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
Extent: 75 containers plus 5 oversize
Extent: 30.4 linear feet
Language: Collection material in English
Location: Manuscript Division, Library of Congress, Washington, D.C.
LC Catalog record: https://lccn.loc.gov/mm87062020
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 LC Catalog. They are grouped by name of person or organization, by subject or location, and by occupation and listed alphabetically.

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., Jr. (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 (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.

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

Date | Event
--- | ---
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.

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.


**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

<table>
<thead>
<tr>
<th>Container</th>
<th>Series</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOX 1-27</td>
<td><strong>Personal Files, 1917-1941</strong></td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>BOX 28-75</td>
<td><strong>Business Files, 1917-1960</strong></td>
</tr>
<tr>
<td>BOX 28-49</td>
<td><strong>Numerical Files, 1917-1941</strong></td>
</tr>
<tr>
<td></td>
<td>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.</td>
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<tr>
<td>BOX 50-75</td>
<td><strong>Subject Files, 1917-1960</strong></td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>BOX OV 1-OV 5</td>
<td><strong>Oversize, 1921-1960</strong></td>
</tr>
<tr>
<td></td>
<td>Oversize material removed from the Business Files. Organized sequentially according to the boxes and folders from which the items were removed.</td>
</tr>
</tbody>
</table>
## Container List

<table>
<thead>
<tr>
<th>Container</th>
<th>Contents</th>
</tr>
</thead>
</table>
| BOX 1-27  | **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. |
| 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) |
<table>
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<tr>
<th>Container</th>
<th>Contents</th>
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<tbody>
<tr>
<td>BOX 5</td>
<td>Stonington, Conn. (4 folders) “R-Z” miscellaneous (2 folders)</td>
</tr>
<tr>
<td>1931</td>
<td>“A” miscellaneous Bunting, Frederick H. (nephew) Bunting, John B. (nephew) “B” miscellaneous Conn, George C. “C-G” miscellaneous (4 folders)</td>
</tr>
<tr>
<td>Container</td>
<td>Contents</td>
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</tr>
</tbody>
</table>
| 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     | 1933  
|           | “A” miscellaneous  
|           | Bunting family  
|           | “B” miscellaneous  
|           | Properties  
|           | Stonington, Conn. (6 folders)  
|           | “P-Q” miscellaneous  
|           | Rickenbacker, Eddie  
|           | “R-Z” miscellaneous (3 folders)  
| BOX 10    | 1933  
|           | “A” miscellaneous  
|           | Bunting family  
|           | “B” miscellaneous  
|           | Properties  
|           | Stonington, Conn. (6 folders)  
|           | “P-Q” miscellaneous  
|           | Rickenbacker, Eddie  
|           | “R-Z” miscellaneous (3 folders)  
|           | “O” miscellaneous  

Frederick Cecil Horner Papers
## Personal Files, 1917-1941

### Container Contents

<table>
<thead>
<tr>
<th>Box</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Box 11</td>
<td>“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</td>
</tr>
<tr>
<td>Box 14</td>
<td>Horner, Lucy Glenn</td>
</tr>
</tbody>
</table>
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.

Horner, Leonard S.
Horner, Lucy Glenn
Horner, Mary Elizabeth
Horner, Miriam Ranson
“H-J” miscellaneous
(3 folders)
Knipe, James L.
(2 folders)

McArdle, Joseph P.
(2 folders)
Moncure, Dorothy
“M-O” miscellaneous
(4 folders)
Properties
East 80th Street, New York, N.Y.
(2 folders)
Stonington, Conn.
(1 folder)

