

THE FOUNDING OF LINCOLN AND CADILLAC

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THE PAPERS OF HENRY M. LELAND. A comprehensive and important archive relative to the life and work of HENRY M. LELAND (1843 - 1932), machinist, inventor, engineer and automotive entrepreneur responsible for founding two of America's premier marquee luxury brands: Lincoln and Cadillac. The archive, consisting of over 1200 pages of manuscripts, documents, letters, telegrams, blueprints, as well as stock certificates signed by Leland together with fellow automotive pioneer WILLIAM T. NASH, Leland's son, WILFRED C. LELAND. Other signed documents and letters are signed GM Founder, WILLIAM C. DURANT, as well as EDSEL FORD, WILLIAM H. MURPHY, GEORGE H. LAYING, W. REX JOHNSTON, JOHN H. EMMERT and other early figures in the history of the automobile. Born in Vermont, Henry M. Leland studied the art of precision machining and worked for a number of years at Colt and other firearms manufacturers. He later became associated with the sewing machine maker, Browne and Sharpe of Providence, Rhode Island. In 1890 Leland founded the machine shop of Leland & Faulconer which produced a variety of precision instruments and parts including woodworking machines, riveting machines, and even bicycle parts. Their work with bicycle parts landed the company a contract with Ransom E. Olds to produce transmissions for his new 'curved dash' Oldsmobile at the turn of the century. The archive includes the original articles of association for Leland & Faulconer, D.S. 4pp. legal folio, Detroit, July 9, 1890 signed by Leland, CHARLES H. NORTON, CHARLES A. STRELINGER and ROBERT C. FAULCONER. The collection also includes and 1895 amendment, the articles of association, as well as business correspondence relative to the manufacture of bicycle parts and other endeavors.

THE FOUNDING OF CADILLAC. In 1902, William Murphy and his partners at the Henry Ford Company hired Leland to appraise the company's factory and tooling in preparation for a liquidation. Leland advised against liquidation, recommending instead that the company be reorganized using the existing factory together with his engines as the basis for a new car line. The new firm was known as the Cadillac Automobile Company and in 1905 it merged with Leland & Faulconer and incorporated as the Cadillac Motor Car Company. The archive includes several D.Ss. dissolving Leland & Faulconer as well as the Cadillac Automobile Company and the transfer of subscriptions notices assigning the property of the older firms to the newly-formed Cadillac Motor Car Company (all dated Oct. 27, 1905). Some are signed by Leland, others by the entire board which included former Ford Motor Company partner WILLIAM H. MURPHY. A T.L.S of Leland's son, WILFRED C. LELAND, 5pp. 4to., Detroit, Nov. 17, 1906 to his father (who was then travelling in England) reports on the rapid progress of the new firm: "...The problems are

being worked out very satisfactorily. Of course we have our ups and downs, and occasionally the personality of one individual or another cops out... We have now delivered over two hundred (200) 'H' cars, and a total of 3841 cars thus far this year.... We have made up and tested a new clutch, following the design of the clutch in the Renault car purchased by Messrs. Bowen and Murphy. It is efficient, reliable, and positive. It responds very quickly... Mr. Welch is doing some experimenting with carburetors... The assembling department is averaging seven and eight Model 'H' cars per day..." He adds at the end of the letter, "Must not stop for more at this writing, as it is Saturday afternoon, and pay day. Fortunately, we have enough to fill the... envelopes, and quite a goodly sum to spare." The company soon established a reputation for innovation including the introduction of interchangeable parts in 1908, a development that earned the company the Dewar Trophy in the same year by England's Royal Automobile Club. Cadillac was the first American automobile brand to be bestowed this coveted award and the archive includes a printed congratulatory message from Leland "To the Men in the Shop" as well as a copy of the dinner held in honor of the achievement. The same year, Leland was approached by William C. Durant, the founder of General Motors, who in pioneering his model of one car company with a variety of brands wished to include a line of cars above the price range of the Buick. After three years of bidding and negotiations, Leland agreed to sell Cadillac to General Motors for \$4.5 million. Included as an exceptionally rare T.L.S. "W. C. Durant V. Prest" 1p. 4to., [Detroit], June 20, 1910, writing, in part: "...in accordance with the authority vested in me by the Board of Directors, I take pleasure in informing you that, in addition to the salary agreed upon in your contract of employment, you are also to receive jointly, each fiscal year... ten per cent of the net profits of the automobile business of the Cadillac Motor Car Company..." Under G.M.'s management, Leland's company flourished and continued to produce innovations. In 1915, Cadillac introduced the first American V8 engine that allowed cars to attain a top speed of 65 miles per hour. Interestingly the collection includes an undated 14p. typescript essay by Cadillac Advertising Director, K. P. Drysdale entitled "HOW MANY CYLINDERS SHOULD AN AUTOMOBILE HAVE?" which, after discussing the advantages and disadvantages of one, two, four and six cylinder engines ironically concludes that merely adding more cylinders would not necessarily improve engine and car performance. The V8 proved to be an enormous success AND a T.L.S. from Cadillac distributor M.S. Brigham, 3pp. 4to., Seattle, Mar. 21, 1916 remarked to Leland that "...the model 53 is doing wonderful work here. I do not know of single fault that one could find with it. A very good friend of the Cadillac...just returned from a trip from Seattle to Miami., Fla.... he stated that he had driven over 14,000 miles on one set of tires... The car is surely easy on tires, but that mileage is away above the average. There is not a Cadillac Eight-cylinder owner in this territory but what is boosting the car to the sky; they are so well pleased with their machines. The Cadillac is a good car, but this one is a whirl-wind..."

LELAND LEAVES G.M. AND STARTS THE LINCOLN MOTOR CAR COMPANY TO MANUFACTURE 'LIBERTY' AIRPLANE ENGINES As employees of G.M., Henry and Wilfred Leland enjoyed a good measure of independence. That would come to an end in 1917 with the outbreak of the First World War. In May 1917, the War Department approached General Motors, and Leland in particular, to bid on contracts to assemble aircraft engines for the U.S. Army Air Corps. Leland's people at Cadillac began a dialogue with the government over the pros and cons of various engines but it was cut short when in the summer of 1917 when Durant, a resolute pacifist, refused to allow Leland and Cadillac to manufacture military supplies. In response, the Lelands left General Motors and Cadillac and founded The Lincoln Motor Car Company. The archive includes the original "MEMORANDUM OF AGREEMENT" D.S. "Henry M. Leland", "Wilfred C. Leland", "George H. Laying", "W. Rex Johnson", and "Wm T. Nash" 5pp. legal folio, Detroit, July 31, 1917 establishing the Lincoln Motor Company together with the company's "CERTIFICATE OF INCORPORATION OF LINCOLN MOTOR COMPANY" that re-incorporated

