

# Frederick Cecil Horner Papers

## A Finding Aid to the Collection in the Library of Congress



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Prepared by Margaret H. McAleer with the assistance of John Monagle  
Revised by Margaret H. McAleer with the assistance of Michael W. Giese

## Collection Summary

**Title:** Frederick Cecil Horner Papers

**Span Dates:** 1917-1960

**Bulk Dates:** (bulk 1922-1940)

**ID No.:** MSS62020

**Creator:** Horner, Frederick Cecil, 1887-1974

**Extent:** 26,600 items ; 75 containers plus 5 oversize ; 30.4 linear feet

**Language:** Collection material in English

**Location:** Manuscript Division, Library of Congress, Washington, D.C.

**Summary:** Transportation engineer and executive with General Motors Corporation. Correspondence, diaries, memoir, memoranda, reports, speeches, printed matter, newspaper clippings, and photographs documenting Horner's career in transportation, chiefly as an executive with General Motors Corporation.

## Selected Search Terms

The following terms have been used to index the description of this collection in the Library's online catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically therein.

### People

Atterbury, William Wallace, 1866-1935--Correspondence.  
Barton, Bruce, 1886-1967--Correspondence.  
Budd, Ralph, 1879-1962--Correspondence.  
Coolidge, Calvin, 1872-1933.  
Cunningham, William James, 1875-1962--Correspondence.  
Du Pont, Pierre S. (Pierre Samuel), 1870-1954--Correspondence.  
Hoover, Herbert, 1874-1964--Correspondence.  
Horner, Frederick Cecil, 1887-1974.  
Johnson, Pyke, 1888-1969--Correspondence.  
Kettering, Charles Franklin, 1876-1958--Correspondence.  
MacDonald, Thomas H. (Thomas Harris), 1881-1957--Correspondence.  
Mooney, James D. (James David), 1884-1957--Correspondence.  
Raskob, John J. (John Jakob), 1879-1950--Correspondence.  
Rickenbacker, Eddie, 1890-1973--Correspondence.  
Sloan, Alfred P. (Alfred Pritchard), 1875-1966--Correspondence.  
Stettinius, Edward R. (Edward Reilly), 1900-1949--Correspondence.  
Swayne, Alfred H. (Alfred Harris), 1870-1957--Correspondence.

### Organizations

Chamber of Commerce of the United States of America.  
Charity Organization Society of the City of New York.  
General Managers' Association of New York.  
General Motors Corporation.  
Joint Committee of Railroads and Highway Users.  
National Automobile Chamber of Commerce.  
National Transportation Committee (U.S.)  
National Transportation Conference (1923 : Washington, D.C.)  
Regional Plan Association (New York, N.Y.)  
Society of Automotive Engineers.  
World Engineering Congress (1st : 1929 : Tokyo, Japan)

### Subjects

Automobile engineers--Societies, etc.  
Automobiles--Societies, etc.  
Buses.

Engineering--Congresses.  
Housing--New York (State)--New York.  
Railroads.  
Roads.  
Traffic safety.  
Transportation and state.  
Transportation, Automotive--History.  
Transportation, Automotive--Law and legislation.  
Transportation--Congresses.  
Transportation--New York (State)--New York.  
Transportation--Taxation.  
Trucking.

## Administrative Information

### Provenance

The papers of Frederick Cecil Horner, transportation engineer, were given to the Library of Congress by his daughters, Elizabeth H. James and Lucy H. Reiche, in 1986.

### Processing History

The papers of Frederick Cecil Horner were arranged and described in 1992. The finding aid was revised in 2003.

### Transfers

Some photographs have been transferred to the Library's Prints and Photographs Division where they are identified as part of these papers.

### Copyright Status

Copyright in the unpublished writings of Frederick Cecil Horner in these papers and in other collections of papers in the custody of the Library of Congress has been dedicated to the public.

### Access and Restrictions

The papers of Frederick Cecil Horner are open to research. Researchers are advised to contact the Manuscript Reading Room prior to visiting. Many collections are stored off-site and advance notice is needed to retrieve these items for research use.

### Preferred Citation

Researchers wishing to cite this collection should include the following information: Container number, Frederick Cecil Horner Papers, Manuscript Division, Library of Congress, Washington, D.C.

## Biographical Note

<i>Date</i>	<i>Event</i>
1887, May 6	Born, Marshall, Va.
1901-1916	Employed by various construction and transportation companies
1910	Married Miriam Ranson, Baltimore, Md.
1916-1917	President, Baltimore Motor Haulage Co., Md.

