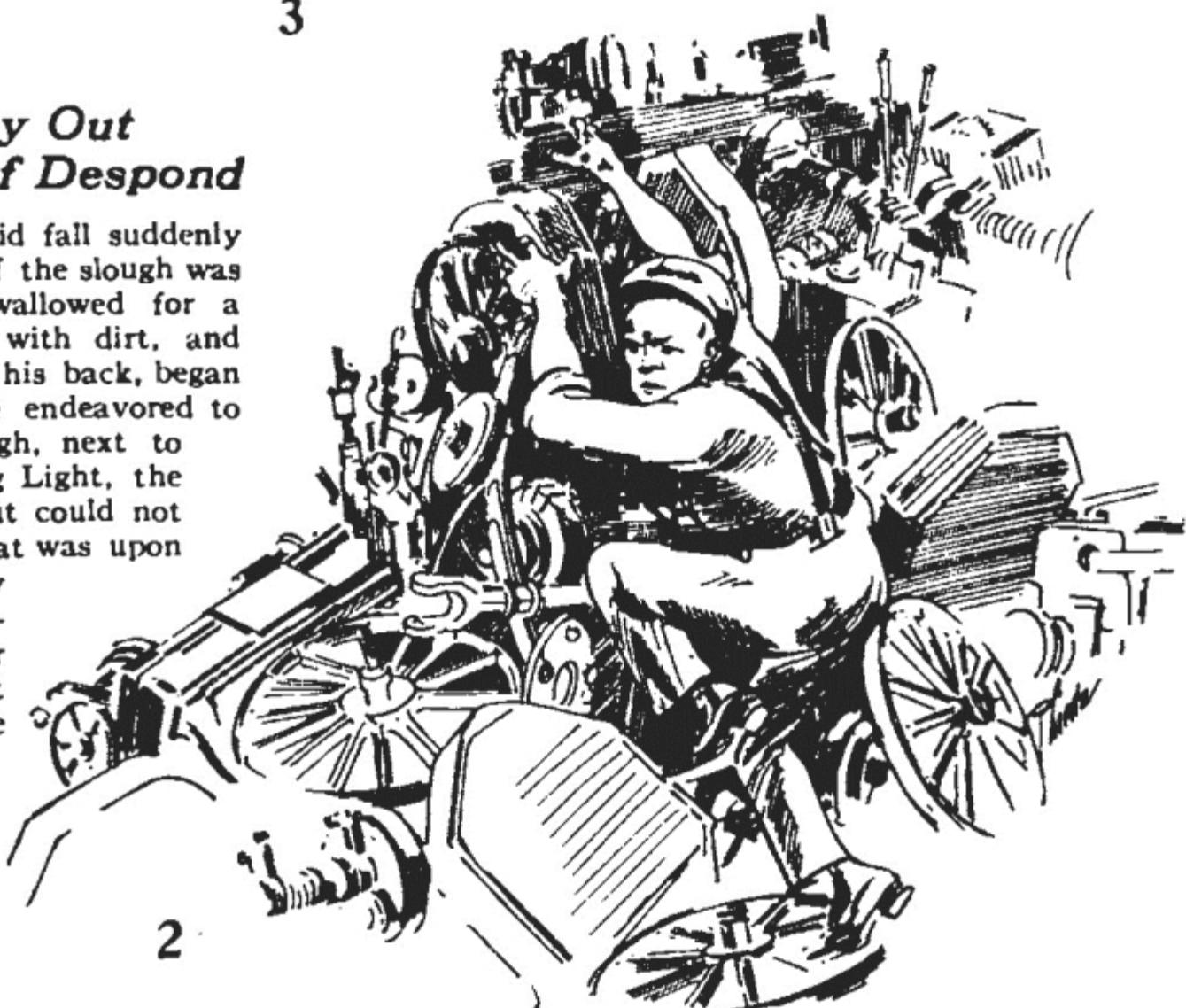
AND Energy, pointing with his finger over a very wide field, said: "Do you see yonder shining light?" And the Apostle answered: "I think I do." Then said Energy: "Keep that light in your eye, and go directly thereto; so shalt thou see the gate, at which, when thou knockest it shall be opened unto thee and all the glory and the power and the greatness shall be thine."



3

Courage Helps Ramsey Out of the Slough of Despond

AND being heedless, Ramsey did fall suddenly into a bog. And the name of the slough was Despond. Here, therefore, he wallowed for a time, being grievously bedaubed with dirt, and because of the burden that was on his back, began to sink in the mire. But still he endeavored to struggle to that side of the slough, next to the Wicket Gate and the Shining Light, the which after a while, he reached but could not get out, because of the burden that was upon his back. Then I beheld in my dream that a maiden named Courage came to him and gave him her hand and drew him out, and set him upon sound ground and bade him go on his way.



Gleason Climbs the Hill Called Difficulty

I BEHELD in my dream Gleason at the foot of the hill called Difficulty. And I perceived he fell from running to going and from going to clambering upon his hands and knees, because of the steepness of the place. And as he clambered, he sang:

"The Hill, though high, I covet to ascend;
The difficulty will not me offend;
For I perceive the way to *same* lies here:
Come, pluck up, heart, let's neither faint nor fear.
Better, though difficult, the right way to go,
Than wrong, though easy, where the end is woe."

And he sped on his way, and went apace till he came to the top of the hill.

Brand New Captains

More bars on the shoulder straps of officers who have been appointed to succeed Messrs. Chalfant, Ramsey, Humpage and Gleason



H. H. Hills

"The reward for one duty is the power to fulfil another."—George Eliot.

MORE familiarly known as Doc, on account of having practised medicine for three years and being an honorary member of our own hospital staff.

Learned to play baseball on the nine of the Davison High School, said high school being named after the Michigan town in which Doc was born, July 23, 1881. The team not being fast enough, Doc got a release and went to the Flint High School. Here he began to take life seriously and decided to learn the real name of indigestion, the ingredients of Omega Oil and how to tame a microbe. He obtained the inner secrets of the medical and other fraternities at the University of Michigan. Then he doctored the town of Flint for three years.

One day he met Mr. Durant on the street, and Durant said: "Doc, if you feel the need of a change and would like to see what the automobile business can do for brilliant young men with budding ambition, blow over to the Buick and we will put you to work."

Doc blew, and for two years six months and three days was assistant sales manager of that enterprising concern.

On March 15, 1909, he entered the marble hallway of the Packard with a Guide to

H. H. Hills
F. R. Robinson
C. F. Tollzien
E. F. Roberts

Sales Manager
Chief Accountant
Manager Purchasing Department
General Superintendent



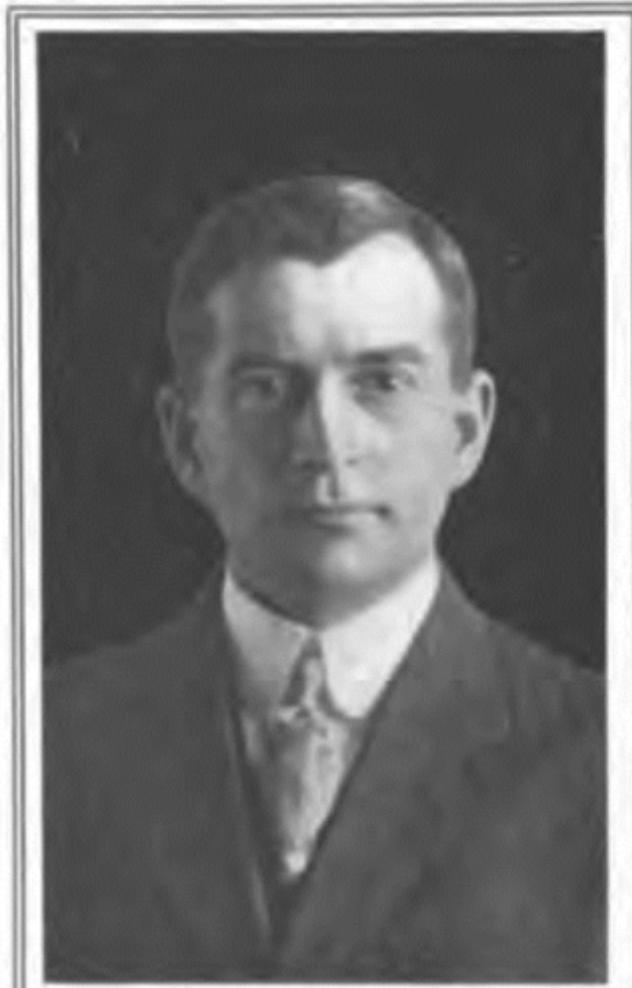
C. F. Tollzien

"When duty whispers low, Thou must, the youth replies, I can."—Emerson.

ONE day last summer a bright young man with a white Wyandotte rooster under his left arm wandered into the Packard Motor Car Company. The desk man shooed him into the purchasing department to which he introduced himself with, "This here chicken took three prizes at Salem, Ohio, and I got seven more just as good. If you're in need of an expert, I'd like a job, Salem being too small a burg for a man of parts like me."

They made him assistant purchasing agent, so he resigned his job as purchasing agent of the Buckeye Engine Company, sold his chicken mansions and moved to Detroit. There may have been some preliminaries which we have overlooked, but when one has to spend the heyday of his sweet young life writing biographies in bunches of four, he is liable to overlook more than the preliminaries.

C. F. was born in Cleveland in 1878 and after going to school like a good boy should, he tried being a drug clerk. However, the constant dread of getting the belladonna and the rhubarb mixed so preyed



E. F. Roberts

"This is the thing I was born to do."—Samuel Daniel.

HAS an eye like a micrometer and is a mechanic to whom a ten-thousandth of an inch is coarse work. If there is anything which can be made out of steel which Eddie can't make, we have yet to hear of it. As far back as we can remember, one of the stock answers to the question "How can it be done?" has been: "Ask Eddie."

Ed was born in Champlain, N. Y., in 1875, and after he left the public schools, he entered the Sheridan Iron Works, serving four years' apprenticeship at the machinists' trade. Next he put in four years at various shops around the country, getting experience as a tool maker.

For almost four years he worked in the Westfield bicycle factory of H. A. Lozier & Company, the last year and a half being in charge of the experimental department.

Afterward he became general foreman of the C. J. Moore Manufacturing Company and when C. J. Moore himself came with the Packard Motor Car Company, as manufacturing manager, Eddie was brought along, with a lot of the other Westfield boys.



F. R. Robinson

"Now, by St. Paul, the work goes bravely on."—Colley Cibber.

THREE is one man in the world who knows exactly how much rubber there is in an automobile tire, but he won't tell. Rubber being one of his later accomplishments, it is now necessary to recite the story of Robinson's life backwards.

Before he came to the Packard in 1909, to ably assist Jack Ramsey and to pay especial attention to the systematizing of our system, he had charge of the manufacturing accounting of the Firestone Tire & Rubber Company, at Akron, whither he had wasted from the Seamless Rubber Company of New Haven. He really learned the rubber business in the plant of the International Auto & Vehicle Tire Company, at Milltown, N. J., where, according to his own admission, he ate lunch at the same New Brunswick hotel that was patronized by captains of industry and private steam yachts from New York.

Before he learned how to make tires, he learned how to puncture them, having spent three years at various mills and branches of the American Steel & Wire Company. Fred can spot the exact size of any nail, from a tack to a twenty-penny spike, without the aid of a slide rule.

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Concluded column 3 next page.

Concluded column 4 next page.

Detroit in one hand, and a Buick side-wheeler starting crank in the other.

After helping Stowell run the technical department for a few months, H. H. H. was made assistant sales manager and learned about all there was to know about specifications, allotments, schedule dates and the ways of dealers. Then the Apostle Chalfant up and became the really, truly president of another automobile company and there being nobody in the country who looked quite so good as Doc, it took the Packard Motor Car Company about 15 seconds to tell the switchboard girl to change Doc's telephone number from 222 to 219.

on his nerves that he struck Jones and Laughlin for a chance to learn the steel business and got it. Thence he went over to the Buckeye, where he stayed for seven years.

Tollzien is modest and industrious, which are good qualities in one of the buy products of a great manufacturing plant.

Tip for salesmen: The O has the short sound, as in jolly.

His first work with the Packard Company was in charge of the experimental department, but when the new factory was established in Detroit, Ed was given charge of the equipment and organization of the motor and bridge rooms. He continued as foreman of these rooms until in 1905, when he was made assistant to Superintendent W. L. Gleason, whom he now succeeds.

or postal scale. The previous five years he spent in the treasurer's office of Tom L. Johnson's steel plant at Lorain. Although he never engaged in street railway reformation with Tom, he had some railroad experience of his own, being the manager and whole railroad of the Cleveland, Port Stanley and London Transportation Company, which failed to transport owing to the hard-hearted Canadian Government refusing to make a harbor at Port Stanley.

This gets us back to his original job which was in Cleveland, the town of his nativity, and which (the job), was in the nature of counting volts for the Brush Electric Co.

Too Late to Classify

JUST as we are going to press we learn that Arthur E. Corbin himself has been pried loose from the job of managing the truck department of the Packard Motor Car Company of New York and installed in the factory organization, as assistant sales manager. Arthur will spend a good deal of time on the road visiting our dealers. Picture next issue. Look for it.

Bushings are Cheaper than Cars

IF the race horse had been created with removable legs, if the frayed edge of a collar could be renewed, or the high liver's stomach could be replaced with a new one, how much longer would be the respective life of each? It is the wearing out parts that govern the usefulness of the whole.

So it is with a car. Therefore, in our engineering process we are strong on bushings and the design of wear-

ing parts so that the ones which wear are the ones which can be economically replaced.

The design and the choice of materials for bushings is governed by experience and conditions, the element of friction being a very uncertain quantity. If the speed of rotation is high and the pressure is light in proportion to the size of the bearing, a comparatively soft bearing material is used in order to minimize friction. If the pressure is

great in proportion to the size of the bearing it is necessary to use a harder metal in order to avoid cutting.

It has been found that soft metals are unsuitable for oscillating bearings. The accepted theory by which the latter is explained is that the soft metal has a grain which is laid over in the direction of the motion, as a nap would be, and frequent reversal of the direction of the motion loosens the grain or nap and makes it wear rapidly. This is one reason why we use Packard hard bronze for piston pin bushings and the bushings for the steering sector and lever.

The crank shaft bushings are made of liberal size so that soft metal can be used and still the pressure per square inch be comparatively low. The direction of rotation is always the same, too, or a harder metal would be used. For the cam shafts, where pressure is very light, the same metal is used for bushings, but the bushings are very much smaller.

If the proportion of pressure to size of bearing is extremely high, accurately ground bearings of case-hardened steel on case-hardened steel are found to give the best results. This is especially true if the bearings are exposed to dirt or grit. If a steel shaft running in a soft bushing is exposed to grit the foreign particles become embedded in the soft metal and abrade the harder, just as sand is used on a revolving disk of soft copper for etching figures in glass.

The liberal use of replaceable bushings in Packard cars to confine the wear to inexpensive and easily renewed parts adds considerably to the first cost, but enables the worn parts to be made as good as new at any time.

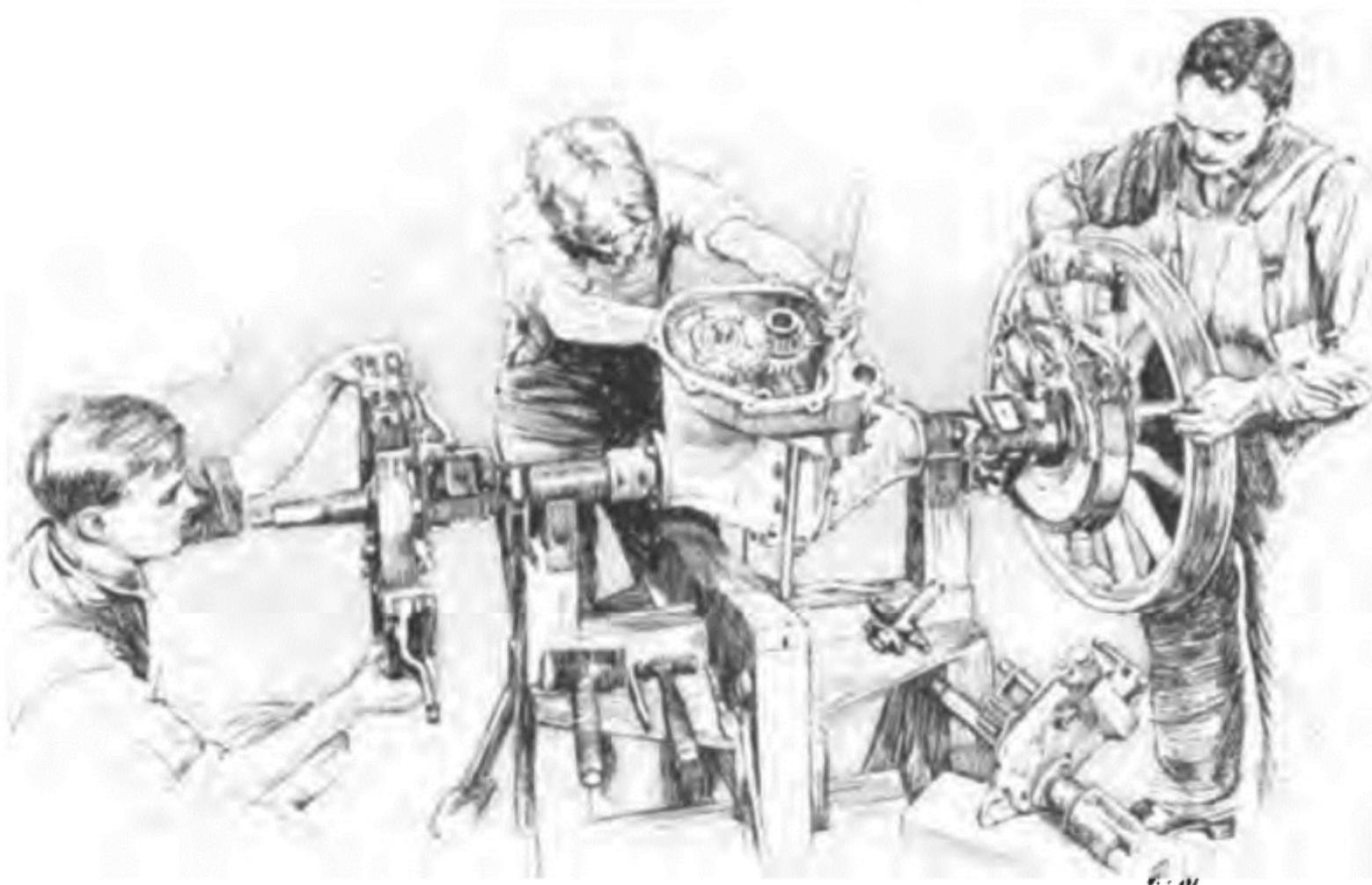


Westward the Show Cars Take Their Way

EXHIBIT of Packard cars at the Chicago Automobile Show. The exhibit was in care of the Chicago Motor Car Company. The truck exhibit the second week of the Coliseum Show was similar to the display of three-ton trucks and "Thirty" municipal wagons we made at the Madison Square Garden Show in New York.

Where the Power Goes

"He hath no power that hath not power to use."



PHE ultimatum handed to the motor in every car reads, "All goods must be delivered at the rear." And the engine faithfully obeys orders. Every impulse of each cylinder means driving power. To lose or waste this power before it reaches the wheels means a loss in efficiency.

The shingle loses its effectiveness if applied to a pair of pants which have previously been stuffed with a towel. So could Packard engine power be to a large extent nullified by an imperfectly designed or poorly constructed rear axle.

The Packard rear axle, or "bridge" as it is called, contains more "assemblies" or sections which have to be put together before being assembled in the bridge, than any other unit of the car. There are twenty-eight such assemblies, some of only a few pieces on which there are but two or three operations, while others contain many pieces and require a large number of operations.

With the exception of brazing, all assembling is done in the bridge room and under the direction of one man. All the work on any assembly is done by one set of men, who become expert in making that particular assembly. There is one exception to this rule, and that is where the operation is on the power presses. A little turn of the wheel and twenty tons too much pressure might come down on the work. Therefore especially trained men use these powerful presses, regardless of what job it is.

Every piece of material that enters into the twenty-eight different assemblies is finished to exact dimensions before it reaches this department, and the only machine work done in the room is the drilling and riveting of certain parts after they have been put together.

After the brace bracket brake band support, the truss rod band, and the collar

PUTTING TWENTY-EIGHT BRIDGE ASSEMBLIES
TOGETHER INTO ONE BRIDGE UNIT

to which the gear housing is bolted, have been put on the tube in the power press, they are drilled and riveted. With the bolting on of the gear housing and the attaching of the brake operating parts and bands, it becomes the bridge assembly right or the bridge assembly left, and is ready for all the other assemblies that go to make the complete bridge.

Of the smaller assemblies the differential is the most interesting, probably because its mechanism is not universally understood. There are but few parts to it, the spider, four small and two large bevel gears, an adjusting nut, and a casing.



JACKING AN ASSEMBLED BRIDGE

Before it is hidden away in its housing it must be finely adjusted and tested for accuracy.

The direct drive gears, countershaft gears, reverse toggle gear, and front end of transmission housing are all separate assemblies. Each section of the foot and hand brakes have to be assembled before they are ready to be attached to the bridge.

The bench operations on the bridge right and left halves include the fittings of the differential bearings, thrust bearings, direct drive gear assembly in right half, and the differential assembly in the left half. The two halves are then bolted together, the differential and direct drive gears adjusted, inspected and locked.

The bridge is now put on the jack, the axles and wheels put on, brakes adjusted, countershaft gear assembly put into place and the front end assembly bolted on.

The torsion rod is attached and the bridge taken to the test jack, inspected, and tested under belt. From the assembling room it is taken to the special test room, where after putting on tires, it is coupled to a "Thirty" motor, tested for quiet running and necessary adjustments made, and then turned over to the chassis erecting department.

Putting the Packard on the Map of Europe

SIXTY-THREE Packard cars owned by Americans, were shipped abroad from the port of New York last year by the Morris Express Company, as against eighty-four of all other makes combined. These figures tally pretty well with those of the American Express Company, recently published, which showed that out of two hundred and nine cars shipped for American tourists, thirty-one per cent or sixty-five cars were Packards.

Here is the table of the Morris shipments:

Packard.....	63
Pierce-Arrow.....	24
Peerless.....	9
Lozier.....	7
Stearns.....	6
Locomobile.....	4
Stevens-Duryea.....	3
Buick.....	2
Stoddard-Dayton.....	2
Simplex.....	2
Matheson.....	2
White.....	2

One each of twenty-one other makes.

Eats Up the Miles

The truck used by the Contractors Auto Co. of Portland, Ore., and which has been in service since June 18, 1910, is frequently used 24 hours per day. During a period of 50 days and another of 30 days the truck was used continuously covering 4,000 and 2,400 miles respectively during these periods.

Magnet Charging Apparatus

An Invaluable Addition to the Equipment of every Packard Service Depot

Recharges Weak Magneto Magnets in a Few Minutes

FROM BOSTON

There is nothing more important in the repairing and testing of magnetos than a device for testing and recharging magnets. We consider it impractical to equip a Service Depot without one.

Alvan T. Fuller

I. H. Boles
Manager Technical Department

FROM NEW YORK

* * * do not know how we got along without it so many years. It is almost indispensable.

Packard Motor Car Company
of New York

C. W. Doty
Manager Technical Department

FROM PITTSBURG

We consider this piece of equipment of as much importance as any piece of machinery in our plant. In fact, we would not know how to get along without it. We hope this device may become a standard equipment in the shop of every Packard dealer.

Standard Automobile Company
F. E. Paine
Superintendent

*Made Exclusively for Packard Dealers
List Price, \$46.00*

Write to the

Technical Department, Packard Motor Car Company

Expect to Get Another

The Henry J. Perkins Company, of Springfield, Mass., got its first truck March 10, 1910. A second was delivered on July 22, and they say, "It is our intention now to get another three-ton truck in the early spring." One of the trucks goes to Holyoke, a distance of ten miles, twice a day and some days makes the trip three times. The deliveries are made to stores scattered along the route. Both trucks have been in use every day since they were delivered and the company states they are in as good condition as when it purchased them.



History Repeats

THE National Pike, where it is plowed up to prepare for a brand new road from bed rock to crushed stone surface, looks like pretty hard traveling, but in reality the soft, boulder-littered furrows are little worse than the hard worn mountain highway that has not been repaired in a century.

Service a la Fuller

FROM Boston comes a few words of wisdom spilled from the lips of Supe I. H. Boles, during a recent technical meeting. We print them as an example of what Packard dealers mean by "Packard Service."

When you discover that a car is to be detained later than the promised hour for delivery, get this information to the owner or chauffeur. Do not wait until he gets here to break the news—GET TO HIM.

The Order Office must put the time promised to owner or chauffeur on the job order. This will enable foremen to plan their work on schedule and thus obviate embarrassing and unpleasant delays.

Put all information possible on the job orders; also, as to whether or not customer is to pay for it or it is up to us. This will be of great assistance to those checking invoices and job orders.

When car is moved to one department from another, to have work done on it, foremen will note time promised on job order, and, if they find they cannot get it out on time, immediately notify order office.

Remember, that the first person a customer comes in contact with should do his utmost to treat him satisfactorily, and not toss him back and forth from one to another. Listen to his story, and then, like every good physician, prescribe for him. Be courteous and attentive, take an interest in his troubles and he will depart feeling that he can place confidence in the organization.

Be truthful. If it is on us, take the blame; acknowledge it and ask for a chance to make good. If it is on the customer, show him conclusively. Don't stop at saying he is at fault. Show him and thereby prevent recurrences.

In the automobile business, as in life, it is the little things that count. Look out for the annoying rattles and other little troubles which the customer criticizes. The big ones will take care of themselves.

Finishing room will see the great importance of having hub caps cleaned up, motor in a presentable appearance and the whole car looking like a shiny gold dollar, not like a bent nickel. Rub! Scrub! Get to it!

Delays are dangerous, and in nine out of ten cases, where care is exercised, avoidable.

Maximum Service at Minimum Cost to the customer, (and Dealer) equals Packard Policy.

Remember the Golden Rule, and do unto our customers as you would be done by were you in their position.

First, last, and always, remember the Packard reputation and do or say nothing that would blemish its fair name.

Police Commissioner Croul, of Detroit, says women shouldn't be afraid to stay home alone nights now that the flying squadron of motor cars is on the job. We trust those who prefer to visit Mother will not take this too much to heart.



Sticks That Cost a Dollar and Up

Some of the steel we use costs \$2,000 a ton, five times as much as the government pays for the armor for its battleships. But then we're not building anything as fragile and tender as a battleship. In the rack shown in the illustration is steel for all purposes—axle steel, radius rod steel, gear steel, steel that is cut into washers, bolts and nuts, and steel in various shapes and sizes for the use of the experimental department and for the factory construction department. There are high and low-carbon steels, nickel and chrome-

nickel steels, and ordinary cold-rolled steel. Fifteen of the steels are special, being made according to the Packard company's own specifications.

There are round bars from $\frac{1}{4}$ -inch to 8 inches in diameter, square bars, hexagons and flat steel, and a number of sizes and kinds of steel tubing.

The different kinds of steel in the rack are identified by colors painted on the end of the bar. Blue may indicate steel made according to Packard specifications Number 15, while orange may mean an ordinary nickel steel.

Making Carbon Show Up

THE method which Dan Huff uses for the determination of carbon in steel or cast iron is direct combustion.

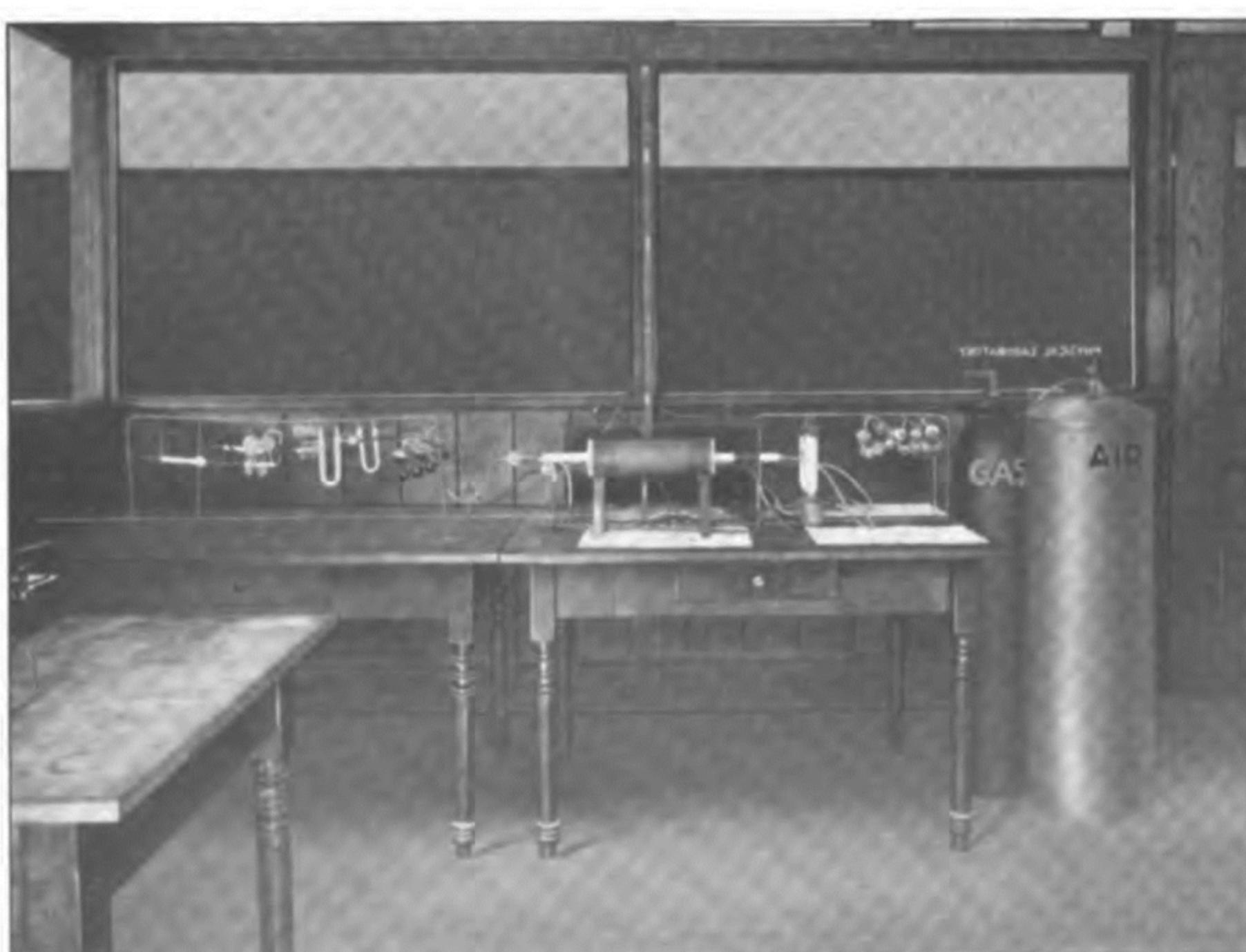
The furnace part of the apparatus is heated before the little platinum boat, with its load of drillings, is put in. An electric current does the heating. When

the boat is in, the temperature is increased to about 1800 degrees and the steel is burnt up. A stream of oxygen gas is played over the drillings when they are burning and picks up the carbon. Then the KOH solution in the little glass bowls takes the carbon out of the gas, and produces $K^+ CO_2 + H^+ O$. This is weighed to find out how much carbon is in the steel.

L. C. Williams, a prominent attorney at Richmond, Va., has succeeded William F. Gordon as vice-president of the Gordon Motor Company in that city.

Shop Promotions

J. E. LOCKER has been made superintendent of the chassis division of the Packard shops. For the past nine months Mr. Locker has been assistant to E. F. Roberts, and for three months before that was assistant to E. E. Mead, of the service division. E. G. Gregg takes on the work previously handled by Mr. Locker. He has been one of the assistants to Mr. Roberts for a year and a half. For three years previous he was night superintendent, and before that had charge of the inspection of finished parts.



APPARATUS WITH WHICH DAN HUFF CHECKS UP THE AMOUNT OF CARBON IN STEEL FOR PACKARD PARTS

Helping the Ice Man

CARRYING the white man's burden is a cinch compared with the ice man's regular job. In Memphis, Fall River, Topeka, Kansas City, Omaha and San Francisco the ice companies are demonstrating to their customers the value of Packard trucks by better service and an extended field of operations. Here are a few words from The Peoples' Ice & Fuel Company, of Topeka, Kansas:

Our truck is used as a supply wagon in the mornings for delivering ice to the outside route wagons and for wholesale orders in the afternoon.

It easily does the work formerly done by two teams in the forenoons and replaces from three to five teams in the afternoons, according to the distance and facilities for unloading.

We consider the Packard truck more efficient in our business than horse flesh, because at present prices, the cost of gasoline does not exceed the cost of feed for one team, it does not tire out, and the warmer the weather, the better it works, enabling us to give such service as is impossible with teams, besides resting up those we use in the afternoons.

Touch of High Life

PACKARD trucks may look a bit heavy for aerial navigation but they are beginning to invade the upper air currents. They have been developed into so many types of public service vehicles that the tower wagon for traction purposes is merely an incident.



PACKARD TRUCK WHICH REPLACES FIVE TEAMS HAULING ICE IN TOPEKA, KANSAS

and the elevated platform swings on a pivot to facilitate operations aloft.

The body of the tower wagon shown in the picture was built by J. R. McCardell & Company, of Trenton, N. J. Packard dealers may take up the building of towers with them direct. The prices for towers alone range from \$140 to \$218. For the tower and body combined, the prices range from \$255 to \$343.

In the Enemy's Country

FROM Grand Boulevard East to the Cote D'Azur is quite a sizeable haul, but it proved no barrier to E. B. Rew in ordering his 1911 Packard. He

notes the delivery of Mr. Rew's new touring car, and adds this excerpt from his acknowledgement: "The car is breaking in finely and works to perfection. It is surrounded and admired by interested people at every stop. It is a thing of beauty and a joy forever."

Pittsburg's Acid Test

Eternal question, "Does it pay?" answered by the man who owns one

"I HAVE used one Packard truck as an experiment for the last four months, and if it continues to do the work it has, it will be a splendid paying proposition," said J. Fullerton, manager of the delivery department of Boggs & Buhl, Pittsburg.

Mr. Fullerton is one of the truck users quoted by the Pittsburg Leader on a page devoted to commercial motor vehicles, "On the little item of returning hampers, we are saving an express bill of \$15 a day," continues Mr. Fullerton. "The Packard makes fifty-three miles a day and saves the cost of wagons, horses and extra drivers both ways, as well as the big item of express."

Mr. Fullerton is one of several truck users quoted at length, and each of them talks about a Packard. "We have had a Packard truck only a short time, but it has proved the desirability of the automobile in commercial use beyond any doubt," said Joel Spear, of Spear & Son, furniture dealers. Hauling house furnishings to widely divergent homes in the suburbs and outlying communities has offered difficulties to the firm for many years. The truck has solved them, says Mr. Spear.

Arbuckle & Company have been noted for their wonderful horses and the care given them. "Up to date our truck has been doing work equivalent to that of six horses," said W. W. Kerr, of the Arbuckle concern. "I used to think a motor truck would not be any good in winter weather. I was mistaken."



ONE OF THE QUARTETTE OF PACKARD TOWER TRUCKS IN USE IN NEW YORK

Four trucks of this design were purchased recently by the Union Railway Company, of New York City. The overhead apparatus is of the folding type so that the tower can be raised or lowered

has been touring abroad for several years and while his 1908 model is still giving good service it is not sufficiently recherche to meet his exacting demands. A letter from the Packard service depot in Paris

Atlas a Back Number

"So Atlas, lest the ponderous spheres should sink and fall about his ears, got Packard trucks to bear the pile, that he might sit and rest awhile."

BUT there is no rest for the truck. It goes on carrying things and overloads until the tires wear out. That's why the rear axle of a Packard 3-ton truck is a heavy solid steel drop forging and the rear wheels weigh 482 pounds each. And it's also the reason why the wheels must be just as carefully mounted on the axle as any finely adjusted part of a touring car. Were it not so, and were there any looseness in a wheel, the severe strains which the axle and wheels must bear when running under a load would soon cause damage. Therefore each bearing is individually adjusted and an accurate fit finally obtained by the use of a fine emery cloth.

Floriculturist Riggs

Selling Packards in Portland, Oregon, in the winter time must be one grand sweet song. Frank Riggs sends us an invitation to come out and see the roses in full bloom, all covered with snow and adds that his favorite Sunday morning recreation is picking narcissuses which grow in profusion in the back yard.

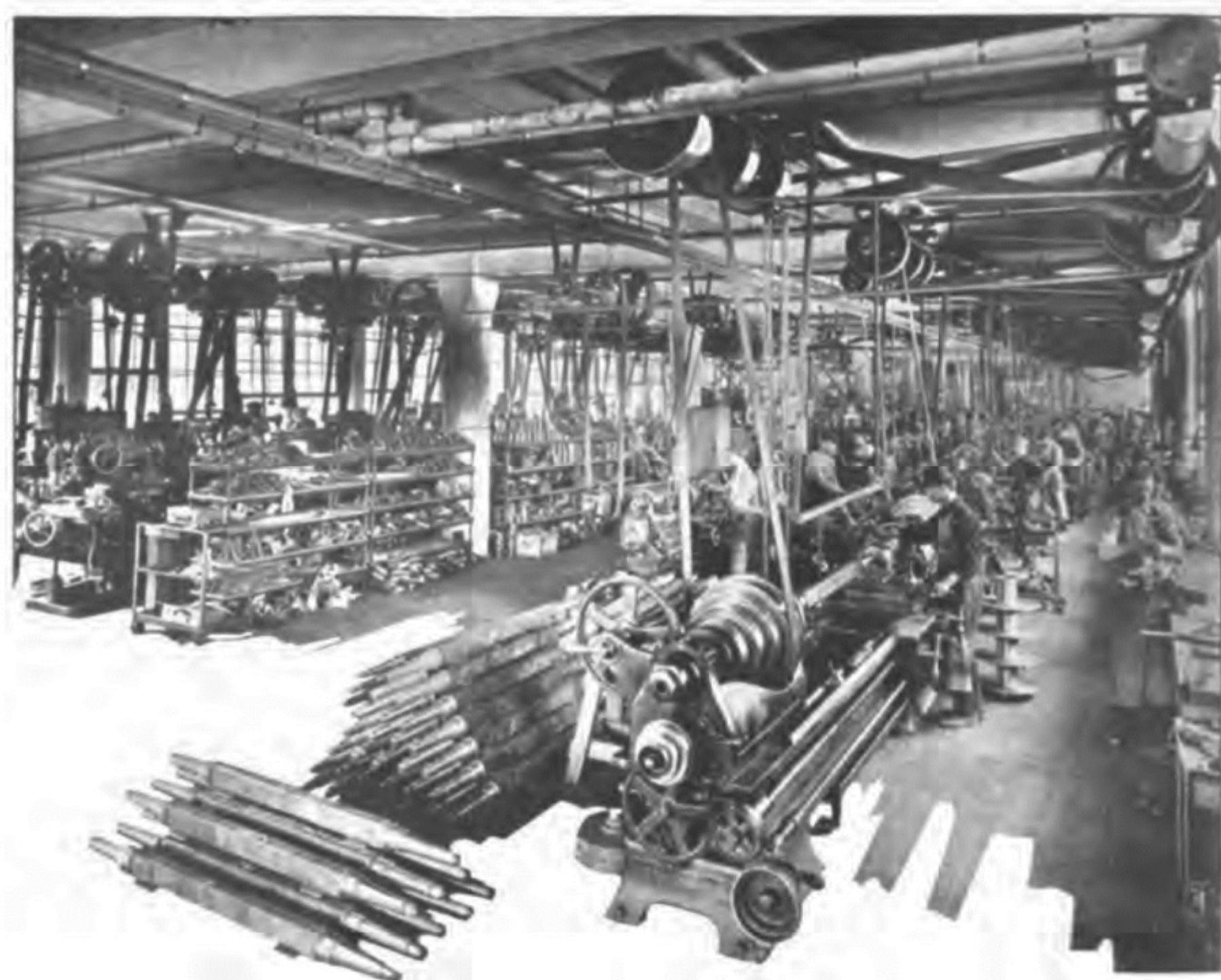
Marathon on Moving Day

MOVING day has lost its terrors in Missouri. D. A. Morr writes that people speak for his truck a week ahead and the longer the haul the stronger the call. The prize Marathon was a removal from an eight-room house in Kansas City to Pleasant Hill, 37 miles away.



THIS VAN EARNS MORE MONEY THAN THREE HORSE OUTFITS

They started tearing up the carpets Monday morning, and Tuesday evening the last of the bric-a-brac was deposited in the new home. Two trips were required and the cost to the owner was \$70. For shipment by rail, packing, cartage and freight would have meant practically



ONE OF THE TRUCK MACHINE SHOPS IN WHICH TRUCK AXLES ARE MADE

twice as much. Mr. Morr says the work performed by the truck equals that of five two-horse wagons.

Tagging Service

EARLE Anthony, of Los Angeles, uses the tag reproduced here on cars that come in for attention from the Service Department of the California Motor

R. S. No.

Repair Inspection

..... 191

Car No. Owner

Signed

Mechanically correct.....
Body clean.....
Under gear clean.....
Motor clean.....
Steering wheel clean.....
Motor oiled.....
Car washed.....
Brass polished.....
Top O. K.....
Equipment installed.....
Gasoline tank filled.....
Oil reservoir and grease cups filled.....

Ready to deliver.....

O. K.

Mgr. Service Department

Remarks.....

..... This card must be checked and signed in full

Before Car is Delivered

And turned in with Repair Order

The refuse furnace and forge shop boiler plant will be in operation about April 1. Date not significant.

Ad Clubs Please Note

WE, also, are helping to boom cities and put their affairs on a more progressive basis. Here is a beginning in the work of supplying the different burgs with Packard cars and trucks done up a la municipale:

Detroit

Fire Department..... Two "Thirty" Squad Wagons.
Police Department..... Seven "Thirty" Patrol Wagons.
Park Commission..... Two Three-ton Passenger Cars.

St. Paul

Park Commission..... One Three-ton Truck.

Indianapolis

Police Department..... One "Thirty" Patrol Wagon.
Fire Department..... One "Thirty" Squad and Chemical Wagon.

Kansas City

Water Department..... One Three-ton Truck.

Boston

One Three-ton Sight Seeing Car.

North Braddock, Pa.

Fire Department..... One Three-ton Hose and Chemical Wagon.

Quite a Pusher

A Sled with 4000 pounds of grain got stuck on a street car crossing in Portland, Maine. Randell & McAllister's Packard coal truck came along, hitched on and tried to pull horses and sled off the track, but there was nothing doing—the dead weight was too much. This didn't faze the truck driver a minute. He simply plowed through the snow to the rear of the sled, backed the truck up against it, threw in the reverse and pushed sled, horses and grain bags onto solid ground.

Every Little Move Has a Meaning

W. R. DENSMORE, Packard dealer in Buffalo, with the avidity of the chronic publicity chaser, is reported to have rushed into print with an announcement in the Buffalo Express of his approaching removal to "more pretentious quarters." The new building at 1217-1219 Main street will not be ready until May 1, and there is just chance that this premature splash of ink may cause some confusion. It is the more perplexing because hitherto Mr. Densmore has not been regarded as a zealot in the matter of newspaper advertising.

Later, (for those who like 'em labeled.)—Mr. Densmore puts newspapers in the saprophyte class. He wishes it generally known, however, that the new establishment will have a garage for the accommodation of Packard tourists.

* * *

The Meridian Auto Company, Packard dealers in Indianapolis, are located at 724-730 North Meridian street and not at 330 North Illinois street, as listed. This is unfortunate for Illinois street. The Meridian Company was organized recently to succeed the Holcomb Company.

* * *

Frank C. Riggs, who is striving to supply the demand for Packard cars in Portland, Oregon, has moved to Cornell road, Twenty-third and Washington streets.

* * *

Passing along to the extreme left as you look at the map, we come to the Dominion Motor Car Company, in Vancouver. Their new address is 1805 Beach street.

* * *

It's a long jump to Atlanta, Ga., but that's the next stop. The Owners Motor Company, of that city, has passed from Col. E. T. Brown to A. L. Sanders, of Baltimore. The latter will continue the business under the present name.

* * *

The Flint Motor Car Company is relinquishing the Providence territory which drops into the capacious pocket of Alvan T. Fuller of Boston. Elliot Flint was one of our oldest dealers, dating back to the Model L days.

Two new lines of business were added in January to the list of users of Packard three-ton trucks, gun-powder and pins, by sales to the E. T. DuPont de Nemours Powder Company of Wilmington, Del., and the American Pin Company of Waterville, Conn.

WILD WEST
NUMBER

DO YOU like thrills? Is your soul parched for the open life of the boundless desert? If it is, we'll fix your thirst shortly. Alkali Ike, Redwood Pete, Rattlesnake Sue—the Queen of the Sierras—and all your old friends have approved the scenario of this great number.

*The Galaxy of Stars who will
Shine in the Great Wild
West Number:*

From Mexico Comes Walker,
From Frisco Cuyler Lee;
And look whom Kansas City sends—
The Great Moriarty.

(Pronounced so as not to spoil the metrical rhythm, for this occasion only, Mori-i-ar-tee. Accent on the 1.)

And Portland's Riggs is with us,
So's Gilmer from Salt Lake;
MacFarland and Jim Keena—all
Stars who scintillate.



