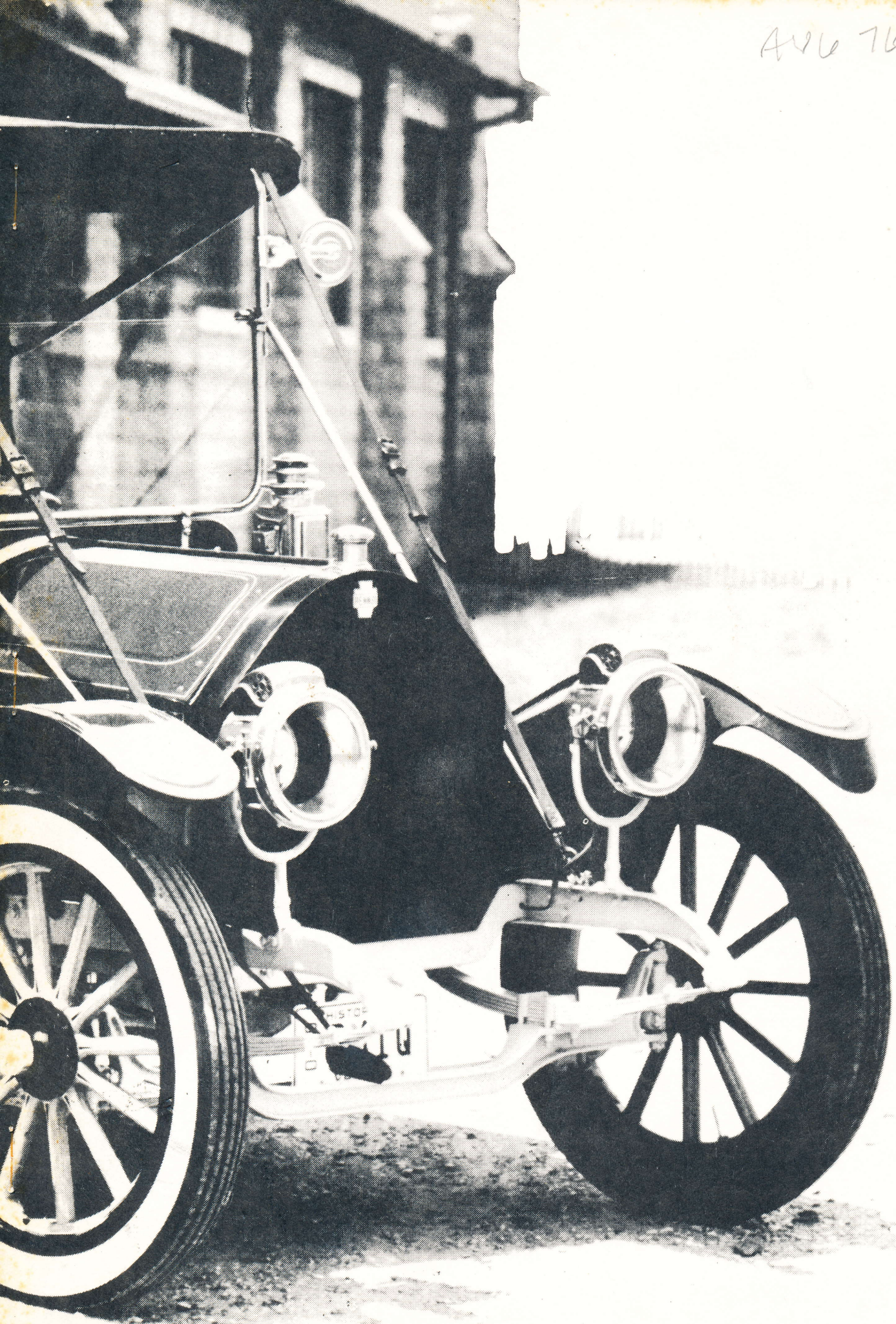




446 76

NORTH ALABAMA REGION NEWSLETTER



ICE CREAM FREEZE

AUG. 22, 1976 (SUNDAY)
2:00

MEET AT: THE HENDERSON NAT. BANK
OFF CLINTON ST. IN THE PARKING LOT
OFF THE HEART OF HUNTSVILLE (SEARS)
MALL. FOR EZ ROAD RALLY-
1ST, 2ND, + 3RD PRIZES. RALLY WILL END
AT THE BURRITTS MUSEUM ON MONTE SANO
MOUNTAIN, FOR ICE CREAM MAKE'N + TASTE'N
EVERYONE COME! THIS IS THE NORTH
ALA. REGION AACAA "ANNUAL
GET TOGETHER" WE SUPPLY THE
ICE + SALT YOU BRING THE REST.

SPECIAL NOTES OF INTEREST

The Clubs' thanks go out to the Cross's for letting us tour and visit their restoration shop for last months meeting. They went to alot of trouble and work to get things ready for us. If you missed this meeting you shouldn't have!

We are glad to hear Calvin Rodgers, a member of the Tennessee Valley Region, is out of the hospital and doing well. Calvin used to be a member of this region until he helped charter their region. He is always around at the local meets with his 1929 Chevy fun car.

Herman Gierow is out of the hospital and doing well. We hope that he is feeling like finishing his 1926 Ford Touring. I hear all it needs is putting it together. We are glad to have you back Herman.

Dorothy Marty, we are glad to hear you are doing well after your operation. We hope to see you and Dave out in that Phaeton soon.

CONGRADULATIONS

Charles Mullins for his Junior 1st, in Virginia with the 1906 Model "N" Ford.

Thomas Hunt for his Junior 1st, in Virginia and his Senior 1st, in Delaware with his 1929 Ford Special Coupe.

REMINDER!

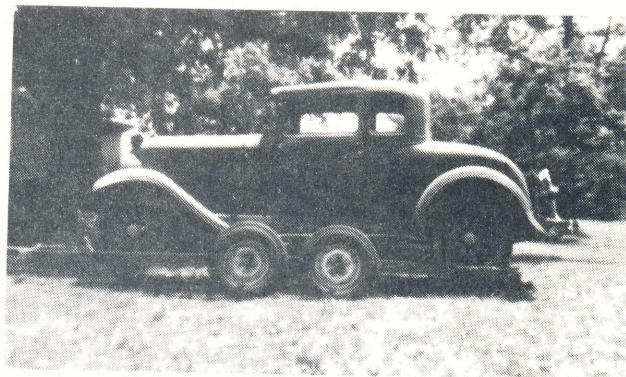
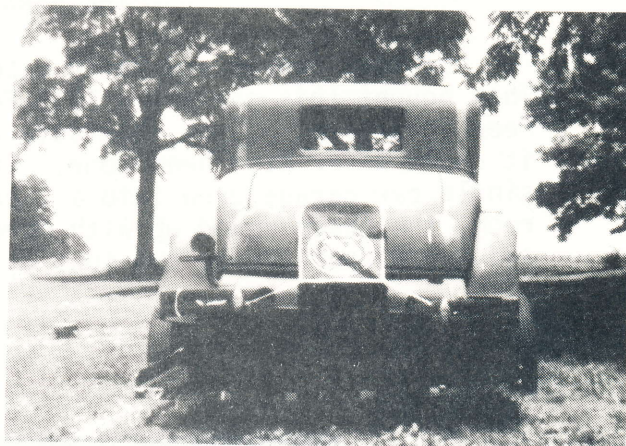
AUG. 28/29

FLORENCE, ALA.