the company in Delaware (unsigned, 16pp. legal folio, Wilmington, Del., Jan. 17, 1920). The articles of agreement, a typed D.S. 5pp. legal folio, Detroit, July 31, 1917 is signed by Leland, his son Wilfred as well as WILLIAM T. NASH, GEORGE H. LAYING and W. REX JOHNSTON all of whom agree "to organize a Michigan corporation for the purpose of conducting a machine shop and of manufacturing, assembling and dealing in motors, transmissions, parts and accessories for motor cars, motor boats, motor cycles, aeroplanes, internal combustion engines, etc. etc..." The Lelands agreed to supply \$450,000 as an initial investment for the fledgling company while Laying and Johnston contributed \$15,000 while Nash threw in \$5,000. The other portion of the financing was to be secured with a \$1.5 million stock offering. The company had ready business in the form of the U.S. Government and began to supply engines for the U.S. Army air corps. The corporation was formally incorporated on August in a partly-printed D.S. "Henry M. Leland", "Wilfred C. Leland", "Gertrude Leland Woodbridge", "George H. Laying", "W. Rex Johnston", "William T. Nash", "Frank Johnson", "William H. Murphy", and four others, 4pp. legal folio, Detroit, Aug. 25, 1917, organizing the Lincoln Motor Company. The archive also includes the first stock certificate book containing eleven certificates personally signed by HENRY LELAND as well as many others signed by Wilfred Leland and William Nash. The first ten stock certificates have been removed from the book, the first (according to the stub) was for 2000 shares issued to Henry Leland and the subsequent ones issued to the various directors mentioned in the aforementioned articles of association. The same month, Lincoln entered a contract for 6,000 12 cylinder aircraft engines. The archive includes numerous letters to Leland and his subordinates from the Council of National Defense's Aircraft Production Board and the Chief Signal Officer, including correspondence while Leland was still at Cadillac. The archive includes the formal contracts between Lincoln and the government including a typed D.S. "Wilfred C. Leland" "William T. Nash" and others, 29pp. legal folio, [Detroit], July 31, 1918 that reiterates all of the advance agreements and contracts made from August 31, 1917 onward. According to Order No. 730584, dated Oct. 7, 1918, the order for "11,000 12 Cylinder Liberty Motors, at \$4,000.00 each..." was worth \$44,000,000 to Lincoln. Part of the agreements with the government included a provision to deed the company's property, including factories, and warehouses to the government as trustee for the "sum of One Dollar and other good and valuable considerations" as a means of security against a \$5,000,000 advance. The collection includes appraisals of the various properties as well as drawings and blueprints of the same.

LINCOLN MOTOR CAR After the close of the First World War, Leland retooled his factory for the production of luxury automobiles. The archive includes correspondence from real estate agents and others concerning the purchase and disposal of properties for the company as well as blueprints of the Warren Avenue Plant and an appraisal of the same as well as the plants at Holden and Woodward Avenues. However within a few years, the company was running into financial trouble due to the transition. A typed document, 19pp. 4to., [n.p., n.d.] entitled "LINCOLN MOTOR COMPANY CHRONOLOGY" gives a useful history of the company from its final settlement with the U.S. on Apr. 18, 1919 to May 6, 1924. Even before the first 20 Lincoln cars were shipped on September 8, 1920, the company received a claim for \$5,700,000 in additional taxes due. By Nov. 8, 1921 the board was already discussing placing the company in receivership and on November 14, Wilfred and Henry Leland met Edsel Ford had an initial meeting in Dearborn. In February 1922 Ford purchased Lincoln for \$8,000,000 with Lincoln to remain as a distinct brand within the Ford Motor Company and assured the Lelands a good degree of autonomy. The pill was a bitter one, and the Leland's blamed their plight on a shadowy conspiracy against them that is detailed in a 28pp. typed statement by Henry Leland (and docketed in pencil by him) entitled, "STATEMENT OF THE HISTORY OF THE LINCOLN MOTOR COMPANY FROM ITS ORGANIZATION TO THE TIME OF THE LELANDS SEVERING THEIR RELATIONS WITH FORD" the company came out of its war contracting period a crippled firm

due to excessive demands for taxes by the government following the war while during its time as a government contractor it was continually harassed after none other than sculptor Gutzon Borglum. Borglum believed that Edward Deeds, a Dayton man who was a member of the Aircraft Board was also a stockholder in Lincoln. Borglum complained to Woodrow Wilson concerning the apparent conflict of interest. Wilson initiated an investigation although the Lelands insisted there was no impropriety. "Notwithstanding these facts, Mr. Borglum and possibly others got up a conspiracy with the result that the Lincoln Motor Company was constantly embarrassed... our plant was over-run with spies placed there by Government authorities; false affidavits were made with regard to our methods of doing business... This strange conspiracy, which seemed to have behind it some mysterious and powerful influence, has continued to the present day, resulting in four large but fictitious claims on the part of the Treasury and War Departments against the Lincoln Motor Company..." The close of the war didn't help matters: "We had already paid the Government \$4,125,000 in income taxes..." Despite the fact that the government had an army of accountants on site ensuring that all necessary taxes were paid, the company received an additional tax bill of \$5,725,673.46. "This was unexpected and like a bolt of lightning from the clear sky..." High labor costs, a large number of cancelled aircraft orders, and an unworkable tax burden made the situation even worse: "Then just as things were going well and we were about to reap the reward of our well deserved skill and ability, the business depression came and we suffered the same as every other motor car maker... Under these circumstances we were forced to seek financial aid. In the meantime, certain Lincoln stockholders saw an opportunity to take advantage of our necessities and of these unsettled conditions and force us into a receiver's hands with the hope, as it developed later, to buy in the assets of the company at a comparatively trifling sum..."

FORD PURCHASES A BANKRUPT LINCOLN In the same 28 page statement, Leland recounts, in vivid detail the purchase of the company by Henry Ford who assured them that they would have independence. The party was a short one: "The delusion under which Mr. Ford's prolific assurances placed us was soon violently dispelled because on Monday morning, the 6th day of February [1922], instead of allowing us to go ahead and operate the plant in accordance with our plans and principles... the plant was overrun by Mr. Ford's group of strong-armed men acting as generals and a horde of his working Huns was sent over to the plant ripping up, tearing out, carting away all sorts of materials, chairs, stools... doing everything that could be done to disturb the organization, to destroy its efficiency and morale and to put an end to the loyalty of the heads of departments in their support of the Lelands in the management of the business. Mr. Ford and his son and a group of strong-armed pugilistic generals took certain of the heads of different departments who they had ascertained were most important in managing the business, and filled them with such tales as this: 'You are now working for Henry Ford. He is your only boss. You have one thing only to do. Find out what Henry Ford wants and do it. Pay no attention to instructions from anyone else. If you do this, Mr. Ford will make you rich and happy. This is all he will expect of you.'..." The Lelands chose to 'grin and bear it' but still the abuse and power-grab continued. A T.L.S. by EDSEL FORD, 2pp. 45o., Detroit, May 5, 1922 a recap of the latest company dictates including "...regarding the employment of Mr Jos Stringham for special work. I discussed this matter with Mr. Henry Ford and he is not in sympathy with your action in this matter. Our policy is to pick men for special jobs from within our organization entirely. This offers great encouragement to our employees, and we find that they by their contact with our various plants and operations are better able to carry out new work than an outsider... discontinue his work as soon as possible..." The Lelands efforts to cooperate were finally rewarded with their dismissal by Henry Ford in June, 1922. To add insult to injury, despite Ford's assurances that all of Lincoln's stockholders would be reimbursed, he reneged on his promise leading to a wave of letters from disappointed stockholders. The archive includes many of the letters sent to them by

Henry Ford's secretary, explaining "This property was purchased at a Receivers Sale by the Ford Motor Company, which sale carried with it no obligation to reimburse the Stockholders of the former company..." There is also a 99 pp. typed statement, dated July 3, 1924 detailing Wilfred Leland's conversations with Henry Ford concerning the negotiations over the purchase of Lincoln by Ford. The Lelands filed suit against Ford in 1929 over the issue.

The archive also includes copious business records including contact sheets listing the names and addresses of hundreds of suppliers for Lincoln Motor Car together with two stock ledgers for the company; working blueprints of factories and engine components; early advertising ephemera for Lincoln and much more. Personal material includes a copious collection of family photographs including a very large set of 8x10 photographs of Leland's family and the family properties as well as a sizeable collection of candid snapshots and posed portraits including cabinet cards, cyanotypes, and silver prints as well as a monumental copperplate (12" x 9 1/2") portrait of Leland. Also included is Henry Leland's personal diaries for 1910 and 1929 as well as a binder's worth of newspapers and clippings mentioning Lincoln, Ford and the auto industry in general. Not surprisingly, Leland retained a good deal of press reports critical of Ford. Overall the archive is in very good to fine condition with the minor wear and tear expected from business papers. The entire collection has been housed in custom archival blue-cloth slipcases to ensure preservation. This archive, believed to be the largest known in private hands, represents a very important piece of automotive history, chronicling the founding of two of America's marquee car brands as well as the birth of the American auto industry.