The Wild West Packard

Watch for it. It's coming soon with a hair filed trigger. This is a number that will make the effete East dance like a scared tenderfoot. Every page brimful of the hair raising exploits of western dealers. Red blood corpuscles coursing through every article.

Thrilling pictures of western life as seen by the man at the steering wheel.



Howard's Truck Story

HARTLEY Howard, of the Standard Automobile Company, Pittsburg, sells trucks for a living and writes stories for The Packard for the edification of our readers. It seems that the President of the Fairmont Brewing Company, of Fairmont, W. Va., wanted to buy a truck. Howard thought it advisable to run the truck down to Fairmont in order to see if the right kind of service could be given in that town provided the sale was made. Here's what he says about the trip:

You have read that in plowing an acre of ground one travels eight miles. On this rating we have just returned from plowing 153.2 acres of West Virginia. It was not the plowing which the Saturday Evening Post loves to picture, showing miles and miles of perspective. The landscape is one hill after another and one mountain on top of the next. A map of the geographical survey for this section looks like a nest of caterpillars. We always doubted the story of Jacob breeding cattle to harmonize with the landscape (Genesis, Chapter 50) until we saw the razor-back hogs on this trip.

There is a streak of yellow in that state. It starts just south of the Mason-Dixon line, runs through Morgantown, Arnettaville, Breezerville, and Fairmont. By the grace of God and the inhabitants it is called a road. What we called it would have to be expurgated.

The day before we were scheduled to start for Pittsburg and home, the Fairmont Brewing Company received a large order from Morgantown to be delivered that evening to the Turnverein. We put 8000 pounds aboard and left Fairmont at 8:47. A rain of the night before had taken the frost from the surface of the trail, and the roads in Pennsylvania were boulevards compared with what we came through. They were so heavy that in one place we had to drop into first speed to get down a 5 per cent grade, and that under a heavy load.

By comparison with what happened later, the road to Arnettaville was good. The out-dropping ledges of rock, which on the steeper grades had been washed bare, gave us the sensation of driving the truck down a pair of stairs. That explains why they shoe the oxen in that country. We made Arnettaville in fairly good time.

From Arnettaville to Morgantown, the trail is covered with from five to ten inches of the



A. E. GREENING, WHO BIDS YOU "WELCOME TO OUR FACTORY"

Gives the Glad Hand

A number of our visitors, particularly those with something to sell, look upon the man at the Information Desk as their natural enemy. They want to see the President or the General Manager or the head of such and such a department, when in reality, the man they ask for couldn't be of the slightest use to them. The object of their visit they often insist upon shrouding in the deepest

mystery. These are the times when it requires considerable tact and diplomacy to even help the man to get on the right track. Mr. A. E. Greening, who holds down the job at the desk, has from forty to fifty callers a day. In addition to receiving callers, he has charge of the service cars and plans their trips between the factory and down-town, that all passengers may be handled with dispatch.

this clay. We went through this foundation and lost forty minutes jacking our front wheels to the other side of the roadbed, but we got out without any assistance other than the jack, and without disturbing our load. We plowed into Morgantown at one o'clock. Our odometer showed eighteen miles.

No, we did not figure our mileage correctly. We cut four furrows at once.

The Fairmont Brewing Company's contract was waiting us on the arrival at Pittsburg.

undertaker Greene got enough chairs together to seat the party on the truck.

Another Greene story is to the effect that Greene, Mrs. G., Master G. and Mr. and Mrs. Dunning, of Syracuse, all went out to hunt. Greene took them to Meacham Falls, 206 miles away to find the game. [Why they went so far is hard to understand: we always thought bear was plentiful on Main Street.—Editor.]

It is believed the party brought home two rabbits and a turkey (tame).

Just Like Hapgood's

IF there is any Packard dealer who needs salesmen, either for trucks or for cars, he should tell his troubles and his needs to our sales department.

We are educating men right along, not only mechanically, but in various lines of sales and general office work. The advantage of having salesmen who are well founded in Packard principles and procedure before they tackle the retail end of the game is apparent. Most of you are familiar with the way in which the technical departments of our different dealers' establishments have been provided with factory-trained mechanical experts.

Many of the retail sales departments have been built up in the same way and we expect to continue the education of both mechanics and salesmen for the benefit of dealers, as the most logical method of providing good men with Packard ideas and ideals.



"BY THE GRACE OF GOD AND THE INHABITANTS IT IS CALLED A ROAD. WHAT WE CALLED IT WOULD HAVE TO BE EXPURGATED"

toughest, most slippery red and yellow clay that we have ever seen. Our front wheels resembled those of a traction roller. On one hill, just outside of Morgantown, an attempt had been made to make a road by filling the trail with ballast, rolling it hard and giving it a top dressing of

The Chauffeur's Friend

H. E. Greene, of Greene & Warnick, our Amsterdam, N. Y., dealer, entertained the Amsterdam Packard Chauffeurs (30, count 'em, 30) with a truck ride and dinner. With the aid of the local

ASK THE MAN WHO OWNS ONE



A San aftermath of our Boston number comes a letter from Mr. Vassar Pierce, who drove the second Model "L" sold in Boston over 18,000 miles. This car he afterwards exchanged for an '06 runabout and this in turn was replaced with a 1910 car. Mr. Pierce, who drives the car himself, says:

"The motor to me is as much a thing of life and feeling as a horse and to the man who thus "feels" his motor the Packard is wonderfully suited. I have driven a car of another make of equal power, but cannot get real pleasure out of it, as the engine, while it has power and speed, seems to me to hate to work. When it is pulling hard it sends little shivers of exhortation all through the chassis. It is unquestionably an excellent car and gives nearly as good service as mine, but it lacks something."

We Will Try Not To

I have received several copies of your paper, The Packard. Details concerning manufacture and sale of your cars always interest me. The mechanical perfection of my 1908 Packard has always been a great satisfaction, even aside from its long mileage and freedom from repairs. If I could build an automobile, it would be a Packard. Depart not from the standard you have established, not even by one screw or nut.

I would like to express my earnest appreciation of the prompt, courteous and efficient manner in which your people in New York have always looked after my car.

Hoping that your sales will be doubled during the year of 1911, I remain,

J. S. JESSUP,
Goshen, N. Y.
To Packard Motor Car Company, Detroit.

Economy in Quality

I have a 1910 Packard—used it twelve months and have spent less than fifteen dollars for repairs during that time. Thought this might be of interest to you.

HENRY T. RICHARDSON,
New York.
To Packard Motor Car Company, Detroit.

Here's Hopin'!

Yours of the 23rd instant, also book of instructions, received. Many thanks. The Packard is all any reasonable man should require or desire. When I need a new car, it will be a Packard and all I can ask is that I can be allowed to live fifty years to own and drive one.

J. B. WOOLSEY,
Newark, N. J.
To Packard Motor Car Company of New York.

Driver O. K.—Car O. K.

I wish to thank you for your letter of the twenty-ninth, as well as yours of the second. It is a source of great satisfaction to me to find that my chauffeur has taken care of the car so well, and that your inspector found it in such excellent condition.

I am sure if everyone gets as much pleasure and comfort out of the Packard car as I have had, and at so little trouble and expense, and it were generally known, you would be overwhelmed with orders.

Please send me at your earliest convenience your charge for inspection. I appreciate the prompt manner in which you took care of my request.

W. W. HERON,
New York.
To Packard Motor Car Company of New York.

5,000 of it being in the White and Green Mountains. I have been over all kinds of bad roads and up all sorts of grades with good carloads of people and I have yet to have the first minute's trouble or expense from the engine. I have, of course, had the usual tire experience. I cannot speak too highly in praise of your car and I can see the point of your little advertising phrase: "Ask the man who owns one."

W. M. SAYER, JR.,
New York.
To Packard Motor Car Company of New York.

Little Things that Count

H. E. Stowell, manager of the technical department suggests that the celluloid in the back curtain of the standard top is less liable to be broken if the curtain is rolled up before the top is folded.

Destroying Competition

A LETTER from North Braddock, Pa., says Hartley Howard put through a smashing deal there. As truck salesman for the Standard Automobile Company of Pittsburgh, he had just led a three-ton performer through its paces on the steepest hill in the town, when someone turned in a fire alarm. The local apparatus, a two-wheeled affair with the hose on a large reel, was hastily coupled to the truck by a tow line. The cart kept a respectful distance behind until they reached the fire and Howard put on the brakes. Crash! In silence and in sorrow the volunteers removed the pieces from beneath the truck.

North Braddock, Pa. (Special)—The council, in special session, decided to purchase a Packard three-ton truck. It will be equipped with fire apparatus. Owing to an unfortunate accident the town was left without protection.

When Archie Roosevelt and Senator Payne's son visited the Rosebud reservation in Dakota the Sioux Indians gave a big dance. F. H. Jackson, of Des Moines, got a bunch of them in his Packard, including Hollow-Horn-Bear, whose picture you can find on a United States five dollar bill if you're lucky enough to be able to borrow one.



Saves \$5.00 Dollars a Day in Wages

The Lynn Gas & Electric Company's truck is fitted up as a line service and repair wagon. It is used for transporting a gang of ten or twelve linemen from point to point, and also for hauling

poles on trailers. The mileage per day is small. The company estimates that the truck saves about five dollars a day in wages alone by getting the men quickly from place to place.

Have You Read El Toro?

IT'S a narrative about the strange adventures that befell a party of Packard tourists headed by S. D. Waldon when they tackled the roadless interior of Cuba. The Cubans named the car El Toro and so we named the Book

Illustrated by photographs and drawings
Ask a Packard dealer for a copy

Note to Dealers—For Particulars about distribution of a limited supply remaining, address the Advertising Department



LOTS OF LATENT "JUICE" IN THESE FIFTEEN HUNDRED PACKARD-EISEMANN MAGNETOS. AT THIS SEASON OF THE YEAR THE STOCK OF MAGNETOS IS NOT ALLOWED TO FALL BELOW ONE THOUSAND

Quite Comfy

During the recent cold spell, when "the wind she blew lak hurricane," the heating system in the new buildings was distinctly on the job. The system is the same as in the older buildings, and represents the latest development in sanitary factory heating. A circulation of air is maintained in the rooms by the forcing in of pure air, heated to whatever temperature is desirable, and the drawing out of the lower strata of colder air.

The steam coils in the heating chambers are in sections, each section made independent of the others by the use of individual valves. This arrangement allows one or more sections to be cut out at will.

Exhaust steam, under four pounds pressure, is ordinarily used, but provision is made for using live steam, through a reducing valve, if it is needed. Hot water can also be used in the same coils, a second set of valves being connected with the hot water mains.

The Packard Lunch Room inaugurated the coming of spring Saturday, February 25, by serving short cake with actual strawberries.

Bringing in the Truck

WHEN Swift & Company's barn collapsed recently a wire was sent to Mr. Walter Page at Morrison, Ill., to bring in a Packard truck that was out on regular work in the country. Mr. Page located the truck by 'phone and met it two miles out of Morrison at 11:30 a.m.

He started at once for Chicago, 138 miles away, and arrived in town at midnight, having made but two stops, one of sixteen minutes for oil and gasoline and one of thirty minutes for supper.

Swift & Company also use Packard trucks in other cities than Chicago. The illustration below shows the truck which hauls for the Seattle branch.



ONE OF SWIFT & COMPANY'S TRUCKS WHICH IS USED IN SEATTLE

"Ask the man who owns one"
is not an advertising pleasantry but
the most serious reference we are
able to make concerning the excel-
lence of *Packard* cars and the degree
of satisfaction in *Packard Service*

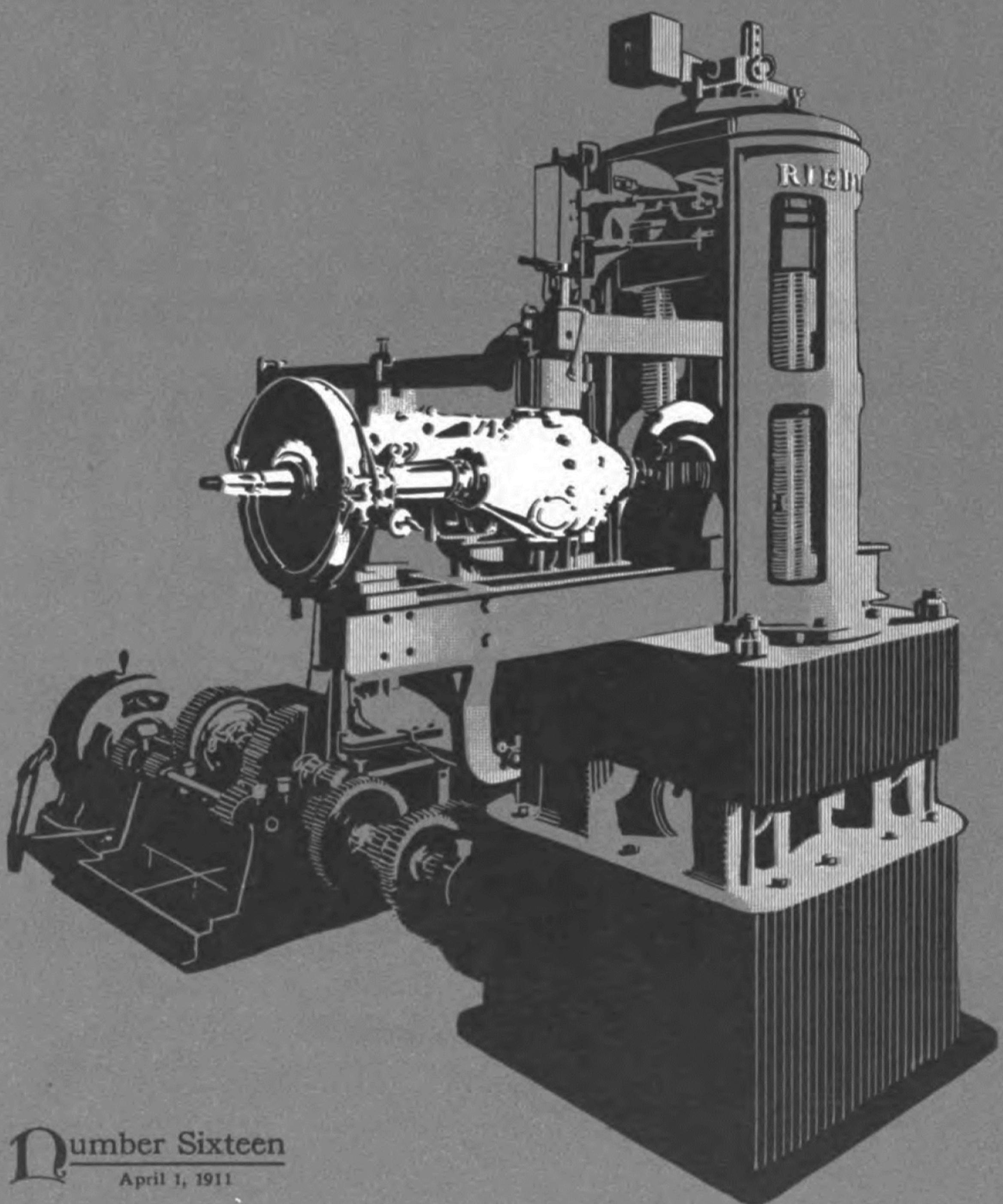


Our allotment is almost used up
Spring is on the wing—order now

Packard Dealer & Company
1911 Packard Boulevard



The Packards



Number Sixteen

April 1, 1911

Packard MOTOR TRUCKS



THE Union Merchants' Ice Delivery Company of San Francisco, put a Packard 3-ton truck into service in April, 1909. After the truck had been used eight months, the company reported that it had saved \$1190 by comparison with the cost of hauling the same amount of ice with horses.

In January, 1910, the same company purchased two more Packard trucks.

ASK THE MAN WHO OWNS ONE

Packard Dealer
and Company
1911 Packard Street

The Packard

The Name We Conjure With

Back of the Packard is an Engineering Genius, Founder of the Car

PTHE Packard name is an asset which is linked inseparably with a strong, able personality. J. W. Packard not only gave the Packard its name but he gave it engineering genius and personal devotion which inspired the earlier development and made the ideals which have guided subsequent progress.

Mr. Packard is a native of Warren, O., and his loyalty to the town has added to its manufacturing prominence. He obtained his early education in the public schools there and in 1884 was graduated from Lehigh university, with the degree of mechanical engineer. That summer he took a job with the Sawyer-Man Electric Company, a pioneer incandescent lamp manufacturing concern, afterwards absorbed by the Westinghouse interests. His genius as an engineer, inventor and manager was almost immediately evident.

The keynote of his career as an engineer-manufacturer was that he always made adequate provision for testing and design. His companies established laboratories for research work, departments for formulating improvements, experimental rooms for making and testing models.

The fascination of original work led him repeatedly into new ventures. He followed the mechanical lines along which civilization was making its greatest strides. Firearms, phonographs, cameras, steam engines, railroad engineering, telegraphy, bicycles—all had their turn.

The Inspiration

TWENTY years ago J. W. Packard, with his brother W. D. Packard, started the factory which has made Warren the second largest electric lamp center in the United States. As an outgrowth of this enterprise is the Packard Electric Company which is the largest concern engaged exclusively in the manufacture of gas engine ignition cable.

The first inspiration of a new and great future business came in 1896, when J.

W. Packard acquired his first gasoline propelled vehicle. It was a French tricycle—a thing of pain and sorrow. Hard starting, noise, hard riding, faulty ignition, poor lubrication, imperfect bearings, tire troubles, a bucking carburetor, breakages—still its wonderful fascination.

From this point, Mr. Packard's career is identified with the development of the Packard car. He is chairman of the Board of Directors of the Packard Motor Car Company and retains extensive electrical manufacturing interests in Ohio. While still maintaining a home at Warren, he spends most of his time at Lakewood, N. Y., where he is building a new residence on a beautiful estate. He is 47 years old.

A Side-Light

OVER the door of the basement den which he calls the "gun room" of his home at Warren, J. W. Packard might easily write the word "Whim." The interior details throw a vivid side-light on some of Mr. Packard's moods in his hours of leisure.

An ancestral "bear gun" hangs directly over the fire-place and a wall rack supports four old United States army Springfields, with fixed bayonets. On a shelf repose a speedometer, a miniature engine and a small model of the first Packard car.

A small electric motor, with buffer attached, a microscope and other apparatus rest on a table. Automatic and other revolvers dangle under the mantel which is surmounted by two old style automobile lamps. The mantel time-piece is an automobile clock. Only a small proportion of the guns and arms,

with which the room is littered, are shown in the picture which is reproduced on another page.

The wall panels are surmounted by a frieze with poster effects combining Packard cars, pretty landscapes and billows of petticoats. Mr. Packard says old Packard calendars gave suggestions for the frieze, but the advertising department doesn't recognize the billows.

A Victor record, a trumpet and an engineering magazine lying on a window seat give a final touch to the oddly illuminating picture.

J. W. Packard also gave us the phrase, "Ask the man who owns one."



J. W. PACKARD

Here was a crude mechanical contrivance which carried the potential of a great development.

Many experiments and improvements were being tried out on this three-wheeled toy, when in 1898, a gasoline-propelled vehicle with four wheels and a large motor was placed on the American market. Mr. Packard bought one. It may have been all right for its day and generation, but it did not exactly suit the fastidious engineering tastes of J. W. So, with confidence in his own creative ability, he discarded his purchase and set in to make a real automobile. The prototype of the Packard line was finished in 1899.

Growth of the Packard Idea

Development of the Engineering Department Traces a Comprehensive Picture of Thirteen Years of Motor Car Progress



THE "INNER WORKINGS" ON PAPER IN THE CARRIAGE CHASSIS DRAFTING ROOM

HE Packard engineering department has grown up from a modest beginning—one man. A survey of the growth of that one man department into the organization which now conducts our engineering work, measures, in one sweep of imagination, the physical development of the Packard.

J. W. Packard was himself the engineering department that carefully tested his original theories as the work progressed on his first model.

William A. Hatcher, a mechanic with inventive talent and practical experience, heard of Mr. Packard's new motor car and announced that he would like to go to work in the Packard shop. He was engaged to carry on the engineering and development work which Mr. Packard had started the year before.

It was still a one-man department, Hatcher making all his own designs, ordering materials and machining parts. In a few months Russell Huff was engaged as designer and Hatcher started the manufacture of five cars. By this time the factory had grown from a room less than twenty feet square to a most worthy establishment four times as large. A corner of this new factory was reserved as experimental space where

the second model was assembled and tested out. Out of this grew the successful one-cylinder Packards that obtained fame and consequence in 1901, 1902 and 1903.

In 1904 it became necessary to divide the development into separate departments in charge of experienced engineers, the work having become complicated on account of the introduction of the four-cylinder Model L, experimental work in search of better materials and increasing

present Packard three-ton truck model was brought out experimentally in 1906. Since the beginning of actual manufacture of trucks and the necessary multiplication of body designs, the truck engineering department has developed rapidly. Now two engineers direct the forty draftsmen engaged in this work.

In the early days of single-cylinder engineering, there were many opportunities in the patent line. The work of following up patent applications became so arduous that in May, 1907, a separate department was established to handle this work. Up to that time the engineering department had secured forty-four patents and had thirty-three applications pending. Since the patent department was organized the company has secured eighty patents and it now has 120 applications pending.

Seven years ago, there was one Packard model manufactured. This car had only one design of body, which occasionally carried a top and a windshield. Today there are twenty-seven luxurious body combinations fitted on two distinct chassis, each with several variations, as, for example the "Thirty" chassis is made in four variations to meet the requirements of different body



TOYS OF AN ENGINEERING GENIUS—SEE PRECEDING PAGE

applications for patents on new designs.

Truck development was started early in 1905 in the general drawing room, but a separate commercial vehicle engineering department was organized when the

types. Furthermore, the expansion of the line of bodies necessitated the separation of body engineering into a special department. Organized about a year ago, with eight men, this department now requires the services of two engineers and twenty draftsmen.

What was formerly the general drafting room of the Packard Motor Car Company has become the carriage chassis designing department, and it has grown from a one-man job in 1899 to the present force of forty.

All of the details connected with the handling of blue prints and records were formerly under the guidance of the chief draftsman in the general drawing room. With the organization of three separate drawing rooms, this method of handling the records was found inadequate and a record department was organized to take over the work. It employs forty men.

During the last month the blue printing branch has made over 33,000 blue prints. There is a complete system for handling all the records pertaining to the issuance of this vast number of prints and there is a check on each piece from the time it leaves the department until it returns.

Carriage chassis, carriage bodies, trucks, blue printing and records are units under the general supervision of Chief Engineer Huff, but even all these do not make up our engineering department. There is yet the experimental branch and, perhaps, it is the most notable of them all, because it is where we get the "proof of the pudding." Another article tells about its extensive and interesting work.

The "overtime" sign is posted in the outside test department.



RUSSELL HUFF, CHIEF ENGINEER

Keystone of the Engineering Arch

LEESBURG, Ohio, was never mentioned extensively outside of Leesburg until Russell Huff admitted he was born there in 1877. The town looks just about the same now as it did then. Mr. Huff shook the dust of Leesburg from his tan oxfords, after finishing the High School, and went to the Case School of Applied Sciences, which exists principally to give the Michigan football team a preliminary workout each fall. Mr. Huff didn't spend his summers while in college going about with a chic little cap on his head and an autre pipe in his mouth. He worked for the Lincoln Electric Company in Cleveland. Mr. Huff acquired the habit of beating the other fellow to it and completed his college course several weeks before the end of the school year. He took a job with a lamp company in Cleveland while waiting for an opening in the mechanical

engineering line, and turned it to account later when he invented the famous rear light on Packard cars. When J. W. Packard decided to spread out and increase his engineering department from one to two men, application was made to the Case School, which recommended Mr. Huff. "Just what I'm looking for," remarked that young gentleman and he went to work in Warren, June 25, 1900.

For two years Mr. Huff was the whole howling hippodrome, designer at the quarter, draftsman at the half, tracer at the far turn and blue print man in the stretch. It took him about twelve hours a day to get around the track. As draftsmen were added one at a time, Huff naturally gravitated toward the top and became head draftsman.

In the fall of 1903, when the Packard Motor Car Company moved to Detroit, Mr. Huff was made assistant engineer under Charles Schmidt, whom he succeeded in 1905. Now he still works from sun to sun and then some, even if he is "The Chief" to over a hundred and fifty people.

Hochachtungsvoll Gewidmet

"Presenting our thanks in advance for this information and with best wishes, we remain very truly yours, etc."

THIS peroration closes a polite note of inquiry from the Packard Motor Car Company of New York.

The Advertising Department of the Packard Motor Car Company presents its compliments to the Packard Motor Car Company of New York and indulges in the hope that the Packard Motor Car Company of New York is quite well and in full enjoyment of the distinguished powers which have given it such a high place in the estimation of the Packard Motor Car Company of New York. We beg leave to inform our valued correspondent that the matter referred to has received our painstaking consideration and we trust that our response, forwarded under separate cover, will be quite satisfactory. In closing we can not refrain from expressing our appreciation of the friendly interest which prompted the inquiry, and with assurances of our continued regard and esteem, we beg to remain, etc., etc., etc.

No Show for Joe

AS we dash madly to press, we are in receipt of this dispatch from Joseph J. Mandery at Rochester:

"Our opening from financial standpoint (compared with last year) a howling success. We made about \$1,500 by not having the customary automobile show. Details later."



NEW BODIES SUPPLIED WHILE YOU WAIT IN THIS EXPERIMENTAL SHOP

Blazing the Packard Trail

Engineers in Constant Grapple With Horde of New Ideas—Some Typical Problems

HE engineering department is always on its toes. Its eyes are strained to the future, studying the trend of fashion and design. In the maze of new ideas, constantly advanced, eternal vigilance is necessary in rejecting the bad, grasping the good and keeping abreast of the times. The big staff employed in this work is always working under pressure trying out new designs.

As an illustration which shows the vast field covered by a single detail, let us take the clutch. We did not arrive arbitrarily at the selection of the type we use, nor was its design an arbitrary fact. Such a problem takes years of designing and testing.

There is the leather faced cone clutch, the metal faced cone, the wet multiple disc, the dry multiple disc, the 3-plate clutch, the 5-plate clutch, the expanding leather faced band, the expanding metal shoe, the contracting leather faced clutch, the magneto clutch, the hydraulic clutch and a great many modifications of the different designs enumerated.

To arrive at a satisfactory solution of such a problem, it is necessary to decide first which clutch will probably be the most successful and eliminate all the more doubtful types from consideration. The engineers in charge are then advised to have designs worked up on the drawing board of the type to be tried out. As soon as these designs are finished, the drawings are distributed to the shops where the parts are made up, assembled and prepared for test.

In one season four different designs of the multiple disc clutch running in oil were designed, made and tried out and then abandoned, in favor of the dry plate type which was tried out by the same exacting processes and finally adopted.

Numerous designs of carburetors, different makes of magnetos, various types of radiators, several systems of transmission and many motor designs have been carefully tested in arriving at the present standard car.

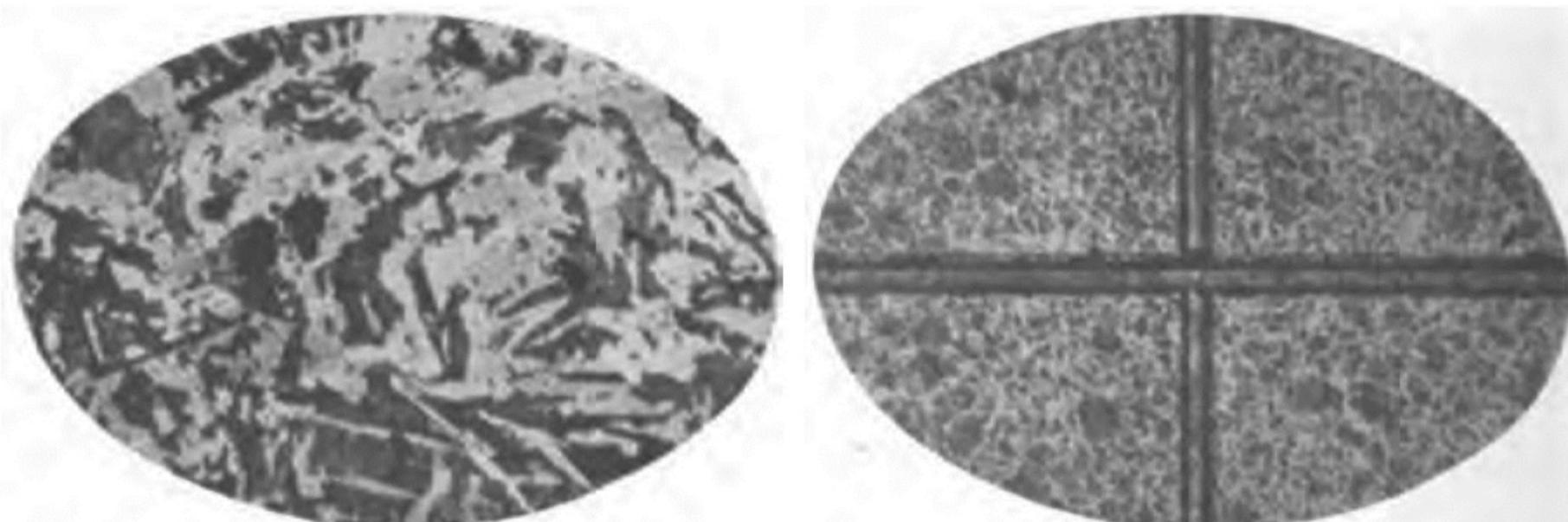
Some of the transmission work has included the complete designing and testing of two and three-speed progressive and three-speed selective transmissions on the rear axle; three-speed selective, four-speed selective, three-speed progressive and four-speed progressive transmission in the frame; planetary transmission, chain drive and bevel gear drive to rear wheels and marine reversing gearing. The three-speed rear axle unit which is characteristic of Packard

design is not a hobby with us but a conclusion reached after years of immense experiment.

In the line of motor engineering since the single-cylinder days, there have been designed and tested two-cylinder four-cycle motors for trucks; four-cylinder four-cycle motors for touring cars, racing cars, trucks and marine work; six-cylinder motors; sleeve-valve motors; and two-cycle motors. We test ideas. We build results.

The standardizing of an element or a part that will stand the test of several year's service is expensive and painstaking. We bring this elaborate research work within the range of commercial practicability by spreading its cost over the production of cars for a rational period. The cars of each succeeding year are a development of the previous models and not entire replacement. If we threw away every feature and started all over again each twelve months it would be impossible to produce Packard cars at equitable prices.

The entire fifth floor of Building No. 4 has been added to the tool making department.



THIS PICTURE SHOWS DANIEL HUFF AND WHAT HE SAW IN TWO PEEPS THROUGH THE MICROSCOPE—AT THE LEFT CARBON STEEL OF COARSE GRAIN, SHOWING POOR TREATMENT, AND AT THE RIGHT THE RESULT OF THE PACKARD REFINING PROCESS. THE LINES ON THE STEEL ARE ONE ONE-THOUSANDTH OF AN INCH WIDE

A Chemical Analysis of Dan Huff

SETH LOOMIS took Daniel Huff on one of the experimental trips to Chicago just to see how Dan would act. Whenever they entered a town of any size, Daniel brazenly Beau Brummel with a white collar and fresh tie in direct violation of the rules of the road. Once outside the city, the haberdashery disappeared. He was sent for a pail of water, and failed to return promptly. They found him kneeling at the brook carefully removing the stains of travel from his classic features.

Daniel is about as ostentatious as a street car passenger who is hoping against hope that the

conductor won't notice his nickel. He was just a nice little boy at first, and when he got to be a big boy, he went to Earlham College at Richmond, Indiana. He studied engineering and dabbled a bit in chemistry. He wanted something deeper and studied mining methods at the Case School in Cleveland. He literally put Linndale on the map, being employed for that purpose by the Big Four when the shop town was founded. He spent one summer jumping up and down on Cleveland bridges to see if they were safe and later fussed around the parks there as a landscape architect.

Finishing school, in 1895, Mr. Huff turned his back on civilization and spent several years as a mining engineer in the wilds of Mexico. Then he moved to El Paso, which at this writing is right across the river from the Mexican revolution. He was employed on a dear little railroad out there and nearly got a kink in his spine following its curves. Then he took a job with a regular railroad and surveyed new lines for the Southern Pacific. Finally he accepted a place in the city engineer's office in El Paso and put a little ginger into the department by laying out a new addition, getting out a city map and lining up the city's rights along the water front.

In August, 1906, Mr. Huff came to the Packard Motor Car Company as a draftsman—they all seem to start that way. He advanced steadily and if you want to know who's boss of the laboratory go in there and start something.

Recherche!

THAT haute volee feeling clings to the man who drives one in Seattle, as evidenced by the Washington Chauffeurs' club which displays the Packard name plate on its art stationery. This exclusive circle gave a function which was labeled "The dance that is different." The "Close-coupled" two-step was as snug an affair as the proprieties would permit and "Phaeton Scandalous" waltz breathed the spirit of a joy ride. In the

"Three-ton Truck" three-step, the floor was reserved for dancers in the three-hundred class, while "That Greyhound" two-step made up in speed what it lacked in avoirdupois. The "Fore-door Limousine" was a luxurious waltz and after an elaborate supper the dancers disported themselves in the "Satisfied Owners" minuet. A pleasant time was had.

The chassis drafting department was stepping on the toes of the blue print record crew, so it moved just around the corner on the second floor, Concord avenue side.

Lieutenants on the Firing Line

Engineering Staff

Chief Engineer	Russell Huff	Truck Engineer	D. T. Hastings
Assistant Engineer	Allen Loomis	Laboratory Engineer	Daniel Huff
Body Engineer	Ormond E. Hunt	Patent Counsel	Milton Tibbets
Assistant to Body Engineer	W. T. Fishleigh	Assistant to Truck Engineer	H. D. Church
Chassis Engineer		A. H. Knight	
Superintendent of Experimental Shops		R. M. Hidey	
Chief Record Clerk		George H. Hoffmann	



Ormond E. Hunt
Body Engineer



D. T. Hastings
Truck Engineer



Milton Tibbets
Patent Counsel



A. H. Knight
Chassis Engineer

ORMOND E. HUNT, the pride of Saranac, is another of our numerous U. of M. alumni who help our helpless advertising manager place full page ads in the dear old alma mater's compendium of college wit and humor. After graduating from the U. of M. in 1907, he went to Washington and tried to make the George A. Fuller company believe he knew how to put up fire-proof buildings. He got away with it so well that soon after he left their employ they hired him back as superintendent of construction. In January, 1907, he came to the Packard Motor Car Company as draftsman in the carriage chassis division. He worked as chief draftsman on trucks before deciding to boss the body division. Rumor says his work is to be extended.

A YOUTHFUL prodigy, is D. T. Hastings, who has been a Detroit product ever since 1885. He went through the usual pastimes of marbles, leap frog, high school and university. He first earned money drawing adders for the Burroughs Company. After polishing off his talent in the engineering office of Brush, Allen & Anderson, he joined the Packard Motor Car Company as draftsman in the carriage chassis division. He got up pretty close to the throne as personal assistant to Chief Engineer Huff and was soon made second assistant engineer. His ambition was realized in October, 1909, when he became engineer of the truck division.

AT the age of twelve, Milton Tibbets was owner, editor and distributor of the Weekly Bulletin, a story paper designed to divert the young idea in Washington from the doings of congress. The Bulletin didn't keep the press going fast enough, so Tibbets hung out a sign, "Job Printing." He was a grand worker and studied law nights. The printing business kept right on working when he went to the Columbian university and it paid his way through. He practiced law in Washington and worked for the patent attorneys representing the Packard Motor Car Company. He came to Detroit in 1907 and became patent counsel at the factory.

IT happened in Flint in 1878," said A. H. Knight, in a hoarse whisper. "Nothing else happened until I finished my course at the U. of M. and went to Cornell to learn how to build warships. I fooled around eastern ship yards for a couple of years and roomed with Allen Loomis at Camden, N. J. In spite of this handicap I was able to get a job with the Great Lakes Engineering Works. I concluded that teaching others would be easier than designing boats so I took a position at the University of Michigan. In the summer of 1909, I discarded the dignity of an assistant professor and went to work as a draftsman for the Packard Motor Car Company."

Mr. Knight's present title is engineer of the carriage chassis division.



Published at Detroit by the
Packard Motor Car Company
Ralph Estep, Editor
Number Sixteen—April
First—Nineteen Eleven

Truck Tire Options

THE following list of truck tires in standard sizes (fronts, single 34 by 4 inches; rears, dual 36 by 4 inches), supersedes all notices sent out prior to March 1, 1911:

FIRST

Goodrich.....	Wireless
Goodrich.....	Side Wire
Hartford.....	Solid Motor
Diamond.....	Spliceless Wire Mesh Base
Diamond.....	Side Wire
Firestone.....	Side Wire
Goodyear.....	Hard Rubber Base
Morgan & Wright.....	Side Wire
Republic.....	Flange
Kelly-Springfield.....	Side Wire
Swinehart.....	Flange

We will furnish the following tires at the extra price list given below until further notice:

SECOND

Firestone Side Wire Flange, 34 x 4 tires on 2 front wheels.....	\$10.20
Firestone Side Wire Flange, 36 x 4 dual tires on 2 rear wheels.....	11.05

Seth Saith:

"Opportunity is Being Ready"

ALLEN LOOMIS says he is the factory goat because The Packard insists he is a philosopher, whereas he thinks he is nothing more than a plain but diligent assistant engineer. He was one of the little acorns picked up "Under the Oaks" in Jackson in the fall of 1877. He slipped through Jackson High School, University of Michigan and Massachusetts Institute of Technology in the calm, suave way which still clings to him. He showed promise as a machinist's helper, looked like a comer as boat builder's apprentice, displayed some class as a yacht and ship draftsman and struck his real gait as an instructor in mechanical engineering. In the good old summer time he worked as a draftsman for the Packard Motor Car Company. In 1906 Russell Huff drove the experimental car, "Billy Bounce" out to Ann Arbor and interviewed Instructor Loomis. The latter has been the "Chief's" right hand man ever since.



Mr. Loomis can figure out any problem from a cafe check to a design in barycentric calculus by means of the slide rule.

Beginning March 1, 1911, the following extra list prices apply on the 34 by 5-inch single front and 36 by 5-inch dual rear tires listed below:

THIRD	
Firestone Side Wire.....	Front..... \$34.85 Rear..... 85.00
Firestone Side Wire Flange.....	Front..... 46.75 Rear..... 89.25
Diamond Side Wire.....	Front..... 19.55 Rear..... 51.00
Diamond Spliceless Wire Mesh	Front..... 22.15 Base..... Rear..... 38.25
Swinehart Flange.....	Front..... 35.70 Rear..... 67.15
Hartford Solid Motor.....	Front..... 39.44 Rear..... 73.10
Republic Flange.....	Front..... Not listed Rear..... 72.25
Goodyear Hard Rubber Base.....	Front..... 34.85 Rear..... 70.55
Morgan & Wright Side Wire.....	Front..... 34.85 Rear..... 85.00
Goodrich Side Wire.....	Front..... 23.80 Rear..... 62.05
Goodrich Wireless.....	Front..... 34.00 Rear..... 64.60
Kelly-Springfield Side Wire.....	Front..... 34.85 Rear..... 85.00
Kelly-Springfield Sectional.....	Front..... 34.85 Rear..... 39.10

Men Wanted

Each Packard dealer is requested to send a representative to the annual technical convention to be held at the factory April 17, 18 and 19. Stowell promises a gathering of unprecedented interest.

Exit Eight Horses

EIGHT horses were put out of business by one Packard truck in Kansas City. Every morning the Loose-Wiles Biscuit Company sends out crackers, cakes and candies to 130 grocers. The route extends over thirty miles and the truck covers it in four hours. Four two-horse wagons were required for the same work.

At Your Service!
Technical Men to Visit Packard Owners
all Over America

FORWARD the Light Brigade! About a dozen experts, who can take a car apart and put it together again about as easily as the ordinary citizen winds his watch, will leave the factory April 1 to visit Packard owners all over America. Their pilgrimage will carry them over vast stretches in the Canadian northwest and into the wilds of Mexico.

These men will offer their services in tuning up and adjusting cars or giving any mechanical assistance required. Owners who are particularly interested in this campaign are invited to communicate with the Technical Department of the company, bearing in mind that the limited time at the disposal of the men will not permit of general overhauling.

This plan was inaugurated by Technical Manager H. E. Stowell last year and there is a demand for a return engagement this spring.

Cars in the vicinity of the larger Packard establishments obtain technical service with little effort, consequently it is the intention to have the men spend the greater part of their time in the more remote districts, giving particular attention to cars in the south and west. Owners in the larger cities who desire attention should make their wishes known. In cities where Packard establishments request their services, the experts will confer with the dealers on technical problems and aid them in going over their cars.

What, Again?—Sure

Ground is being broken again, this time for the first section of the forge stock building, which is to be fifty feet long. A traveling crane will be installed and the steel will be carried to the hammers over a narrow gauge track.

Attendance at the Packard school for chauffeurs last year was 419, an increase of 69 over the previous twelve months.



STOWELL

The Packard Chief Tunes Up on High Speed in Indian Gardens



HIS is an action picture. It shows the boss seeking a change of scene in the region of the Grand Canon.

The illustration is drawn from telegraphic description. It gives a fairly correct delineation of the leader's enthusiasm, abandon and reckless disregard of consequence in leaping over the landscape.

You might infer from the grouping that the somewhat allegorical figure of Joy will soon disappear from the scenario. This impression shows a failure to grasp the real spirit of the occasion. The noble red men have just heard that the big chief of the Packard tribe is about to purchase liquid refreshments.

To depict adequately Henry B. Joy's outing in "Indian Gardens" would require an art supplement. When the president sits at his desk, the big dynamos across the street let out a few extra links to catch up with his stride, and when he plays he makes the "African Game Trails" look like barnyard comedy.

"Words fail to describe one's sensations, standing on the brink of the chasm, awe struck and speechless at the gigantic panorama."

These are President Joy's own words and when the boss spills a phrase like that you may rest assured it is quite a sizeable bit of scenery. Incidentally, he puts his official O. K. on the El Tovar hotel, on the edge of the Canon's rim. This hostelry is in charge of Mr. Brant, for many years the popular manager of the Detroit club.

The descent to "Indian Gardens"—going down for 3,190 feet—is made by way of the Bright Angel trail. The name conveys to the traveler a mild warning not to lean on the atmosphere or the local color.

"Indian Gardens" is a permanent camp with such imposing architecture as shingled roofs and raised board floors. The tent houses contain effete discrepancies of scenery such as beds, stoves and wash stands.

In speaking of his tramps about the Canon, H. B. tells of visiting the residence of Captain Hance, an open-faced type of home with a shelf of rock for a floor and a carboniferous overhang for a roof. The captain is a prospector who has been trying to find something more negotiable than panoramas for the past thirty years. He is only seventy-five now, and if he strikes pay in the next few minutes he may be assured of a competence in his declining years.

"Looking over precipices with 1500 feet sheer drop into the muddy splashing Colorado," said Mr. Joy, "I was aston-



HENRY B. JOY FILING A HOMESTEAD CLAIM ON THE SCENERY IN THE GRAND CANON

ished to see a dog put his paws on the limit edge of the outer stone and gaze about on the scene below. And when Dunham walked out and stuck the toes of his boots over the edge I thought he was contemplating suicide." It was horribly careless, but Dunham and the dog have to live in the Canon all the year 'round.

The boss is so well pleased with "Indian Gardens" that he promised himself another trip there in hunting time. This gave rise to a rumor that the mountain lions would appeal to the Arizona legislature for protection under more stringent game laws.

Hills Sits on the Lid

Our Sales Manager Points Out Reasonable Limits in Matter of Specials—Excerpts From a Fatherly Talk on Special Construction and Equipment to Packard Dealers at the Recent Convention in New York



WE MUST look at this proposition from three standpoints: first and foremost, the requirements, comforts and necessities of our customers; second, the possibilities of meeting these requests for specials from a manufacturing standpoint; and third, what

will the future bring forth in the way of service on special parts needed for replacement and what future business can be secured on exactly the same article.

We must discontinue business the moment that we are unable to please the big majority of customers, but there are few companies indeed that have such a great variety of cars and such a host of options from which to make a choice, and, at a reasonable charge, such a number of special constructions and equipments.

It is seldom that any one man can view a request from all angles. The result is that when something not standard or optional is ordered, the matter is considered by the Accounting, Engineering and Sales Departments, and the decisions reached at these conferences, together with the reasons, are presented to the management for final approval.

You are too familiar with the details as to what can be secured in the way of options and specials to stop to enumerate them. That an infinitely small number of sales are lost because of our inability to accept specifications for specials, is ample proof that we are well fortified with the means of promptly satisfying the demands made by Packard purchasers.

As to the possibilities from a manufacturing viewpoint, I am safe in stating that despite the training of our men and the experience that they have had in their varied lines, nothing which is radically different from our standard can be made as well. When our car is completed each part bears a close relationship toward every other part, both in the symmetry of its lines and its mechanical proportions. Anything varying from this is sure to make a depression or elevation which does not harmonize with the remainder of the car. Several orders we have felt bound to discourage and in some cases refuse on the ground of detracting from the appearance of the car and making something of which neither the factory nor the dealer, and in the end, the customer would be proud.

