

Lincoln Highway II

Lincoln Hwy

WHEREAS, The Board of Directors of the Lincoln Highway Association has just reviewed the wonderful accomplishments which have marked the history of the development of the Lincoln Highway and considered the vast benefits to the Nation as a whole which have accrued thru the promulgation of the ideas embodying the Lincoln Highway object-lesson, and

WHEREAS, Carl G. Fisher was responsible for the original conception of a great transcontinental highway and it was due to his vision and enterprise that the Association undertook its work and has accomplished benefits of a great national importance, therefore

BE IT RESOLVED, That the thanks of the Board be voted to its Vice-President, Mr. Carl G. Fisher, and that the Secretary be instructed to forward him a copy of this resolution.

23. After a further discussion of the work of the Association, and brief talks on various phases of the work, ^{from} each of the Members and guests present, there being no further business to come before the Meeting it was adjourned upon motion duly made and seconded at 10:15 P. M.

A. J. [Signature]
Secretary.

MME [Stamp]
BOND [Stamp]

ITINERARY OF THE TRANSCONTINENTAL MOTOR CONVOY,
MOTOR TRANSPORT CORPS, UNITED STATES ARMY.

| CONTROL POINT | APPROXIMATE MILEAGE FRM PREVIOUS CONTROL POINT | SCHEDULED TO ARRIVE ON OR BEFORE |
|--|--|--|
| Washington, D. C. | Starting Point | July 7 |
| Frederick, Md. | 46 | 8 |
| Chambersburg, Pa. (Via Gettysburg, Pa.) .. | 62 | 9 |
| Bedford, Pa. | 57 | 10 |
| Greensburg, Pa. | 63 | 11 |
| East Palestine, O. | 81 | 12 |
| * Sunday, Rest Period. | -- | 13 |
| Wooster, O. | 83 | July 14 |
| Bucyrus, O. | 63 | 15 |
| Delphos, O. (Detour on new road) | 70 | 16 |
| Fort Wayne, Ind. | 51 | 17 |
| South Bend, Ind. | 76 | 18 |
| Chicago Heights, Ill. | 78 | 19 |
| Sunday, Rest Period. | -- | 20 |
| De Kalb, Ill. | 80 | July 21 |
| Clinton, Ia. | 84 | 22 |
| Cedar Rapids, Ia. | 87 | 23 |
| Marshalltown, Ia. | 75 | 24 |
| Jefferson, Ia. | 81 | 25 |
| Dennison, Ia. | 68 | 26 |
| Sunday, Rest Period. | -- | 27 |
| Council Bluffs, Ia. | 72 | July 28 |
| Omaha, Neb. | 5 | 29 |
| Columbus, Neb. | 83 | 30 |
| Grand Island, Neb. | 64 | 31 |
| Lexington, Neb. | 82 | Aug. 1 |
| North Platts, Neb. | 64 | 2 |
| Sunday, Rest Period. | -- | 3 |
| Big Springs, Neb. | 75 | Aug. 4 |
| Kimball, Neb. | 86 | 5 |
| Cheyenne, Wyo. | 66 | 6 |
| Laramie, Wyo. | 57 | 7 |
| Medicine Bow, Wyo. | 59 | 8 |
| Rawlins, Wyo. | 62 | 9 |
| Sunday, Rest Period. | -- | 10 |

| | | |
|---------------------------|----|---------|
| Tipton Station Wyo..... | 58 | Aug. 11 |
| Green River, Wyo..... | 60 | 12 |
| Fort Bridger, Wyo..... | 63 | 13 |
| Evanston, Wyo..... | 35 | 14 |
| Salt Lake City, Utah..... | 88 | 15 |
| Orr's Ranch, Utah..... | 74 | 16 |

Sunday, Rest Period..... -- 17

| | | |
|--|-------|----|
| Sheriden's Ranch, Idapah (Detour on new road saving 25 miles) Nev. 80 | | 18 |
| Ely, Nev..... | 84 | 19 |
| Eureka, Nev..... | 88 | 20 |
| Austin, Nev..... | 70 | 21 |
| Westgate, Nev..... | 70 | 22 |
| Fallon, Nev..... | 54 | 23 |

Sunday, Rest Period..... -- 24

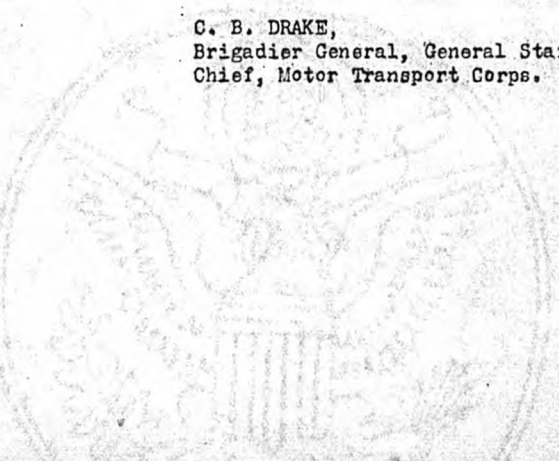
| | | |
|-------------------------------------|----|----|
| Carson, Nev..(Detour on new road).. | 66 | 25 |
| Myers, Calif..... | 34 | 26 |
| Placerville, Calif..... | 50 | 27 |
| Sacramento, Calif..... | 52 | 28 |
| Stockton, Calif..... | 48 | 29 |
| Oakland, Calif..... | 80 | 30 |

Sunday, Rest Period..... -- 31

San Francisco, Calif..... Terminus.....Sept, 1

*Rest Periods are tentively designated, and are subject to change as conditions may necessitate.

C. B. DRAKE,
Brigadier General, General Staff,
Chief, Motor Transport Corps.



The Lincoln Highway

Its Ideals, Plans and Purposes



Radiator Emblem

(Reproduction is exact size---six inches wide)

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Certificate Number One Issued to President Woodrow Wilson.

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Copyrighted Road-Marker of The Lincoln Highway.

Directors, State Consuls and Patriotic Contributors.

Subscription Blank.

General Map of The Lincoln Highway With Feeders and Natural Tributaries.

Letter of the President of the United States.

The Lincoln Highway Association

Detroit, Michigan

October 1, 1913

WOODROW WILSON

FEDERAL NATIONAL BANK

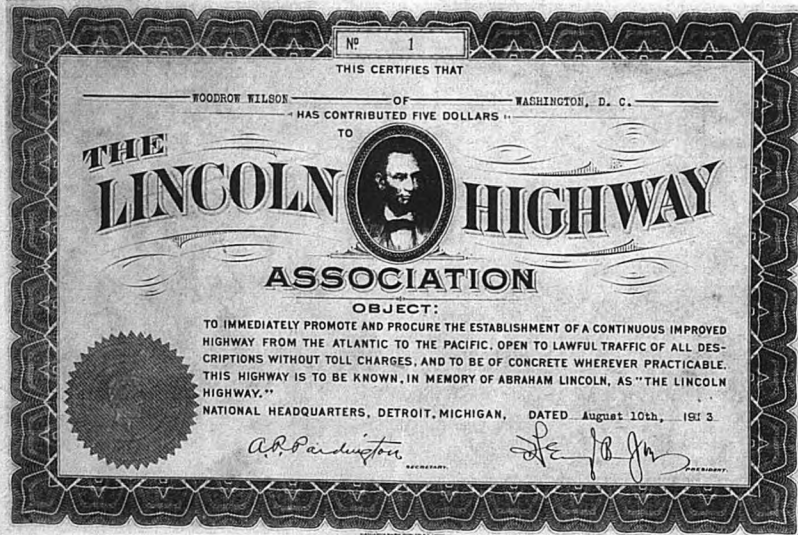
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WASHINGTON, D. C. *11 Sept. 1913* No. *289*

PAY TO THE ORDER OF

Henry B. Joy

DOLLARS

*\$5.00**Woodrow Wilson*

The Address to the
Conference of Governors

At Colorado Springs, Colorado, on Tuesday,
August 26, 1913, on

The Lincoln Highway

WITH the authority to plan and the power to execute of the great Napoleon, the Lincoln Way might be creditably planned and executed with dispatch from the beginning.

Many cities want it to pass their way. Many counties seek that it traverse them, and even great States press for the benefits which will accrue from its passing through.

The idealists who have energetically pressed forward the great project of a Lincoln Highway from coast to coast have accomplished wonders towards crystallizing a nationwide demand for the consummation of such a great and desirable project.

A committee of these idealists, after energetically and at their own personal expense pressing the propaganda to national fame and interest, decided to increase the force behind their efforts, enlist the financial aid of others, and thus develop a stronger public interest and support of the work.

After much deliberation, they decided to centralize and organize with headquarters at a convenient center. Some of those whose counsel and enlistment in the work they sought, were at first unbelievers—scoffers at such a colossal and impossible undertaking.

Be it noted that each and every one approached to aid in forming the permanent Association, after careful investigation of the merits and possibilities of the project, enlisted in incorporating under the laws of Michigan "The Lincoln Highway Association" with headquarters at Detroit. The name received finally, out of scores suggested, the unanimous approval of all.

The Association then set out to get the consent of all transcontinental highway organizations to the use of the name "Lincoln Highway." This was willingly conceded in a broad spirit, with promises of co-operation and pledges of active support towards whatever might be the trend of the studies and investigations as to route.

Route investigations began. All data was studied. Climatic conditions considered. Routes possible and impossible were traveled and details carefully noted as bearing on the ultimate decision which The Lincoln Highway Association was organized to make, as to what route would in its judgment be the most practicable to become the great Lincoln Memorial Highway.

The Lincoln Way so selected, if done wisely, will become great.

None know better than those who will assume to select the route that it is not done with Napoleonic authority or power.

The force behind the decision will be only the wisdom of it, which it is hoped will give the selection of route

the force, because it is believed that the route of the "Lincoln Way," wisely chosen, will have behind it the patriotic force of the whole people.

The appeals of sections have been heard. The arguments of all interests have been and are being weighed.

Shall the Lincoln Way be marked on the map from large city to large city? Shall it be from point of interest to point of interest?

Shall it be a highway from New York to San Francisco, as direct as practicable considering the limitations by Nature in the topography of the country?

See America first!

With all our force we endorse that sentiment! But a transcontinental highway that would from large city to large city, from one wonder of nature to another would indeed be a devious and winding journey in this great America of ours.

It becomes plain that the decision on such a complicated route could not be arrived at in generations. No concentrated effort could be gained for the execution of the work. It becomes plain that the scope of the work must be within the practicable. It must be such as to immediately upon presentation gain your support and mine.

Then next to obtain action a plan is necessary.

To have a plan, decision is necessary.

For decision, the hopeless divergence of conflicting interests and opinions must be eliminated, and practical conditions only must be considered.

The decision must be confined to one permanent road across the country to be constructed first, no matter how desirable others may be and actually are.

Such has become the basic principle guiding the Lincoln Highway Association.

It is seeking to decide wisely a matter which must be decided right in order to eliminate the petty hauling and pulling and opposition which would be fatal to the great patriotic work, and which would thus postpone beyond our vision so laudable a project.

It seems to us but yesterday that the Panama Canal was begun, and yet almost tomorrow it will be open to the world.

HENRY B. JOY, President,
CARL G. FISHER, Vice-President,
A. R. PARDINGTON, Vice-President,

LINCOLN HIGHWAY ASS'N.

August 26th, 1913.

Proclamation
of route of
The Lincoln Highway

WHEREAS, the purpose of this Association is to immediately promote and procure the establishment of a continuous improved highway from the Atlantic to the Pacific, open to lawful traffic of all descriptions and without toll charges, and

WHEREAS, toward the end of accomplishing this purpose elaborate research and investigation has been prerequisite to crystallization of opinion before intelligent and wise decision could be reached, and

WHEREAS, this Association expressly desires to impress upon all the people that it fully acknowledges that a public declaration by it of a route is of no force or effect except as it shall be wise and practicable, and being so, meet with the approval of the people for such a useful and enduring memorial, and

WHEREAS, it is obvious that this Association can only aid and co-operate toward the desired end, and that UPON ALL THE PEOPLE, and especially upon the officials of each State and County and upon the inhabitants thereof, within the borders of which is designated by these resolutions a section of the Lincoln Highway, does rest the patriotic burden of establishing, broadening, straightening, maintaining and beautifying such Highway to the end that it may become an appropriate memorial to the Great Martyred Patriot whose name it bears, and

WHEREAS, our chief step toward the desired goal is to crystallize in the public mind the practical wisdom of the route selected, therefore be it recorded here:

First—That in general it has been for nearly a century and is today the main Overland Trail, and that part lying West of Chicago is known by that historic name.

Second—It is the most direct and most practical route as to grades, curves and general topography.

Third—It is to the greatest extent improved and marked throughout its length.

Fourth—It is capable of being established as a fitting memorial highway at the least cost, and

WHEREAS, it is now proper to declare the results of deliberation and inspection in the hope that the wisdom and care in selection may insure united sentiment, and with the Prayer that this record will appeal to the hearts of all patriotic Americans to the end that plans and activities toward construction may go immediately forward, therefore be it

RESOLVED, that the Lincoln Highway now is and henceforth shall be an existing memorial in tribute to the immortal Abraham Lincoln,

That The Lincoln Highway does extend from New York to San Francisco over and through the following states:

- | | |
|------------------------------|----------------------------|
| State of New York | State of Nebraska |
| State of New Jersey | State of Wyoming |
| State of Pennsylvania | State of Colorado |
| State of Ohio | State of Utah |
| State of Indiana | State of Nevada |
| State of Illinois | State of California |
| State of Iowa | |

More specifically the route is described as passing through or near the following cities in the several states, viz:

1.—New York

New York.

2.—New Jersey

Jersey City, Newark, Trenton, Camden.

3.—Pennsylvania

Philadelphia, Lancaster, York, Gettysburg, Chambersburg, Bedford, Ligonier, Greensburg, Pittsburgh, Beaver Falls.

4.—Ohio

Canton, Mansfield, Marion, Kenton, Lima, Van Wert.

5.—Indiana

Fort Wayne, Ligonier, Elkhart, South Bend, LaPorte, Valparaiso.

6.—Illinois

Chicago Heights, Joliet, Geneva, DeKalb, Rochelle, Ashton, Dixon, Sterling, Morrison, Fulton.

7.—Iowa

Clinton, Dewitt, Cedar Rapids, Tama, Marshalltown, State Centre, Ames, Grand Junction, Jefferson, Dennison, Logan, Council Bluffs.

8.—Nebraska

Omaha, Fremont, Columbus, Central City, Grand Island, Kearney, Lexington, Gothenberg, North Platte, Ogallala, Big Spring, Chappell, Sidney, Kimball.

9.—Wyoming

Pine Bluff, Cheyenne, Laramie, Rawlins, Wamsutter, Point of Rocks, Rock Springs, Green River, Granger, Fort Bridger, Evanston.

10.—Colorado

Julesburg, Sterling, Fort Morgan, Denver, Longmont, Loveland, Fort Collins.

11.—Utah

Echo, Ogden, Salt Lake City, Garfield, Grantsville, Timpie, Kanaka Ranch, Fish Springs, Kearney's Ranch, Irapah.

12.—Nevada

Tippet's Ranch, Shelburne Pass, Ely, Eureka, Austin, Fallon, Wadsworth, Reno, Carson City.

13.—California

Truckee, Auburn, Tallac, Placerville, Sacramento, Stockton, Oakland, San Francisco.

AND BE IT RESOLVED, that this is an appeal to the state authorities and to all officials to properly dedicate, to re-mark and re-name the said described Highway with the Lincoln Highway insignia, and be it finally

RESOLVED, that copies of these resolutions be sent to the President of the United States, to the governors of each

state and territory, to the members of the national Congress and to the members of the legislatures of each state.

Done by The Lincoln Highway Association, Inc.

Directors

- | | |
|---------------------|------------------|
| R. A. Alger | Carl G. Fisher |
| Albert J. Beveridge | A. Y. Gowen |
| R. D. Chapin | Henry B. Joy |
| Emory W. Clark | A. R. Partridge |
| Paul H. Deming | F. A. Seiberling |
| | John N. Willys |

- By HENRY B. JOY, President
CARL G. FISHER, Vice-President
A. R. PARTRIDGE, Vice-President
EMORY W. CLARK, Treasurer
HENRY E. BODMAN, Legal Counsel
FRANK H. TREGO, Engineer



Issued from Headquarters Lincoln Highway Association at Detroit, Michigan, U. S. A., the Tenth Day of September, Year, One Thousand Nine Hundred Thirteen.

Why the Lincoln Way Route?

ALL New England is tributary to New York by good roads.

New York City is the Mecca of the whole people.

To travel westward from New York City one must go 150 miles north to Albany, thence westward or south to Philadelphia 100 miles and thence westward. The state highway work planned and in progress will make the route westward through Pennsylvania the most direct.

After crossing Pennsylvania, Ohio northern roads lead directly over state planned highways, towards the Golden Gate, connecting by excellent topographical conditions across Indiana, directly with the Overland Trail of history, the open door to the scenic wonders and outdoor play grounds of the Great West.

The Overland Trail is historically referred to as follows:

"The Government standardized this route, for the ox team, the stage coach and the mail route, because of its directness, shortest distance, topography and the conditions of the soil."

Across Illinois and Iowa over this route is found the best natural highway conditions, and under the evolution resulting from patriotic effort to establish a suitable Memorial Highway, will at least cost afford the most magnificent and straightest route with least grades through these wonderful garden states.

At Omaha the state of Nebraska is entered, following the same historical Overland Trail up the broad and prosperous Platte River Valley. The entire distance across the length of this State, approximately, is 450 miles. The route is natural and easy. It affords opportunities for constructing a picturesque roadway such as cannot be equaled in any State in the Union.

Wyoming is entered at its southeast corner and 50 miles from its eastern state line Cheyenne is reached. From here on westward passing through Laramie, Rawlins, Green River City to Evanston the country becomes characteristic. Wyoming's contribution to the Memorial Way in mileage is approximately 375 miles. Through this state the highest elevation reached is 7214 feet. It is a road of easy grades, however.

From Evanston we cross the Utah line in five miles. The route here is extremely picturesque and in the distance to Salt Lake City passes through interesting mountain scenery. The grades are comparatively easy and the road is constantly traveled by motor cars.

Salt Lake City is almost directly in line, speaking broadly, between the point of entrance to Utah and the point of exit at the Nevada line near Irapah. Though the road is somewhat winding its grades are negligible.

Working Organization
of
The Lincoln Highway
and
The General Plan for Raising Funds

THE working organization of The Lincoln Highway Association, which is incorporated under the laws of the State of Michigan, is as follows:

First: A Board of Directors has been elected, consisting of twelve men representing various business interests throughout the country.

Second: There is an Executive Committee comprising five members of the Board of Directors, the places of residence of whom are convenient to the National headquarters. This Executive Committee is clothed with the authority of the directors in the intervals between meetings of the Directors.

Third: The Officers of the Association consist of a president, two executive vice-presidents and three honorary vice-presidents, together with a treasurer and secretary.

Comprised in the organization is a list of FOUNDERS, made up, in a large part, of the original contributors to the fund which will make possible The Lincoln Highway. There is an increasing list of contributing members representing practically all of the states of the Union.

In each of the states traversed by The Lincoln Highway, and in the states contiguous thereto, there is a Chief State Consul. This Chief Consul is the representative of the Executive Committee and the Directors in the Commonwealth in which he lives. These Chief Consuls are empowered with the authority to appoint associate or vice-consuls in the counties, cities, towns and villages along the route of the Lincoln Highway.

The organization also comprises a definite number of Consuls-at-Large, whose duties are to represent the Executive Committee in company with the State Consuls throughout the territory along the route of the Highway and the natural tributary routes as is shown in red and blue on the enclosed map.

The duties of the Chief Consul of each state, together with the Consuls-at-Large, are varied. By various means they are engaged in stimulating interest and arousing patriotic enthusiasm for the Lincoln Highway to the end that its early completion may be possible. These means comprise interviews, publicity, addresses to civic organizations, commercial clubs and good roads organizations, and in educating the public generally to a full realization of the Lincoln Highway; and to instill in the minds of the younger generation reverence and honor for the name of Abraham Lincoln.

Through the co-operation of these State Consuls and Consuls-at-Large the Directors of the Association hope to

complete the fund which they are seeking to raise by the first of July, 1914. Their belief is that if this fund be completed by that time, some of the sections of the Lincoln Highway can be improved and made available for the many thousands of eastern tourists who are now planning motoring trips to the Pacific coast, with the Panama-Pacific Exposition as the objective.

Upon completion of the ten million dollar fund, one-half of which has been nearly raised, the Directors believe that three years of actual construction will be required to finish this great highway of traffic and make it possible to tour from New York to San Francisco in comfort in fifteen days of leisurely traveling.

On the first day of September, 1913, the census returns show that there are approximately one million automobile owners in the United States. It is a part of the duty of each Consul to secure as a Contributor each motor car owner whom he knows, or with whom he can communicate, in the hope that this great body of good roads enthusiasts may be enrolled as Contributors to this great, enduring and useful Memorial to Abraham Lincoln.

Among the plans for securing the funds necessary to complete this great route are the following:

A large number of automobile manufacturers, manufacturers of sundries, parts, tires, etc., have already contributed on the basis of one per cent of their gross sales for the period of one year, with the understanding that the payments made may extend over a period of three years. Many of these subscriptions are guaranteed as to amount. The cement industry of the United States, representing approximately thirty-eight constituent companies, has voluntarily contributed of their output one million five hundred thousand barrels; hundreds of individuals and concerns throughout the country already have pledged definite sums ranging from \$100 to \$10,000. The publishers of practically all of the automobile journals in the United States have contributed of their space to a broad, nation-wide advertising campaign.

By these means, and as a supplement to the efforts of the State and Chief Consuls, it is believed that the great mass of automobile owners will rally to the support of this Association and contribute \$5.00 each. As an evidence of their contribution, each is to receive an engraved certificate, a radiator emblem to be attached to the motor showing in outline the United States, together with the route from New York to San Francisco, or a beautifully engraved plate for the dash and a card of membership in the Association. The certificate referred to is shown on the inside of the

cover of this declaration, having been issued to the President of the United States and bearing the Number One. The radiator emblem is provided with loops or lugs in order that it may be conveniently attached to the radiator of the car. It is hoped that every automobile owner who reads this declaration, and who is interested in seeing the construction of a trans-continental highway, one which will permit our thousands of tourists to "See America First," will demonstrate his patriotism by contributing the small sum named—\$5.00.

Statistics have recently been prepared which show that

many million dollars were spent by automobile tourists in the New England states during the season of 1912. This great outpouring of wealth by the leisurely, pleasure-seeking class of our populace demonstrates conclusively what good roads will do for any particular section of the country. The Directors of the Association are firm in the belief that when the Lincoln Highway is completed and usable by the touring public, the many millions of dollars annually expended by our citizens who tour the British Isles and Continental Europe will be diverted and the tide of travel directed across these United States.

THIS appeal for assistance is directed to every citizen of the United States, irrespective of his place of residence. All contributions or subscriptions, whether large or small, should be sent direct to the Lincoln Highway Association, National Headquarters, Detroit, Michigan.

ENCLOSED with this Declaration is a perforated sheet in the form of a subscription to the funds of the Association, and it is hoped that you will now—at once—fill in this form and, accompanied by such remittance as you desire to make, forward it to the Association in the furtherance of its object.

Intended Use of Funds

IT is evident to all that ten million dollars will not completely construct a trans-continental highway. It is estimated that the cost of such a highway, including material, labor, construction of bridges, etc., would be twenty-five million dollars. Between New York and San Francisco there already are hundreds of miles entirely suited to the needs of trans-continental tourists, but which need to be linked together in order that a continuous, connected and improved highway may result. There remains about two thousand miles which must be permanently improved. By co-operation with the local communities through which the Lincoln Highway passes, the fund of ten million dollars now being raised, it is estimated, will be sufficient to furnish the hard surfacing material necessary to improve, permanently, these 2,000 miles.