\$75,000-100,000

Henry Martyn Leland Collection and Archive and also of his son Wilfred C. Leland

Key: p = page; pp = pages;

Folio = larger than 8"x10"

ALS = handwritten letter signed

LS = letter typed or printer in anothers hand signed

DS = typed printed or in anothers hand signed

AL = handwritten but not signed

1.

A: Leland, Faulkoner and Norton Co. Articles of Association DS July 9, 1890. Signed by Henry M. Leland, Chas Norton, Charles A. Strelinger and R.C. Faulkoner; 4 pp Folio.

B: DS Amendment of the Articles of Association of the Leland, Faulkoner and Norton Co.; 2 pp signed by R.C. Faulkoner, Pres., and Chas A. Strelinger, Sec. May 2, 1895.

C: W.C. Leland, DS, 2 pp, April 12, 1892. A mutually agreed document with the American Machinery Co.

D: Document signed in type of Henry M. Leland, 4 pp. About his experience with the bicycle gears for the Pope MFG Co. of Hartford, CT. Dec. 12, 1898 plus a return letter of the Pope Manufacturing Co. June 9, 1898. 2 pp.

E: H.M. Leland, AL, 2 pp, circa 1896. About hearing a speech of noted missionary.

F: Wilfred C. Leland, ALS, 9 pp. To his family about family affairs, New York and sailing trip. Dated: Sept. 22, 1896.

G: [Wilfred C. Leland] Two LS from H.G. Scarborough to W.C. Leland. One is signed, 2 pp each. April 25, 1892 and Oct. 6, 1892.

2. Leland and Faulkoner merging into Cadillac Automobile Company agreement emergence of the new Cadillac Motor Car Co., notice of dissolution of the Leland Faulkoner Manufacturing Company, 1905.

A: Notice of Dissolution of the Leland and Faulkoner MFG Co. DS, 1 p, Folio. Signed by Henry M. Leland, Wilfred C. Leland, A.E.F. White (Ferryseed), Lem W. Bowen, William H. Murphy, Clarence A. Black, Detroit, Oct. 27, 1905.

B: Notice of Dissolution of the Cadillac Automobile Co. DS, 1 p, Folio. Signed by Henry M. Leland, A.E.F. White (Ferryseed), Lem W. Bowen, William H. Murphy, Clarence A. Black, Detroit, Oct. 27, 1905.

C: Certificate of the increase of capital stock of the Leland Faulkoner MFG Co. 1 p, Folio. Capital stock increased from \$100,000 to \$175,000. Signed by Robert Faulkoner, Wm. H. Strong, W.K. Anderson, Ch. Strelinger, and Ashley Pond. Nov. 6, 1902.

D: Certificate of the increase in stock of The Cadillac Automobile Co. 1 p, Folio. Capital stock increase from \$60,000 to \$300,000. Nov. 5, 1902. Signed by C.A. Black, A.E.F. White, Wm. H. Murphy, Frank Bowen and Mark Hopkins.

E: Cadillac Automobile Co. minutes of the final meeting of directors transferring stock into the Cadillac Motor Co. 2 pp, Folio. Signed by Lem W. Bowen. Oct. 27, 1905.

F: Leland Faulkoner MFG Co. minutes: Special meeting of directors. 3 pp, Folio. Delivering bill of the sale of the Leland Faulkoner MFG Co. to the Cadillac Motor Co. Henry M. Leland is empowered to subscribe and receive on the behalf of the Leland Faulkoner MFG Co. \$500,000; shares of stock of Cadillac Motor Car Co. Signed: Wm. H. Murphy. Oct. 27, 1905.

G: Cadillac Motor Car Co. waiver of notice of the 1st meeting of stock holders. 1 p, Oct. 27, 1905. Signed by Henry M. Leland, Lem W. Bowen, and Clarence A. Black.

H: Pontiac Body Co. Cadillac advances \$40,000 to Pontiac Body Co. for the purpose building automobile body. Signed: W.C. Leland, Nov. 13, 1905.

* I: Cadillac Motor Car Co. transfer of Subscription (6) DS, all signed by Henry M. Leland, Folio:

1: Wilfred C. Leland = 1000 shares

2: Albert E. White = 750 shares

3: Clarence A. Black = 750 shares

4: William H. Murphy = 750 shares; Signed by William H. Murphy. "I have this day received the above mentioned shares of stock." dated: Nov. 22, 1905.

5: Lem W. Bowen = 750 shares
Each is 1 p dated Nov. 27, 1905. Each document shows that all these previous Leland and Faulkoner partners were paid in Cadillac Motor Car Co. stock. These shares today would be worth many billions of dollars.

* J: Cadillac Motor Car Co. transfer of stock (6) documents Folio.

1: Henry M. Leland is given 833 shares of Cadillac Motor Car Co. Signed by Clarence A. Black. Oct. 27, 1905, 1 p.

2: William H. Murphy is given 2,200 shares of Cadillac Motor Car Co. Signed by Clarence A. Black, Oct. 27, 1905, 1 p. Murphy writes at the bottom that he's received the shares. Nov. 22, 1905.

K: Postcards, Notes, TLS between Henry and W.C. Leland, Business related Telegram

- 1 a: Postcard from Henry Leland to Wilfred Leland from England; August 13, 1910**
- 1 b: AQ (not signed) Henry Leland quotes J.G. Holland with the Heading "Men..."; Quote regarding men in these times.**
- 1 c: AN (not signed) Pacific Railroad (P.R.R.) Train Schedule Philadelphia.... Buffalo... and Northeast**
- 2.: Western Union Telegram April 16, 1904; Brown Life Gear Co. to Cadillac Auto Co. specifying number of teeth on gears**
- 3: TLS Wilfred Leland to Henry Leland with personal well-wishes for a pleasant New Hampshire Vacation; July 30, 1904**
- 4: TLS Wilfred Leland to Henry Leland regarding vehicle clutches. 5 Pages: November 17, 1906**
- 5: TLS from David Harper to William H. Murphy transferring 10 Shares of Leland and Faulkoner Co. Stock to Murphy. Harper also resigns as President of the Company; April 4, 1905.**
- 6: TL Board of Directors Meeting - Leland and Faulkoner Co. accepting resignation of 3 Directors and appointing W.C. Leland as Acting Secretary; April 4, 1905**

7 2/ 1. (3) LS. Signed letters of resignation of three above directors, 1 p each.
April 4, 1905. (K 7, 1)

K ✓ 8: Telegram London, Nov. 27, 1906 "...one wireless four cables received why such haste better reconsider..." Wilfred.

✓ 9: A.E.F. White. ALS, June 29, 1907, 1 p. To Henry M. Leland, D.M. Ferry, and Co. Seedsmen Detroit. letterhead about enclosing dividend check of Cadillac Motor Car Co. standing in your name but belonging to me "...it certainly seems good to have something coming of this character..." [Law compelling all carriages to carry lights at night?]

✓ 10: Case Coach and Coupe Stables, Detroit. To Henry M. Leland, ALS, 1 p. Sept. 22, 1908. "...We agree with you...about a law compelling all carriages to carry lights at night... We'll do what we can to help in this matter in establishing such a law." Includes cover.

✓ 11: Case Coach and Coupe Stables, Detroit. Sept. 17, 1908. Enclosing bill for damage done by your auto (probably at night) hence above letter. ALS, 1 p.

✓ 12: Telegram, April 16, 1904. Cadillac Automobile Co., Detroit: One Hundred Forty last shipment to you fifth instant. Weston Mott Co.

✓ 13: Henry Fords private phone: Monroe Glass Co., Monroe, Mich., Feb. 1, 1911, 1 p. "I have run across the private phone numbers of Mr. Ford, it is North #3328. It may come in handy when we want to get after him." to W.C. Leland.

✓ 14:a: Typed listing of bearings and their departure imported. 1 p, Aug. 30, 1913.

✓ b: Northway Motor and MFG Co. to Cadillac Motor Car Co., Sept. 19, 1913. "Mr. Leland will be at Bristol at the Hotel Gridley and writer will be there to meet him."