JOE WHEELER STATE PARK

NORTH ALA. REGION A.A.C.A. MEET

HUNTSVILLE CHAPTER IS EXPECTED TO
HELP & JUDGE. THIS WILL BE DISCUSSED AT
THE ICE CREAM FREEZE.

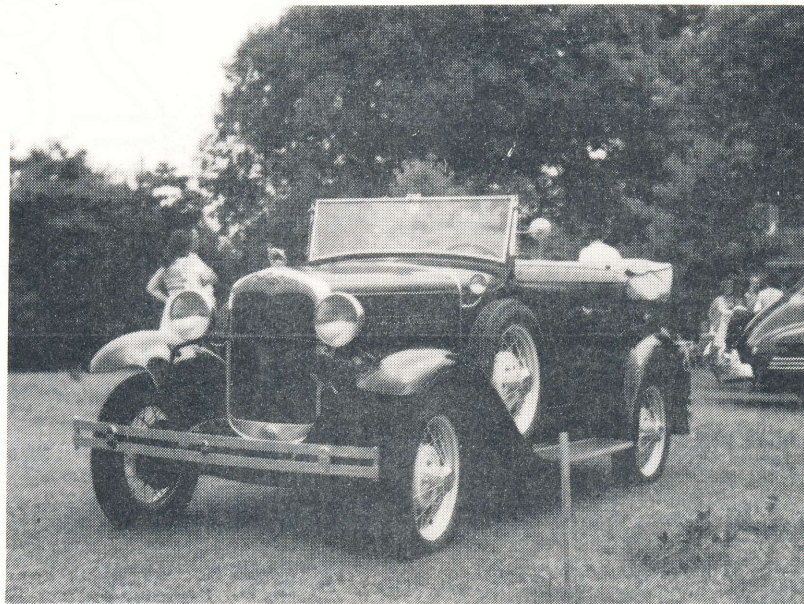


ANOTHER "NEW" AUTO IN THE CLUB

This auto was so far back in the woods you had to pump sunshine to it. David and Freda Johnson found this 1929 Reo Coupe somewhere between Geraldine and Skirum, Alabama. These are some of the "large urban" areas on what is known as Sand Mountain and if you're not familiar with these cities, they are about the size of Flat Rock, Ider, Rosalie and Bucks Pocket; all well known cities around the area.

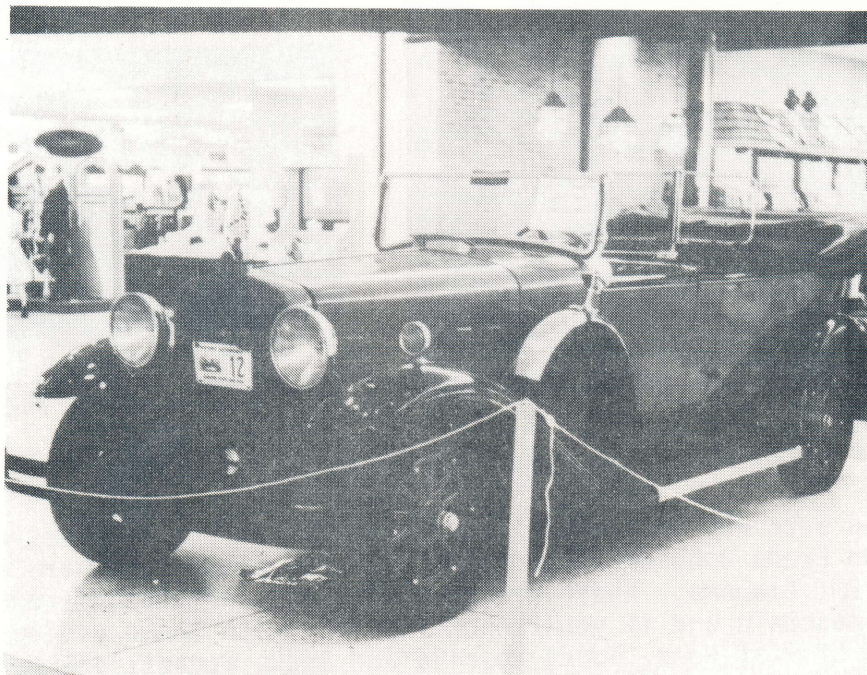
The Johnsons found this car on what they thought would be a "wild goose chase". The auto is about 90 percent complete with some of the original paint. It has a golf bag door on the left side and a rumble seat. David is planning on a possible professional restoration.

The Johnsons used one of the club's tour banners as a safety reflector while in tow.

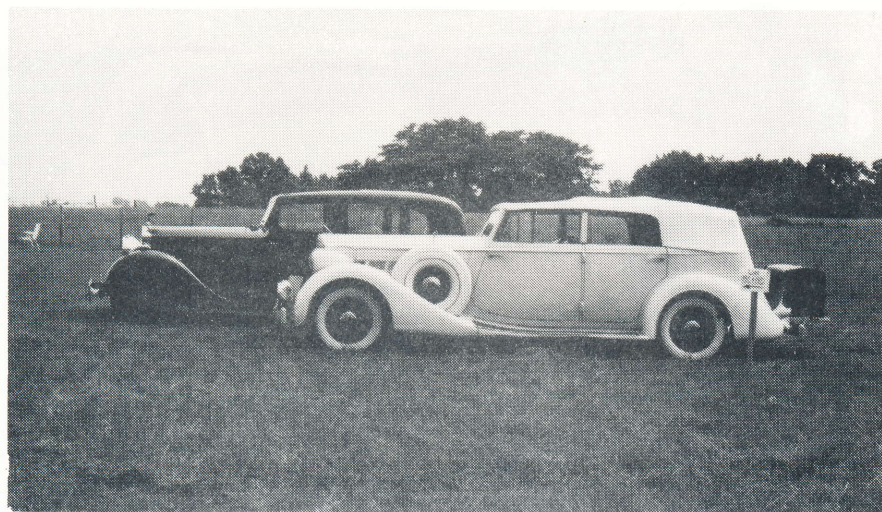


THE BURNED TWO DOOR PHAETON

It took George and Betty Case 10 years to rebuild this 1930 Delux Phaeton. They bought this car and a 1933 Ford Phaeton 15 years ago after the cars had been in a fire. I saw this auto before he started reworking it and I thought it could never have been done. In the process of rebuilding the "A" their single car garage grew into a 7 car garage but instead of having more working room, the Cases ended up with more autos, two '29 Roadsters, a 1930 truck, and a 1929 Sport Coupe and tons of parts to rebuild them.