Donald W. Hall Papers

Frederick Cecil Horner Papers
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)
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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<tr>
<th>Container</th>
<th>Contents</th>
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<tbody>
<tr>
<td><strong>“Moorings,” Fauquier Co., Va.</strong>&lt;br&gt;Stonington, Conn.</td>
<td><em>(3 folders)</em></td>
</tr>
<tr>
<td><strong>BOX 22</strong></td>
<td>“P-Y” miscellaneous&lt;br&gt;(6 folders)</td>
</tr>
<tr>
<td><strong>1939</strong></td>
<td>“A-E” miscellaneous&lt;br&gt;(9 folders)</td>
</tr>
<tr>
<td><strong>BOX 23</strong></td>
<td>“F-G” miscellaneous&lt;br&gt;(3 folders)&lt;br&gt;Horner, Leonard S.&lt;br&gt;(3 folders)&lt;br&gt;Horner, Lucy Glenn&lt;br&gt;Horner, Mary Elizabeth&lt;br&gt;Horner, Miriam Ranson&lt;br&gt;“H-J” miscellaneous&lt;br&gt;(3 folders)&lt;br&gt;Knipe, James L.&lt;br&gt;(2 folders)</td>
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<tr>
<td><strong>BOX 24</strong></td>
<td>“K-M” miscellaneous&lt;br&gt;(5 folders)&lt;br&gt;Newcomen Society&lt;br&gt;“N-S” miscellaneous&lt;br&gt;1940&lt;br&gt;“Ab-Br” miscellaneous&lt;br&gt;(3 folders)</td>
</tr>
<tr>
<td><strong>BOX 25</strong></td>
<td>“Bu” miscellaneous&lt;br&gt;Charitable contributions&lt;br&gt;“C-G” miscellaneous&lt;br&gt;(6 folders)&lt;br&gt;Hankins, Frederick W.&lt;br&gt;(2 folders)&lt;br&gt;Horner, Leonard S.&lt;br&gt;(3 folders)&lt;br&gt;Horner, Lucy Glenn</td>
</tr>
<tr>
<td><strong>BOX 26</strong></td>
<td>Horner, Mary Elizabeth&lt;br&gt;Horner, Miriam Ranson&lt;br&gt;“H” miscellaneous&lt;br&gt;(2 folders)&lt;br&gt;Income tax data&lt;br&gt;“J” miscellaneous&lt;br&gt;Knipe, James L.&lt;br&gt;(2 folders)&lt;br&gt;“K-L” miscellaneous&lt;br&gt;(2 folders)&lt;br&gt;MacDonald, Thomas H.&lt;br&gt;McArdle, Joseph P.</td>
</tr>
<tr>
<td>Container</td>
<td>Contents</td>
</tr>
<tr>
<td>-----------</td>
<td>----------</td>
</tr>
</tbody>
</table>
| BOX 27    | Properties  
East 80th Street, New York, N.Y.  
Stonington, Conn.  
“P” miscellaneous  
Rickenbacker, Eddie  
“R” miscellaneous  
Szymoniak, Edna  
“S-Z” miscellaneous  
(5 folders)  
1941  
Undated and unidentified correspondence |
| 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 |
<table>
<thead>
<tr>
<th>Container</th>
<th>Contents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Folder 9</td>
<td>General Motors Corp., Railroad Service Department, notes re case assignments, 1927-1929, undated</td>
</tr>
<tr>
<td></td>
<td>Scottish railway guide, undated</td>
</tr>
<tr>
<td>Folders 10-11</td>
<td>Horner, speeches, 1923-1930, undated</td>
</tr>
<tr>
<td>Folders 12-13</td>
<td>Horner, reports on buses, trucks, and gasoline railcars, 1923</td>
</tr>
</tbody>
</table>

**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
- Nutt, J. R., “The Railroad Situation,” 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
Frederick Cecil Horner Papers
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

Folder 45
New York Railroad Club, 1923-1927
Hatt, W. K., “Moot Questions in Highway Transportation,” 1922
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

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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
Horner, correspondence re “English Cartage Practice” speech, Society of Automotive Engineers, Cleveland, Ohio, 1924
Childress, L. W., plan re optional store door service and discontinued use of trap cars, 1924

Folder 63
General Motors Corp., Traffic Association, opinions on trap car service, 1924

Folder 64
Horner, memorandum re General Motors Corp.’s role in commercial vehicle field, 1924
See also Oversize

Folder 65
Interstate Commerce Commission, report on gasoline railcars, 1923
Folder 66
Bureau of Railway Economics, report on gasoline railcars, 1922

Box 33
Folder 67
Chamber of Commerce (U.S.), National Transportation Conference, Committees I, II, III, and V, minutes, 1923

Folder 68
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, correspondence re distribution of report, 1923

Folder 69
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, Subcommittee C, transportation regulation, 1923

Folder 70
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, Subcommittee B, use of motor trucks within terminal area, 1923

Folder 71
Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, Subcommittee A, motor use outside terminal area, 1923

Folder 72
Chamber of Commerce (U.S.), National Transportation Conference, general meetings, Washington, D.C., 1924

Folder 73
Chamber of Commerce (U.S.), North Central Division meeting, Chicago, Ill., 1924