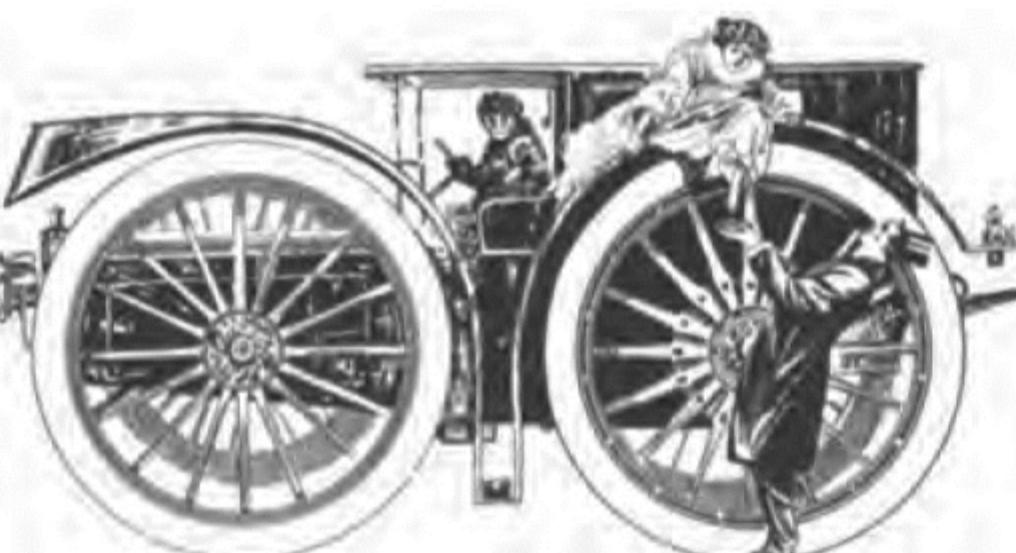
THREE are few companies other than the Packard that have such a great variety of cars and such a host of options from which to make a choice, and, at a reasonable charge, such a number of special constructions and equipments.

THE fact that an infinitely small number of sales are lost because of our inability to accept specifications for specials is ample proof that at the very start we are amply fortified with the means of promptly satisfying the demands of Packard owners.

WHEN our car is completed each part bears a close relationship to every other part, both in the symmetry of its lines and its mechanical proportions. Anything varying from this is sure to make a depression or elevation which does not harmonize with the remainder of the car.

CONVINCE us that any probably enduring type is sufficiently in demand and you will find us ready. Small quantities cannot be manufactured and allow any reasonable margin of profit.

WE have watched with surprise the variety of special equipments which have been added to our list, and wonder where it will all end. But the line must be drawn, just as it has in all other lines of business.



"A SMALL ITEM LIKE LARGER WHEELS"

We cannot overlook the delays to which other cars in process of manufacture are subjected when one or a few cases demand particular attention. In each department a special car must be watched every moment. It generally ends by the Engineering Department detailing a man for that particular car. The length of time required in some departments is doubled or tripled, and seemingly a very small change involves numerous other changes to make the original one possible.

Little does the man asking for a left hand drive realize that it means a redesigning of over half the important parts of the car. I believe it is more than that. A small item like larger wheels means changing the gear ratio, reducing the clearance between the tires and fenders, hence, redesigning of the body and fenders; body changes must begin in the designing room, which is at least one hundred and twenty days distant from the date of completion.

Finally, we have to consider what will

become of the customer and his car when, because of a defect, normal wear, or accident, special parts require replacement. Aggravating delays and a dissatisfied customer are sure to be the result, when at the time he was buying the car a thorough explanation of conditions would have persuaded him to accept a car the parts of which are interchangeable with those which we have or can easily secure.

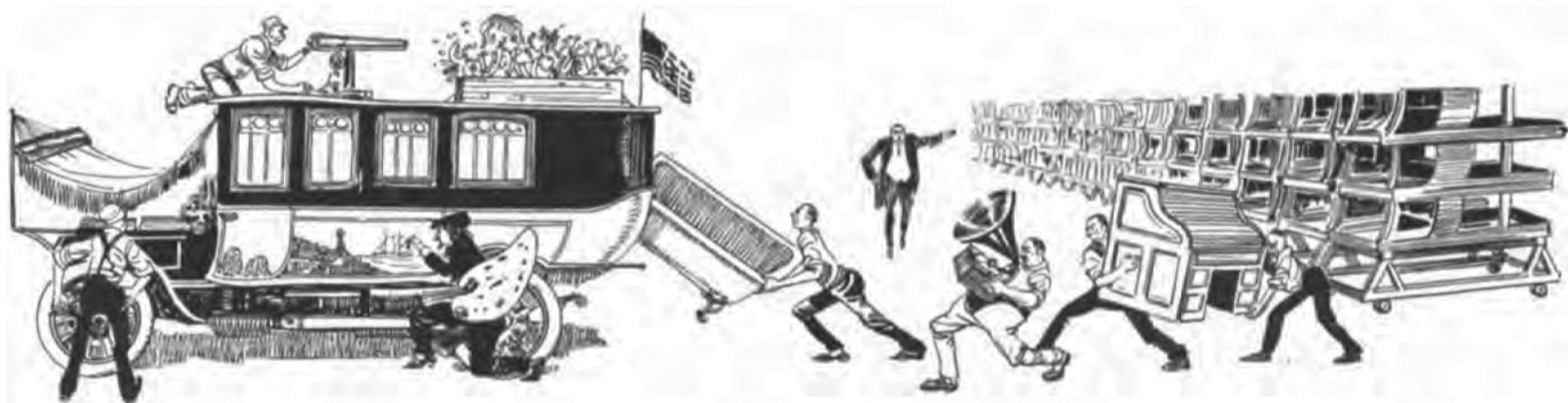
We know that the natural inclination is to follow the path of least resistance and grant our customers every wish, but the sale of a car must be made on the broadest grounds. The order at hand is of extreme importance, but the specifications accepted must not so conflict with the principles outlined as to either finally incur this one customer's lack of confidence or make us a joke for the others.

The great majority of the reputable architects, contractors and manufacturers make use of the same sound principles. Certainly no producer who wants to be in business ten years from now cares to have his trade mark on anything which cannot be approved by him.

The history of this subject forces us to believe that constructions now considered not feasible will in the future become standard or optional, and if in our judgment a sufficient demand is present or is likely to develop, we do not hesitate to take up a proposition, develop it, and make a place for it in our regular product. In the last two years we have seen the fore-door limousines and landaulets, coupes and broughams put on the market by our company. Convince us that any probably enduring type is sufficiently in demand and you will find us ready. Small quantities cannot be manufactured and allow any reasonable margin of profit.

We have seen the extra charges on special enclosed body upholstery materials practically eliminated, more options offered on colors, rims, metal finishes, and what not. We have watched with surprise the variety of special equipments which have been added to our list, and wonder where it will all end. But the line must be drawn just as it has in all other kinds of business, and if for the sake of an infinitely small amount of business, we start something we cannot finish, then we commit a commercial suicide.

The object in bringing up this subject is to call your attention to the problem as a whole. Each case as it arises requires a little different handling, a separate line of reasoning, and any amount



"WE CANNOT OVERLOOK THE DELAYS TO WHICH OTHER CARS IN PROCESS OF MANUFACTURE ARE SUBJECTED"

of diplomacy and tact. A mere "yes" or "no", or "The factory says so" does not please this investor of three to six thousand dollars. Statements guarded by convincing facts must be given.

Answers to requests which have been decided adversely by us will be accompanied by logical reasons. Make our letter the basis of your explanations, but do not forget that the facts may be presented in two distinct manners. The first irritates and displeases; the second explains, persuades and convinces. In every case there are good reasons why an order can or cannot be accepted. We must not therefore make answers to these questions without having full knowledge and information, and remember that a slight delay ultimately pleases more than a broken promise or ill advised acceptance.

Spokane Has Spoken

The business of Edward B. Zane, Packard dealer at Spokane, Wash., has grown so large as to require the services of a sales manager. Mr. Zane has added a live wire in the person of J. A. Stoner who knows about everyone worth knowing in Spokane and vicinity. As a further evidence of prosperity, Mr. Zane is having plans drawn for a new establishment which will be distinctively Packard.

Is Your System Run Down?

Try Robinson's Spring Tonic to Make Your Old Accounts Look Like New.

THIS is the time of year when a man whose system is run down begins to get that tired feeling. The toning up process, as applied by F. L. Cochran, traveling accountant, is said by Packard dealers who have tried it to put new life into their book keeping.

Twenty dealers thus far have had the company install this arrangement which is known as the accounting and shop record system. It shows at a glance just what is going on in each department and in no case has it called for an increase in the clerical force. The Packard expert installs the system without cost to the dealer and the forms may be purchased from the company at cost. Any problem that may arise will be explained promptly if an inquiry be addressed to F. R. Robinson, chief accountant of the company.

The system has been adopted in Winnipeg, Vancouver, Seattle, San Francisco, Spokane, Los Angeles, Salt Lake City, Omaha, Columbus, Fort Worth, Houston, New Orleans, Syracuse, Utica, Albany, St. Johnsbury, Baltimore, Washington, Buffalo and Cleveland.

Pity the Differential

TECHNICAL Chief H. E. Stowell did a little figuring the other day and made the horrifying discovery that any variation in the traction or diameter of the rear tires results in the differential working constantly when the car is moving.

As this means loss of power and unnecessary wear on the differential parts, Mr. Stowell deems it advisable to have tires, chains and treads well mated and carefully paired.

Cover Design

THE Riehle machine, a poster drawing of which appears on the cover of this number is employed in making tensile, converse and compression tests of materials and parts used in Packard cars. It is operated by an electric motor, the power being applied through a friction clutch and a train of gears. An automatic recorder indicates on vertical and horizontal scales the tension exerted and the stretch or elongation of the sample under test. A Packard front wheel, supported



HILLS SAYS: "WE MUST LOOK AT THIS PROPOSITION FROM THREE STANDPOINTS"

at three points on the rim, breaks under a pressure of 10,000 pounds exerted on the center of the hub. A strain of 8,000 pounds, or four tons, makes no permanent impression.

As Others See Us

"It's that get-there quality of the Packard that recommends it most to me," said W. N. Snow of Greenfield, Mass., as he rambled through the shops. "Last summer I started out for a hotel in the White mountains, driving my 1910 phaeton.

"I'll tell 'em to reserve a room for you," sang out a friend of mine, as he rushed past in a large speedy car of another make. I wasn't looking for a race and he disappeared in the distance. A little way up the mountain road I overtook him.

"I'll tell them to save a warm breakfast for you," was my retort courteous. I have driven that phaeton for 15,000 miles and the price of a new fan belt is the extent of my expense for repairs."

"Senator Foraker's 1908 'Thirty' touring car covered 40,000 miles in three years and was never held up for mechanical trouble," said Arthur Foraker of Ohio. "I can easily understand this record after having seen the factory."

"I own thirty-six stores scattered throughout the New England States and I have been using two Packard cars in making my rounds to check up the cash registers," explained L. W. Besse of Springfield, Mass., when he was being escorted through the plant. "My business is increasing so be sure to have that 1911 phaeton ready on time."

Charles Rauber, a member of the firm of Whitmore, Rauber & Vicinus, contractors at Rochester, went through the plant, paying particular attention to the manufacture of trucks. He was accompanied by Mrs. Rauber who showed a lively interest in the "Eighteen" runabout.

Ever since the Standard Varnish Company of New York started to use Packard trucks, Robert Van Kirk, who has charge of the traffic department, has been curious to see how they are made. He was recently shown.

Charles Kellogg & Sons Company, lumber dealers in Utica, N. Y., have purchased a Packard three-ton truck chassis and are having Hopkins of New York City build a platform for it with two removable bodies. A light cart will be used for handling the bodies in their yards and warehouses, so the truck can be kept moving most of the time.

A party of visitors from Canton, O., included Judge Ralph Ambler, Judge Clinton Bow, W. C. Greene, J. B. Rose, R. B. Kenney and C. W. Potter.

M. D. Chamberlin of Columbus likes his 1910 Packard so well that F. E. Avery had to bring him up to the factory to convince him that he ought to change to a 1912.

The Canadian Transfer Company Limited recently purchased two Packard three-ton trucks for service in Montreal and Toronto. F. M. McRobie and Messrs. Thompson, who are interested in the company, came here to see the truck department in operation.

H. W. Conkling, manager for Alvan T. Fuller, our Boston dealer, "blew in" the other day en route for Hot Springs, where he will train for the spring campaign.

Star Chamber Glimpses

Experimental Branch, Packard House of Mystery, Reveals Some of Its Open Secrets



MECHANICS DE LUXE IN THE EXPERIMENTAL MACHINE SHOP



MEASURING A PISTON'S KICK IN EXPERIMENTAL MOTOR TEST ROOM

UNLESS you are someone of importance or have a pass from someone of great importance you will not be admitted to the experimental department. In this secluded and jealously guarded sanctum the countless new engineering designs are finished and tested out. The machinery used in this work is operated by the highest class of expert mechanics.

A few years ago, one general shop sufficed for the entire experimental work. There are now five separate divisions carrying on experimental operations; a general machine shop to make the new parts and small assemblies; a general assembling room where complete experimental cars are assembled, tested and maintained; a pattern shop where patterns and wooden models are made for new experimental work; a complete body manufacturing shop where all experimental body designs are developed, and a motor testing room in which experimental and standard motors are tried out. In the motor testing room a vast amount of research work has been done to determine the best design of carburetor, the most practical compression, the best magneto, the most serviceable clutch, the best radiator and similar points.

In 1903, ten men and a general foreman successfully handled all of the experimental activities, including the manufacture of experimental cars, motor testing and road work. Today there are 150 men employed in the experimental branch.

A laboratory which was installed in 1907 comprises a complete equipment for chemical and physical research work. The necessity of constantly checking up the quality of materials imposed a heavy

task on the chemical and physical laboratory and the Packard foundry and drop forge plant brought a great increase in the volume of work.

The laboratory has grown from a one-man institution in 1907 to a department of twelve men. During the last four months of 1910, the chemical laboratory alone handled 971 different samples of steels, alloys, oils and irons, on which 4,779 determinations were made.

The physical laboratory tests the physical properties of front axles, springs,

search work in investigating the merits of different storage batteries, electric lighting apparatus, speedometers, magnetos and other accessories.

Se Feliciter

MONSIEUR R. N. Goode sends a chic little billet doux from the Paris service depot to tell of the bon mots passed out by Packard owners on Packard service in Europe. He underscores a reference to a clerk, recently



A MOTOR CAR REDUCED TO ATOMS IN THE CHEMICAL LABORATORY

rear axles, crank shafts and all other parts requiring strength, as well as of metals in raw stock form. It is responsible for the extensive records of motor tests and similar investigations which are made daily. It has charge of re-

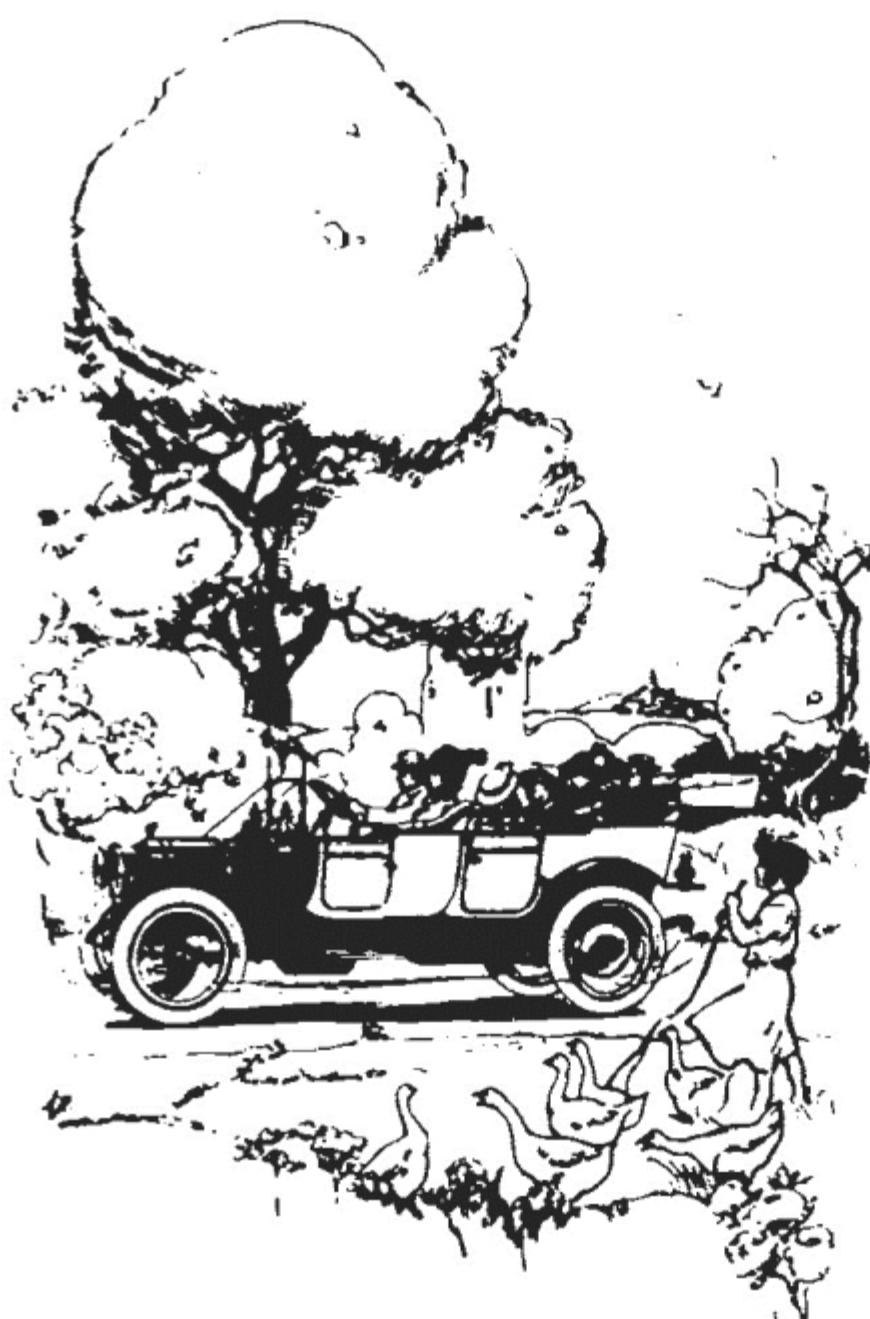
arrived from Montevideo, who learned from a friend that Packards and Renaults are all the rage in New York City. This might be regarded as hearsay, but as we have corroborative evidence we shall allow it to remain in the record.



CARS OF THE FUTURE AS THEY LOOK NOW IN EXPERIMENTAL ASSEMBLY ROOM



MOTOR CAR MODELS BUTTERICKED IN OUR OWN PATTERN SHOP



ONE OF THE 1911 CALENDAR PICTURES SIMMERED DOWN TO BLACK AND WHITE

Worth the Wait?

THE much delayed and anxiously awaited Packard calendar for 1911 is now off the presses, and ready for distribution by the dealers among Packard owners and friends. The Thiede drawings are clever and the color effects most unusual. The months run from April, 1911, to March, 1912.

Apology Accepted

"The Packard of Motor Cycles" is the modest announcement of A. C. Stansbury in pushing his two-wheeled leader at Canton, Ill.

Getting in Line

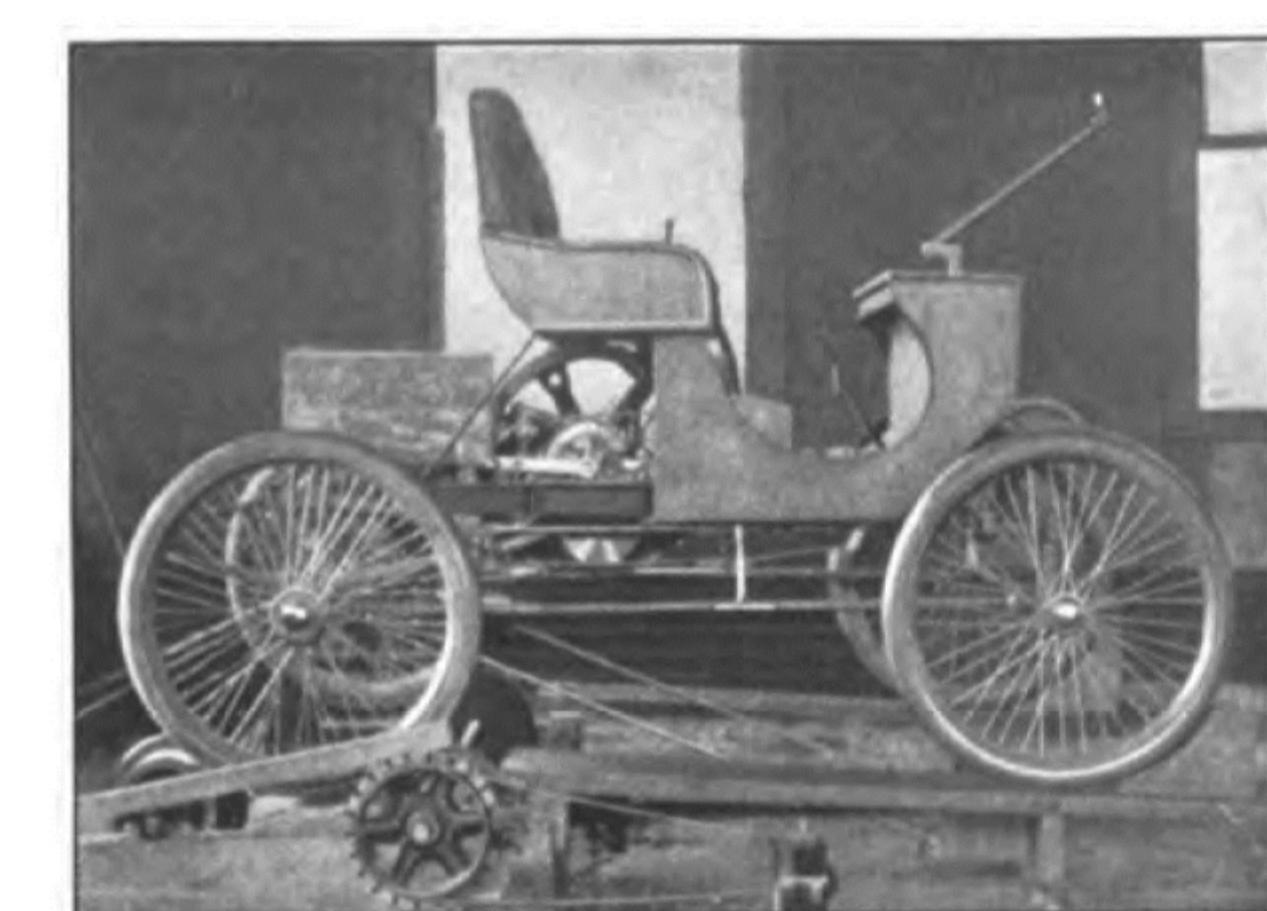
SINCE the last previous issue of The Packard, four more industries have been added to the Packard list of truck users, which now includes 110 distinct lines of trade. The new fields are:

Woolen goods—Harry Hartley Company, Boston.
Candy—Huylers, New York.
Structural steel—Riter Conley Manufacturing Company, Pittsburg.
Harness—E. L. Shaw, Brockton, Mass.

Unabashed on Broadway

PACKARD cars seem to be just about as much at home around Martin's and the Knickerbocker hotel as they are in front of the Ford building and the Yondotega club. Figures on the number of cars stored by members in the metropolitan garage of the Automobile Club of America show nearly as many Packards as any other two makes combined.

In plain statistics, gathered last month, the Packard leads off with 99, the Pierce-Arrow is second with 55 and the Renault gets into the show money with 54. The Mercedes, Fiat, Peerless, Panhard, Locomobile, Chalmers and Stearns, in the order named, range from thirty-four to thirteen. The DeLauney-Belleview, Thomas, C. G. V., Stoddard-Dayton, Studebaker, Cadillac, Simplex, Lozier, Lancia and Isotta taper off from eleven down to five.



FROM THE HORSELESS AGE, MAY 16, 1900

Testing the Second Packard

THE practice of making exhaustive tests runs back to the very beginning of the Packard. The accompanying cut, reproduced from the Horseless Age, shows one of the earliest models on the test rack. The publication was dated May 16, 1900, and this paragraph was printed in explanation of the picture:

"All machines are given a thorough test before they leave the factory. The picture shows the testing apparatus used. As there seen, the rear or driving wheels of the machine under test are supported on a pair of endless belts, running over pulleys on two parallel shafts. One of these shafts is provided with a brake pulley, by means of which any desired load can be applied. Tachometer is attached to the engine, indicating at all times the exact speed, and while on this tester numerous indicator cards are taken from this engine. The machine is run under varying loads and speeds for one or two days on this testing machine and is then, with the skeleton body shown in the cut, taken out for a further and final test on the road."

Putting Them Over the Bumps

*Roughest Places in Roughest Mountains Are
Picked as Testing Grounds for
Experimental Runs*



The Overland
Packard
Pittsburgh to
Philadelphia
12 Hours, 51 Minutes

Packard Motor Car Company Detroit

REPRINTED BY COURTESY OF THE PACKARD OVERLAND, A NIFTY FOLDER, JUST OUT, WHICH IS DESCRIPTIVE OF S. D. WALDON'S RECORD BREAKING RUN FROM PITTSBURG TO PHILADELPHIA IN 12 HOURS AND 51 MINUTES

HE MOTOR car might run for a year over the level roads of Wayne county and fail at the first test when pitted against the strains and stresses of a mountain trail or in some other work given it under new conditions.

This is why the Packard Motor Car Company established a camp in the Alleghenies. Test runs over the rock-strewn roads in these mountains subject a machine to harder usage than it is likely to meet anywhere.

Drive it, drive it harder and keep on driving it. That is the standing order on a car that is being tried out. When a new model has measured up to all the shop tests that can be brought to bear, it must still show its right to live. It must ford streams, climb steep grades and stand up under rough fast service for thousands of miles.

Executives at the head of the Packard



ONE OF THE WATER JUMPS ON A TEST RUN IN PENNSYLVANIA

organization do most of their driving in experimental cars. They seek roads paved with obstacles.

This work of the executives is coincident with the operations of the engineering department. Engineers follow up their work in the experimental rooms with long tours over rough roads. Occasionally there is a spectacular dash across country but the great bulk of experimental testing is just steady, gruelling work over the hardest kind of going. Some of Vice-President Waldon's test runs however have been such notable exploits as to attract country-wide attention.

One of the earlier of these, named "The Flight of Thirty," furnished material for a thrilling narrative by Fred Graves of Boston, who was one of the passengers. This was an overland dash from Detroit to Chicago and back, 606 miles, in a Packard 1907 "Thirty" in a total elapsed time of 22 hours 50 minutes.

Of even greater significance, as bearing on staying qualities, have been Mr. Waldon's record smashing journeys from Pittsburgh to Philadelphia. He has made this hazardous passage of the Alleghenies many times and his first fast flight was accomplished in 17 hours. The next season he lowered the mark to sixteen hours and in September, 1908, he made the same run in fourteen hours. This stood as a record until September of last year when Waldon, driving a 1911 "Thirty" and making just a single stop at McConnellsburg, covered the route in twelve hours and fifty-one minutes. President Joy and Chief Engineer Huff are also strenuous leaders of long hard touring adventures. They all work on

the assumption that a car has not climbed a mountain until it has climbed it time after time, hour after hour, day after day.

Trucks are tried out with as much care as cars, and the tests are in proportion to the service expected of them. The three-ton truck which was placed on the market in 1908 represented seven years of experimenting. This included driving all over the country with a view to encountering traffic conditions of every conceivable sort. Even then it was found that the tests had not sounded all the extremes of service and so the trying out has continued year after year.

Last September, D. T. Hastings, engineer of the commercial vehicle division, piloted a three-ton truck over the Forbes road, including the ascent of Old Cove mountain and the other ridges which provide difficulty in excess of what may be expected in the daily service of any vehicle.

Gripping

GEORGE Barr McCutcheon, who writes numerous best sellers in order to indulge his fancy for the "one best buy", called at the Packard store in New York in order to arrange for some work on his car. Sales Manager A. T. Smith showed him a copy of *The Packard*, and he contributed this one right off the bat:

"When seated at a dinner a few evenings ago, I was shocked to receive a telegram from a distant garage, which said: 'We are crating your body.'"

"In my excitement I wired back: 'Why not embalm it'."

Whereupon he rushed off to write a thriller on "The Mystery of the Stripped Chassis."



IT CARRIES ANYTHING FROM A PIANO DOWN TO A PIECE OF SHEET MUSIC

Putting Glencoe in Touch With Chicago's Big Noise

THE Packard truck is putting Glencoe on the map. Glencoe is just far enough from Chicago to be out of the smoke and noise, being about 25 miles north. This is a nice spin by automobile over Lake Shore drive but horses dragging heavy loads find it wearisome. Lyon & Healy, of Chicago, sent a load of seven pianos to Glencoe through slush and snow, but the truck never faltered. Going to the other extreme they delivered a similar consignment as far south as 6800 Euclid avenue, which must be somewhere near the Indiana line. The truck plowed through

snow two feet deep and seemed to like it, making the round trip in three hours. Lyon & Healy begin to think they can deliver pianos almost anywhere in the middle west. The truck answers for the freight charges, packing and cartage at both ends of the line that are required in the old way of suburban delivery.

The garage is located at the factory, two miles from the store, and the trucks are loaded there in the morning. On arrival at the store, the instruments to be placed in stock are transferred onto a loading platform and the trucks are reloaded for outside deliveries. In the

evening when the trucks return with their loads of pick-ups for the store, they are reloaded with returns for the factory. No definite system of routing is attempted, although all the deliveries for the three sides of the city are separated and taken by any one of the trucks. Deliveries are made regularly within a radius of about twenty-five miles of the store.

In commenting on the work of these trucks, *Motor Age* says:

"The experience of this company has shown that on account of their greater carrying capacity and speed, each of the Packard trucks accomplishes almost the same work in a day as is done by three of the larger horse drawn piano wagons. Furthermore, each horse wagon, with its crew of four men, costs \$13.55.

* * * The daily cost of operation of the motor truck, with its crew, is \$16.41. The total daily cost of the three horse wagons required to do the work of one motor truck would be \$40.65, a saving of nearly \$25 a day for each of the Packard trucks."

To show how Lyon & Healy feel about the truck service, we quote this paragraph from one of their letters to L. C. Long, of the Chicago Motor Car Company:

"During the recent heavy rain we started one of our three-ton Packard trucks for Highland Park, twenty-three miles north, with five pianos. Everything went well until they reached Glencoe, when they were obliged to take a country road. The chauffeur said that he was three hours in going three miles and scraped the top of the road bed with his axle the entire distance, but managed to get out without any injuries to the car."



When the Ice Men Thawed

IT being about time to place a contract for our summer's supply of ice, over one hundred of the leading producers in the middle west visited the plant the other day to get a line on the business. Now please don't get excited and jump to the conclusion that we use a cold storage process in the manufacture of cars. The visit of these magnates had nothing to do with

"anti-freeze" for the radiators, either. The Middle States Ice Producers Association, in convention at Detroit, simply accepted an invitation to inspect the factory.

Packard sight-seeing trucks, operated by A. C. Dietsche, conveyed the visitors from the Pontchartrain to the factory. Fifteen guides, loaded to the muzzle with information, piloted the

guests over the limited area it was possible to see in an hour.

At a session held Saturday, March 18, at the Pontchartrain an opportunity was given to explain the possibilities and economies of motor trucks in ice delivery and this subject was discussed by the advertising manager of the Packard Motor Car Company.

"Packards is Packards"

Procedure Which Gives Fixed Standard of Values to Used Cars Discussed at Gathering of Dealers



H. M. ALLISON—CHICAGO—HE WILL

ONE of the reasons why there is an established value on used Packard cars, as well as on new ones, is because we have given it the same serious consideration that is accorded every other feature of our business. So, while a Used Car Conference sounds like some new kind of meeting it is really, in the Packard family, just another of our annual institutions whereat our dealers gather under the paternal roof to help us determine what's what and why. We ushered in the Kalends of March with a conference of this kind, the executive offices of the place being full to overflowing with dealers for a couple of days, namely February 28 and March 1.

The most vital topic was the schedule of allowance and resale prices, a readjustment being necessary each year to provide for an additional model being added to the list of used cars. The sale of cars for customers was also discussed at some length by those dealers who make no allowance for used cars but undertake to sell them at owners' risk.

The exchange of used cars among dealers was touched upon, this method being used to broaden the market and expedite sales.

It is a well established rule that all used cars sold through Packard dealers must be overhauled and put in first class condition. The rapidly increasing number of Packard cars in use has made this department quite an important feature of the retail trade.

The social side of the gathering took the form of dinners at Ardussi's and the Pontchartrain. Sales Manager Hills had charge of both the business and the play, while Vice-President Waldon, General Manager Macauley and other executives turned out en suite. Fourteen cities were represented at the conference. Here is a list of the delegates:

New York—M. J. Budlong; K. Fredericks; A. E. Corbin.
Boston—A. T. Fuller; L. R. Mack; A. O. McGarrett.
Philadelphia—E. B. Jackson; Mr. Roth.
Chicago—H. M. Allison.
Pittsburg—J. M. Murdock; W. N. Murray.
Baltimore—R. J. W. Hamill.
Los Angeles—E. C. Anthony.
Cincinnati—J. W. Tarbill.
Rochester—J. J. Mandery.
St. Louis—O. L. Halsey.
Seattle—J. T. Keena.
San Francisco—Cuyler Lee.
Detroit—E. S. George.
St. Paul—C. P. Joy.

Incidentally some of the dealers present talked over their plans for new buildings, and J. J. Mandery of Rochester presented some novel arguments for one-story establishments. J. T. Keena, of Seattle said he has a site in view, two hundred by one hundred feet, with frontage on five streets.

Here's a Hot One

A. E. Goddard, foreman of the drafting room, answered the 'phone. A woman's voice asked: "Is Mr. Blank there?" "Yes, but he's busy just now. Shall I take the message?" "If you will, please, I'll be much obliged to you. Just say to him that his house is on fire."



J. J. MANDERY, HIS MOST STRIKING POSE

From the Cub Reporter's Conference Note Book

C. Arthur Benjamin in strict confidence remarked that his shop in Syracuse has been made the official garage of the Onondaga hotel.

You can't down that boom spirit of the Californian. Cuyler Lee asserted that sales have shown a decided increase since congress decided to make San Francisco a present of the Panama fair.

Edwin S. George went to sleep at intervals during the conference but seemed to be wide awake when opportunity offered to interpose an objection.

"We are going to revolutionize the show business," said J. J. Mandery of Rochester. "Each dealer in our town converts his establishment into a separate exhibit. They are held simultaneously and the public is worked up to the proper degree of enthusiasm. This method is painless and noiseless as compared with Madison Square garden."

Latest bulletin on this opening appears in another column.

"It's all very simple, you just shift one at the psychological moment," explained S. D. Waldon glibly, as he performed his tantalizing little trick of counting ten with three pennies in three relays. It happened at Ardussi's and Alvan T. Fuller obligingly assumed the role of the soft symbol known at country fairs as the easy mark.

"I like that fore-door limousine."

"It's yours for \$5,650."

"I have a 1910 Eighteen standing outside."

"We'll find a purchaser for it."

"All right, but do it now."

"Give us until tomorrow."

"Couldn't think of it."

"Give us half a day."

"That's much too long to wait."

"Give us two hours."

"See what you can do in a few minutes."

Fifteen minutes later: "Thank you, Mr. Schinasi, will you have the limousine delivered or would you like to drive it home?"

This is said to be a record for quick action in disposing of a used car to assist a sale. The incident was related by Karl Frederick, who is at the head of the used car department in New York. If you don't believe it, look on any box of Natural cigarettes. You'll see the name of the man who obtained a purchaser for one car and bought another in a quarter of an hour.



CUYLER LEE, EDWIN S. GEORGE AND J. T. KEENA WOULD ORNAMENT ANY SHOW WINDOW

Doing the Dutch a la Packard

*"Enbosomed in the deep, where Holland lies,
Methinks her patient sons before me
stand, Where the broad ocean leans
against the land"—Goldsmith*

FTER two summers of touring Europe in a Packard car, Beddell H. Harned, of New York, has formed a habit which he might not be able to shake off if he tried—and he doesn't expect to try. He started in 1909 with a new "Thirty" close-coupled car, and rambled over the continent for 5,500 miles. He came back strong last year and made a longer tour, which carried him 7,000 miles and included the passage of the Bavarian Alps. He expects to sail in May for his third European outing in the same car. Mr. Harned has secured a collection of striking photographs, those here shown being taken from his Holland group. The old boy at the left is 92 and his companion a comparative youngster of 81. Mr. Harned says that in the course of his touring abroad he saw more Packards than cars of any other make.



Packard O I L

N order that Packard owners may be able to obtain some one oil which is recommended by us as best suited for Packard cars, we have arranged with the Wolverine Lubricants Company, of 80 Broad Street, New York, for the manufacture of a special line of Packard lubricants and have given that company, exclusively, the right to the use of the Packard name and trademark as applied to oils, this arrangement having been made after exhaustive laboratory and practical tests of different oils

*These lubricants may be obtained from
any Packard dealer or directly from
the Wolverine Lubricants Company*

Packard Motor Car Company

Paving the Way

Packard Truck Replaces Ten Teams Hauling Brick for a New Road in Pennsylvania

WHEN J. Schaffner of Butler took a contract to build a state road in Pennsylvania, he figured it would cost him five dollars a thousand for "putting the brick on the job." It did. He put ten teams at work and the trips averaged four miles. The hauling set him back at the rate of 28 cents a ton-mile.

Two weeks ago Mr. Schaffner bought a truck from the Standard Automobile Company of Pittsburgh. After the truck had been in service two days he discharged all his teamsters.

cost of \$10, 70 cents a thousand, or a ton-mile cost of less than 7 cents.

To obtain this result he employed a laborer to pile the bricks in the car on an improvised chute from which the truck could be loaded by simply releasing a clutch. The body is the ordinary dumping kind, requiring only three minutes to unload.

Shadowing a Fire Hazard

Fighting fire before it starts is the job assigned to P. A. Howard, a member of the Detroit Fire Department stationed at the Packard shops. He is on the trail of a fire hazard all the time and



J. SCHAFFNER FOUND OUT THAT A PACKARD WOULD BEAT TEN TEAMS WHEN IT CAME TO CARRYING BRICK

The truck carried 700 bricks in each load and dumped them at the far end of the work, five miles distant from the freight siding at Freeport. Each brick weighs more than nine pounds and the first mile of the road is a fifteen per cent grade. Mr. Schaffner was able to deliver ten loads a day at an estimated

he can smell smoke in any old thing that looks inflammable. He tests the extinguishers and other apparatus by putting out imaginary flames with streams of real water. Howard posed for a series of action photographs and the pictures were so realistic that we hope to be able to sell the exclusive rights to a moving picture show.

M. J. Budlong and S. D. Waldon are down south for a week teaching each other the international game of golf.



From Way Down East
(With abject apologies to Reginald W. Kauffman and *Life*.)

"Westward!" the Ayrian chieftain cried,
As he cuneiformed his traveler's guide;
Westward the swart Phoenician veers,
With an awful yank at his sliding gears.
The Goths that cursed in templed Rome
The vandal with the slanting dome,
The Norse who spilled the Frankish beans
Were lured by wild and wooly scenes.
Now Corbin leaves his eastern reign
To conquer all this rude domain;
Careless of coin and eager eyed,
The ancient spur is in his hide.

WE promised in the last previous issue of *The Packard* to present a portrait of Arthur E. Corbin, the new assistant sales manager, formerly manager of the truck department of the Packard Motor Car Company of New York. This is it.

The steam connections between the No. 2 Boiler House and the forge and the foundry were completed one Saturday last month and fires lighted under the two 400-horsepower boilers. Sunday morning a windstorm toppled over the old smoke stack of the temporary heating apparatus in the foundry, so we were saved the work of taking it down.



Get Your Bet Down Early

IT may look like "running 'em hot and cold," but the Packard truck is now romping home in the coal selling race after distancing a poor field in the classic Ice Man's handicap. The F. H. & A. H. Chappell Company, of New London, Ct., figured the delivery dope with extreme care before entering the Packard as an added starter. They concluded that a three-ton truck,

carrying top weight, would cost \$1,925 for jockey fees and stable expenses. They found it equally good in the mud or on a fast track, replacing six mags with their annual cost of \$3,945 for maintenance. In a letter to the Retail Coalman they state that the results and winnings thus far have justified their faith in the Packard hunch.



YOU don't have to be a good "dickerer" in order to buy a Packard car. Packard cars are sold exclusively through Packard dealers, all of whom render Packard service by the same Packard standards and the price is always and to everybody exactly the same

Packard Dealer
and Company
1911 Packard Boulevard





Packard ENGINEERING
is both progressive and
broad minded. *The Packard*
is the result of testing all
manner of ideas, methods,
materials and designs

RUSSELL HUFF

*Chief Engineer Packard
Motor Car Company*

*The test of engineering
is the test of service*

The Packard



NUMBER SEVENTEEN
April 22, 1911

ANNOUNCING THE NINETEEN HUNDRED AND TWELVE PACKARDS

EFFICIENCY *of*



THE Kreuger Brewing Company of Newark, N. J., uses six Packard trucks. They run ten hours a day and each truck averages fifty miles, carrying a full load. Seventy-five miles in a day is not uncommon. The six trucks replace fifteen two-horse teams and effect a substantial saving in delivery cost

Packard trucks are most efficient in long hauls—3 tons, 12 miles an hour. Ask for catalog and arrange for a demonstration

Packard Dealer and Company
Nineteen Hundred and Twelve Packard Boulevard

The Packard



Packard 1912 Motor Cars

Packard "30"

Touring Car	\$4200
Phaeton	4200
Runabout	4200
Close-Coupled	4200
Limousine	5450
Landaulet	5550
Imperial Limousine	5650
Imperial Landaulet	5750
Brougham	5500
Coupe	4900

THE Packard "30" is the standard Packard car, a compromise between the moderate power, limited range and low operating cost of the town car on the one hand and the greater power and higher cost of the "Six" on the other. For the man who wants to secure at the least expense in first cost, at the least expense in operation and maintenance, the greatest range of capacity, ability and travel, the "30" is the Packard to select.

Packard dealers caught off guard as they were feasting their eyes on the first 1912 Packard car

Packard "18"

Open Car	\$3200
Runabout	3200
Close-Coupled	3200
Limousine	4400
Landaulet	4500
Imperial Limousine	4600
Imperial Landaulet	4700
Coupe	3900

THE Packard "18", with its 26 horsepower motor, A. L. A. M. rating, is a town car, intended principally for a limited range of travel at a minimum of expense for operation and maintenance. Although the "18" was not intended for cross country touring, a great many owners have so used it with eminent success.

Packard "Six"

Touring Car	\$5000
Phaeton	5000
Runabout	5000
Close-Coupled	5000
Limousine	6250
Landaulet	6350
Imperial Limousine	6450
Imperial Landaulet	6550
Brougham	6300
Coupe	5700

FOR the motorist who demands power beyond that of the "30", the Packard Motor Car Company has designed and produced the "Six". We have adopted added cylinders as the best way to obtain the increased ability without sacrificing any of the smoothness of operation or ease of control possessed by the "30". The basis of comparison, as between the two, cars, is one of capacity and not of mechanical construction.

Ask the man who owns one



F. F. BEALL SEES IN THIS GATHERING ARMY
THE SINews OF THE PACKARD SHOPS

Closing the Factory Gap

HOW ONE SEASON'S MANUFACTURING WAS MERGED INTO ANOTHER WHILE MAINTAINING PRODUCTION AT AN EVEN RATE

THIRTY-FIVE Packard cars were shipped from the factory the last two days in March when a clean-up was made on the season of 1911. Two weeks later the first of the dealers' demonstrators for 1912 were on their way to the Packard establishment in Chicago. Regular shipments to purchasers of the new cars will commence early in May.

Sounds easy, doesn't it? Let's saunter around the plant for a few minutes and see what it means to make this readjustment of the Packard shops. Figures in the time office show that from a maximum of 7,200 men, the low point of the ebb tide between seasons maintained a sturdy showing of 5,000 workmen. This means progress toward the goal of continuous production at an even rate.

But please don't think it was a pastime. When the first glittering Packard for 1912 started on its joyous errand it was freighted with toil, anxiety and careful planning, only a faint idea of which is conveyed in the finished car.

The Packard organization applied itself to the problems of the new car many months ago. In the spring of 1910, the designs of 1912 models took definite form in the gray matter of Packard executives and engineers.

In the summer of 1910 recruits from engineering colleges joined the army of draftsmen who sat hunched over big boards as they traced the outlines of mechanical parts and new styles of bodies.

The fall of 1910 saw the work of collecting raw materials well under way. A big production machine was running at top speed to anticipate the future in motor car manufacture.

AND now you reach a point where the idea takes substantial form. The men who can people the shops with craftsmen and drive machinery to its full producing power are now on the job. They've been there all the time but this is where they bump into the narrative.

F. F. Beall is the manufacturing manager of the Packard Motor Car Company. In the limited sense that the responsibility can be centered in one personality, he is the man who builds the car. We

camped on his trail for a week before he found a minute to talk about it.

The big machine gets under way when Beall receives the first blue prints from the engineering department. And the engineers don't match pennies to see what comes first. The trouble makers are taken in hand when they're young and beaten into shape.

The stock department is the next link in a driving chain that never stops. The chief of this branch fights it out with the factory managers in deciding what pieces shall be made in the Packard shops and what parts shall be purchased elsewhere.