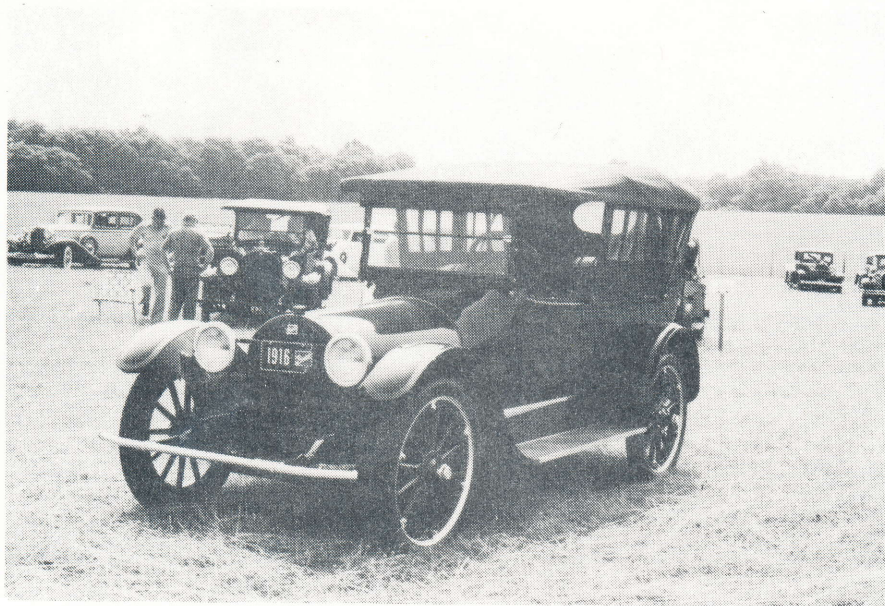
This 1929 Speedy Franklin Touring has been rebuilt twice since Noble Collins bought the auto 16 years ago in Illinois. I've heard a story about a time that Mr. Collin's pride in his restoration went to his foot, not his head, and it lead to an encounter with the police, and the story made quite a few newspapers across the U.S. You'll have to ask Noble about the speed he was traveling when he got his ticket.



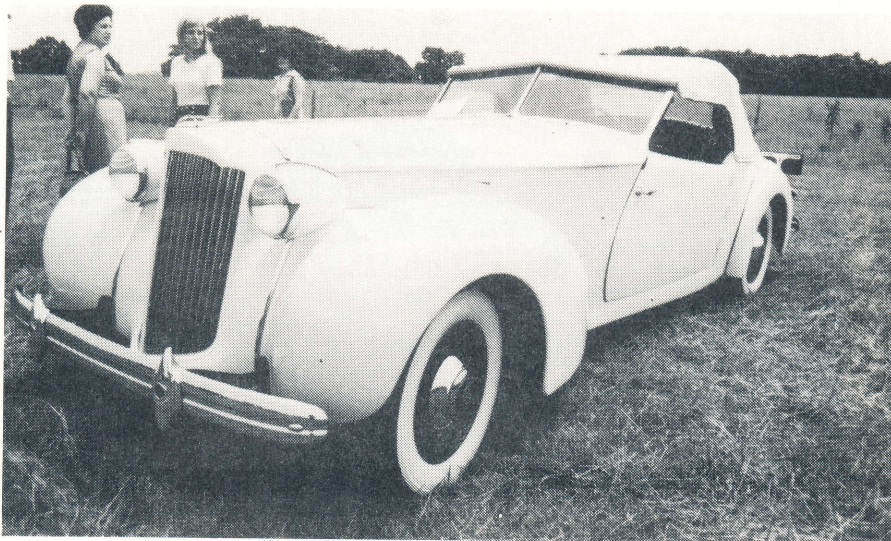
"ASK THE TORNADO THAT HAS TRIED ONE"

This 1935 Dietrich bodied Packard Convertible Sedan was purchased in 1968 in West Plain, Missouri from the Sheriff Department. Gene and Linda George, the owners, say the car may be one of the many cars used by the Maw Barker Gang, but research on the auto is not complete yet.

If you think Packards are not well built, you should survey the damage done to this auto when a tornado hit the block building it was stored in. It took a few dents but remained intact and comparatively unhurt, considering the other autos stored in the building were totally destroyed. It is now sitting in a newly constructed garage in back of the George's home along with about seven other autos. The garage is being "furnished" with old service station equipment, traffic lights, etc.; a good one to visit for a garage tour.

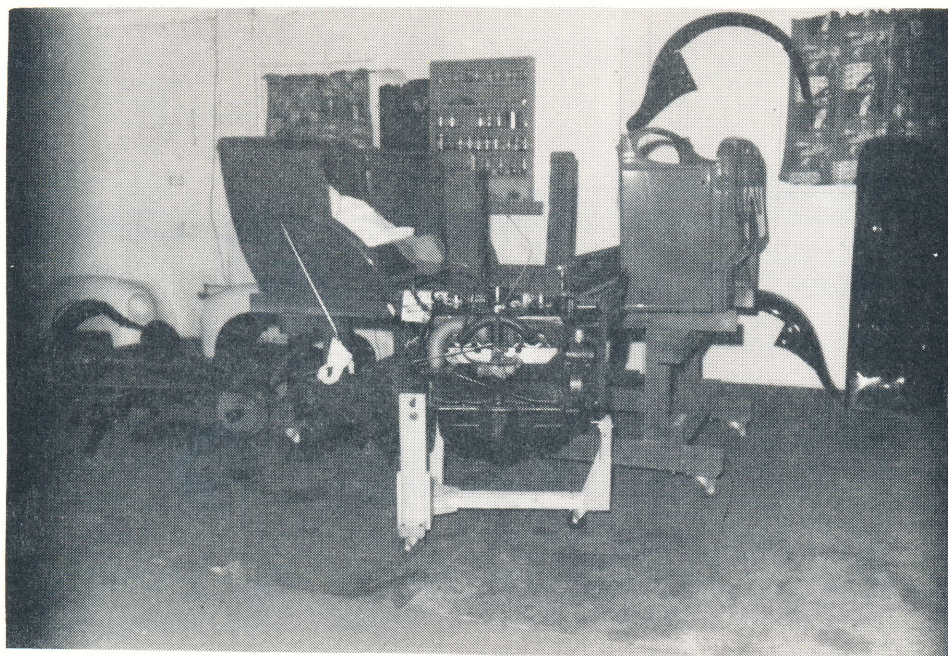


This 1916 Buick Model D-45 was a low mileage, one owner, before it was purchased in Macungia, Pennsylvania and brought to Huntsville. A new interior and top was added, the paint and running boards were touched up and this auto won a 2nd Place in a National AACA meet in 1970; that's what I call a nice auto. The car was sold to club member, Robert Thurstone, who occasionally makes local tours and shows.