✓ c: (2) Two copies of letters of meeting in Bristol, CT. To visit the new Departure Bearing Co. plant with H.M. Leland. Sept. 16, 1913.

✓ d: LS to H.M. Leland from M.S. Bringham Motor Car Co., 3 pp, March 21, 1916 interesting letter on flying, motor boating and motor coaching suggests that Leland vacation with him. A postscript and signed by Gertude Leland (H.M. Leland's daughter): "We want you to take this trip but we want you here...I do get lonesome without you." Signed by M.S. Bringham.

✓ 15: William Crapo Durant: Agreement with Henry M. Leland and Wilfred C. Leland "Confirming in accordance with the authority vested in me by the Board of Directors...in addition to the salary agreed...commencing July 1st 1910, you are to receive

10% of the net profits...of the Cadillac Motor Car Co....to be paid at the end of each quarter..." 1 p, June 20, 1910. Signed W.C. Durant V. Pres.

✓ 16: Typed list showing the amount paid each year from 1910 through 1917 totaling: \$645,349.19. 1 p, dated Dec. 1926, includes salary paid and the 10% dividend paid to the Lelands.

✓ 17: Wars Dept. telegram July 4, 1917 (4th of July) to H.M. Leland expressing to him and Cadillac their appreciation for the splendid cooperation of making parts for new aviation engine. Signed Deeds Aircraft Production.

3. Birth of Lincoln Motor Co.

*** A: Lincoln Motor Company Articles of Association, Folio, 3 pp, Aug. 25, 1917. Signed by Henry M. Leland, Wilfred C. Leland, Gertude Leland Woodbridge (daughter of H.M. Leland), George H. Layng, W. Rex Johnston, Wm. T. Nash, Frank Johnson, Wm. H. Murphy, Joseph Boyer, M.W.H. Wilson, Ernest E. Sweet, and Albert V. Widman. Showing their respective shares with envelope.

* B: Lincoln Motor Co. Certificate of Incorporation, 17 pp, Folio. This is a copy original given to the Secretary of State of Delaware, Jan. 17, 1920.

* C: Agreement between the Lelands and the company officers of the Lincoln Motor Co., 5 pp. Signed by Henry M. Leland, Wilfred C. Leland, George H. Layng, W. Rex Johnston, and Wm. T. Nash, July 31, 1917. Shows stock options and salaries.

Liberty Aircraft Engines: War Department Contracts

D: Contract of December 10, 1917 #1647: Order 10139, Order for 6000 12 cylinder aircraft engines. Signed by Wilfred C. Leland, V. Pres., (signed twice) Wm. T. Nash, Secy., Major A.C. Downey, Major General Terry O. Squire, 5 pp. Includes envelope for holding Contracts: #1647-4,-5,-6, Exer. Option, 1647-7,-8,-9, and 5476.

E: Supplementary agreement (Contract #1647-5; Order #10139) between Lincoln Motor Co. and the United States of America covering advance payment to contractor for \$4,300,000, July 10, 1918. Signed by Wilfred C. Leland and Wm. T. Nash for Lincoln and for the United States, 1st Lt. F.D. Senacke, approved by Wm. O. Potter, Director of Aircraft Production, 10 pp.

F: Contract between Lincoln Motor Co. and the U.S. Government, Folio, 30 pp. Contract for Aeronautical Equipment. July 31, 1918. Signed by Wilfred C. Leland and Wm. T. Nash for Lincoln and for the United States, Captain O.R. Ewing, A.S. (P) N.A.; approved by Wm. O. Potter, Director of Aircraft Production. above with ribbon and government seal including two telegrams and a copy letter (all from Aug. 2, 1918).

G: United States of America, LS, Elects to purchase from the Lincoln Motor Co. 8000 additional 12 cylinder aircraft engines, 1 p, Sept. 12, 1918. Signed U.S. of America Lt. Col. A.C. Downey. Includes envelope.

H: United States of America elects to order 11,000 engines at \$4,000 each totaling \$44,000,000. Signed by Major General Eugene T. Bonnet and contracting officer F.D. Schnacke, marked to "Order #Do. 730584 Aero." "This order is supplement for to Order 10139 making a total of 17,000 motors (U.S. Liberty) and this order exercises the option contained in contract #1647-6." 2 pp.

I: Contract U.S. Government/Lincoln Motor Co. for a total of 17,000 Liberty Motors (Contract #1647-8), Folio 15 pp. Signed by Wilfred C. Leland, Wm. T. Nash, F.D. Schnacke, J.A. Mars, Director of Aircraft Production and Signed by Secy. of War Newton Baker. Includes a letter authorizing U.S. Disbursement Officer to make disbursements to the Lincoln Motor Co. Signed in print by Secy. of War Newton D. Baker certified as a true copy by Major E.A. Colman. Contract for 17,000 is dated Jan. 6, 1919 and the letter is dated Jan. 8, 1919, 1 p.

J: Confirmation of Order for 6000 Liberty engines, 1 p, Oct. 11, 1917 from Chief Signal Corps, U.S.R., A.C. Downey. "Order #10139, Aero." about shipping instructions, etc.

K: Secy. of War Newton D. Baker, LS, 1 p, May 18, 1918 to Lincoln Motor Co. Letter of Congratulations on getting 1000 engines out so quick. "President of U.S. and Baker send congrats upon success so far attained in getting 1000 engines out in one year...congrats to all the workers and officers in most commendable task. It is a cheering thing to have the Army workers, at home and the Army overseas to be moved by the same loyalty and same patriotism."

L: 1: Indenture between U.S. and Lincoln Motor Co., 1st deed to the government. Oct. 10, 1917, 4 pp. Signed by Wilfred C. Leland and Wm. T. Nash. This document has been voided.

2: Indenture between U.S. and Lincoln Motor Co. similar content as 1. Dec. 10, 1917 with changes 4 pp, unsigned.

Preliminaries before Building Factory

* M: Harold H. Emmons, War Department, 1 p, LS to W.C. Leland about getting some important people together to give info. to Colonel Walden on the Liberty engine, Oct. 25, 1917.

* N: Brig General T.O. Squier, War Department, LS, 1 p, July 7, 1917. General Squier Chief Signal Officer of the Army. "This is to confirm encouragement given to Mr. Henry M. Leland and Mr. George Lang regarding preliminary work in getting ready for the manufacture of the U.S. 8A engines of very high standard and quality which is necessary

in airplane work. The assurance given to Mr. Leland to go ahead was based on our intention to give you a very substantial order... " To Henry M. Leland and Wilfred C. Leland.

Designer of the Liberty Engine

** O: E.J. Hall, LS, To the Aircraft Production Board, 6 pp, May 31, 1917, Entire specifications on research, description of building these engines. Test reports on flying similar engines during the War in France, etc. Written by and signed by the designer: E.J. Hall.

* P: Col. C.A. Dreck, Council of National Defense to Henry M. Leland, June 7, 1917. "The Aircraft Board of Production has taken very vigorous steps to bring out a standard aviation motor. We have asked Mr. Vincent (government's man) and Mr. Hall (the designer) to come to Washington and open up an office...Where designs will be completed. This motor will be called: U.S.-4, 6, 8, or 12... In other words it will be an all American motor....Sample motors are to be built at gov't expense..." 1 p.

Q: J.G. Vincent, LS, 2 pp, To Cadillac Motor Co. "Attention Mr. H.M. Leland," June 15, 1917, "...Delivered blueprints and copy of parts list...have your Engineering Dept. go over the drawings carefully and send me a copy of any criticisms of suggestions. This is to be a U.S.A. engine and we want all the help from U.S.A. engineers.."

R: J.G. Vincent to "Attention of Mr. H.M. Leland or W.C. Leland," LS, 1 p, June 19, 1917. Working on the 1st sample motor. "...practically squared away in our new quarters...going to be a few days before we have our organization ready for...making blueprints, etc. There will be a few days delay in sending you the balance of the prints which are necessary to make your set complete...The wood model has not yet arrived...nothing very definite in regard to giving orders for manufacture..."