Then follows the designing of tools and dies, one of those jobs which make you wonder how anybody could be skillful enough to do them. Jigs and fixtures for milling, drilling and grinding are adjusted to a line of conduct wherein a deflection of one one-thousandth of an inch is a gross breach of propriety.

NOW comes actual manufacturing. The body department gets into action first because it takes ten weeks to develop a body in the Packard gymnasium. After that it goes to finishing school for six weeks before it's considered fit to move in the best circles.

As the body shops get under way, the other wheels within wheels begin to whirr. The stock department is making out a list of parts that will carry the factory music into crashes of crescendo and issuing requisitions for train loads of more or less raw material that will



B. W. BURTSELL SMOOTHES OUT THE KINKS IN
THE OPERATION OF THE FACTORY

cause some other factories to work overtime.

The purchasing department is getting quotations, inspecting samples, and saying "Don't crowd, gentlemen," to a long line of salesmen. Then the raw material starts to come in by car loads.

Maelstrom of Packard Parts

*An opium haze obscures my gaze,
The best I can do is to grope;
In dreamy daze, I tramp the maze,
And this is the brand of dope:
U. E. Twenty-one fifty-four.
"Merry widow's" a raw hub core;
Rush drop forging seven-five-nine,
Gross of "cannon balls" for mine;
Twenty-seven 'leven for the U. D. P.,
"Fried cake" is the seat crotch, see?
"Flower pots" are on the way.
R. E. pistons first of May;
"Wash tubs" wanted for double J.,
Hardening pots, he means to say;
Wire-iron, Gov.-cap-set-screw-lock,
This is where I start to knock;
Clutch-shaft-bearing-washer-small,
Cut it, kid, that'll be about all.*

*L'Envoi
How can a young and artless scribe,
Talk the lingo of the tribe?*



IT means complete reorganization of a business, the ordinary routine of which is staggering in its detail," said R. H. Allen, who carries a heavy burden as manager of the stock department.

"It means a complete stock of parts for the various models of the 1912 line, the cleaning up of all the old stock, an entirely new set of records and an interpretation of countless new designs.

"The first stock for 1912 cars must be on hand six months ahead of the date fixed for shipment of the first cars. We started last November ordering stock for the new line, when the 1911 operations had still five months to run. It is this overlapping of business that makes one feel like a juggler, with thousands and other thousands of parts to be kept moving in an endless chain."

The first batch of blue prints starts the agony in the stock department. They are speedily divided into two lists, factory orders and outside purchases. Allen first gets action on what he calls long time stuff, which includes aluminum crank cases, big forgings and similar parts. It takes six weeks to make a pattern or a die for this class of work.

The manufacturing manager sends in a shipping program which shows for how many cars provision must be made with-

And then the factory superintendent has the last word. He gets right down to brass fittings and other fine details. He is marshalling his thousands of toilers into an organization that will take all this mass of material, refine it, assemble it and convert it into Packards.

The purchasing agents are expected to make allowances for what the railroads call unavoidable delays in transportation.

Allen is just a bit fussy about his records, but if you could see what he has to keep track of you wouldn't blame him. He has a ledger in which is entered every individual order with its delivery dates. He also has an order list for every model, which shows at a glance

what provision has been made for every specified part. Then there is another list which shows what hasn't been secured for say the first hundred cars. This is a constant incentive to get busy. Finally there is a detail alteration sheet attached to every blue print which calls for a part to be changed. This shows in language that Bill Jones can understand just what is required in the way of shop practice to bring the part up to new standard.

You might say this is all a matter of detail and system, but Allen says there are countless problems to be solved only by judgment and experience. A little detail like specifying widths of sheet metal so that wedge shaped pieces can be cut with the smallest possible waste is important.

And when it comes to providing materials for such parts as windshields, tops and trimmings it becomes a matter of psychology, the personal equation, the law of average and ability to think.



OTTO WIENECKE IS ALWAYS JABBERING THE SHOPS
WITH FACTORY ORDERS

in certain specified periods. The engineers furnish a record card for each part, showing how many are required for each model on which it is used. Then it is up to Allen to feed the factory, depending on the purchasing department to execute the outside orders.

Allen fixes an arbitrary date for certain materials to be laid down in the yards and living, breathing hell breaks loose if the goods are not here on schedule.



A. G. THOMSON GETTING A BIG LOAD OFF HIS MIND

Brewster's Millions Eclipsed



HOW would you like to spend a million dollars a month?

Monty Brewster, the chap who made a frenzied splurge to burn up that sum in a year, would rank as an ordinary piker among the young men who do our purchasing.

Tollzein, the chief spender, welcomes the change from one season to another because it enables him to put the lid on for a few minutes while he takes his observations and lays a course for the new year.

But don't imagine for a moment that he closes up his 1911 line, wipes the slate and starts out with an entirely fresh stock of goods for 1912. This would be the ideal arrangement, but, in the vicissitudes of providing materials for motor cars, it doesn't work out that way.

Firms engaged in making Packard parts are given liberal consideration, the fag ends of contracts are disposed of and parts which conform to the designs for the new cars are applied on the allotments for 1912.

Three months ago, the purchasing department was placing orders for castings and forgings to be used in 1912 cars. Contracts for carpets, lamps and tires were held because these essentials of the finished car were not required until the first demonstrators were nearly ready for shipment.

When a single department is engaged in spending the millions set apart for purchases, it calls for nice discrimination so that real money may not be tied up in slathers of stuff not yet needed. On the other hand, it stands at the threshold of manufacturing and every variety of raw material must be available at the right moment, else some vital branch of the work may be hopelessly crippled.

Delays in manufacture and transportation are taken into account in gauging the time for specified delivery.

The effort to profit by the experiences of the past and to keep every variety of material at the high point in quality makes the purchasing process a continuous battle.

The complete equipment of the Packard factory, which takes in such distinct manufacturing branches as wheels, rad-

ulators, windshields and tops, serves to simplify the work of the purchasing department in one direction and broaden its scope in others. The fact that nearly all of the integral parts of the car are made in Packard shops eliminates a mass of detail, but at the same time, it means the buying of practically all raw materials entering into a motor car. The single item of steels offers a variety of difficult problems.

In the selection of materials and accessories, the manufacturing, engineering and purchasing chiefs confer with one another. Their concerted action gets results that are best adapted to meeting the needs of the factory and maintaining the quality of the cars.

Stowell says: Keep the bayonet locks of the detachable rims well lubricated and the beads well graphited so that they will not rust."

The Service Division is working all night on a schedule of twenty hours a day and overtime.

Setting the Guide Posts

*Tool Designing and Factory Routing,
or Mechanics Reduced to a Fine Art*

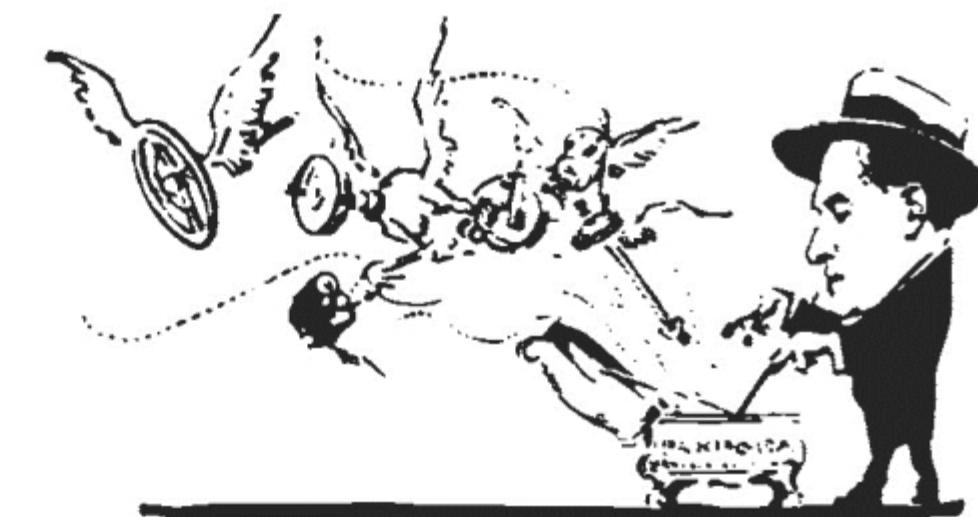
IN a remote corner of the plant seldom seen by visitors, there are about twenty draftsmen, an equal number of typists and a corps of mechanical experts who are engaged in tool designing and factory routing.

This department, a connecting link between the engineering staff and the factory, is in charge of a young man named Merrill.

The designs and specifications on every mechanical part pass through this room to be translated and developed for the factory operatives.

A simple part such as a bridge "right half" calls for twenty-four distinct operations. These are outlined by Merrill and his original draft is supplemented by other expert mechanics who send the part on an experimental run through the shops.

When it is shown that the specified operations produce a perfect part they



PANDORA CARLISLE DISTRIBUTES THE WORK

are arranged in their proper sequence, tabulated in a manner which indicates where the work is to be performed, and entered in a file as established shop practice. Duplicates from this file are used by the shop foremen in directing the work.

The making of every part calls for its own particular tools and the designing of these instruments fits in naturally with factory routing.

There are approximately 3,000 parts entering into a Packard chassis. About 1,000 new parts are required for each of the different chassis of the 1912 line. Each one of these parts calls for a new list of operations, a new routing and in many cases new designs of tools.

A gradual readjustment under which the new parts are cared for in small groups permits of turning the shops over without friction.

Skill and judgment are required in routing parts through the shops, especially at a time when the factory is evolving from one season to another. In the case of the Packard "Six," the bridge, for example, calls for entirely new de-



GEORGE L. MERRILL, A SPECIALIST IN
DESIGNING TOOLS

signs. This means aluminum castings for the housing, forgings for the axle, cold rolled steel for bolts, nickel steel for the shafts, chrome-nickel steel for the gears, tubing, brass and machined steel for various other parts—all perfectly finished and ready for entrance into twenty-eight different assemblies. This calls for new tools and distinct routing for each piece, with at least ten separate rooms working on bridge parts alone.

Mechanics and Dietetics

"WE eat together for the very simple reason that we work together" is an inscription which appears on a wall in one of the dining rooms in the Packard restaurant.

In line with this wholesome idea, F. F. Beall, manufacturing manager, entertained the general foremen, division superintendents and a few executives at dinner at the Log Cabin Inn.

Thus was launched a campaign for close co-operation in the conduct of the new season's manufacturing. The oratory was of the shirt sleeve variety, but the men who do things couldn't help being eloquent when they talked about their work. Departments which have a relation to each other were brought into closer harmony.

A similar gathering probably will be held every month.

Turning Over the Packard Shops

FACTORY ORGANIZATION IS KEPT INTACT
DURING FEVERISH PERIOD BETWEEN SEASONS

EDDIE Roberts wore a big smile on the last day of March. The final allotment of 1911 cars was on its way to dealers and the factory organization remained intact, with 5,000 men working on the new models for 1912. It was something of a triumph for the general superintendent.

"We have turned over the shops from one line to another

without a single gap in manufacturing," said Roberts. "We are not employing so many men as we were last August, when most of the shops were working nights, but with improved methods and additional machinery we are approaching the maximum output.

"The change has been accomplished this year with less friction and more

even efficiency than ever before. Last December we started making cylinders and bridges for 1912 cars while we were still finishing and assembling the same parts for 1911 cars. On March 18th, the last 1911 car was checked in from the chassis erecting department to the finishing rooms. On March 19th the first 1912 car went through the same door.

"We have kept right on working without laying off men in the machine shops, assembly rooms or test department. There is necessarily some lapse in the finishing rooms but these men have been shifted in such a way as to keep the force practically intact. Some of them have gone to work in the truck division, which is working overtime in the effort to keep up with orders.

"The first 1912 car goes to Chicago and about sixty demonstrators are scheduled to leave the factory during the month of April. Regular allotments to dealers will be shipped during May.

"Our factory equipment is so complete that we have been able to make the "Six" with a very slight increase in facilities. We have purchased about half

a dozen new automatic machines, but with our big assortment of these devices, the additions were scarcely noticed. The "Six" called for new tools and jigs all the way through and ample provision was made for these in advance of the producing period. The fact that we have been able to attack the new line exclusively with machine tools instead of resorting to hand work has been a big factor in helping production and holding down operating costs.

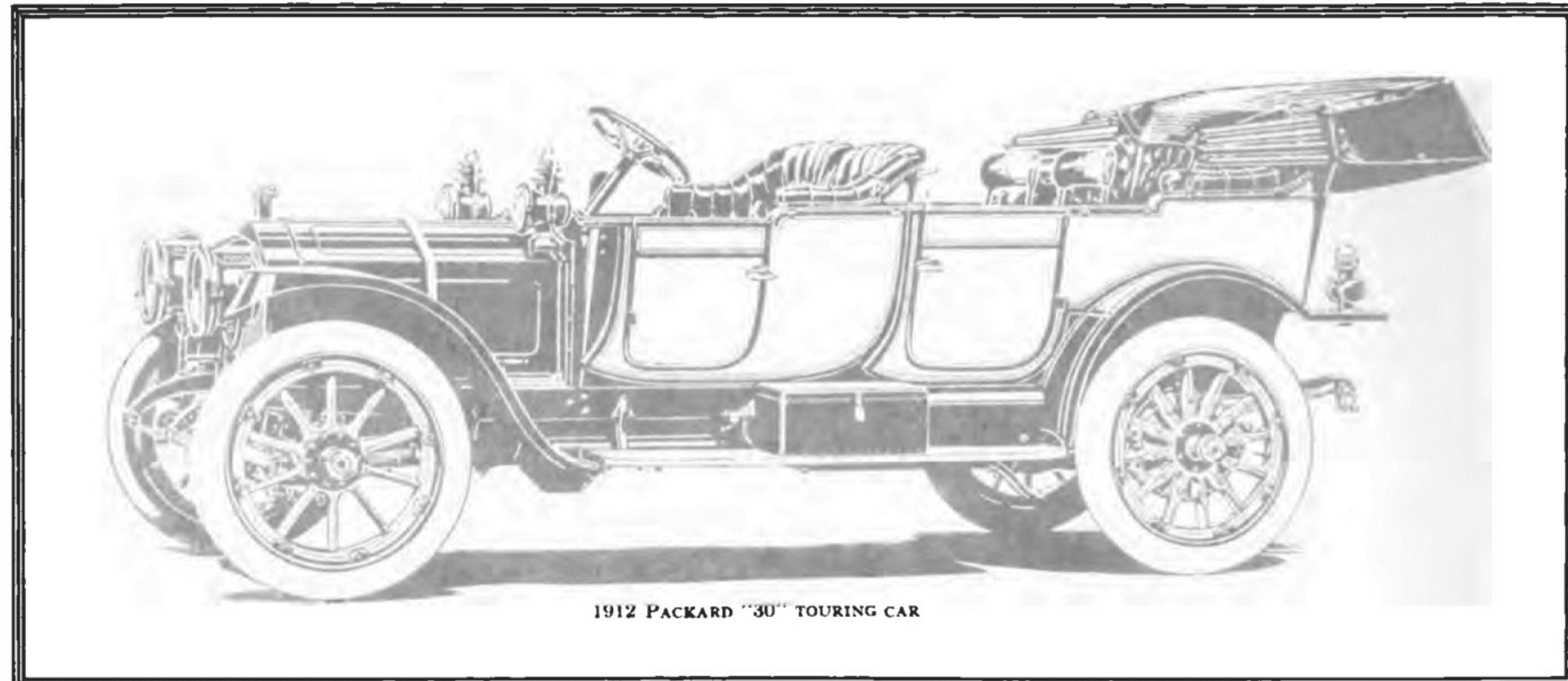
"All shipments follow a regular schedule conforming to the dealers' allotments. These are made with a view to maintaining an even production and a uniform distribution of cars to all parts of the country."



LEONARD MARTELL, FIRST
COUNSELLOR TO ROBERTS



SPIRITED CLOSE OF THE 1911 SEASON WHEN THIRTY-FIVE PACKARDS WERE SHIPPED IN TWO DAYS



New Mechanical Features of 1912 Packards

IN addition to the detail refinements incident to the Packard plan of developing a well established type from year to year, there are several distinct mechanical changes in the 1912 cars. Among the more noticeable new features are the following:

The clutch is combined with the motor by housing both the clutch and flywheel in a rigid extension of the crank case. This change not only protects the parts but puts the rear bearing of the clutch shaft in permanent alignment with the motor.

With a rigid rear axle unit, combining the transmission, final drive and differ-

ential gears, the entire motive and transmission elements are in two units without any intermediate mechanism except the shaft and universal joints.

The clutch pedal, which was formerly pivoted on the clutch shift yoke, now has a separate fulcrum on the clutch housing. The clutch is now easier to operate and as the goose neck is concentric with the fulcrum the slot in the floor is reduced to a small hole. This applies also to the brake pedal.

A flange coupling provides for the removal of the clutch without disturbing the front universal joint.

The oil cocks which drain the crank

case are connected with a rod control so that they may be opened from the front of the car.

There is six inches additional wheelbase on all runabouts and phaetons. This provides more leg room for the rumble seat of the runabout and makes a more roomy entrance for the phaeton.

The gasoline tank supports of the runabouts have new bosses for attaching tail lamp and license plate. Tire irons are made interchangeable for open and enclosed cars.

Combination oil and electric dash and tail lamps are made standard, adding a duplicate battery to the equipment.

Important Details in a Glance

MOTOR

	Packard "Six"	Packard "30"	Packard "18"
Number of Cylinders	6	4	4
Bore	4 1-2 inches	5 inches	4 1-16 inches
Stroke	5 1-2 inches	5 1-2 inches	5 1-8 inches
Horsepower	48	40	26
<i>A. L. A. M. Rating</i>			

TIRES

	Packard "Six"	Packard "30"	Packard "18"
Front	36x4 1-2	36x4 1-2	34x4
Rear	37x5	37x5	34x4

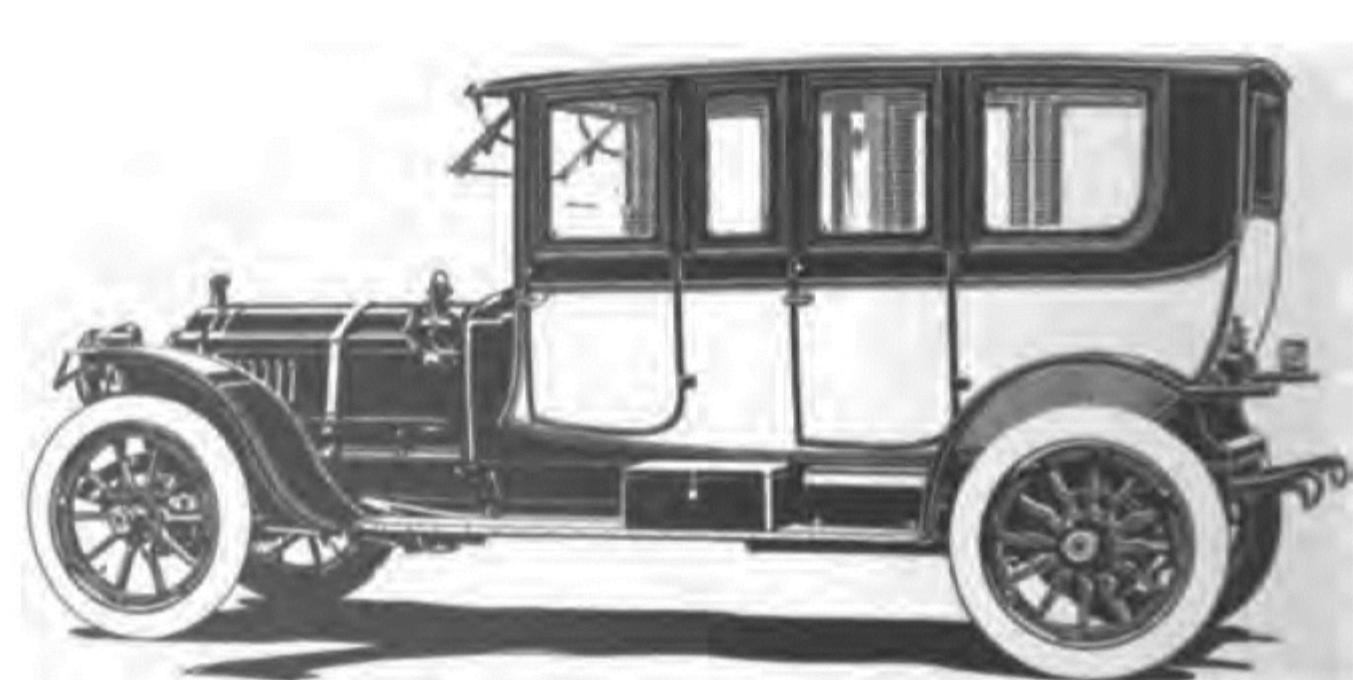
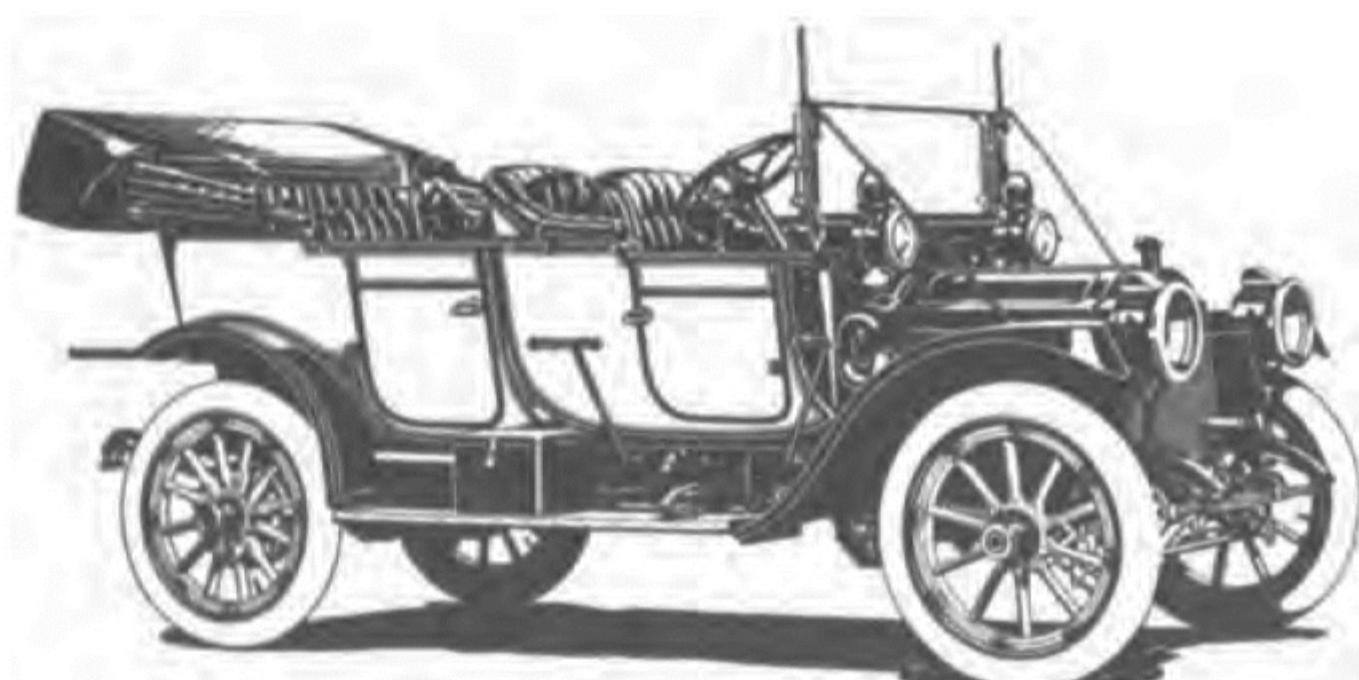
Quick Detachable Demountable Rims. Clincher Tires of any of the Several Standard Makes

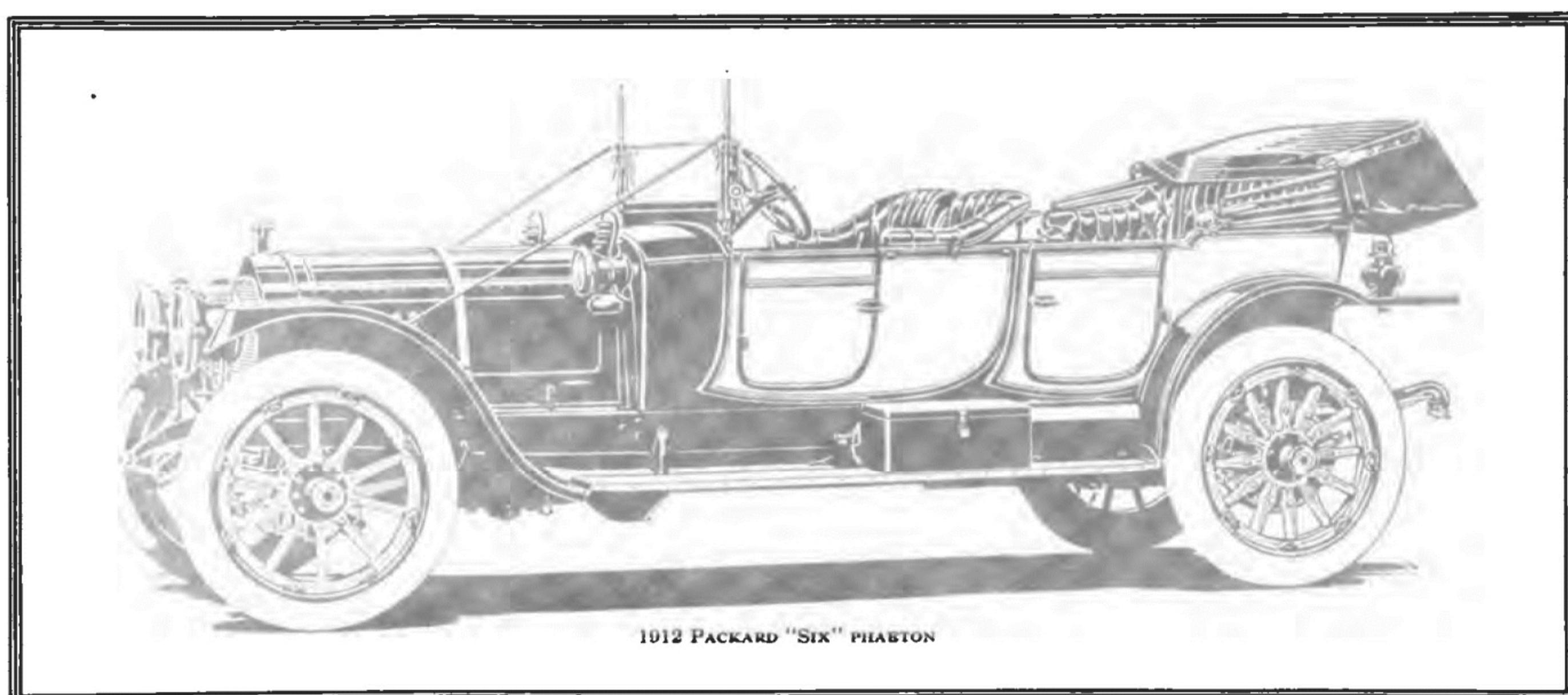
WHEEL BASE

	Packard "Six"	Packard "30"	Packard "18"
Standard Chassis	133	123 1-2	112
Phaeton Chassis	139	129 1-2
Runabout Chassis	121 1-2	114	108

FINISH AND EQUIPMENT

Standard Finish — Body panels, Packard blue; bonnet, fenders, etc. black; wheels and running gear, Packard gray. Standard equipment of open cars includes Packard top





1912 PACKARD "SIX" PHAETON

Specifications of 1912 Packard Cars

THE MOTOR

Motor and clutch supported on the main frame by the crank case, forming a rigid power unit.

CYLINDERS

Cast in pairs, with integral water jackets and valve chambers. Cylinders and pistons ground and interchangeable. Pistons fitted with four ground rings. Cylinders, pistons and rings lapped together after assembling.

VALVES

Mechanically operated and interchangeable. Positively lubricated cam shafts enclosed within crank case. Cam shaft, magneto and water pump gears positively lubricated and protected from dirt, being contained in an integrally-cast, forward extension of crank case.

CRANK CASE OF THE "30" AND "18"

Three horizontal sections. Uppermost section, supported by main frame, forms engine base. An integrally-cast rearward extension of this section supports rear clutch shaft, clutch shifter and clutch pedal bearings. Three large crank shaft bearings held between uppermost and middle sections by massive webs. Bottom section is an oil well, easily removable for inspection or adjustment of connecting rods, cam shafts, etc., without disturbing crank shaft bearings. All motor parts protected by integral web enclosing space between motor and frame.

CRANK CASE OF THE "SIX"

Two horizontal sections. Uppermost section, supported by main frame, forms engine base. An integrally-cast rearward extension of this section supports rear clutch shaft, clutch shifter and clutch pedal bearings. Four large crank shaft bearings held rigidly to uppermost crank case section by removable caps. Lower section is an oil reservoir on bottom of which are carried the oil pump and oil pump strainer. Lower section easily removable for inspection or adjustment of connecting rods, cam shafts, etc., without disturbing crank shaft bearings. All motor

parts protected by integral web, enclosing space between motor and frame. Crank case supported at rear on main frame and at front on bearing in center of heavy drop forged yoke across frame, this three-point support preventing twisting strain on the long crank case.

CARBURETOR

Packard design and manufacture, combining float feed, automatic mixture regulation for all motor speeds and uniform temperature. Primary air intake shut-off to assist starting in cold weather. Water-jacketed cylindrical mixing chamber. Auxiliary air inlet automatically regulated for varying speed by spring-controlled poppet valve. Small lever on dashboard governs poppet-valve spring tension to suit different atmospheric conditions. Butterfly throttle above aspirating nozzle, in mixing chamber.

GASOLINE SUPPLY

Gasoline feed by gravity from copper tank under front seat. Three-way gasoline valve controls main supply, 5-gallon reserve and shut-off. Capacity of standard chassis tank, including reserve supply which is contained within main tank, 21 gallons in the "30" and "Six" and 18 gallons in the "18"; of all runabout tanks, 27 gallons. In runabouts, phaetons and close-coupled cars, gasoline feed is by pressure, there being an automatic pump on the engine and also a hand pump for emergency.

IGNITION IN THE "30" AND "18"

Jump spark by special Packard system. Current supplied by Packard-Eisemann low-tension magneto. Storage battery for starting and reserve. Transformer coil for magneto current and vibrator coil for battery current in unit box on dashboard. Coils and low-tension circuits are independent but high-tension circuits and spark plugs are common to both systems. Magneto on left side of motor bed, driven by enclosed gears. Storage battery in box on running board. Convenient hand and "kick" switch, combined with Yale lock, between battery and magneto coils. Commutator for battery low-tension current.

on vertical shaft at rear of motor, driven from exhaust valve cam shaft by enclosed bevel gears. High-tension wiring, from magneto distributor to universally jointed knife switches at spark plugs, protected and specially insulated.

IGNITION IN THE "SIX"

Jump spark by Bosch dual system. Current supplied by Bosch high-tension magneto. Storage battery for starting and reserve. Transformer coil for magneto current is on armature. Transformer coil for battery current on dash with switch. Magneto and battery circuit interrupters both operated by armature shaft. High-tension circuits and spark plugs are common to both systems. Magneto on left side of motor bed, driven by enclosed gears. Button for starting on switch has bayonet lock, giving option of single spark or vibrator spark when running on battery.

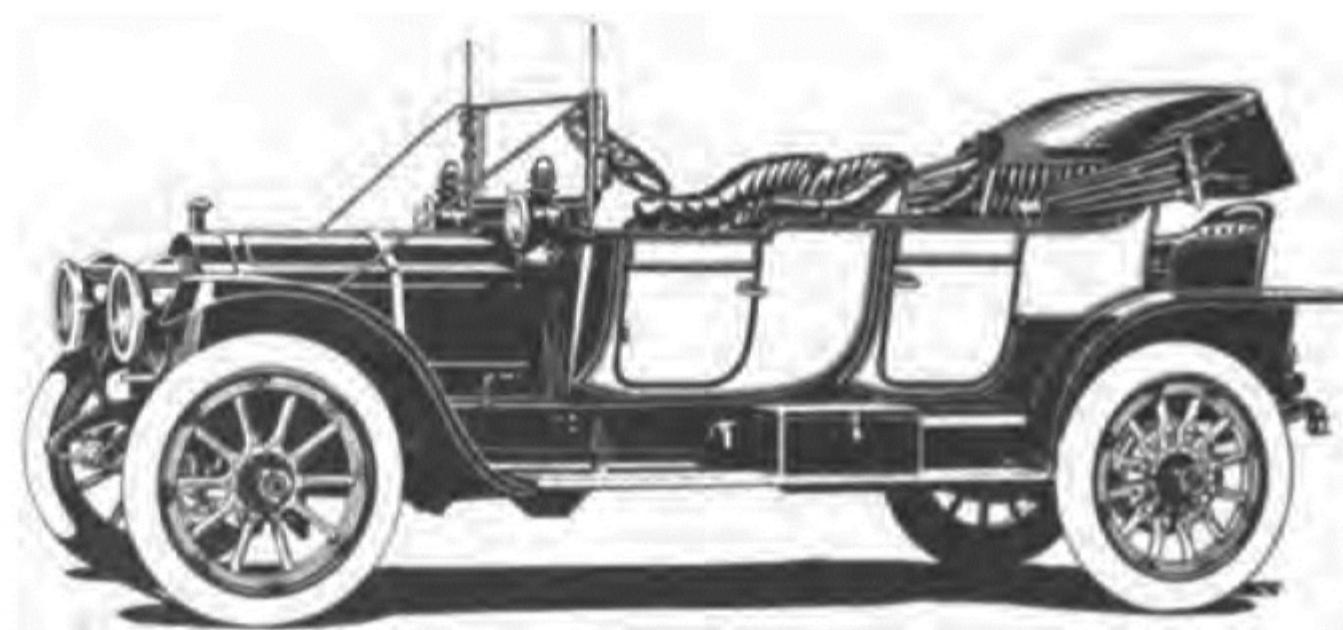
LUBRICATION IN THE "30" AND "18"

Motor oiled by splash from crank case to cylinders and all motor bearings. Positive supply of oil independently to front and rear compartments of crank case by means of double plunger pump. Oil feed easily regulated, pump strokes being adjustable. Pump accessibly located at left of motor and driven by a worm on exhaust valve cam shaft. Oil reservoir located between pairs of cylinders, insuring uniform temperature and fluid, easily flowing oil, even in cold weather. Capacity of oil tank, one gallon. Two drip sight-feeds on dashboard. Anti-clogging devices on crank case drain cocks and stops to prevent their accidental opening.

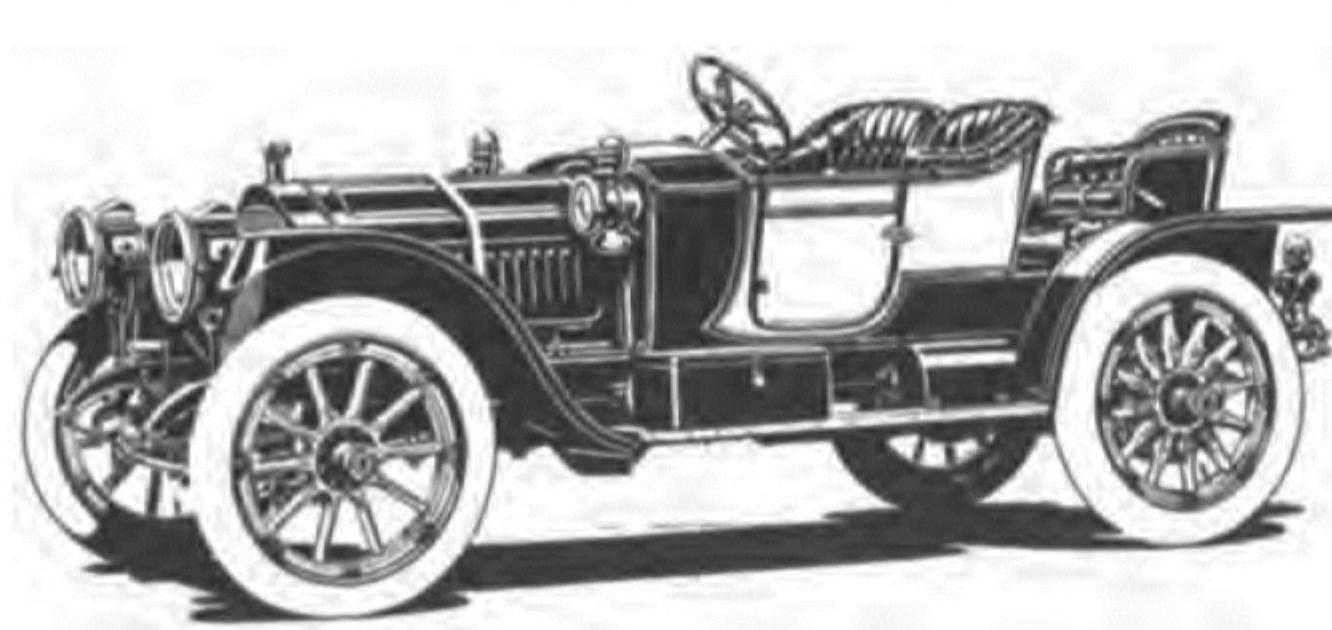
Transmission and differential run in oil. Rear universal joint encased and packed with grease. Forward joint encased and runs in oil. Other running and wearing parts provided with grease cups or oil holes.

LUBRICATION IN THE "SIX"

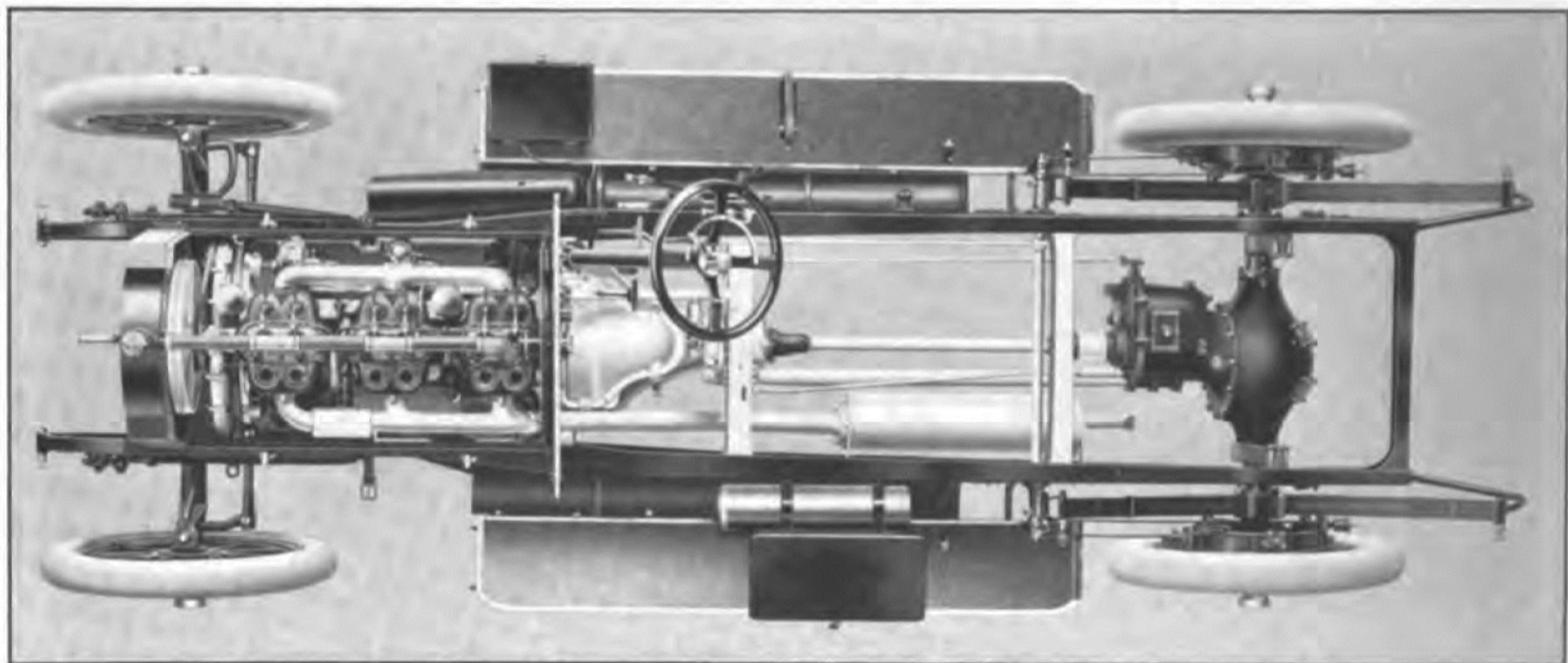
Force feed by gear pump to motor gear, crank shaft and lower connecting rod bearings. Cylinder walls, cam shafts and other motor parts oiled by spray from connecting rod bearings. Pump



1912 PACKARD "SIX" WITH CLOSE-COUPLED BODY



1912 PACKARD "30" RUNABOUT



CHASSIS OF THE 1912 PACKARD "SIX" TOURING CAR

driven by worm gear on inlet cam shaft. Pressure gauge on dashboard. A series of sediment pockets and wire mesh strainers assure clean oil. Pump and strainers easily removable for cleaning or inspection. Oil reservoir formed by lower section of crank case, bottom of which slopes from both ends towards strainer and oil pump sediment pockets with drain plugs, in front and rear of strainer. Normal oil capacity of crank case, one gallon. Supplementary oil supply in copper tank to left of cylinders has automatic vacuum feed.

Transmission and differential run in oil. Rear universal joint encased and packed with grease. Forward joint encased and runs in oil. Other running and wearing parts provided with grease cups, oil cups or oil holes.

MOTOR CONTROL

Motor speed regulated by hand lever on steering wheel and by pedal, both acting directly on throttle. Hydraulic governor to steady motor running and compensate for varying loads within limits of volitional throttle setting. The pedal provides means of instantaneous acceleration as

well as continued high-speed running. The governor is incorporated in the water circulation system, being part of the pump unit. The ignition spark is advanced or retarded for most efficient ignition under every running condition by a small lever on the steering wheel.

STARTING CRANK

Automatic latch holds starting crank in upright position when not in use. Compression relief handle near starting crank in the "30" and "Six."

MOTOR COOLING

Positive water circulation through cellular radiator and motor cylinder water jackets by centrifugal pump on right side of motor, driven by enclosed gears. Non-leaking filler cap on radiator water tank. Suction strainer on water pump, easily removable for cleaning without breaking any water connection. Belt-driven, ball-bearing fan, with adjustment for belt tension. Capacity of water circulation system, 5 gallons in the "30," $4\frac{1}{2}$ gallons in the "18" and 6 gallons in the "Six."

CLUTCH

Packard dry plate clutch, engaging gradually with delicate, positive action at all times. Casting plates faced with special friction material. Shaft plates metal. Rear bearings supported by integral extension of crank case which, with its covers, completely encloses clutch and fly wheel. Easily inspected or removed without disturbing motor or universal joints.

TRANSMISSION

TRANSMISSION UNIT

Speed changing, final drive and differential gears contained in rigid rear axle unit. Few parts, light weight, efficient. Long driving shaft has minimum angularity. Effectively encased universal joints at each end.

SPEED CHANGING

Three forward speeds and reverse, providing efficient gear ratios for all kinds of driving, obtained by simple arrangement of sliding gears. Third speed forward is direct drive. Gear shifting lever has selective action in single quadrant. Gear engaging assisted by spring locks on shifter shaft, which determine correct engagement of gears. Gear shifting toggles and other actuating parts enclosed in gear housing and protected from dirt. Annular ball bearings throughout transmission.

FINAL DRIVE

Aluminum housing that contains speed-changing gears, final drive bevel gears and differential is internally ribbed for strength and rigidity. Differential gear unit supported by its own bearings, rear axle sections being removable without disturbing gears. Rear axle and final drive and differential gears run on annular ball bearings. Ball end thrust bearings.

BRAKES

Four brakes, all acting directly on rear wheel brake drums, thus obviating strain on transmission. Service brakes are external contracting bands, operated by pedal. Emergency brakes are internal expanding segments, operated by hand lever. Internal brakes enclosed and protected by drum disks. Bayonet locks on internal brakes to prevent rattle.