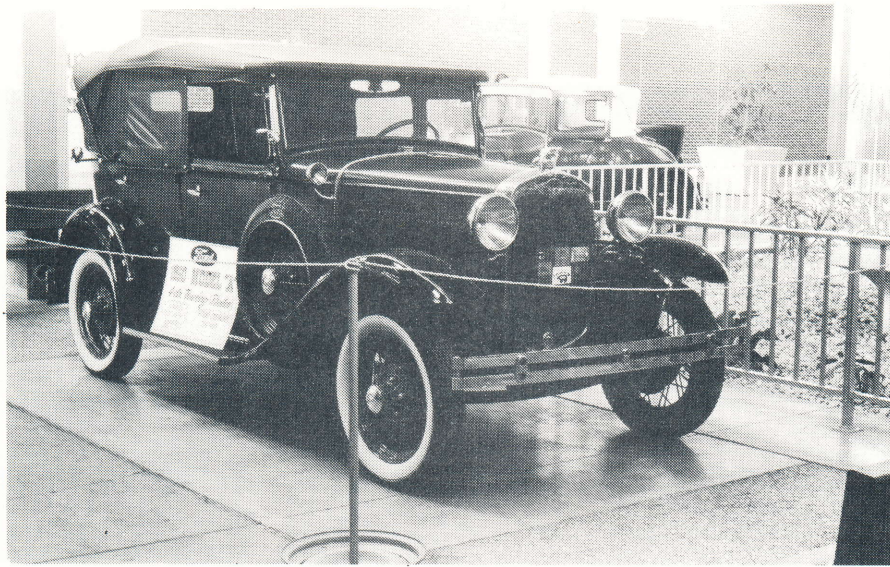
WOULD YOU PAY \$350 FOR THIS?

I would say not. Sam Broadhead, the owner said it was a "pile of junk" back in 1962 when he bought it in Cedar Rapids, Iowa. It took Sam 8 years to restore it. The auto has a well documented history, researched by Harrah's Auto Research Department that started with a fishing license found in the auto. The 1938 Packard was designed and built by "Dutch" Darrin and first owned by Clarke Gable. Sam said the car was a lot of work from the minute he bought it; his first major task was following the wrecker, towing his new purchase, and picking up pieces as they fell off.



RESTORATION TIP

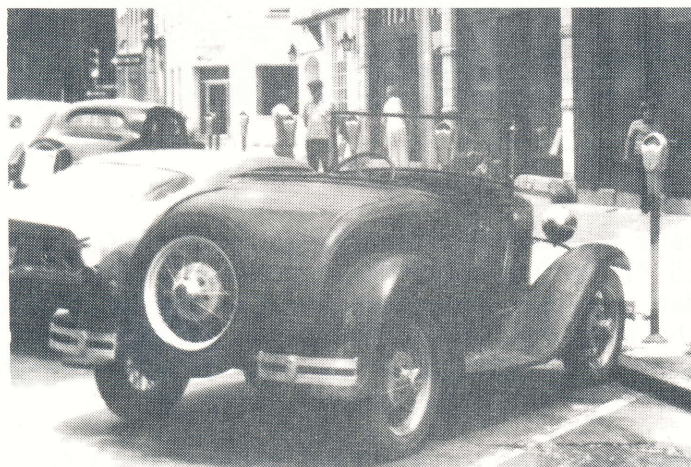
A dolly for working on those heavy, bulky items makes restoration work a lot easier around the garage especially if space is limited. Study these pictures furnished by Fores Restoration Shop; a little planning can make some chores a little easier.



FROST BITE

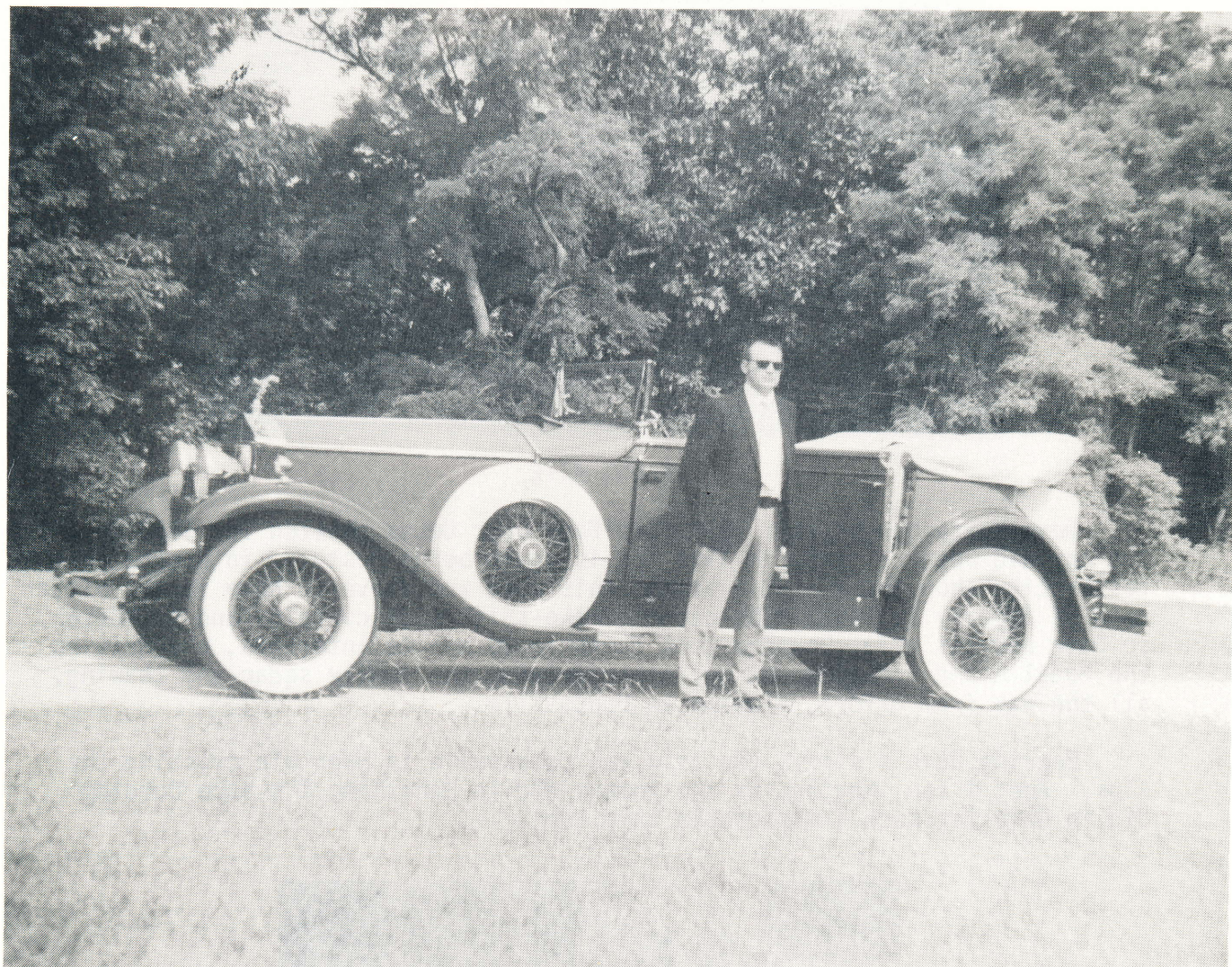
Dave Marty bought this 1930 Ford Four Door DeLux phaeton for \$850 in 1962. The car had been restored in 1956 and is again being restored in George Fore's restoration shop today. Dave bought this auto and drove it home in the bitter cold of January 1, 1962. The car had make-shift side curtains and no heater, so Dave and his wife, Dorothy, took turns in 30 minute intervals, one driving the Model A and freezing and the other driving the family sedan and thawing, all the way from Oxford, Alabama to Huntsville.