* S: Sidney D. Walden, LS, June 23, 1917, 1 p, To Henry M. Leland. "It is hard for me to express the delight I experienced upon reading your 'Declaration of War' dated June 21st. ...Mr. Deeds (U.S. Gov't) and I prepared an estimate...in airplane and motor production based upon a program calling for \$600,000,000...I realize that no where in the world can this Board find a better talent and experience for this particular motor job than that you bring."

T: Major General George W. Barr, LS, 1 p, Sept. 30, 1919, Certificate of Merit: to Lincoln Motor Co. Response letter to Major General George W. Barr, 1 p, typed, dated: June 25, 1920. ...ashamed to find that your communication of September 30, 1919, regarding Certificate of Merit... Signed in print President, Lincoln Motor Company.

U: Letter to W.C. Potter, 2 pp, dated: Nov. 11, 1919, Signed in print Vice-Pres. and Gen'l Mgr., Lincoln Motor Company. Request from W.C. Potter for "...a few photographs indicating the work done in connection with Aircraft Production." Response letter from Wm. Potter, LS, 1 p, Nov. 17, 1919. To: Mr. Leland "...No one could have

worked harder than you, your father and your organization to help the Government, and I shall always remember my relation with your company..."

V: Clarence E. Whitney, 2 LS, Sept. 30, 1919 and Oct. 1, 1919; and a telegram from the Whitney MFG Co. to Henry M. Leland, Oct. 1, 1919.

4. Construction of Lincoln Factory including Reality, 1917-18-20.

A: Agreement between Lincoln Motor Co. the designated (Oct. 12, 1917) contractor, Walbridge Aldinger Co. for building the factory giving all the details. 2 copies, unsigned, Folio.

B: Purchasing the land, agreement between Motor Products Corp and George L. Gibson, 6 pp, July 3, 1917. Large tract of land for \$225,000. George Gibson was the agent purchasing land for Lincoln Motor Co.; unsigned.

C: Legal description of property of Lincoln Motor Co., 2 pp, unsigned, Folio, 2 copies.

D: George Gibson, 2 LS and 2 letter (not signed), 1 p, "I wish to inform you that this day (June 28, 1917) I have purchased for you from Motor Products Corporation...their entire holdings of their plant at Holden and Lincoln Avenues., Detroit, Michigan. The purchase price to be \$225,000." Detroit Real Estate and Investment letterhead.

E: 10 day option to purchase Hensley Trolley MFG Co. given to George Gibson, 3 copies, unsigned, Folio, June 29, 1917.

F: 1: George L. Gibson, map of Holden Ave. lots done by hand plus 2 letters signed by Geo. L. Gibson stating Hensley Trolley Mfg. Co. property has been purchased; terms are stated, July 12, 1917. To Wilfred C. Leland, 3 pp.

2: 3 copy letters, unsigned, concerning the purchase and delivering possession of the Rands MFG Co. July 14, 1917.

G: State of Michigan in Recorders Court for the City of Detroit in the matter of opening Vancouver Avenue from Epworth Boulevard to Livernois Avenue, where not already open, as a public street and highway. Document, unsigned, 10 pp, cross examination transcript of proceedings, Dec. 23, 1920.

H: Paid receipt of Geo. L. Gibson office in the Book Building, July 19, 1917, 1 p, reality purchaser includes Lincoln Motor Co. envelope.

5. Blueprints of Land and Factories for the Lincoln Motor Company

A: Blueprints: Schedule of Building Costs and Values of Warren plant and Holden plant, 5 pp, 24"x 11." Through schedule of costs and values of every portion of plant, 1918-1921.

* B: Blueprint: In black and white looking down on every portion of plant and a side view of what the plant would look like upon completion. Excellent 22"x 17" survey, July 6, 1918. This a silverprint photo.

C: Blueprint plat of property acquired by Lincoln Motor Co. showing each lot of Warren Livernois Tireman area for plant. 38"x 14", (2) pieces: same. Total values given at \$637,743.00.

D: Blueprint overall area covering five streets (Warren plant), 36" x 15". Plant buildings have been drawn overlots in redmarker.

E: Blueprint: Overall view before building Warren plant showing sewers in 4 corners (I believe): 31" x 14".

F: Blueprint Warren plant showing railroad ingress into plant, 17" x 6".

G: Blueprint: Holden Ave. plant plot plan placement of all buildings, 36" x 26".

6. Deeds

* A: "Instrument assigning all Lincoln Motor Co. property to U.S. Government in accordance with the July 10, 1918 agreement," DS to the Secy. of War signed by Wilfred C. Leland and Wm. T. Nash, dated July 10, 1918, collateral needed by U.S. Government as security, 5 pp.

* B: Quick Claim Deed to the United States of America for advance payments of \$5,000,000 to the Lincoln Motor Co. as security from the company on all its land. 8 pp. Signed by Secy. of War Newton Baker.

C: Same as A. with similar content but voided, not signed, July 10, 1918, 3 pp.

* D: Deed: of Lincoln Motor Co. signed by Wilfred C. Leland and Wm. T. Nash with \$3012 stamps of revenue, 6 pp, describing all parcels of land owned, Jan. 30, 1920.

E: Lincoln Motor Co. purchases land parcels from Carle E. and Carrie G. Morton for \$1.00, with \$2 stamp of revenue, 1 p, July 27, 1921. With 1 page appraisal of land "between Hammond and Military" valued at "\$379,340.15 plus abstract and interest charges," June 16, 1921.

7. Reality letters and statements concerning 2 plant sites: the Warren Ave. factory and the Holden factory sale.

A: Letters signed and some unsigned dealing with reality business-purchasing property values of land and plant buildings.

1: (2) typed letters to Thomas J. Doyle concerning the lease of a garage at Woodard and Garfield, March 18 and March 29, 1920. Each is 1 p, one print signed Secretary, and one blank.

2: [W.C. Leland] from and signed Morris Higher concerning Holden Ave. property, March 14, 1919, 1 p, typed.

3: [W.C. Leland] Signed C.E. Gay and W.A. Lawson concerning the roof at Woodard and Palmer Aves., December 17, 1919, 1 p, typed.

4: [W.C. Leland] Signed W. T. Nash concerning lease cost and options from Mr. Frank, March 5, 1920, 1 p, typed.

5: [W.C. Leland] Signed F.R. Lane on Stotter-Lane Company stationary, concerning Cass Ave location for a salesroom, March 25, 1920, 1 p, typed.

6: [W.C. Leland] Signed Edwin S. George, concerning leasing garage at Woodard and Garfield, March 16, 1920, 1 p, typed.

7: [W.C. Leland] Signed W.C. Rands, concerning interest in possible sale of Holden Avenue plant, April 30, 1919, 1 p, typed.

8: [William T. Nash] Print signed W.C. Leland, concerning Detroit Seamless Steel Tube Company purchase of land on Warren Ave. near the plant, July 15, 1919, 1 p, typed.

9: (2) letters [Lincoln Motor Co.], both on Nov. 26, 1919. Signed R.K. Trix, Each is 1 p, typed. One concerns income and expenses from Kirby Apartments, and the second concerns purchase of a house from Art Center Corporation.

10: a: [Lincoln Motor Co.] Signed Henry I. Forsyth concerning the cancellation of further negotiations over the sale of Holden Ave. property, Oct. 27, 1921, 1 p, typed, stapled to b: below.

b: [W.C. Leland] Signed Jas B. Vanvechten [?], from Henry I. Forsyth Company, concerning possible sale of Holden Ave. plant, Jan. 19, 1921, 1 p, typed.