Folder 74
Baltimore and Ohio Railroad Co., reports, 1924, undated

Folder 75
Reading Co., miscellaneous notes and map, 1924, undated

Folder 76
New England region, memoranda and notes, 1924, undated

Folder 77
Great Northern Railway (British), bus line, 1924

Folder 78
Long Island Railroad, notes, undated

Folder 79
Pennsylvania Railroad, interviews, reports, and notes, 1924

Folder 80
Vail, J. J., report on Sibley system of freight delivery, 1924

Folder 81
General Motors Corp., receipts and vouchers, 1924-1925

Folder 82
Lehigh Valley Railroad, memoranda and notes, 1924, undated

Folder 83
Boston and Maine Railroad, negotiations with Stone's Express Co., 1925

Folder 84
General Motors Corp., Railroad Service Department, case book, 1924

Folder 85
Horner, “English Cartage Practice,” abstract of paper, Society of Automotive Engineers, Cleveland, Ohio, 1923
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<tr>
<th>Box</th>
<th>Container</th>
<th>Contents</th>
</tr>
</thead>
</table>
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|     |           | Miscellaneous material re buses, 1923-1924  
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<td>France, 1932</td>
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<td>Freight handling</td>
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<td>Dairy products and agricultural produce</td>
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<td>1922-1934</td>
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<td>BOX 58</td>
<td>1934-1937, undated</td>
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<td>General, including store door and less-than-carload delivery, 1919-1933, undated</td>
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| BOX 59    | Rates, 1917-1936, undated  
Fuel, 1933-1935  
Gasoline railcars, 1923, undated  
General correspondence  
1921-1924  
(4 folders)  
1925-1937  
(13 folders) |
| BOX 60    | BOX 59  
1938-1941, undated  
(2 folders)  
General Motors Corp.  
Buick Motor Co., traffic statistics, 1929  
Bus reports, 1922-1936  
(5 folders) |
| BOX 61    | Commemorative books by Paul W. Garrett, 1936-1960 See Oversize  
Executives' conferences, White Sulphur Springs, W.Va., 1934-1936  
(3 folders) |
| BOX 62    | Export Division  
Operations report, 1929  
Pacific Coast shipments, 1928, undated  
Statistics, 1927-1930, undated |
| BOX 63    | Fleet users' guidelines for uniform operating cost system, 1931  
Printed ephemera, 1927-1941, undated See also Oversize |
| BOX 64    | Railroad Service Department  
Budget statements, 1934-1940  
Case files  
Numbers 21-67, 1924-1925  
(3 folders)  
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(14 folders) |
| BOX 65    | BOX 64  
Numbers 176-438 and unnumbered, 1925-1930  
(4 folders)  
Employee diaries, 1924  
Expense account receipts, 1935-1940  
(3 folders)  
Field notes  
Terminal facilities, 1925-1926  
(2 folders)  
Trips to Chicago, Ill., St. Paul, Minn., and St. Louis, Mo., 1929  
Memoranda, 1931-1940, undated  
(3 folders) |
| BOX 66    | Notes  
1930-1937, undated  
(12 folders) |
| BOX 67    | 1938-1940, undated  
(7 folders) |
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| BOX 66    | Germany, 1924-1938  
Goodyear Co., six-wheel truck and bus report, 1922, undated  
Great Britain  
Commercial Motor Users Association, 1923-1927, undated  
Conference on Rail and Road Transport, London, England, 1932  
General, 1921-1940, undated See also Oversize  
Great Western Railway, 1922-1931, undated  
London General Omnibus Co., undated  
London, Midland and Scottish Railway, 1932-1936, undated  
Ministry of Transport, reports  
1923-1924  
1925, 1937 |
| BOX 67    | Society of Motor Manufacturers, 1928-1936  
Harper Hanger Corp., 1927  
Harvard University, Graduate School of Business Administration, Cambridge, Mass., transportation course, 1928  
(6 folders) |
| BOX 68    | (2 folders)  
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Bibliography, 1935  
Funding, 1924-1937  
(2 folders)  
General, 1932-1938, undated  
Newspaper clippings, 1925-1933  
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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  
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(7 folders)  
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Membership cards, 1930 |
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- 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*

### BOX 71

- Railroad
  - General, 1921-1932, undated
  - (3 folders)
  - Miscellaneous statistics, 1931-1939, undated
- Newspaper clippings, 1925-1933
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- Printed ephemera, 1923-1934, undated *See also Oversize*
  - Trains, 1932-1935
- Railway Business Association, 1932-1933
- Regional Plan Association, 1940, undated
  - (2 folders)

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  - 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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<td>Drafts, 1929</td>
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<td>Outline, 1929</td>
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<td>Reactions to speech, 1929-1930</td>
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<td>BOX 73</td>
<td>“Britain's Railway Terminal Trucking System,” National Team and Motor Truck Owners' Association, Milwaukee, Wis., 1923</td>
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<td>“Distribution Methods in England and America,” undated</td>
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<td>“English Cartage Practice: A Standard for Our Railway Terminal Trucking,” Society of Automotive Engineers, Cleveland, Ohio, 1923</td>
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<td>By others, 1921-1939</td>
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<td>Taxicabs, 1930-1931</td>
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<td>Traffic</td>
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<td>Accidents</td>
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<td>Newspaper clippings</td>
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<td>1925-1927</td>
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<td>BOX 74</td>
<td>1928-1931</td>
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<td>General, 1928, undated</td>
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<td>Problems, 1926-1931</td>
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<td>Traffic Club, Pittsburgh, Pa., 1936</td>
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<td>Competition and coordination</td>
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<td>General, 1924-1937, undated See also Oversize</td>
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<td>Newspaper clippings, 1925-1933, undated</td>
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<td>BOX 75</td>
<td>Miscellaneous organizations and conferences, 1921-1937 See also Oversize</td>
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<td>Motor, general, 1926-1935, undated</td>
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<td>General, 1925-1927, 1936</td>
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<td>Newspaper clippings, 1925-1932</td>
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<td>Trucks</td>
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<td>Printed ephemera, 1921-1937, undated</td>
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<td>Tung oil, 1939-1940 For additional material see Container 27, Szymoniak, Edna</td>
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<td>United States Army, Transportation Corps, Highway Division, notes, 1940</td>
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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)

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Automobile industry  
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**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)

**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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<td>General, 1931 (<a href="#">Container 74</a>)</td>
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<td>Miscellaneous organizations and conferences, 1924 (<a href="#">Container 75</a>)</td>
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