Hearing Dave's story, the trip was comparable to Hannible crossing the Alps. And, I can imagine, as the Romans did in Hannible, I'm sure Dorothy did in Dave for such a misserable trip home.



RUBY'S ROADSTER

Doyal Hyatt is a C.P.A. by profession, and a 1930 DeLux Ford Roadster fan. He's been looking for a 1930 Roadster for many many years. In July 1975, he finally let go some of that green stuff he handles so carefully and bought this one in Union, Mississippi. The car is exceptionally solid and should make a nice restoration. But Doyal couldn't have watched his debits and credits too closely while he was supposedly buying his auto because it's his wife, Ruby, who really owns this one. If you don't believe me ask Ruby! So I guess Doyal will have to be content with his 3 "A" four-door sedans, and his newly purchased 1935 Chevy Standard four-door with 50,000 original miles. The restoration of the roadster will start soon since the approximate 60 by 60 garage has been completed in back of the Hyatt's house. It's a nice garage to visit and I think Doyal has the single largest collection of 1930-31 Ford headlights in the world.



This man made someone an offer he couldn't refuse in 1972 when he bought this 1928 P1 Springfield, Massachusetts built-Rolls Royce, New Market Convertible Sedan. He has done considerable engine work on the auto since then and uses the auto for shows, tours and other outings around this area. In this picture he is waiting to drive away some NewlyWeds; one of the little "fun chores" he sometimes enjoys doing.

Marilyn, his wife, used their 1929 Model A Ford Sedan with 26,000 original miles to do grocery shopping in, until Dennis discovered the rising prices in Hemmings and quickly retired the Ford from daily use. By the way, about 4000 of those miles were put on the car by Marilyn.

The McCanns 1927 Chrysler Sport Coupe is one of the longest in-process restorations around this area and their 1927 Kissel Speedster is one of the longest in-process "professional" restorations. The Chrysler is fun for Dennis to piddle with but the Kissel has about piddled Dennis.

The following article has been put together by Dennis from many articles in various publications. He has been collecting this data since 1962 and we appreciate this contribution.

CADILLAC - LINCOLN

and an Engineer named Henry

"The Penalty of Leadership" - That was the name of a piece of advertising copy that Wilfred, son of Henry Martyn Leland, tore off one night in December, 1914. The son was treasurer of Cadillac and the father was its president. It was Wilfred who had recognized the virtues inherent in the V-8 engine configuration and had caused it to be introduced to American industry via Cadillac. The competition howled that the idea was folly and ehld Cadillac up to ridicule. "The Penalty of Leadership" was an expression of the Lelands' righteous wrath. It appeared in print only once--in the Saturday Evening Post for January 2, 1915--but to this day it is held up as a masterpiece of advertising copy.

There are still many people who believe that quality has to be sacrificed if things are to be made in quantity. "Not so!" said a teacher who was of that time and place, and who proved it. That teacher was a bearded Yankee toolmaker, the kind of man whom our ancestors called "righteous" because he was trustworthy and honorable. Henry Martyn Leland was called "Uncle Henry" behind his back but always "Mister Leland" to his face and he brought to the growing auto industry a healthy respect for precision.

Henry Leland was a product of an almost vanished America. He was born in Vermont in 1843, was put to work at nine and, at 18, was turning out gunstocks for the Union Army. A bit later he was a skilled mechanic at the Federal Arsenal in Springfield, Massachusetts, and then a toolmaker in the Colt arms factory in Hartford, Connecticut.

In those armorers' shops, the methods, pioneered by Eli Whitney, Samuel Colt and the Connecticut clockmakers for attaining full interchangeability of mass-produced parts, were steadily refined. More and more accuracy in machining was demanded and jigs and fixtures were used as safeguards against the ever-present threat of man's infinite capacity for error.

The Civil War forced men to strive for even greater approximations of perfection in manufacture. Leland gained in stature as a craftsman in that period and by the time he was of voting age, he was stickler for precision. When the war ended he joined the Brown and Sharpe firm in Providence, Rhode Island and after years inside, was sent on the road by the famous tool and instrument manufacturer. His task was to introduce mechanical precision in the growing manufacturing centers of the Middle West.

A few years as salesman of machine tools were all he needed to let him know that he wanted to settle down and he chose Chicago. The moment of choice was not propitious. It was May 4, 1886. As he got off the train, he was greeted by a riot in which police, trying to disperse a meeting called by labor leaders in Haymarket Square, were greeted with a bomb that killed seven policemen and injured 70 others. Leland turned around, asked for a ticket on the first train out, and thus reached Detroit which was then about as large and as charming as New Orleans.

Detroit got Uncle Henry as an established resident in 1890. He started a firm (Leland & Falconer & Co.) to make machine tools, and soon added a foundry which made such fine castings that they brought premium prices. Next, he added a shop to make case-hardened gears, and at the end of the century had added a shop to build gasoline engines.

When Olds began making engines in his Detroit factory, he used Leland Planetary Transmissions. After the fire, he asked Leland to make engines for the Oldsmobile roadster. Before Leland had gone deep into that venture, he had orders for 2,000. In making them, he demonstrated the value of precision manufacture. As made by the experienced Olds, the little engine delivered three horsepower. Because of greater care in machining, the first Leland version upped the horsepower to almost four. By paying even more attention to details, Leland was able to make the engine deliver more than ten horsepower.

The New England precisionist was dismayed when, instead of praise he got blame for the improvement. The increase in power was so great that too many other changes would have had to be made in the car. With people buying them as if they were about to go out of style or off the market, there just wasn't time or factory space for such changes.

HM
In 1899 a group headed by William H. Murphy, a member of one of Michigan's wealthiest families, formed the Detroit Automobile Company. For their "engineer" they hired a young mechanic named Henry Ford. Results were so disappointing that the firm surrendered its charter 15 months later. Then Murphy financed Ford's "999" racing car project. This resulted in considerable publicity for Ford and in November 1901 the Murphy group decided to try again; they rehired Ford and set up the Henry Ford Company. Again the results were disappointing, there were frequent personality clashes and the firm was liquidated in March 1902. The Murphy group had disposed of Ford and called upon Henry Martyn-- by now a prominent and highly respected figure in local industry--to evaluate the plant equipment prior to its sale.

Henry Martyn did his job but also told the group that if it still wanted to establish a beachhead in the budding automotive industry, he could provide his own great improvement over the popular Oldsmobile engine; beyond that, L&F could supply all of the machine components. The Murphy group could buy frames, wheels and bodies from other suppliers, use its existing plant for final assembly, and create a marketing organization. The promoters leaped at the proposal and on August 27, 1902, the Cadillac Automobile Company was organized, with Henry Martyn as a director and small stockholder. This was Detroit's first

successful automobile manufacturing firm, Olds having returned to Lansing. The oft repeated statement that the Ford Motor Company grew out of the companies of the Murphy group is untrue; it was formed later, and independently of this group.