1917-1919	Served as first lieutenant and then captain in the Motor Transportation Department, Aviation Section, United States Army Signal Corps
1919-1921	Transportation engineer, Packard Motor Car Co., New York, N.Y.
1921-1922	Conducted independent research on transportation conditions in England and continental Europe
1923	Presented paper entitled "English Cartage Practice: A Standard for Our Railway Terminal Trucking" before Society of Automotive Engineers, Cleveland, Ohio
1923-1940	Employed by General Motors Corp. as organizer and manager of Railroad Service Department
1929	Delivered paper entitled "Application of Motor Transport to the Movement of Freight and Passengers" before the World Engineering Congress, Tokyo, Japan
1940	Established Washington, D.C., office of General Motors Corp. Chief, Highway Division, United States Army Transportation Corps
1941	Member of American team headed by Eugene Ridings to study effects of bombing on transportation and public utilities in England
1946	Organized Highway Department of General Motors Corp. distribution branch, Detroit, Mich.
1948	Retired from General Motors Corp.
1974, Sept. 29	Died, Alexandria, Va.

## Scope and Content Note

The papers of Frederick Cecil Horner (1887-1974) span the years 1917-1960, with the bulk of the material dating from 1922 through 1940. The collection documents Horner's contributions to the development of motor truck and bus transportation, principally through his employment with the General Motors Corporation. The papers consist of correspondence, memoranda, reports, diaries, a memoir, printed matter, speeches, photographs, and newspaper clippings. They are organized into three series: [Personal Files](#), [Business Files](#), and [Oversize](#).

Horner was born in Marshall, Virginia, on 6 May 1887. Following his father's death in 1901, Horner left school and became a clerk at the Crocker-Wheeler Company in Ampere, New Jersey. Over the next fifteen years, Horner worked for various companies, largely in the field of construction and transportation. In 1916 he became president of the Baltimore Motor Haulage Company. After two years with the United States Army Signal Corps during World War I, Horner accepted a position as transportation engineer with Packard Motor Car Company. In 1921 he left Packard to conduct an independent study of English and European cartage practices and in 1923 presented his research in a speech before the Society of Automotive Engineers. As a result of this speech, Alfred P. Sloan, soon to be president of General Motors Corporation, offered Horner a position and the opportunity to develop a freight handling system based on English cartage practice.

Horner organized General Motors's Railroad Service Department, through which he marketed the concept of store door delivery. Emulating the English collection and delivery system, store door delivery consisted of the quick and efficient movement of freight from railroad terminals to their final destination through the use of railroad-owned trucks and equipment. Sloan publicly promoted the department as an "impartial" service to railroads which would greatly reduce the cost of freight transportation by alleviating congestion and delays at terminals. In order to obscure the ultimate goal of increasing truck and bus sales to railroads, Sloan argued, the Railroad Service Department should be kept independent of other General Motors divisions, including its truck company. Horner was officially listed as an assistant to Alfred H. Swayne, a vice-president of General Motors, until Swayne's death in 1937, when Horner became Sloan's assistant.

The [Personal Files](#) series consists largely of correspondence. Some of this correspondence pertains to family matters, financial investments, and property management. Much of it traces the personal and professional contacts developed and maintained by Horner with transportation executives and engineers.

The [Business Files](#) comprise Horner's working files and are divided into numerical and subject subseries. The [numerical files](#) reflect Horner's original arrangement and are ordered sequentially by numbers assigned by him to each folder. This material follows a loose chronological arrangement. The [subject files](#) consist of documents previously unorganized and existing outside Horner's numerical scheme. They are now organized alphabetically by topic or type of material.

The [Business Files](#) document the workings of the Railroad Service Department, which spent much its time gathering information about terminal facilities, operating practices, and local traffic rules through inspections and interviews. Horner's extensive research and interviews became the basis for written reports showing how motor transportation could be adapted to meet a company's particular needs. Horner was also active in promoting the use of bus transportation to and from railroad depots and air conditioning in railcars. Because of his close working relationship with Swayne and later Sloan, his files provide insight into the larger workings of General Motors during the 1920s and 1930s. Included are correspondence and memoranda, minutes from executive meetings at White Sulphur Springs, West Virginia, reports from other departments, and material concerning the company's exhibits at the Century of Progress exposition in Chicago in 1933 and the New York World's Fair in 1939.