It is proposed by the Association to co-operate with these local communities to obtain the establishment of this highway, and to insure the improvement or reconstruction of existing highways which will constitute a part of the Lincoln Highway. Some of the states have already taken steps looking toward the construction or improvement of the highways already announced as integral parts of the Lincoln Highway which will connect the Atlantic with the Pacific.

The route of the Lincoln Highway as selected has been referred to and discussed with the Governors, highway commissioners and local governing highway authorities in the various states traversed, so that there exists a united interest and close co-operation between the Commonwealths and the Association. This co-operation must result in the speediest possible accomplishment of our purposes.

As a consequence of the Proclamation and statements authorized by various Governors, the energies of the local authorities, supplemented by that of State authorities, will go forward in an intelligent manner with the result that communities will bend their energies to the improvement of those highways which constitute a part of and are integral with The Lincoln Highway.

Already many of the good roads organizations which have for years been directing their energies to the betterment of road conditions have expressed their determination to change the names of those local organizations in order that they may be known as divisions of The Lincoln Highway. With all of these efforts intelligently directed, and all seeking to attain the same purpose, the date when The Lincoln Highway will be an accomplished fact draws near.

The state of Utah is constructing a highway which will branch from the Lincoln Way and extend to the Grand Canon.

From Ipah, Nevada is shortly entered and by fair grades and a very direct route by way of Ely, Eureka, Austin, Fallon, Wadsworth, Reno or Carson City is reached. 350 miles is Nevada's contribution to the Lincoln Way. The country is characteristic and scenery unique. Road making material is abundant but population is scarce as the entire state census in 1910 was 81,875 inhabitants. The trans-continental trip is well worth taking to see Nevada alone.

Leaving Reno and Carson City the wonderful Sierras of California are soon reached. Lake Tahoe and Donner Lake and their settings are unequalled. The grades at the passes are not severe; the roads are good and no Memorial could have a more wonderful setting. Thence to Sacramento, Stockton and San Francisco.

The topography of this entire route is more satisfactory from a traffic point of view.

The general directness of the route is unique. The railroad mileage is 3185 miles. The Lincoln Way mileage is about 2945 miles. No other so direct route is possible.

The Lincoln Highway traverses almost the center of the United States. It serves more population and there are more lateral connecting roads to points of interest than any other possible main artery.

A careful study of the attached map is necessary to fully appreciate the compelling logic of the selected route.

The National capitol, Gettysburg, Mammoth Cave, the birth place of Lincoln, the burial place of McKinley, the wonders of Colorado, Wyoming's unequalled curiosities of nature, Glacier Park in Montana, Grand Canon of the Colorado River in Arizona, Yosemite National Park, and a half dozen other National Forest Reserves, but the list is too numerous to detail.

From the great natural arteries of traffic lateral highways today connect it with widely separated but tributary sections. Most all important cities, as shown by map, and countless others, are easily reached by this great practical Memorial.

Lincoln Highway Road-Marker

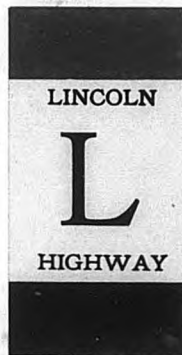
THE Lincoln Highway Road-Marker, copyrighted, is to be placed on barns, fences or poles along the designated route.

It is 21 inches high and is to be painted on whatever is convenient at the roadside.

It consists of a strip of red (top) three inches wide, a band of white 15 inches in width and a strip of blue, three inches wide (bottom).

The letter "L" in blue is on the white band which also bears the words in smaller letters "Lincoln Highway."

This Road-Marker can be distinguished a long distance away and a man in a car with a paint brush, and a little paint can easily place a large number in a day.



Directors of the Lincoln Highway Association

HENRY B. JOY, PRESIDENT,
President of the Packard Motor Car Co., Detroit, Mich.

CARL G. FISHER, VICE-PRESIDENT,
President of the Prest-o-Lite Co., Indianapolis, Indiana.

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VICE-PRESIDENT AND SECRETARY.

State Consuls

NEW JERSEY—Horace E. Fine, Trenton.

PENNSYLVANIA—
OHIO—
INDIANA—H. O. Smith, Indianapolis, President Premier Manufacturing Company.
ILLINOIS—F. E. Edwards, Chicago and Northeastern Illinois, Chicago Automobile club.
ILLINOIS—J. W. Corkings, De Kalb.

IOWA—W. F. Coan, Clinton, President Clinton National Bank.
NEBRASKA—H. E. Fredrickson, Omaha.
COLORADO—C. L. Newcomb, Jr., Denver Chamber of Commerce.
WYOMING—Payson W. Spaulding, Evanston.
UTAH—
NEVADA—
CALIFORNIA—E. P. Brinegar, San Francisco Chamber of Commerce.

Some Patriotic Contributors

Included in the list of contributors who have made possible The Lincoln Highway are the following:

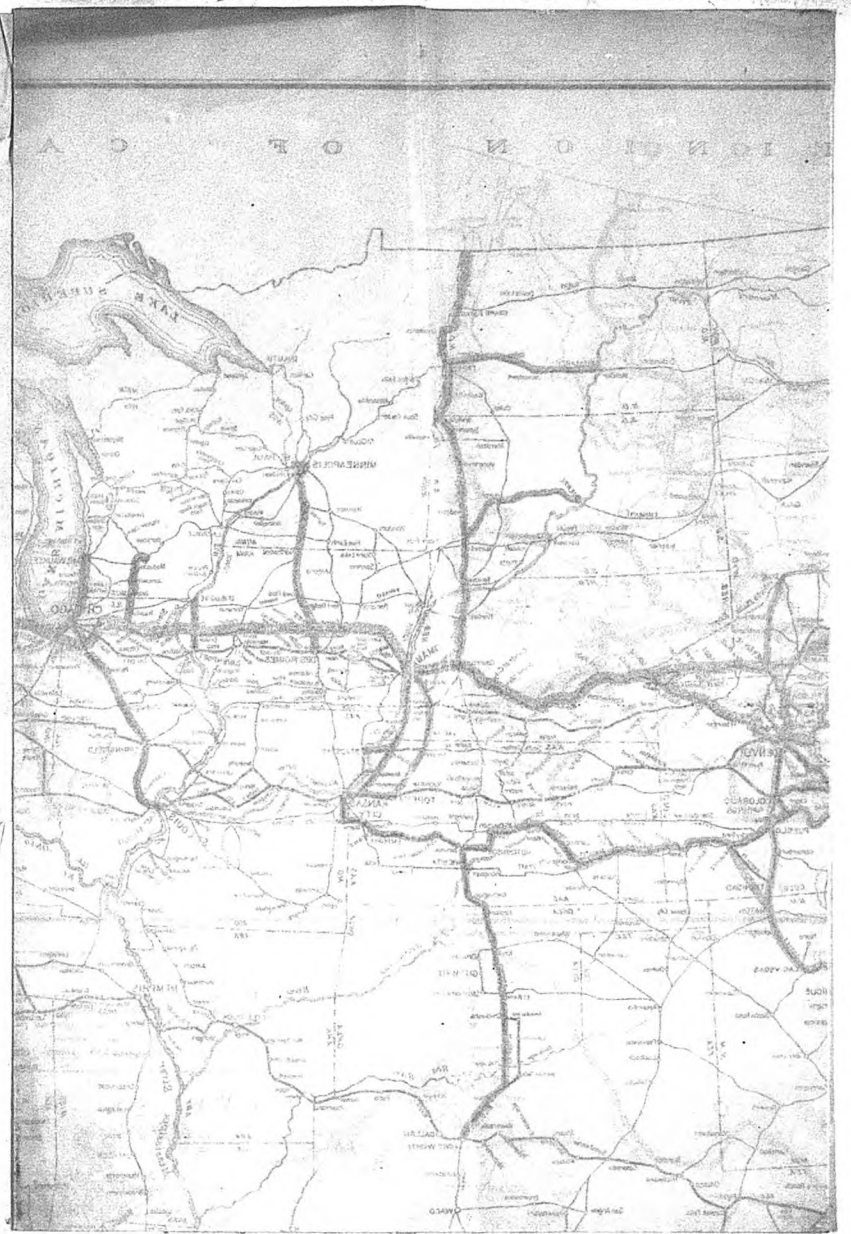
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|------------------------|-----------------------------|---------------------------|----------------------|
| American Motors Co. | Indianapolis, Ind. | J. H. Bartlett | Louisville, Ky. |
| C. F. Adams | Erie, Penna. | A. G. Batchelder | New York City, N. Y. |
| Wm. O. Allison | New York, N. Y. | F. T. Belford | New York, N. Y. |
| W. W. Anderson | Seranton, Iowa | C. T. Bender | Reno, Nevada |
| B. N. Ansierman | Evanston, Wyo. | Albro Blodgett | Toledo, Ohio |
| The Ashcroft Co. | New York, N. Y. | Blue Ribbon Garage | Bridgeport, Ct. |
| W. W. Atterbury | Vice-President Penna. R. R. | George G. Booth | Detroit, Mich. |
| The Avery Stamping Co. | Cleveland, Ohio | Thos. Botterill | Denver, Colo. |
| Gertrude H. Baldwin | Allenhurst, N. J. | Dr. John Hammond Bradshaw | Orange, N. J. |
| Chas. D. Barney | Ogontz, Penna. | R. H. Brewer | Cortland, N. Y. |

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 Cadillac Company.....Lima, Ohio
 James G. Cannon.....New York, N. Y.
 Central Motor Car Co.....Canton, Ohio
 SS Cement Manufacturing Companies
 E. C. Chamberlain.....Denison, Ia.
 Citizens' Bank.....Walnut, Iowa
 Citizens Motor Car Co.....Cleveland, Ohio
 Emory W. Clark.....Detroit, Mich.
 C. E. Cliff.....Wilkesbarre, Pa.
 J. J. Cole.....Indianapolis, Ind.
 Columbus State Bank.....Columbus, Neb.
 Robert J. Collier.....New York, N. Y.
 E. C. Converse.....New York, N. Y.
 James Couzens.....Detroit, Mich.
 E. E. Critchfield.....Chicago, Ill.
 Alexander L. Crawford.....Adrian, Pa.
 William H. Crocker.....San Francisco, Cal.
 Dispatch Motor Car Co.....Minneapolis, Minn.
 J. Benj. Dimmick.....Scranton, Pa.
 M. H. DeYoung.....San Francisco, Cal.
 Decher Die Casting Co.....Brooklyn, N. Y.
 Peters Motor Car Co.....St. Louis, Mo.
 E. L. Drappo.....Reed, Nevada
 Dr. Louis A. Dreyfus.....Staten Island, N. Y.
 C. H. Dye.....Covington, Ohio
 A. J. H. Eckhardt.....Toronto, Canada
 Congressman G. E. Edmunds.....Philadelphia, Pa.
 Edwards Motor Car Co.....New York City, N. Y.
 John G. Elbes.....Rochester, N. Y.
 Mrs. Helen A. Elder.....Los Angeles, Cal.
 Esterline Manufacturing Co.....Indianapolis, Ind.
 Davis Evans.....Birmingham, Ill.
 Wm. H. Faxon.....Burgin, N. Y.
 H. M. Frohman.....New York, N. Y.
 Horace E. Fine.....Trenton, N. J.
 C. W. Foote.....Lafayette, Nevada
 J. B. Forsgan.....Chicago, Ill.
 Fouts & Hubler Garage Mfg Co.....Cincinnati, Ohio
 G. E. French.....Wagon, Neb.
 Gibson Automobile Co.....Indianapolis, Ind.
 W. S. Gilbreath.....Indianapolis, Ind.
 Edward Guicke.....St. Louis, Mo.
 Goodyear Tire & Rubber Co.....Akron, Ohio
 H. J. Gosse.....Bryn Mawr, Pa.
 Newton H. Graham.....New York, N. Y.
 W. E. Grady.....New York, N. Y.
 M. Gundheim.....New York, N. Y.
 John A. Guild.....New York, N. Y.
 Seymour Gutler.....New York, N. Y.
 H. J. Hall.....New York, N. Y.
 Spencer F. Hall.....New York, N. Y.
 F. R. Hazard.....New York, N. Y.
 Samuel V. Heber.....Indianapolis, Ind.
 Henderson Motor Car Co.....Indianapolis, Ind.
 W. P. Heisey.....New York, N. Y.
 J. W. Hilliard.....New York, N. Y.
 Edward N. Hisey.....Lima, Ohio
 H. L. Hooke.....Indianapolis, Ind.
 Hoosier Motor Club.....Indianapolis, Ind.
 George E. Howard.....St. Louis, Mo.
 Colgate Hoyt.....New York, N. Y.
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 Ideal Motor Car Co.....New York, N. Y.
 The Thos. B. Jeffers Co.....New York, N. Y.
 J. W. Jenner.....New York, N. Y.
 M. Kappeler & Co.....New York, N. Y.
 C. H. Kiser.....New York, N. Y.
 C. R. Kiser.....New York, N. Y.
 Julius C. Katz.....New York, N. Y.
 The Lafayette.....New York, N. Y.
 T. C. Lauren.....New York, N. Y.

A. V. Lisenby.....Fresno, Cal.
 C. J. Linn.....Cairo, N. D.
 George Horace Lorimer.....Philadelphia, Pa.
 The Lunkenheimer Co.....Cincinnati, Ohio
 E. C. McDonald.....South Bend, Ind.
 Frank A. McGowan.....Canton, Ohio
 Marion Motor Car Co.....Indianapolis, Ind.
 Marwick, Mitchell, Peet & Co.....Chicago, Ill.
 James R. Mellen.....Pittsburgh, Pa.
 Moore Carving Machine Co.....Minneapolis, Minn.
 B. T. Morrison.....Weston, Mass.
 The Motor Car Mfg Co.....Indianapolis, Ind.
 Motor Mart Garage.....Boston, Mass.
 M. J. Murphy.....Detroit, Mich.
 Mutual Printing & Lithographing Co.....Indianapolis, Ind.
 Thos. Neal.....Detroit, Mich.
 Nelson & McMoon.....Chicago, Ill.
 Charles H. Newell.....Providence, R. I.
 George W. Nichols.....Cleveland, Ohio
 John D. Overholt.....Wooster, Ohio
 Packard Motor Car Co.....Detroit, Mich.
 James W. Packard.....Warren, Ohio
 Thomas J. Panoast.....Miami, Fla.
 J. H. Patterson.....Dayton, Ohio
 William T. Patton.....Pittsburgh, Pa.
 Lawrence J. Phlips.....Denver, Colo.
 Phoenix Motor Car Co.....Lexington, Ky.
 Benny M. Pister.....Denver, Colo.
 H. H. Pirk.....Des Moines, Ia.
 Mrs. J. O. Pinterack.....Shields, Pa.
 Fremont Motor Mfg Co.....Indianapolis, Ind.
 The President of the United States
 Prest O Lite Company.....Indianapolis, Ind.
 Pressed Steel Tank Co.....Muncie, Ind.
 34 Publishers of Automobile and Motoring Publications
 Pungolis, Batters & Co.....Indianapolis, Ind.
 M. A. Reeves.....Hartford, Conn.
 H. S. Redick.....Indianapolis, Ind.
 Samuel M. Rastin.....Indianapolis, Ind.
 Remy Electric Co.....Detroit, Mich.
 Richmond & Bacon Co.....Detroit, Mich.
 H. M. Risher.....Hopkins, Minn.
 Maurice J. Robinson.....Chicago, Ill.
 Magnus W. Schuchart.....New York City, N. Y.
 J. S. Schuchart.....New York City, N. Y.
 S. T. Seaman.....New York, N. Y.
 Byron H. Smith.....Chicago, Ill.
 J. W. Smith.....New York, N. Y.
 J. W. Smith.....New York, N. Y.
 Homer P. Spahr.....New York, N. Y.
 T. D. Switzer, M. E.....Brazil, Ind.
 Southern Garage.....Pittsburg, Penns.
 Southern Metal Products Co.....Knoxville, Tenn.
 J. S. Swain.....Detroit, Mich.
 John A. Swain.....Hartford, Conn.
 J. S. Swain.....Philadelphia, Pa.
 Superior Metal Products Co.....Hytia, Ohio
 R. J. Swartz.....Cincinnati, Ohio
 H. M. Swartz.....New York City, N. Y.
 A. J. Swartz.....New York City, N. Y.
 F. K. Taylor.....New York City, N. Y.
 B. W. Taylor.....Columbus, Ohio
 Union Carriage Co.....Chicago, Ill.
 W. J. Taylor.....Bethel, Me.
 W. J. Taylor.....New York City, N. Y.
 W. J. Taylor.....New York City, N. Y.
 C. H. Wentz.....Lima, Ohio
 J. A. Wentz.....New York City, N. Y.
 William & Schuler.....Indianapolis, Ind.
 H. W. Wheeler.....Windsor, Va.
 W. W. Wheeler.....Indianapolis, Ind.
 White & Overland Co.....Buffett, Pa.
 White & Overland Co.....Buffett, Pa.
 W. W. White.....Buffett, Pa.
 F. S. White.....Buffett, Pa.
 W. H. White.....Buffett, Pa.

Fresno, Cal.
 Cairo, N. D.
 Philadelphia, Pa.
 Cincinnati, Ohio
 South Bend, Ind.
 Canton, Ohio
 Indianapolis, Ind.
 Chicago, Ill.
 Pittsburgh, Pa.
 Minneapolis, Minn.
 Weston, Mass.
 Indianpolis, Ind.
 Boston, Mass.
 Detroit, Mich.
 Indianapolis, Ind.
 Detroit, Mich.
 Chicago, Ill.
 Providence, R. I.
 Cleveland, Ohio
 Wooster, Ohio
 Detroit, Mich.
 Warren, Ohio
 Miami, Fla.
 Dayton, Ohio
 Pittsburgh, Pa.
 Denver, Colo.
 Lexington, Ky.
 Denver, Colo.
 Des Moines, Ia.
 Shields, Pa.
 Indianapolis, Ind.
 Indianpolis, Ind.
 Muncie, Ind.
 Indianpolis, Ind.
 Hartford, Conn.
 Indianpolis, Ind.
 Indianpolis, Ind.
 Detroit, Mich.
 Hopkins, Minn.
 Chicago, Ill.
 New York City, N. Y.
 New York, N. Y.
 Chicago, Ill.
 New York, N. Y.
 New York, N. Y.
 Brazil, Ind.
 Pittsburg, Penns.
 Knoxville, Tenn.
 Detroit, Mich.
 Hartford, Conn.
 Philadelphia, Pa.
 Hytia, Ohio
 Cincinnati, Ohio
 New York City, N. Y.
 New York City, N. Y.
 Columbus, Ohio
 Chicago, Ill.
 Bethel, Me.
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 New York City, N. Y.
 Lima, Ohio
 New York City, N. Y.
 Indianpolis, Ind.
 Windsor, Va.
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 Buffett, Pa.
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 W. W. White.....Buffett, Pa.
 F. S. White.....Buffett, Pa.
 W. H. White.....Buffett, Pa.

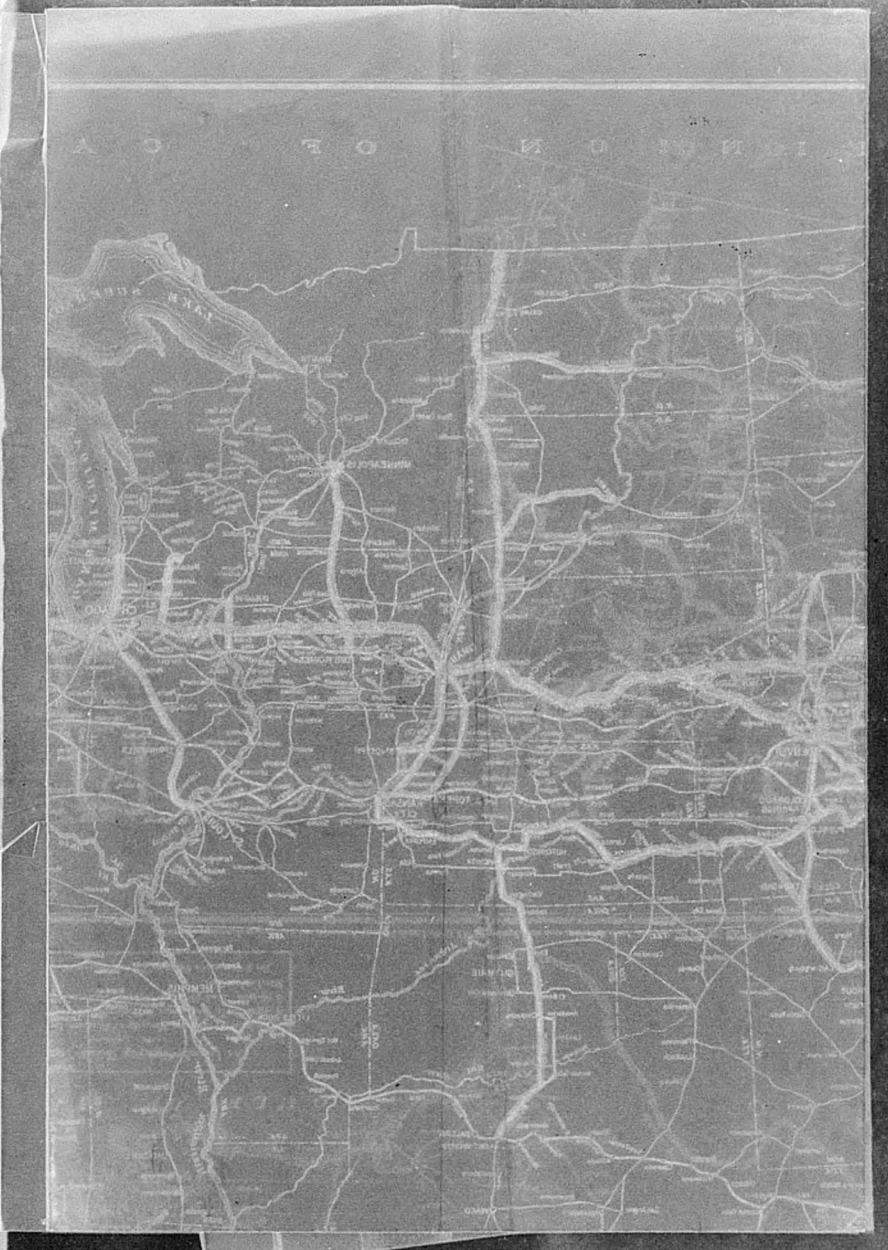


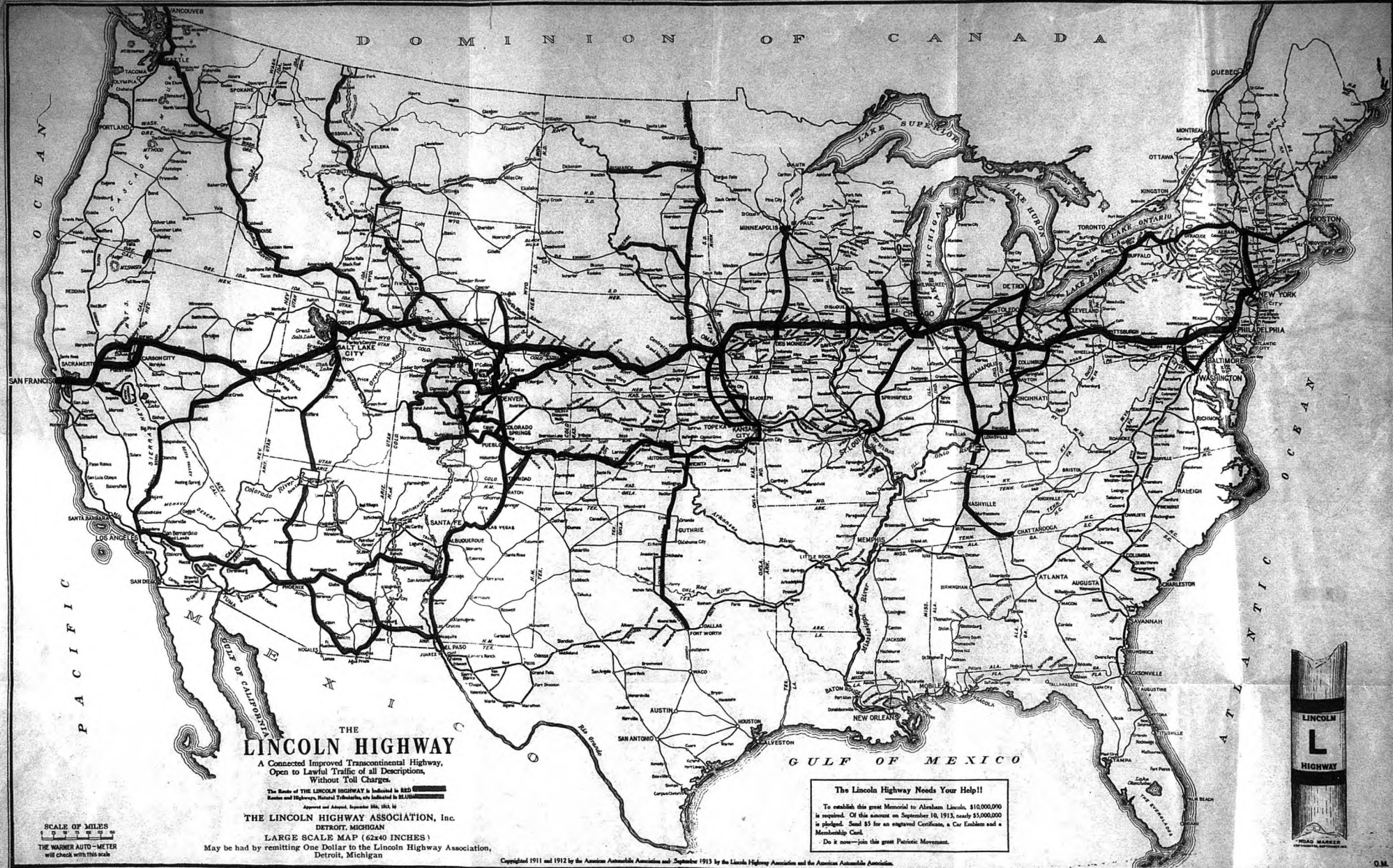
NOTE: There are a few names in this great list of names and the names are given merely to show the general and local interest in the establishment of this great National Automobile Directory.

