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.
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.

Frederick Cecil Horner Papers
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

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1901-1916</td>
<td>Employed by various construction and transportation companies</td>
</tr>
<tr>
<td>1910</td>
<td>Married Miriam Ranson, Baltimore, Md.</td>
</tr>
<tr>
<td>1916-1917</td>
<td>President, Baltimore Motor Haulage Co., Md.</td>
</tr>
</tbody>
</table>
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 Board of Directors 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.


**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

**Container**  
**Series**  
**Personal Files, 1917-1941**  
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.

**Business Files, 1917-1960**

**Numerical Files, 1917-1941**
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.

**Subject Files, 1917-1960**
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.

**Oversize, 1921-1960**
Oversize material removed from the Business Files.
Organized sequentially according to the boxes and folders from which the items were removed.
Container List

<table>
<thead>
<tr>
<th>Container</th>
<th>Contents</th>
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<tr>
<td>BOX 1-27</td>
<td><strong>Personal Files, 1917-1941</strong>&lt;br&gt;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.&lt;br&gt;Arranged chronologically by year and alphabetically therein by name of person, topic, or type of material.</td>
</tr>
<tr>
<td>BOX 1</td>
<td>1917-1919&lt;br&gt;Family correspondence&lt;br&gt;General correspondence, memoranda, and military orders (3 folders)&lt;br&gt;Printed and miscellaneous material&lt;br&gt;1924-1925 (2 folders)&lt;br&gt;1926&lt;br&gt;“A-O” miscellaneous (2 folders)&lt;br&gt;Properties, Stonington, Conn.&lt;br&gt;“P-Z” miscellaneous&lt;br&gt;1927&lt;br&gt;“A-F” miscellaneous (3 folders)&lt;br&gt;BOX 2&lt;br&gt;“G-O” miscellaneous (2 folders)&lt;br&gt;Properties, Stonington, Conn.&lt;br&gt;“P-W” miscellaneous (2 folders)&lt;br&gt;1928&lt;br&gt;“A-C” miscellaneous (2 folders)&lt;br&gt;Du Pont, Elizabeth Horner (Mrs. Philip F.) (sister)&lt;br&gt;“D-G” miscellaneous (2 folders)&lt;br&gt;Horner, Leonard S. (brother)&lt;br&gt;“H” miscellaneous&lt;br&gt;Income tax data&lt;br&gt;“I” miscellaneous&lt;br&gt;BOX 3&lt;br&gt;“J-O” miscellaneous&lt;br&gt;Properties&lt;br&gt;East 80th Street, New York, N.Y.&lt;br&gt;Stonington, Conn.&lt;br&gt;“P-T” miscellaneous (2 folders)</td>
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1929
“A-G” miscellaneous
(2 folders)
Horner, Leonard S.
Horner, Miriam Ranson (wife)
“H-O” miscellaneous
Properties
Stonington, Conn.
“P-Z” miscellaneous
(2 folders)

BOX 4
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.
(2 folders)

BOX 5
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)

BOX 6
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.
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| BOX 7     | Stonington, Conn.  
|           | (2 folders)  
|           | “P” miscellaneous  
|           | Rickenbacker, Eddie  
|           | “R-V” miscellaneous  
|           | (3 folders)  
|           | “W-Z” miscellaneous  
| BOX 8     | 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  
| BOX 9     | “J-O” miscellaneous  
|           | (2 folders)  
|           | Properties  
|           | Stonington, Conn.  
|           | (6 folders)  
|           | “P-Q” miscellaneous  
|           | Rickenbacker, Eddie  
|           | “R-Z” miscellaneous  
|           | (3 folders)  
| BOX 10    | 1933  
|           | “A” miscellaneous  
|           | Bunting family  
|           | “B” miscellaneous  
|           | 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)  
|           | “O” miscellaneous  

Frederick Cecil Horner Papers
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<td>Stettinius, Edward R.</td>
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<td>Bunting, Frederick H.</td>
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<td>Horner, Mary Elizabeth</td>
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<td>Horner, Miriam Ranson</td>
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<td>BOX 12</td>
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<td>BOX 13</td>
<td>“W-Z” miscellaneous</td>
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<td>1935</td>
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<td>Charitable contributions</td>
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<td>Horner, Leonard S.</td>
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<td>BOX 14</td>
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Personal Files, 1917-1941

<table>
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<th>Container</th>
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| Box 15    | 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.  
                      | Stonington, Conn.  
           | “P-Y” miscellaneous  
                      | (6 folders)  
           | 1936  
           | “A-B” miscellaneous  
                      | (3 folders)  
           | Charitable contributions  
                      | Conn, George C.  
           | Box 16  
           | “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)  
           | Box 17  
           | “K-L” miscellaneous  
                      | (2 folders)  
           | McArdle, Joseph P.  
                      | (2 folders)  
           | Runcie, Dorothy  
           | “M-O” miscellaneous  
                      | (4 folders)  
           | Properties  
                      | East 80th Street, New York, N.Y.  
                      | (2 folders)  
           | Stonington, Conn.  
                      | (1 folder)  
           | Box 18  
           | “P” miscellaneous  
                      | (1 folder)  
           |
Rickenbacker, Eddie, testimonial dinner, Society of Automotive Engineers
   (2 folders)
“R-Y” miscellaneous
   (9 folders)

1937
“A-B” miscellaneous
Charitable contributions
“C-D” miscellaneous

“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)
   Stonington, Conn.

“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)

“M-O” miscellaneous
   (4 folders)

Properties
   East 80th Street, New York, N.Y.
   (2 folders)
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Stonington, Conn.  
(3 folders) |
| BOX 23    | “P-Y” miscellaneous  
(6 folders) |
| 1939      | “A-E” miscellaneous  
(9 folders) |
| BOX 24    | “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) |
| 1940      | “K-M” miscellaneous  
(5 folders)  
Newcomen Society  
“N-S” miscellaneous |
| BOX 25    | “Bu” miscellaneous  
Charitable contributions  
“C-G” miscellaneous  
(6 folders)  
Hankins, Frederick W.  
(2 folders)  
Horner, Leonard S.  
(3 folders)  
Horner, Lucy Glenn |
| BOX 26    | 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**

<table>
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<td>Martien, James Carey</td>
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<td>BOX 27</td>
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<td>- “P” miscellaneous</td>
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<td>- Rickenbacker, Eddie</td>
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<td>- “R” miscellaneous</td>
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<td>- Szymoniak, Edna</td>
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<tr>
<td>- “S-Z” miscellaneous (5 folders)</td>
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<tr>
<td>1941</td>
<td>Undated and unidentified correspondence</td>
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</table>

**BOX 28-75**  
**Business Files, 1917-1960**

**BOX 28-49**  
**Numerical Files, 1917-1941**

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 28**

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
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
Box 29
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
  Nutt, J. R., “The Railroad Situation,” 1923
Folder 23
  Turner, Daniel L., “Transit Conditions in Liverpool, Glasgow, and Edinburgh,” 1923
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