The [Business Files](#) also document Horner's involvement with various transportation committees, organizations, and conferences, many dealing with the much-debated issues of regulation and taxation. Included are files from the National Transportation Conference organized by the Chamber of Commerce of the United States. This material concerns Swayne's chairmanship of Committee IV which studied the relationship of highways and motor transportation to other transportation agencies. Horner also assisted Swayne in 1932 when the latter served as cochairman with William Wallace Atterbury of the Joint Committee of Railroads and Highway Users. The joint committee consisted of representatives from the Association of Railway Executives and the National Highway Users' Conference and submitted its recommendations on highway transportation regulation and taxation to the National Transportation Committee headed by Calvin Coolidge. Finally, the series documents Horner's membership on the Store Door Committee of the General Managers' Association of New York, his participation in National Automobile Chamber of Commerce meetings on interstate bus regulation, and his chairmanship of several committees of the Society of Automotive Engineers.

Throughout his years with General Motors, Horner continued his research on transportation in Europe and the United States and became an internationally recognized authority on the coordination of rail and road transportation. He was elected the first American member of the British Institute of Transport in London. Horner's paper on the "Application of Motor Transportation to the Movement of Freight and Passengers," delivered before the World Engineering Congress in Tokyo, Japan, increased his international reputation.

Other material in the [Business Files](#) concerns Horner's membership in various New York civic associations. He served on the Charity Organization Society's Tenement House Committee and the Regional Plan Association's Transportation Committee, among others.

Prominent correspondents include William Wallace Atterbury (1866-1935), Bruce Barton (1886-1967), Ralph Budd (1879- ), William J. Cunningham (b. 1875), Pierre S. Du Pont (1870-1954), Herbert Hoover (1874-1964), Pyke Johnson (b. 1888), Charles Franklin Kettering, Thomas H. MacDonald, James David Mooney, John J. Raskob, Eddie Rickenbacker, Alfred P. Sloan, Edward R. Stettinius, and Alfred H. Swayne.

## Organization of the Papers

The collection is arranged in three series:

- [Personal Files, 1917-1941](#)
- [Business Files, 1917-1960](#)
- [Oversize, 1921-1960](#)

## Description of Series

<i>Container</i>	<i>Series</i>
BOX 1-27	<b><u>Personal Files, 1917-1941</u></b> Correspondence, military orders, property records, tax data, and printed matter pertaining to family matters, financial activities, property management, and personal and professional contacts with transportation executives and engineers. Arranged chronologically by year and alphabetically therein by name of person, topic, or type of material.
BOX 28-75	<b><u>Business Files, 1917-1960</u></b>
BOX 28-49	<b><u>Numerical Files, 1917-1941</u></b> Correspondence, memoranda, reports, speeches, printed matter, photographs, and newspaper clippings. Numerical files reflect the original arrangement of Horner's working files and are organized sequentially by folder number, which corresponds to a loose chronological arrangement.
BOX 50-75	<b><u>Subject Files, 1917-1960</u></b> Correspondence, memoranda, reports, diaries, a memoir, speeches, printed matter, photographs, and newspaper clippings. Subject files are arranged alphabetically by topic or type of material and represent previously unorganized files which were not included in Horner's numerical system.
BOX OV 1-OV 5	<b><u>Oversize, 1921-1960</u></b> Oversize material removed from the Business Files. Organized sequentially according to the boxes and folders from which the items were removed.

# Container List

<i>Container</i>	<i>Contents</i>
BOX 1-27	<b>Personal Files, 1917-1941</b> Correspondence, military orders, property records, tax data, and printed matter pertaining to family matters, financial activities, property management, and personal and professional contacts with transportation executives and engineers. Arranged chronologically by year and alphabetically therein by name of person, topic, or type of material.
BOX 1	1917-1919 Family correspondence General correspondence, memoranda, and military orders (3 folders) Printed and miscellaneous material 1924-1925 (2 folders) 1926 “A-O” miscellaneous (2 folders) Properties, Stonington, Conn. “P-Z” miscellaneous 1927 “A-F” miscellaneous (3 folders)
BOX 2	“G-O” miscellaneous (2 folders) Properties, Stonington, Conn. “P-W” miscellaneous (2 folders) 1928 “A-C” miscellaneous (2 folders) Du Pont, Elizabeth Horner (Mrs. Philip F.) (sister) “D-G” miscellaneous (2 folders) Horner, Leonard S. (brother) “H” miscellaneous Income tax data “I” miscellaneous
BOX 3	“J-O” miscellaneous Properties East 80th Street, New York, N.Y. Stonington, Conn. “P-T” miscellaneous (2 folders)