Frank Briscoe.....Paris, France
 Brown Commercial Car Co.....Indianapolis, Ind.
 C. M. Brown.....Hibaca, Mich.
 Edgar A. Brown.....Sacramento, Cal.
 W. C. Brown.....President N. Y. C. R. R.
 Wm. Buchanan.....Texarkana, Ark.
 M. J. Budlong.....New York, N. Y.
 Thomas Burke.....Seattle, Wash.
 Adolphus Busch.....St. Louis, Mo.
 Cadillac Company.....Lima, Ohio
 James C. Cannon.....New York, N. Y.
 Central Motor Car Co.....Canton, Ohio
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 Emory W. Clark.....Detroit, Mich.
 C. E. Clift.....Wilkesbarre, Pa.
 J. J. Cole.....Indianapolis, Ind.
 Columbus State Bank.....Columbus, Neb.
 Robert J. Collier.....New York, N. Y.
 E. C. Converse.....New York, N. Y.
 James Couzens.....Detroit, Mich.
 E. E. Critchfield.....Chicago, Ill.
 Alexander L. Crawford.....Ardmore, Pa.
 William H. Crocker.....San Francisco, Cal.
 Dispatch Motor Car Co.....Minneapolis, Minn.
 J. Benj. Dimmick.....Scranton, Pa.
 M. H. DeYoung.....San Francisco, Cal.
 Doehler Die Casting Co.....Brooklyn, N. Y.
 Harris Motor Car Co.....St. Louis, Mo.
 E. L. Drappo.....Reno, Nevada
 Dr. Louis A. Dreyfus.....Staten Island, N. Y.
 C. H. Dye.....Convoy, Ohio
 A. J. H. Eckhardt.....Toronto, Canada
 Congressman G. E. Elmond.....Philadelphia, Pa.
 Edwards Motor Car Co.....New York City, N. Y.
 John G. Elbea.....Rochester, N. Y.
 Mrs. Helen A. Elder.....Los Angeles, Cal.
 Esterline Manufacturing Co.....Indianapolis, Ind.
 Davis Ewing.....Bloomington, Ill.
 Wm. H. Faxon.....Buffalo, N. Y.
 H. M. Fechtelmeier.....Detroit, Mich.
 Horace E. Fine.....Trenton, N. J.
 C. W. Foote.....Fallon, Nevada
 J. B. Forgan.....Chicago, Ill.
 Fouts & Huber Carriage Mfg. Co.....Terre Haute, Ind.
 G. E. French.....Windsor, Neb.
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 W. S. Gilbreath.....Indianapolis, Ind.
 Edward Gocke.....St. Louis, Mo.
 Goodyear Tire & Rubber Co.....Akron, Ohio
 H. J. Gosse.....Reno, Nevada
 Newton E. Graham.....East Brady, Pa.
 W. E. Groendycke.....Amarillo, Texas
 M. Guggenheim.....New York, N. Y.
 John A. Guild Co.....Lyman, Wyo.
 Seymour Guthrie.....Riverside, Cal.
 H. J. Hall.....Scranton, Pa.
 Spencer F. Hall.....Terre Haute, Ind.
 F. R. Hazard.....Syracuse, N. Y.
 Samuel Y. Heebner.....Philadelphia, Penna.
 Henderson Motor Car Co.....Indianapolis, Ind.
 W. P. Herbert.....Philadelphia, Pa.
 J. W. Hibbard.....New York, N. Y.
 Edward N. Hines.....Detroit, Mich.
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 George E. Howard.....St. Louis, Mo.
 Colgate Hoyt.....New York City, N. Y.
 Hudson Motor Car Co.....Detroit, Mich.
 Charles A. Hughes.....Detroit, Mich.
 Ideal Motor Car Co.....Indianapolis, Ind.
 The Thos. B. Jeffery Co.....Kenosha, Wis.
 J. W. Jenner.....Louisville, Ky.
 M. Kernberger & Co.....New York City, N. Y.
 C. H. Kelley.....New York, N. Y.
 C. E. Kline.....Reading, Pa.
 Julius C. Lang.....Seattle, Wash.
 The Lafayette.....Clinton, Ia.
 T. C. Lauren.....Atlanta, Ga.

A. V. Lisenby.....Fremont, Cal.
 C. J. Lord.....Canton, N. D.
 George Horace Lorimer.....Philadelphia, Pa.
 The Lunkenheimer Co.....Cincinnati, Ohio
 E. C. McDonald.....South Bend, Ind.
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 J. H. Patterson.....Dayton, Ohio
 William J. Patton.....Pittsburgh, Pa.
 Lawrence C. Phlips.....Denver, Colo.
 Phoenix Motor Car Co.....Lexington, Ky.
 Henry M. Porter.....Denver, Col.
 H. H. Polk.....Des Moines, Ia.
 Mrs. J. G. Pontreft.....Shields, Pa.
 Premier Motor Mfg. Co.....Indianapolis, Ind.
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 34 Publishers of Automobile and Motoring Publications
 Pumphely Battery Co.....Indianapolis, Ind.
 M. V. Resnick.....Columbus, Ind.
 H. S. Redfield.....Hartford, Conn.
 Samuel M. Ralston.....Indianapolis, Ind.
 Remy Electric Co.....Anderson, Ind.
 Richmond & Backus Co.....Detroit, Mich.
 H. M. Robbins.....Hopkins, Minn.
 Maurice L. Rothchild.....Chicago, Ill.
 Charles M. Schwab.....New York City, N. Y.
 Lucy S. Scribner.....Saratoga Springs, N. Y.
 S. L. Sherman.....New York, N. Y.
 Byron L. Smith.....Chicago, Ill.
 J. Henry Smith.....Detroit, Mich.
 Daniel W. Smith.....Detroit, Mich.
 Homer P. Snyder.....Little Falls, N. Y.
 J. D. Sourwine, M. D.....Brazil, Ind.
 Southern Garage.....Pittsburg, Penna.
 Southern Motor Car Co.....Jacksonville, Fla.
 E. D. Spivey.....Detroit, Mich.
 E. Stewart Auto Co.....San Francisco, Cal.
 John V. Strout.....Bedford, Ind.
 Frederick M. Strawbridge.....Philadelphia, Pa.
 Superior Metal Products Co.....Elyria, Ohio
 R. C. Swayze.....Torrington, Ct.
 H. M. Sweetland.....New York City, N. Y.
 A. E. Frootman.....Greensburg, Pa.
 E. R. Tutt.....San Jose, Cal.
 B. W. Twyman.....Columbus, Ohio
 Union Carbide Co.....Chicago, Ill.
 W. J. Upson.....Bethel, Me.
 W. G. Washburn.....Cincinnati, Ohio
 W. J. Wenner.....Lima, Ohio
 C. H. Wentz.....Saskatoon, Canada
 John C. Wetmore.....New York City, N. Y.
 Wheeler & Schebler Co.....Indianapolis, Ind.
 H. C. Whittier.....Wheeling, W. Va.
 G. W. Wilder.....Butterfield Publishing Co., N. Y.
 Willys-Overland Co.....Toledo, Ohio
 Willard Clapp.....Elmwood, Nebraska
 Edward N. Winship.....Wakefield, Mass.
 T. S. Wood.....State Center, Iowa
 Geo. H. Woolley.....Detroit, Mich.

NOTE:—These are but a few of those who are contributing to this great patriotic movement, and their names are given merely to show the general and wide-spread interest in the effort which is being put forth to establish this great memorial to Abraham Lincoln.





THE LINCOLN HIGHWAY

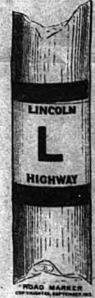
A Connected Improved Transcontinental Highway,
Open to Lawful Traffic of all Descriptions,
Without Toll Charges.

The Route of the LINCOLN HIGHWAY is indicated by RED
Routes and Highways, National Highways, also indicated by BLUE
Arrows and Arched, September 1913.

THE LINCOLN HIGHWAY ASSOCIATION, Inc.
DETROIT, MICHIGAN
LARGE SCALE MAP (62x40 INCHES)

May be had by remitting One Dollar to the Lincoln Highway Association,
Detroit, Michigan

The Lincoln Highway Needs Your Help!
To establish this great Memorial to Abraham Lincoln, \$10,000,000
is required. Of this amount on September 10, 1913, nearly \$5,000,000
is pledged. Send \$5 for an engraved Certificate, a Car Emblem and a
Membership Card.
Do it now—join this great Patriotic Movement.



SCALE OF MILES
0 10 20 30 40 50
THE WARNER AUTO-METER
will check with this scale

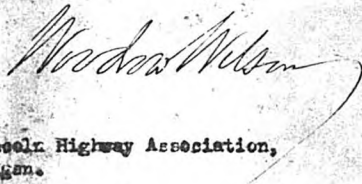
THE WHITE HOUSE
WASHINGTON

September 8, 1913

My dear Sir:

Representative Doremus has explained to me the purpose and plan of the Lincoln Highway Association, and I am very glad to accept the certificate of honorary membership which you have been good enough to present. In asking you to thank the members of your Board of Directors for this courtesy and to assure them of my appreciation of their kindness, let me take this opportunity to express my hearty sympathy with all movements for the betterment of our roads and highways.

Sincerely yours,



Mr. A. R. Pardington,
Vice President, Lincoln Highway Association,
Detroit, Michigan.

APRIL 2, 1918

BULLETIN NO. 1

RETURN-LOADS BUREAUS TO SAVE WASTE IN TRANSPORTATION

HIGHWAYS TRANSPORT COMMITTEE
COUNCIL OF NATIONAL DEFENSE
WASHINGTON, D. C.



RESOLUTION PASSED BY THE COUNCIL OF NATIONAL DEFENSE.

"The Council of National Defense approves the widest possible use of the motor truck as a transportation agency, and requests the State Councils of Defense and other State authorities to take all necessary steps to facilitate such means of transportation, removing any regulations that tend to restrict and discourage such use."

WASHINGTON
GOVERNMENT PRINTING OFFICE
1918

RETURN-LOAD BUREAUS

TO SAVE WASTE IN TRANSPORTATION

HIGHWAYS TRANSPORT COMMITTEE

COUNCIL OF NATIONAL DEFENSE

WASHINGTON, D. C.



COUNCIL OF NATIONAL DEFENSE.

HIGHWAYS TRANSPORT COMMITTEE.

WASHINGTON, D. C.

RETURN-LOAD BUREAUS TO SAVE WASTE IN TRANSPORTATION.

Relief from Railroad Delays and Embargoes.

Through the cooperation of State Councils of Defense, Chambers of Commerce, local War Boards, and Motor Clubs, the Council of National Defense, through its Highways Transport Committee and its State Councils Section is building up a system for more efficient utilization of the highways of the country as a means of affording merchants and manufacturers relief from railroad embargoes and delays due to freight congestion.

This system already is in successful operation in Connecticut and is being extended throughout the country.

The purpose is to take some of the burden of the short haul off the railroads and put it on motor trucks operating over the highways. Very considerable quantities of merchandise and materials of all kinds are now being carried by trucks operated by private concerns in their own businesses and by motor express and haulage companies. In a majority of cases, however, these trucks, after delivering a load, return empty, whereas there are shippers who would be glad to avail themselves of the opportunity to send a load back on such a truck to its home town if they knew it was going back empty. On the other hand, the truck owner would be equally glad to secure a return load because the charge made for hauling it would reduce his own haulage cost.

To bring the shipper and truck owner together serves the interests of both. It doubles the efficiency of the motor truck, enables business men to make prompt shipments or secure deliveries in a day instead of several, relieves the railroads of much short-haul freight, and thereby releases cars for necessary long-distance haulage of munitions, equipment, and other supplies for our Army in France, and for foodstuffs, fuel, etc., for the civilian population at home.

Chambers of Commerce Bring Shipper and Truck Owner Together.

The logical agency for bringing the two interests together is the local business men's organization in each locality—the Chamber of

Commerce, Board of Trade, or by whatever name it is known. They are in direct touch with the manufacturers and merchants in their respective communities, they know the present difficulties of shipping and they have the facilities for most quickly and systematically putting the shipper in touch with the man who has the facility for haulage.

The method of doing this is by the establishment of a Return-Loads Bureau—an information department that acts as a clearing house for this particular purpose. Once initiated, the work of such a bureau can, in most cities, be carried on by a single employee of the Chamber, probably in addition to his other duties. If necessary or desirable, a small charge can be made to the truck owner or the shipper for the service to cover whatever expense may be involved in starting and maintaining the bureau. But the plan affords an opportunity to be of such additional service to members of the organization and to business interests of the city generally that the increased support which may be gained through it should offset the cost incurred. Apart from this is the opportunity it presents to be of patriotic service to our country by increasing its transportation facilities at a time when the safety of the Nation depends absolutely upon transportation.

Shortage of railroad cars and locomotives created a shortage of coal during the winter. Lack of coal slowed down production of steel, which in turn delayed ship construction. Insufficient coal for bunkering ships created a critical congestion of freight in Atlantic port terminals and in railroad yards hundreds of miles inland. A certain part of this congestion was due to short-haul shipments of freight within cities and originating in near-by points, 10, 20, or 50 miles from the cities. Much of this short-haul freight can be carried on the highways by motor trucks. It can be picked up at the door of the shipper and delivered at the door of the consignee, entailing only two handlings. It can be delivered the same day it is shipped, whereas the same shipment by rail would require several days if not a week or more. And the shipment can go forward by motor when a rail freight and express embargo precludes shipment by rail at all.

Dependability of Motor-Truck Haulage Proven.

The practicability and dependability of motor-truck haulage not only within cities but between neighboring cities have been demonstrated fully. Hundreds of local and intercity motor express lines are in successful operation in widely scattered sections of the country. The Return-Load Bureau system has been installed in England, where it is now considered unpatriotic to run a truck without a load. Manchester, England, for example, and all the surrounding cities have their Return-Load Bureaus and have reciprocal arrangements

whereby they exchange information regarding available trucks and loads. Consequently, any Chamber of Commerce in a city whose merchants are adversely affected by rail embargoes and delays, freight congestion, or lack of sufficient and direct rail transportation, and where there is any considerable number of motor trucks, will not be embarking upon a doubtful experiment in establishing such a bureau.

No Responsibility Assumed.

A Return-loads Bureau can be established by a Chamber of Commerce without creating any legal liability to the shipper or assuming any other responsibility. The function pure and simple is to advise the shipper where and when a truck can be obtained to haul his goods and to advise the truck owner where a load can be obtained. It has been found in England that very often, when such a relationship has been established between the shipper and the truck owner, an arrangement is made between them for regular service, and they do not need to call on the bureau for further assistance, thus lightening the work to be performed by the Chamber.

It is left entirely to the shipper and the truck operator to make their own agreement as to the rate to be paid for haulage, liability of the truck owner or driver for safety of the goods in transit, and so forth. It is expected, however, that the Chamber of Commerce will exercise reasonable judgment and precaution, inquiring into the reliability of truck drivers and endeavoring to correct any abuses that may arise.

How to Start a Return-Loads Bureau.

No difficulty and no great amount of work are involved in establishing a Return-Loads Bureau. All that is necessary is to follow the example of Connecticut where through the initiative of the State Council of Defense, Return-Loads Bureaus have been established in 15 cities. The Council addressed letters to the Chambers of Commerce, inviting their cooperation in the movement. Return post cards were printed and mailed to motor-truck owners in the different cities. On the reverse side of the cards was a brief questionnaire to be filled out by the truck owner stating whether or not he would carry "back loads" for reasonable compensation, whether he would rent his truck at full capacity or partial capacity, number of trucks owned, number of hours a day or days a week the truck would be available under the return-loads plan, its capacity in tons, etc. As these reply cards came back, they were filed in a 3 by 5 card index drawer, arranged by cities and by routes out of the respective cities. It developed from this canvass that there were in the 15 cities more than 700 trucks of 1-ton capacity or more available for such service and that they operated over 49 main routes.

Names and addresses of truck owners may be obtained from the automobile registration bureau in the office of the secretary of state or the commissioner of motor vehicles, as the case may be.

Duplicate Records in Neighboring Cities.

Duplicates of this master file were furnished by the State Council of Defense in Connecticut to the Chamber of Commerce in each of the 15 cities, together with a map showing the location of each Return-Loads Bureau and all of the truck routes, numbered serially. Thus, the head of the bureau in each city knows just what trucks are available in the other cities and the routes over which they operate.

It is desirable that the State Council of Defense, where one exists, should indorse this movement, but it is not necessary that the Chamber of Commerce in any city should wait for it to do so. It is perfectly feasible for the Chamber to initiate the work itself in its own community and then propose to similar chambers in neighboring cities to do likewise and establish an exchange of information.

Having ascertained what trucks are available for hauling, the next move is for the Return-Loads Bureau to circularize the merchants, manufacturers, and other business enterprises in the community, advising them of the establishment of the bureau and asking them to report to it whenever they have any goods or materials which they wish to have hauled, either within the city or to near-by cities or villages. These reports may be made by telephone or on postal cards. Blank cards of a size (as 3 by 5 inches) suitable for filing may be supplied to shippers in quantity by the bureau for the purpose.

List Return-Loads Bureau in Telephone Directory.

The telephone company should be asked to list the Return-Loads Bureau under the title "Return Loads" in the local directory and truck owners and shippers be notified that by calling "Return Loads" or the telephone number of the bureau they can learn where a load may be obtained to carry back to the city from which the truck brought a load or where a truck can be obtained to carry the goods the shipper desires delivered.

Publicity should be given in all the local newspapers and in those of neighboring cities of the establishment of the bureau, so that all interests may immediately begin making use of the facilities afforded.

It will be found that there are two classes of business to be handled by the bureau—regular and irregular. In many cities there are motor express lines operating on daily schedule over regular routes and there are shippers who have regular shipments to make. Having brought these together once, further service of the bureau will be unnecessary so far as these particular parties are concerned. Then there are many companies, firms or individuals that own trucks which they use only in their own business but which stand idle part of the

time or which from time to time deliver a load in a neighboring city and return home empty. There are also shippers who have depended on the railroad but in emergency wish to make a quick shipment. It will be necessary to keep a daily record of these and cross off the truck or the shipment as soon as it is learned that the truck has gone back to its home city and is no longer available or the shipment has been completed.

Interchange Information on Irregular Work.

A system of daily interchange of information regarding this irregular service should be arranged with bureaus in other cities, so that a truck operator in Hartford, for example, who has a load to haul to New Haven can learn from the bureau in Hartford before starting where and on what day or at what time he can secure a load in New Haven to take back to Hartford. He may find that by delaying his own shipment a day or by making it a day earlier he can get a return load, whereas otherwise he might have to return light. Shippers, therefore, should be urged to give as much advance notice as possible of shipments they wish to make.

Within a short time this system will extend to long distances. Recently a company in New York called up the Chamber of Commerce (before any Return-Loads Bureau was established there) and stated it intended to send a motor truck to Vermont to bring back some machinery and wanted to know where a load could be secured to take to Vermont or at least a considerable part of the way. Another company called up and said it had a truck coming from Philadelphia with a load and wanted to get a load going back. Motor express lines are already operating on daily schedule between New York and Philadelphia, between Hartford and New York, and between Boston and Hartford.

It is the purpose of the Highways Transport Committee to bring about, just as quickly as possible, the organization of Return-Loads Bureaus in all the cities where it will be beneficial and to establish reciprocal relations among them on the plan of the Connecticut system.

Secure Cooperation of Motor-Truck Dealers.

Motor-truck dealers can be of great assistance to the Chambers of Commerce in promoting this movement and in helping to get the bureaus started. They are in direct touch with truck owners, know the routes over which trucks are operated, condition of the roads, railroad shipping difficulties, etc. It is recommended that the Chambers of Commerce call on them to appoint a representative committee from among them to cooperate with it. They can furnish a great deal of useful information and will be a valuable factor in disseminating information regarding the work of the bureau and making it 100 per cent useful.

(Copy of a bulletin is reprinted below, which was issued to its members by the Chamber of Commerce of the United States, Riggs Building, Washington, D. C.)

MOTOR-TRUCK TRANSPORTATION.

RETURN-LOAD BUREAU.

The motor truck is a part of the transportation equipment in every community. Its use more nearly to capacity will help solve local problems.

More complete use means loads both ways. A motor truck usually carries a good load to its destination, whether the destination is in the same community or in another city. Too often, however, the truck makes the return trip with no load. Every time this occurs there is waste of at least half the capacity of a truck to do work in transportation.

Owners of trucks do not wish half the earning power of their vehicles to be lost. Manufacturers and merchants with goods piled up and awaiting shipment do not like to see empty trucks pass their doors. Both need a local clearing house for information about the trucks that are available and the shipments that are ready—i. e., to bring together loads and empty trucks.

Such a clearing house the local commercial organization can easily provide. It will not ordinarily entail any special expense. It will promote cooperation in the community. It will render a very real service for which business men will be thoroughly grateful.

Return-Load Bureau is a convenient name for a clearing house. The bureau should ascertain the established lines of trucks that run regularly on fixed routes and the part of their capacity that is not being utilized. It should then obtain information from all owners of trucks used for private hauling, getting statements about the capacity of each truck, how far its capacity is used, between what points the capacity is unused, if the unused capacity can be made available for other persons at a reasonable price, etc. Besides gathering this information the bureau can make known to everyone that whenever a truck is to make a trip without a load the bureau will respond to a telephone inquiry by endeavoring to give the name of a person who wants to send a load over the route in question. Efforts can be made also to have drivers who bring loads by truck from other points telephone to the bureau in order to get return loads.

