Frederick Cecil Horner

A Register of His Papers in the Library of Congress

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

Manuscript Division, Library of Congress

Washington, D.C.

2003

Contact information: http://lcweb.loc.gov/rr/mss/address.html

Finding aid encoded by Library of Congress
Manuscript Division, 2004

Finding aid URL: http://hdl.loc.gov/loc.mss/eadmss.ms004015

Latest revision: 2004-07-02
Collection Summary
Title: Papers of Frederick Cecil Horner
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
Repository: Manuscript Division, Library of Congress, Washington, D.C.
Abstract: 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.

Names:
Horner, Frederick Cecil, 1887-1974
Atterbury, William Wallace, 1866-1935--Correspondence
Barton, Bruce, 1886-1967--Correspondence
Budd, Ralph, 1879--Correspondence
Coolidge, Calvin, 1872-1933
Cunningham, William James, b. 1875--Correspondence
Du Pont, Pierre S. (Pierre Samuel), 1870-1954--Correspondence
Hoover, Herbert, 1874-1964--Correspondence
Johnson, Pyke, b. 1888--Correspondence
Kettering, Charles Franklin, 1876-1958--Correspondence
MacDonald, Thomas H. (Thomas Harris), b. 1881--Correspondence
Mooney, James David, 1884-1937--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
Charity Organization Society of the City of New York
Chamber of Commerce of the United States of America
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.)
Regional Plan Association (New York, N.Y.)
Society of Automotive Engineers (U.S.)
National Transportation Conference (1923 : Washington, D.C.)
World Engineering Congress (1st : 1929 : Tokyo, Japan)

Subjects:
Automobile engineers--Societies, etc.
Automobiles--Societies, etc.
Buses
Engineering--Congresses
Housing--New York (State)--New York

Papers of Frederick Cecil Horner 2
Railroads
Roads
Traffic safety
Transportation--Congresses
Transportation--New York (State)--New York.
Transportation--Taxation
Transportation and state
Transportation, Automotive--History
Transportation, Automotive--Law and legislation
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.

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>
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</thead>
<tbody>
<tr>
<td>1901-1916</td>
<td>Employed by various construction and transportation companies</td>
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<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>
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<tr>
<td>1917-1919</td>
<td>Served as first lieutenant and then captain in the Motor Transportation Department, Aviation Section, United States Army Signal Corps</td>
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<tr>
<td>1919-1921</td>
<td>Transportation engineer, Packard Motor Car Co., New York, N.Y.</td>
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<tr>
<td>1921-1922</td>
<td>Conducted independent research on transportation conditions in England and continental Europe</td>
</tr>
</tbody>
</table>
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 of 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, n.d.
- Oversize, 1921-1960, n.d.
Description of Series

Container  Series
BOX 1-27  Personal Files, 1917-1941, n.d.
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.


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  Subject Files, 1917-1960, n.d.
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  Oversize, 1921-1960, n.d.
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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<tbody>
<tr>
<td>BOX 1-27</td>
<td>Personal Files, 1917-1941, n.d.</td>
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<tr>
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<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.</td>
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<td>BOX 1</td>
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<td>Family correspondence</td>
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<td>General correspondence, memoranda, and military orders</td>
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<td>Printed and miscellaneous material</td>
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<td>1924-1925</td>
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<td>1926</td>
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<td>Du Pont, Elizabeth Horner (Mrs. Philip F.) (sister)</td>
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<td>Income tax data</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.
<table>
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<th>Container</th>
<th>Contents</th>
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</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  
“J-O” miscellaneous  
(2 folders)  
Properties  
Stonington, Conn.  
(6 folders)  
“P-Q” miscellaneous  
Rickenbacker, Eddie  
“R-Z” miscellaneous  
(3 folders) |
| BOX 9     | 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 |
| BOX 10    |  
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Properties
  East 80th Street, New York, N.Y.
  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.

BOX 11
  “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

BOX 12
  “I-O” miscellaneous
  (3 folders)
  Properties
  East 80th Street, New York, N.Y.
  Stonington, Conn.
  (3 folders)
  “P” miscellaneous
  Rickenbacker, Eddie
  “R-V” miscellaneous
  (3 folders)

BOX 13
  “W-Z” miscellaneous
1935
  “A” miscellaneous
  Bunting family
  “B” miscellaneous
  Charitable contributions
  “C-G” miscellaneous
  (6 folders)
  Horner, Leonard S.

BOX 14
  Horner, Lucy Glenn
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.
“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)
(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.
(2 folders)
Stonington, Conn.
(1 folder)
(1 folder)
“P” miscellaneous
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
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Properties
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Martien, James Carey
“M-O” miscellaneous
(3 folders)

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

BOX 28-49
Numerical Files, 1917-1941, n.d.
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
Folder 2
   Fenn, F. W., increasing highway and railway efficiency, reports, n.d.
   Horner, speech on English cartage methods, Society of Terminal Engineers, New York, N.Y., 1922
   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
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
Folder 9

Papers of Frederick Cecil Horner

General Motors Corp., Railroad Service Department, notes re case assignments, 1927-1929, n.d.
Scottish railway guide, n.d.
Folders 10-11
Horner, speeches, 1923-1930, n.d.
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
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
Folder 20
General Motors Corp. buses, promotional literature, report, and photographs, 1924, n.d.
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, n.d. 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
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, n.d.
Folder 24
General Motors Corp., Railroad Service Department, memoranda and notes, 1923-1925, n.d.
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
Folder 27
Memoranda re proposal for trucking company, submitted by Horner and L. W. Childress, Columbia Terminals Co., 1925

BOX 30
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
New York Transportation Co., investigation into bus manufacturing, 1923
Folders 32-33
British transportation executives, correspondence, 1921-1924, n.d.
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

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, n.d.

Folder 39

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

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
<table>
<thead>
<tr>
<th>Container</th>
<th>Contents</th>
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<td>Kruttschnitt, Julius, Southern Pacific Co., response to Senator James Couzens, 1923</td>
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<td>New York Railroad Club, 1923-1927</td>
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<td>Hatt, W. K., “Moot Questions in Highway Transportation,” 1922</td>
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<td>Folders 46-52</td>
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<td>Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, correspondence, memoranda, and minutes, Jan. 1923-Jan. 1924</td>
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<td>Chamber of Commerce (U.S.), National Transportation Conference, Committee IV, correspondence, memoranda, and minutes, Feb.-Apr. 1924, n.d.</td>
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<td>American Railway Association, annual bulletin for 1922, 1923 See Oversize</td>
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<td>American Engineering Standards Committee, yearbook, 1923</td>
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