**Personal Files, 1917-1941**

*Container*

*Contents*

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	1929
	“A-G” miscellaneous
	(2 folders)
	Horner, Leonard S.
	Horner, Miriam Ranson (wife)
	“H-O” miscellaneous
	Properties
	“Moorings,” Fauquier Co., Va.
	Stonington, Conn.
	“P-Z” miscellaneous
	(2 folders)
<b>BOX 4</b>	1930
	“A-G” miscellaneous
	(5 folders)
	Horner, Leonard S.
	“H” miscellaneous
	Income tax data
	(5 folders)
	“I-O” miscellaneous
	(3 folders)
	Properties
	East 80th Street, New York, N.Y.
	“Moorings,” Fauquier Co., Va.
	(2 folders)
<b>BOX 5</b>	Stonington, Conn.
	(4 folders)
	“R-Z” miscellaneous
	(2 folders)
	1931
	“A” miscellaneous
	Bunting, Frederick H. (nephew)
	Bunting, John B. (nephew)
	“B” miscellaneous
	Conn, George C.
	“C-G” miscellaneous
	(4 folders)
<b>BOX 6</b>	Holmes, Bradford B.
	Hoover, Herbert
	Horner, Leonard S.
	Horner, Lucy Glenn (daughter)
	Horner, Miriam Ranson
	“H-O” miscellaneous
	(5 folders)
	Properties
	East 80th Street, New York, N.Y.
	“Moorings,” Fauquier Co., Va.

**Personal Files, 1917-1941**

*Container*

*Contents*

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	Stonington, Conn. (2 folders)
	“P” miscellaneous
	Rickenbacker, Eddie
	“R-V” miscellaneous (3 folders)
<b>BOX 7</b>	“W-Z” miscellaneous
	1932
	“A” miscellaneous
	Bunting family
	“B” miscellaneous
	Charitable contributions (2 folders)
	Conn, George C.
	“C” miscellaneous
	Davis, J. Lionberger
	“D-G” miscellaneous (2 folders)
	Horner, Leonard S. (2 folders)
	“H” miscellaneous
<b>BOX 8</b>	“J-O” miscellaneous (2 folders)
	Properties
	“Mooring,” Fauquier Co., Va.
	Stonington, Conn. (6 folders)
	“P-Q” miscellaneous
	Rickenbacker, Eddie
	“R-Z” miscellaneous (3 folders)
	1933
	“A” miscellaneous
	Bunting family
	“B” miscellaneous
<b>BOX 9</b>	Charitable contributions
	Conn, George C.
	Cunningham, William
	“C-G” miscellaneous (3 folders)
	Hankins, Frederick W.
	Horner, Leonard S.
	Horner, Lucy Glenn
	Horner, Mary Elizabeth (daughter)
	“H-N” miscellaneous (3 folders)
<b>BOX 10</b>	“O” miscellaneous

**Personal Files, 1917-1941**

*Container*

*Contents*

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	Properties
	East 80th Street, New York, N.Y.
	“Moorings,” Fauquier Co., Va.
	Stonington, Conn.
	(3 folders)
	“P” miscellaneous
	Roosevelt, Franklin D.
	“R” miscellaneous
	Stettinius, Edward R.
	“S-Y” miscellaneous
	(3 folders)
	1934
	“A” miscellaneous
	Bunting, Blair Horner (Mrs. John S.) (sister)
	Bunting, Frederick H.
<b>BOX 11</b>	“B” miscellaneous
	Charitable contributions
	(2 folders)
	Conn, George C.
	“C-G” miscellaneous
	(4 folders)
	Horner, Leonard S.
	Horner, Lucy Glenn
	Horner, Mary Elizabeth
	Horner, Miriam Ranson
	“H” miscellaneous
<b>BOX 12</b>	“I-O” miscellaneous
	(3 folders)
	Properties
	East 80th Street, New York, N.Y.
	“Moorings,” Fauquier Co., Va.
	Stonington, Conn.
	(3 folders)
	“P” miscellaneous
	Rickenbacker, Eddie
	“R-V” miscellaneous
	(3 folders)
<b>BOX 13</b>	“W-Z” miscellaneous
	1935
	“A” miscellaneous
	Bunting family
	“B” miscellaneous
	Charitable contributions
	“C-G” miscellaneous
	(6 folders)
	Horner, Leonard S.
<b>BOX 14</b>	Horner, Lucy Glenn