The Cadillac car was an overnight success, being cheap (\$750), economical, efficient and reliable to an unprecedented degree. This reliability was largely due to the equally unprecedented--in the automotive field--precision of Leland's workmanship. An accompaniment of this precision and one of its motives was true interchangeability of parts. This of course was the whole world's key to unlocking the manufacturing and sales potential of innumerable products, including the automobile. It made possible the mass production for which Henry Ford, ironically, usually is credited.

Henry Martyn's only son, Wilfred, was studying medicine in New England when his father wrote him, inviting him to come to Detroit to see if he would not enjoy taking part in the exciting and challenging Cadillac adventure. He tried it, loved it, and soon became his father's managerial right arm at L&F.

By 1904 Cadillac already had become a small giant and was too much for the Murphy group to handle alone. There was trouble, too, because the engines were so far superior to the chassis, body and other working parts. The backers again sought Leland. After a discussion, he decided that rather than lose a customer for his engines, he would consent to manage a new firm into which his enterprises were to be consolidated. L&F and Cadillac were merged under the name of the Cadillac Motor Car Company, with Henry Martyn as chief engineer and later president and Wilfred as treasurer. Of the new Cadillac Motor Car Company's 15,000 shares, he received 1,583. His son Wilfred, who took charge of the office, got 1,250.

The Lelands took over the faltering business in December 1904 on a stormy day with howling wind piling huge snowdrifts in the streets. With the white-bearded Uncle Henry and his frail and wispy son Wilfred came the burly brown-bearded Ernest E. Sweet, Cadillac's chief engineer, all three buffeted by the wind and struggling through the drifts. A tale, perhaps apocryphal and bordering on blasphemy, has filtered down to paint the scene. A worker, peering through a peephole in a frosted window, turned to his fellows, who had recently been uncertain of their futures, and said "Rest easy! Cadillac's troubles are over. Here comes salvation--the Father, the Son, and the Holy Ghost."

The worst was indeed over. Under the new management, a four-cylinder Cadillac was added the next year. The Leland Ingenuity, and Vermont thrift, were expressed by the fact that many of the parts of that Model 30 were interchangeable with those of the one cylinder Model 3. A total of 16,126 of the one-cylinder models were made and sold but 67,000 of the larger and more powerful 30, were also sold. An indication of the high degree of integrity with which Leland endowed the firm was shown when one of the first one-cylinder Cadillacs was taken off its pedestal in 1922 on the company's twentieth birthday and driven without mishap from Detroit to New York.

Cadillac managed to survive the transition from small, inexpensive cars to the larger, costlier and more luxurious models. The early Cadillacs were well-built roadsters or runabouts, powered like the Oldsmobile with a single-cylinder engine under the seat. The engine was far superior to that of the Olds and the cars sold for \$750. Model 30 began the slow transition toward better things. From 1907 to 1914 the emphasis moved steadily toward four-cylinder, engine was dropped in favor of a V-8, the first high-speed eight-cylinder engine made in this country.

after 1914, the four models priced from \$2,000 to \$3,000.

Leland's integrity undoubtedly had much to do with the fine reputation for quality which the Cadillac car attained. His insistence on greater and even greater precision won world-wide recognition for the quality of his firm's workmanship and considerable prestige for American manufacturing methods.

Leland was responsible for the first importation into the United States of the famous "Jo-Blocks," those extremely accurate measuring blocks perfected by the Swedish precisionist, Carl Edvard Johansson. Next, at the suggestion of F.S. Bennett, Cadillac agent in London, a group of Cadillac workmen put on a demonstration of U.S. precision manufacture which won British respect.

Tired of manifestations of snobbish stupidity about "the inherent antagonism between quality and quantity" in manufacture, Bennett succeeded in getting officials of the Royal Automobile Club to supervise a test he proposed.

Several Cadillacs were taken from the docks exactly as they came from America. An equal number came from the Bennett salesroom at 24 Orchard Street, London, W.I. All were taken to the Brooklands Race Track where they were disassembled by R.A.C. officials and all the parts heaped up in jumbled confusion. Mechanics were then summoned and with no tools other than wrenches, pliers, screwdrivers and hammers, they put the parts together into automobiles which officials then drove 500 miles around the track.

That feat would not be unusual nowadays, when interchangeability of parts is an accepted norm in the production of objects much larger and more complex than motor vehicles but it was a sensation then.

It created a profound impression in Great Britain and on the Continent and in 1908, Cadillac was awarded the Sir Thomas Dewar Trophy for the most meritorious automotive performance of the year. It gave status to American workmanship and also put Cadillac into a position of eminence in the world of automobiles.

By then, the company was making about 8,000 cars a year. Of the one and one-half million dollars of its capitalization, all but \$327,000 had been plowed back out of profits.

When the newly formed General Motors offered to buy the company, the asking price was \$3,500,000 if sold in ten days. Six months

later, GM made another offer. This time the deceptively mild Wilfred, the treasurer, asked \$4,125,000, that price also good for ten days. The third time, soon after, the price went to \$4,500,000 cash and GM bought. The transfer in July 1909, was the largest single cash transaction in Detroit up to that time. The Lelands were retained as managers of the company. Until they resigned from GM much of their talent and energy went into reorganizing ailing GM properties.

In 1910, Uncle Henry demonstrated that a load of years and a hard-rock conservative nature do not rule out daring innovation. With his backing and encouragement, the body-building Fisher brothers produced for Cadillac that innovation, the sedan, which was to have such profound effects on American life in later years. Until then, the only closed cars were hand-crafted and prohibitively costly limousines, cabriolets, berlines, and other fine types produced by the world's best coach-makers. Typical was a de Dietrich Salon Limousine displayed at the Saint Louis World's Fair, with a price tag of \$18,000.

In that same year it was only the soundness of Cadillac Motor Car Company that saved General Motors from being scrapped. In September, 1910, a committee of 22 bankers conferred all day at Manhattan's Chase National Bank to decide the fate of the holding company which GM's founder, William C. Durant had brought to the brink of ruin. At the end of the session, the verdict was "not another loan" and "not another extension." Then, long after sunset, Wilfred Leland was called in and, as Cadillac's treasurer, questioned closely about that firm's affairs. "Father was in Europe," he said, "and I did my best to save his reputation and our company." That night, Wilfred was summoned to the Hotel Belmont to appear before a smaller committee which the bankers had formed to decide GM's fate. The chairman was Ralph Van Vechten, a Chicago banker, who had somehow become convinced that GM might be saved from bankruptcy.

Van Vechten, weighing well over 200 pounds and standing inches above six feet, had breadth of vision as big as his physique. That night in the Biltmore, said Wilfred Leland, Van Vechten alone stayed off the extermination of GM at first, and by 2:30 a.m. he had convinced his colleagues.