At the same time the bureau can enlist the cooperation of business men who may have shipments to make.

In order that any driver or other person from out of town may quickly ascertain if there is a return load for him, each bureau should be specially listed in the telephone directory.

With incidental questions the bureau will not usually need to deal. For example, it can leave the compensation that is to be paid to negotiation between the parties.

In England Return-Load Bureaus have proved of great assistance. They have been most developed in the United States by commercial organizations in Connecticut. Experience has demonstrated that the assistance they can render is very real and important, and that they can be organized advantageously in many communities where they have not as yet been tried.

Minutes of Annual Meeting of Active Members
of The Lincoln Highway Association, held
at the Detroit Athletic Club, Dec. 30th,
at 1:30 p. m., upon call of the President.

Present

F. A. Seiberling
R. D. Chapin
H. B. Joy
Emory W. Clark
Paul H. Deming
A. F. Bement

Represented by Proxies

Henry F. Campbell
A. Y. Gowen

1. The meeting was called to order by President Seiberling at 2:00 p. m.
2. The following waiver of notice of the meeting provided for by the by-laws on November 13th, 1918, signed by all Members was presented:

"I, the undersigned, hereby waive notice of the regular meeting of the Active Members of the Lincoln Highway Association, provided for by the by-laws on November 13th, 1918, and consent that the same may be held later upon call of the President."

3. Reading of the minutes of the previous meeting of Active Members held January 26th, 1918, was dispensed with.
4. Mr. R. D. Chapin suggested the advisability of electing to the Board of Directors additional interested men who had given the Association their support in the past and were more than entitled to a voice in its affairs. He stated that there were several individuals who had done a great deal for the organization and whose presence on the Board would be of greatest assistance. It was brought out by the Secretary that there were but thirteen Directors on the Board as then constituted, and that the by-laws provided for fifteen, an opportunity thereby being presented to add two additional Directors while retaining all of the old Board.

After a considerable discussion of the many individuals who might be willing to serve on the Board, and a statement from the Secretary bringing out the advisability of electing H. C. Ostermann on the Board in view of the fact that it was always necessary for him to attend the Directors' meetings while he never had a voice in the proceedings, it was decided to fill one of the vacancies on the Board by electing Mr. Ostermann.

Mr. Chapin brought out how much Mr. Alvan Macauley, President of the Packard Motor Car Company had done to assist the organization, both personally and through the co-operation of the Packard Motor Car Company, and advocated the election of Mr. Macauley to the Board. After a further consideration of the great desirability of securing Mr. Macauley's services on the Board, and after an assurance from Mr. H. B. Joy that he felt certain Mr. Macauley would accept the post, the following Resolution was presented and unanimously adopted, in accordance with the by-laws:

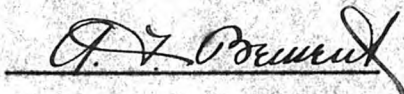
RESOLVED, that it is the sense of the members present and voting in person, and the sense of those members not present and voting in proxies, that the following Active Members be elected to serve on the Board of Directors of the Lincoln Highway Association for one year, or until their successors are chosen:

F. A. Seiberling
Carl G. Fisher
R. D. Chapin
Emory W. Clark
John N. Willys
Jas. A. Allison
H. B. Joy

A. Y. Gowen
Russell A. Alger
Albert J. Beveridge
Henry F. Campbell
Alvan Macauley
H. C. Ostermann
Paul H. Deming

A. F. Bement

5. There being no further business for the consideration of the Active Members, the meeting was adjourned upon motion duly made and seconded.


Secretary

Minutes of Annual Meeting of the Board of Directors
of the Lincoln Highway Association, held Monday,
December 30th, 1918, at 2:00 p. m. at the
Detroit Athletic Club.

Present

F. A. Seiberling
R. D. Chapin
H. B. Joy
Emory W. Clark
Paul H. Deming
A. F. Bement

Represented by Proxies

Henry F. Campbell
A. Y. Gowen

1. The meeting was called to order by the President at 2:00 P. m.
2. The Secretary presented a telegram from Director Henry F. Campbell, advising of his inability to be present at the meeting, and conveyed to the President a telephone message from Director A. Y. Gowen from New York, expressing his regret at his inability to be present on account of being detained there unexpectedly.
3. Reading of the minutes of the previous meeting of the Board of Directors held January 26th, 1918, was dispensed with and the minutes were adopted.
4. The President stated that the meeting had been called to take the place of the regular meeting of the Board of Directors provided for by the by-laws on November 13th, 1918, and for the purpose of considering briefly what the Association had accomplished during the past year, and to lay plans for the future, in view of the situation presented by the ending of the war and the national sentiment which had developed in favor of highway construction on a vast scale.

The President brought out that in his opinion the accomplishment of one of the primary aims of the Lincoln Highway Association was indicated by the undoubted national interest in interstate highways and the universal advocacy of a program which would bring about their unified improvement. He pointed to the action of Pennsylvania and Illinois, both of which States recently passed bond issues for \$80,000,000 and \$50,000,000 respectively, by a very large majority, and stated that the educational effect of the Association's effort during five years, combined with the undoubted acceleration given th national sentiment for properly improved highways by the war, was having its effect on Congress, and

that federal legislation providing for a governmental authority to have supervision over truly national highways and providing the money for direct improvement of such roads on the part of the government was something that could be looked forward to with confidence as an accomplishment of the very near future.

The President also stated that he desired the Directors to be placed in touch with the present condition of the Association by the Secretary and Field Secretary, and wished to learn the feeling of the Directors as to the future policy of the Association; along what lines its efforts should be devoted, and how its activities should be financed.

5. The President called upon Field Secretary Ostermann to read his report concerning the progress of the Association's work during 1918. The Field Secretary read the following report:

"The following figures on Lincoln Highway construction during 1918 are only those which it was possible to secure and their total is by no means the actual amount which was expended and appropriated by the various States, much of the construction being held up owing to war conditions and the inability to secure road building material and labor.

In many instances it was impossible, due to the method followed by some of the western states and counties doing road work, to secure accurate figures as to the actual amount of money expended on any given piece of work, this being due to the fact that county appropriations were made to cover their county road work and no record kept on any given section.

Estimates as to the amount of known Lincoln Highway construction beyond the figures given would indicate that at a very conservative estimate, a sum in the neighborhood of \$2,986,307.77 has been expended as follows:-

| <u>STATE</u> | <u>AMOUNT</u> |
|--------------|---------------|
| New Jersey | \$ 377,359.00 |

New Jersey Remarks

The Lincoln Highway between New Brunswick and Princeton will be under construction during the entire season of 1919, as the State Highway Department has contracted for four miles in addition to the seven miles that are now under construction, and will contract for the remaining four miles as soon as all the Government restrictions are removed. Total construction between the above named communities amounts to sixteen miles; the construction is of concrete.

Other permanent road work in New Jersey is contemplated, particularly so where macadam construction exists.

From the reports of our New Jersey State Consul, figures show that fully 400% more commercial traffic passed over the Lincoln Highway in 1918. The increase in the auto license shows the following:

| | 1916 | 1917 | 1918 |
|----------------|--------|---------|---------|
| Passenger Cars | 91,386 | 115,784 | 138,131 |
| Commercial " | 12,855 | 19,180 | 15,312 |

NOTE: The heavy increase in passenger cars and the slight decrease in commercial cars for 1918 up to November 1st, is explained by the fact that for 1917 the only cars rated by the State of New Jersey as commercial cars were those with solid tires, so that many really commercial cars are included in the number of passenger vehicles.

The road conditions in New Jersey are from fair to good; the construction consists of bituminous macadam, tarvia, warranite, brick and concrete. All of the various types of macadam construction are showing excessively heavy wear, in fact are worn out, due to the heavy motor truck traffic between Philadelphia and New York, which has amounted to approximately 2000 tons a day between New York and Philadelphia.

Pennsylvania \$ 747,505.78

The road conditions in Pennsylvania are somewhat similar to those in the State of New Jersey, except that a very systematic road patrol is enforced continually on the Lincoln Highway between Philadelphia and Pittsburgh and it is kept in the best of condition.

At the last election a fifty million dollar bond issue was passed, and this assures the resurfacing of the Lincoln Highway for its entire distance.

The Pennsylvania State Highway Department also advises that the Department will keep the Lincoln Way free from snow and open to traffic during the coming winter.

The increase of traffic over the Lincoln Highway in Pennsylvania during 1918 is estimated at 500%. This is due to the Government trucks from interior points to the seaports.

Ohio

\$ 416,640.89

Ohio has constructed more permanent roads than any other State on the Lincoln Way, brick on concrete base predominating. There remains but fifteen miles of dirt road in Ohio and this will be taken care of during 1919, depending largely on labor conditions.

A Seedling Mile of concrete will be constructed in Paulding County during 1919. This construction will be supervised by the Ohio State Highway Department.

The Lincoln Highway through Ohio will have at the end of 1919 the longest stretch of continuous permanent improved road of any State east of California. This construction is of brick and extends from Mansfield to Minerva, a distance of 70 miles.

The increase in commercial traffic in Ohio during 1918 was 400%.

Indiana

\$ 83,500.00

Every mile of the Lincoln Way in the State of Indiana is now improved either with gravel, macadam, brick or concrete. Contemplated construction in excess of one million dollars has been held up on account of litigation involving the Indiana State Highway Commission. All federal and state aid improvement is being held up in the State until final court ruling is made as to the status of the State Highway Department.

The State of Indiana has the longest stretch of concrete construction between New York and the Nevada-California State line; this construction covers a distance of 35 miles.

The increase in commercial traffic in Indiana during 1918 was 300%.

Illinois

\$ 332,960.00

Illinois has constructed during 1918 nine miles of concrete and will construct during 1919 over 100 miles of concrete between the Indiana State line and the Mississippi River, thus completing the entire route of the Lincoln Highway through the State of Illinois, at an estimated cost of over two million dollars.

Illinois has passed a bond issue of sixty million dollars, which will insure the completion of both the Lincoln and Dixie Highway in that State.

The increase in commercial traffic in Illinois during 1918 was 350%.

Iowa

\$ 488,672.00

The Lincoln Way in the State of Iowa is without a doubt the best maintained dirt road in the United States, although it becomes impassable after three hours of heavy rain. The bridge construction in the State of Iowa takes first place in the States traversed by the Lincoln Highway - 95% of all bridges and culverts on the route are completed and of concrete construction.

NOTE: They will carry 15 ton loads - an important consideration on main-lines of ultimate heavy truck traffic.

Seventy-five per cent of the Lincoln Way across the State of Iowa is drained and graded, and with a full roadway of 36 feet. Many sharp turns and all of the grades have been eliminated at a cost of over one million dollars. Under-head and over-head viaducts have been constructed in the elimination of dangerous grade crossings. Five counties out of the thirteen have gravelled 94 miles.

The State of Iowa is at a point where permanent surfacing is being considered and 1919 will bring about an entirely different attitude towards permanent construction. Iowa has one of the most efficient State Highway Departments.

New road laws are looked for at the coming session of Legislature. The first mile of permanent road on the Lincoln Highway in the State of Iowa has been completed in Linn County six miles east of Cedar Rapids. It is the first Seedling Mile in the State.

The increase in commercial traffic in Iowa during 1918 was 300%.

Nebraska

\$ 75,982.70

Fifty-six thousand dollars of the above amount was spent in Douglas County for the construction of six miles of bituminous macadam west of Omaha; the balance was spent in grading and graveling, and installing culverts.

Douglas County in which Omaha is situated will vote on a three million dollar bond issue during 1919 for permanent road construction, brick or concrete being advocated.

The Lincoln Highway across Nebraska is the most improved road in the State; it follows practically a water grade from Omaha to Cheyenne, paralleling for more than half the distance the Union Pacific Railroad.

On November 28th, 1918, there was organized at Omaha the Nebraska Good Roads Association - a state wide organization. The association is looking forward to good roads legislation and is formulating plans for a state wide bond issue for main trans-state highways. This organization is being fathered by the Omaha Automobile Club.

The first step towards permanent road construction in the State of Nebraska has been taken in Dodge County where six miles of concrete, 18 feet wide, will be started early in the spring. The project has been financed by county, state and federal aid. The cost will be \$130,000.00. Three thousand barrels of cement have been contributed for a Seedling Mile to this County.

The increase in commercial traffic in Nebraska during 1918 was 200%.

Wyoming \$ 78,850.00

In Sweetwater and Carbon Counties much work has been accomplished during 1918; over 40 miles of re-located road has been constructed between Waloott and Ft. Steele and between Rawlins and Wamsutter. This is quite an achievement when it is considered that the State has 445 miles of Lincoln Way and only a total population of 150,000.

In Sweetwater County, the Lincoln Way mileage is 162 miles, with a total population of 12,000 people. In this County there are about 40 miles on its eastern boundary where not a single ranch exists and outside aid is essential to assist the County and State to bring about the necessary road improvement, federal aid not being available. In consideration of this fact \$30,000 of the Willys-Overland fund has been offered to the State of Wyoming, of which \$25,000 is to be used in Sweetwater County and \$5,000 in Carbon County, providing the Counties mentioned and the State supplement a similar amount towards this improvement. The matter of making this appropriation is now being taken up with the County Supervisors and the State Highway Commission.

In eastern Wyoming from the Nebraska State line to six miles west of Rock River - a distance of 150 miles - can be considered the best section of gravel road between the two coasts. This is largely due to the abundance of natural gravel soil. Much grading has been done in the State and a 30 foot grade has been maintained wherever new road work has been undertaken. Much credit is due Laramie County in eliminating some eighteen grade crossings, by re-locating the Lincoln Way on the north side of the Union Pacific Railroad.

The increase in commercial traffic in Wyoming during 1918 was 50%.

Utah \$ 168,277.60

The Lincoln Highway through the State of Utah is rapidly approaching its completion. The State is now doing considerable work in re-locating and constructing the Silver Creek and Parley's Canyon road, widening to 18 feet with 30 feet at the turns, at a cost of \$156,000.00. This new work is east of Salt Lake City. Five miles of concrete and seven miles of warranite have been constructed between Salt Lake and Garfield.

By June 1919 the new route of the Lincoln Highway via Fisher Pass and the Goodyear Out-Off across the Salt Lake Desert will be open to traffic, shortening the distance fifty miles between Salt Lake City and Ely.

The improvement of the Fisher and Goodyear Sections was made possible by the generous contribution of \$25,000 by Mr. Carl G. Fisher and \$100,000 by Mr. F. A. Seiberling. These funds have been administered by the Utah State Highway Department, convict labor being employed on the Fisher Pass and paid day labor on the Goodyear Section.

The increase in commercial traffic in Utah during 1918 was 150%.

Nevada \$ 45,000.00

Nevada is the fourth largest State of the Union and has a total population of 90,000, of which 18,000 are Indians and 40,000 foreigners. Three per cent of the land is under cultivation and 80% still held by the Government. The Lincoln Highway mileage across the State is 525 miles.

The Nevada State Highway Department is doing everything within its financial ability to improve the road conditions within the State, and now has available for 1919 construction on the Lincoln Way \$284,000.

Outside assistance is necessary for road improvement in the sparsely settled sections where Federal Aid is not available, owing to the location of the Lincoln Highway not being on federal aid projects or post roads. In consideration of the existing conditions, and through the contribution of Mr. Willys, \$20,000 has been offered to the Nevada State Highway Department, who now have appropriated a similar amount to be expended for the improvement of the worst sections as follows:

- \$10,000 in Eureka County
- \$10,000 in Lander County
- \$20,000 in Churchill County

White Pine County has eliminated five grade crossings at a cost of \$36,000.

The increase in commercial traffic in Nevada during 1918 was 30%.

California \$ 257,380.00

The Lincoln Way across the State of California for a distance of 240 miles follows through its entirety the California State Highway and is of concrete construction for a distance of 93 miles and of bituminous macadam for 84 miles. There are 60 miles of gravel and stone road east of placerville, to the Nevada State line. This section is kept in excellent condition and receives the constant attention of the California State Highway patrol.

The increase in commercial traffic in California during 1918 was 30%.

| | | |
|--|------|-----------------|
| TOTAL EXPENDITURES ON LINCOLN HIGHWAY DURING | 1918 | \$ 2,986,307.77 |
| " " " " " " | 1917 | 2,500,919.94 |
| " " " " SINCE | 1914 | 15,055,392.71 |

During 1918 appropriations for road construction on the Lincoln Highway amounting to \$4,000,000 were held up owing to Government restrictions, on account of the war.

Up to December 1st, 1918, the Association has received requests and applications for cement to construct Seedling Miles from the following Counties:

| | | |
|--------------------|-------|------|
| Beaver County, | Pa. | |
| Columbiana County, | Ohio. | |
| Paulding | " | " |
| Elkhart | " | Ind. |
| Clinton | " | Iowa |
| Tama | " | " |
| Marshall | " | " |
| Pottawattamie | " | " |
| Douglas | " | Neb. |
| Dodge | " | " |
| Platte | " | " |
| Laramie | " | Wyo. |
| Carbon | " | " |

Cement required for this Seedling Mile construction 39,000 bbls.

Seedling Mile construction accomplished through cement contributed by the Association as follows:

| | | | |
|-----------------|------|--------------|-------|
| Cook County, | Ill. | 3,000 | bbls. |
| DeKalb " | " | 3,000 | " |
| Whiteside " | " | 3,000 | " |
| Linn " | Iowa | 3,000 | " |
| Hall " | Neb. | 3,000 | " |
| Buffalo " | " | <u>3,000</u> | " |
| Total - 6 Miles | | 17,000 | " |

GENERAL REMARKS

It is safe to state that within the next two years, the Lincoln Way will be permanently improved from New York to the Mississippi River - a distance of 1078 miles. The funds for 130 miles of Lincoln Way construction are now provided for by the passage of Illinois' \$60,000,000 bond issue.

The Association's greatest difficulty in providing an all-weather route across the continent will be experienced in Wyoming and Nevada. Both States have large Lincoln Way mileage and sparse population, and it is beyond the means of the States to make the necessary improvements without outside aid; particularly such sections as are not within the scope of the Federal Aid projects.

After a careful reconnaissance of these sections, and consultation with the State Highway officials, I find that it would require not to exceed \$350,000.00 of outside money to assure us at least an all-weather route between the Nebraska and the California State line - this amount of money would be supplemented by the States and Counties.

I mention the following sections that I find will require attention before we can announce to the traveling public that the Association has achieved its end in providing an all-weather route from coast to coast:

Nevada

| | | |
|--|----|-------|
| Churchill County | | |
| Westgate to Fallon | 51 | Miles |
| Lander County | | |
| Alpine to Austin | 16 | " |
| (This includes the relocating and construction of New Pass) | | |
| Eureka County | | |
| 5 miles west and | | |
| 7 miles east of Eureka | 13 | " |

| | | |
|---------------------------------------|-----------|-------|
| White Pine County | | |
| Moormans Ranch to 14 Mile House | 26 | Miles |
| Utah | | |
| Tooele County | | |
| Black Point to Overland Canyon Summit | 8 | " |
| Wyoming | | |
| Uinta County | | |
| Granger to Lyman | <u>28</u> | " |
| Total Mileage | 141 | " |

Summary of Results Directly Due to Lincoln Highway Association's Efforts.

No less than sixty dangerous grade crossings have been eliminated between New York and San Francisco. Many overhead and underway crossings have been constructed. No less than twenty crossings have been eliminated by changing the road to the north or south of the railroad, the cost of the changes amounting to \$1,000,000.

Route marked from Salt Lake City to Omaha, Nebraska - 1100 miles - with heavy red, white and blue enameled signs, set on four-inch nine foot iron posts. Each sign has at least four mileage readings. This work was done by the Automobile Club of Southern California under a working agreement with the Lincoln Highway Association, and the cost to the Association amounted to \$2,150.00.

The route is now permanently marked from Omaha to San Francisco covering a distance of 1900 miles.

Steps have been taken looking forward to the continuation of this permanent marking east of Omaha and we now have the assurance of the thirteen counties in the State of Iowa that they will contribute \$300.00 per County towards this work, a total of \$3900.00 being pledged.

Assurance has also been given by the State officials of Utah and Nevada, for the conservation and reclaiming of all springs and water holes located on the Lincoln Way, for the use and convenience of the traveling public, these water holes to be cleaned out and concreted and otherwise beautified.

The Association has secured during 1918, 1851 Sustaining Members.

The Field Secretary covered about 16,000 miles on the Lincoln Highway during 1918 with a Twin Six Packard loaned to the Association by the Packard Motor Car Company. The tire equipment was contributed by the Goodyear Tire & Rubber Company.

Twelve States and ninety-six Counties were visited; every State and County official was interviewed and no less than 300 road meetings were held between New York and San Francisco. Stops at each of the 400 cities, towns and villages on the route were made at least twice, and conferences held with the State, District, County and Local Consuls of the Association. The Consular Board of the Association from coast to coast now numbers 250 active workers. Many additional meetings were held with Commercial Clubs, Boards of Trade, Auto, Rotary and Kiwanis Clubs, and the following matters were taken up at these meetings: Road improvements, Seedling Miles, bridge and culvert construction, marking of the route, Sustaining Members, State, County and City line markers, elimination of dangerous railroad crossings, straightening out bad curves, taking photographs along the route for the Association's records, stimulating general interest and taking complete record of road improvement with total expenditures during 1918.

Over 200 newspaper editors along the route were also visited and the Association's activities discussed.

The route between Salt Lake and San Francisco was covered four times. The Field Secretary piloted the two Goodyear trucks from Salt Lake to San Francisco, covering the distance of 1044 miles in five days.

Inspection of the Goodyear and Fisher Sections was made a number of times during August, September and October. It was found that 11 miles of the Goodyear Section sub-grade had been completed up to October 15th; that the surface graveling was in progress at the west end; a total of \$48,000 had been expended; that all critical sections had been overcome; that the work would progress without further delay; that no further difficulty would be encountered, and that the balance of \$58,000 would be more than ample to complete the entire construction -- a distance of 20 miles. It is hoped that the Goodyear and Fisher Sections can be dedicated to the public with proper ceremonies some time in June, in which the Governor of Utah and Governor of Nevada will participate.

The Fisher Section will be completed by February 1st. Splendid work has been accomplished through State convict labor. Many permanent bridges have been built and a first-class highway has been constructed. The \$25,000 contributed will be ample to complete this work and the State will start at once to improve those sections integral with the Fisher Pass and Goodyear Sections. It has also been declared and adopted as a section of the State Highway System.

Activities at Headquarters

Not less than 300,000 pieces of mail were sent out during 1918. Thousands of letters are answered from all parts of the country, asking for data on road construction, requesting touring information, logs and Lincoln Way maps.

Hundreds of letters are received requesting literature and plans and progress of the Association.

Continued requests for stories from the leading magazines, periodicals, newspapers and automobile publications are received daily, and to which stereotypes, cuts and mats are sent, aggregating hundreds of pieces of this class of material annually.

Thousands of clippings are received in return for this effort, and our feature stories receive no less than ten million circulation. The Association has over 1500 leading newspapers on its mailing list.

The entire Lincoln Highway organization consists of the Secretary, Field Secretary, Director of Publicity, two stenographers, bookkeeper-cashier, and a girl in the mailing department, of this force the Field Secretary spends eight months out of the year on the road.

The Association is looked upon as a clearing house, not only from the standpoint of touring information, but for its recommendations as to actual road construction. The Association is enjoying constantly increasing prestige and public sentiment through its constructive effort.

Future Plans of the Association

After careful study and reflection looking towards the future activities of the Association, I recommend that some definite plan be adopted whereby the efforts of the Association can be centered upon by a fixed period, and in making an exhaustive reconnaissance of our western situation, I believe that within a period of three years, by constant effort concentrated to the improvement of the sparsely settled sections in Wyoming and Nevada, that at the end of three years the Lincoln Highway Association and the men who have so unselfishly supported its endeavors, can then acknowledge to the World that the object of the Association has been accomplished, and that the seed has taken root and that the Association's efforts will be forever perpetuated."