**Personal Files, 1917-1941**

*Container*

*Contents*

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	Horner, Mary Elizabeth
	Horner, Miriam Ranson
	“H-J” miscellaneous (3 folders)
	Knipe, James L. (2 folders)
	“K-O” miscellaneous (5 folders)
	Properties East 49th Street, New York, N.Y. East 80th Street, New York, N.Y.
<b>BOX 15</b>	“Moorings,” Fauquier Co., Va. Stonington, Conn. “P-Y” miscellaneous (6 folders)
	1936 “A-B” miscellaneous (3 folders)
	Charitable contributions Conn, George C.
<b>BOX 16</b>	“C-G” miscellaneous (7 folders)
	Horner, Leonard S. Horner, Lucy Glenn Horner, Mary Elizabeth Horner, Miriam Ranson
	“H-J” miscellaneous (3 folders)
	Knipe, James L. (2 folders)
<b>BOX 17</b>	(1 folder)
	“K-L” miscellaneous (2 folders)
	McArdle, Joseph P. (2 folders)
	Moncure, Dorothy “M-O” miscellaneous (4 folders)
	Properties East 80th Street, New York, N.Y. “Moorings,” Fauquier Co., Va. (2 folders)
	Stonington, Conn. (1 folder)
<b>BOX 18</b>	(1 folder)
	“P” miscellaneous

## Personal Files, 1917-1941

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	Rickenbacker, Eddie, testimonial dinner, Society of Automotive Engineers (2 folders)
	“R-Y” miscellaneous (9 folders)
	1937
	“A-B” miscellaneous
	Charitable contributions
	“C-D” miscellaneous
BOX 19	“F-J” miscellaneous (2 folders)
	Knipe, James L. (2 folders)
	“L” miscellaneous
	Martien, James Carey (2 folders)
	Moncure, Dorothy
	Mooney, James D.
	“M-N” miscellaneous
	Properties
	East 10th Street, New York, N.Y.
	East 80th Street, New York, N.Y. (2 folders)
	“Moorings,” Fauquier Co., Va.
	Stonington, Conn.
BOX 20	“P-Y” miscellaneous (3 folders)
	1938
	Bunting, Blair Horner (Mrs. John S.)
	Charitable contributions (2 folders)
	“D-G” miscellaneous
	Horner, Leonard S. (2 folders)
	Horner, Miriam Ranson
	“H-J” miscellaneous (3 folders)
	Knipe, James L. (2 folders)
	“K-L” miscellaneous (2 folders)
BOX 21	Martien, James Carey (3 folders)
	“M-O” miscellaneous (4 folders)
	Properties
	East 80th Street, New York, N.Y. (2 folders)

## Personal Files, 1917-1941

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	“Moorings,” Fauquier Co., Va. Stonington, Conn. (3 folders)
<b>BOX 22</b>	“P-Y” miscellaneous (6 folders) 1939 “A-E” miscellaneous (9 folders)
<b>BOX 23</b>	“F-G” miscellaneous (3 folders) Horner, Leonard S. (3 folders) Horner, Lucy Glenn Horner, Mary Elizabeth Horner, Miriam Ranson “H-J” miscellaneous (3 folders) Knipe, James L. (2 folders)
<b>BOX 24</b>	“K-M” miscellaneous (5 folders) Newcomen Society “N-S” miscellaneous 1940 “Ab-Br” miscellaneous (3 folders)
<b>BOX 25</b>	“Bu” miscellaneous Charitable contributions “C-G” miscellaneous (6 folders) Hankins, Frederick W. (2 folders) Horner, Leonard S. (3 folders) Horner, Lucy Glenn
<b>BOX 26</b>	Horner, Mary Elizabeth Horner, Miriam Ranson “H” miscellaneous (2 folders) Income tax data “J” miscellaneous Knipe, James L. (2 folders) “K-L” miscellaneous (2 folders) MacDonald, Thomas H. McArdle, Joseph P.

## Personal Files, 1917-1941

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	Martien, James Carey “M-O” miscellaneous (3 folders)
<b>BOX 27</b>	Properties East 80th Street, New York, N.Y. “Moorings,” Fauquier Co., Va. Stonington, Conn. “P” miscellaneous Rickenbacker, Eddie “R” miscellaneous Szymoniak, Edna “S-Z” miscellaneous (5 folders) 1941 Undated and unidentified correspondence
<b>BOX 28-75</b>	<b>Business Files, 1917-1960</b>
<b>BOX 28-49</b>	<b>Numerical Files, 1917-1941</b> Correspondence, memoranda, reports, speeches, printed matter, photographs, and newspaper clippings. Numerical files reflect the original arrangement of Horner's working files and are organized sequentially by folder number, which corresponds to a loose chronological arrangement.
<b>BOX 28</b>	Folder 1 Packard Motor Co., 1920-1921, undated Folder 2 Fenn, F. W., increasing highway and railway efficiency, reports, undated Horner, speech on English cartage methods, Society of Terminal Engineers, New York, N.Y., 1922 Public motor carriage regulation plan, New York, N.Y., undated Traffic regulation, Community Forum meeting, New York, N.Y., 1923 Folder 3 Horner, reports on railway cartage, unit containers, and buses, 1923 Folder 4 European trip (1922), notes, 1922 Folder 5 Horner, speech, New Haven, Conn., Chamber of Commerce, 1923 Folder 6 Papers on motor vehicle legislation and New York, N.Y., transit matters, 1922-1923, undated Folder 7 London General Omnibus and Associated Equipment Co., memoranda and reports re equipment, 1923 Folder 8 Store door delivery, correspondence and reports, 1923-1924 South Eastern and Chatham Railway Co., England, report re collection and delivery rates, undated