11: Correspondence with American Tube & Stamping Co.

a: [W.C. Leland] Signed A.T. Doud, from American Tube & Stamping Co, concerning not being interested in the purchase of factory because it is too large, March 20, 1919, 1 p, typed.

b: Telegram from Leland Lincoln Motor Co. to American Tube & Stamping Co., "Forwarding full information requested today special delivery" March 13, 1919.

c: [American Tube & Stamping Co.] Print signed Lincoln Motor Co., concerning Holden plant information, March 13, 1919, 2 pp, typed.

d: Telegram from Leland Lincoln Motor Co. to American Tube & Stamping Co., "Unexpected delay obtaining desired information will forward early next week" March 5, 1919.

e: [Lincoln Motor Co.] Signed A.T. Doud, from American Tube & Stamping Co, asking for a response to the Feb. 19, 1919 letter (see f:), Feb. 27, 1919, 1 p, typed.

f: [Lincoln Motor Co.] Signed A.T. Doud, from American Tube & Stamping Co, concerning information about Holden plant, Feb. 19, 1919, 1 p, typed.

B: Map of Lincoln property at Warren Ave. accomplished in pencil with values of construction: plot plan, 1 p, 8" x 11", April 10, 1919.

C: Confidential information as to plants values, 2 pp, unsigned totaling \$18,180,526.00

D: Holden plant values, 2 pp in manuscript, signed Irvine Allen, totaling \$1,155,803.08 Dec: 31, 1918, and 3rd p typed, dated: Nov. 1, 1918.

E: Rates of Depreciation, 4 pp, building and machines at Holden plant, March 18, 1919 and Dec. 12, 1918 (last 3 pp).

F: Depreciation and amortization for income tax year ending 1918, 4 pp, March 26, 1919.

G: Warren Ave. land value \$660,972.17 map above probably goes with this item April 15, 1919, 4 pp.

H: Lincoln Motor Co. present value manufacturing equipment in the Holden Ave. buildings, April 2, 1919, 2 copies, 5 pp each excluding cover page.

I: General description of layouts and buildings of Holden Ave. plant, 5 pp, no date.

J: Memorandum Re: cost of Lincoln Motor Co. plants, 4 pp, date: March 17, 1921.

K: Memorandum Re: cost of Lincoln Motor Co. plants, 7 pp [3 pp typed, 4 pp in manuscript and writing], detailing Warren Ave., Holden Ave., and property now on Woodward Ave. in Detroit. Dated: March 17, 1921.

8. Engine Blueprints

A: Sectional assembly 4 cylinder, Pittsburgh model, 32" x 36".

B: Outline assembly 4 cylinder, Pittsburgh model, 32" x 36".

C: Sectional assembly 4 cylinder, Transmission, 18" x 24".

D: Aircompressor full size patent applied for designed by Lincoln's Oliver E. Barthel, 14" x 16".

E: Wales Pneumatic suspension for autos by Oliver E. Barthel, patents applied for 18" x 24".

F: Blueprints (2) for telescope, 8" x 10".

G: Blueprint for tractor general drawing, Dec. 12, 1917 tracing A 2815. 30" x 58".

9. List of Detroit Corporations with capital of \$100,000 or more dated July 1920: Name and address plus presidents, vice presidents, secy., treasure of each Co. several thousands named on 105 pp.

10. Chronology: Lincoln Motor Co. starting with final settlement with U.S. Government on April 18, 1919 going through May 6, 1924. 20 pp. Example: March 20, 1922, "Sorenson bull in China cabinet. H. Ford knows that he don't want to pull the reigns too tight because he knows that Sorenson is a stick of dynamite he can light anytime. Sorenson can cleanup a situation."

* 11. Henry M. Leland (signed by), typed manuscript of "Statement of the History of the Lincoln Motor Co. from its Organization to the Time of the Leland's Severing Their Relations with Ford," 29 pp. Example: Ford "New Business Era Principle" ahead for the new Lincoln Motor Co.

12. List of parts in order of vendors with routing of work done outside, 80 pp. Showing hundreds of companies describing parts they made and costs of each item. Example: #12474 - crankshaft - Wyman and Gordon \$80.00 each, Leland and Gifford Co. \$80.00 each. 1000s of entries.

13. Workers names, their address, phone # the work they performed and their department station. Example: Chas. L. Armstrong Foreman, Pipe Shop Dept., 40-135 Milwaukee Ave. Detroit North 2305 (phone). circa 1920, separated by 4 plants, 69 pp.

14.A: -General description of layout and buildings, 5 pp.
-Confidential Information as to the Value of Plant, 2 pp.
-Original cost of mainplant on Warren, 1 p, Dec. 31, 1918.
-Property accounts. As of Dec. 31, 1918.
-Square footage of Warren plant, 1 p, Dec. 31, 1918.
-Approximate cost of company (broken down and costing) \$7,165,000, as of June 20, 1918.

- Value of Holden plant = \$1,438,0014.76, Nov. 1, 1918, 1 p.
- Letter regarding Holden plant and it's sale, April 1, 1919.
- LS regarding contract of installing Budd flush valves in the Lincoln plan by Detroit lead pipe works, Nov. 6, 1917.
- Estimate on the land and building of the Lincoln Motor Co., by Mr. Lorimer in June, 1921, totaling \$4,452,875.
- Building 'A' contractors list and amounts paid, 1 p. By Mr. Albrecht.
- Lincoln Motor Co. power house cost data (1921), 13 pp, broken down into minute detail.
- Cost of land and buildings, May 31, 1921, 1 p.

B: Important Lincoln Motor Co. legal briefs and contracts.

1: (2) Unsigned copy Memorandum of Agreement, (1) with corrections and (1) print signed by both parties, between Wilfred C. Leland and LeRoi J. Williams concerning a loan for \$43,750.00, Jan. 13, 1920. (1) with corrections is 3 pp and (1) is 2 pp.

2: Unsigned copy Memorandum of Agreement between William H. Murphy and Fred T. Murphy concerning a loan for \$375,000.00 and purchase of 3125 shares of Class A stock, Feb. 6, 1920. 3 pp.

3: Unsigned copy Memorandum of Agreement between William H. Murphy and John Trix concerning a loan for \$375,000.00 and purchase of 2500 shares of Class A stock, Feb. 6, 1920. 3 pp.

4: Unsigned copy Memorandum of Agreement between William H. Murphy and John H. Emmert, Fred T. Murphy, Joseph Boyer, John Trix, Henry M. Leland, and Wilfred C. Leland concerning a loan for \$350,000.00, January 1920. 5 pp.

5: Unsigned copy Memorandum of Agreement between William H. Murphy and Joseph Boyer concerning a loan for \$50,000.00 and purchase of 625 shares of Class A stock, not dated, 1920, 3 pp.

6: Unsigned copy Memorandum of Agreement between William H. Murphy and Dayton Securities Company concerning a loan for \$87,500.00 and purchase of 7500 shares of Class A stock, not dated, 1920. 3 pp.

7: Unsigned copy Memorandum of Agreement between William H. Murphy and John H. Emmert concerning a loan for \$12,500.00 and purchase of 375 shares of Class A stock, not dated, 1920. 3 pp.

8: Unsigned copy Memorandum of Agreement between William H. Murphy and Henry M. Leland, and Wilfred C. Leland (print signed by both parties) concerning a loan for \$375,000.00 and purchase of 16,625 shares of Class A stock, Jan. 13, 1920. 5 pp.

9: Unsigned copy Memorandum of Agreement between Wilfred C. Leland and LeRoi J. Williams concerning a loan for \$43,750.00, not dated, 1920. 2 pp.

10: Unsigned copy Memorandum of Agreement between John H. Emmert, Fred T. Murphy, Joseph Boyer, John Trix, and Dayton Securities Company and Henry M. Leland and Wilfred C. Leland concerning a loan for \$350,000.00 and the purchase of Class A stock, amounts of each person is listed, January 1920. 2 pp.

11: A contract for William H. Murphy to receive \$187,500.00 with a 6% interest from Henry M. Leland and Wilfred C. Leland, dated Feb. 6, 1920. Unsigned.

12: A contract (Unsigned) that Sidney T. Miller, Edwin C. Lewis and George H. Klein as Agents hold the promissory notes and other paper concerning further dividends from the Lincoln Motor Co. and William H. Murphy, Joseph Boyer, Henry M. Leland, Wilfred C. Leland, John H. Emmert, John Trix and Wm. T. Nash.