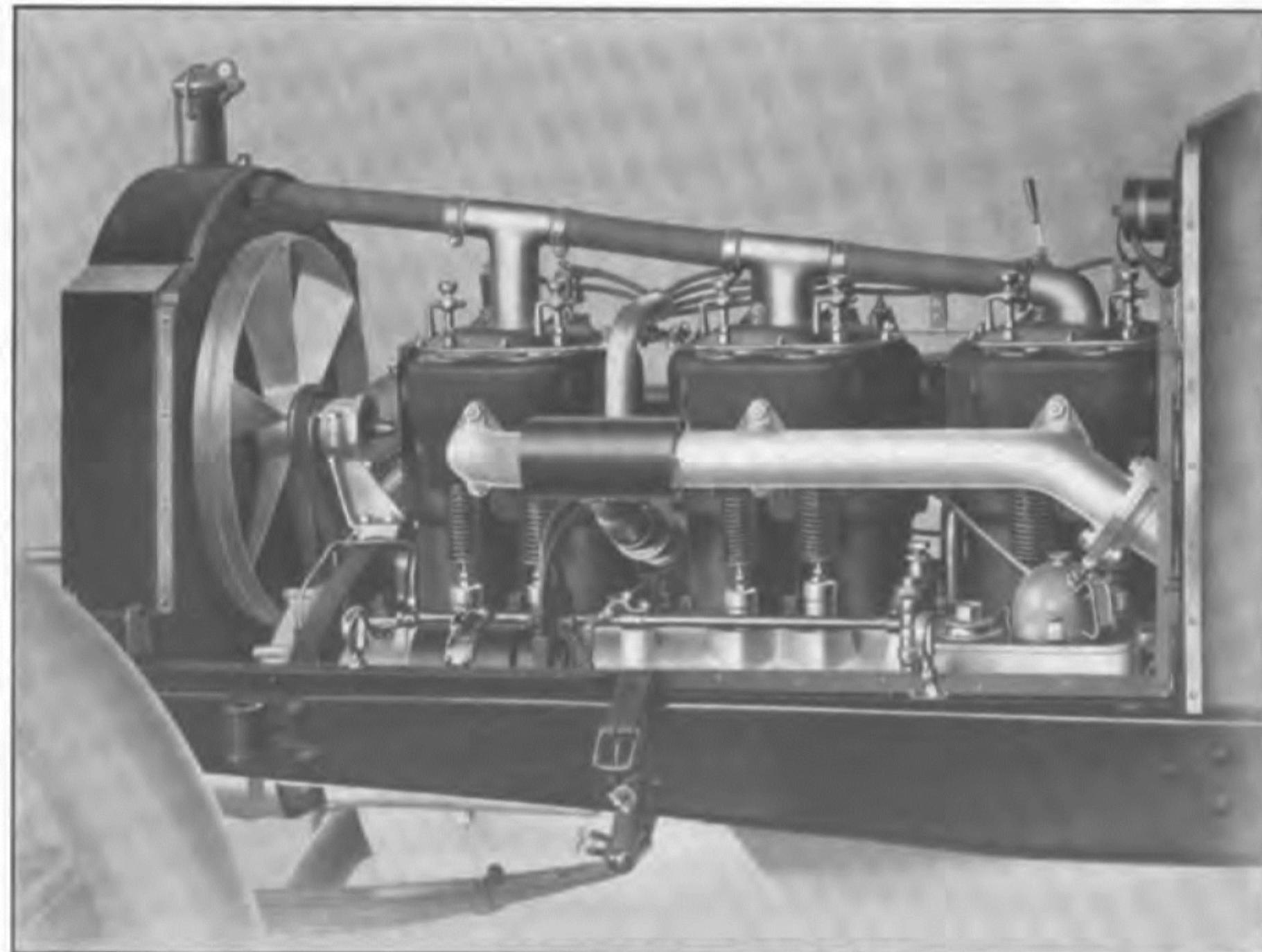
RUNNING GEAR

MAIN FRAME

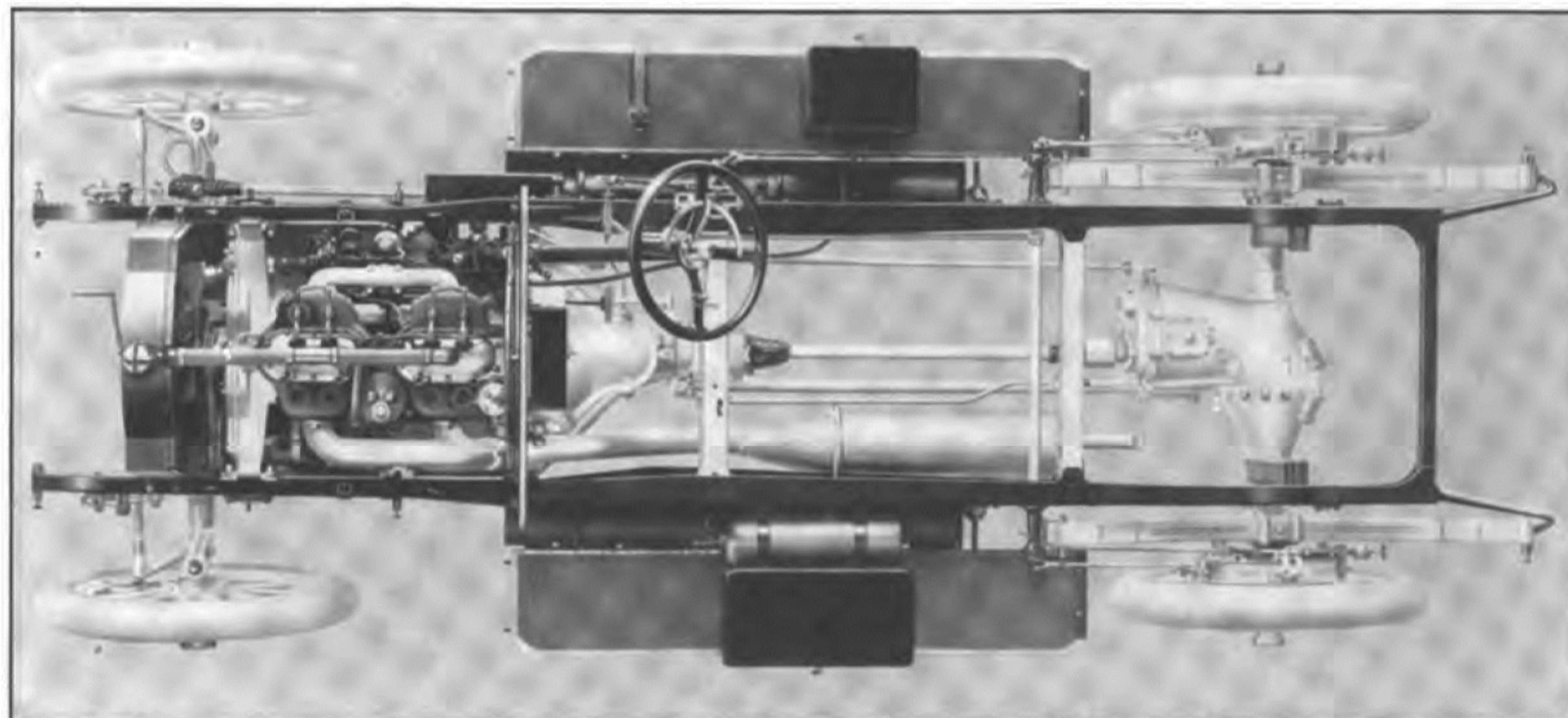
Channel section, pressed steel frame, arched above rear axle to allow liberal spring action in connection with desirably low body.

STEERING

Worm and sector steering gear. Large hand wheel, entirely wood covered, including spokes near the rim, for comfort. Worm and sector are forged integrally with their respective shafts. Heavy drop-forged jaw type yokes on front axle and forged steering knuckle spindles. Ball thrust bearings in steering knuckles. Steering connecting rod ball joints are encased. All steering gear bearings and connections directly lubricated by grease.



THE PACKARD "SIX" MOTOR



CHASSIS OF THE 1912 PACKARD "30" TOURING CAR

cups. Steering connecting rod is above front axle, being in position to minimize transmission of vibration to driver's hands.

SPRINGS

Four wide, semi-elliptical springs. Front, 40 inches long; rear, 56 inches long, except in the "18", in which the rear springs are 50 inches long. Compression grease cups lubricate all spring shackle bearings. Shock absorbers on both front and rear axles. Limit straps around rear axle. Secondary springs under rear springs.

FRONT AXLES

Front axle and stationary sleeves of rear axle, steel tubing of large diameter and heavy gauge. Roller bearings in front wheels.

BODIES AND APPOINTMENTS

STANDARD CAR EQUIPMENT

Packard extension cape cart top, with side curtains, corner light curtains, storm front and envelope, on all open cars except runabouts, the equipment of which includes Packard runabout Victoria top, with corner light curtains, storm front and envelope. Storm front omitted when corner light curtains are fitted to windshield.

Packard gas headlights and gas tank. Packard combination oil and electric side and rear lamps, with battery. Horn, complete set of tools, with tire-repair and rim-changing equipment. Two extra demountable rims. Irons for two extra tires. One-ton jack.

ENCLOSED BODY EQUIPMENT

All Enclosed Bodies—Dome lights and switches. Toilet cases to match upholstery.

Two-compartment Enclosed Bodies—Push buttons and buzzers. Speaking tubes. Folding foot rails. Hat and parcel carriers. Morocco-covered robe rails and two umbrella holders, in "30" and "Six" bodies.



1912 PACKARD "18" COUPE

BODY CONSTRUCTION

Sheet aluminum panels over wood frame work, Bonnet, aluminum and secured against rattling. Fenders, aluminum, flanged for rigidity. Splash aprons between front fenders and car. Rear fenders so attached to body as to be practically water-tight. Splash aprons between frame and running boards.

STANDARD PAINTING

Open Cars—Body and door panels, Packard blue, striped with Packard gray. Under-body, body front, bonnet, radiator, frame, fenders, splashes, Prestolite tank cover, battery and tool boxes and moldings, black. Wheels, axles, springs and other running gear parts below the frame Packard gray, striped with black.

Enclosed Cars—Body and door panels, Packard blue, striped with Packard gray. Upper-body, under-body, body front, bonnet, radiator, frame, fenders, splashes, battery and tool boxes and

moldings, black. Wheels, axles, springs and other running gear parts below the frame, black, striped with Packard gray.

SPECIAL PAINTING

Enclosed car.....	No extra charge
Open car body and door panels.....	\$15.00
Open car wheels and running gear parts below the frame.....	15.00
Open car parts that are black in standard finish.....	20.00

STANDARD TRIMMING

Open Cars—Seats, black, hand-buffed, straight-grain leather, tufted. Running boards and front floor and heel boards, cork carpet. Fibre mat in tonneau.

Enclosed Bodies—Front seat, black, hand-buffed, straight-grain leather. Front floor and heel boards, cork carpet. Rear compartment, roof to seat-boards, blue broadcloth; blue goatskin optional below the belt. Floor, blue carpet to match.

SPECIAL TRIMMING

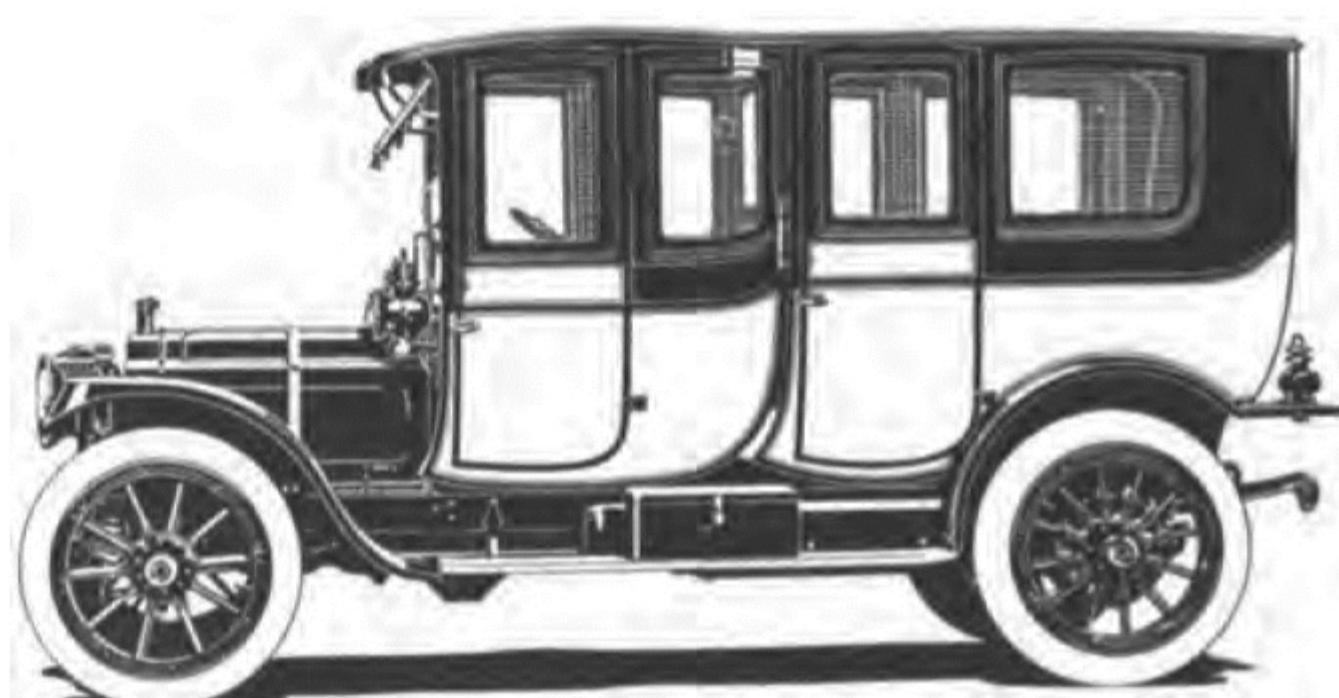
Packard dealers are provided with samples of specially imported and exclusive Packard upholstery materials.

Trimming enclosed body in any of the materials shown on the

1912 Packard sample cards...	No extra charge
Upholstering any open car except runabout in special color leather.....	\$25.00
Upholstering runabout in special color leather.....	10.00

APPURTEANCES

Packard Storm-tilt windshield for any open car.....	\$60.00
Seat covers for "30" or "Six" Touring car body.....	65.00
For "30" or "Six" Close-Coupled body.....	60.00
For "30" or "Six" Phaeton body.....	55.00
For "18" Open Car or Close-Coupled body.	55.00
For "30", "Six" or "18" Runabout body...	30.00



1912 PACKARD "30" IMPERIAL LIMOUSINE



1912 PACKARD "18" LANDAULET



Published at Detroit by the
Packard Motor Car Company
Ralph Estep Editor
Number Seventeen—April
Twenty-Second—Nineteen Eleven

Sanquine Sense

"Every man shall receive his own reward according to his labor."

APPLYING this quotation to business, and assuming that each dealer's organization may be treated as a unit, we have a very good motto and an incentive to find new opportunities and take advantage of those we have.

At this season of the year each dealer should make it an object to have every Packard owner in his territory visited. Let the full intent of Packard service be known. Make the words, "Ask the Man Who Owns One," carry their fullest meaning. The maintenance of Packard standards of construction and the complete fulfillment of our service pledges are the two corner-stones of our one-price policy.

We are just beginning a new season's work. There are more models from which to make a choice. Practically the whole range of high-class motor cars has been covered, but it must be remembered that the addition of new models and the maintenance of our high standards will not of themselves obtain all of the result for which you and we are looking.

The most satisfactory returns are to be obtained by advancing the efficiency of all of our dealers' organizations.

Progress in sales and technical work is not limited to improvement in the personnel of the organizations. The increased line of cars, the enlargement and general development of all dealers' establishments and the addition of new men to the Packard ranks, both at the factory and among the dealers, all urge the necessity of broad and careful education. The goods we have to sell, and the service we have to render are just cause for enthusiasm all along the line and this enthusiasm itself naturally stimulates our own efforts. Enthusiasm however, is the most beneficial when it is educated enthusiasm.

We wish to help the dealers in educational work and a permanent mainten-

ance of ways and means for raising the already high standards which we have set for our work.

We extend to every Packard dealer the cordial wish that when the 1912 season is ended, he will find that he has "received his own reward according to his own labor."

H. H. HILLS, Sales Manager.

Right on the Nose

"IN one respect Kading is weak at present, he runs like a Packard truck," says a baseball writer in the Seattle Star.

Take it from us, if the Kading person is as consistent as a Packard truck, he's plenty fast for a bush league. He won't need a sacrifice to get him down to second and he won't die on third. Also, you can put a small bet down that he'll come home before the game's called on account of darkness.—PACKARD SPORTING EDITOR.

Going Up in Philadelphia

TO get over that ancient idea that a street scene in Philadelphia is synonymous with a pastoral landscape, motor into town over the main thoroughfare and notice the construction work on the Packard building at 319 North Broad street.

The contract for this structure was let January 4. The steel work, as it appeared March 25, mounting to the eighth story is shown on the back cover of this magazine. On July 1, the Packard Motor Car Company of Philadelphia will occupy the first four floors and the remaining four floors are to be completed a month later.

The ground floor will present a handsomely appointed show room and the

adjoining offices of the manager, sales manager and technical staff. The furnishings and interior finish will be in keeping with Packard standards and the traditions of a proud city.

An effective arrangement of general offices, truck department and stock room will occupy the second floor. Going up, the elevator will flash by the used car department, storage room for bodies and paint shop in the order named. The sixth and seventh floors will be devoted to repair shops and the eighth to trucks.

Cramp & Company are putting their famous brand of Bethlehem steel into this structure, along with great quantities of reinforced concrete. The exterior finish will be white terra cotta.

The Honorable Toshio Fujiwara, Commercial Commissioner for the Department of Agriculture and Commerce of Japan admired our shops.

Apotheosis of a Chauffeur

ON a lurid post card showing Vesuvius in action, Dick Odell, a driver for a Packard tourist, writes to an attache of the Packard Motor Car Company of New York:

Fore-door limousine is causing a sensation wherever we go. No exaggeration to say crowds gather when I stop and look in amazement at American achievement. Here for a few days at foot of Vesuvius. I met five Packards at Nice and Monte Carlo.

Chief of Police Jackson of Cincinnati recently inspected Detroit's system of motor patrols. Cincinnati's police department will start with four automobiles and several motor cycles.

Seth Saith:

accurate, to the last degree of the finest measuring instruments. He makes it. There is no chance for him to four-flush. The answer to his job is the finished article.

He doesn't have a chance in the world to hide either his skill or his lack of it. The goods he delivers are *prima facie* facts. They show him up—good or bad.

There is a lot of pleasure in actually doing things yourself—with your own brains and your own hands and your own skill. I rather fancy the craftsman idea: the success of being able to make something well all alone. There is a lot of the real joy of living in actually knowing that one has skill.

How often, I wonder, does it come to each of us to say:

"These things I can do and do well. I am a craftsman in my line."

There is a huge respect in the world for craftsmen. They are real. Their work is real and their success is real.

Let's stop once in a while and check up our standards by the simple question:

"Am I a good craftsman?"



IE sinking is a ceremonial process, not to be approached in a spirit of levity. I like to watch our die sinkers, tool makers, pattern-makers and the similar craftsmen who compose the mechanical aristocracy of the place.

One of the first things a young live wire child does is to construct something and say to his fond parent:

"See, daddy. I made it."

Now, a die sinker makes something with his own hands plus his own skill. It is accurately made as it should be

JUST AMONG OURSELVES

A MAN WITH AN X-RAY EYE



S. Q. SMITH has a sort of an X-ray eye; he can look right through a stick of timber. He began inspecting lumber at a time in life when the city youth begins inspecting neckties and fancy hose.

From the lumber yard he went into a furniture factory but it was mostly ginger bread stuff in those days and he decided to take a whirl at the wheel business. He has had wheels in his head and under his thumb ever since.

He went from Kentucky to Kalamazoo, where life was less exciting but promised to last longer. He put numerous spokes in Kalamazoo's wheels (they have the practical kind out there also), became chummy with all the good felloes in Jackson and finally put the rollers under Flint.

In December, 1909, Smith was selected to start the wheels going in a new department at the Packard factory. Now he is boss of the wood working establishment. Smith says it is easier to turn out one hundred sets of ordinary wheels than twenty-five sets of the Packard kind. And don't forget that middle initial. Few Smiths wear Q's.



In some respects, it might be permissible to compare the G. M. with the car. In working hours at least, he is like a well oiled, carefully adjusted, trim appearing piece of machinery. He is smartly tailored, nicely upholstered and smooth in action. You can feel his reserve power.

Macauley is a mixer of the quiet sort. He wouldn't attract attention in a crowd of enthusiasts intent on painting a broad red streak through a banquet hall. But when most of the other diners were hopelessly crumpled up or dropping maudlin tears into the Camembert cheese, you might find him with a thoughtful look and tracing neat little imaginary designs on the white tablecloth.

A friend of his, when asked to mention some of his more striking characteristics, hesitated and looked puzzled, then said: "He is conventional, well poised, affable and self confident; a darling of destiny, born to a well ordered and successful life."

Macauley is a native of West Virginia, still on the youthful side of forty. He graduated from Columbia university the year he became of age. After two years of private law practice, he developed corporation leanings and became patent counsel of the National Cash Register Company in 1895. Six years later he quit ringing up small sums and started to tabulate large ones.

His marriage to Miss Estelle Littlepage of Washington took place in 1895. He has three children, Alvan, 13, Mary, 10 and Edward R., 7. He retains his stock in the company with which he was formerly associated, and thus far has been able to keep all three children in school.



A MODERN LUCULLUS

YOU might ask Allen who struck Billy Patterson or what finally happened to the ten lost tribes of Israel and by either of these innocent queries start that gentleman on a series of deep and painful meditations. It is said he even worried about Fletcherism for a while until he tried it on some of his pets and found it didn't make good on shortages in the stock department.

Allen acquired his fine flow of language selling pianos and a hankering for arias, rhapsodies and other temperamental stuff has clung to him ever since. When he switched from melody to mechanics he took his place at the foot of the class, assembling pedals at the Lozier bicycle factory.

The call of the stock room got him as soon as he came within range and it wasn't long before he was a regular stock man. System in stock keeping has been his

chief amusement in making himself delightfully miserable ever since.

From the Lozier plant he went to boss the stock room of the Packard factory in Warren and when the company moved to Detroit he was taken along with other bulky essentials of the equipment. He is a Lucullus in the matter of discipline as well as in appreciation of a nice, thick sirloin. In the choice of mineral waters he ranks as a connoisseur. Sometimes he slips in a dash of Herbert Spencer's philosophy with a maddening mixture of motor car parts. Allen takes his job very seriously. He has to. Believe us, it's a serious job. See page 3.

BEGINNING NEAR THE TOP

NO one can accuse Alvan Macauley of having begun at the bottom. He got his start in life, as it applies to the automobile business, by taking a job as our general manager.

When he was induced to relinquish a similar title in another company he may have thought that making and marketing motor cars is only slightly different from turning out those clever but conventional little adders. Had he any such idea, we venture to assume that he indulged in several more guesses.

THE PRINCE OF PORTLAND

"**T**HEY don't make them any finer than Frank Riggs," chirped the chic little stenographer from down the hall as her brown orbs rested on a photograph of the Packard dealer in Portland. And that seems to be the unanimous vote around the Packard offices.

People who don't know him sometimes overwork their mental processes in an effort to figure out a motive for his unlooked for activities. A big heart is the unknown quantity in their little equation.

Riggs wears glasses but his eye has a twinkle that is like a ray of sunlight on a dark day. He is rather short in stature, with a square build that goes well with his sturdy personality.

He has a breezy line of conversation that would make the average Frenchman climb a tree. He never gets into an argument; the other fellow has no chance to disagree with him. As a matter of fact nobody ever feels like disputing him.

Like Alvan T. Fuller and some of the other real magnates of the retail automobile business, Riggs got his start selling bicycles. When he found out the tire people were grabbing most of the loose change, he became vice-president of the Fisk Rubber Company. The tire trade was a circumscribed affair for a man of his varied talents and he consented to act as assistant sales manager for the Packard Motor Car Company.

Now he is entering his third successful season as a Packard dealer. At one time he thought Chicago the capital of the universe. Now he has a fixed idea that the Pacific coast is a modern version of Elysium, with Portland as the dwelling place of the favored gods.

If you wish to hear him in his star monologue, mention roses.



FRANCESCO RIGGSOLOTTO

Renaissance in Indianapolis

Classic Architecture of Meridian Auto Company Follows in Wake of "Best Sellers"



INTERIOR OF THE MERIDIAN ESTABLISHMENT IS DISTINCTIVELY PACKARD

THE gentleman from Indiana who recently secured an allotment of 1912 Packard cars, has an impressive establishment from which to serve his constituents in Indianapolis. Architecture has supplanted letters among the highbrows of the Hoosier state.

The new home of the Meridian Auto Company was completed in time for open house during the automobile show, which was held the first week in March. It is situated on North Meridian street, overlooking the prettiest of the Indianapolis parks.

The structure is of modified Grecian design in which Doric columns play the supporting role. The front presents large panels of plate glass framed in glistening white terra cotta.

The interior in style and equipment, is distinctively Packard. The walls of the display room are wainscoted in mahogany, above which is a heavy cornice of the same material. The walls are painted a rich brown in Tiffany style. Above the cornice the color is changed to a tan, a fine border in Grecian effect outlining a series of mural panels. Each of the eight pilasters is ornamented with a cartouche. (Don't sneeze when you say it.) The ceilings are treated in similar manner, with interlacing line borders.

The manager's office also is decorated

in the brown tones, with a handsome frieze below the line of ceiling.

Immediately back of the sales room and separated only by a mahogany railing are the general offices. Beyond is the department devoted to the maintenance of Packard service, with an en-

trance from a street bordering the south side of the building.

A hydraulic elevator carries cars to the second floor, which is divided into repair shops and storage rooms. A large, well equipped room is provided for the exclusive use of owners who prefer to have their own drivers make repairs and adjustments.

At the front of the service room is a stairway leading to the accessories department, which is connected by a passageway with an emporium containing a complete stock of parts.

"There is nothing more picturesque, noisy, inspiring or dangerous than a fire engine pulled by horses," says a Chicago American editorial, and adds: *"There is also nothing more silly in these automobile days."*

May the Name Flourish

THERE'S no such thing as "too much Johnson," according to R. W. Whipple, of Binghamton, N. Y., who writes:

"The Endicott-Johnson Company takes in several families of Johnsons. Last year, George F. Johnson purchased a Packard "30" and George W. Johnson bought a Packard "18." In the 1911 season Harry L. Johnson acquired a "30" and the Endicott-Johnson Company ordered it's first Packard truck. Mr. Endicott held up his end with a Packard fore-door limousine. George F. Johnson has the first option on a 1912 Packard and Walter Johnson assures me that his 1912 car will be of the same make. With the Endicott-Johnson Company now figuring on two more trucks the clan should receive three cheers."



STATELY FRONT OF THE MERIDIAN AUTO COMPANY'S BUILDING IN INDIANAPOLIS. DWELLINGS OCCUPIED THE SITE LAST JULY

Taking up the Plow Team's Burden

PRETTY "SOFT" FOR THE HORSES ON ARCADIA FARMS SINCE COMING OF THE PACKARD TRUCK



PUTTING SIX THOUSAND POUNDS OF GRAIN UNDER COVER AS NIGHT IS CLOSING DOWN WITH A GRAND PROMISE OF RAIN

LIKE MANY another high-class farmer, Maurice N. Minton of Dutchess county, N. Y., has professional pride in his horses. He has about a dozen faithful hay consumers on his broad acres and he prefers not to work them to death if he can help it. The motor vehicle has been pictured as pushing the horse off the map, but in this particular case it has made the faithful quadruped think life is worth living.

An agricultural enterprise of some size is required to get the best results with a motor truck. Arcadia Farms consists of eighteen hundred acres, two-thirds of which is under cultivation. In the east this is considered quite a patch of ground.

Mr. Minton's own story of his experience with a Packard three-ton truck is related in a recent issue of *Country Life in America*.

Have you ever been on a farm at threshing time? If you have you will doubtless recall the fuss and feverish hurry. The farmer is trying to get in and out of the wet while the stuff is still dry. He sees his grain pouring into bags in a golden stream as fast as men can handle it; he watches the bags mounting to a pyramid, the unthreshed grain for the separator piled high on rocking wagons; his eye measures the straw in great yellow stacks and notes that night is coming on with a grand promise of rain. This is where the truck proves a headliner on Mr. Minton's farm. Two huge Poles seize the ninety-pound bags and pile them on while the driver starts building the pyramid. Mr. Minton feels as though the entire load were lifted off his chest as 6,000 pounds of grain starts for the barn, a mile distant, at a ten mile clip.

But this is merely an incident. The truck puts in as many hours a day as the most industrious farmer's wife, and

according to George Ade, that's going some. It has carried from the railroad to the farm, a distance of four miles, over 1,000 tons of fertilizer, eighty tons of coal, 2,500 barrels of cement and car loads of other materials. It has carried five car loads of grain to the station and distributed six hundred tons of small stuff where it would do the most good. Frequently it has gone to Fishkill Landing, ten miles distant, twice a day with heavy loads.

Its short trips are innumerable. It takes grain to the mill and brings back

the ground feed. It carries tree trunks to the saw mill and returns with beams and planks. It even carries stones to the crusher.

"Not a day has been lost nor a dollar paid out for repairs," said Mr. Minton. "The expense of operating the truck is about equal to the cost of maintaining two good teams of horses with oats at sixty cents, that is oats versus gasoline and oil. But no four pairs of horses could carry the loads so far in the same time, if at all.

"The truck takes three or four tons, as bulk necessitates, and proceeds up hill and down at ten miles an hour whether the distance be five miles or fifty. Keeping it within a horse's limitations, or a round trip of twenty miles, with time to unload, the truck will do in three hours what will employ two teams for seven hours. That is all the horses can do that day while the truck can repeat the journey two or three times if necessary.

"It would take from eight to twelve horses to equal the performance of the truck. One man can drive the truck, but it would take two, four or six men to drive the horses.

"The work done by the truck helps all summer long to make winter easier and cheaper. All the hauling is disposed of and one pair of horses from December to April can do all the necessary work. Thanks to the Packard truck, my horses in the fall are in better condition than they were the previous April. They are heavier, bigger and more easily handled. That's why I bought the truck."



Merely Loaned

THESE bright, clean cut young Americans were a feature of R. W. Whipple's exhibit at the automobile show in Binghamton, N. Y. Mr. Whipple is a bachelor and when people asked foolish questions he pointed to an inscription on each lad's back, which read: "Ask the Man who Owns One."

Stowell states: The use of about five per cent of linseed oil in the battery sealing compound will make it more durable.

All operations associated with body finishing are now being conducted on the second floor of building No. 14.

The Wheel and the Torture Chamber

SECOND GROWTH HICKORY PUT THROUGH EXCRUCIATING
ORDEAL TO INSURE THE SAFETY OF PACKARD TOURISTS

BREAKING on the wheel was one of the ultra refinements having their origin among the ancient Greeks. Crude copies were palmed off later on assassins and pillagers of churches by countries of western Europe.

In its modern application breaking on the wheel may happen to a motor car when it comes into violent contact with a telegraph pole.

Wheels for Packard cars are made in the Packard shops. S. Q. Smith, who has charge of this work, says he has a big advantage over most other wheel makers.

"We're not trying to make money on 'em," said Mr. Smith. "We simply aim to make a wheel that will look right and be right. And I guess we're doing it."

The material used to make Packard wheels is second growth hickory, the toughest stuff the old wood lot affords. A combination of fresh air treatment and hot house culture gets the wood ready for business in about a year.

When things begin to happen that wood gets more excitement in half an hour than falls to the lot of California's



THE SQUEEZING POWER OF THIS MACHINE
IS ABOUT FOURTEEN TONS

big trees in a thousand years or more.

The crude felloes and rough billets start at opposite ends of a long room and work toward the center. This room has an extensive line of sharp bladed machines.

The foreman says the spoke is "equalized" when it is cut to the right length.



THIS IS AN AWFUL GOUGE BUT IT HELPS THE SPOKE'S SHAPE

It is shaped on an automatic lathe which gouges it so fast the wood seems to melt into soft fiber. The hub ends are roughly sawed on the bias, then mitered on a grand instrument of torture known as an automatic facing machine.

The spoke acquires polish painfully but rapidly by contact with a fast moving sand belt. It is equalized again and the outer end is poked into a vicious little contrivance which chews it down, leaving the tenon that is to project through the felloe. This finishes the spoke.

Comes now the felloe. The first process, is called joining and if the felloe has any kinks in its disposition it loses them in a hurry. It goes through two planing operations which flay it alive to give uniform width and thickness. A set of rollers applies massage treatment until the shape is a perfect half circle. The felloe is then drilled, the inner edges are dressed and the ends are trimmed. After polishing on the belt it is ready for contact with the spokes.

From here on it is called assembling. Spokes are driven into the two half circles and when these are joined in the assembling machine the result begins to



PUTTING THE SPOKES IN A TIGHT PLACE

look like a wheel. This is where the pinch comes. The machine acts something like a boa constrictor and the hub ends of the spokes are pressed together until they squeak for mercy. A temporary steel hub is screwed on, the wheel is put into a lathe and a measuring in-

strument called a traveler takes a little run around the circle. The wheel is turned down to the exact size.

Meanwhile the rim is being roasted over a slow fire. It revolves slowly in a gas blaze until it gets too hot to handle. It is placed over the felloe, given a mild suggestion with a hammer and then squeezed into place under a hydraulic press. A cold plunge gives the rim a shrinking sensation and it takes hold of that wheel with a grip that can't be shaken off.

Keena's Little Reminder

KEENA of Seattle is sending out "news sheets" to prospective purchasers to remind them he is on the job. One of his late extras quotes from a letter written by Marshall Field & Company to the Seattle Transportation Company:

We can say that the Packard truck is a thoroughly reliable and satisfactory machine, does the work every day and all day. If properly taken care of and not over-loaded there is no doubt it will give you splendid service. The repairs on these trucks have been practically nothing.

From Rah Rah Boy to Body Engineer



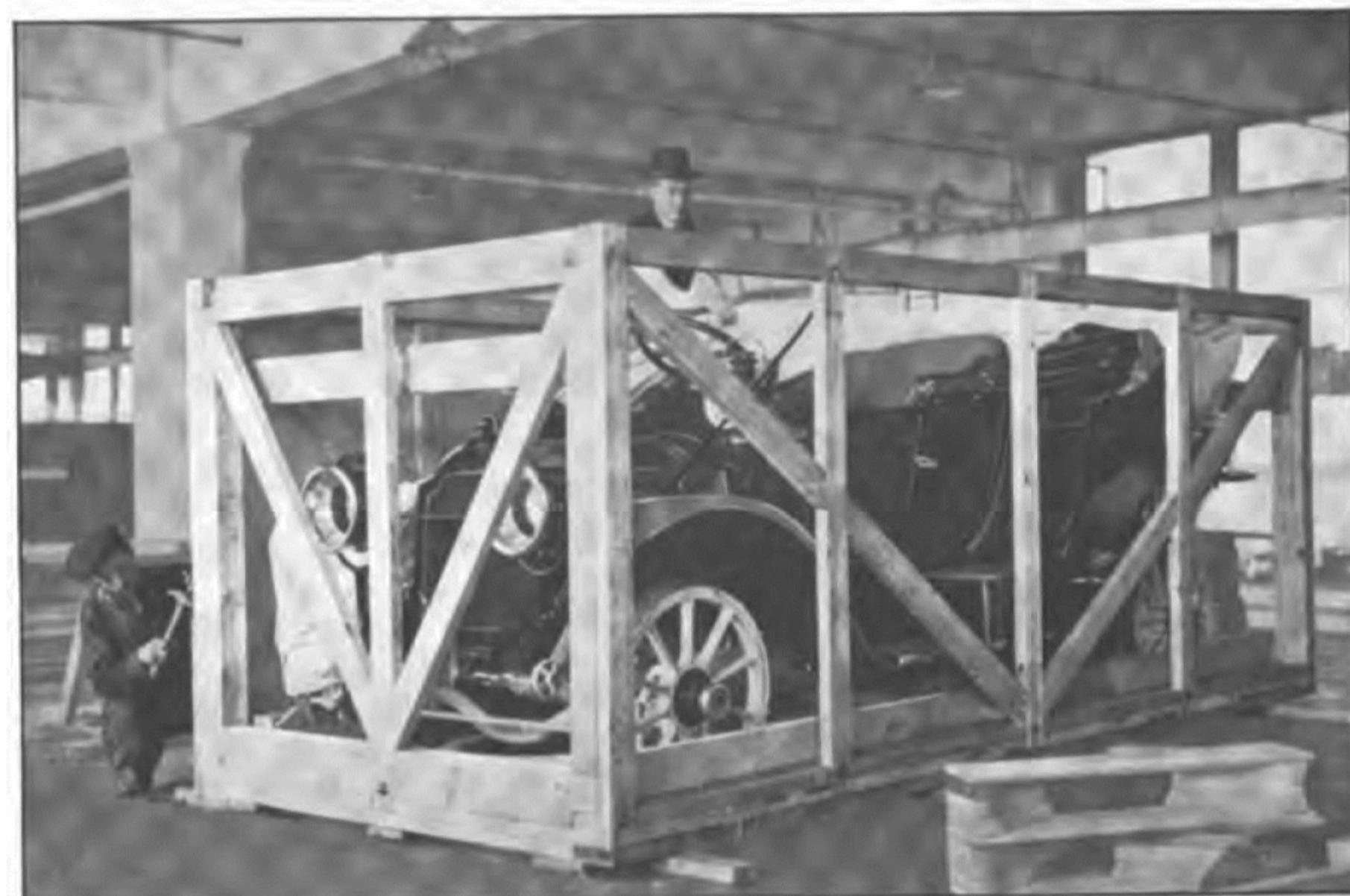
W. T. FISHLEIGH

THOUGH born in Chicago, W. T. Fishleigh, the new body engineer, is reserved in manner and unassuming in speech. He imbibed the smoke and noise along with his early education and left as soon as it was convenient to break away.

He was a star in track events at the University of Michigan and this made him a bachelor of arts. Then he started in to teach the youth of Battle Creek how to apply higher mathematics to the manufacture of breakfast food. He soon outgrew this job and returned to the university as an engineering student. After burning the midnight incandescent for two years, he began trying his knowledge on the dog, that is he became an instructor of budding engineers.

Last summer he dropped into the beaten path leading from Ann Arbor to the Packard factory and took a position as draftsman. In September he was made assistant body engineer. Recently he dropped the assistant part of it when Ormond E. Hunt was transferred into Vice-President Waldon's office.

The original photograph of Fishleigh proved rather flattering so a retoucher was told to do his worst. He did.



PACKING UP FOR A LONG JOURNEY

ELEPHANTS and dog sleds, stubby burros and canopied jinrikishas furnish spice and variety to the jaded traveler, but many who have sampled the whole "bally" layout, have their Packards shipped abroad when they go touring.

After a breakfast of real French toast at Nice, a morning spin over the Riviera, a brief separating process at Monte Carlo and an afternoon visit at the Vatican, Packard tourists may settle themselves for a comfortable drive over the Appian Way in the evening.

Among the 1911 shipments of new cars which went from the factory to points abroad to reinforce the hundreds of Packards taken over by owners were cars consigned to J. S. Baker at Hamburg, E. B. Rew at Havre, S. M. Woodson at San Juan, R. L. Berk at Sydney, John Hendry at Genoa, C. M. Weatherwax at Havre and G. L. Payne at Paris.

The crating of these cars is a ticklish job because the gentlemen who juggle them aboard ship have anything but a light touch. The packers have to start somewhere, so they build the floor of the case first. The wheels are anchored in such a way that no matter what happens to the ship, the car won't pound. The tires are fastened to the floor and the windshield is tucked away in a separate box. The cape cart top is folded in a way that is guaranteed to prevent seasickness. The sides and ends of the case are bolted in place, covered with water proof sheeting and sheathed with matched lumber. The top is attached and covered in the same style.

The crates are so arranged that they can be stored and used over again. This saves buying new ones, which is fortunate for the homeward bound.

Truck Sales Smash All Records

Boston Leads, Adding Two Lines of Business to Packard Lists—Many Repeat Orders

MORE orders for Packard three-ton trucks were received in March than in any other month since they were placed on the market. The truck shops are impressing men from the other departments in order to keep up with the demand.

Boston carried off the honors, adding two lines of business to the Packard list in one week by sales to the Boston Woven Hose Company and R. Wolfenden & Sons, dyers and bleachers of wool at Attleboro, Mass. Boston also booked orders from two grocery houses in one week, Silas Pierce & Company and Bain Brothers. Boston's repeat order came from the George Marsh furniture house.

Packard trucks are now being used in 118 lines of business, recent additions to the list being J. Hungerford Smith Company, manufacturing chemists at Rochester, N. Y., and E. H. Fitler & Company, makers of rope and cordage at Philadelphia.

Repeat orders came from all sections

of the country. Swift & Company's latest order makes ten Packard trucks for that concern, five in Chicago and one each in Flushing, L. I., Norfolk, Va., Fort Worth, Texas, Seattle and St. Louis.

Crane & Ordway Company, the St. Paul branch of the Crane Company of Chicago, placed a supplementary order, making three for that branch and five in all for the Crane concern.

Armour & Company also placed a repeat order, bringing their total up to five. The American Radiator Company ordered two additional trucks, one for delivery in Detroit and another for Kansas City. The Hebard Express & Van Company of Chicago added a third truck to its Packard equipment, and a repeat order for two trucks came from the Fleishman Company of New York.

The Stearns & Culver Lumber Company of Chicago, purchased through the Packard dealer at Mobile a truck for use in the woods near Florala, Florida. This sale developed from an inquiry which came to the truck sales department.

Our Place as a World Power

Packard Sales Forces Invade French Capital; Also the Paris of America

ON to Paris! Herbert Hughes has invaded France and planted the banner of the Packard sales department in the heart of the gay capital. No, he can't *parlez vous* very well as yet, so the cars will do most of the talking.

When we established a Paris service depot, we didn't start out to sell cars abroad. We've been fairly busy on this side and our idea was simply to extend the privileges of Packard service to Packard owners touring Europe.

Well, the service and the cars and the owners have started something that looks like a favorable symptom. So we are going to push it along.

Conditions in France are peculiar. The bulk of the domestic manufacturing tends towards extremes. The Packard seems to have gained prestige on account of its road ability being combined with quiet running, excellent style and wide utility.

At first the Frenchmen viewed the cars of Packard tourists with mild curiosity. Then they accepted invitations to ride and some, whose estimates of American cars was based on experiences in taxi-cabs and views of Vanderbilt cup races, have admitted they were impressed.

Another phase of the situation which has helped to pave the way for Packard cars in France is explained in a recent issue of a Parisian automobile journal. It relates the experience of a salesman who was trying to sell a car to a wealthy manufacturer in the province of Avignon.

When asked to quote his catalogue price, this agent named a figure for the chassis and then went on into a maze of mathematics dealing with body, tires, top, and a long list of accessories.

"Pardon me," interrupted the "prospect" as quoted in the journal, "how the devil do you expect me to make head or tail



L. R. MACK LEARNING SPANISH UNDER DIFFICULTIES

of all this. Is it then impossible to buy for a complete price a complete car in this country of ours? Without taking sides, I declare the Americans are much more practical than you. They make in great quantity a single type of well tried car. Nothing is lacking, not even the oil and gasoline in the tanks. And that is worth 'so much', once and for all. If my tailor, in delivering a suit, said that the buttons and the pockets—those indispensable accessories—were extra, I would say he was talking nonsense. Without meaning to give offense, I must say you are a little like this tailor."

It just happens that this coup d'état in Paris is coincident with a little flyer in Buenos Ayres. The Packard dealer who picked this territory is leaving this spring and will arrive about a month later in the fall. The mid-winter, next July, will find him established in the Paris of America, some thirty degrees south of the equator.

Louis R. Mack has been a Packard man for seven active, hustling years. He started out toying with columns of figures in the accounting department, but soon showed talent for convincing people and was transferred to the realm of sales.

After completing the conquest of New York in about two years, he moved on to Boston. For three years he has been Alvan T. Fuller's aide-de-camp and chief of staff.

Looking around for other and harder worlds to conquer, his lenses focused on figures showing imports of motor cars at Buenos Ayres. He learned that many Argentinians are engaged in converting grain and hides into sixty miles an hour.

He applied for the territory and was promptly informed that he was "on."

At present he is looking for hurry-up methods in the art of acquiring the Spanish language.

Adios, Señor, adios.

The heat treating department proved a chilly proposition for the Detroit chemists but we showed them the warmest treatment permitted under the rules.

Sales inspection will occupy the entire first floor of the new No. 1 building which it formerly shared with the enclosed body finishing department.



PACKARDS ON DRESS PARADE AT FORT WORTH

FORT WORTH, Texas, is a live town, one of the best in the southwest. Just to show they are up to the minute in delivery service, the merchants there gave a motor car parade. There were twenty-five machines in line of which eleven were Packards, a number of touring cars being added to brighten up the ensemble.

The users of Packard trucks represented were the Burrus Mill & Elevator Company, Swift & Company, Armour & Company, and the Ballard Ice & Coal Company. J. D. Allen, of the Allen Motor Car Company, supervised the parade. Most of the trucks carried typical loads and were manned by uniformed attendants.



PICKING A PACKARD TO PIECES

If there is any little thing about the mechanism of 1912 cars that you would like to have explained, just ask Stowell.

He is prepared for it after sitting on the safety valve of the Technical Convention.

It was held in two sections with several days in between to give Stowell time for recuperation.

The first school of technical sharks arrived April 10 and lurked around the factory for three days. A tempting array of 1912 automobile entrails was laid out for their inspection and they gorged themselves till they were tired. They seemed able to digest everything from the crank case extension which houses the new clutch down to the little self-closing oil cups at the front end of the radius rods.

This gathering included J. D. Perry Lewis,

St. Louis; Wm. Welch and H. W. Liddle, Milwaukee; J. G. Strund and W. A. Turgeon, Chicago; C. W. Doty, Joseph Wright and A. E. Gluck, New York; W. F. Stebbins, Detroit; Frank C. Riggs, Portland; R. H. Thomas, Cincinnati; C. A. Davison and B. Dean Kuhn, Baltimore; Ray Densmore, Erie; Palmer Abbott, New Orleans; H. C. Berg, Seattle; George Hunt, Providence; H. P. Ingles, Youngstown; W. M. Tucker, Rochester; F. N. Hunter, Charlotte; F. E. Paine, Pittsburgh; C. G. Embleton, Hartford; E. H. Burns, Amsterdam, and C. G. Culver, Philadelphia.

