Walter E. Flanders

At eight o’clock Saturday morning, June 16, 1923, Walter Flanders died in a hospital near Newport News, Virginia, from the complications of a tragic automobile accident. He was only 52 years old. The scene of the accident was a road outside his 1,500-acre estate on the James River near Williamsburg, which he had purchased in late 1919.

The accident had happened three weeks previously. A friend was driving the car in which Flanders was riding. When this friend attempted to pass another car in front, he lost control of the car. It skidded into a ditch and turned over, pinning Flanders beneath it. Both of Flanders’ legs were fractured. After being taken to the hospital, the normally robust health of Walter Flanders gave way, kidney problems developed, and he did not rally. E-1

At the time of his death, Flanders was chairman of the Rickenbacker Motor Company but apparently had left its active management to Everitt and the other company officers. His real pursuit had been that of a gentleman farmer. Flanders raised livestock and poultry. In addition to the Jamestown property, he owned a vast estate of more than a thousand acres off Green Lake near Pontiac, Michigan, on which he employed at times 300 to 400 men. E-2 The huge house that Flanders built there in 1914 sits on a knoll overlooking the grounds. It still exists, having served variously as country club and nursing home over the years since Flanders’ death.

William E. “Bill” Metzger

Bill Metzger died of a heart attack at 3:00 A.M. on April 11, 1933, in the midst of the Great Depression. He was only 64 years old, but he had been having
health problems for the preceding four years. During the last year of his life, Metzger’s condition had become serious. His mind had weakened. There was speculation that the worsening of Metzger’s condition had been brought about by his flying his airplane against his doctor’s orders. Metzger’s death was considered providential, in light of his illness.

At the time of his passing, Metzger was director of nine different airplane organizations, two of which were the Stout Service and the Curtiss Flying Service. He also owned stock in Northwest Airways, which he had helped organize.\textsuperscript{E-3}

**Byron F. “Barney” Everitt**

Barney Everitt passed away in the Harper Hospital in Detroit on Saturday, October 5, 1940, at age 67. His health had been failing for more than a year. Notice of his death was overshadowed in the Detroit newspapers on the following day because of the excitement aroused by the Detroit Tigers playing Cincinnati at home in the fifth game of the World Series. The series was knotted at two games apiece, and the Tigers would go on to win the Sunday game but eventually lose the series.\textsuperscript{E-4}

Everitt had left the automobile business after the Rickenbacker failure and devoted his time to real estate development. His last known positions were that of president of the Heinz Development Company, which he assumed in 1938, and the Sampson Rubber Products Company.

**E. LeRoy Pelletier**

LeRoy Pelletier spent his remaining years after Rickenbacker touting Detroit as the air center of the world. He also helped promote huge amusement centers such as Luna Park and Coney Island. Pelletier is considered the person who introduced the practice of adding “midways” to large amusement venues such as world fairs and other large expositions.

Pelletier died in the Henry Ford Hospital in Detroit of a heart disease on September 5, 1938. He was 70 years old.\textsuperscript{E-5}
Chapter One: From Carriages to Car Bodies

1-6. The Detroit Free Press, Sunday, March 10, 1901.
1-11. Lewis, Eugene W., Motor Memories, Alvid Publishers, Detroit, 1947, p. 211. Also, in Lamm, Michael, and Holls, Dave, A Century of Automotive Style, Lamm-Morada Publishing Company, Stockton, 1997, p. 27, Briggs is said to enter the auto industry as an upholsterer for
Everitt in 1904, then be "running the place by 1905." These authors also state that Briggs and the Fishers lived in the same boarding house and speculate whether it was through their mutual discussions and friendship that both parties subsequently formed their own (highly successful) auto body businesses.

1-18. Annual report of the Wayne Automobile Company, as of November 10, 1904, State Archives, Michigan Department of State.

Chapter Two: The Making of Cadillac and Other Daring Deals


2-5. Letter to Mr. David Beecroft, October 22, 1924, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.

2-6. Letter to Mr. David Beecroft, July 7, 1915, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.

2-7. Letter to Mr. David Beecroft, October 22, 1924, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.

2-8. Letter to Mr. David Beecroft, July 7, 1915, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.


2-11. Letter to Mr. David Beecroft, December 7, 1915, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.


2-15. Letter to Mr. David Beecroft, July 7, 1915, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.