6. The Field Secretary's report was accepted and a copy of the report was ordered placed in the minutes sent to all Directors.

7. The President then called on the Secretary for his report and statement of finances of the Association, and his recommendations as to the program for the future in view of the situation. The Secretary read the following report:

"The past year has been a trying one for road organizations, as was 1917. National uncertainty, governmental restrictions, financial, labor and material conditions which served to cut down so materially the program of highway improvements in 1917, and resulted, for the first time, in less money being expended on the Lincoln Highway that year than in the preceding year, naturally only intensified in 1918, and it is more or less surprising that in view of the circumstances more money was expended on Lincoln Highway improvement during 1918 than in 1917. Both years, however, were years of comparatively small progress in actual Lincoln Highway construction. They were, however, years of vast progress in sentiment, in national understanding and approval of our policies and aims. With the end of the war, the Lincoln Highway and all other main highways of the continent, will reap the benefit of this tremendous national sentiment, in prompt and extended road construction.

The nature of the Association's work during 1918 did not materially change from its former program, although we were luckily able in addition to those activities which had previously occupied the attention of the organization, to be of some assistance in connection with the work of the Government and to co-operate as best we were able with Vice-President Chapin in his capacity as Chairman of the Highways Transport Committee, of the Council of National Defense.

The big feature of our 1918 work was, of course, the Utah construction and the progress which the Association was able to make in connection with western work. The final undertaking and rapid progress of the work in Utah during 1918 has made us feel that the past year, regardless of the slowing down of constructive progress in other states, due to the war, was really the biggest year of accomplishment yet experienced by the Lincoln Highway Association. Undoubtedly the events of the past year have served to increase the prestige and national recognition of the Lincoln Highway Association more than any other year's accomplishment has ever done. This is noticeable all along the line, noticeable from a scrutiny of the American press and its attitude toward the Lincoln Highway Association's work, and noticeable from the tone of the voluminous correspondence received at headquarters from other highway organizations in every part of the country, and from individuals all over the Union.

The details of the progress of all the work undertaken by the Association during the past year have been continuously communicated to the Directors, and I am only going to mention

and not describe the various phases of the Association's 1918 work, in order to indicate the varied nature of our endeavor and the present status of the entire situation.

The Association has become a clearing house for road information of all kinds and a tremendous volume of correspondence comes in each year concerning construction. This is not only from along the route of the Lincoln Highway but from other road organizations and road officials in every part of the United States. We are also being constantly called upon to give our assistance and our advice and our data to other highway organizations, commercial and rotary clubs, civic organizations and county and state societies, who are organizing and promoting other routes or working in the interest of bond issues or progressive road programs. I feel that we are able to do an immense amount of good through the assistance which our experience has enabled us to render in this connection alone.

The interest which the Association's publicity has aroused has made the organization, to a certain extent a touring bureau, and thousands of individuals write from every part of the country every year, asking for information about the road, and not only about the Lincoln Highway but about branch roads - the roads to the Yellowstone Park and to the Southwest and into New England. Inquiries for information about the Lincoln Highway come in from every section of the Union. To supply this demand for information and for our own records, and also as a medium from which some revenue can be realized, the Association has published during the past year an additional "Complete Official Road Guide of the Lincoln Highway" - this being the third edition. This edition was produced at a total expense of \$3,417.36, while from the advertising in the volume and sales of the volume itself, a total of \$5,340.78 has been realized, showing a net profit to the Association on the publication of \$1,923.52, although 2,705 Guides of the total edition of 5,000 still remain in the Association's hands for sale and distribution during 1919. During the past year we have also carried on the work of compilation and publication of the strip maps of the Association, which it was our intention to carry through to the Coast, in a series of thirty. Numbers three and four, and seven and eight have been produced this year, and work is still under way on Nos. five and eight. These strip maps are highly expensive to prepare, and it has only been through the assistance of Mr. Seiberling that the Association has been able to finance Nos. three and four. They are the most complete and accurate maps prepared of any road.

This form of work, the answering of inquiries and the supplying of information concerning the Lincoln Highway and the Association's work, publication of maps, guide books, illustrated literature, etc., is of course a form of

work which naturally grows of itself and increases each year as the national interest in the Association increases. The more interest stimulated the more inquiries handled and the more information supplied, and thus the volume of such inquiries and the demand for such detailed information and literature grows.

Pursuing our usual policy of continuously stimulating the interest along the line of the highway and of keeping the Lincoln Highway and the idea it expresses before the American people as a whole, the Association has continued to publish a press bulletin of three columns, to be sent out each week to newspapers in every part of the United States and also supplies illustrated service in this connection. In connection with this publicity activity, we continue to receive requests from trade papers and magazines from every part of the country for various articles and stories about different phases of the work. Stories of this character were run during the past year in the National Magazine, Collier's Weekly, Motor, Leslie's and in innumerable trade papers and automobile and club publications in every section of the country. It has been noticeable that the demand for such material and the use of our publicity in general has greatly increased recently, a direct result of the war upon American public opinion and the interest of the American public in highway construction. It is almost impossible for us to keep up with the demand for new copy and for articles on highway transportation, the necessity for additional federal aid, the need for interstate highways, and matters of this character.

The Association has built up during the past five years an active organization of volunteer workers all along the line, and we have now representatives in more than 250 of the cities, towns and villages along the Lincoln Highway between New York and San Francisco. All these men are influential in their communities, they are working for the Lincoln Highway's advancement and for good roads. They agitate locally for improvements, bring about the passage of bond issues, aid in concentrating public funds upon the Lincoln Highway, assist in attending to its marking, aid in bringing about local publicity and molding public opinion and co-operate with the Association in a hundred ways, keeping headquarters in touch with the progress of the work in every locality. We must, of course, keep in touch with these men, and during the past year and a half we have endeavored to get out a monthly magazine to hold their interest, keep them in touch with headquarters and let them know what is going on all along the line. The gathering, writing, compiling and publishing of a magazine of this character, of course, takes some time and is an item of expense. We feel, however, that this publication is well justified.

As our local organization is built up and the enthusiastic interest of the individual Consul increases, headquarters must necessarily spend more and more time in

answering the volume of correspondence from these men, advising them in regard to the local situations and providing information concerning road construction, and in consulting with them and aiding them by supplying speakers, holding local road meetings and aiding in the advancement of local construction.

Mr. Ostermann has mentioned in his brief report his own trip on the Lincoln Highway during the past year. To keep in proper touch with our organization along the line and with the progress of the work requires the frequent personal contact of Mr. Ostermann on his transcontinental drive, and I must frequently visit various local communities to assist in the local efforts and keep myself in touch with the situation, for he can be in but one place at a time, and has the width of the continent to cover.

This form of activity, of course, brings no returns to the Association and costs a very considerable sum of money. It is a result-getting effort toward our purpose, as we conceive it, however.

Much of our organization's time is of course required in the preparation of the material constantly being sent out from headquarters. Between 250,000 and 300,000 pieces of mail were sent out from the Detroit office during the past year.

As a result of the interest aroused in the Association's work and the effort which the officers of the Association devoted to securing of members of the Association, more than 1800 Sustaining Members were secured during the past year, and an amount over Nine Thousand Dollars secured from this source, in individual five dollar membership payments.

The deal with the State of Utah was closed after years of preparatory effort and weeks of negotiations, and the work started in May. The Fisher Pass construction is practically completed and work has just been stopped for the winter on the Goodyear Section. It is expected that this will be completed early next spring. Arrangements were made with the State of Wyoming and the State of Nevada for co-operative construction on some of the worst sections in those two States, the Association offering money contributed by Mr. John N. Willys. It is hoped that the Wyoming work particularly may be finished in 1919.

As previously stated, the final accomplishment of this very important work in Utah has served to greatly stimulate public interest in the Lincoln Highway Association and to aid the work of the officers of the Association in a very great degree, as for the first time in the history of the organization we really have something definite to point to as having ourselves undertaken and accomplished, and we are now really the first and only road organization to actually expend funds for the construction of badly needed sections of a national route.

We were able to bring about during 1918 the completion of the permanent marking of the Lincoln Highway as far as Omaha, Nebraska, through a very liberal deal with the Automobile Club of Southern California, so that permanent steel signs bearing Lincoln Highway markers and carrying mileage directions are now all along the route from the Missouri River to San Francisco Bay.

Another noteworthy achievement of the past year was the final elimination of the last toll gate on the Lincoln Highway. With the purchase of the last remaining section of the old toll road in Lancaster County, Pennsylvania, through co-operation between the State of Pennsylvania and Lancaster County, the last of these ancient barriers to free traffic was removed, and there is not one cent of toll now payable on the Lincoln Highway between the two coasts, with the exception of bridges - one over the Delaware and one over the Susquehanna.

Seedling Mile construction during the past year was seriously curtailed, of course, by the same situation which prevented road construction almost everywhere, and only one mile was built, this being in Linn County, Iowa, west of Cedar Rapids, the first section of permanent road outside of municipal limits in the State, on the Lincoln Highway. Applications for Seedling Mile cement, however, are now pending in many counties, including Laramie County, Wyoming, and with the co-operation of the cement companies it is hoped to secure the construction of at least three more miles in 1919.

I think I have touched sufficient upon what we have been doing. You all know of the organization which has been built up, of the interest which has been aroused all over the country, and are kept in constant touch with the detailed progress of the work.

The Association has developed fast, and I believe far beyond expectation. With the end of the war I think that the country faces an era of unprecedented road development. Never before has there been the tremendous nation-wide interest in national roads that seems to exist at the present time. Never before has there been such a disposition to expend money for roads. Never before has the road question been looked upon from such a national standpoint as at present. Without any doubt, we are approaching the time when great federal appropriations for interstate highway construction can no longer be withheld, and when public demand will bring about an almost universal bettering of highway conditions. I have been following with great interest and care, since my return to the office, the thousands of clippings which are being sent in to us by our clipping bureaus from every part of the Union, and I have yet to find an instance of any newspapers, in any section, decrying the expenditure of road money or taking the reactionary attitude which was more or less prevalent two years ago on the part of a large section of the press. Now there seems to be no diversity of opinion.

There seems to be no controversy. There seems to be no "mud road party". So far as I can learn the nation seems to be a unit in its determination to bring about a better system of American highways and to link up this country with a proper network of through, connecting routes which will enable the vast development of freight transportation we can foresee.

Undoubtedly, we are standing at the threshold of a new era in our highway improvement program. I like to feel that the Lincoln Highway Association has had no small part in the long, hard job of bringing American public opinion to this point, not only through its direct work of publicity and continual educational propaganda, but through the other organizations carrying on like work, which its progress has stimulated and brought into being.

The question to be determined now is "What is the Lincoln Highway Association to do in the future? Are we to go on with the organization, and if so, along what lines of policy, and for how long?" Highly improved interstate highways are bound to come. We can foresee that. Without a doubt, the Lincoln Highway is going to be improved, broadened, beautified and maintained, even as the Founders of the Association dreamed. All this is going to come, in my opinion, ultimately, whether the Lincoln Highway Association continues its endeavors or not. Public interest and demand for what we had to sell has been aroused. Something has been started which nothing can stop. The point is now "What are our functions and what shall be our future aims, and how long into the future do we intend to continue the Lincoln Highway organization and how shall we finance its activities?"

In a letter to Vice-President Chapin, dated December 4, 1913, Mr. Joy, then President of the Lincoln Highway Association, wrote: "I feel that the work which the Lincoln Highway Association has engaged itself in is not the work of a moment. It is not the work of the year. It is not the work even of the decade. It is the work of the generation, and our organization has been properly devised to be continuous in its efforts and self-perpetuating."

It is just a question of how far we want to go; of how far the Directors consider it advisable for the Association to continue, and how far it is possible to finance the continued efforts of the organization. In a letter to prospective Founders of the Association, sent out in August, President Seiberling said, in summing up the present position of the Association and in pointing out along what lines its future lay, (in quoting, I am taking the liberty of bringing his figures up to date), "In 1913 the Lincoln Highway was a red line on the map from New York to San Francisco. Of the total distance of 3,389 miles between these points, less than half, or 1,598 miles were 'improved', a very small part of this improvement connecting up to be of any importance, and it was a gamble whether anyone at that time could get through from one end to the other in even a powerful passenger car.

"Today, after five years the Lincoln Highway is the best known road on this continent, if not in the whole world. It is completely marked from the Hudson River to San Francisco Bay, 3,323 miles; much mileage has been cut off the construction on efficiency lines.

"More than 65 per cent, or 2,161 miles, is at present improved, all-weather, connecting construction. It is possible today to drive just as rapidly as you please in a passenger car over this road, from New York to San Francisco. It has been done in five days. It is possible in dry weather or will be, as soon as our work in the West is finished, to take a five-ton truck, loaded to capacity out of New York and put it in San Francisco on a definite schedule.

"The total improvement - new construction and reconstruction of roads and bridges since this Association began business - has cost \$15,055,392.71. Up to this year, the Association has not expended a penny for actual road construction. It has brought about results by states and counties and cities, and not by the Government, through education, through backing proper state laws involving highway work, aiding in bond issues, organizing cities and counties - by keeping everlastingly at the problem through its representatives and its literature.

"To bring about the expenditure of this \$15,055,392.71, to date has cost the Lincoln Highway Association \$210,459.79 up to December 30, 1918. It looks as though we got pretty good value for our money - very close to one hundred dollars worth of actual road construction for every dollar we expended, to say nothing of the value of the educational work. For instance, as a result of our example, nine major highway associations, patterned after the Lincoln Highway Association, backed by public sentiment and by men of prominence in the various sections traversed, are now promoting through, continuous, interstate highways, to a total of over 27,000 miles and are selling the American public on the idea, of which the Lincoln Highway Association was the founder and the center. It is conservative to say that for every mile built on the Lincoln Highway, ten miles have been built on various connecting roads.

"Within two years, at the outside, if present progress can be continued, the Lincoln Highway can be a complete, connecting, improved road from coast to coast. Western states with long distances to cover and small populations to draw upon need outside help for the completion of their sections, as in Nebraska, Nevada, Wyoming and Utah, and even in those States the most serious problems requiring outside aid have already been taken care of. The mud states, Iowa and Nebraska, are beginning to spend their money to put their roads in shape. Illinois, formerly a mud state also, has already financed the construction of its entire section of Lincoln Highway, from the Indiana line to the Mississippi River, with concrete. We are working for a better road law in Iowa and will get it. As I said before, two years more should see the practical completion of our original

plan, at a total cost by the government, states, counties, cities and so on, of about \$20,000,000.

"Never before was our work so important. Never before was our support so universally appreciated. Never before was our prestige so great; our opportunity for accomplishment so tremendous. Yet never before was our financial position as an Association so serious."

Mr. Seiberling thus foresaw at least two years of additional work and opportunity for the Lincoln Highway organization, and undoubtedly the organization can work to very excellent purpose for this period, if it is possible to finance it adequately. Two or three years effort on the part of our organization, along the same lines upon which we have been operating, will undoubtedly achieve tremendous results. We have behind us all the hardest and most disheartening part of the work - the overcoming of public indifference and the inertia of starting anything big. We are now under way, in full blast, and a two or three year program could be laid out which would accomplish results out of all proportion to the amount of money required.

I have tried to indicate briefly the volume and diversity of the work which is developed and which will continue to develop. It is no longer so much a question of pushing the work as it is of endeavoring to keep up with it. It is like a vast snowball rolling down hill and accumulating greater momentum and more force with every period of progress.

It is apparent that if our work is to be carried out along the same lines, and the efforts of Mr. Ostermann and myself properly devoted to the purposes outlined, no time is left for effort to bring in the balance of the needed funds to keep the organization going. I refer you to the financial statement of our last fiscal year, ending October 31, which will indicate how inadequate our present Founders' income for the future is to cover the activities of the Association, which must necessarily be, as I have endeavored to show you, nearly all a direct expense which must be borne from some quarter. The organization cannot go on as it is at present organized and work under its present policy except as an almost entirely "endowed" institution. The amount which we can bring in from other sources than Founders during the course of the year is almost entirely dependent upon the Founders' income pledged. So, without the stability assured by income known in advance, it is impossible for us to make plans or undertake various enterprises which might realize additional income.

We must have adequate financial support from some source, in order to lay our plans properly for the future. With an assured income and known resources which enable me to definitely foresee but six months of operation in advance, it is clear that it is impossible to lay definite plans or properly undertake activities which in most instances require a year or more to carry out.

It seems clear to me that this meeting should definitely determine upon the wisdom and desirability of continuing the Lincoln Highway Association's effort, and that if it is decided by the Directors that the work should go on, a definite period of work should be determined upon and steps taken to immediately assure the funds for the operation of the organization for that time, in order that the Officers of the Association, in all fairness to the work and to themselves, may be able to make businesslike plans, both for their own future and the future of the work, if it is to be carried on."

The Secretary also submitted in connection with his report, the following condensed statement of income and expenditures for the fiscal year ending October 31st, 1918, supported, as provided for in the by-laws, by an audit by Marwick, Mitchell, Peat & Company. The Secretary stated that the budget of expense for 1919 was based upon the expenses of the fiscal year ending October 31st, 1918, and previous years.

Condensed Statement
of
Income and Expenditures
of
The Lincoln Highway Association
For the fiscal year ending
October 31st, 1918.

| | |
|--|-------------|
| Cash at Bank (regular acct.) Oct. 31, 1917 | \$ 4,421.55 |
| 2% paid on Liberty Bonds | 50.00 |
| <u>INCOME</u> | |
| Founder pledges paid (for 1918) | 25,500.00 |
| " " " (for 1919 in advance) | 5,000.00 |
| Cash contributions | 1,050.00 |
| Sustaining Membership dues | 9,095.00 |
| Guide Book Advertising | 4,073.53 |
| Guide Book sales | 711.81 |
| Royalties | 673.75 |
| Map sales | 232.34 |
| Funds on deposit sent in | 745.05 |
| Lincoln Highway marking | 1,350.00 |
| R. D. Chapin (H. T. Comm. work) | 179.96 |
| U. S. Treasurer (Traveling expense) | 347.21 |
| Sales of signs | 95.00 |
| Interest | 85.03 |
| Miscellaneous | 620.44 |
| Total receipts | 49,759.12 |
| Plus bank balance and bond payment Oct. 31, 1917 | 4,471.55 |
| Total funds available | \$54,230.67 |

DISBURSEMENTS

| | | |
|--|-----------------|---------------|
| Postage | | \$ 2,181.88 |
| Stationary | | 456.87 |
| Printing | | 1,586.21 |
| Publicity | | 4,733.69 |
| Salaries | | |
| Executive | 10,999.92 | |
| Publicity | 2,333.29 | |
| Office | <u>3,771.14</u> | |
| | | 17,104.35 |
| Traveling expense | | 5,388.00 |
| Funds advanced | | 897.67 |
| Office supplies and equipment | | 523.84 |
| Rent and light | | 630.82 |
| Telephone, telegraph & messenger | | 393.92 |
| Freight, express & cartage | | 149.89 |
| Insurance (on car) | | 196.00 |
| Sustaining Member Emblems | | 1,345.50 |
| Strip maps | | 350.00 |
| Third Edition Road Guide | | 3,385.51 |
| Sustaining Member expense | | 207.53 |
| Motor Transport expense (see contra) | | 527.17 |
| Lincoln Highway marking | | 1,807.00 |
| Expense of Western investigation | | 666.29 |
| Audit | | 125.00 |
| General | | <u>799.07</u> |

Total disbursements \$ 43,439.21

Total Funds available \$ 54,230.67
 Less " Disbursements 43,439.21

Balance unexpended (including \$5,000.00
 advance Founder payments) 10,791.46
 Cash at bank Oct. 31st 3,041.46

Invested in Liberty Bonds \$ 7,750.00

Memorandum in connection with Disbursement account:

The average monthly expenditure for all purposes
 Oct. 31st, 1917, to Oct. 31st, 1918, was \$3,619.10.

Financial Budget
 Estimate of Income and Expenditures
 for the year January 1st to December 31st, 1919.

DISBURSEMENTS (Estimated)

| | | | |
|----------------------|--|---------------|--------------|
| Salaries: | | | |
| Executive | | \$ 13,500.00 | |
| Publicity | | 3,000.00 | |
| Two Stenographers | | 2,400.00 | |
| Cashier | | 1,500.00 | |
| Addressing & Mailing | | | |
| Clerk | | <u>600.00</u> | \$ 21,000.00 |

OPERATING EXPENSES (Estimated)

| | | |
|----------------------------------|-----------------|--------------|
| Postage | \$ 2,400.00 | |
| Stationary & Printing | 3,000.00 | |
| Publicity | 4,000.00 | |
| Telephone, Telegraph & Messenger | 375.00 | |
| Freight, express & cartage | 150.00 | |
| Rent & light | 750.00 | |
| Office supplies & equipment | 400.00 | |
| Traveling expense | 5,000.00 | |
| All other expense | <u>3,500.00</u> | \$ 18,575.00 |
| | | \$ 39,575.00 |

INCOME

| | | |
|------------------------|--------|-----------------|
| Known Income: | | |
| Founders' pledges due | | 10,000.00 |
| Estimated Income: | | |
| Sustaining Memberships | | 3,500.00 |
| All other sources | | <u>1,500.00</u> |
| | Income | \$ 15,000.00 |

Other Assets

| | |
|--|----------|
| Liberty Bonds | 8,750.00 |
| Cash at bank Jan. 1st, estimated above current liabilities | 1,250.00 |

8. After a discussion of the report of the Secretary and the audit, and the condensed statement of income and expenditures for the fiscal year ending October 31st, 1918, the report was ordered written into the minutes and sent to all Directors, and the audit was accepted and ordered placed on file and copies sent to those Directors who were not in attendance at the meeting.
9. A discussion of the proposed budget of expense for 1919 followed, and a consideration of the restricted income available for that year and the necessity for additional finances if the work was to be kept up along the same lines as in the past.

Vice-President Chapin read portions of a proposed bill which he stated would very likely be introduced into the next Congress, and which provided for a federal highway commission and a large federal appropriation which was to be administered by the commission in the direct construction of important interstate thoroughfares by the

federal government. He stated that in his opinion the present Congress could not be expected to do much in connection with legislation looking towards the removal of the federal highway control from under the Department of Agriculture and enlarging its power and giving it funds to be expended directly in the construction of national highways, but he did look for an additional federal aid appropriation to be administered under the Office of Public Roads, and felt certain that the next Congress would take action in connection with such a bill as he briefly outlined.

It being conceded that the Lincoln Highway would probably be one of the first considerations of any organization established by federal legislation, it would seem that one of the primary aims of the Lincoln Highway Association as organized in 1913 would have been achieved upon the establishment of such a federal authority. For the moment the Lincoln Highway as an entity between the two coasts became a federal highway and was adopted by the federal government for improvement with federal funds, the necessity for a private organization working for the improvement of the route through county and state construction disappeared, as did also the necessity for an organization working as the Lincoln Highway Association has done for five years, for national education which would result in federal legislation of this type.

The President stated that it was undoubtedly true that upon the passage of such a bill as Mr. Chapin had outlined, the Lincoln Highway Association could feel that its work was accomplished and that it had successfully achieved the ends for which the organization was incorporated. He added that he felt the organization should not be liquidated or its efforts discontinued until the time had arrived when the route had reached a state of completion enabling through traffic between the two coasts in all weathers and enabling transcontinental freight transportation with safety and assurance. He also brought out, as did Mr. Joy, the fact that the Lincoln Highway Association could do much to aid the passage of such a bill as Mr. Chapin had outlined, and that the possibility of working towards the passage of such legislation and in carrying through the completion of western construction projects which the Association had undertaken in regions where outside assistance was essential, lay adequate reason for perpetuating the organization for at least an additional period of time to accomplish these results.