C: Legal Briefs and Contacts:

1: Memorandum of Agreement, 3 pp, signed by Wilfred Leland, and Wm. T. Nash, dated: Jan. 13, 1920. Loan of which is secured by 2800 shares of Lincoln stock between Leland and Nash.

2: Memorandum of Agreement between the Lelands and William H. Murphy, 5 pp, dated: Jan. 13, 1920. Loan from Wm. H. Murphy to the Lelands secured with Class A and B stock. An important document making it possible to continue to do business. Signed by Henry and Wilfred Leland.

3: Promissory note in regards to paying Wm. H. Murphy, \$187,500 at 6% interest, 1 p, Feb. 6, 1920, goes to above C 2.

4: Promissory note to Fred T. Murphy, 1 p, Aug. 1, 1921. Signed by W.C. Leland and W.T. Nash.

5: Promissory note for \$125,000 to Fred T. Murphy, 1 p, Aug. 1, 1921. Signed by W.C. Leland and W.T. Nash

6: Promissory note for \$250,000 to Fred T. Murphy, 1 p, Aug. 1, 1921. Signed by W.C. Leland and W.T. Nash

7: Promissory note for \$75,000 to Fred T. Murphy, 1 p, Aug. 1, 1921. Signed by W.C. Leland and W.T. Nash

8: Memorandum of Agreement between W.C. Leland and LeRoi. J. Williams, in regards to raising cash for 2800 shares of Lincoln Motor Co. Signed by the above, 3 pp, dated: Jan. 13, 1920.

9: Memorandum of Agreement between Lincoln Motor Co. (Lelands) and Fred T. Murphy, John Trix and Wm. T. Nash. The above being directors and stock holders. borrowing \$1,250,000 for 90 days most important document, 6 pp. Signed by Henry M. Leland, Wilfred Leland, William H. Murphy, Joseph Boyer, John Trix, Fred T. Murphy, and Wm. T. Nash. July 11, 1921.

10: Letter of Authorization to sell Class B stock. Signed by Henry M. Leland, Wilfred C. Leland, Joseph Boyer, Wm. H. Murphy, Wm. T. Nash, and Fred T. Murphy. March 8, 1921.

11: Wilfred Leland, AL, Believed to be in Wilfred's hand, 3 pp, of notes on stock disbursements by Wilfred; Nash (Treasurer); LeRoi Williams.

D: Correspondence June 28, 1917 through Jan. 30, 1919.

1: Telegram to Governor Alexander Groesbeck recommending Harold Emmons to the U.S. Senate, Nov. 20, 1922 from Henry M. Leland.

2: Alex Groesbeak Governor answers above telegram, Nov. 24, 1922, and will give careful consideration to Henry Leland, 1 p.

* 3: IRS withdrawing tax assessment [believed to be for \$6,000,000], LS, July 29, 1921, Signed by Clarence Neely.

4: Memo (2) copies of delivering to H.H. Emmons following certificates to be exchanged for bonds 12,500 to Henry and Wilfred Leland, Sept. 20, 1921.

5: Memo, Jan. 7, 1921, values of property for opening of plant to bigger improvements, 1 p.

* 6: Detroit Trust Co. receiver letter signed by banks Vice President sent to all stock holders, 2 pp, announcing sale of Lincoln motor Co. for \$8,000,000, Jan. 3, 1922.

* 7: Bill for handling sale to Henry Ford of the Lincoln Motor Co. Signed by H.H. Emmons, March 12, 1923, very detailed, 3 pp.

8: Memo of what transpired in regards to sale and Mr. Ford's promise to pay all the stock holders, 2 pp, June 21, 1923.

9: C.T. Kettering, LS, March 25, 1921, 1 p. General Motors Research Corp. heading interesting letter on the placement of 2 men in key positions to W.C. Leland. Signed "Ket"

*****E: Important LS from Edsel Ford to Lelands on how to conduct business ala Henry Fords way and decree eventually stripping the Lelands of their managerial power leading to their ultimate firing from Lincoln Motor Co.** Edsel Ford, LS, 2 pp, May 5, 1922. Ford Motor heading to W.C. Leland. 1. National advertising is to be discontinued; 2. Removal of purchasing and sales depts. to Highland Park; 3. No more shipments of Carson Sunday; 4. "Mr. Ford is not in sympathy with your employment of Mr. Stringham...our policy is to pick men for special jobs from within our own organization...That between 50 and 60 thousand men...There will be no problem in securing a man" Fourth is job. "Pay Mr. Stringham a month's salary and have him discontinue his work as soon as possible."

F: Correspondence

1: [W.C. Leland] Copy letter, 1 p, Oct. 18, 1917 to Dayton Metal Products Co. "We have here with enclosed copy of the articles of association".

2: [W.C. Leland] Copy letter to same recipient, Oct. 13, 1917. "Receipt hereby acknowledge of your letter enclosing check fro \$100,000.00 to cover stock subscription in the Lincoln Motor Co." 1 p.

G: Prose: typed "May it not be that one day these 'Aeroplanes of Liberty', These 'Birds of Freedom' shall bear our brothers to the battlefield, and pausing 'inlanders fields' these brothers shall receive an inspiration from those heroic dead who shall not have died in vain, and wearing the 'Badge of Zeta Psi'...shall under in the victorious day of freedom for the whole world." 1 p.

H: [Alvin Macauley, Plant Manager] Telegram to H.E Talbot (Kettering's partner in Delco.) Sent by W.C. Leland. "At Mr. Kettering's request I am sending copy of telegram Packard has sent today to Mr. Montgomery will be in Washington with accountant contract parts unacceptable to us ... too much authority to contracting officer coupled with too little for us. Our protection requires acceptance of motor after test is final...This contract threatens...to extinguish our motor car business (Packard Motor Co.)..." Aug. 28, 1917.

I: Telegrams dated Oct. 5, 1917.

1: [W.C. Leland] "Shall appreciate receiving check Monday as we are making heavy payments next week. To H.E. Talbot

2: [H.E. Talbot]"Sorry of delay...will mail (check) Monday."

J: Plot of land Re: Hammond factory Crowley's subdivision. Private claim recorded, Jan. 21, 1890, 8" x 24".

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K: -1: C.T. Kettering, LS, Good content about chain letters, their good and evil. he's starting one here with Uncle Sam's thrift Stamps to help War effort, May 10, 1918, 1 p.

2: To C.F. Kettering, asking Delco Company, Dayton, OH to purchase \$400,000 worth of stock in four monthly payments of \$100,000 from H.M. Leland [to finance the aeroplane motor company], unsigned, 2 pp, June 28, 1917.

3: To C.F. Kettering, asking for the first installment of the agreed \$100,000 per month to finance the aeroplane motor company from W.C. Leland, unsigned, 1 p, Sept. 14, 1917

L: Correspondence on running Lincoln Motor Co., 83 pp, some (60) letters and telegrams written to Lelands by partners and suppliers, good content, 1918-1923. Also included are letters from the Lelands and copies of their answers.

* M: Handwritten notes from Henry Martyn Leland and his son one signed by W.C. Leland, 12 pp, and also 2 letters from Lincoln Motor plant advising that these salaries are final checks to Henry Leland and his son.

N: Notice of Sale of Lincoln Motor Co. by the Detroit Bank and Trust Co.

**O: 23 pp. Letter sent to Henry Ford copies to Edsel Ford and Mrs. Ford plus postal receipts of telegrams sent to the above persons. Above letter dated: March 19, 1924. (Also a copy of YMCA magazine see page 195) The above letter most important in regards to money owed stock holders.

***P: 100 pp. Manuscript typed with numerous corrections by W.C. Leland, July 23, 1924. This is the Leland statement. Re: Conversation, He and his father had with Henry Ford concerning entire sale and reimbursing stock holders. A most important and historic document. Includes a letter from the Stout Metal Airplane Co. enclosing *Chicago Daily* article of suit of Leland looming vs Ford. Great letter head showing most the influential people at that time who were directors and subscribers to Stout Airplane Co.