2-17. Letter to Mr. David Beecroft, July 7, 1915, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.


2-21. Letter to Mr. David Beecroft, October 22, 1924, in King Collection, Beecroft Papers, National Automotive History Collection, Detroit Public Library.


**Chapter Three: The Merry Master of Mass Production**


Chapter Four: EMF Bursts onto the Automotive Scene

4-1. "Wm. E. Metzger’s Cat is out of the Bag at Last," The Automobile, June 4, 1908, p. 798.
4-4. The Automobile, June 4, 1908, p. 798.
4-5. "Big Merger Effected," The Horseless Age, June 3, 1908, p. 671.
4-12. Ibid., p. 156.
4-13. Minutes of the First Meeting of the Stockholders of the Everitt-Metzger-Flanders Company, August 4, 1908, followed by the Meeting of the Board of Directors of the Everitt-Metzger-Flanders Company held August 4, 1908, upon the adjournment of the Stockholders Meeting, Studebaker Archives, Studebaker National Museum.

4-17. *Ibid*, p. 52.


4-21. *Ibid*.


4-25. Flanders’ letter to the EMF Board of Directors, April 12, 1909, in the Minutes of the Everitt-Metzger-Flanders Company Directors Meeting of April 29, 1909, Studebaker Archives, Studebaker National Museum.

4-26. *Ibid*.


Chapter Five: EMF Loses Its “E” and “M”

5-1. Everitt’s letter to the EMF Board of Directors, March 4, 1909, in the Minutes of the Special Everitt-Metzger-Flanders Company Board Meeting of March 8, 1909, Studebaker Archives, Studebaker National Museum.
Chapter Six: Flanders Expands EMF

6-1. Letter from Metzger and Everitt to the EMF Board of Directors, in the Minutes of the Everitt-Metzger-Flanders Company Directors Meeting of April 29, 1909, Studebaker Archives, Studebaker National Museum.


6-24. “Walter E. Flanders—Industrial Colossus,” an eight-page advertise-
ment that appeared in the 1911 *Munsey Magazine* Advertising
Section. The ad copy does not mention who the “sales organization
that formerly acted as its distributor” was, but that “sales organiza-
tion” could have been a reference only to Studebaker.

**Chapter Seven: Crisis or Comedy?**

7-1. “E-M-F and Studebaker Interests Are at Variance,” *The Automobile*,
December 16, 1909, p. 1061.
7-4. Judge Swan’s response to the motion for dismissal filed by the
Studebaker Automobile Company, written December 29, 1909, the
Circuit Court of the United States for the Eastern District of Michigan,
Southern Division; letter from Court to both parties.
7-5. Minutes of the Special Directors Meeting of the Everitt-Metzger-
Flanders Company on December 31, 1909, Studebaker Archives,
Studebaker National Museum.
7-6. “New Suits in Studebaker—E-M-F Legal War,” *Motor Age*, January 6,
1910, p. 92.
Horseless Age*, January 5, 1910.
7-8. “Studebaker—E-M-F Case Back to Detroit,” *The Horseless Age*,
7-9. “Studebaker Case Comes Up Again,” *Motor Age*, January 13, 1910,
p. 40.
7-11. Yanik, Anthony J., “U.S. Motor: Ben Briscoe’s Shattered Dream,”


7-32. “Walter E. Flanders—Industrial Colossus,” 1911 advertisement in Munsey’s Magazine, from the D. Cameron Peck Collection, National Automotive History Collection, Detroit Public Library.


7-34. Studebaker advertisement in The Motor World, June 22, 1911.


7-40. Letter from Walter Flanders to Frederick Fish, in the Minutes of the Directors Meeting of the Studebaker Corporation, May 2, 1911, Studebaker Archives, Studebaker National Museum.

7-41. “Flanders Made President of His Own Company,” The Horseless Age, December 16, 1911.


7-44. “Fish Becomes Studebaker Head,” The Motor World, December 14, 1911.

Chapter Eight: The Rebirth of Everitt and Metzger

Endnotes


Chapter Nine: Flanders Reunites with Everitt and Metzger


**Chapter Ten: “E” and “M” and “F” After 1913**


10-32. “‘E’ and ‘F’ Again Unite to Back Rick,” Automobile Topics, July 30, 1921.
10-34. “Flanders Looks to Big Spring Demand,” Automobile Topics, November 12, 1921.


**Epilogue**


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