**BOX 29**

- Folder 9
  - General Motors Corp., Railroad Service Department, notes re case assignments, 1927-1929, undated
  - Scottish railway guide, undated
- Folders 10-11
  - Horner, speeches, 1923-1930, undated
- Folders 12-13
  - Horner, reports on buses, trucks, and gasoline railcars, 1923
- Folder 14
  - Horner, reports on buses, trucks, and gasoline railcars, 1923
- Folder 15
  - German bus operations, 1921-1922
- Folder 16
  - Miscellaneous statistics and notes re self-propelled railcars, buses, and freight delivery, 1917-1924, undated
- Folder 17
  - Price, B. M., Garford Motor Truck Co., proposed study re handling of less-than-carload freight, 1920-1921
- Folder 18
  - Store door delivery, report and speech by James S. Harlan and A. E. Beck, 1918-1920
- Folder 19
  - New York Central Railroad Co., case 21-A, statistics and notes, 1925, undated
- Folder 20
  - General Motors Corp. buses, promotional literature, report, and photographs, 1924, undated
  - New York Transportation Co. and Fifth Avenue Coach Co., bus price lists, 1921-1922
- Folder 21
  - Standard Oil Co., reports re motor vehicle operations, 1918-1925, undated *See also* [\*Oversize\*](#)
- Folder 22
  - Association of Railway Executives, "Report of Express Operations at Philadelphia, Pa.," 1924
  - Goodrich, Ernest P., and Harold M. Lewis, "The Highway Traffic Problem in New York and Its Environs," 1924
  - Nutt, J. R., "The Railroad Situation," 1923
- Folder 23
  - Turner, Daniel L., "Transit Conditions in Liverpool, Glasgow, and Edinburgh," 1923
  - Miscellaneous reports and memoranda on federal transportation legislation, economic impact of the automobile industry, development of self-propelled cars, trap car service, and collection and delivery practices, 1923-1924, undated
- Folder 24
  - General Motors Corp., Railroad Service Department, memoranda and notes, 1923-1925, undated
- Folder 25
  - General Motors Corp., memoranda to and from Alfred P. Sloan and Alfred H. Swayne re Railroad Service Department, 1924-1926
- Folder 26
  - American Railway Express Co., report on less-than-carload store door delivery, 1924

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Folder 27

Memoranda re proposal for trucking company, submitted by Horner and L. W. Childress, Columbia Terminals Co., 1925

Folder 28

Lehigh Valley Railroad Co., installation of motor vehicle transportation between Geneva and Ithaca, N.Y., 1924

Folder 29

Horner, memorandum on bus development, 1924

London General Omnibus Co. and Associated Equipment Co., agreement with General Motors Corp., 1922

Folder 30

New York Central Railroad Co., case 21-A, 1920-1924

Folder 31

New York Transportation Co., investigation into bus manufacturing, 1923

Folders 32-33

British transportation executives, correspondence, 1921-1924, undated

American Chamber of Commerce in Germany, 1922

Folder 34

Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, report on status of work, 1923

Capitol Traction Co., meeting, Washington, D.C., 1923

Horner critique of Society of Automotive Engineers paper on flexible vehicular transportation, 1923

Illinois bus survey report, undated

Folder 35

General Motors Corp., Railroad Service Department, correspondence re Pennsylvania Railroad, 1925-1926

Folders 36-38

Yellow Truck and Coach Manufacturing Co., plans for cooperation with railroads, 1925, undated

Folder 39

Yellow Truck and Coach Manufacturing Co., negotiations with Baltimore and Ohio Railroad Co. and General Electric Co., 1925-1926, undated

Folder 40

Sloan, Alfred P., announcement of Horner's appointment as assistant to Alfred H. Swayne, 1925

Report on less-than-carload freight and store door delivery, undated

Analysis of store door delivery and electric carriers' less-than-carload traffic, Michigan, undated

Folder 41

Field notes, terminal facilities, reports, New York, N.Y., 1925

Lehigh Valley Railroad Co., agreement with City Truck Line, 1925

Washington Rapid Transit Co., income report, 1922

Chicago and North Western Railway Co., traffic department report, 1925

Folder 42

General Motors Corp., Railroad Service Department, list of cases, Sept.-Dec., 1924