Henry Leland was not satisfied with Cadillac's engine. The six-cylinder power plant was poorly balanced, so in 1913 he took a trip to Europe and bought a DeDion-Bouton V-8. When he returned to Detroit he hired D. McCall White, an English engineer. Under his direction Cadillac built three V-8 automobiles at a cost of \$63,000. The 1914 auto industry was greeted with Cadillac's and America's first V-8 engine. Cadillac sold 13,000 cars in 1915 and sold 18,000 cars in 1916.

While in Europe HM made a tour of manufacturing plants in Germany and came home shaken by the military atmosphere he had found there and by the obvious appetite for war and conquest. After a later trip to England, he was convinced that the future

of civilization was at stake and that air power would be a decisive factor in the winning of the war. On both sides of the Atlantic aircraft and their engines were being made by hand. In the 8-year period ending in 1916 only 54 airplanes had been built in the United States. As one of the most distinguished figures in American industry it was easy for him to obtain an audience with President Woodrow Wilson. He told Wilson of his certainty that America must become involved in the war and urged preparation without delay. But Wilson's re-election campaign was based on keeping America out of war and he was insulting in rejection of HM's alarmist notions. HM returned to Detroit and continued to plan for the inevitable.

Thus, when Congress declared war on Germany on April 6, 1917, it was possible for Wilfred to be in the New York office of GM's head, W.C. Durant, the next day with detailed plans for conversion of one of the Cadillac facilities to aircraft-engine manufacture. Durant's reaction was as bluntly isolationist as Wilson's, and more. "NO!" he shouted. "This is not our war and I will not permit any General Motors unit to do any work whatsoever for the government."

The Cadillac company was very much the creation of the Lelands and their attachment to it was profound. But they rendered their resignations, sold their stock and went to Washington looking for work. They were encouraged to return to Detroit and to begin the creation of the Lincoln Motor Co., named in honor of the presidential candidate for whom HM had cast his first vote at the age of 21, but before the factory was ready, the country was at war, and the Lelands were asked to apply their skills to the manufacture of aircraft engines. The demand for aircraft engines by the Allies skyrocketed beyond the wildest expectations. To meet this need the Liberty engine was designed and government contracts for its manufacture were let out to six companies, including Lincoln. As Lincoln was forced to greatly expand its facilities and capacity, outside investments were accepted. One of the men who jumped to invest in the Leland's new activity was William Murphy. By August 31, 1918—one year after the government contract was signed—the Lincoln company had delivered 2000 of the 12-cylinder Liberty engines. It is said that the company established a record for the largest number produced in a single day, month and year, although other manufacturers had a start of five months while a new Lincoln plant was being built.

On July 31, 1918 the government gave Lincoln a non-cancellable contract for 9000 engines, with an option for an additional 8000. Then, in January, 1919, with the war ended, the government announced that it wished to abrogate its contract. Whether they had any real voice in the matter or not, the Lelands agreed to help their country return to a peacetime economy. However, they had based their investment on supposedly gilt-edged guarantees; these had vanished and the plant and its machinery were unpaid for. They paid over \$4 million in taxes on 1918 income.

What to do with the \$10-million Lincoln plant? Go on building engines, obviously, but now for manufacturing cars, trucks, tractors and for whatever aircraft demands that might arise. But Murphy, who had made over \$1-million on his investment when GM purchased Cadillac, saw richer possibilities in a new Leland built car, a car even better than the Cadillac. "Build us a car, Uncle Henry," the outside investors pleaded. HM was persuaded and the company was reorganized.

March, 1920, the Treasury Department demanded a further \$5,725,673 in income tax on Lincoln's alleged wartime earnings. This meant agonizing sessions in Washington until the government's claim was disproved and withdrawn. Due to prolonged delays by peacetime-converting suppliers, the new Lincoln cars, which were to have started coming off the line in January, 1920, did not begin to do so until September, missing the sales season completely. Then, the car had hardly been introduced when a severe economic depression set in, the bottom dropped out of the market and Lincoln found itself in need of a paltry \$350,000 to tide it over the slump.

The new Lincoln V-8 was a five main 600V, an industrial first. The bore and stroke were 3.375 by 5 inches respectively developing 81 horsepower. Many of the engines component's were held to tolerances of 0.0005 inches, and the result was one of the smoothest operating engines manufactured to date. The price range of these Lincolns started at \$4,600 for a Roadster to \$6,600 for the Town Limousine with a total of eleven different body styles. When the Lincoln automobile was finally released it was a let down to many people. Everyone expected a styling, as well as an engineering, masterpiece from Henry Leland. But his ultra-conservativeness showed through the design. The car was flatly homely when compared with the contemporary cars of the day. This fact was clearly reflected in the sales figures: Sept. 23 cars, Oct. 125 cars, Nov. 367 cars, Dec. 159 cars, Jan. 76 cars, Feb. 78 cars, March 205 cars, April 351 cars, and May 273 cars.

It was at this point that the Murphy faction, led by Fred Murphy, set about driving the company into receivership, hoping to buy and gain total control of the corporation and its assets at a fraction of their worth. Every move the Lelands made to save their company was blocked. To add to the woes, a new administration in Washington dredged up the old \$5.7 million tax claim and slapped it on Lincoln. Again, after it had done massive damage, the claim was withdrawn.

The depression year of 1921 was a hard one but Wilfred found a source for a \$10-million loan and had gone to New York to collect it when, on November 7, he received a call from Detroit telling him that the government had still another new tax claim on Lincoln for \$4.5 million. The loan was automatically killed and the Murphy faction seized the opportunity to vote the company into receivership. The specific cause of the receivership was an erroneous tax bill for \$4,500,000. The Lincoln factory building which had been built for war work on the

Liberty engines had been sold to Lincoln at 55 percent of cost, but the tax had been figured on original cost which would have cut the tax to only \$500,000 with entitled allowances. By the time bureaucrats got around to admission of their error, it was too late.

During the Liberty engine period there had been a certain amount of camaraderie between HM and Henry Ford. Ford also was buiding Liberty engines, had a badge which gave him access to the Lincoln plant, and he was a frequent visitor there, observing manufacturing methods and discussing problems of mutual concern with HM, the master of precision volume production.

During Lincoln's prior financial trials Wilfred had offered Ford a piece of excess factory property; Ford was not interested. Wilfred told him that if he did not find help soon the other directors would apply for receivership. Ford said, "After they do, come and see me." Wilfred did this and on November 14 met with Henry and Edsel Ford. Since Lincoln would be for sale it was to the Lelands' great interest to find a buyer who would pay a reasonable price for its assets, who would honor its obligations to stockholders (the major ones being the Lelands) and suppliers, and would keep the Lelands at the helm of the company on which they had staked everything they had. This led to a series of meetings with Ford and his executive staff and by November 21 Wilfred was satisfied that basic agreement had been reached of all these points. When he asked that this be put in writing, Ford, one of the world's most fabulously wealthy men, said, "Mr. Leland, we know each other. I will take care of everything." Wilfred, in the most tenuous of bargaining positions, accepted the oral promise. The sale took place on the steps of the Lincoln plant on February 4, 1922. There were three competing bidders. When bids were called for, attorney Emmons bid \$8 million for Henry Ford. The transfer of property from the Lelands to the Fords was quickly accomplished in a sale on the plant steps—a brief and simple ceremony. But the first six months of operations were stormy for the Lelands, who had retained management of the firm as a condition of the sale. On June 13, 1922 it was announced that Henry M. and Wilfred C. Leland were retiring as President, and Vice-President and General Manager of the Lincoln Motor Company. Though no authoritative statement was ever released explaining the rupture in the Leland-Ford relations, it seems to have stemmed from personality clashes and irreconcilable differences as to production methods for a quality automobile.