Q: Letters from stock holders to Ford and Ford's reply from Edsel Ford's office and Ernest Lieboldt advising nothing can be done to reimburse them. 17 pieces.

* R: Henry M. Leland, statement to the stock holders concerning their loss and the loss of Lelands suit against Henry Ford. Stating further we have tried all avenues and now have no recourse. Detroit, MI, Sept. 1, 1931, 3 pp. Printed.

S: [Robert Crawford] Lincoln Motor Co. letter, unsigned, which was sent to all the creditors who were owed \$1,000 or more at the time of the Henry Ford sale 1923. Shows that Crawford brought about settlement of the government's (U.S.) claim against the company and the paying in full of all the above creditors. goes on to ask each creditor to

buy 10% of Crawford's Co. stock: Atlas Foundry Co. for his work on getting all the creditors paid as he is in dire need of funds.

15: * Lincoln Motor Co. Stocks Signed by Henry M. Leland**

A: 1: Henry M. Leland, Lincoln Motor Co. stock issued to and signed by Henry M. Leland, and by William T. Nash, 500 shares, signed 3 times (2 on the back and once on the front), Jan. 13, 1920.

2: Stock certificates signed by Henry M. Leland and William T. Nash, dated from Sept. 1, 1917. (3 days after original partnership inception agreement) through Dec. 13, 1919. (10) certificates.

B: Stock certificates (20) signed by Wilfred C. Leland and made out to him. (10) have been signed on the obverse side by Wilbert C. Leland. Two separate signed documents pertaining to stocks.

C: Stock book containing stocks shows all who owned stock and had stock certificates and the amounts 100 stubs, signed by Henry Martyn Leland, Wilbert C. Leland, and most of the persons stocks were issued to.

D: Stock ledgers (2) 80 pages each listing all of the main principal stock holders and their holdings. includes holding of H.M. Leland, W.C Leland, Gertrude Leland, etc.

16: Henry M. Lelands Diaries

A: Year 1929, signed on titlepage with H.M. Lelands address with many entries (20-30% of whole year).

B: Year 1910, signed on titlepage, 13 pages of entries.

17: The Works of Henry M. Lelands and Others

✓ **A: Address by Henry M. Leland, Pres. of the Society of Automobile Engineers (S.A.E.) before that body, Cape May, N.J., June 24, 1914, 15 pp. Printed pamphlet with Heavy cover.**

✓ **B: "The Young Man and Business" by Henry M. Leland, 19 pp. Printed pamphlet with heavy cover, Oct. 30, 1910. Address of manager of the Cadillac Motor Car Co.**

✓ **C: "Lincoln and the Kaiser: A Contrast" The Egotism of Wilhelm and the Tenderness of Lincoln (Abe), 3 pp, printed (2).**

✓ **D: "A Pledge Made Good by Deeds", Lincoln Motor Co., 15 pp, about the new Lincoln factory and it's pledge to protect the liberty of this country. 1917.**

- E: The Staebler Papers; 20 PP Booklet describing the birth of the "Horseless Carriage"**
- F: Typed Report of K.P. Drysdale on "How Many Cylinders an Automobile should have" Several Pages. No Date.**
- 18 A: Folded Card on Heavy Paper - From Henry Leland General Manager Cadillac Motor Car "To the Men in the Shop" in Congratulations of Cadillac winning the "Dewar Trophy" No Date.**
- B: Folded Card on Heavy Paper - Dewar Trophy Appreciation Dinner Menu held in honor of Cadillac Motor Car Department Heads.**
- 19: 70 Matted 8" x 10" Photographs; Leland Portraits, Leland Family, Structures, Nature Scenes, Horses etc.**
- A: Requires Research Verification of Actual Subject.**
- B: Requires Research Verification of Actual Subject.**
- C: Requires Research Verification of Actual Subject.**
- D: Requires Research Verification of Actual Subject.**
- E: Requires Research Verification of Actual Subject.**
- F: Requires Research Verification of Actual Subject.**
- G: Requires Research Verification of Actual Subject.**
- H: Requires Research Verification of Actual Subject.**
- I: Requires Research Verification of Actual Subject.**

J: (1) 8" x 10" of float. "Cadillac receiving from Louis XIV his commission to found a colony at Detroit."

K: (1) 5" x 7" photos of downtown Detroit circa, 1925.

L: (1) photos of unidentified man and (1) photos Wm. H. Hobbs.

M: Photo album of 21, 3" x 5" mounted showing Wilbert Leland on his horse, standing on his horse, standing in front of horse riding his horse through paved and unpaved streets and through water.

N: (10) photos of landscape and country side, (3) photos of a train, (2) Cabinet cards of Wilbert at about age 16 and another 10-15 years later. Plus 4 misc. negatives.

20: [W.C. Leland] 16 letters and 3 telegrams of sympathy to Wilbert upon the passing away of his wife in 1929.

A: LS, 1 p, typed, from Howard A. Coffin (Signed "Howard"), Oct. 19, 1929.

B: LS, 1 p, typed, from Byron E. Hamlin (Signed "B.E. Hamlin"), Nov. 21, 1929.

C: LS, 2 pp, handwritten, from Harold S. Ellington, Oct. 14, 1929.

D: LS, 1 p, typed, from Herbert H. Rice (Signed "Herbert"), Nov. 8, 1929.

E: LS, 1 p, typed, from Seymour G. Cole (Signed "Seymour"), Nov. 4, 1929.

F: Handwritten card on both sides with envelope, Florine Smith Stoddard (Mrs. Stoddard), Oct. 14, 1929.

G: LS, 1 p, typed, from Wilbert W. White, Oct. 23, 1929.

H: Handwritten letter, 2 pp, from B.H. Truman stationary (Signed "Cousin Mimie" [?]), Oct. 26, 1929.

I: Handwritten letter, 1 p, from Frank L. Wheeler (Signed "Frank"), Oct. 26, 1929.

J: LS, 1 p, typed, Harlan T. Pierpont (Signed "H.T. Pierpont"), Oct. 18, 1929.

K: Handwritten letter with envelope, 1 p, from Mr. and Mrs. W.D. Grant and Family (Signed "Walter D. Grant"), Oct. 15, 1929.

L: Handwritten letter with envelope, 3 pp, from Margaret H. Alden, post marked Oct. 17, 1929.

M: Handwritten card with envelope, 1 p, from J. M. & E. Donaldson (in Mrs. Donaldson's hand), Oct. 13, 1929.

N: Handwritten letter, 2 pp, from A.P. Reccord on The Drake stationary, "Tuesday Evening" 1929.

O: LS, 1 p, from "Frederick [?]" on Post Office Department, Third Assisstant Postmaster General, Washington stationary, Oct. 18, 1929.

P: [H.M. Leland] Handwritten letter with envelope, from E. Hayden concerning a letter sent by H.M. Leland's daughter, 3 pp, Feb. 21, 1918, and typed response, 1 p, from H.M. Leland, April 3, 1918.

Q: Telegram from John, Brittan, and Clark, Oct. 15, 1929.

R: Telegram from Sarah M. Newbro, Oct. 13, 1929.

S: Telegram from Dr. and Mrs. Ignatz Mayer, Oct. 15, 1929.

✓ **T:** Henry M. Leland's copy of the Roster Kiwanis Club of Detroit, Jan. 1, 1920 with die-stamped black envelope case.

21: Newspaper articles of the history of the Lelands. Several files full.

22: Photocopies

A: Copy of "Master of Precision" 296 pp by Mrs. W.C. Leland.

B: History of Cadillac Standard of the World" 60 pp.

C: From Cadillac Coat of Arms "History of Cadillac Motor Car Co.", 4 pp, Detroit Public Library.

D: From "Reminiscences of Ernest G. Liebold Secretary to Henry Ford (15 pp) of Ford's in sight sale from the Lelands.

23:

A: Class A stock certificate for 50 shares to Edward B. Smith & Co. Signed by Wm. T Nash and W.C. Leland, dated Jan. 27, 1922.

B: Copper Etching of H.M. Leland, 9 1/2" x 12 1/2".