Reports on freight handling, St. Louis, Mo., and East St. Louis, Ill., 1923-1926

Folder 43

- Kettering, Charles Franklin, correspondence re bus and truck surveys, 1923  
Old Colony Club, London, England, 1924
- BOX 31** Folder 44  
Wright, Robert C., Pennsylvania Railroad, "Railroad Situation - 1923," 1923  
Kruttschnitt, Julius, Southern Pacific Co., response to Senator James Couzens, 1923  
MacDonald, Thomas H., Bureau of Public Roads, "Motor Truck Utilization by the Railroads," 1923
- Folder 45  
New York Railroad Club, 1923-1927  
Hatt, W. K., "Moot Questions in Highway Transportation," 1922  
Maybury, Sir Henry, interview, Ministry of Transport, London, England, 1923  
Report on truck transportation in New England, undated
- Folders 46-52  
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, correspondence, memoranda, and minutes, Jan. 1923-Jan. 1924
- BOX 32** Folder 53  
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, correspondence, memoranda, and minutes, Feb.-Apr. 1924, undated
- Folder 54  
American Railway Association, annual bulletin for 1922, 1923 *See Oversize*  
American Engineering Standards Committee, yearbook, 1923
- Folders 55-56  
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, gasoline railcar data, 1923, undated
- Folder 57  
Field notes, interviews re store door delivery, gasoline railcars, and buses, 1923
- Folders 58-59  
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, drafts and galley proofs of report, 1923
- Folder 60  
Chamber of Commerce (U.S.), National Transportation Conference, Committees I, II, III, and V, galley proofs of reports, 1923
- Folder 61  
Chamber of Commerce (U.S.), National Transportation Conference, Committees I-V and Joint Subcommittee on Taxation, printed reports, 1923
- Folder 62  
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  - Harper Hanger Corp., 1927
  - Harvard University, Graduate School of Business Administration, Cambridge, Mass., transportation course, 1928
    - (6 folders)
- BOX 68**
  - (2 folders)
  - Highways
    - Bibliography, 1935
    - Funding, 1924-1937
      - (2 folders)
    - General, 1932-1938, undated
    - Newspaper clippings, 1925-1933
      - (3 folders)
  - Horner, Leonard S., photograph, undated
  - Horses, 1926-1929
  - Huntington "angle-o-meter," horizon instrument for aircraft, 1934
  - International Chamber of Commerce, transportation conference, 1931
  - Interstate Bus and Truck Conference, Harrisburg, Pa., 1933
  - Interstate Conference on Automotive Taxation, Chicago, Ill., 1939
  - Kettering, Charles Franklin, 1931-1936
- BOX 69**
  - Legislation, regulation, and taxation
    - General, 1923-1940, undated
      - (7 folders)
    - Newspaper clippings, 1924-1933
  - Lotos Club, New York, N.Y., 1932-1933
  - Maps, 1922, undated
  - Membership cards, 1930

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- BOX 70**
- Memoirs, 1956
    - (3 folders)
  - Merchants' Association of New York, 1926
  - Metropolitan Automobile Association, undated
  - Midwest Motor Transport Conference, Chicago, Ill., 1925
  - National Transportation (Coolidge Committee) Committee
    - Newspaper clippings, 1932-1933
    - Report, 1933
  - Netherlands, 1938, undated *See also Oversize*
  - New England Street Railway Club, Boston, Mass., 1922
  - New York, New Haven and Hartford Railroad Co., motor truck transfer report, undated
  - New York World's Fair
    - "Highways and Horizons," General Motors Corp. exhibit, 1939-1940 *See also Oversize*
    - "Railroads on parade," exhibit, 1939
    - Sloan, Alfred P., speech, 1940
  - Notes, miscellaneous, 1923-1929, undated
  - Passenger statistics, 1931-1932
  - Photographs, undated
  - Poetry, 1932, undated
  - Political literature and button, miscellaneous, 1927-1934, undated *See also Oversize*
  - Railroads
    - General, 1921-1932, undated
      - (3 folders)
    - Miscellaneous statistics, 1931-1939, undated
- BOX 71**
- Newspaper clippings, 1925-1933
    - (8 folders)
  - Printed ephemera, 1923-1934, undated *See also Oversize*
  - Trains, 1932-1935
  - Railway Business Association, 1932-1933
  - Regional Plan Association, 1940, undated
    - (2 folders)
- BOX 72**
- Regional planning
    - Newspaper clippings, 1928-1932
    - Transportation, 1920
  - Sloan, Alfred P., 1932-1935, undated
  - Society of Automotive Engineers
    - Regulation and Legislation Committee
      - Correspondence, 1936
        - (3 folders)
      - Miscellaneous, 1934-1936
    - Reorganization Committee, 1928
    - Winchester, John F., correspondence re nomination, 1933-1934
  - Soviet Union, 1931-1934, undated
  - Speeches
    - By Horner
      - "Application of Motor Transport to the Movement of Freight and Passengers," World Engineering Congress, Tokyo, Japan, 1929