A consideration of the financial situation presented by the Secretary followed, and the President brought out the efforts he had made during the year to augment the Association's pledged support from Founders, stating that he had been much discouraged over the response received to his appeals, but understood the effect which the national situation would have on the likelihood of appeals for financial aid being responded

to. He stated, and the Secretary concurred in the opinion, that he felt the time was now more propitious to secure additional financial assistance, and that if a definite period of usefulness were decided upon for the Lincoln Highway Association, and this period indicated to those to whom the appeal was made for support, that he felt a much greater support could be secured.

Following a discussion of the length of time for which the Association could operate to good purpose and assist towards the ends outlined, and a discussion of the possibility of realizing enough additional revenue to carry on the work for various periods, the following Resolution was offered by the President and unanimously adopted:

Whereas, the Lincoln Highway Association was incorporated in 1913 for the avowed purpose "to immediately promote and procure the establishment of a continuous, improved highway from the Atlantic to the Pacific, open to lawful traffic of all descriptions, to be of concrete wherever practicable; this Highway to be known in memory of Abraham Lincoln as the Lincoln Highway", and

Whereas, as a result of five years of effort on the part of the organization then incorporated and the expenditure of over \$250,000.00 on the part of that organization and the widespread support of the American press and the voluntary co-operation of innumerable other organizations - civic, commercial and patriotic - and the efforts of thousands of individuals along the route of the announced Highway and elsewhere, the route has progressed from a mere designated possibility to an actual Highway, improved for over sixty-five per cent of its total mileage and marked for every mile between the two coasts, and

Whereas, the last remaining toll charges on the Lincoln Highway have been eliminated and the route has become for its entire distance open to lawful traffic without toll charges, and

Whereas, as a further result of the effort and expenditures noted and the support of the American press, the route had become indeed a true memorial to Abraham Lincoln and the best known Highway in the world, recognized in every state and county through which it passes by the name "Lincoln Highway" - a designation which would forever remain upon that thoroughfare, a perpetual memorial to the great martyred patriot, and

Whereas, as was contemplated in the original proclamation of the route of the Lincoln Highway, the patriotic burden of establishing, broadening, straightening, maintaining, and beautifying the Highway could safely be left to all the people, in view of the establishment of the route for all time, and

Whereas, the secondary aim of the Lincoln Highway Association, that of bringing about through the example of the Lincoln Highway, a nation-wide appreciation of the importance and necessity of interstate, through, connecting highways for the uninterrupted transportation of passengers and freight, had been realized, as is evidenced by the growing number of other through connecting highways and branch roads being advocated and promoted by other organizations modeled after the Lincoln Highway Association, and

Whereas, the results of the educational propaganda of the Lincoln Highway Association are being manifested in the growing popular appreciation on the part of the people of the United States of the necessity and wisdom of expending funds for the permanent and proper construction of through highways regardless of state and county lines, and

Whereas, this national sentiment is being crystallized into a demand upon Congress for proper legislation to provide for a businesslike administration of federal highways and the laying out and taking over by the federal government of a national system to be constructed and maintained through appropriations from the federal treasury, and

Whereas, because of the policy followed by the Lincoln Highway Association and the long and careful efforts resulting in the selection of the route, and the position of importance it consequently occupies in bisecting the heart of the Union, serving over 67% of the population of the United States, and carrying as it does over 80% of local traffic in addition to its importance as an interstate thoroughfare, it would seem certain of attention and consideration by any federal highway authority established, and would, consequently, as a result of the wisdom of its careful selection, probably be one of the first roads to receive the benefit of federal supervision, construction and maintenance, and

Whereas, the realization of such federal legislation would finally and for all time establish the Lincoln Highway as the backbone of an American transportation system, and thus remove the necessity for the activities of the Lincoln Highway Association in providing the final accomplishment of those things which the Lincoln Highway Association started in 1913,

THEREFORE, BE IT RESOLVED, that the Lincoln Highway Association shall continue to maintain its organization both at headquarters and all along the route between the two coasts, and devote its activities insofar as possible to bringing about at the earliest possible moment the passage by Congress of such a piece of federal legislation as would establish a federal highway department and a proper program of national highway improvement, and that the Directors of the Lincoln Highway Association, foreseeing in this connection and in

connection with the completing of those sections of western improvement which the organization has undertaken with its own funds, in co-operation with certain western states, a period of at least two years of additional and well justified activity, and appeals to the public of the United States and those organizations and individuals who have financially supported the work of the organization in the past, to lend their additional assistance for this period, in order that the work of the organization may be finally crowned with ultimate success, and

BE IT FURTHER RESOLVED, that the American public, the American press, the Consular organization of the Lincoln Highway Association and all those interested supporters of the work who have made possible in five years the achievement of a measure of progress which brings already into view a successful termination of the organization's effort, be especially appealed to for a last period of redoubled endeavor and financial support for the Association's new program, in order that the final period of essential work may be carried on properly and adequately and the organization enabled to achieve a successful fulfillment of its original aims now apparently so close at hand, the establishment forever of the greatest and most wonderful memorial the world has ever seen and the inauguration of a national program which will through all the centuries to come bear fruit in the prosperity, happiness and unity of America.

9. Mr. Chapin presented the following Resolution which he stated had been adapted at the joint Congress of American State Highway Officials and the Highway Industries Association at Chicago, December 13, 1918. The Resolution was unanimously adopted:

Whereas, the President of the United States in his recent message to the Congress, recognized the value of improved highways in the general transportation system of the nation and definitely recommended and urged their rapid development, and

Whereas, this work is necessary to give employment to our returning soldiers and also to furnish worthy projects on which unemployed labor can be engaged during the period of readjustment, and

Whereas, we recognize the necessity for a well defined and connected system of improved highways in order to expedite the distribution of large volumes of food stuffs now wasted on account of the lack of prompt and adequate highway transportation and to better serve the economic and military needs of the nation,

THEREFORE, BE IT RESOLVED, that a Federal Highways Commission be created to promote and guide this powerful economic development of both highways and highways traffic and establish a national highways system.

BE IT FURTHER RESOLVED, that the present appropriation for federal aid to the states be continued and increased and the states urged to undertake extensive highway construction so as to keep pace with the development of this country and its transportation needs, and that in carrying out the provisions of the present Federal Aid Act or any amendment thereto that the State Highway Departments shall co-operate with the Federal Highway Commission.

BE IT FURTHER RESOLVED, that all governmental activities with respect to highways be administered by the Federal Highways Commission.

10. The Secretary brought out that an immediate effort must be made to secure additional funds, in view of the decision of the Directors to perpetuate the organization for at least an additional two year period, and indicated a deficit of \$15,000 for 1919, and of \$35,000 for 1920, if the suggested budget were adopted. He also pointed out that many of the Founders who had supported the organization in the past and whose pledges ran out in 1918 had not renewed for the succeeding three years.

Mr. Chapin stated that he felt, in view of the decision of the Directors to restrict the organization to two years' additional effort and the unanimous belief that that period would see the realization of the Association's aims, that those who had refused to renew their subscriptions could be prevailed upon to sign a pledge for the two year period, as he felt that many of the old Founders being solicited for a renewal of their first three year pledge had refused not only in view of the national situation, uncertain at the time they were solicited, but also because they were not advised as to the ultimate duration of the Association's work, and perhaps felt that such appeals would be continuous.

The President stated that he would write a personal letter to those Founders who had not renewed, conveying the decision of the Directors as expressed in the Resolution, and urging their support for two years more, and that he would also take up the question of additional finances with other individuals whom he felt could be interested. Mr. Joy and Mr. Chapin both stated that they would do likewise.

The Secretary brought out that the Association could be operated on the budget presented, for a period of seven months, and that during this time doubtless additional revenue would be secured. In the absence of any assurance of this additional revenue, however, the budget was not adopted and the Secretary was instructed to restrict all expenditures as greatly as possible until such time as the financial outlook was made more promising by the receipt of additional pledges, and the final decision upon the 1919 budget was deferred until a later meeting of the Executive Committee, which will take the matter under consideration.

11. Mr. Chapin brought out that a conference of representatives of various definite highways and interstate routes had been held in Chicago during the joint convention of American Association of State Highway Officials and the Highway Industries Association early in December. The Secretary had not attended this meeting or the conference in question as he had not yet returned from the army. Mr. Chapin stated, however, that at the conference of the representatives of the various highway organizations, it was decided to call a convention of representatives of such organizations in the United States to be held in Kansas City, Mo., sometime after the middle of January, 1919, for the purpose of perfecting some kind of a league or co-operative working arrangement between these various organizations for the purpose of unitedly working toward a definite piece of federal legislation designed to establish a federal highway bureau or commission, and secure a federal appropriation to be administered by it in the construction of federal highways.

Mr. Chapin stated that he felt all organizations interested in the achievement of such legislation should agree upon a definite program and upon the legislation desired, and unite in their efforts to mold American public sentiment in behalf of such legislation, and that he felt the Lincoln Highway Association should participate through its Secretary in the convention in Kansas City, and that the combined organizations, if all determined upon the same pieces of legislation, could have a tremendous effect upon Congress through their supporters.

A discussion of the desirability of the Lincoln Highway Association associating itself with the other highway organizations of the country to this end, followed.

The Secretary stated that it had always been a fixed policy of the Lincoln Highway Association not to merge its identity in any other organization or association of organizations which would tend to confuse the public's conception of the distinct aims of the organization, and that he had hesitated to take any steps in connection with participating in a joint conference with other highway organizations until the Directors had passed upon this point.

Mr. Joy stated that he felt it would be unwise for the Lincoln Highway Association to issue joint literature with other highway organizations of varying policies and aims which might in some instances be antagonistic or contrary to the policies or aims of the Lincoln Highway Association, but saw no harm in the Association's participating in a convention which obligated the organization in no way, and for the purpose of crystallizing opinion as to what legislation it would be best to unanimously advocate.

It was decided unanimously, after considerable discussion, that the Lincoln Highway Association should, if the Secretary felt the expense warranted, participate in the convention at Kansas City; learn the views and the programs of the other organizations, and convey to the convention the belief of the Directors of the Lincoln Highway Association that while it was wise for all such organizations to be working toward the same legislation, they could work to better purpose if they did not amalgamate; but, on the contrary, each organization separately and distinctly through its own representatives and literature worked in behalf of the proposed bill.

The Secretary was instructed if he attended this convention to endeavor to impress upon other delegates present, the wisdom of this course, it being felt that if all organizations promoting definite interstate highways should together work as a unit for any piece of legislation, the political effect would be unwise as the bill might seem to certain portions of the public, and might certainly be so construed by any antagonistic elements, as one framed in the interests of such organizations only and as a piece of class legislation, which in reality it would not be.

12. The meeting next took up a discussion of the progress of the western work and the Secretary read a report as to the status of various trust funds which had been given to the Association for construction, and the progress of negotiations with the State of Wyoming and the State of Nevada for construction upon various sections there. He advised that Marwick, Mitchell, Peat & Company were preparing a special report on the Trust Funds placed in the hands of the Association for western construction, but that this report was delayed for figures to be supplied by the Utah State Road Commission. The Secretary was instructed to send a copy of the Auditors report on the status of these Funds to each Director as soon as the Auditors completed it.
13. Following a viewing of a reel of motion pictures showing the Goodyear trucks on the Fisher and Goodyear Sections in Utah, the meeting proceeded to the election of Officers, and President Seiberling in a brief speech outlined the reasons why he had been prevailed upon to accept the presidency of the Association at the end of 1917, in view of Mr. Joy's having entered the service, and stated that he was very busy and felt that he could give the work very little time and proposed as President Mr. Henry B. Joy.

Mr. Joy then stated that he felt it would be exceedingly unwise to elect him as President of the Association, in view of the fact that he was no longer in business, was connected with no organization which might give him prestige in assisting the Association in many ways and securing additional assistance, and that in the interests of the Association's work for 1919, he felt that Mr. Seiberling should be re-elected President. He stated that it was his opinion

that more had been accomplished in the year in which Mr. Seiberling was President than in any previous year of the Association's history despite the fact that it was a war year. Mr. Joy added that he would be in Detroit regularly and would be glad to keep in close touch with the work of the Secretary and Field Secretary, and give it as much time as was required.

In view of the fact that the by-laws of the Association provide for five Vice-Presidents and there were at present but two, and in view of the added assistance which it was felt Mr. Joy could give in the capacity of Vice-President in the event of Mr. Seiberling's not being able to attend a meeting in Detroit, and also in recognition of the fact that it was felt that the Secretary and Field Secretary could accomplish greater results in the same capacity, the following Resolution was then presented by Mr. Deming, seconded by Mr. Joy, and unanimously carried: (The Secretary advised that he had been instructed by Mr. A. Y. Gowen to cast Mr. Gowen's vote in favor of Mr. Seiberling.)

RESOLVED, that it is the sense of the members present and voting in person, and the sense of those members not present and voting in proxies, that the following Officers be elected to serve for one year or until their successors are chosen:

| | | |
|-------------------|----------------|-------------------|
| F. A. Seiberling, | President | |
| Henry B. Joy, | Vice-President | |
| R. D. Chapin | " " | |
| Carl G. Fisher | " " | |
| A. F. Bement | " " | and Secretary |
| H. C. Ostermann | " " | " Field Secretary |
| Emory W. Clark, | Treasurer. | |

14. After a consideration of those Directors whom it was felt could be easily gotten together for consideration of the Association's affairs upon short notice and who could consequently act on the Executive Committee, the following Resolution was presented and unanimously adopted:

RESOLVED, that it is the sense of the members present and voting in person, and the sense of those members not present and voting in proxies, that the following Directors be elected to serve on the Executive Committee for one year or until their successors are chosen:

Henry B. Joy
Carl G. Fisher
R. D. Chapin
A. Y. Gowen
Paul H. Deming

15. The Secretary brought up the designs and plans which had been prepared for the rest station, light house and memorial markers to be erected at the edge of the desert and in Fisher Pass. It was shown that the total cost of building these structures as planned would be in the neighborhood of \$7,500.00. After considerable discussion upon the subject and the possibility of bringing about the construction of the light house, rest station and markers as the proper completing touch to the road construction in western Utah, it was decided wise to delay for further consideration the decision upon the matter of undertaking and financing the work.

16. Then followed a long discussion of the western situation and the various routes across the State of Nevada, and the apparent feeling on the part of the Pacific Coast that the Lincoln Highway should be re-routed across Nevada. It was brought out that California at present approved of the Lincoln Highway as far east as Wadsworth, Nevada, and that the route suggested by those in California desiring a change was many miles longer than the Lincoln Highway as at present laid out, and that the route from Salt Lake City to Ely was definitely established and most certainly correct, in view of the necessary division of traffic at that point for the southwest, and that consequently the only section affected by the difference of opinion on the western coast was that short section between Ely and Wadsworth, which it was the apparent intention of the State of Nevada to improve with the assistance of the Lincoln Highway Association. It was felt that those who desire the improvement of a northern route across Nevada could well center their efforts upon the improvement of such a route, but that such endeavors need in no way affect the carrying on of the Association's endeavor to bring about improvement of the Lincoln Highway. The Secretary stated that he was in receipt of another long communication from the Automobile Club of Southern California relative to the desire of that organization for a change of route of the Lincoln Highway from Ely to Los Angeles, by way of Goldfield, Tonopah and Mohave.

The question of the possibility of a change of route was considered and laid on the table, in view of the apparent imminence of federal intervention in routing and construction of transcontinental highways. The Directors felt that once the question became one of federal control, the routing of the Lincoln Highway could be safely left to Government engineers, and the claims of the various localities could be presented at that time, but a change of route or policy was inadvisable on the part of the Lincoln Highway Association for reasons frequently outlined in the past to the Automobile Club of Southern California and other organizations advocating a change.

Mr. Joy brought out the great necessity and wisdom of establishing connecting links leading from the Lincoln Highway north through Wyoming to the Yellowstone Park, and south

through Utah to the northern rim of the Grand Canyon, and other various which, spreading from the Lincoln Highway in Utah, would tap the great Northwest, opening the bounteous regions of this great American playground and the beauties of our National Parks to the vast numbers of eastern tourists to whom these regions should be accessible. Mr. Joy compared the mainline of the Lincoln Highway from the heart of the East into Utah and Wyoming to a vast river, carrying westward a great flow of traffic which in Wyoming and Utah would diverge over a delta-like divergence of connecting highways spreading throughout the West, enabling east access to the wonderlands of our National Parks and the beauties of the western mountains and desert.

17. The Secretary brought up the marking which had been accomplished by the Association through co-operation with the Automobile Club of Southern California during 1918, and the tentative plans which had been laid for this permanent marking from Omaha to Pittsburg, Pa., by the Lincoln Highway Association direct, the funds being secured through prorating the expense among the various counties traversed. The Secretary was instructed to carefully prepare an estimate of the probable cost of doing this work and to determine upon the amount which could be realized from the counties, and take the matter up at a later date with the Executive Committee. The importance of securing permanent marking from Omaha east was appreciated, and only the scarcity of funds delayed the approval of the prompt undertaking of the work in the spring.
18. A further discussion took place of possible methods of cutting down on the regular expense of the Association, and it was suggested by Mr. Joy that the Lincoln Highway Forum or magazine, which had been issued by the Association every two months, be issued only four times a year, it being the feeling of the Directors that a publication coming with less regularity received more attention. The Secretary was instructed to cut down the mailing list of the Association as far as possible, eliminating all unnecessary names where it was felt that the expense of postage was inadvisable, and to endeavor to make a saving in postage insofar as possible.

The Secretary was also instructed to push with all possible vigor the campaign for additional Sustaining Members, it being felt by the Directors that great effort should be put into getting the right measure of financial support from along the line, where the great benefits of the Association's work were being reaped, and where so little assistance was secured. The Secretary was authorized to go to any necessary expense in connection with a campaign for doubling the number of Sustaining Members if possible. He was also authorized to limit the number of press-sheets published if it seemed necessary, and to get them out more infrequently if it was found that as great an amount of publicity was secured from the American press by so doing.

The Secretary mentioned the planned expenditure in the neighborhood of \$1,500.00 for the publication of an Annual Report, and it was decided wise to restrict the expense of the Annual Report covering 1918 as far as possible, both through cutting down the mailing list and by the publication of a smaller volume, it being the consensus of opinion that more funds of the Association should be devoted during the next year to special publications advocating proper legislation, and directing greater attention of members of Congress to public sentiment for such legislation.

19. The President brought out the fact that living expenses had increased to a very material extent during the past two years, and that every man engaged in business had had a compensating additional return through the increased prices of his own products, but that Field Secretary Ostermann and Secretary Bement, not being engaged in business had not experienced the necessary increase, and that their salaries had so far as he knew, remained the same since January 1st, 1917, and that he felt that both the Secretary and Field Secretary should have as great an increase as possible in their salaries for 1919, and in turning over the chair to Vice-President Joy, requested that consideration be given this matter.

The Secretary stated that the question of salary had not been one of great importance to him, as he had remained with the Lincoln Highway Association because he enjoyed the nature of the work and not because he could not make more money; but that he felt, upon returning from the army where he had expected to remain for at least a year, that if he again accepted the connection with the Association for another year period, that he should have at least a sufficient increase in salary to make an amount equal in purchasing power to the amount he had received two years before.

The President left at this point to catch a train for his home and the question of the entire budget for 1919 was delayed for further consideration within two weeks.

20. Vice-President Joy took the chair and stated that he desired a conference with the Secretary and Field Secretary for a further consideration of the budget in the near future, and the possible reduction downward of expenditures, in view of the limited income in sight.

The Secretary was authorized to purchase a motion picture projecting machine, if it was considered wise, for the Field Secretary on his transcontinental trip in the summer of 1919.

There being no further business, the meeting was adjourned at 7:30 p. m.


Secretary

LINCOLN HIGHWAY ASSOCIATION
BALANCE SHEET JANUARY 30th, 1919.

Operating Assets

| | | |
|--|----|----------|
| Cash at Bank and on hand | \$ | 1404.33 |
| " " " Int. on Willys-Overland Trust Fund | | 1115.49 |
| " " " Int. on Fisher Trust Fund | | 82.76 |
| Liberty Bonds | | 10000.00 |
| Accounts Receivable - Advertising, Maps, Guides, etc. Less reserve for doubtful accounts | | 1377.20 |
| Accounts Receivable - Sundries | | 358.56 |
| Inventories | | 7187.04 |
| | \$ | 21525.38 |
| Office Equipment - Less depreciation | | 1498.43 |
| Founders pledges for future operating expenses (see below) | | 23500.00 |
| | \$ | 46523.81 |

Operating Liabilities

| | | |
|--|----|----------|
| Accounts Payable | \$ | 1909.73 |
| S. W. Myers (deposit to cover liability on cement sacks) | | 100.00 |
| Accrued Interest on Willys-Overland Trust Fund | | 1115.49 |
| Accrued Interest on Fisher Trust Fund | | 82.76 |
| Surplus | | 43315.83 |
| | \$ | 46523.81 |
| | | |
| Fisher Trust Fund | \$ | 685.74 |
| Willys-Overland Trust Fund | | 26115.49 |
| Trust Funds: | | |
| On deposit in banks along the Lincoln Way contributed under various special conditions | | 4777.65 |
| Founders pledges for future operating expenses | | |
| Available during 1919 | | 11500.00 |
| " " 1920 | | 6000.00 |
| " " 1921 | | 6000.00 |
| | \$ | 23500.00 |



A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH. March 3, 1919.

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HENRY B. JOY, PRESIDENT
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ROY D. CHAPIN, VICE-PRESIDENT
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RUSSELL A. ALGER
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AUSTIN F. BEMENT, SECRETARY
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MARY CLARK THOMPSON
LOUIS C. TIFFANY
SIDNEY D. WALDON
GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher, Vice-Pres.,
Lincoln Highway Association,
c/o Alton Beach Realty Co.,
Miami, Florida.

Lincoln Hwy

Dear Mr. Fisher:-

I wrote you just after the first of the year and said I would send you copy of the minutes of our annual Directors' Meeting. I am enclosing them herewith.

I must explain the delay in getting these to you by the fact that we have been extremely rushed with work here, and that in view of the desire of the Board to have Mr. Ostermann's and my reports, as presented at the meeting, written into the minutes, they required a very great deal of typing to complete. Also the finished copies have been delayed, awaiting the approval of Mr. Joy, Mr. Chapin and Mr. Seiberling who were quoted in the minutes.

While this mass of material is rather formidable in size, I hope you will look it through, as I believe it will interest you and give you a very comprehensive idea of the status of the situation at the first of the year, and the views held by those on the Board who are closest in touch with the work.

Your comments and advice in connection with any of the matters touched upon will be greatly appreciated.

Very truly yours,

A. F. Brewer
Secretary.

AFB:GB.
Enc: (2)

Minutes of Active Members Meeting
" " Directors Meeting



A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS

GARFIELD BUILDING

DETROIT, MICH.

March 12, 1919

Dictated March 11

OFFICERS AND DIRECTORS

F. A. SEIBERLING, PRESIDENT
 NEARLY JOY, ASSAULT
 CARL G. FISHER, VICE-PRESIDENT
 ROY D. CHAPIN, VICE-PRESIDENT
 F. A. SEIBERLING
 RUSSELL A. ALGER
 JOHN H. WILLYS
 ALBERT J. BEVERIDGE
 A. Y. GOWEN
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 EMORY W. CLARK, TREASURER
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 H. C. OSTERMANN, FIELD SECRETARY
 W. F. COAM, CLINTON, IOWA
 HONORARY VICE-PRESIDENT

SOME CONTRIBUTORS

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 JAMES A. ALLIBON
 W. W. ATTERBURY
 VINCENT ASTOR
 GEORGE ADE
 JOHN D. ARCHBOLD
 JOSEPH BEUR
 JOSEPH BOYER
 W. C. BROWN
 HENRY F. CAMPBELL
 EMORY W. CLARK
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 GEO. W. WILDER
 JOHN WANAMAKER
 JOHN N. WILLYS

Mr. Carl G. Fisher, Vice-Pres.,
 Lincoln Highway Association,
 c.o Alton Beach Realty Co.,
 Miami, Fla.