The Lelands found new financial backing and Wilfred called Henry Ford, asking to buy Lincoln back. "Not for \$500 million," said Ford, Wilfred put his request in writing. It was ignored, and so was the second. When the third reached Ford he sent a pair of executives to evict the Lelands and all their personal belongings from the plant on that same day. They were handed two weeks' severance salary and were told that final settlement would be made with them in a few days. It never was. After attempted evasion Ford did, to his credit, pay off the Lincoln suppliers, bringing the total price which he paid for Lincoln to \$12,018,699.

Uncle Henry died, disenchanted March 26, 1932. The gentle Wilfred lived on into the 1950s, a saddened man.

The Leland Lincoln V-8 chassis was built to absolutely unprecedented standards of precision and quality and was judged by many independent authorities to be the finest automobile in the world at the time. Some enthusiasts of the marque have felt that the Leland Lincolns were superior to those produced under the name of Ford. This is, of course, untrue. Nothing in the make-up of the Lelands suggests that they had the sensitivity to build the Lincoln into the car it became in the Twenties and Thirties. Relieved of responsibility to a group of stockholders, Ford was free to build the kind of car demanded by the luxury market, regardless of cost considerations. In the decade following the acquisition of the firm, the Lincoln developed into a very desirable prestige automobile. Given complete freedom in the choice of body design, Edsel Ford worked with the best talents in the custom coachbuilding industry to build a line of refined and elegant offerings for the Lincoln catalog. Bodies by Brunn, Dietrich, Judkins, LeBaron, Murphy, Waterhouse and Willoughby were featured.

In 1922 over 5,600 Lincolns were sold after lowering prices to be competitive with Cadillac and the institution of many production changes. One in particular, the interiors of luxury automobiles were decorated with fine woods. These woods were steam treated to gain the proper contours of the interior. Ford's men made patterns and cut the wood out of one solid piece. This single move eliminated many operations and greatly reduced the time necessary to finish the wood to its properly polished intensity.

In 1923 all Lincolns were built on the 136 inch wheelbase. With Ford's men and reputation in full swing, sales rose to 7,875; and the Lincoln division was in the black. The Lincoln engine was redesigned (substituting aluminum pistons for cast iron and an improved cooling system), and it was a hot performer. So much so that both the police and mobsters enjoyed driving Lincolns.

Under Edsel Ford's direction, Lincoln began to acquire full classic status. Brunn was the first custom body shop to be engaged. And in succession Judkins, Holbrook, Fleetwood, LeBaron, Willoughby, Locke, Derham, Murphy, Waterhouse, Rollston and Murray began supplying bodies on Lincoln chassis for new customers. Sales continued to climb, 1923 with 7,875 cars; 1924, 7,053; 1925, 8,380; 1926, 8,858; 1927, 7,141; 1928, 6,362; 1929, 7,672 - will continue this later. Although Lincoln never sold as many cars as Packard or Cadillac, it was firmly established as a luxury car.

In 1926 Edsel Ford chose the fleeting greyhound dog as the symbol for the Lincoln automobile. The greyhound dog was also part of the family crest of Abraham Lincoln's ancestors. This continued association with Abraham Lincoln prevailed under Edsel Ford as well as with Henry Leland.

In 1931 the Model L Lincoln was dropped. The new Model K Lincoln was introduced to the motoring public. The manifolding had been greatly improved on this new engine and the new downdraft carburetion was incorporated. This Lincoln V-8 delivered 120 hp and sat on a full 145 inch wheelbase.

The Depression took a tremendous toll on Lincoln sales. In 1929 Lincoln sold 7,672 cars, 1930 saw 3,515 cars produced, 1931 saw 4,329, and sales continued to decline hitting an ultimate low of 844 cars in 1937. It is ironic because these are the most sought after Lincolns.

The fabulous Model KB was introduced in 1932. This V-12 engine produced 150 hp from a block with a $3\frac{1}{4}$ by $4\frac{1}{2}$ inch bore and stroke respectively. The mammoth power plant could propel the 145 inch wheelbased Lincolns at over 100 miles per hour. It is, to say the least, the most sought after of all the Lincolns. The custom coach builders outdid themselves with the KB Lincolns. They became unqualified masterpieces; however, they were produced only through 1934. There were 18 made in 1935 with the last two being stamped KB but truly were KAs to fill the orders. Total production was approximately 2,200 units. The Depression years were bitterly cruel to the Lincoln automobiles. Lincoln sales started to fall with the Depression and continued to fall to an ultimate low of 844 cars in 1937. In recent times the Mark IIs suffered the same collector value slump.

The V-8 engine was dropped from production in 1933. This engine was replaced by another V-12 engine termed the KA. This mighty engine had a 414 cubic inch displacement and delivered 150 hp like its brother KB. The KA engine was so successful that with only minor changes, it was produced until 1940. 1934 also witnessed the introduction of the Lincoln K. This engine was actually a KA that was bored and stroked to $3\text{-}1\frac{1}{8} \times 4\frac{1}{2}$ for a total cubic inch displacement of 414. Horsepower was rated at 150 at 3400 RPM. This engine, the K, became the standard for all Lincolns for the next six years. From this point on the designations KA and KB only referred to the difference in wheelbase (i.e. 136 or 145 inches) and not the the engine.

1907

1917

24/25

1927

1937

1947

1957

1967

6200

SILVER GHOST

21

1700

SPRINGFIELD S.G.

1100RH
600LH

25

2200

PHANTOM I

1300

SPRINGFIELD PI

700 CI
600 AL

29/30

1750

PHANTOM II

30/31

284

CONTINENTAL PII

22/23

2920

20 HP

700

PHANTOM III

29/30

3800

20/25 HP

1200

25/30 HP

38/39

490 WRAITH

46/47

SILVER WRAITH

1780

49/51

760

54/55

SILVER DAWN

55/56

SILVER CLOUD I

2360

59

SILVER CLOUD II

2700

62

65

SILVER CLOUD III

66/67

SILVER SHADOW

ROLLS ROYCE

BEGIN DATE END DATE

NO. MADE

"MODEL"

AMERICAN MADE

(SPRINGFIELD, MASS.)

"DANCE WITH ME HENRY"

This letter was found in an old Ford Dealership in Tennessee by Dan Shady.

FORM 333

Ford Motor Company

Manufacturers of Automobiles, Trucks and Tractors

April 29, 1926

MEMPHIS, TENN.

IN REPLYING REFER TO

TO ALL FORD DEALERS

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