The second section of the convention, introducing another bunch of technicians, assembled on April 17. As we toddle to press the shrieks of this gathering are still ringing in our ears.

When England Was Overwhelmed

In a letter to President Joy, I. W. England, of Passaic, N. J., gives a thrilling account of a harrowing experience at the hands of a gang of conspirators masquerading as Packard salesmen.

"On Monday," writes Mr. England, a person who said he was your Newark manager, Mr. Fitzgerald, invaded the privacy of my home and induced me to give him five hundred dollars as a deposit on a 1912 "30", 'though I assured him my old "30" was doing good work and I had no use for a new car.

"On Tuesday, one Karl Frederick, claiming to be your New York representative, telephoned me he had a runabout which I ought to see at once. Not wishing to appear discourteous to this gentleman, I called to see the car and within fifteen minutes he had extorted from me a check for the runabout.

"On Wednesday afternoon, I called to take away the runabout. Frederick must have yelled 'Hi, fellers, hurry up,' or else the gang saw me coming. I had no sooner gotten into the building than

the irrepressible Corbin backed me into a corner, waving in my face a contract for a Packard truck.

"Some eighteen months ago, we purchased a Packard truck and in an unguarded moment I told Corbin it had cut down our cartage account 19 per cent the past year. Since then he has worn out our doorstep, waylaid me at the theater, interrupted me while lunching in restaurants.

"Corbin told me he had sold only four trucks Wednesday and that unless he got my order his batting average would show a fearful slump for the day. Feeling that my mental balance if not my life was in danger, I signed the contract and escaped in the runabout, pursued by every salesman in the building.

"Three Packards in three days is about my limit and I wish you would send out notices to all your salesmen to let me alone for at least three months.

"Seriously though, I have owned twenty-four cars in the last twelve years and I feel that I am not taking any chances in buying Packards. My exper-

ience with the truck and the "30," coupled with the interest that your company takes in its customers assures me your car is a pretty good proposition to tie up to."

Mr. England is president of the Passaic Metal Ware Company.

Setting a Pace for Sales

ABOUT twenty Packard dealers gathered at the factory early in April for a sales conference. The presentation of the 1912 line was discussed from various angles, and the schedule of allowance and resale prices for used cars was among the other timely topics which received attention. Sales Manager H. H. Hills set an awful pace for the season's business by selling a car to W. R. Densmore, of Buffalo, in a strenuous exemplary sale, which is the commercial version of a mock trial. It was a live-wire gathering all the way through. This is the way they lined up:

Albany.....	J. A. P. Ketchum
Louisville.....	L. L. Miles
Portland.....	Frank C. Riggs
Amsterdam.....	Henry E. Greene
Toronto.....	M. A. Kennedy
Indianapolis.....	H. J. Schwartz
	W. C. Johnson
Milwaukee.....	Chas. Gale Welch
	Jas. B. Welch
	Wm. O. Welch
Columbus.....	F. E. Avery
Atlanta.....	Charles Cook
Buffalo.....	W. R. Densmore
Montreal.....	L. D. Robertson
Savannah.....	T. A. Bryson
Denver.....	F. J. MacFarland
Washington.....	S. A. Luttrell
Birmingham.....	Charles Denegre
New York.....	F. X. Dreyer
	A. T. Smith

Sixty-Three in One Day

APRIL 17 brought the largest number of orders that ever came to the Packard Motor Car Company in a single day, a total of sixty-three cars and eight trucks. The orders for cars called for fifty-two "Thirties", seven "Sixes" and four "Eighteens." The specifications called for three additional enclosed bodies for "Thirty" cars.

Forty Per Cent Discount

WHEN we start right out talking about a forty per cent grade, you may think we're raving. We admit it's a pretty steep proposition even for a Packard truck, but by resorting to scenic railroad methods we got away with it.

At the foot of the hill we speak of, the Liquid Carbonic Company of Pittsburgh has a warehouse. Wagons were able to make the grade with the assistance of a cable and a steam winch.

When the company bought a Packard truck more than a year ago, a new roadway with some hairpin turns, reduced the grade about half. Three teams went to the auction block. The cost of cartage was reduced twenty per cent.

Stops Just Short of Murder

PROPERTY STORY ON THE OUTSIDE TEST WRITTEN BY
EACH NEW EXECUTIVE THE FIRST WEEK HE'S HERE



THIS IS RAMSAY

spin to get the oil thinned, Mr. Ramsay picked out a smooth stretch on the boulevard and just breezed along with the wind.

A short distance northeast of the factory we struck a stretch of road where you would expect a reasonably careful driver to slow down. Ramsay did the other thing.

"This new car will be racked all to pieces," was the first thought that flashed through my startled brain. About one more think, and all my anxiety was centered on matters of more direct, personal concern.

Ruts, bumps and roadside declivities were all one to Ramsay. He had a good grip on the wheel. All I had to cling to was Faith and Hope. Charity was among those not present.

"Hitting the high ones" originated in just this sort of going. And still there is a strange sort of joy in it as you sense for the first time the motor's super-brutal power.

One mixes the first and second person oddly at times when referring to a crisis in one's life.

Back of the speed and the jolting, you feel the leaping, throbbing life of the engine. Bounding out of a deep rut, plunging through a chuck hole, hurtling over windrows of dirt, your heart—when it's not in your throat—warms to the car as it might toward a good horse in a courageous burst of speed.

You pass a railroad track and are told the cheerful anecdote of an "Eighteen" which bowled over five fence posts, cut off a telephone pole and brought up against a tree.

A little further on, you turn sharply to the right and dive into a sand pit at forty miles an hour. Suddenly you are in up to the hubs, a shower of sand is thrown up behind and the driver jerks his way madly over a zig-zag course.

"These alfalfa boys'll turn out for anybody but a tester," was Ramsay's epigram as the car gave an imitation of Annette Kellerman diving into a ditch to get around a hay wagon.

About a cent's worth of gasoline and a cross country gallop took us over to Mt. Elliott road, a smooth macadam straightaway.

There is a stiff breeze in our face and no windshield. Ramsay has her wide open now, and the speed pedal is pressed clear down. I never realized before that atmosphere comes in chunks. The sharp air rasps your face and fine particles of sand are driven into your eyes.

ILL some psychologist kindly volunteer to write a book on "Why Testers Go Insane?"

Dear old Average Reader has an idea that the outside test is a joy ride attached to a meal ticket. He should look up the revised version of what Sherman said about war.

"Give him a nice, lady-like ride," said Frank Mink, with an inflection about as subtle as a traffic officer's whistle.

The first part of it was like the big spread they give an enemy of society before they bump him off.

After a nice, easy

The telegraph poles flash by so fast and so close that they seem to shoot straight up like skyrockets. Then all other sensations are drowned out in a blast of air which batters the breath back into your lungs and assaults your ears, first a crackle of musketry then a sustained roar. Your eyes are blinded, your senses numbed. You wonder in a vague sort of way how the automaton at your right has any volition left to keep his car in the road.

Now, professor, can that creepy music.

I was just beginning to wonder if the old home paper would run my photograph when a dear, delightful old farm wagon saved my life. Ramsay had to slow down or smash the car and even a veteran like Ramsay gets fired if he smashes a car.

"She's a little stiff yet," he mused regretfully, "the best I could get was sixty-four."

Assuming that this meant sixty-four miles an hour, I tried to smile and pull some of that ennui stuff but only succeeded in cracking the mud on my face.

Waiter, kindly ask the orchestra to strike up "My Hero."



FRANK MINK

PRETTY MUCH PACKARD IN PENNSYLVANIA

WHEN Bill Penn secured from the Duke of York that famous grant of soil which bears his name, he did the Packard Motor Car Company an immense service. In addition to furnishing a ready-made government for the finest testing grounds in the United States, he staked out a choice allotment of sales territory.

It took quite a while for the importance of his work to be fully realized, but figures on the first 5,500 cars registered in Pennsylvania

this year show 563 Packards authorized to speed up on the highways of the Keystone state. Here are the official returns on the fourteen with a record of one hundred or better:

Packard.....	563	Peerless.....	181
Buick.....	398	Chalmers.....	159
Cadillac.....	368	Autocar.....	143
Franklin.....	246	Winton.....	115
Maxwell.....	240	E. M. F.....	114
Pierce-Arrow.....	236	Locomobile.....	102
Ford.....	224	Oldsmobile.....	100

By means of one Packard truck, C. H. Lilly & Company of Seattle have reduced the cost of their hauling on the University and Green Lake districts from \$1.02 to 67 cents a ton.

A TESTIMONIAL

GILBERT LOOMIS looks like the right-hand picture of that historic series entitled "Before and After Entering the Battle Creek Beatitude."

When he decided to take the cure the executive secretary looked like a candidate for one of those diaphanous drawings with wings and harps as embellishments. Now he can reduce a steak smothered in onions with mashed potatoes to a scientific formula of proteids, carbo-hydrates and other formidable food values.

He says he's available for any particularly heavy lifting that may be called for out in the shops.

Some orders for duplicate box keys would indicate an impression among certain owners that all these keys are alike. There are five hundred variations and care is taken not to send duplicates for any two cars in the same district.

Solid Chunks of Scenery

CALDWELL ENTHUSED BY MOUNTAIN PANORAMAS OF CENTRAL EUROPE



IN that wild region of central Europe where the western end of Austria is wedged in between Switzerland and Southern Germany, J. E. Caldwell of Philadelphia encountered what he terms one of the most inspiring journeys in two seasons of continental touring.

"We left Toblack, the entrance to the great range of the Dolomites at eight o'clock in the morning," writes Mr. Caldwell, "and motored over medium grades for twenty-five miles to Cortina, which nestles at the foot of the Fatzarego pass. From this point, the road turns

sharply upward amid the grandest and wildest scenery of Europe. The summit is reached at 7,100 feet.

"Steep down grades lead to the valley of Andraz, thence gentle slopes to the picturesque town of Pieve at the entrance of Pordoi pass. This is even more impressive than the first, a continuous panorama of stupendous distances. The high point of this pass is an elevation of 7,600 feet. From there to Canazie the route leads down again with many twisting turns and sharp grades.

"We arrived at Canazie at 4:30 o'clock in the afternoon having gone up 14,700 feet and returned to sea level, without having to stop or give any attention to the motor. In 7,000 miles of Packard touring in 1909 and 1910 we never stopped for repairs.

"I can only say that late in April I am taking another Packard car to Europe for a five months' tour."

Pulling Power of Service

AN elderly gentleman who had never been approached by a Packard salesman entered the salesroom of the Standard Automobile Company of Pittsburg, looked over the line and in a few minutes placed his order for a car.

J. M. Murdock, treasurer of the Company, took it upon himself to inquire what influence had been most instrumental in bringing this motorist into the Packard circle. He was informed that the reputation of Packard dealers for taking good care of owners was chiefly responsible for the sale.

Mr. Murdock regards this incident as a striking illustration of the cumulative effect of Packard service.

A WORD FROM ONE OF THE PIONEERS



EACH truck displaces six horses and is much more dependable and of greater capacity. After running our first truck twenty-four months, we gave it a general overhauling and found the engine in perfect condition.

"Up to the present time, the bearings of the crank shaft have never needed taking up.

"Going in and out of Cincinnati, we have a hill about one mile in length, with an average grade of seven per cent. We negotiate this without changing from high speed, with a load as high as 5,000 pounds." —Extracts from a letter written by the Norwood Transfer Company of Norwood, O., to the Seattle Transportation Company of Seattle.

Fuller's Counsel of War

HILLS AND RIGGS HELP MAP CAMPAIGN—NEW BOSTON SALES MANAGER

THE most important happening in Boston since the somewhat informal tea function was Alvan T. Fuller's sales symposium. As dictator of New England, Fuller called his field generals together and planned a campaign that promises a rush of war correspondents from Mexico back east.

H. H. Hills, the war lord of the Packard Motor Car Company, and Frank C. Riggs, a battle scarred veteran from the Pacific coast, joined the council and helped frame up the manifesto.

The ancient custom of feasting after the battle was transposed and Boston baked beans with other delicacies helped to put the fighters in shape for the fray.



A. O. McGARRETT

A. O. McGARRETT made his professional debut as sales manager for Fuller's establishment. He said it seemed like old times, as he was formerly engaged in selling bicycles to the Bostonese, starting in '93.

McGarrett resigned a post in the home-office of the Prudential Insurance Company to assist Fuller in maintaining his trocha around New England. He finds the

motor car business decidedly swifter than twenty year endowments. Other persons who figure in recent changes made in Fuller's organization are now on the job as follows:

H. M. Bain,	Accountant at Providence.
G. W. Cokely,	Manager at Providence.
P. D. Stayner,	Accountant at Boston.
A. L. Danforth,	Sales Department.
J. W. Williams, Jr.	Manager of Specification Department.
A. E. Follows,	Assistant Manager of Specification Department.
Bert Williams,	Sales Department.
C. G. Sheldon,	Manager of Technical Department.
A. L. Davis,	Sales Department
Joseph Weeder,	Demonstrator.
A. S. Holly	Truck Department.
C. W. Sawyer,	Truck Department.
J. W. Breese,	Manager of Truck Department at Providence.
A. L. Klagge,	Truck Department at Providence.
F. L. Brown,	Manager Renewed Car Department.
Philip C. Jacobs,	Sales Department.

One Price

"Your check for credit on my Artisan tire pump received. I must say that such business dealing is indeed very gratifying and deserves great credit."

THIS is from a letter written by Joseph P. Kennedy to the Mar-Del Mobile Company of Baltimore. Mr. Kennedy's car was equipped with a pump soon after the Packard Motor Car Company began to supply this special equipment. Later on when the pumps were purchased in greater quantities and the attaching had been simplified, it was found practicable to furnish them at a decided reduction.

A Dash in a Packard "Six"

SMOOTH GOING OVER ROUGH ROADS WITH CHIEF ENGINEER AT WHEEL

TRADITION has it that the somewhat primitive roads lying between Pontiac and Flint offer rough sledding for Pegasus. But then Pegasus is a back number. In a Packard "Six", with Russell Huff at the wheel, this little itinerary was as smooth as a scenic railroad folder. A sizzling run over the rural extension of Woodward avenue proved a pleasant appetizer for the more substantial stuff beyond Pontiac. Dealers from the far west referred to some of our model farms as nice little ranches.

To see Huff drive is to get a pleasant impression of a finished performer on the job. He sits up very straight, both hands grasping the wheel with the easy dexterity of a craftsman. Any movement from this position, to shift gears or blow an alarm signal, is executed with such speed that the eye scarcely follows the motion of his arm.

There was no attempt to make excessive speed but when he struck the stone road north of Highland Park the chief engineer did condescend to loosen up a little.

"Goin' some, Ah reckon," chuckled a dealer from Dixie Land.

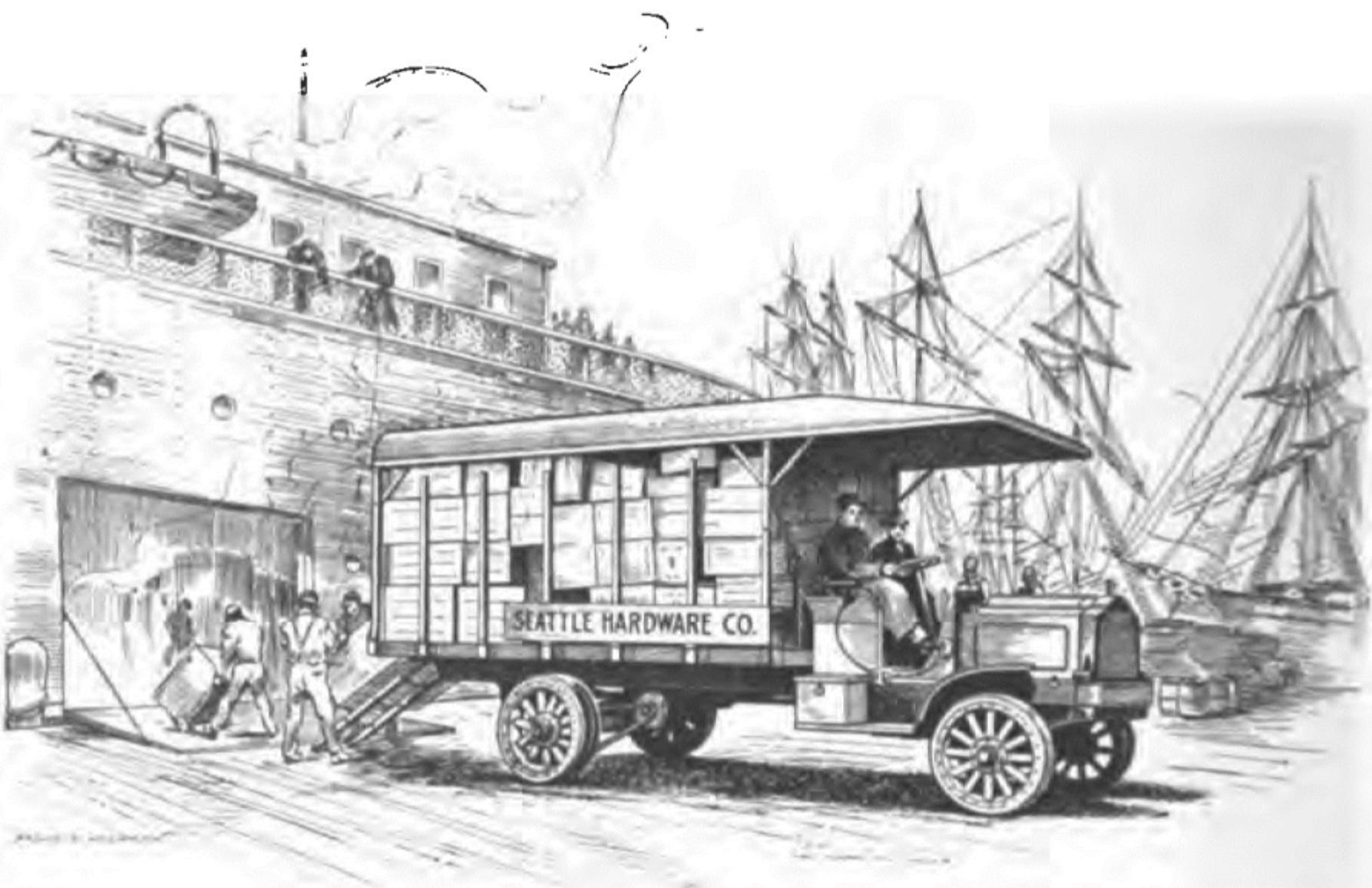
A rear wheel got too chummy with a wire nail in going through Pontiac and W. H. Pushee, an experimental room veteran, changed tires on the demountable rim in four minutes flat.

The elevations on the road furnished most of the traction for the return journey. Finally, a big white rooster disputed the right of way for the immoral effect on a bunch of fat hens. Everybody looked behind as the car passed over him but he failed to reappear.

"I think I can feel some feathers tickling the carburetor" said Huff, and then Loomis sprang that old one about travelling "incog."

New Pull in Albany

DELIVERING the goods by means of a pull is such a familiar sight in Albany that it takes something almost scandalous to stir up the hardened populace. But there was real excitement when a Packard truck, carrying a big touring car and towing two other three-ton trucks, was seen rambling up the fourteen per cent grade on State street. The truck was engaged in hauling exhibits from the Albany automobile show and the driver didn't seem to think it was anything extraordinary. A tired dray horse started something by making a dash for the pastures and apparently about half the town turned out to see the reason. The Albany Times-Union says the crowd was so large that street



BIG SHIPMENT CATCHES LAST BOAT

THE last steamer of the season was about to sail for Alaska when a rush order from Nome reached the offices of the Seattle Hardware Company.

The manager telephoned the steamship company which promised to hold the vessel half an hour.

A Packard truck had just reached the warehouse with a bar of steel weighing 1,980 pounds. There was no time to unload and two tons of

hardware was dumped on top of the huge steel billet. At maximum speed, the truck made the trip to the dock.

In just half an hour from the time the order was received, the goods were en route to Alaska.

In a letter to J. T. Keena, the company says it has run the truck twenty-five hundred miles at a total expense of 75 cents, outside of gasoline, oil and driver.

car traffic had to be suspended. The demonstration of power took place on a slippery pavement.

Packard dealers and all attaches of Packard establishments are requested to be on the look-out for a stolen Packard 1907 landau. Factory No. 3592. Information should be forwarded to the police department of New York City.



Help!

HERE is the hoodoo of The Packard threatening to put us out of business. When we mention the number of miles of blue print paper run through his shop, some careless compositor drops off a numeral or two and when we tell the number of persons employed in his department our tendency toward conservatism cuts it in half. Then it's the easiest thing in the world to drop a letter out of his name. The only time we ever followed copy perfectly, Hoffmann himself made an error in giving us the "makings."

N. B.—Nothing appearing in this article shall be construed as prejudicing our rights in any libel suit.

Joe Mandery of Rochester sold himself a truck recently. In addition to being a Packard dealer, he is in the mason supply business.

An Unkind Cut

"JACK and I were doing the Chicago show," said Dave, and we stopped to look at a car which has some reputation for speed. The price was five-and-a-half. (This is the careless way of saying \$5,500.)

"Jack liked the looks of the car and offered the ubiquitous salesman five even."

"Nothing stirring."

"We walked on a few paces and Jack put over the rush act on me: 'Let's offer him ten for a pair.' Bein' a true sport, I fell for it, of course."

"Ten for two, kid!" piped Jack and the boy caved.

"'You've bought something,' he said quietly, like one who is coming in with a pat hand."

"'Twas true, 'twas pity, and then some."

"After I had sent that car back to the shop four times, I told my troubles to Walter over in Milwaukee. After making several silly suggestions, he let his head drop forward and then leered up at me: 'Dave, why did you do it?'

"That's what they're all saying now: 'Dave, why DID you DO it'."

If there is anyone in this wide, wide world who would like to exchange a used Packard for the kind of car Dave bought we'll furnish his full name.

P.S.—The Packard postoffice handled about 90,000 pieces of mail in March. It was mostly post haste.



1912

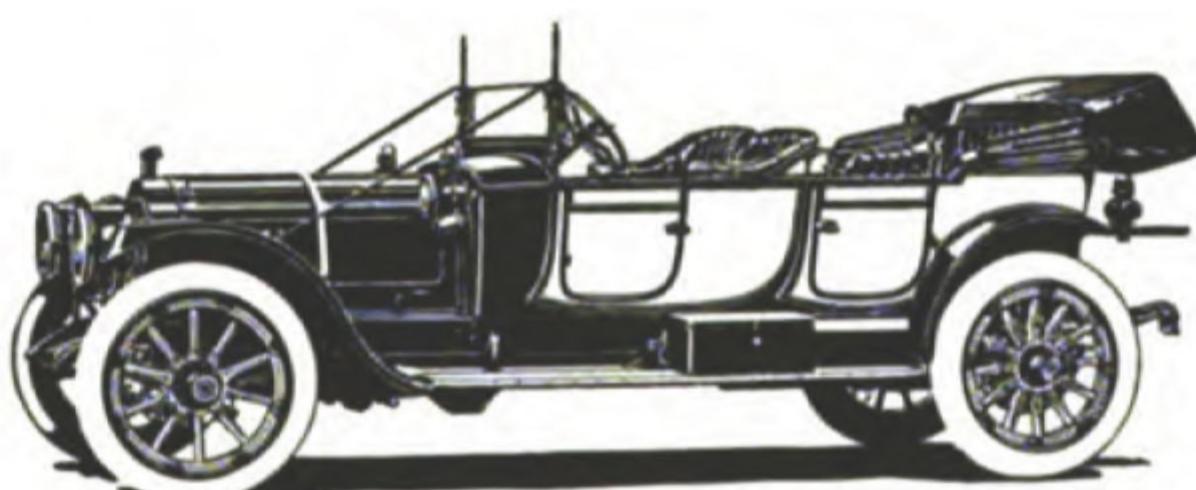
IN the 1912 line of Packard cars there are three dozen combinations of bodies and chassis from which to select a car to meet your exact needs. You may have the *Packard "Six"* the *Packard "30"* or the *Packard "18"* in any desirable open or enclosed style.

You also may have the assurance that you are paying the same price that is paid by every other customer and you may have *PACKARD SERVICE*.

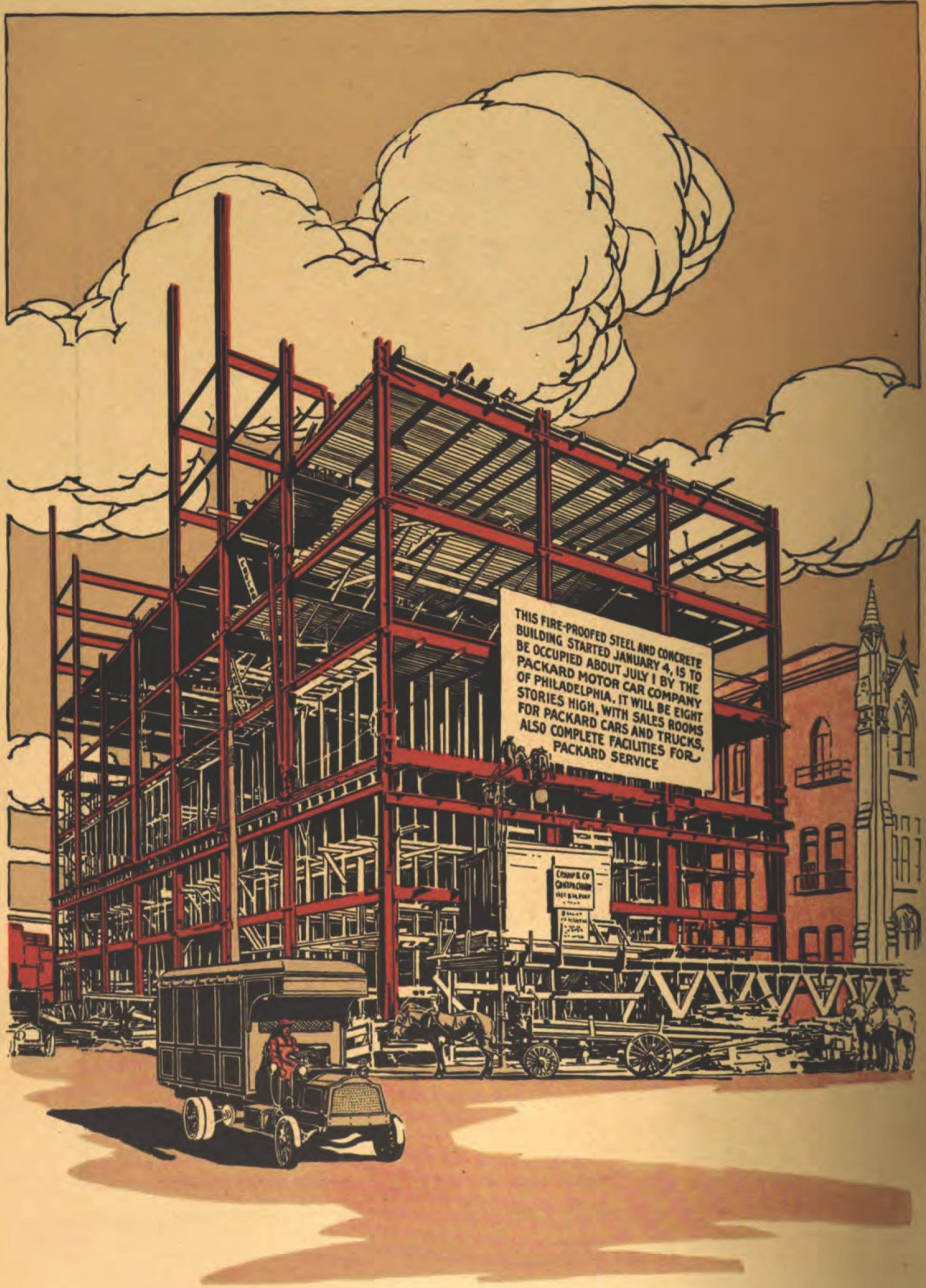
Back of the cars, back of the assurance and back of the service is the Packard Motor Car Company, which has done nothing else for fourteen years than build motor cars of the highest type and develop their sale on the basis of a universal square deal and service of the highest character for every owner. Packard cars are built entirely in the Packard shops. These shops comprise 33 acres of floor space. They house a unit organization with one ideal—The advancement of Packard standards. *You get the best efforts of this organization in a 1912 Packard car.*

The allotment of cars for this territory is definite and limited. Early orders obtain preference in the selection of dates of delivery. Send for a catalog now.

Packard Dealer and Company
Nineteen Hundred and Twelve Packard Boulevard



The 1912 Packard "Six" Phaeton



The Packard



In Big Cottonwood Canyon

Thierry

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WILD WEST NUMBER—June 3, 1911

A New Packard Fire Truck



HIS Packard fire truck is now in the fire department service at North Braddock, Pa. The special body and equipment were supplied by Albert F. Leuschner of Homestead. The apparatus is an interesting example of what may be done in adapting a Packard truck chassis to public service requirements. In addition to a thirty-two foot extension ladder and porch and roof ladders, the equipment includes two twenty-five gallon chemical tanks, Champion style, two Babcock extinguishers, rotary gong, 250 feet of chemical hose, 1000 feet of fire hose, crow bar, axe and lanterns. Special step boards, tool boxes, hose basket and brass railing are further complements of the body. The fire chief has a seat beside the driver and the other fire fighters stand on the running and step boards.

¶ The degree of efficiency in fire department work is the degree of its success. Packards have the same efficiency in fire service as in the one-hundred and twenty-three lines of commercial trades in which they are engaged. Packard trucks are now in daily use in one-hundred and sixty-five cities throughout the United States.

The Packard



wild west number

Touring on Pneumatic Rimmed Mud Pies

MORE than eighteen thousand miles in a motor car since September and going yet.

From Riverside, California, comes a letter from J. R. Fones, on the last leg from Denver to Los Angeles, his latest cross country run.

"We purred along the first seventy-four miles in ten minutes less than three hours," says Mr. Fones, "discounting the Gould schedule by twenty-five minutes. We arrived at Trinidad, two hundred and twelve miles, after eleven hours running and kept on going.

"Colorado is long on scenery, but short on roads. We ploughed through rivers, tore through steep mud banks, and in one place had to climb a sand mound with a twenty per cent grade. I have a gradeometer on my car and am not guessing at it.

"We struck out from Trinidad for Las Vegas, but took the wrong tine of a fork and rode three hours into the night with nothing to show for it. As a result of the extra road work we crept into Santa Fe over a steep winding road at night. We had to cross the river three times getting to Laguna, an Indian pueblo.

"From Laguna we struck out for Mallapi, a climb the natives said no motor car had ever made. We did find it rocky, but got through without trouble.

"Forty-two minutes after leaving Santa Fe, we were at the Scenic Road, twenty miles distant. In three hours we were in Albuquerque and in three more our troubles began. On the way to St. Michael the mud caked in my rear wheels and plastered them into pneumatic rimmed pies. It choked up the brake bands and we had to use a large spoon to scoop it out.

"It was my wife who first saw something moving, or trying to, in the slough of despond. We splashed toward it, threw it a line and hauled out two men

and an auto making a coast to coast run. We hadn't gone far before the bottom seemed to drop out of the lake and down

LURES PACKARD OWNERS



ON the Little Spokane river, nine miles north of Spokane by way of the Waikiki road, is the new Country Golf club, one of the beauty spots of a favored region. J. P. Graves, a Packard owner in Spokane, personally financed the building of this road, a fine macadam highway on which the automobile reigns supreme. Fred H. Mason is the speedster who sets the pace in his new Packard "30" runabout for most of the trips between business and pleasure in this region.

we went too. That was about eleven o'clock in the morning. It was nearly night before we boosted the car far enough along so the wheels could take hold.

"We passed several wagons stuck in the mud. One had six teams tugging at it, without getting a rise. If anybody in that section has lost a hired man or two, I would suggest that he organize a shovel brigade and give the poor fellows a decent burial.

"It wasn't so bad after getting to Flagstaff, Arizona. We hit it up at forty miles an hour on some stretches.

"For the most part the road from Needles to Riverside is good going. The running time was twenty-four hours.

"We are just out for the fun of it and aren't sacrificing pleasure for speed, but just the same our Packard holds several road records in New Mexico and Arizona and one in Colorado."

The Call of the Desert

RECENTLY, F. K. Stearns, of Detroit, was heard from in Paris after a three-thousand mile motor trip through Algeria and Tunis. He tells vividly of the splendid roads and picture book scenery encountered on a trip into Biskra desert, made famous by Hichens' novel, "The Garden of Allah."

Mr. Stearns' itinerary through France, Spain, Italy and Northern Africa covered 14,000 miles and his Packard has required practically nothing in the way of repairs.

By Hek!

"I CAN load three tons of hay at a time, haul it to Newark eighteen miles away and get six dollars more a ton for it," writes F. Lauterbach of New Market, N. J., who recently ordered a Packard truck. "I can also make deliveries in the New York market and get back long before the other farmers have started to return. I am interested in up-to-date farming."



Up the Canyons to Crater Lake

SPECTACULAR TOUR OF NEARLY ONE THOUSAND MILES OVER MOUNTAIN TRAILS IN OREGON

By Frank C. Riggs

FROM Portland to Crater Lake and back in a car—nearly one thousand miles through Oregon canyons and over mountain ranges—it was looked upon as impossible. Nevertheless that is what we achieved, and this is the story of it.

Early on a beautiful autumn Sunday, we headed off toward Oregon City. In the party were Miss Helen Harrah of Detroit, Misses Mabel and Stella Riggs, E. J. Clark, Mrs. Riggs and the writer, all of Portland.

Soon we saw the glorious crest of Mt. Hood shining in the distance, a spectacle which had long been veiled by the smoke of forest fires. The roads were dustless by reason of an autumn rain and the panorama was given a touch of unusual color by the Indian outfits that passed us on their return from hop picking.

Through Oregon City we passed, stopping just long enough to sip its historical interest, and plunged on to Salem, thence to Jefferson where an ancient ferry conveyed us across the Santiam River. At one-thirty we entered Albany and were greeted by Percy Young and family with whom we spent the afternoon. Mr. Young has a record breaking schedule between Portland and Albany for his Packard phaeton, with which he competes successfully with Southern Pacific trains. At five o'clock we were on the road to Eugene, where we laid up after a day's travel of one hundred and thirty miles.

Monday morning saw a lazy start and soon we descried the triple peaks of the Three Sisters. All the morning we were climbing out of the Willamette Valley and into the Calipooia mountains. Further on we reached the home of Frank B. Waite, which overlooks the Sutherlin valley. A short run to Roseburg closed our second day with eighty-one miles.

The third day was one of bewildering variety. Leaving Roseburg with its hills and beautiful Umpqua river, we struck the highway deep into the mountains,

to protect it from the wiry brush skirting the narrow pass, we set out in a chill drizzle. The rain fell all day and the going was bad. Six hundred feet directly above the Rogue River on a narrow rocky ledge we confronted an emigrant outfit. We had the hazardous job of backing up a quarter of a mile before we could find a place wide enough to let them pass.

At the lower camp on the mountain whose volcanic top forms the basin of Crater Lake—Camp Arrant—we inquired for gasoline and found none. The camp was breaking up and the men were to leave next day. Soon the wind began to blow and we were in the midst of a driving snow storm. It was five miles to the rim of the crater and the rise was one thousand feet, most of it in the last mile. When we left Medford the thermometer said ninety degrees; now it registered twenty-eight.

And then we were at the summit—the grand point of our unusual journey. Yet all we saw of the natural wonder we had come so far to view was rolling clouds of mist and the white fury of the storm. But never were travelers in the Alps received by the monks of St. Bernard with more courtesy and hospitality than our shivering party in the crude hostelry of Mr. Steel. The hotel is but a temporary structure and the wind made free with it, but there was a welcome and a personal interest that made Broadway cheer look cheap in comparison.

We "housed" our car under the dripping trees, and soon the wet snow began to build a mound around it. We retired—to tents. There were blankets enough to make us fairly comfortable, all but the tips of our noses. We arose to gaze on a scene of splendor. Far down the mountain side we could look endlessly into the lower country and count scores of gleaming lakes, throwing



IN THE HEART OF THE BIG TIMBER REGION

past Myrtle Creek into Cow Creek canyon with its stiff eight-mile climb, and turned aside from the road to Grant's Pass into the narrow, steep and tortuous one to Glendale. Fortunately we met no teams, for a passing was impossible. On we went through a tangle of meandering roads which reach out like crooked fingers every whither, and came to Medford. We spent three days there.

It was on Saturday morning that we began our final dash to Crater Lake. Covering our car with eight-ounce duck

back with added luster the first rays of the opening day. The nearest lake we saw was thirty miles away, the farthest one hundred. The great marsh paintings we beheld with shouts of admiration were sixty miles distant. We saw Mt. Shasta in her lonely, snow-crowned grandeur, one hundred and fifty miles away and the lesser mountain peaks standing about her like courtiers around a throne.

But now for the wonder of this western world—Crater Lake. The shore is one thousand to two thousand feet above the water; the lake is seven miles in extent; Wizard Island, a peak that juts out of the lake, rises eight hundred and sixty-five feet above the water. The lake is the cup of an extinct crater, though how it became filled is one of the geographical mysteries. No inlet has been discovered and the government experts have found a depth of one thousand, nine hundred feet over a stretch of four miles. It abounds in steel head trout.

It was Sunday again, one week from the time we left Portland, and we spent the day drinking in the glories of the region. The distances, the tints, the lavish exhibitions of potential power, the richness of resources. Nature must have made a holiday when she completed this sublimity.

crowded with cowboys in from the ranges.

So here we were—four hundred miles from home, forty miles back to the nearest railroad station and one hundred and fifty miles ahead to the next one. With friends we had met, Mr. and Mrs. Patterson and Miss Alice Taylor, all of Portland, in their Packard "18," we started ahead—there was no going back for us if we could help it. Through creeks, over roads across which trees had fallen, once into quicksands and once through a mammoth herd of sheep, we pursued our way and came at night to a cheery wood fire at Bend after one hundred and fifty miles of rain and sleet and snow and mud. Next day, we made through pleasanter ways to Shaniko. The day following we entered the little town of Biggs on the Columbia River, and here the ladies of the party took the train to Portland. The two cars were driven to The Dalles, and thence home.



HOME OF FRANK B. WAITE, OVERLOOKING THE SUTHERLIN VALLEY

Suddenly the customer put his hand over the papers and demanded to know about my guarantee.

"Why, I wouldn't guarantee that car to run across the street; I wouldn't guarantee the wheels to turn around if the car were jacked up," I told him.

"He looked at me in astonishment.

"You keep your hand right on the check until we have this out," I continued. "I've been doing business here for quite a number of years and I suggest that you call up someone who has purchased a car from me."

"You go into a first class store and



A TOUCH OF LOCAL COLOR AT KLAMATH FALLS



"AN ANCIENT FERRY CONVEYED US ACROSS THE SANTIAM RIVER"

Descending, we passed the deserted lower camp and picked up a foot traveler to guide us to Fort Klamath where we secured a few precious gallons of gasoline, enough to carry us forty miles to Klamath Falls. Making a return trip to Fort Klamath we had a hot supper in a hotel

We had made Crater Lake, and we had made it at what has been called the worst season of the year.

The Ballard Ice & Fuel Company, of Fort Worth, Tex., uses the same truck body for deliveries of ice and coal. The economy in delivery cost enables this concern to sell on a smaller margin and still make a larger profit than it did formerly.

A Talk with Joe

YOU can't chat with Joe Mandery without being impressed by his sincerity. When he visited the factory a few days ago to gain ideas for his new establishment in Rochester he related an incident which is characteristic of the man and his methods of doing business.

"I had a customer in my office," said Mandery. "The two contracts were signed and the check lay on top of them.

buy a pair of shoes. You pay a fair price and you expect those shoes to give reasonable service if properly used. If they don't, you expect that dealer to make it right. And if he's a good business man he does so. But you don't ask for a printed guarantee."

"Now I'm selling you a high-grade car. Joe Mandery and the Packard Motor Car Company stand back of that car. It'll run all right if it gets decent treatment. If you don't believe it, just put the check in your pocket."

"He passed over the check."

"It was pretty soft along the roadside after four days of rain," writes R. R. Thomson, of Houston. "I turned out to let a car pass and went into the clay up to the hub caps. One sympathizer started for a team of mules and others began getting out ropes. This was too much. I climbed back into the seat, gave her plenty of juice and she just backed out to spite 'em."



Stirring up the Jackson Hole

*Test Run Takes Packard Executives to
Toughest Place in the United States*



COW HELPED TO CURE THAT LONESOME FEELING IN CAMP
NEAR KEARNEY, NEB.

SOMEWHERE out in the Jackson Hole country, the toughest and roughest jumble of boulders in the United States, three men are urging a dust covered automobile to its highest speed. Shudders run through the frame of the car as it dashes over sharp rocks and fallen trees.

The sun browned, hunger hardened figures have their eyes strained on the trail. There is no thought of turning back. Faster and harder is the cry, though bruised flesh and wearied muscles warn them that Nature has a limit.

These men are not fugitives from justice. In civilization they are known as Henry B. Joy, Russell Huff and E. F. Roberts, executives of the Packard Motor Car Company. They are testing out a 1912 Packard "Six," which already has had so much testing it looks like an army caisson at the end of a ten years' war.

When Mr. Joy left his home on the morning of May 8th, his favorite pointer had to be restrained from rending him. He wore a sombrero, that looked as though it might have figured in the Custer massacre, and a rough flannel shirt showed beneath his khaki coat.

At the factory he was joined by Huff, whose khaki coat was cut Norfolk style, and Eddie Roberts, the dude of the party, in neat gray cravette from his wheel housing down to his shock absorbers. The experimental room crew made a final inspection, three camera men fired a series of broadsides and the car was off with President Joy at the wheel and a feeling of spring in the air.

The first telegram was sent by Roberts from Clinton, Iowa. It said: "One pig, two dogs and seven chickens. Have Loonis design muffler for snoring tourists."

Other messages showed the party to have followed the usual trans-continental route across Illinois, Iowa, Nebraska, and Wyoming.

They have carefully avoided the decadent influences of city life. Their camping outfit makes them independent of such annoyances as head waiters, table d'hotes, elevators and bell boys. They are roughing it, and from all we are able to learn they are getting the real thing.

Incidentally, or rather primarily, the car is getting all the bumps that the Jackson Hole has to offer, and our private advices are that it is standing the racket much better than the men who are driving it.

A recent number of *Outing* tells how the moose make their last stand against hunger every winter in the Jackson Hole and of measures which are planned to succor them in succeeding years. We suggest that the rescue parties bring on the fodder as our crowd had only thirty days' rations when they left Detroit almost a month ago.

J. P. Jansen, of Winnipeg, in a Packard "30," made a tour of four thousand miles through the Canadian northwest. The car maintained an average speed of thirty-two miles an hour.

Truck Plows Through Sand

EIGHT mules make a poor showing against a truck on the alkali roads of California. The Tejon Ranchos are using a Packard to and from Bakersfield, thirty-seven miles, for the transportation of merchandise and produce. "It does everything that can be expected of it at very reasonable cost," says the manager, Donald C. C. Grant.

The route to the ranch is over heavy sands, with the last few miles up a mountain grade. On the trip down, three tons is the usual load, with four thousand pounds the supposed minimum coming back. Mr. Grant states however, that at times this load has been as much as six thousand pounds.

From thirteen and a half to fifteen gallons of gasoline are used for the round trip, seventy-eight miles, including city deliveries. The truck has made the trip daily for two years and in summing up its work, Mr. Grant writes:

"Gasoline traction is an assured success. Were it possible at all times to have intelligent and experienced drivers who would not abuse their machines, the progress would be even more marked. But even with this handicap, it is a go from a standpoint of economy and efficiency."



"SUPPER'S READY"



FRATERNIZING WITH BUFFALO BILL AT HIS RANCH NEAR NORTH PLATTE, NEB.

Making Victoria Like It

FIRST prize for the best story in the "Rough Rider" contest goes to Karl Frederick's brother, Jack, who is connected with the Dominion Motor Car Company at Vancouver, B. C. Here it is in his own breezy style:

"They pulled off an automobile show at Victoria, so we took a truck and touring car over to help out the display. We pulled up in front of the building with much grinding of brakes and walked into the place just like we owned it. Nothing stirring. We were rank outsiders and we couldn't break in with a jimmy.

"Just to show there was no hard feeling, we breezed around the burg the next day and sold our touring car. Then we lined up a buyer for the truck.

"About twenty-seven miles below Victoria is a place called Sooke. It takes a stage eight hours to make the trip. Then they have to rest their teams over night and come back the next day.

"When I loaded old "Pack" with three tons of feed and started out, they all gave me the ha-ha. The stage drivers said they would be along to pull me in. I went to it just like that mountain trail was my old stamping ground. I made the fifty-four miles in five hours and eighteen minutes, meeting the first of the stage drivers on my way back home. He was about half-way out and the sorest boob [the editor apologizes to J. Rufus Wallingford for letting this word stand] you ever saw.

"A delegation of leading citizens gave us the glad hand and the trip was the



THIS IS THE WAY THE WESTERN EXPEDITION LOOKED WHEN IT LEFT THE FACTORY MAY 8

talk of the town. But, believe me, it was some trip. We had to go over old bridges that were in a halfstate. The planks broke completely through in several places, the whole bridge shaking like it had a chill. The last bridge I went over had a side motion to it, beside which Mary Garden's Salome dance is amateur Delsarte at a church social. The wiggles it went through gave me the willies. I had my feet hanging over the edge, that time, all right.