Dear Mr. Fisher:

I am enclosing herewith a special audit of the trust funds placed in the Association's hands for construction purposes. I had this prepared separately from our general audit at the end of the year, in order that you and Mr. Seiberling, the Goodyear Company and Mr. Willys, would have a clear picture of the status of your various funds.

I should advise that I received from the Treasurer of the State of Utah on March 10th, an additional statement of expenditures for December last, which indicates that an additional \$662.86 on account of the Fisher Pass work was spent in December.

Work will shortly be again started in Fisher Pass.

We are relying upon having you present at the dedication ceremony in connection with the opening of the Fisher Pass road and the Goodyear Section across the Desert sometime in July.

Very truly yours,

LINCOLN HIGHWAY ASSOCIATION

F. A. Seiberling
 Secretary.

AFB.W

"A CONTINUOUS CONNECTING HIGHWAY FROM THE
ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH.

April 14, 1919

OFFICERS AND DIRECTORS

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CARL G. FISHER, VICE-PRESIDENT
ROY D. CHAPIN, VICE-PRESIDENT
F. A. SEIBERLING
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GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher, Vice-Pres.,
Lincoln Highway Association,
c.o Alton Beach Realty Co.,
Miami Beach, Fla.

Dear Mr. Fisher:

I wrote the members of the State Highway Commission of Indiana as well as Governor Goodrich in connection with the matter of Lincoln Highway improvement, and have a letter from Governor Goodrich in which he states that the Commission is considering the matter, and will advise me shortly. Thank you for the permission to write them a good strong letter under your name if it appears necessary. I will bear this in mind.

I know you will be interested to learn that I just returned from Washington, where we have gotten things under way with the War Department, which will result in a complete Army Truck Train, consisting of one Cadillac, two Dodges, four Motorcycles with side cars, two ambulances, two Dodge light delivery trucks, three G.M.C.'s, ten 1½-ton White, fifteen 3-ton Government B trucks, two tank trucks, one Standard Mobile repair shop, two mobile kitchens, ten officers, including a Colonel and a Major, and one hundred men, making the transcontinental trip on the Lincoln Highway this summer, starting about July first.

We cannot give any publicity to this matter yet, but feel confident that it is going thru, as I got the assurance of General Drake and Colonel Seaman in Washington that they would secure the approval of the General Staff.

This Government trip is going to be one of the biggest stunts ever pulled over, and will nail the Lincoln Highway on the map forever, and will go a long way toward assuring it of first consideration in connection with any Governmental plans of Federal Highway construction.

Very truly yours,

F. A. Seiberling
Secretary.

AFB.W

GOOD YEAR

Lincoln Highway

The Goodyear Tire & Rubber Company

Akron, Ohio.

April 28, 1919

Mr T E Myers
c/o Indianapolis Motor Speedway Ass'n
Indianapolis, Ind

My dear Mr Myers:

Confirming conversation of last week, we are curious to know whether or not you would be interested in a little demonstration of pneumatic equipped trucks just prior to the start of the Indianapolis Race, May 31.

Three and five ton trucks equipped with 44 x 10 and 48 x 12" pneumatic truck tires are still quite a novel sight for a great many people.

Mr F A Seiberling, in addition to being President of the Lincoln Highway Association this year, has just recently accepted the Chairmanship of the new Highways Committee of the Chamber of Commerce of the United States. The acceptance of this Chairmanship is in itself an indication of his keen interest in the improvement of our public highways and of his realization of the fact that the Highways Movement, and the Ship by Truck Movement, need a great deal of proper attention and proper direction.

We are inclined to feel that Mr Carl Fisher feels the same way.

We all know that we must improve our roads and that once improved they must be maintained. We all know, also, that pneumatic tired trucks wear roads out much less than trucks carrying equal loads equipped with other types of tires, consequently, we are of the opinion that the development of the Ship by Truck Movement, together with the satisfactory solution of the problem of maintenance into city highways hinges largely on the development of the pneumatic tire for trucks.

We feel that we now have the pneumatic tire for trucks pretty well developed and are anxious to have the public know how easy on roads and how flexible even the largest trucks are when equipped with pneumatics.

Yours very truly



Manager - Products Department

ERP.RS

AMERICAN AUTOMOBILE ASSOCIATION

ORGANIZED AT CHICAGO MARCH 1902

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DAVID JAMESON, PENNSYLVANIA

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TREASURER: H. A. BONNELL, NEW JERSEY
SECRETARY: JOHN N. BROOKS, CONN.

May 12, 1919.

Dear Sir:

The annual meeting of the Board of Directors of the American Automobile Association will take place in Atlantic City, N.J., at the Hotel Traymore, Monday, June 9, beginning at ten o'clock in the morning.

First will come the concluding meeting of the retiring Board of Directors, at which the annual reports will be presented and any other business concluding the work of the year.

Then the delegates appointed will meet and elect any additions to the Board of Directors and any successors to directors whose terms of office have expired. Next will come the session of the up-to-date Board of Directors.

Delegates and alternates are nominated on the basis of each \$100 paid in dues. Directors are elected on the same basis. Delegates and directors should be attested on the accompanying blanks.

Information is included as to what directors your association is entitled to, and what ones are to be re-elected or replaced.

It is possible to name your directors as your delegates, in case your association does not care to send both delegates and directors, for a delegate simply votes to elect directors.

In connection with the meeting arrangements will be made for a business suit dinner, to take place on Monday evening at 7 o'clock. All members who accompany the directors of their club to the meeting are cordially invited to the dinner.

Since hotel accommodations at this time of the year in Atlantic City are not over-plentiful, it is suggested that you make the earliest possible application for reservations at the Traymore or other boardwalk hotel which best suits your desire.

Very truly yours,

John N. Brooks
Secretary.

Mail dupe of Pined 7/10/09

| CLASS OF SERVICE | SYMBOL |
|------------------|--------|
| Day Message | |
| Day Letter | Blue |
| Night Message | Nite |
| Night Letter | N L |

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM



| CLASS OF SERVICE | SYMBOL |
|------------------|--------|
| Day Message | |
| Day Letter | Blue |
| Night Message | Nite |
| Night Letter | N L |

If none of these three symbols appears after the check (number of words) this is a day message. Otherwise its character is indicated by the symbol appearing after the check.

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ED DETROIT MICH VIA INDIANAPOLIS IND JUNE 16

CARL G. FISHER

243
VICE-PRES LINCOLN HIGHWAY ASSN MIAMI FLO

1919 JUN 17 AM 6 46

LINCOLN WAY NAMED FIRST TRANSCONTINENTAL MILITARY HIGHWAY BY WAR DEPARTMENT. TWO MOTOR TRUCK COMPANIES FIFTY SIX VEHICLES REPRESENTING ALL STANDARD MAKES ARMY. TRUCKS. PERSONNEL OF 210 OFFICERS AND MEN TO BE STARTED BY PRESIDENT WILSON. JULY SEVENTH FOR FRISCO VIA LINCOLN HIGHWAY OSTERMANN APPOINTED OFFICIAL PILOT BY GENERAL DRAKE COLLIERS. HAS ACCEPTED ARTICLE OF JULY FOURTH ISSUE ASSOCIATION TO HANDLE ALL GOVERNMENT PUBLICITY

A F BEMENT.

TELETYPE NO. 10
W. H. Fisher
W. H. Fisher



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH.

July 5, 1919
Dictated July 3

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JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher,
400 North Capitol Blvd.,
Indianapolis, Ind.

Dear Mr. Fisher:

I am enclosing confirmation of a wire I sent you on the first, advising that July 24th had been definitely settled for the date of the dedication of the Goodyear and Fisher Sections.

I am this afternoon in receipt of your letter of June 30th, asking what is doing in connection with the ceremonies.

I have not yet received from Governor Bamberger and the Utah State Automobile Association, the exact plans for what they intend to pull off on the 24th. We have necessarily put the matter very largely in the hands of the Salt Lake organizations, as we are so far from the scene of action that we cannot handle the situation adequately.

I know that everyone will be greatly disappointed if you are not personally in Salt Lake City at the time the two sections are dedicated. The way the matter stands now, Mr. Joy and Mr. Seiberling will both be there. Governor Bamberger is inviting the Governors of several western states and I presume a banquet will be held in Salt Lake City and that the officials of the Lincoln Highway Association and the Utah State Highway officials together with the invited guests will make a run out thru Fisher Pass to the edge of the Desert and return. I feel confident that you will be greatly interested in seeing the work which has been accomplished in Fisher Pass, as well as that done across the Great American Desert, which you undoubtedly remember from your trip in 1913 as one of the worst situations between Indianapolis and the coast.

Joy is in Estes Park now and Mr. Clark is there also.

Mr. Carl G. Fisher

#2

Both Mr. Seiberling and Mr. Joy are depending upon you to be present. You speak of a long, hot, dirty trip, etc. but I think you will be surprised if you have not driven the route in Utah for some years, to observe the improvement which has been accomplished and the ease and pleasure in traversing the Lincoln Highway between Salt Lake City and the Desert now.

The Salt Lake papers are playing up the fact that all Lincoln Highway officials will be there and particularly the donors of the two funds. We expect to get nationwide publicity in regard to the dedication, and I will guarantee that you won't have to do a thing in the way of speech-making, etc. if you attend.

Please wire me as soon as you decide whether you will be there or not, so that we can advise the Salt Lake City Commercial Club and the other organizations, who will be present.

Our publicity is certainly booming. This transcontinental motor convoy is the biggest thing yet. Every paper in the country is giving it space and will continue to during its two months run. It ought to be a big help to the Townsend bill.

Very truly yours,


Secretary

AFB.W

Received By
July 8th, 1919.

Mr. A. F. Bement,
Garfield Building,
Detroit, Michigan.

Dear Mr. Bement :

Replying to yours of the 5th : I am not very much
on Dedications - I don't care very much for them. But if
Mr. Seiberling and Mr. Joy are going to all the trouble to
go out there for this dedication, I will go along. But don't
fail to get me straight on this -- unless Mr. Seiberling and
Mr. Joy do go, I do not care to go - and it wouldn't be
necessary for me to go either.

Yours very truly,

CGF:R



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

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JOHN N. WILLYS

DETROIT, MICH.

July 10, 1919
Dictated July 9

Mr. Carl G. Fisher, Vice Pres.,
Lincoln Highway Association,
400 North Capitol Blvd.,
Indianapolis, Indiana

Dear Mr. Fisher:

Answering yours of July 8th, there is no question about Mr. Joy being in Salt Lake City on the 24th. He is remaining at Estes Park until that time and will have only a short run to make from Cheyenne to Salt Lake. The fact is that Mr. Joy would not miss this dedication for anything in the world. As you know, he has been tremendously interested in the completion of these two sections from the time when they were only dreams.

I was with Mr. Seiberling in Akron yesterday. He told me that he surely expected you to be in Salt Lake City on the 24th and that he would be there. He left for Los Angeles today and has arranged his plans so as to spend the 24th of July in Salt Lake.

In the absence of sudden death, I think you can be sure that both of them will meet you. I am advising them both that with the understanding they will be there, you have agreed to be there also.

Mr. Seiberling attended the ceremonies in connection with the start of the transcontinental motor convoy in Washington Monday, and told me that the affair was a great success. Secretary of War Baker spoke in behalf of good roads and the Lincoln Highway as did representative Kahn of California, President of the Washington Chamber of Commerce and others.

I am enclosing a copy of the truck train schedule.

Very truly yours,

F. A. Seiberling
Secretary

READ
The Story of the Lincoln Way
Army Convoy in
COLLIER'S WEEKLY
JULY 12TH

AFB.W
Enc: Itinerary

U. S. A.
NEW YORK, 75 WALL STREET
BOSTON, 148 STATE STREET
PHILADELPHIA, 1421 CHESTNUT STREET

NEW ORLEANS, HIBERNIA BANK BUILDING
PITTSBURGH, 248 FOURTH AVENUE
CHICAGO, 105 SOUTH LA SALLE STREET
MILWAUKEE, PABST BUILDING
ST. LOUIS, FEDERAL RESERVE BANK BUILDING
KANSAS CITY, COMMERCE BUILDING
DETROIT, DIME SAVINGS BANK BUILDING
MINNEAPOLIS, 118 SOUTH FOURTH STREET
DALLAS, AMERICAN EXCHANGE BATEL BANK BLDG.
SALT LAKE CITY, WALKER BANK BUILDING
PORTLAND, NORTHWESTERN BANK BUILDING
SAN FRANCISCO, 310 CALIFORNIA STREET

CANADA
MONTREAL, 260 ST. JAMES STREET
TORONTO, ROYAL BANK BUILDING
WINNIPEG, NORTHERN CROWN BUILDING
MOOSE JAW, WALTER SCOTT BLOCK
CALGARY, CANADA LIFE BUILDING
VANCOUVER, STANDARD BANK BUILDING

EUROPE
LONDON, PINNERS HALL, OLD BROAD STREET
GLASGOW, 125 BUCHANAN STREET
PARIS, 5 RUE CAUNOU PRÈS L'AVENUE DE L'OPÉRA

CABLE ADDRESS "MAWIKMIT" FOR ALL OFFICES
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MARWICK, MITCHELL, PEAT & CO.

ACCOUNTANTS AND AUDITORS

Lincoln Hwy

DIME SAVINGS BANK BUILDING

DETROIT August 14, 1919.

F. A. Seiberling, Esq., President,
Lincoln Highway Association,
Detroit, Michigan.

Dear Sir:

In accordance with your instructions, we have examined the records held in the offices of The Lincoln Highway Association, dealing with the intromissions relative to two trust funds known, respectively, as the Fisher Trust Fund and the Goodyear Trust Fund.

Funds were contributed by the donors with the understanding that they would be placed at the disposal of the State of Utah, subject to certain reservations, to be applied towards meeting the cost of construction of sections of road along the route of the Lincoln Highway, as defined in the original agreement with the State. It was also understood that in the event of the sums donated being insufficient to meet the cost of construction, that the work would be completed by the State of Utah at the State's expense.

We submit below a statement which while accurately indicating the funds paid to the State of Utah, constitutes merely a condensation of the

expenditures from these funds, as reported by the State Treasurer of Utah. We cannot certify to the accuracy of the expenditures for the reason that the duplicate vouchers submitted do not, from an auditing standpoint, constitute a verification of the nature or legitimacy of the disbursements reported by the State of Utah. Furthermore, if these duplicate vouchers were satisfactory, complete verification could not be made, as many of said vouchers are not on file at the headquarters of The Lincoln Highway Association. We were assured by officials at these headquarters that all duplicate vouchers received from the State Treasurer were submitted to us.

In order to properly explain pay roll outlays charged against The Lincoln Highway Funds during the Month of December, 1918, when, according to Mr. Bement, the Secretary of the Association, work was discontinued on the Fisher and Goodyear Sections and further to explain certain charges for hire of equipment, it would be necessary to examine the original vouchers on file in the State offices in Salt Lake City. This would also enable us to certify to the accuracy or otherwise of expenditures in general as reported by the State. The work could be taken care of by our office in Salt Lake City.

The statement above referred to is as follows:

TRUST FUNDS
Receipts and Disbursements
For the Thirteen Months ended June 30, 1919

| | Fisher Trust Fund | Goodyear Trust Fund |
|--|----------------------|------------------------|
| Receipts: | | |
| Deposits by Carl G. Fisher | \$ 25,000.00 | - |
| Deposits by Goodyear Tire and Rubber Company | - | 75,000.00 |
| Deposits by F. A. Seiberling | - | 25,000.00 |
| Total Receipts - Carried forward | \$ 25,000.00 | 100,000.00 |

TRUST FUNDS
Receipts and Disbursements
For the Thirteen Months ended June 30, 1919
Continued

| | <u>Fisher Trust</u> <u>Fund</u> | <u>Goodyear Trust</u> <u>Fund</u> |
|----------------------------------|------------------------------------|--------------------------------------|
| Total Receipts - Brought forward | \$ 25,000.00 | 100,000.00 |
| Disbursements: | | |
| By State of Utah | | |
| Pay Roll | 5,845.47 | 39,159.38 |
| Sundries | <u>21,089.42</u> | <u>65,394.70</u> |
| Total Disbursements | \$ <u>26,934.89</u> | <u>104,554.08</u> |
| Balances: | | |
| State of Utah | | |
| Expenditure from State Funds | \$ <u>1,934.89</u> | <u>4,554.08</u> |

It will be observed that the State has expended a total of \$6,488.97 in excess of the amount guaranteed by the donors to the two Funds. From the monthly reports submitted by the State Treasurer, we observe that the sum of \$10,000.00 was specifically appropriated to the Lincoln Highway Road Funds. Accordingly, the State Treasurer had at his disposal at June 30, 1919, the sum of \$3,511.03, which is the excess of the appropriation of \$10,000.00 over the sum of \$6,488.97 above referred to.

We have not included in the foregoing statement interest on Trust Funds, which interest is held as follows:

| | |
|--|------------------|
| By Walker Bros., Bankers, Salt Lake City | \$ 603.00 |
| By First and Old Detroit National Bank, Detroit, Michigan | <u>85.47</u> |
| Total | \$ <u>688.47</u> |

The amount held at credit of the Association by Walker Bros. was verified by correspondence, but the sum of \$85.47 which is carried in the current account of The Lincoln Highway Association, was not verified at this time. Inasmuch, however, as the Association carries substantial balance in bank, the Trust Fund is protected.

Yours truly,

Marvin Mitchell Peatt



PERMANENT RECORDS



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"

LINCOLN
L
HIGHWAY

THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

OFFICERS AND DIRECTORS

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H. C. OSTERMANN, FIELD SECRETARY
W. F. COAN, CLINTON, IOWA
HONORARY VICE-PRESIDENT

DETROIT, MICH.
Oct. 8, 1919
Dict. Oct. 9

Mr. Carl G. Fisher, Vice-Pres.
Lincoln Highway Association,
400 North Capitol Blvd.
Indianapolis, Indiana

SOME CONTRIBUTORS

WOODROW WILSON
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GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLYS

Dear Mr. Fisher:

As was indicated by the recent audit I sent you covering the Fisher and Goodyear Trust Funds and by copies of later reports and correspondence from the Utah State Highway Department, the entire Fisher Trust Fund of \$25,000.00 together with the entire Goodyear and Seiberling Trust Funds of \$100,000, have been expended in connection with the work in Fisher Pass and on the Great American Desert. To carry on this work and complete it in accordance with the specifications contained in our contracts with the state, \$55,000 has been placed to the credit of these two funds. There is no question now but what both pieces of construction will be completed and maintained as the state's obligation.

The Goodyear and Seiberling funds were sent direct in the form of checks to the National Copper Bank. Your fund, however, first lay here on deposit in the First and Old Detroit for a short time, and was then placed temporarily on deposit with Walker Brothers, Salt Lake City, with the result that we have now a total of \$645.76 representing interest on your fund previous to the time it was placed in escrow.

I write to ask what you wish us to do with this interest. In view of the fact that the fund is not adequate to construct a permanent memorial in the Pass, if you are willing to turn it in to the Association, I would like to spend part of it to put up a well designed enameled steel or painted wood marker at the summit of the Pass, carrying mileages and some information relative to the way the Pass was constructed.

Very truly yours,

A. F. Bement
Secretary

AFB.W

October 10th, 1919.

Mr. A. F. Bement,
Lincoln Highway Association,
Detroit, Michigan.

Dear Mr. Bement :

Replying to yours of recent date regarding the
\$645.76 Interest Fund. You may spend a part of this on
the markers you refer to, and the balance you can leave to
my credit with the Association.

Yours very truly,

GGF:R



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

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RUSSELL A. ALGER
JOHN N. WILLYS
ALBERT J. BEVERIDGE
A. Y. GOWEN
PAUL H. DEMING
EMORY W. CLARK, TREASURER
AUSTIN F. BEMENT, SECRETARY
H. C. OSTERMANN, FIELD SECRETARY
W. F. COAN, CLINTON, IOWA
HONORARY VICE-PRESIDENT

DETROIT, MICH.
Oct. 14, 1919
Diet. Oct. 13

SOME CONTRIBUTORS

WOODROW WILSON
JAMES A. ALLISON
W. W. ATTERBURY
VINCENT ASTOR
GEORGE ADE
JOHN D. ARCHBOLD
JOSEPH BIJUR
JOSEPH BOYER
W. C. BROWN
HENRY F. CAMPBELL
EMORY W. CLARK
SAMUEL P. COLT
ROBERT COLLIER
ROY D. CHAPIN
HUGH CHALMERS
E. A. DEEDS
HON. FRANK E. DOREMUS
COLEMAN DUPONT
H. S. FIRESTONE
H. FORGMAN
CARL G. FISHER
EDWARD FORD
HENRY FORD
CHRISTIAN GIRL
MURRY GUGGENHEIM
A. Y. GOWEN
MRS. PHOEBE A. HEARST
WM. RANDOLPH HEARST
MARVIN HUGHITT
EDWARD HINES
GEORGE W. HOUK
C. OLIVER ISELIN
H. M. JEWETT
HENRY B. JOY
B. S. KRESGE
GEORGE HORACE LORIMER
HON. LUKE LEA
JOHN B. LOBER
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A. L. MOHLER
C. W. NASH
A. C. NEWBY
E. E. PLACK
POTTER PALMER
JOHN H. PATTERSON
GEO. W. PERKINS
HON. SAMUEL M. RALSTON
EX-GOV. OF INDIANA
GEO. M. REYNOLDS
F. A. SEIBERLING
WILLIAM SPARKS
FREDERICK STRAWBRIDGE
RT. REV. J. B. SCHREMBS, TOLEDO
CHARLES M. SCHWAB
JOHN M. STUBSBAKER
LOUIS F. SWIFT
MARY CLARK THOMPSON
LOUIS C. TIFFANY
SIDNEY D. WALDON
GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher,
400 North Capitol Blvd.,
Indianapolis, Indiana

Dear Mr. Fisher:

I acknowledge yours of the 10th in which you authorize us to expend a portion of the \$645.76, now held to your account, in connection with the erection of a proper marker in Fisher Pass. I am taking up this matter at once, and feel that preliminary to putting up a proper permanent monument with a bronze tablet, we can get a handsome wooden marker adequately painted erected at this point for probably \$250.00, and will let you know what is done.

Very truly yours,

AFB.W

Secretary



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

OFFICERS AND DIRECTORS

HENRY B. JOY, PRESIDENT, VICE-PRESIDENT
CARL G. FISHER, VICE-PRESIDENT
ROY D. CHAPIN, VICE-PRESIDENT
F. A. SEIBERLING, PRESIDENT
RUSSELL A. ALGER
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PAUL H. DEMING
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AUSTIN F. BEMENT, SECRETARY
H. C. OSTERMANN, FIELD SECRETARY
W. F. COAN, CLINTON, IOWA
HONORARY VICE-PRESIDENT

DETROIT, MICH.

Oct. 23, 1919
Dict. Oct. 22

SOME CONTRIBUTORS

WOODROW WILSON
JAMES A. ALLISON
W. W. ATTERBURY
VINCENT ASTOR
GEORGE ADE
JOHN D. ARCHBOLD
JOSEPH BIJUR
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LOUIS C. TIFFANY
SIDNEY D. WALDON
GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher,
400 North Capitol Blvd.,
Indianapolis, Indiana

Dear Mr. Fisher:

I am enclosing copy of a letter just received from Mr. Ostermann which I know will interest you in view of his statements regarding the condition of Fisher Pass.

We are having some trouble with the state in regard to the completion of the desert section, the cost of which will run considerably beyond the amount contributed by the Goodyear Company and Mr. Seiberling, but you will note that the Fisher Pass work has been done in excellent fashion.