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- Background material, 1927-1929, undated
- Drafts, 1929
  - (3 folders)
- Miscellaneous notes, 1929, undated
- Outline, 1929
- Reactions to speech, 1929-1930
- BOX 73** “Britain's Railway Terminal Trucking System,” National Team and Motor Truck Owners' Association, Milwaukee, Wis., 1923
- “Distribution Methods in England and America,” undated
- “English Cartage Practice: A Standard for Our Railway Terminal Trucking,” Society of Automotive Engineers, Cleveland, Ohio, 1923
  - (2 folders)
- “Problems of the Highway User in the United States,” American Society of Mechanical Engineers, New York, N.Y., 1939
- “World Travel,” Women's Traffic Club of Greater New York, N.Y., 1938
- By others, 1921-1939
  - (5 folders)
- Taxicabs, 1930-1931
- Traffic
  - Accidents
    - General, 1924-1936, undated
    - Newspaper clippings
      - 1925-1927
      - 1928-1931
  - General, 1928, undated
  - Problems, 1926-1931
- Traffic Club, Pittsburgh, Pa., 1936
- Transportation
  - Competition and coordination
    - General, 1924-1937, undated *See also Oversize*
      - (5 folders)
    - Newspaper clippings, 1925-1933, undated
      - (4 folders)
- BOX 75** Miscellaneous organizations and conferences, 1921-1937 *See also Oversize*
- Motor, general, 1926-1935, undated
- Waterway
  - General, 1925-1927, 1936
  - Newspaper clippings, 1925-1932
    - (2 folders)
- Trucks
  - General, 1924-1940, undated
  - Newspaper clippings, 1925-1933, undated
    - (4 folders)
  - Printed ephemera, 1921-1937, undated
- Tung oil, 1939-1940 *For additional material see Container 27, Szymoniak, Edna*
  - (2 folders)
- United States Army, Transportation Corps, Highway Division, notes, 1940

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Ziffrin Motor Express Co., South Bend, Ind., 1928

BOX OV 1-OV 5

#### Oversize, 1921-1960

Oversize material removed from the Business Files.

Organized sequentially according to the boxes and folders from which the items were removed.

BOX OV 1

#### Business Files

##### Numerical Files

###### Folder 21

Standard Oil Co., reports re motor vehicle operations, 1921-1925, undated ([Container 29](#))

###### Folder 54

American Railway Association, annual bulletin for 1922, 1923 ([Container 32](#))

###### Folder 64

Horner, memorandum re General Motors Corp.'s role in commercial vehicle field, 1924 ([Container 32](#))

###### Folder 191

Joint Committee of Railroads and Highway Users, correspondence, 1932 ([Container 41](#))

###### Folder 201

Truck operations and regulation, printed matter, 1932 ([Container 42](#))

###### Folder 239

Passenger statistics, undated ([Container 45](#))

Passenger motor car statistics, Chicago, Burlington, and Quincy Railroad Co., 1930 ([Container 45](#))

###### Folder 256

Highway transportation, miscellaneous material re regulation, taxation, and funding, 1935 ([Container 46](#))

###### Folder 262

United States Army, Transportation Corps, Highway Division, 1940, undated ([Container 47](#))

##### Subject Files

###### Air transportation

Printed ephemera, 1940, undated ([Container 50](#))

###### Automobile industry

General, 1932 ([Container 51](#))

BOX OV 2

###### General Motors Corp.

Commemorative books by Paul W. Garrett, 1936-1960 ([Container 61](#))

BOX OV 3

Printed ephemera, 1936-1941, undated ([Container 61](#))

###### Great Britain

General, 1921, undated ([Container 66](#))

###### Netherlands, undated ([Container 70](#))

BOX OV 4

###### New York World's Fair

"Highways and Horizons," General Motors Corp. exhibit, 1939 ([Container 70](#))

BOX OV 5

Political literature and button, miscellaneous, 1927 ([Container 70](#))

###### Railroads

Printed ephemera, undated ([Container 71](#))

###### Transportation

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Competition and coordination

General, 1931 ([Container 74](#))

Miscellaneous organizations and conferences, 1924 ([Container 75](#))