LAW OFFICES OF

MARSHALL, MELHORN, DAVIES, WALL & BLOCH

NICHOLAS BUILDING

EDWIN J. MARSHALL
DONALD F. MELHORN
[illegible] G. DAVIES
[illegible] S. WALL
[illegible] R. BLOCH
[illegible] H. NOTHAGEL
WILLIAM A. BELT
ALBERT T. BOORLEY
LELAND L. LORD
ARNOLD F. BUNGE
THOMAS F. BUTLER, JR.
RICHARD S. COLE
GEORGE F. MEDILL
EDWIN J. MARSHALL, JR.

PLAINTIFF'S EXHIBIT K-9

Plaintiff's Exhibit 21
For Identification
JL. CSK.

TOLEDO, OHIO

May 13, 1941.

PLAINTIFFS EX 38
S.M. 1/10/80

Mr. Edwin C. Ames,
Owens-Corning Fiberglas Corporation,
Toledo, Ohio.

Dear Mr. Ames:

I am rather strong for attacking your problem by discovering and stating all of the mean, troublesome questions which might be asked and then finding good and appropriate answers. I would not soften the questions - I would state them at full strength.

I think one section of your treatment of the problem should be ugly questions and answers.

I am also rather strong for opening a file in which you can put memoranda as to all of the instances you have heard of from or out of which complaints have come, because it is from these complaints, whether real or fancied, that the prejudice has been built.

I am also strong for building up material for a counter-attack on our enemy competitors for use in case they do not lay-off, cease and desist.

Yours very truly,

E. J. Marshall, Jr.

E. J. M.
M. G. D.