"I had to use my first speed twenty-one times on the way down. The hills are so steep that the ranchers put cleats



"THE LAST BRIDGE I WENT OVER HAD A SIDE MOTION TO IT BESIDE WHICH MARY GARDEN'S SALOME DANCE IS AMATEUR DELSARTE AT A CHURCH SOCIAL"

on the feet of the younger chickens. If anything had given way on that down grade we'd have been going yet, but it didn't."

In two weeks ending May 7th, the McFarland Auto Company, of Denver, sold seven Packard "Thirties," one "Six," one "Eighteen," four trucks and four limousine bodies.



A Gun Play

TO start something for the Wild West number we discharged a broadside at all Western dealers in the danger zone. The Dominion Motor Sales Company of Vancouver, B. C., returned the fire and perforated our sanctum with a volley of shots that looked like this:

Something about local trade situation.

You supply the cars, we'll do the rest.

Personal stuff about Packard owners who might be cartooned.

We know them too well to take any liberties with them.

Try for a few good snap shots.

Shooting no longer permitted in the streets here.

Where do the motorists congregate?

Hotel Vancouver bar.

Where do Packard owners go? Favorite runs.

Up and down the main streets of the town. No place else to go.

The best motoring and the worst with photos.

Around Stanley Park in the evening. (But not alone.)

Roads—general character.

Simply rotten.

Gasoline supply at more remote points.

No chance. Indians drink it.

Any other feature characteristic of your territory.

Mr. Hunting, one of our owners, made the trip from Seattle to New Westminster in seven hours and fifty-five minutes. The police must have been after him as this cuts an hour off the record.

Picturesque types encountered in your territory.

See photo.



Published at Detroit by the
Packard Motor Car Company
Ralph Estep Editor
Number Eighteen—June
Third—Nineteen Eleven

This Number

IF this number be half as wild as we were when getting it out, it should stand as an epic of the unshaven plains and unmanicured hills.

Perhaps some of our friends and patrons referred to herein would prefer to be taken more seriously, so to protect ourselves against libel suits and anonymous letters, we hereby affirm that we assume no responsibility for the Sage Brush Valve Slap. The office boy wrote most of it anyway.

Amongst the frivolity you may find an inkling of the great good of the Packard, which, after all, is what we are aiming at.

If, perchance, we have been so unfortunate as to give umbrage, we can only offer our abject apologies and remind the umbragee that a jump into the cool waters is the proper stunt at this time of year. 'Senough, Mawruss.

"Our ad. in the Herald brought our first customer who has purchased our 1912 demonstrator before it has even arrived," writes the irrepressible R. N. Goode from the Packard service and sales depot in Paris. "We plan to expose in the Salon later on," he continues, which shows what protracted residence in Paris will do for a perfectly good American.

Used Packards—Equalizing the Supply and Demand

IN some localities the demand for used Packard cars is far in excess of the supply. For the benefit of newer Packard dealers and others in territory where Packards have not been sold for a sufficiently long time to provide a supply of used Packards in keeping with the opportunity for their sale, we publish periodically a list of all used Packards reported for sale by all the dealers.

Any Packard dealer who wishes to obtain one of these listed cars for a customer may arrange for the transfer of the car by communicating directly with the dealer in whose territory the car belongs. Or, any dealer may write or wire us whenever he has a customer for a used car

and we will communicate with the different dealers in the endeavor to arrange for the transfer from one territory to another of a used Packard of the desired model.

Used Packards are investments as well as bargains.

They are always thoroughly overhauled by Packard dealers before being sold, repainted and retrimmed if necessary and brought up to a required standard in every respect. They are sold with a guarantee the same as new Packards and their purchasers obtain the full measure of Packard service the same as purchasers of new Packards.

More than 1,000 cars are entered for the automobile parade which is to be a feature of the Portland rose carnival. F. C. Riggs is a member of the committee on arrangements.

Big Increase in Sales

SALES of Packard cars for the first six weeks of the 1912 season show a total of seven hundred and thirty-five, as against five hundred and eighty-four for the corresponding period last year. The proportion of sizes is sixty-six per cent "Thirties," twenty-three and four-tenths per cent "Sixes" and ten and six-tenths per cent "Eighteens."

Orders for four-cylinder cars this year are practically equal to the number received last year at this time, so that the



WHEN you cannot avoid an undesirable consequence, submit to it with as much grace as possible. Be unconvinced as long as you please, but when you are up against it just hug your own convictions to your own bosom and

specifications for "Sixes" represent the increase in business.

A night force was put on recently in the Packard shops, which have a normal day working force in excess of five thousand men.

Truck Tire Options

THE following list of truck tires in standard sizes, (fronts single 34 by 4 inches; rears dual 36 by 4 inches) supersedes all notices sent out prior to May 1, 1911:

Goodrich	Wireless
Goodrich	Side Wire
Hartford "A"	Solid Motor
Diamond	Spliceless Wire Mesh Base
Diamond	Side Wire
Firestone	Side Wire
Firestone	Side Wire Flange
Firestone	Side Wire Removable
Goodyear	Hard Rubber Base
Morgan & Wright	Side Wire
Republic	Flange
Kelly-Springfield	Side Wire
Swinehart	Flange

We will furnish the following 5-inch tires at the extra price list given below until further notice:

	Front	Rear
Firestone Side Wire	\$20.00	\$54.00
Firestone Side Wire Removable ..	24.00	49.50
Firestone Side Wire Flange	31.25	56.75
Diamond Side Wire	19.55	51.00
Diamond Spliceless Wire Mesh Base	22.15	38.25
Swinehart Flange	35.70	67.15
Hartford Solid Motor	24.75	42.50
Republic Flange	Not Listed	49.25
Goodyear Hard Rubber Base ..	34.85	70.55
Morgan & Wright Side Wire	34.85	85.00
Goodrich Side Wire	23.80	62.05
Goodrich Wireless	34.00	64.60
Kelly-Springfield Side Wire	34.85	85.00
Kelly-Springfield Sectional	34.85	39.10


Seth Saith:

smile as if you liked it. Every dog has his day and the meek shall inherit all that's left them. On the other hand it is just as big a mistake to be unnecessarily fatalistic as it is to fight fate when you meet the real article face to face. One of the two easiest ways to fail is to stop fighting too soon. The other is to fight too long. Calculate your strength to a nicety and balance it against the opposition with due allowance for the unexpected. If you are a careful psychologist you may almost determine the exact moment when the most good can be served by putting your truculence in cold storage.

If you can't have your own way play the game just as hard as though you did. Human error is such a strong factor in all pursuits that you run a pretty fair gambling chance in submitting to some other fellow's way even when your own sacred notions do seem the best.

With practice, the recognition of unalterable consequences becomes a positive pleasure. "Giving in" tastes bad, but once swallowed it never causes mental indigestion.

Lacerating the Landscape in Oregon and the Panhandle





HANDSOME NEW BUILDING OF FRANK C. RIGGS IN PORTLAND

Placing Packards in Portland

THE new establishment of Frank C. Riggs, Packard dealer in Portland, Oregon, is like the proprietor; it is a handsome, substantial structure and puts up a good front. The building is of reinforced concrete, faced with brick, with wide joints of English bond. Please don't carry the comparison too far. The grades have been taken advantage of so that each floor has a street entrance, that on Twenty-Third street opening into the garage, while on Cornell Road there are two, one leading to the sales room and the other to the repair shop.

In the garage, a department by itself, the columns have been so arranged as to allow of no obstructions in the middle of the room. There are thirty-eight lockers, all large enough to contain tires. The wash room for cars is equipped with modern facilities.

On this same floor is a private workshop for chauffeurs, also a number of

store rooms for lubricants and supplies.

On the next floor are the sales room and repair shop, the general offices, a stock room and a rest room for women.

Worked out in stained and leaded glass, on stair doors and garage show windows, is the Packard slogan "Ask the Man Who Owns One."

Packard Makes Grade

TWO OTHER TRUCKS AMONG THOSE PRESENT IN HILL CLIMBING CONTEST

TWO motor truck salesmen got after the same prospective buyer in New York the other day, took him out to one of the biggest of the Bedford Hills and stood back to watch their wagons deliver several tons of goods to the top. The hill is two hundred yards long, with a sixteen per cent grade.

One truck took a flying start, chugged along for fifteen feet and stopped. It had on a three-ton load.

The other started with a rush and made twenty feet. It had on a five-ton load.

The salesmen threw up their hands. No truck on the market could make that grade with a full load on, they said.

A quiet little man who had been standing with the crowd thought differently and said so. He was so sure of it that he put up a little money. The bet was taken.

About three miles distant, the quiet little man found the truck he was looking for. It was carrying seven thousand pounds of stone.

All three trucks started for the hill together. By the time the two original

contestants were at the bottom, the third was at the top. Another trial was demanded.

The newcomer got half-way up the hill and the brakes were put on. Six men, an additional load of about one thousand pounds, were told to climb on. The truck took the rest of the hill with no more fuss than before.

The Bedford Farmers' Co-operative Association, of Bedford Hills, N. Y., now has a Packard truck.

It's quite a stretch of road from Missouri up to Winnipeg but the Winnipeggers have to be shown just the same. When Mr. Donald McDonald or Mr. Hans Swenson proposes to exchange a small fraction of his wheat crop for a motor car he invites the competing machines to draw up in line for a few odious comparisons. Then he asks the entire bunch to join in a contest of power, speed and getaway qualities. D. J. Wright, our dealer in Winnipeg, assures us that the Packard stacks up very well under this discriminating test.

Nous Souffrons Examen

LOUIS RENAULT, of Renault Freres, was a recent visitor at the Packard factory. He was accompanied by Jean Renault, a nephew, George De Ram, of Paris, and Paul Lacroix, American representative of the Renault Company. They are touring the country for the purpose of visiting the plants that typify American manufacture of motor cars. Mr. Renault is interested particularly in the new American machine tools and



S. D. WALDON, LOUIS RENAULT AND PAUL LACROIX

this feature of the Packard equipment claimed much of his attention. He spoke in approving terms of the Packard plant and organization.

Almost any pleasant evening, from three to five motor cars may be seen leaving Fort Worth for the Hurst Lake Art Club. A. E. Want, the leader of this party, drives a Packard "18."



FRANK C. RIGGS, HIS SALESROOM

A Part of the New San Francisco



INSIDE OF CUYLER LEE'S CORNER STORE

WHEN it comes to real Van Ness avenue "class," we feel compelled to pass the entire palm tree to Cuyler Lee and his Packard shop in San Francisco. The first time we entered the sales room we thought we had wandered into a big national bank if not the sub-treasury.

The high ceilings give full scope for a regular Klondike splurge, which finds expression in frescoes, friezes, candelabra and chandeliers. We felt like still more of a piker when we mounted to the general offices in the mezzanine gallery. We thought that was enough for one day, but were told that the entire establishment, including service and repair shops, stock rooms and storage rooms, is maintained at the same dizzy standard and that a complete article on the subject had previously been presented to the readers of The Packard.

SYNCOPATED TOURING TALE

A CHAUFFEUR drove a Packard "30" from Chicago to Winnipeg. This gentleman has an unusual literary style which is like a German "six" hitting on four cylinders. It is submitted without tuning up.

"Left Chicago at ten-thirty A. M.; police indifferent. Arrived at Madison seven-thirty same evening. On account of heavy roads, was forced to stay in Wanewack for the night.

"Left Wanewack as soon as possible. At LaCrosse was forced to abandon car as security for hotel bill. Took train

to Minneapolis to await funds. Left LaCrosse after paying said hotel bill. Had successful run to Minneapolis with exception of one blow-out.

"After seeing Minneapolis by electric light, started for Winnipeg with a friend. Fine until we got just west of Anoka, when it started to rain. Omit wearisome details.

"Put our car in at Fargo and prepared for early start. Went back to hotel to get grips. Bell hop had retired to

Moorehead for the night. Necessary to send messenger to Moorehead for boy to locate said grips, which he did eventually in wrong room.

"We retired about three-thirty leaving call for six. In morning we found garage closed. Unable to locate proprietor until nine-thirty. The car ran fine until we came into contact with a culvert that had been torn out and the hole filled with straw and not being able to see said hole we ran into same running about forty miles an hour, result being bent axle, much abused radiator, a broken windshield, and a damaged rear spring.

"After two hours of hard labor, were ready to start only to find gas tank had played out. We had no light and were forced to wait for daybreak. After this we had a very happy but sleepy trip. Were pleased to arrive on the good old pavement in Winnipeg at six-thirty A. M. Thanksgiving day."

The Big Noise

IF anybody ever sends us another telegram telling us they are coming and to get out the brass band, we'll be there. Twenty-four men reported at last rehearsal, and Mr. Nagelvoort, leader of the newly organized Packard tooters, says he will have forty before the bookings are closed for the season. A dissonant welcome awaits stray piccolo, clarinet and bass players; the band is short on this end of the large music. Mr. Nagelvoort himself is a musician of some notes.

The Texas Automobile Company, of Houston, has established a sales and service depot in Galveston. Walter Neipoth is manager.



PACKARD ROUND-UP AT ZION COUNTRY CLUB

"IS this a Country Club or a Packard Club?" inquired an out-of-town visitor as he motored up to the pretty place where Salt Lake society plays golf and tennis.

During the season which begins at this time of year and lasts until November, the Country Club sees much of Zion's most exclusive social

activities. The status of Packard cars among the members of this organization is indicated whenever automobiles are parked on the grounds. The president, D. C. Jackling, and four other members of the directorate, C. W. Whitley, R. T. Badger, J. Frank Judge and R. W. Salisbury, are among the owners of Packard cars.



OZY CORNER IN ESTES PARK

CURIOUSLY interwoven with family traditions are F. L. McFarland's personal recollections of Estes Park.

It was a steamboat owned by McFarland's grandfather that brought Major Long and his band up the Missouri river in 1818. The leader of this expedition gave his name to Long's peak, at the foot of which nestles Estes park. Sons of

Old Man Estes, as he was called, were among McFarland's closest friends and associates.

The first time McFarland made the trip to Estes park he traveled by mule team and was four days in reaching his destination. The day the hugging picture was taken, he left Denver at 2 o'clock in the afternoon and arrived at the now famous resort at 6 o'clock the same evening.

Rough-Riding a 1912 Packard

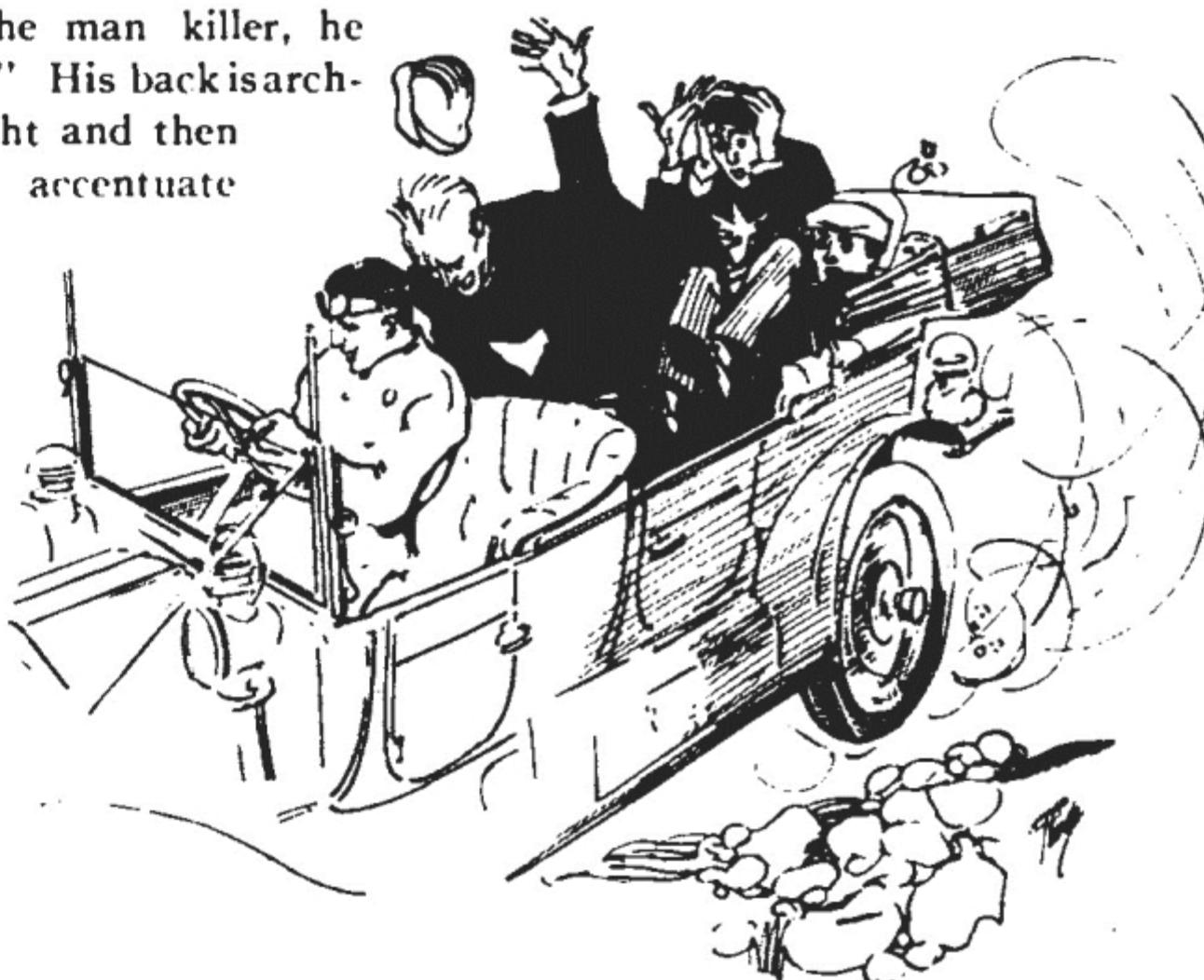
WHEN an outlaw pony feels the weight of a man on his back, straight bucking doesn't satisfy him. An adept in the gentle art of the man killer, he resorts to "sun fishing." His back is arched first toward the right and then toward the left to accentuate the effect of his vicious counter jumping. If the broncho buster sticks in the saddle his body describes a series of parabolic curves, punctuated by acute angles and other sharp zig zag lines.

That was about the way it felt back in the tonneau on that forty miles of road this side of Toledo. Waldon was rough-riding a 1912 car and he showed no mercy. He seemed to take a grim sort of pleasure in hurling his pulsating machine against the obstructions of that notorious highway.

"In the early days," said Waldon, "I could take a car out on country roads and could put it out of commission by just brutally driving it. Later, as was noticeable on the 'Flight of Thirty,' when we drove to Chicago and back, almost without interruption, I found myself unable to batter the car into submission. In other words the motor and other mechanism had been developed to a point where

its ability to stand up was greater than the endurance of a man in driving it."

The 1912 cars were put to still more rigid tests than their predecessors. In



this instance Waldon drove from the factory through to Cincinnati in a single day, of 9 hours 37 minutes total time. Then, without pausing for dinner, he followed a pilot out to Indian Hill and drove the car up this steep ascent on high speed. This unwonted feat was accomplished without giving attention to the motor, which had been running continuously all day.

That same evening the vice-president boarded a train for Detroit and Russell Huff took the wheel. The speedometer showed three hundred and five miles, but the day's task was not yet finished. The

car was put up for the night at Lebanon, thirty miles out on the homeward journey. The total mileage for the day was 336.

Early next morning the trip was resumed in a driving rain. Splashing in puddles made little difference in speed. Splendid roads south of Dayton aided the "Chief" in his swift passage through the storm zone.

A heavy wagon with a flaring red sign loomed up in the road ahead. The car dashed by with a margin of about two and one-half inches. The man who sat beside Huff looked aghast at the chief engineer.

"Didn't you read the sign?" he asked, when his breath came back.

"No," said the driver, "what was it?"

"DANGER—NITRO GLYCERINE—KEEP OFF."

Russell Huff grinned. He kept right on pounding through and even the ruts north of Toledo failed to stay his progress. Before six o'clock that evening the car rolled into Detroit with a total mileage of 584.



EIGHT HORSES HAVE BEEN DISPLACED BY THE PACKARD TRUCK PURCHASED BY THE BURRUS MILL & ELEVATOR COMPANY AT FORT WORTH, TEXAS. THIS TRUCK CARRIES MAXIMUM LOADS AND RUNS FROM THIRTY TO FORTY-FIVE MILES A DAY.

Broke the Fall

A HEAVILY constructed body, together with 6,000 pounds of coal, took a six-foot fall, landed squarely on a motor truck, and didn't even break a spring on the chassis.

"It speaks mighty well for Packard construction", writes Henry C. Chappell, of the F. H. & A. H. Chappell Company, New Haven, Conn. Mr. Chappell happened to be present at the time the hoisting body came down.

All Loads Look Alike

OF the orders for Packard trucks received in the past two weeks, 40 per cent are from companies which have already given the Packard truck a trial and have placed repeating orders in consequence.

About two-thirds of the orders received in the last month have been for chassis to be equipped with special loading, dump and other forms of special bodies designed with particular reference to facility in handling loads of certain specific kinds.

There are now 123 lines of trade in which the Packard truck is making daily hauls. The total was brought up to this figure by the Estes Mills Company, of Boston, the first of our patrons to adopt the truck for use in the twine manufactory business.

One more truck is to be added to the equipment of the United States Army, making a total of four Packards. The latest order is for the arsenal at Augusta, Ga. Another truck has taken the place of mules in the maneuvers along the Mexican frontier. It costs less to keep mules than horses but just the same the quartermaster's reports show a balance in favor of the truck.

A total of fifteen Packard trucks will soon be in the express and transfer business in the city of Portland, Ore., alone, six new orders from there having just been received.

A. C. Dietsche, of Detroit, bought a couple of trucks a short time ago to cart sight-seers around Belle Isle. Now he has ordered two others.

The Denver City Tramway Company, of Denver, placed an order for four trucks to be used for sight-seeing purposes.



PACKARD "18" RUNABOUT ENTERED BY J. R. GALT

Winners of First Prizes in Honolulu Floral Parade

Her stunning gown was chiffon and her hat Parisienne;
Her name was simply Queen to me
On that occasion when
I saw her first a-ridin' in a
whoppin' runabout,
And a-spreadin' Christian sweetness
in a dainty little pout.

'Twas out Honolulu way,
Where the Sun God stops to play
When he's beatin' it for China
Outer San Francisco bay.

Ship me somewhere west of Frisco, where
a palm leaf gown looks swell,
Where there aren't no speed restrictions and
the motors mote Lykelle;
For the Packards are paradin' and it's
there that I would be,
With a slim Kanaka maiden makin'
Goo-goo eyes at me.

'Twas out Honolulu way,
Where the Sun God stops to play
When he's beatin' it for China
Outer San Francisco bay.



PACKARD "30" ENTERED BY U. S. REVENUE CUTTER, THETIS

Swift & Company of Chicago, have nine trucks for use in the packing business. They have placed an order for two more.

The Roman Stone Company, of Toronto, ordered one truck in April and another in May.

With the orders recently

placed, the Gottfried-Krueger Brewing Company, Newark, N. J., will soon have eight Packards doing their hauling.

Among the other concerns placing repeat orders is the F. H. & A. H. Chappell Company of New London, Conn., which uses a special body to facilitate delivery of coal.

Honors About Even

THEY met on the C. B. & Q. crossing in Denver.

One was a Packard truck owned by the Colorado Packing & Provision Company. The other was a Burlington Express train. The locomotive slipped over a kidney punch just forward of the jack shaft.

Denver reporters, always in touch with the cannery, said the truck was reduced to a shapeless mass of torn and twisted steel. Here's what happened. The chassis was pushed out from under the heavily loaded body. The driver stuck to the ship as long as he could and landed on his left clavicle twenty feet distant. The only damage to the truck chassis was a double bend in the frame and a broken steering wheel. The motor and transmission were uninjured. The locomotive was put out of business and part of one side was ripped off an express car.

Allen's Endurance Race

M. R. ALLEN of Texas, visited the Packard factory late in April.

"Yes, sah, ah reckon it ud be mo fun to drive that cyar to Fote Wuth, if you-all allow the pikes yar right pert at this time of yeah."

We did tip him off to that "pike" between here and Toledo so he went to Cleveland by boat. He left Cleveland one bright morning with the firm intention of smashing all road records between the Buckeye and the Lone Star. It was a continuous round of pleasure until he struck one of those Ohio rainstorms and he proceeded swimmingly from there on.

It was another bright morning when he started south from Cincinnati and this time it was a fine Kentucky rain that dampened his ardor for driving honors. At Louisville he received a wire telling him that his customers were clamoring for cars. He sent us this postcard:

"Am shipping the car from Louisville as business in Fort Worth requires my attention and anyway the roads from here on are in no condition for touring."

Moriarty Shows Kansas City



MORIARTY'S TIDY PLACE IN KANSAS CITY

OUT Kansas City way, the corn grows so high that the sun despairing of getting over it after a hard day's work, sinks down and comes up again on the other side. This is what the natives say, anyway, and there are other big things out there beside corn, notably E. P. Moriarty and Company.

Located just four blocks from the center of the city, on Grand Avenue, which runs directly from the business section to the new Union Station, now in the course of construction, is the Packard—*beg pardon*—Moriarty establishment. All of the girders in the building are full length spans, hence there are no posts on any of the floors to obstruct Mr. Moriarty's graceful movements or interfere with the display of cars.

The show room and office are on the ground floor, with the service department and stock room at the rear.

The storage rooms and paint shop are on the middle floor. Here, also, used cars are displayed.

The repair shop is on the third floor, two saw-tooth skylights running almost the entire length of the building.

The accessories include an intercommunicating telephone system, a dumb-waiter connecting the stock room on the lower floor with the shop on the third, and an elevator large enough to accommodate a truck.

Lawrence Phipps and bride, of Denver, recently returned from a honeymoon trip to the Pacific coast. They spent several weeks touring California in the same Packard car which Mr. Phipps took to Europe with him last year.

Up the Valley from Spokane

In the foothills of the Rockies east and north of Spokane there are more than twenty beautiful mountain resorts within fifty miles of Spokane. Hayden Lake, in the Panhandle of Idaho, is surrounded by the Coeur d'Alene national forest and lies at an elevation of 2,242 feet. The lake is famous for its trout and, at later seasons, for its black bass.

Bozanta Tavern at Hayden Lake is a favorite spot with Packard owners as it is a delightful run up the valley from Spokane. On Sundays and holidays from fifty to one hundred automobiles may be seen lined up in the pines north of the hotel.



THE FAVORITE RESORT OF PACKARD OWNERS IN THE PANHANDLE OF IDAHO



Hauls Slab Wood in Oregon

FOUR more teams of horses are taking life easy out in Portland, Ore., because a Packard truck does the business. It was almost cruelty to animals to make them haul slab wood over those mountain roads, but they had to do it. Now the Banfield Veysey Fuel Company is making its deliveries at the rate of seven trips a day, an average of twenty-eight cords on a three-mile haul.

To Treble Truck Shops

PLANS are now being drawn for work which will practically treble the capacity of the Packard truck shops. By distributing portions of the work to other portions of the plant, we have been able to produce three trucks a day. The increase in facilities will give the exclusive truck shops a normal capacity of five trucks a day.

The directors have also provided for an addition to the foundry, which means an increase of 9,695 feet of floor space for this department, and have made arrangements for building an additional floor on each of the two service buildings. The new construction will increase the floor space of the Packard shops to thirty-seven acres.

This work will be in charge of W. H. Tabor, the new construction engineer. He was formerly assistant to Horace H. Lane, who resigned to design and construct a large steel car plant for the Haskell & Barker Car Company at Michigan City, Ind. Mr. Lane, who joined the Packard forces in May 1909, directed the construction of ten buildings. He recently completed the Packard forge.

Peter McCourt is now on his way east from Denver in a Packard "30." His tour will extend into the New England states and cover a period of several months.

Taming the Only Tom

PACKARD "BAD MAN" DIVIDES HIS TIME BETWEEN RUNABOUT AND STAYABOUT

WHEN Tom Fetch coined his vivid and characteristic phrase about "building the (expurgated) roads on the scenery," he referred to the comparatively innocuous highways which pursue their tortuous course through the mountains of Pennsylvania. His later descriptions, dealing with mountain trails in Oregon are sprinkled with sinister looking dashes. Time was when we might have filled out these waste places with credit to ourselves and ornament to The Packard, but just at present our vocabulary is inadequate.

A few years ago, Tom was foreman of the finishing room in the Packard factory.

"Take that runabout body and put it on that '30' chassis," was one of his first orders."

"Yes, sir."

"Take that runabout body off that '30' chassis," was his next command.

"Yes, sir."

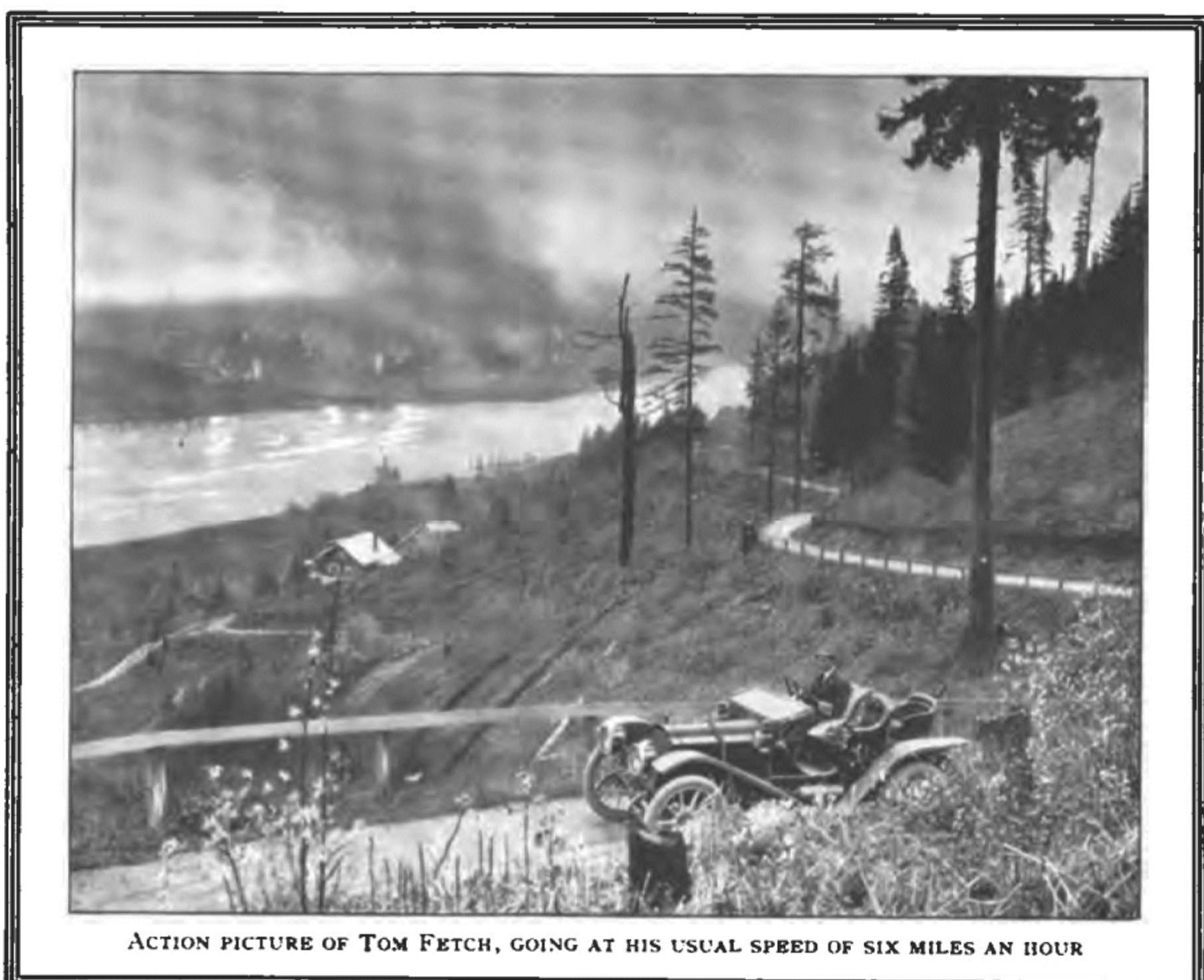
"Put that body back on this chassis," he ordered calmly and as though he had just noticed something.

The men were accustomed to following orders, but when the putting on process was followed by another removal order, there were signs of disaffection.

"But, Mr. Fetch," ventured a young husky. He got no further.

"Cut it out," said Tom. "I just want to show you blacksmith's helpers who's boss around here."

Tom is said to have been completely tamed since he went out west. He and Mrs. Tom have a comfy little bungalow on the east side of Portland which Tom calls his "stayabout."



ACTION PICTURE OF TOM FETCH, GOING AT HIS USUAL SPEED OF SIX MILES AN HOUR

He also has a runabout. When a runaway freight train dashed down from Sullivan's gulch through the streets of Portland, a car containing three automobiles blocked its path. "Utterly demolished," said a local newspaper in referring to a Packard that was among these cars. Fetch bought it for less than something. He puttered around for a few weeks after hours and made it look like a new car. Now he uses it to pull hay wagons out of the mud when they slip off the Cornell Road out in the mountains.

As superintendent of the Packard establishment in Portland, Fetch recently

wrote a letter of complaint to the truck department. This is a sample paragraph:

The speedometer goes on the bum so we can't dope our mileage. When it is working, it is hard for a salesman to retain his Packard dignity, while sticking his dome through the spokes of the front wheel and twisting it around at right angles like a crane to read the darn thing. An odometer in the hub looks good to us from this distance.

Tom pulled off an endurance run that made some of the most hardened stage drivers think they were trundling baby carriages. It was a demonstrating trip to Crater Lake and thence through Eastern Oregon. In one day he drove from a jumping off place called Beam Marsh to The Dalles, another outpost of civilization 250 miles away. The route lay through some of the wildest country in Oregon, which means about the roughest stuff in the world. The last sixty miles from Shaniko to The Dalles was made after dark without gas lamps and through the wilds of Deschutes canon.

The prospective purchaser, fearing Riggs might repeat the dose, placed his order for a car the next day.

Left-Handed

I DO my flying on a Packard 1911 motor, so when the carburetor ceases to work, or the engine stops, I do not have far to fall, but can plane on earth without much of a jar."

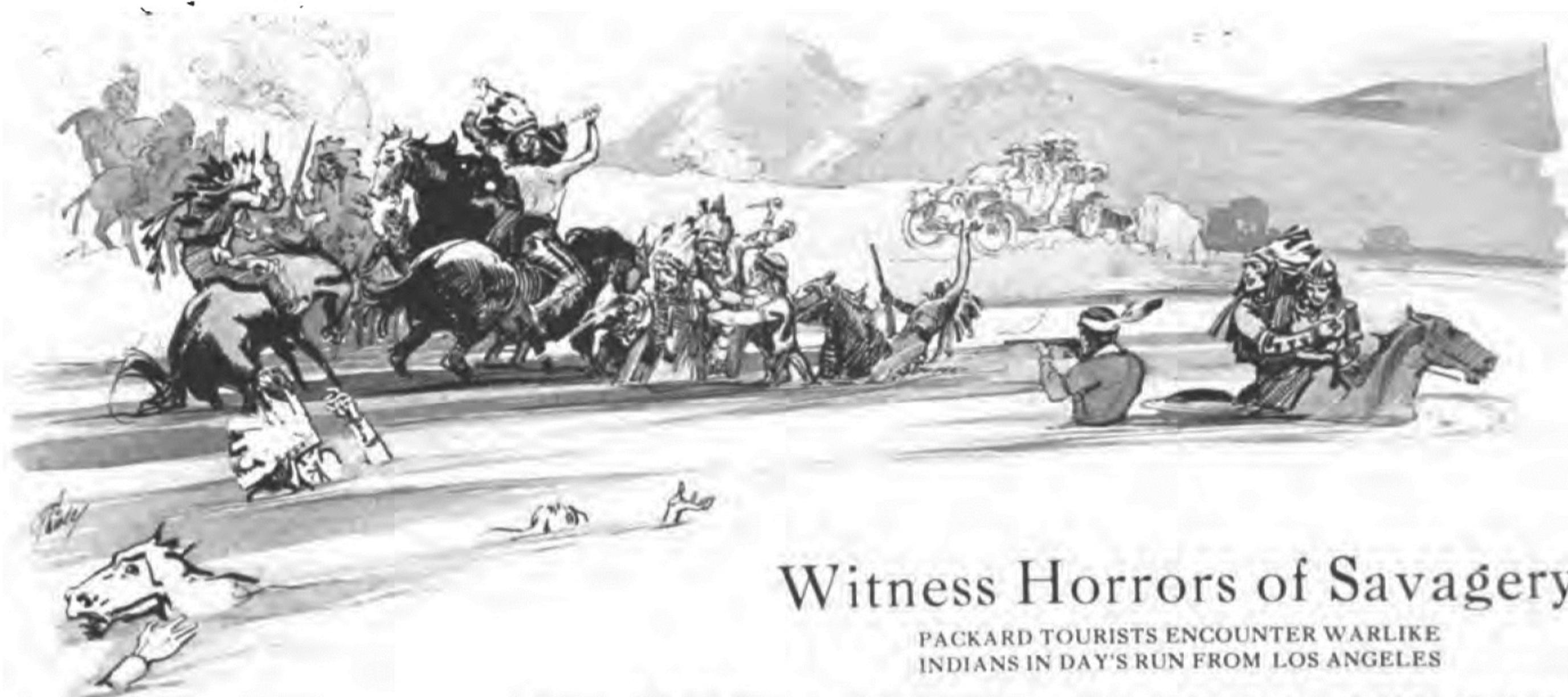
With these words, Henry C. Rew introduces his new flying machine idea in a letter to the Paris edition of the New York Herald.

That reference to the carburetor sounds like reverse English, but as Mr. Rew had his 1911 Packard shipped to him abroad after three years trial of his 1908 Packard we forgive it.

As we lock up the forms preparatory to going to the ball game, word comes from Spokane that Edward B. Zane's new Packard service station at Sprague avenue and Jefferson street is just being completed. Watch for it in the next number.



INTERIOR OF THE MORIARTY MAISON IN KANSAS CITY



Witness Horrors of Savagery

PACKARD TOURISTS ENCOUNTER WARLIKE INDIANS IN DAY'S RUN FROM LOS ANGELES

By Earle C. Anthony

OF all that merry company setting out so gayly from Los Angeles, none had the faintest inkling of the terrific scenes which that day held in store.

After a couple of hours' ride, we found ourselves alone in the vast solitude of the hills. We penetrated a practically untrammelled wilderness.

Now and again we sighted a horseman or two well up on the slopes—the hunters of the few Indian tribes who still inhabit the hills of their forefathers.

So engrossed were we in the constantly shifting panorama, that we were only dimly conscious of passing several branches in the trail.

Finally the road divided with neither branch wide enough to admit our car. As we debated on our next move, a lone horseman appeared from the left fork.

No smile answered our timid "How," but the salutation was returned gravely.

"Which trail Cahuenga Pass?" we asked.

A look akin to contempt, passed over the stolid face of the red man.

"Pale face heap lost," he said, "Sioux Chief know way—he show," and dismounting from his horse he stepped to a small knoll near the trail, beckoning us to follow. A few words and gestures showed us our proper direction and, carefully turning the car around in the narrow trail, we started westward on the route leading to Cahuenga Pass.

For a mile or more we had noticed ahead a slim column of smoke. Nestling among the trees, at the side of a brook, was a small Indian encampment, only a few

tepees, a dozen braves and three squaws. It was like a Remington painting. Seated before the largest and most pretentious lodge were two figures, bedecked in beads and feathers—a young chief and his younger squaw. They rose, at our approach, and gazed in childlike wonder at our gray Packard. Permission to make camp and eat our lunch was readily granted.

The men lay around a little fire, indulging in monosyllabic conversation and smoking their pipes. The chief and his young consort again seated themselves upon their blanket, apparently oblivious to us and their companions.

The sharp report of a gun brought us all to our feet amidst a scene of wild confusion. A dozen painted figures on

gone, and with them, held by the leader of the hostile band, the young squaw, torn from her lord's side during the melee.

It was over like a flash and as we stood, trying to gather our wits together, the little encampment was deserted by its male inhabitants, who swept out on their ponies in swift pursuit. As the last of them vanished around a turn in the trail, we leaped into our car and started in a wild race down the trail. Soon we were close enough to see all that happened. Gradually the distance separating the two bands of savages was lessened.

Then the formation of the pursuing band changed. They spread out on each side of the trail and rifles were brought to the front. The first shot brought down a horse and rider. We were rapidly nearing several small streams. The first was passed with a great splashing. At the second the ford was narrower and there was some confusion in getting the horses to take the water.

It was the fated handicap. In an instant we were looking down on a shambles. Guns barked, tomahawks and knives flashed, and the water was churned to foam. The little ford could not hold all. One after another they were pushed into deeper water and, still fighting like demons, they were slowly swept down stream, around a bend and out of sight. For a few minutes the sounds of strife came back to us, and then suddenly a complete silence settled over everything.

Leaving the car we started at a run around the little rise that hid the present scene of battle from us. In a little hollow near the stream were the survivors of both bands, all members of the Bison Moving Picture Company.

"Darn it," scolded Gladys Knowles, "that mut with the tomahawk broke my back comb."



THIS PICTURE SHOWS M. L. STITH AT HIS FAVORITE HAUNT, THE WANDRY LAKE CLUB. HE IS ACCOMPANIED BY J. D. ALLEN, THE PACKARD DEALER AT FORT WORTH. THEY HAVE JUST SLAUGHTERED ABOUT TWENTY DUCKS AND ARE GETTING OUT THEIR TACKLE TO CATCH A STRING OF MUD-CATS BEFORE STARTING IN TO COOK DINNER

plunging ponies were among the tepees. A short struggle took place at the spot where the chief and his bride had sat a moment before. There was a scurry of hoofs, a cloud of dust, and they were

Ask the Man Who Owns One

BREAKING THE HOME TIES



Georgetown, Kentucky, March 29, 1911.

I drove my Packard car its first year slightly over 14,000 miles in all weathers and roads; even drove it through plowed fields, and my total expenses of every nature, tires, oil, gasoline and all costs of every kind were \$357.85. In my annual invoice I was able to put my car in at original cost and I would not take its first cost for it today. No other car has been able to serve me at a cost of less than \$2,000 a year.

I have lost my bearings so much in my appreciation and admiration of this car that I childishly read everything I can get about it and pet the car as I do my dog. Stranger yet, I have given up my horses entirely. It means something that as a Kentuckian, and from a family which bred some of Kentucky's best horses, I could have come to such a pass.

F. F. BRYAN.

LIKES STAYING QUALITIES

On Board Yacht Tarpon, St. Augustine, Fla., March 29, 1911.

Since I requested a reservation on one of your 1912 cars, I have sold my business and expect to make a tour of the world late in the summer or fall and will, therefore, not take one of your new cars just now.

Your 1906 car, which I have just had you overhaul, will fill all my requirements. I ran it for five years without taking up a bearing, distance a little over 30,000 miles. No one will ever make a better car, so far as standing up is concerned. However, I appreciate the refinements of your newer models. I should be pleased to receive details regarding your 1912 car. Any communication addressed to Newburgh will be forwarded to me.

JOHN ASPINWALL.

JUST LIKE THAT

Little Rock, Arkansas, March 31, 1911.

Your man, Fred Kuehnle, was here today and took my car out and made a few adjustments for which I thank you very much. If everybody who has an automobile in Little Rock liked a good one as I do, they would be riding in Packard cars.

C. A. PRATT.

THE WORST TEN MILES OF ROAD

Baltimore, April 14, 1911.

I enclose a corrected copy of a letter which I wrote to the Charlotte Observer from Salisbury, describing a piece of road over which I traveled on my way from Florida. Without exception it was the worst ten miles of road I ever saw.

I have for years had a profound respect for the mechanical skill which can construct a motor car, but I never knew before how the automobile, such as a Packard, could combine all the good qualities of a tug boat, a mud scow and a flying machine. We plowed through pools of water that suggested that a tug boat would be more appropriate than an automobile. We hauled almost mud enough to make us feel that we had turned the machine into a scow, and at some points we had to come very near to the flying point to get across some of the holes. I might truthfully say that for miles we flattened out with the bottom of the car and the rear axle, the whole road, so deep were we in the mud.

It may interest you to know that during our motor trip through Florida and from Florida as far north as Salisbury, N. C., I think it is safe to say that one-half of all the high grade cars we met were Packards.

RICHARD H. EDMONDS.



Quartet Covers Wide Range of Territory



HEADQUARTERS OF J. T. KEENA & COMPANY IN SEATTLE



ALLEN MOTOR CAR COMPANY'S BRANCH AT DALLAS, TEX.



ORNATE SALES ROOM OF THE UTAH MOTOR CAR COMPANY IN SALT LAKE CITY



WESTERN CANADA MOTOR CAR COMPANY'S ESTABLISHMENT IN WINNIPEG

A Contrast in Drop Hammers



JOE BRODIE USING THE SCLEROSCOPE IN TESTING A GEAR FOR HARDNESS

HERE are two drop hammers which mark the start and home stretch of gear manufacture in the Packard shops.

The steel in the large bevel driving gear in the Packard bridge is made from the company's own specifications and is received at the factory in bars six inches wide, one and three-eighths inches thick and about eighteen inches long.

The first operation is the forging of a tong hold. This is in no way related to Mr. Gotch's toe hold. Under the second hammer the steel begins to look like the old friend of our "beating it" days, a freight car coupling. A few light taps reduce the link to a circle. The third hammer completes the shaping and after the flash is cut off the part is ready for machining.

The piece is kept at a delirious temperature during the entire process and after the blanks come from the third hammer they are piled one upon another to prevent spinal curvature. With three hammers working in anvil chorus, about eighty blanks can be turned out in a working day.

Some day when we feel especially strong we're going to tell you about gear cutting, but not during this summer weather. Let's skip over about a hundred processes and take a look at the finished gear after it has come through the case hardening. This is where the scleroscope takes a crack at it.

The drop hammer of this instrument weighs one-twelfth of an ounce, as against the big one's three thousand pounds. It

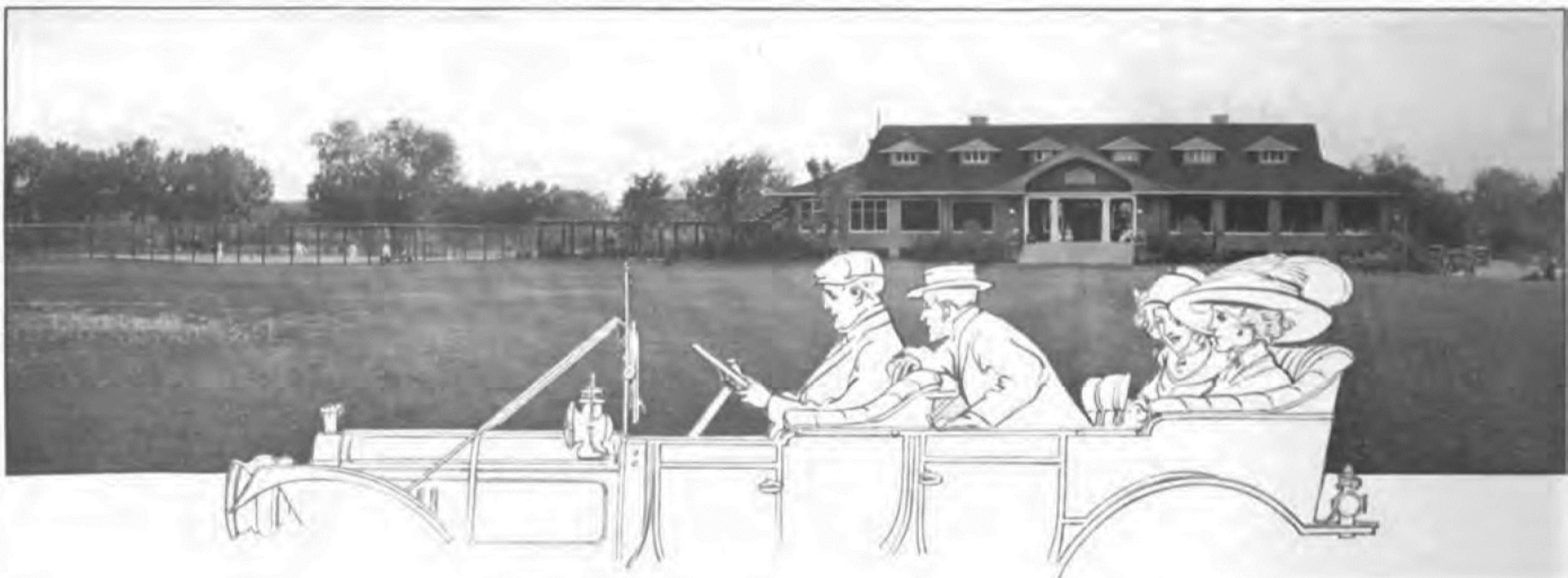


A GEAR BLANK GOING UNDER THE HAMMER IN THE PACKARD FORGE

is enclosed in a glass tube and is operated by pressing a rubber bulb. As the teeth of the gears are brought under the tube, the little hammer drops, strikes the steel and rebounds. The amount of rebound indicates the degree of hardness.

A diamond is set in the lower end of the hammer to keep it from blunting. The area depressed is so small that the force exerted by the tiny hammer, dropping of its own weight, gives a pressure equivalent to seventy-five thousand pounds to the square inch.

The total force of the blow struck by the steam hammer in the first operations is about one hundred and sixty tons.



RENDEZVOUS OF DENVER MOTORISTS

IF there be any ultra-smart diversion that Denver has overlooked, Denver would like to know about it. The metropolis of the inter-mountain region, with true western prodigality, has established two country clubs, one boasting

a fine race course, the other devoted largely to golf and tennis. The picture shows the Denver Country Club, which is a favorite resort of the Packard circle in the "mile-high" country.

The Sagebrush Evening Valve Slap

No. 0

SAGE BRUSH CENTER, JACKSON HOLE. JUNE 00, 1911. PRICE .000. SAGEBRUSH CENTER & SUBURBS .0000

WANTED—To exchange, chic little two-cylinder runabout, Jupe-Culotte model, for a plain hobbie or what have you? Address Marie Harem Scarem general offices, Packard Motor Car Company of New York.

WANTED—To exchange complete camping outfit and cooking utensils, bacon and flour for a table d'hôte dinner. Apply to J. B. Hoyet et cetera. Ginkville, Wyoming.

TAKE NOTICE

The trustees of this village will meet Wed eve to take action on the petition of Dick Perkins and 23 others to purchase a Packard police patrol.

Ed Note. Which same we're strong for it. Ever since that good for nothing loafer, Hank Blivins stole the Widow Short's chickens and Nakebush Sam started shooting promiscuously in Main street the need for better protection in these parts has been apparent to all.

"War is H—"

Armistice Worse

Mexico City, May 20.—Private detectives have secured photographic copies of records in the files of the war department which indicate that a Packard truck was involved in a plot to assist government troops in their fast and furious fighting. It appears from the official correspondence that one Carl Walker, who does general trucking in the state of Guerrero, made a big haul by converting his Packard into an armored cruiser.

From the railroad terminal at Iguala, you will readily recall it is about ninety miles to Chilpancingo, capital of the state. The regulars gently but firmly refused to hike it, so Mr. Walker volunteered to transport the little warriors for \$2.50 a head, American money. As he carried from forty to fifty on each trip, it was fine business while it lasted.

After he had dumped about five hundred heroes where they could crack it with a pair of jacks right under the rebel gun, some inconsiderate persons broke up the game by arranging a general armistice.

That Man Whitley, Again

Salt Lake City, May 20.—Parley Jensen, a sagebrush rancher living west of town reports that a cyclone tore its horrid way across the alkali plain at 2 o'clock this afternoon. The air was filled with dust, trees, cattle, human beings and sections of scenery. It is rumored that the pavilion at Saltair was swept into the lake.

Garfield, Utah, May 20.—C. W. Whitley, general manager of the American Smelting & Refining Company, arrived here at 2:05 this afternoon in his Packard "30" runabout, having made the run from Salt Lake City, a distance of sixteen miles, in less than nothing. This is considerably faster than his best previous record of seven minutes and a half.

—Sheep dip, cartridges and Packard oil for sale at the old reliable Last Chance grocery.

Local BrEvities

—The editor of the Sage Brush Honker, an obscure publication of meagre circulation claims to have a car faster than our Packard. Any such claim indicates a very low estimate of the intelligence of the reader, which in the case of the Honker is probably justified.

—Frank Riggs came to our office recently and talked about two hours of our time on almost every subject you could think of except paying something on his back subscription.

—“Every time a man blows the foam off a schooner of beer he is helping to improve our highways,” says Moriarty of Kansas City. Seventy-five per cent of the dram tax goes to the county road fund b’Gosh. Have one on us, Mory.

—Denny Smith of Ogden claims to have the only noisy Packard in existence. Along about March 17, Denny took his car out of the paint shop. Say, it was the grassiest, dazzling shade you ever saw, a regular fighting green. Denny says he’s just waiting for some A. P. A. to say something out loud.

—An ornery looking individual from up Oklahoma way blew into the Allen garage at Fort Worth. “Seems to be sumpin’ out of gear and couldn’t you all take up the wheel base?” he inquired. We allowed we’d take it up with the board of dirs.

—Mr. J. P. Jansen of Winnipeg was touring after a heavy rain. He found the foundations of a bridge entirely washed away. J. P. has a kodack picture showing how bridge collapsed when he drove onto it, which same we regret we are unable to reproduce.

—Lucky Jack Peterson of Portland drove his car out of Tillamook in the middle of the rainy season with five men, five deer and a bear which dressed 286 pounds. Bully for you, Jack. We’ve been there and we know.

—Peter McCourt, Denver’s genial theatre man, was showing his new car to Horace Bennett. After Horace had looked up one side and down the other he raised the hood. “Say, Pete,” said Horace, “this dam thing is run-

Neighborhood Jottings

SAN FRANCISCO

—Billie Kelso, the curly haired genius, who deals out parts from our stock room, continues his musical studies and gives frequent concerts up and down the dumb waiter shaft. We don’t wish Billie any hard luck, BUT—

—Tommy Lane, our most recent acquisition from the effete east, is catching on rapidly. He is now quite proficient in that famous dance called the “San Francisco Rag.” Oh, you Tommy!

—McManus still smiles the same old smile as he passes out the bunk to the chauffeurs. Mac sure has a way with him.

Pass the Preserves

Our Winnipeg dealer takes a good grip on the jar and gets his entire face into the jam like this:

“Holroyde’s popular Canadian magazine while looking for material for cover page design, seized on the idea of a Packard limousine and secured the necessary cuts from the Western Canadian Motor Car Company. We wish to thank the editor of Holroyde for the prominent position and the honor of being selected.”

Mrs. Roarer’s Answers

We are troubled by sour cream dripping through and rusting transmission parts on our truck. What shall we do? [Signed.]

Sagebrush Creamery Co. Ans. Try putting less water in cream; then for each part sour cream add sixteen parts beeswax, eleven parts gum tragacanth and seven parts creme de menthe, pipe to radius rods and use as lubricant.

No trouble For Pete

Pete Gardiner, driver for G. T. Reynolds of Fort Worth, Tex., sent this iconic message to the Allen Motor Car Company in that city:

San Antonio, Tex., March 29.—Landed here Sunday night after hard day’s run through mud and sand. Distance eighty-five miles. No tire trouble, no motor trouble, no nothing. Packard running fine.

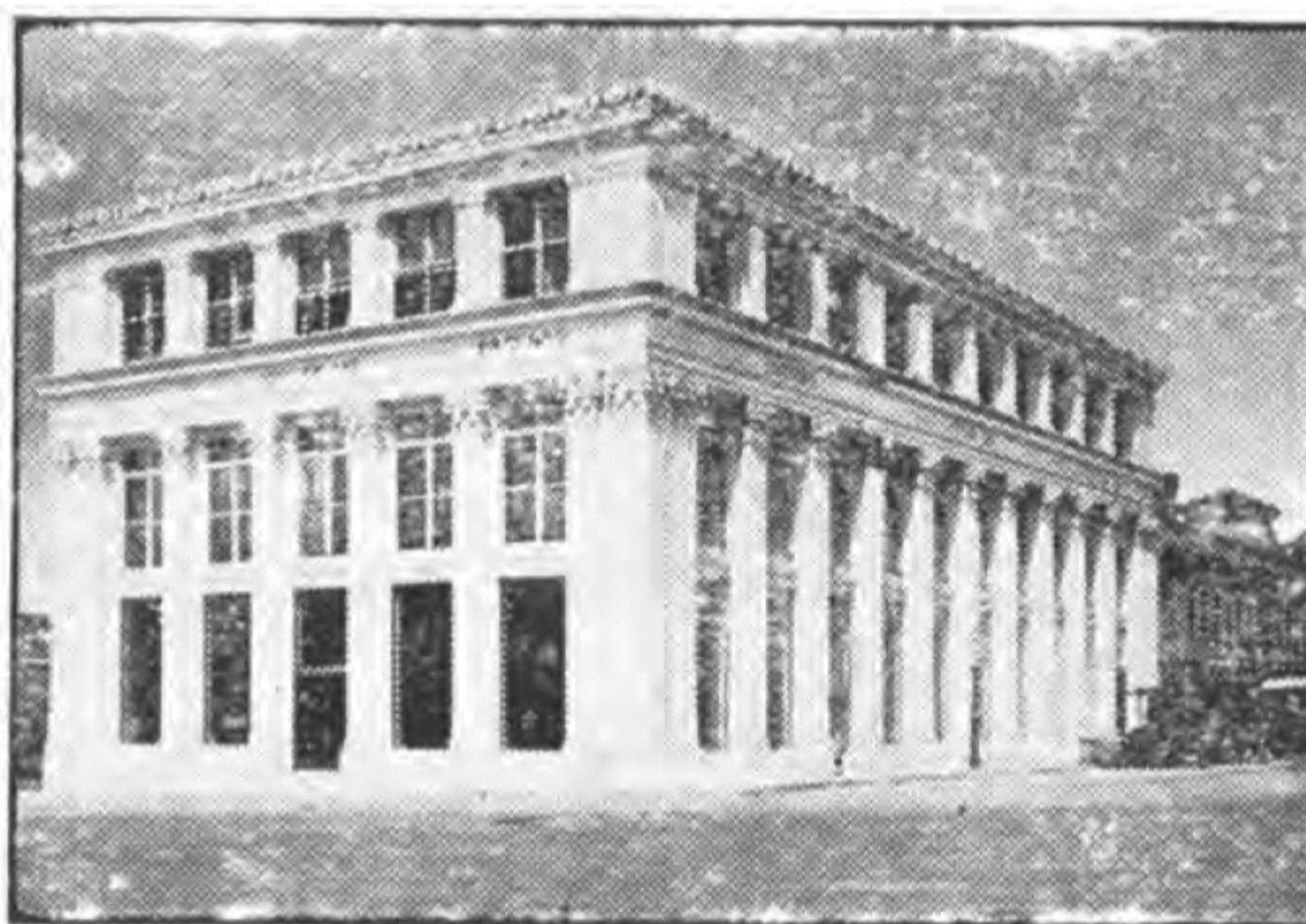
(Signed) Pete Gardiner.

Here is a copy of a verbatim letter received by the Dominion Motor Car Company of Vancouver, B. C.:

Der sur—i see you got A seveen passenger kar fo sal. I want to geet one what i can put on the road fo hyar ples send the price & turms And i will see what i can Due. (Signed.) A. McLeod, 2155 13 Av west.

“We wish to advise that this is an exact copy,” writes the Dominion Company. “We have not tried to improve the letter, for this, as you will admit, would be impossible.”

A Credit to Our Fair City



Our esteemed fellow townsman, Cuyler Lee, has an establishment in San Francisco, which is an ornament to our fair city.

We point to it with pride. A series of stately columns rivet the attention of the passer-by and the interior decorations beggar description. The editor of the Sage Brush Valve Slap was conducted through this magnificent emporium and it is no exaggeration to say it is the finest we have ever seen. Mr. Lee has favored us with a full page Packard ad, to which we are pleased to call your attention. See page 41144.

—One of our Packard owners had a blow-out in the Eye-Wink dance hall last night. No casualties.

Doc Hills’ Remedies

FOR POOR CIRCULATION
of the national currency—Get Busy.

For Spots Before The Eyes
and Palpitation of the Heart
limit speed to 60 miles an hour.

TO AVOID BODY SWELLINGS
Stick to standard Packard construction.

TO AVOID YELLOW JAUNDICE
Insist on standard Packard finish.

If troubled with

COLD FEET AND HEADACHES
Buy a Packard car, avoid imitations.



Thrills in Mountain Motoring

WHEN you have climbed to the head of a western canyon, tarried for a moment near the crest of a great range and then coasted back to civilization you have realized the supreme joys of automobiling, even in a Packard.

From the mouth of the Big Cottonwood to the spot where Brighton nestles in the shadow of the topmost peaks, the road rises five thousand feet in a space of thirteen miles. Over this thrilling route motored H. Vance Lane, and James Jennings, Packard owners in Salt Lake City. With them were L. J. Gilmer, Mrs. Gilmer, and "Dragon," an important adjunct of the Gilmer menage.

The picture shown here gives but a faint impression of the Big Cottonwood, though it conveys roughly the proportions of the majestic slopes which wall the canyon.

After leaving Salt Lake City, the road for ten miles rises gently through the sweet, green country of the fruitful valley. Then comes a break in the rolling foothills, approaching the mouth of the canyon.

Before they of the party in this little story quite realized it, they were mounting the steep grades. The rush of waters below the road, the vivid lights and shadows of the gorges, the startling rock formations and barbaric colorings held the senses enthralled.

There is a whirlwind of perfume in the air, the scent of the choke cherry and mountain flowers. The delicate willows overhanging the road wave a wel-

come to the invaders. The raucous horn is weird and unreal as it wakes the day dreams of the canyon.

From the head of the canyon back to the valley, the run was made with breathless rapidity. In the entire descent there is but one short hill where the motor comes into play. The thirteen-mile coast is a constant succession of thrills.

As the car swept proudly down over the curves and turns of that mountain route it seemed like a great bird in a homing flight. It moved as though skimming through air yet a touch brought it under control. They reached the mouth of the canyon as the sun was dipping behind the Oquirrh range and throwing a flood of gold over the leaden surface of the Great Salt Lake.

Sam Shatters Record from New York to Washington

THE United States government came to a dead stop and congress forgot its weary grind for a moment when Sam A. Luttrell, driving a Packard "30" phaeton, dashed up to the Washington Post building at 9:56 o'clock Monday evening, May 1, completing the fastest automobile run ever made from New York to Washington.

Carrying three passengers and a quantity of baggage, Mr. Luttrell made the trip in eleven hours and forty-one minutes, which clips one hour and forty-nine minutes from the best previous record of thirteen hours. It was not intended as a speed demonstration but

the consistent performance of the car gave that result.

"The trip finished last night makes a new record not only in local motordom but in the history of American motordom" says the Washington Post. "The Packard reached the city in practically as good condition as when it left Sunday morning except for a couple of inches of dust and mud."

Mr. Luttrell is the Packard dealer in Washington.

Strike Tuh!

"Will give a percentage of our gate receipts to call off your Packard base ball team until after the American season closes."

BAN JOHNSON."

IF you don't believe we got that telegram, ask the Western Union. If you don't get satisfaction there, go to the Postal. If you don't find it there, inquire of Helene Huntington.

A special representative for a New York paper started the trouble. He happened to be here for an interview with the janitor on how to keep the office neat and clean with the editor's waste paper basket working over time just when a model thirty-six from the foundry was trying on one of the beautiful new uniforms. The stockings are blue and the rest of the costume is Packard gray with Packard blue trimmings.

Our boys played and won their first game May 20, thereby taking a commanding lead in the manufacturers' league.

Giving the Nags a Ride.

THE serenity of Downer's Grove, Ill., twenty-seven miles out of Chicago, was disturbed the other day when a moving van went bumping through the streets on the tail end of a throbbing motor truck. Inside the truck body were two horses.

The Hebard Express & Van Company had a contract for a household removal from Chicago to Downer's Grove. A horse-drawn vehicle left at seven o'clock and a Packard truck followed at one o'clock. Both arrived at the place of destination at about the same time.

After unloading, the team was blindfolded, led into the truck, and carted back to the city. At nine o'clock that night the terms of the contract had been fulfilled and the horses were stable bedded. This was on Saturday. With the usual method, the work would have dragged over Sunday and into Monday.

"Besides saving money," says Frank Hebard, the manager of the company, "we gave the horses a good time."

E. Nicholson, of Winnipeg, has a 1908 Packard "30" with a touring history of 78,000 miles which includes two trips to Detroit, four to Chicago and numerous tours hundreds of miles west of Winnipeg.

Congress of Rough Riding Dealers in the Packard Wild West Show



A Packard in old Honolulu.
Bowled over a man called Zululu.
The poor wretch said "Damn,
I bet that's Von Hamm."
But it wasn't, tra la tra la lu lu.



Well look who's here—It's Riggs, Frank C.,
He's a human phonograph, take it from me;
Ask him the name of the one best bet:
"It's Portland."
"What, again?" "No, yet."



Floyd MacFarland, gay old spark,
Hugged a lady in Estes Park;
Alas and alack!
What a shameless smack!
And then we saw it was chic Mrs. Mac.



Omaha, Omaha; Rah, Rah, Rah;
Barkalow, Barkalow; Haw, Haw, Haw;
Rif, Raf, Rough.
We're hot stuff;
We sell Packards, can't get enough.



When years ago the Lord did make
This whirligig of fun and ache.
He overlooked
What Gilmer booked—
A Packard stand in dear Salt Lake.



The first we heard of Edward Zane,
He sold our cars in old Spokane.
Now when we can
We say Spokan,
But off and on, its called Spokon.



Jim Keena went to Seattle.
To play motor cars against cattle;
He grabbed a cow's tail,
Became the fast male—
To tell you the rest would be tattle.



Aristocrat, right, is Cuyler Lee,
In fact a highbrow, between us three;
His city went up
In an awful erup—
Said Cuyler, "Tis most annoying to me."



A thweet young thing wath Mith Beth,
Loth Angeleth Belle more or leth;
She purthed up her lips
At one of his quips,
And then Tony kithed her, I gueth.



There was a man in Texas, he was a wondrous
dub.
Motored into a mud hole, sank down to his hub;
When Allen saw the dub was in, he took a little
chain.
Hitched on his Packard "30" and pulled him
out again.



Has anybody here seen Mory,
E. P. Mor-i-ar-ty;
Kansas City's on the blink
And Mory's German—I don't think
Has anybody here seen Mory—
(Fifty dollars offered for curtain line.)



With D. J. Wright and Winnipeg,
The Limerick limps on a wooden leg;
We take a chance on Manitoba
The Muse comes back with a hoarse
Ha. Ha.
We press both our hands to our aching bean,
And wire for Dick la Gasoline.

AN INTERPOLATED PANEGYRIC



RECENTLY the Dominion Motor Car Company moved to new temporary quarters on Beach Avenue, Vancouver's principal promenade.

Do you get that?

Facing the beach, it commands a magnificent view of English Bay, the coast line and the waters of the gulf, while on clear days the gleaming peaks of Vancouver

Island may be descried above the distant horizon.

Ain't that grand?

During the long summer afternoons and evenings the youth and beauty of Vancouver pass in review before the garage. The graceful lines of a Packard car in the show window arrest the gaze of every esthetic eye.

Lovely weather we're having, isn't it?

The show room window, twenty feet in length and ten feet high is well adapted for display purposes. At nights it is brilliantly lighted by eight 60-c. p. tungsten lamps, which give a striking illumination.

On to the great white way.

Spacious lockers are provided for each car and no overalls or other articles of apparel are allowed to be left out in the garage. A noticeable feature and one which has caused approbation from owners is the rule which prevents drivers and others from idling about the cars.

Keep the lid on tight, boys.

MR. FULLER CONCENTRATES

WE are gratified to announce that Alvan T. Fuller, of Boston, has established his entire selling organization in the elegant and commodious Fuller Building at 1098 Commonwealth Avenue. Disregarding all precedents, Mr. Fuller has abandoned his Packard sales room in the locality designated as the Motor Mart, being convinced that all requirements of his extensive business can be met adequately in the one establishment. Mr. Fuller believes that his own interests and those of the many Packard owners in Boston and New England will be conserved by grouping his sales and mechanical departments under one roof. His judgment seems certain to be vindicated.



IN THE NORTH WOODS

W. F. HUNTING, of Vancouver, driving a 1910 Packard "30," recently made the run from Seattle to his home city in seven hours and fifteen minutes, breaking the record of seven hours and fifty-five minutes which was established last summer. He carried five passengers. The picture shown here was taken by Mr. Hunting in the north woods of British Columbia en route home from a tour of California.



THE PERENNIAL PACKARD

THIS 1905 Packard "30", fitted with a special delivery body, was entered by the Fisk Company of Texas in the A. A. A. endurance run from San Antonio to Corpus Christi and return. It carried at least 1,000 pounds of baggage and two passengers. Though frequent stops were made for advertising purposes, this car made the trip of 174 miles each way, going through long stretches of sand, in less than eleven hours.

You've heard of the wonderful one-hoss shay
That went on the blink in a scandalous way—
But what of the Packard Nineteen-Five,
That showed it was very much alive
In a recent Texas endurance drive?

Now in building autos, I tell you what:
There is often somewhere a weakest spot—
In hub, frame, axle, spring or gear
Are makin's of an awful smear,
But not in the Packard of which you hear.

For the big chiefs swore, as some of us do,
In words that are probably Greek to you,
They'd build a car of such renown
'Twould be the talk of this man's town;
In fact, a car that couldn't break down.

Ash and second growth hickory too,
Grades of steel that are tried and true;
Each part fitted with painful care
Measured and tested down to a hair—
Why, it simply couldn't help but wear.

Lockwood of Texas came and found
This Packard car to be strong and sound.
It served him for three long years and then
For a good price passed beyond his ken—
But he purchased a nineteen-nine and ten.

We think a number of beards turned gray—
We know some Texans passed away;
A raft of drivers had their say
And pulled off joy rides somewhat gay,
But the car kept on like the stout old shay.

Little of all we value here
Can stand the gaff for its fifth long year,
But the Fisk concern at San Antone
Bought the same old car for its very own—
This little ad, is not so large.

Take it you're welcome, no extra charge.

Kalends of March; Historic day!
Endurance run, said the A. A. A.
Bright new cars in a brave array.
But they couldn't lose the Packard shay—
It was on the job, as one might say.

Now buff Cochins, out of the way!
Crack, said the pistol, off went they.
From San Antone through sand and clay,
To Corpus Christi and back next day—
For the Packard-Fisk it was just like play.

* * *

In nineteen hundred and fifty-five
Some future Texan takes a drive:
First a shudder and then a thrill
And then a regular joy ride spill—
That ancient Packard is simply nil.

End of the wonderful Packard shay—
Packard is Packard. That's all I say.

Frank G. Eastman, collaborating
with "The Complete Poems of
Oliver Wendell Holmes."

J U S T A m o n g O U R S E L V E S .

HANDSOME HARRY, RAMPANT



STOWELL didn't look as though he had much time to spare, so our reporter blurted it right out:

"Mr. Stowell, will you kindly tell me how a Packard car works?"

"Huh?"

"Well, I'm a newcomer here and I want to find out about the mechanism of the car."

Mr. Stowell's face gave a little twitch and became a mask. He was either covering up or stalling. After a somewhat painful pause, he said:

"Oh, was that all? Did you come to see me about a little thing like that?"

"Ahem! It's this way, Mr. Stowell. I've been trying to avoid getting chewed up in the system. I looked up a lot of words in the dictionary before selecting the technical department."

"The technical department feels highly honored. Would you like a lecture on motors, an essay on ignition, a treatise on transmission, a dissertation on lubrication, a target talk on control or just a pleasant little symposium covering the entire subject?"

"Well, on second thought, Mr. Stowell, I have quite a few other matters to attend to and perhaps we'd better let this rest for a few days."

"Charmed. By the way, here's one of our instruction books. It's especially designed to aid inexperienced persons in getting out of embarrassing situations. Look it over. Oh, don't mention it. Good day."

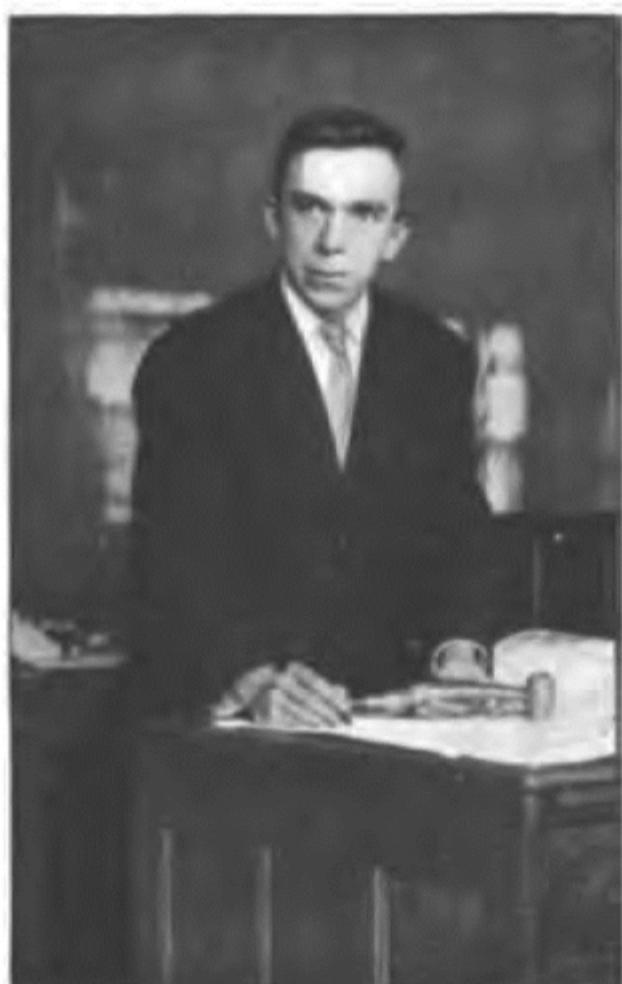
This happened shortly before Stowell threw us all into consternation by resigning his job here to become manager of the Parrish Motor Car Company which sells Packards in Cleveland. You might jump at the conclusion that Stowell is inclined to be sarcastic. Don't do the gentleman such a grave injustice. Just see his raise and call him a brilliant satirist.

Stowell has a thick under lip, which in moments of stress sticks out like an acute case of One Round Hogan. In spite of this slight handicap, he has annexed the sobriquet of Handsome Harry.

After giving an impersonation of the goat at the annual bear dance, colloquially known as the Technical Convention, Stowell found himself in such a receptive mood that he accepted the invitation of Parrish to become manager of the new Packard establishment in Cleveland.

We're all sorry to see Stowell go and we all think Parrish is fortunate in having Stowell associated with him, because he knows when a car is running right if anyone does and technical service in Cleveland will surely be right up to the tip top of Packard standards.

VOX HUMANA



AN effort to draw Marston out in an interview about himself caused our star reporter to apply for a job in a stone yard.

He's so modest that when he was appointed service engineer Allen Loomis dreaded to tell him of it. The first notification he had was when a man came along with a bunch of gold leaf and stuck up a new sign on his office door.

In his serious moments, Marston is that finely drawn, beatific type which reminds you of a Hungarian violinist. When he smiles he has Eddie Foy backed up stage rehearsing for heavy in a melodrama. He's a serious minded, conscientious chap but when you spring a real one you don't have to draw a diagram for him. He's a good listener, being attentive to the point of abstraction. When he talks, he rubs his hands together, but he doesn't wring 'em.

Marston comes of aristocratic Maryland stock and is a graduate of Baltimore Polytechnic. Daniel Huff recognized him as a comer and made him a checker soon after he started in as draftsman. Before his recent promotion, he was the dean of the drafting rooms with the title of assistant chief draftsman.

His versatility is shown by the fact that he once designed a complete car for a friend who built it successfully in his own machine shop.

We've saved the best for the last. As a pipe organist Marston is a wonder from up the creek. Seated at the console, he can make you pick your own pocket and turn the proceeds over to an orphan asylum.

In 1905, J. S. Lockwood, of San Antonio, purchased the first Packard car owned in Texas. In the fall of 1908, Mr. Lockwood sold this car for \$2,000. He purchased a 1909 touring car and later a 1910 runabout. Last month he sold the touring car for \$3,000 and he is now on the waiting list for a 1912 Packard "Six."

Allen Loomis says there is a clash of authority between the office boy and the janitor as to lack of jurisdiction in the matter of filling fountain pens.

OUR UNIVERSITY CLUB



SEEKING to give our readers a new sensation, we made a canvass of the engineering department in search of someone who is not a U. of M. alumnus. Hidey in his working clothes looked fairly safe, but no such luck. He's there with his little campus anecdotes, just like all the rest of 'em. And what's more, when you see him in his Royal Tailors' scenery, he looks the part. He's a chocolate eater and a more or less skillful kodaker.

Hidey is one of those chaps whom you could pick to lead a forlorn hope after your last tire had blown up and your gasoline tank had run dry. When he ambushed Allen Loomis and stuck him up for a job, he showed such deadly earnestness that the assistant engineer threw up his hands and hired Hidey to get rid of him.

Hidey is patient, long suffering and optimistic. The only job that ever left him hanging on the ropes was the preparation of new models for the advertising department. To obtain pictures for the catalog it is necessary to complete a line of new cars somewhat in advance of the regular output. This process is the annual Gethsemane of Packard engineers. As the professional fixer on this job, Hidey displayed the finesse of a John Hay and the staying qualities of a Corktown bulldog.

Recently Hidey became foreman of the experimental department, which shows he's a thinker as well as a mechanic and a craftsman.

LET GEORGE DO IT



GOOD morning! Have you assimilated the required amounts of proteins and carbohydrates? If you have any doubt on this point, by all means consult Edwin S. George. He has an idea that if human beings were fed on grass and had their habits regulated by the system he applies to his prize Jerseys, the race might be much improved.

Mr. George gives his Detroit friends an opportunity to buy Packards as

a matter of business. He is engaged in the breeding of fancy cattle because it is a hobby with him. By means of a clever little formula, he can feed a cow a bunch of excelsior and make her think she has been turned out to pasture.

Mr. George's rural character is that of an English squire. He likes to welcome the prudent husbandry of the Bloomfield Hills to his country home. He is a reckless drinker of tea and he just hates cigarettes. He has a fine library but much of his time for reading is given to the Breeder's Gazette. He has allowed the government to place a lot of federal fish in his private lake.

He found some roads that detracted from the easy riding qualities of his car so he headed a Board of Commerce committee which shook down Wayne County for two million dollars' worth of improved highways. He is an admirer of Lincoln and will fight to the last ditch for what he thinks is right.

Mr. George wears good clothes. He has a fondness for English walking suits and can afford the latest styles. He is a fluent conversationalist and can leap from automobiles to thoroughbred bulls without mussing his hair.

Our esteemed chief accountant, System Robinson, who has a reputation for burning the midnight oil in an effort to make what's coming in stack up with what's going out, was discovered in his office last Thursday evening carefully auditing the accounts of Messrs. Potash and Perlmutter.

B. W. Burtell, assistant to the manufacturing manager, is a shark when it comes to gear cutting. He can make experimental gears out of rags, paper, sweepings or cigarette ashes.

George E. Goddard is the new assistant engineer of the carriage chassis division. **W. G. Garnandt** takes Goddard's place as chief draftsman of that division.

Indians chasing a beautiful young girl, with a Packard driving up just in time to save the young lady from being captured, was the plot of a moving picture which was staged near Denver. H. H. Buckwalter became so enthusiastic in the rescue stunt that he threw his car wide open and the Packard part of the picture came out as a dark streak across the film.

Illness has broken out with such alarming frequency since the opening of the baseball season that Dr. C. R. Davis has been engaged as company physician. His office is on the first floor of the Administration Building.

Tour Turns into a Cruise

OMAHA PRAIRIE SCHOONER RUNS INTO FOUL WEATHER AND WALLOWS IN HEAVY SEAS



A"30" runabout was subjected to all sorts of indignities in converting it into a prairie schooner for a trip from Omaha into the wilds of northern Minnesota. The rumble seat and rear fenders were removed and a big box built out over the gasoline tank. On each side were attached large commissary receptacles, the most conspicuous being an ice box. A large tent, four cots with bedding, a gasoline stove and cooking utensils, ax, shovel, bucket, four suit cases, guns and ammunition, and four extra tires and tubes, were included in the extra equipment.

In the party were E. A. Creighton, A. C. Lewis, Elmer Redick and George M. Redick, the last named a member of the Electric Garage Company, Packard dealers in Omaha. Mr. Creighton's account of the trip follows:

"We left Omaha about an hour before midnight, with one thousand pounds over weight, the rear of the frame being



PACKARD EMIGRANTS IN CAMP AT DIAMOND LAKE, MINNESOTA

just one and one-fourth inches above the rear axle. We kept plugging right along, stopping only to eat and sleep, until we arrived at Atwater, Minn., fifteen hundred miles from Omaha. We pitched camp at Diamond Lake, about 90 miles northwest of Minneapolis and near the Canadian line. The fishing was great and we caught—but what's the use?

"As for weather, this place makes Medicine Hat look like an Italian sunset. It rained every day and when it didn't rain it hailed. It never did stop blowing.

"Several times we drove to Litchfield, sixty miles distant, always through mud and rain. We took one of the natives on this run and would like to reproduce his comment, but it was all in Swedish.

"We left for Minneapolis in a driving storm. We hadn't shaved for over a week and looked like a bunch of bush-whackers. We applied at the Radisson for dinner and a drummer suggested it would be better to feed the animals outside. We thought we might have to buy the hotel, but after the porter had turned the hose on us we managed to secure the best suite at the usual rate. The next day, I took a train back to Omaha."

The other three members completed the tour and the narrative:

"We left Minneapolis in much better spirits, as the weight was considerably reduced by the absence of Mr. Creighton. A severe rainstorm followed the machine the entire trip, which lasted four days. We simply wallowed in mud and water. We passed twenty-three machines stuck, stalled or ditched. From Dennison to Omaha, 69 miles, the trip was made entirely on low gear. The radiator was filled with water several times. This was done by standing on the running board, scooping up a bucketful and then crawling out on the hood to pour it into the tank. It took twenty-four hours of continuous travel to get over that 69 miles. The car made the entire journey without a single adjustment."



PATTBERG HAS A RECORD THAT TALKS

WITH a driving record of 180,000 miles in six Packard cars, George A. Pattberg, of San Francisco, has never had a replacement of any kind. He has never even relined a clutch.

For the past four years, Mr. Pattberg has driven Packards for the German Savings & Loan Society. He has carried in the tonneau as much as \$470,000 in twenty-dollar gold pieces, weighing about a ton.

Mr. Pattberg is over six feet in height, weighs 250 pounds and is one of the best rifle shots in the world. He is proud of the Packard and the Packard is proud of him.

Passing of Cowboy Sheriff

PACE TOO FAST FOR PICTURESQUE TYPE SINCE PACKARD "30" TOOK THE TRAIL

IF you hear a gentleman remark that he was "Packarded" in Salt Lake City, put both hands over your pocketbook and fade away.

A country of magnificent distances and a Packard motor car used as the official Black Maria, were responsible for the coinage of the new word by those gentlemen of the road whose turbulent temperaments conflict more or less regularly with the west's idea of tranquil unobtrusiveness and the life simple, and who, as a result thereof, connect spasmodically with Utah justice.

Of all Packard motor cars in use throughout the country, it is doubtful if any one car has seen more exciting service since Labor Day, September, 1910, than Salt Lake County's "30."

In the interval Sheriff Sharp has toured the long, winding gray roads that streak their way across Salt Lake valley with a half dozen murderers, a choice collection of forgers, some of the most prominent "dips" in the country and a varied assortment of "stick-up" men.

And in the eight months of its operation, the big Packard has trundled its 5295 miles without a hitch, without a break, without a forced stop, and today the sheriff says it is smoother and faster than ever.

Last October a man named Kerrick was shot to death by Julius Sizrmay, as the latter was discovered robbing the Kerrick home. For three days Sizrmay was hunted in open country by automobile and the sheriff's deputies finally found him stretched full length in an irrigation ditch ten miles south of Salt



THE SHADE: "AND HE DON'T EVEN DRIVE IT HIMSELF!"

Lake, where he had fallen after an attempt to commit suicide. The big car has whirled him from cell to court room and at last to the shadows of Utah's penitentiary walls.

Harry Thorne and his pal, Hayes, who on March 26 shot and killed a grocer named Fassett, and who, the same night, were found with their two pals stretched out in a downtown rooming house in Salt Lake, the mud still on their boots and their smoked up guns thrown under the bed, know the purr of the

sheriff's motor after frequent trips in the car.

J. H. Hammond, alias Kettleson, who before his capture recently had become known as the "daylight burglar" by reason of his daring robberies in wealthy homes in Salt Lake mornings and afternoons, is one of the picturesque criminals carried in the sheriff's car.

Twenty miles west of Salt Lake, snuggled in or near the canyons of the Oquirrh range, lie Utah's great smelter plants and the turbulent copper camp of Bingham. Garfield is the smelter town and Bingham the mining camp. There are thousands upon thousands of Greeks, Italians and other laborers among whom flourish vendettas and blood feuds peculiar to the races of southern Europe.

A shot echoes among the hills and the sounds of strife mingle with the smell of garlic in the rarefied atmosphere of the camp. A 'phone message is flashed to the Mormon capital, interrupting a game of "slough" in the county jail.

Jack rabbits stir uneasily in their sleep as the whirr of the car is heard over the alkali flats which skirt the Oquirrh range. Fine material for moving pictures is wasted on the desert air as the sheriff's Packard, loaded with deputies, makes its spectacular dash through the blackness, headed for Garfield or Bingham canyon.

Too late! The belligerents know that mutilations must be done speedily. Knifing and shooting privileges are sadly curtailed by the speedy vehicle of justice. The survivors and near survivors slip away just as the headlight's glare announces the coming of the law.



THE PACKARD SHOP IN HONOLULU

THIS is the Packard establishment in Honolulu. We suspect that the von Hamm-Young Company, Ltd. has a few other forks in this particular pineapple, but we know the building contains elaborate facilities for Packard sales and Packard service. We could give you a lot of details but we believe this exterior is a pretty big slice in itself.



Pays for Itself in Two Years.

THE trucks of the Union Merchants' Ice Company of San Francisco make a long haul every morning out to the Cliff House. In the afternoons they take full loads to outlying stations at high points, whence the ice is distributed by wagons over down grades.

This concern put its first Packard in operation two years ago. After the truck had run a little more than a year it was put in the shop for a general overhauling. The odometer showed 10,101 miles. The bill for putting the chassis in first

class condition was \$239.00, representing a depreciation of less than twenty dollars a month or less than 8 per cent a year.

Keeping track of all operating expenses, repairs, tires, insurance, depreciation, the company estimates that the truck effected a saving, in comparison with the cost of horse hauling, at the rate of \$1785.00 a year. Inasmuch as the cost included depreciation and interest on the money invested, this \$1785.00 is "velvet."

In two years the truck has paid for itself, so that the company can write off interest and depreciation and make not only \$1785.00 a year, but that much plus the depreciation and interest—a total saving for the third year of over \$2500. On the strength of the service this truck rendered, the Union Merchants' Ice Company purchased two similar trucks last year.

The Supreme Verdict

BROADWAY AUTOMOBILE EXCHANGE, INC.

1785 TO 1788 BROADWAY

AUTOMOBILES

BOUGHT, BOUGHT, EXCHANGED AND REPAIRED

PHONES COLUMBUS 8208 & 8204

RECEIVED

MAY 18 1911 A.M.

PACKARD POSTOFFICE.

NEW YORK, 5/17/11

191

Packard Motor Car Co. of N. Y.

Gentlemen:

We find that used Packard cars bring higher relative values and sell more readily than any other make of cars.

Yours very truly
BROADWAY AUTOMOBILE EXCHANGE

Edgar Hafer

Packard Wigwam in Omaha.

NOTHIN' gaudy, but the acme of neatness and form," was a westerner's comment on his new store suit, and this might apply with equal force to the Packard establishment in Omaha. The frontage at 2218-2122 Farnam street is divided so that one side can be used for garage purposes. The office and show room are at the left, with the repair shops and stock room at the rear. The building has complete equipment for the maintenance of Packard service. The enterprise is in charge of Denise Barkalow, executive head of the Electric Garage Company.

Mrs. Edgar Hafer, a young matron living in Portland, Ore., has her Packard trained to a point where it will just about jump through a hoop for her. In those rare intervals when it becomes necessary to make adjustments, she insists upon knowing just what is being done and why. Mrs. Hafer is the only woman who ever drove a car to picturesque Crater Lake, which is at an elevation of 7,100 feet.



WHERE THE PACKARD HOLDS FORTH IN OMAHA

Efficiency in Public Service



THE installation of Packard automobiles in place of horse-drawn patrols has been remarkably successful in this department," says Police Commissioner Croul of Detroit. "During the six months ending April 1, 1911, we have shown a saving of \$7,112.51 in favor of the automobiles and, in addition, we have derived almost endless benefits on account of the greater speed and distance the automobiles travel."

Below is an official summary showing the work performed by the seven Packard motor patrols in the period mentioned:

¶ Number of calls responded to, 13,353; number of miles traveled, 34,386; emergency calls involving removal of injured persons to hospitals or homes, 719. The cost of operation and maintenance is given as \$2,045.49.

¶ These motor cars have replaced thirty-six horses, ten patrol wagons, and two hostlers, besides giving the department twelve more patrolmen to be assigned posts of duty on the beats at no increase in the pay rolls. To maintain the hitherto inadequate service by means of horse-drawn vehicles would have cost \$9,158, according to the department's records.

¶ This figure compared with \$2,045.49, the cost of maintaining the motor patrols, shows a balance of \$7,112.51, which represents the saving effected by the use of automobiles during the six months' period.

¶ The Packard "30" chassis is equipped with specially designed bodies for police patrol, fire patrol, fire squad wagon and combination squad and chemical wagon. The police patrol carries equipment for ambulance service.

¶ These types, on Packard "30" chassis, have been made part of the standard Packard line of cars and are delivered ready for service with standard or special equipment.



I SPENT one entire summer in looking around in the Eastern markets for the best car that I could possibly buy, regardless of price and whether it was made in Europe or America. I visited all the largest factories in this country and rode in a great many different makes of cars while in New York City. My judgment ultimately led me to purchase a Packard car, as I believed I was getting, without question, the best car built. I probably spent more time in making this selection than do most men who buy cars and consequently I feel that I am in a position to recommend the purchase of a Packard to anyone who wants a real automobile.

N. H. LASSITER,
Fort Worth, Texas

To Allen Motor Car Company, Fort Worth, Texas.

Ask the man who owns one