Very truly yours,

AFB.W

Secretary

Enc: Copy of Mr. Ostermann's letter.

COPY

Grand Island, Nebr.
Oct. 18, 1919

Mr. A.F. Bement,
Lincoln Highway Association,
Detroit, Mich.

My dear Mr. Bement:

Replying to your letter of October 14th regarding the Utah situation, you have no doubt received by this time my letter to you from Salt Lake City, and as I have stated the Governor has advised me that work on the Goodyear section would again be resumed next spring. This was also confirmed by my talk with Mr. Browning, Mr. Benion and Mr. Ririe.

Just what the nigger in the wood pile is, is hard for me to fathom. They seemed somewhat reticent about making a definite statement as to just what time the work would be resumed. The Governor and Mr. Browning both stated that owing to the dilapidated condition of the machinery and other equipment that it would be cheaper to have the entire outfit taken into Salt Lake for repairs and endeavor to do the work there than at Black point. Later the Governor advised me that they intended to let a contract to complete the job, that it would be at least 50 percent cheaper and the work more efficient (some slam to his own highway department).

Regarding the Fisher Pass, the work is practically completed with the exception of a little dragging here and there and smoothing up a very few sections. The work has been completed to the extreme west end of the Pass, and it surely is a credit to the state and the work compares favorably with that in Parleys Canyon and there is no reason why we should not arrange for the erection of a suitable marker at the summit.

As I stated to you in my letter from Salt Lake the Governor advised me during my visit with him that he had received a letter from Mr. Seiberling but did not state the contents of it. He said he would write Mr. Seiberling and give him full particulars as to the status of the Goodyear section. There was nothing mentioned to me of a \$55,000 appropriation for the completion of the work and I believe that the only way we will get action is for Mr. Seiberling to ask them for a show down.

Very truly yours,

(signed) H.C. Ostermann

Minutes of Annual Meeting
of
The Active Members
and
The Board of Directors
of
The Lincoln Highway Association
held at the Detroit Athletic Club
Tuesday, Dec. 30th, 1919.

Note: The report of Vice President and Field Secretary, H. C. Ostermann, covers pages (2 thru 10) of the Directors Meeting Minutes.

The report of Vice President and Secretary, A. F. Bement, covers pages (11 thru 23).

Financial Statements p.p. 23, 24, 25.

Minutes of Annual Meeting of Active Members
of the Lincoln Highway Association, held at
the Detroit Athletic Club, Dec. 30th, 1919,
at 7:30 p. m., upon call of the President.

Present

F. A. Seiberling
H. B. Joy
R. D. Chapin
Emory W. Clark
A. Y. Gowen
Sidney D. Waldon
Henry F. Campbell
Alvan Macauley
Paul H. Deming
H. C. Ostermann
A. F. Bement

Represented by Proxies

Carl G. Fisher
John N. Willys

1. The meeting was called to order by President Seiberling at 7:30 p. m.
2. Reading of the minutes of the previous meeting of Active Members held December 30th, 1918, was dispensed with and the minutes were adopted.
3. President Seiberling stated that the meeting of the Active Members was called in accordance with the By-laws previous to the meeting of the Board of Directors, for the purpose of electing a Board of Directors for the coming year. He called attention to the fact that Director Russel A. Alger, elected to the Board by the meeting of Active Members, held December 30th, 1918 had resigned during the year. He also brought out the great desirability of electing to the Board Mr. W. C. Durant, whose keen interest in the Association's work had prompted the contribution of \$100,000 to the Association for construction work in the West from the General Motors Corporation. He also suggested for the consideration of the Active Members the election of Mr. James Newton Gunn, President of the United States Tire Company to the Board of Directors, pointing out the keen interest Mr. Gunn had evidenced in the work of the Association and the great advantages to the Association of having a man of Mr. Gunn's prominent position and active interest on the Board.

The Secretary advised that Director Albert J. Beveridge had frequently communicated his regret over the impossibility of his attending the Directors Meetings or taking any part in the active direction of the Association's affairs.

It was unanimously considered wise to elect both Mr. W. C. Durant and Mr. J. N. Gunn to the Directorate in place of Russel A. Alger and Senator J. Beveridge.

After some discussion the following resolution was presented by the President, supported by Vice President H. B. Joy and unanimously adopted in accordance with the By-laws:

RESOLVED, that it is the sense of the members present and voting in person, and the sense of those members not present and voting in proxies, that the following Active Members of the Lincoln Highway Association be elected to serve on the Board of Directors for one year, or until their successors are chosen.

F. A. Seiberling
H. B. Joy
Carl G. Fisher
R. D. Chapin
Emory W. Clark
John N. Willys
W. C. Durant

J. N. Gunn
A. Y. Gowen
Sidney D. Waldon
Henry F. Campbell
Alvan Macauley
Paul H. Deming
H. C. Ostermann

A. F. Bement

4. There being no further business for the consideration of the Active Members, the meeting was adjourned upon motion duly made and seconded.


Secretary.

It was unanimously considered wise to elect both Mr. W. C. Durant and Mr. J. N. Gunn to the Directorate in place of Russel A. Alger and Senator J. Beveridge.

After some discussion the following resolution was presented by the President, supported by Vice President H. B. Joy and unanimously adopted in accordance with the By-laws:

RESOLVED, that it is the sense of the members present and voting in person, and the sense of those members not present and voting in proxies, that the following Active Members of the Lincoln Highway Association be elected to serve on the Board of Directors for one year, or until their successors are chosen.

F. A. Seiberling
H. B. Joy
Carl G. Fisher
R. D. Chapin
Emory W. Clark
John N. Willys
W. C. Durant

J. N. Gunn
A. Y. Gowen
Sidney D. Waldon
Henry F. Campbell
Alvan Macauley
Paul H. Deming
H. C. Ostermann

A. F. Bement

4. There being no further business for the consideration of the Active Members, the meeting was adjourned upon motion duly made and seconded.


Secretary.

Minutes of Annual Meeting of the Board of Directors
of the Lincoln Highway Association, held Tuesday,
December 30th, 1919, at 8:00 p. m., at the
Detroit Athletic Club upon call of the President

Present

F. A. Seiberling
H. B. Joy
R. D. Chapin
Emory W. Clark
A. Y. Gowen
Sidney D. Waldon
Henry F. Campbell
Alvan Macauley
Paul H. Deming
H. C. Ostermann
A. F. Bement

Represented by Proxies

Carl G. Fisher
John N. Willys

1. The meeting was called to order by the President at 8:00 p. m.
2. The Secretary presented telegrams and letters from Directors Carl G. Fisher, John N. Willys and Albert J. Beveridge, expressing regret at their inability to attend the meeting. Regrets were also presented from E. B. Jackson, Vice President of the Willys-Overland Company, W. C. Durant, President of the General Motors Corporation and J. N. Gunn, President of the United States Tire Company, who had been invited to attend.
3. Reading of the minutes of the previous meeting of the Board of Directors held December 30th, 1918, was dispensed with and the minutes were adopted.
4. The President stated that the meeting had been called to take the place of the regular meeting of the Board of Directors provided for by the By-laws on November 14th, 1919 and for the purpose of considering briefly what the Association had accomplished during the past year and to lay plans for the future, in view of the situation presented which was extremely favorable.

The President stated that he wished the Directors to be put in touch with the existing situation thru the reports of the Vice President and Secretary and Vice President and Field Secretary, as important questions of policy concerning the future activities of the Association should be decided upon in view of the apparent early accomplishment of the primary aims which the organization was incorporated to achieve.

5. The President called upon Vice President and Field Secretary, H. C. Ostermann, to read his report concerning the progress of construction on the Lincoln Highway during 1919. Mr. Ostermann read the following report:

"Owing to the tremendous road building program inaugurated during 1919 in the various Lincoln Highway Counties and States and the many other activities during the year, I will only read a condensed statement and a concise resume of the most important facts in this report.

The following figures showing Lincoln Highway improvement are only such as it was possible to secure at this time and in many cases of county work no figures are available. Estimates as to the amount of known Lincoln Way construction would indicate that at a very conservative estimate a sum of \$9,386,800.31 has been spent for 1919 as follows:

| <u>STATE</u> | <u>AMOUNT</u> |
|--------------|-----------------|
| New Jersey | \$ 1,383,572.00 |

New Jersey Remarks.

A total of 19 miles of the highest type of concrete paving has been completed, 18 feet in width, 10 1/2 inches thick at center, 8 inches thick at sides, with 3 feet wide bituminous macadam and earth shoulders on each side, total width 24 feet.

It will be interesting to note that the New Jersey State Highway Department has declared for concrete construction, and all present types of macadam construction will be replaced with concrete. All of the various types of macadam are showing excessively heavy wear.

Of all the Lincoln Highway sections between New York and San Francisco that which lies within the State of New Jersey is beyond a doubt subjected to the heaviest traffic and is also one of the most important divisions on the route. The State Highway Department is exerting every effort to make its section of the Lincoln Highway the finest road in America.

The increase in traffic in New Jersey during 1919 was 500%.

| | |
|--------------|-----------------|
| Pennsylvania | \$ 1,418,169.28 |
|--------------|-----------------|

The route in Pennsylvania can be considered the longest and best section of the Lincoln Way between the two Coasts. Considerable concrete pavement has been laid during 1919 and an extensive program has been slated for 1920. The State Highway Department is replacing all types of macadam construction with concrete where reconstruction is contemplated.

The recent \$50,000,000 bond issue assures many long stretches of concrete construction for 1920.

The Pennsylvania State Highway Department has spent approximately \$250,000.00 for snow fencing and maintaining a systematic road patrol during 1919 in order to keep the Lincoln Way open to winter traffic. This will also be kept in force during the coming winter months.

All privately owned sections of the Lincoln Way in Pennsylvania have been purchased and taken over by the State Highway Department and the entire section between Pittsburgh and Philadelphia is now free from toll.

The increase in traffic in Pennsylvania during 1919 was about 500%.

Ohio \$ 1,903,708.10

Ohio is the banner state for road improvements and total road expenditures for 1919. The last section of dirt road on the Lincoln Highway has been permanently improved in this State. While it is true that there are many sections of macadam road remaining, the State Highway Department is replacing such sections with brick or concrete as rapidly as conditions will permit.

A Seedling concrete mile in Paulding County, the cement for which was contributed by the Association has been completed. This connects with the Ohio-Indiana State line.

The Lincoln Way thru the State of Ohio has the longest continuous stretch of permanent road construction out of the twelve States traversed, brick on concrete base predominating, for 75 miles.

The increase in traffic in Ohio during 1919 was about 400%.

Indiana \$ 742,218.30

The Indiana State Highway Department is rapidly concluding all plans and surveys for the improvement of the remaining unimproved sections of Lincoln Highway in that State.

Surveys have been completed in Porter and LaPorte Counties covering a distance of 45 miles. This construction will be of concrete, approximate cost \$1,350,000 for which construction contracts will be let early in 1920.

The increase in traffic in Indiana during 1919 was 350%.

Illinois \$1,430,120.28

Contracts for concrete pavement on the Lincoln Way for approximately 77 miles have been awarded by the State of Illinois, of which 35 miles will be completed at the end of 1919. The balance of construction will be carried over into next season. This mileage (77 miles) will complete the Lincoln Way from Chicago to the Mississippi River. This improvement is thru State and Federal aid. This construction does not include 23 miles of concrete improvement east of Plainfield, Illinois to the Indiana State line, this work being done by the counties. The new construction will be open to traffic early in 1920.

The increase in traffic in Illinois during 1919 was 400%.

Iowa \$ 256,899.29

The Lincoln Way in the State of Iowa is now 80% permanently graded and 90% of the bridges are completed. They are 20 feet in width and of the most durable construction. They will carry a 15-ton load.

The good roads sentiment in this State has been tremendously stimulated and during 1919 six counties voted for the permanent paving of the Lincoln Way. Clinton and Green Counties have passed bond issues aggregating \$2,800,000. Linn County has now under construction 6 miles of concrete and 7 miles projected. Four counties will vote for road bond issues during 1920 spring election.

Provisions have been made by the Iowa State Highway Department for the elimination of all short turns. All heavy grades have been cut down to a minimum of 4%, and many dangerous railroad crossings have been eliminated by the construction of under-way and over-head viaducts.

It is safe to predict that in the next three years the Lincoln Way thru Iowa will be permanently improved with concrete.

The increase in traffic in Iowa during 1919 was 300%

Nebraska \$ 613,025.00

The first permanent Lincoln Highway construction in the State of Nebraska under State and Federal Aid was started in Dodge County where 6 miles of concrete is being laid at a cost of \$200,000.00.

In Douglas County, in which Omaha is located, a \$3,000,000 bond issue has been passed of which \$1,000,000 will be spent on the Lincoln Highway embracing 21 miles of brick on concrete construction, this work to go forward during 1920.

Practically every mile of the Lincoln Way in the State of Nebraska has been declared a Federal Aid project, and during 1919 over 120 miles has been brought down to permanent grade and many concrete bridges and culverts have been constructed.

An efficient road control system under State supervision will be installed early in 1920, thus assuring constant road grading and maintenance on the Lincoln Way.

The increase in traffic in Nebraska during 1919 was 300%.

Wyoming \$ 148,533.94

During 1919 the State of Wyoming passed a \$3,000,000 bond issue which will make available an additional \$3,000,000 from the Federal Government or a total of \$6,000,000 for road construction. Approximately \$2,000,000 of this amount will be used for Lincoln Highway improvement.

The Association has just received word from the Wyoming State Highway Department that the survey has been completed for 43 miles of relocation and construction between Thayer Junction and Red Desert Station in Sweetwater County, and that surveys for construction between Medicine Bow and Walcott, a distance of 23 miles in Carbon County have been completed. Also the State will relocate and construct a new road between Green River and Bryan Station on the north side of the Union Pacific between these two points, there by eliminating a 12% grade thru a bad canyon and avoiding two bad railroad crossings.. This plan calls for a 200-foot bridge over Green River at a cost of \$25,000.00.

The new route of the Lincoln Highway thru Telephone Canyon between Cheyenne and Laraine will shorten the distance 5 1/2 miles. The new road is 22 feet in width, with the best type of concrete bridge construction. It will make one of the most beautiful drives in the State. The cost is \$85,000.00 and the road of natural granite gravel construction.

The increase in traffic in Wyoming during 1919 was 200%.

Utah \$225,528.54

The Lincoln Way thru the State of Utah is now 75% improved with concrete, macadam and gravel. The remaining 25% unimproved road is located between Ibapah and the west end of the Goodyear Section and between the east end of the Goodyear Section and Fisher Pass.

The State Highway Department has now completed the survey between the Wyoming-Utah State line and Main Forks, Utah, thru Echo Canyon for the relocation and permanent improvement of the Lincoln Way, a distance of 32 miles.

Fisher Pass between Clover and Orr's Ranch, which improvement has been made possible by the contribution of \$25,000.00 by Mr. Carl G. Fisher, Vice President of this Association, has been completed and a hitherto impassable trail has been made into a most beautiful mountain highway. The construction is of gravel and macadam. Dry masonry and concrete bridges have been constructed. The road is 14 feet in width and 30 feet at all curves and dangerous points.

The Goodyear Section across the Great Salt Lake Desert, a distance of 18 miles the construction of which was made possible thru the contribution of \$75,000.00 by the Goodyear Tire & Rubber Company and \$25,000.00 by Mr. F. A. Seiberling, President of this Association, has not been quite completed. The sub-grade was finished in April and 8 miles of graveling was done when the work was suspended by

the State Highway Department for the winter and to overhaul the road building equipment. Work will be resumed and the cut-off completed early during next summer.

By the completion of the Goodyear Section the tourist will save 50 miles in distance, and at least 6 to 8 hours of hard driving and avoid the worst section of road between the two Coasts.

The increase in traffic in Utah during 1919 was 100%.

Nevada \$411,049.58

The progress of improvement on the Lincoln Way in Nevada was greatly stimulated during 1919 by the offer of the Lincoln Highway Association of \$125,000.00 under certain conditions to assist in ironing out some of the worst sections. These funds were contributed to the Association for this purpose by Mr. W. C. Durant in behalf of the General Motors Corporation and Mr. John N. Willys in behalf of the Willys-Overland Company.

Contracts were entered into in 1919 between the State of Nevada and the Lincoln Highway Association calling for the expenditure of over \$425,000.00 of combined State, County and Federal funds in 1920. Work was pushed as rapidly as finances would permit in 1919 and Nevada completed 22 miles of new Lincoln Way.

It is notable that 5 miles of high grade concrete Lincoln Way has been completed between Reno and Carson City. This link, a distance of 32 miles will be entirely completed with concrete within the next two years.

It will be interesting to note that with the above contribution of \$125,000.00 five of the almost impassable sections will be made the outstanding improvement on the Lincoln Way in the State of Nevada and will embrace 64 miles of road construction.

The increase in traffic in Nevada during 1919 was 100%.

California \$ 375,500.00

The Lincoln Highway has long been a boulevard from Lake Tahoe at the Nevada-California State line to San Francisco Bay at Oakland, and it has been merely a question of time for the completion of the entire route in concrete. Over 14 miles of new concrete were built on the Lincoln Way in 1919. This type of permanent improvement now extends from Oakland to one mile east of Placerville, a distance of 176 miles.

The State of California passed a \$40,000,000 bond issue in 1919 to complete the State wide system of permanent concrete roads, which has been under way for a number of years.

YEARLY EXPENDITURES ON LINCOLN HIGHWAY
SINCE THE INCEPTION OF THE ASSOCIATION ARE AS FOLLOWS:

| | |
|-----------------|---------------------|
| 1914..... | \$ 1,200,000.00 |
| 1915..... | 2,580,280.00 |
| 1916..... | 4,198,165.00 |
| War { 1917..... | 2,500,918.00 |
| { 1918..... | 2,996,307.00 |
| 1919..... | <u>9,386,800.00</u> |

Total Expenditures on Lincoln Way in 6 years - \$ 22,862,472.00

In addition to the above figures showing amount of money actually spent, the following amount for improvement was financed for 1919 and contracts let but work was not completed:

| | |
|-----------------|-------------------|
| New Jersey..... | \$ 97,000.00 |
| Ohio..... | 40,909.00 |
| Illinois..... | 1103,029.00 |
| Nebraska..... | 810,030.00 |
| Wyoming..... | 108,424.00 |
| Utah..... | 55,000.00 |
| Nevada..... | <u>108,720.00</u> |

Total \$ 2,323,112.00

Total Lincoln Highway road funds provided during 1919 11,709,912.00

SUMMARY OF MILEAGE OF NEW CONSTRUCTION
ON LINCOLN WAY 1919.

| | |
|----------------------------|----------------|
| New Jersey..... | 19.10 miles |
| Pennsylvania..... | 19.30 " |
| Ohio..... | 56.48 " |
| Indiana..... | 21.00 " |
| Illinois..... | 35.00 " |
| Iowa..... | 22.35 " |
| Nebraska..... | 63.30 " |
| Wyoming..... | 22.00 " |
| Utah..... | 82.50 " |
| Nevada..... | 22.00 " |
| California..... | <u>14.30 "</u> |
| Total New Construction.... | 377.33 " |

The new construction just given is sub-divided and classified as follows:

| | | |
|----------------------------|---------------|-------|
| Concrete..... | 121.14 | miles |
| Brick..... | 21.28 | " |
| Bit. Macadam..... | 17.61 | " |
| Macadam..... | 28.75 | " |
| Gravel..... | 69.25 | " |
| Shale..... | 2.00 | " |
| Permanent Earth Grade..... | <u>117.30</u> | " |
| Total..... | 377.33 | " |

In addition to the above completed construction, contracts were let for 160 miles of new work which will go forward early in 1920.

CLASSIFICATION OF TYPES OF ROAD CONSTRUCTION
ON THE LINCOLN WAY NEW YORK TO SAN FRANCISCO
January 1, 1920.

| | | |
|--------------------------------|--------------|-------|
| Concrete..... | 294.84 | miles |
| Brick..... | 212.58 | " |
| Bit, Macadam..... | 425.61 | " |
| Macadam..... | 286.65 | " |
| Asphalt..... | 78.00 | " |
| Cresote Block..... | 5.90 | " |
| Granite Block..... | 7.10 | " |
| Graded Gravel..... | 770.75 | " |
| Natural Gravel..... | 200.00 | " |
| Shale..... | 17.00 | " |
| Graded Dirt..... | 817.57 | " |
| Natural Dirt..... | 93.70 | " |
| Sand..... | <u>13.30</u> | " |
| Total..... | 3223.00 | " |
| "Improved" Mileage..... | 2538.00 | " |
| "Unimproved" Natural Road..... | 685.00 | " |

GENERAL REMARKS.

It is safe to state that by the end of 1920 the Lincoln Way from New York to the Mississippi River will be permanently improved, a distance of 1078 miles.

The longest continuous stretch of permanent improvement is in the State of Illinois where 120 miles of concrete construction is under way on the Lincoln Way.

No less than 50 dangerous grade crossings have been eliminated between New York and San Francisco. Many overhead and underway crossings have been constructed. No less than twenty crossings have been eliminated by changing the roadway to the north or south of the railroad, the cost of these changes amounting to over \$1,000,000.

Eight new hotels have been erected during the past 18 months at a cost of over \$1,800,000.00 between Pittsburgh and San Francisco and 63 new garage buildings have been erected at an estimate cost of over \$1,500,000.00, thus providing suitable accommodations for the ever increasing traffic over the Lincoln Highway.

The route is now permanently marked from San Francisco to Omaha, a distance of 1900 miles.

Steps have been taken looking forward to the continuation of this permanent marking east of Omaha, and we have the assurance of the thirteen counties in the State of Iowa that they will contribute \$300.00 per County toward this work, a total of \$3,900.00 being pledged.

East of Omaha the marking of the route is fast deteriorating and fading out, this marking having been done in 1918 by a painting crew sent out by the Association. The method adopted was the painting of the Lincoln Highway insigna on telegraph poles, five to the mile. This marking extended from New York to Cheyenne, Wyoming. Since the time of this marking many of the telegraph poles have been replaced and many changes have been made by shifting of the route, such as eliminating right angle turns, straightening and shortening the highway, leaving many confusing intersections. It is therefore now necessary to take steps to again provide suitable markers east of Omaha, particularly so, now that the Lincoln Highway is definitely established along the shortest route and is being permanently improved.

The Field Secretary covered about 15,000 miles on the Lincoln Highway during 1919, making two transcontinental trips with a Twin Six Packard furnished to the Association by the Packard Motor Car Company. The tire equipment was contributed by the Goodyear Tire & Rubber Company.

Twelve states and ninety-six counties were visited; every State and County official was interviewed and no less than 250 road meetings were held between New York and San Francisco. Stops at each of the 400 cities, towns and villages on the route were made at least twice and conferences held with the State, District, County and Local Consuls of the Association. The Consular Board of the Association from Coast to Coast now numbers 250 active workers. Many additional meetings were held with Commercial Clubs, Boards of Trade, Auto, Rotary and Kiwanis Clubs and the following matters were taken up at these meetings: road improvement, bridge construction, marking of the route, sustaining members, elimination of dangerous railroad crossings, straightening out bad curves, projecting good roads, motion pictures, stimulating general good roads interest and securing complete record of road construction and improvement with total expenditure during 1919. Over 200 newspaper editors along the route were also visited and the Association's activities discussed.

Probably the greatest stimulating influence for the necessity of improved roads on the Lincoln Way was advanced by the Government Motor Transport Convoy from Washington to San Francisco, consisting of sixty-five trucks and ten passenger cars, 250 enlisted men and 50 officers leaving Washington on July 7th arriving at San Francisco on September 7th covering a distance of 3000 miles in just 62 days.

Only four days were lost during the entire trip, two days being lost in western Nebraska and two days in western Utah due to heavy rain and the impassable short stretches of mud roads.

This convoy run can be considered highly successful when considering the heavy tonnage represented, the maximum gross weight being 12 tons.

The convoy arrived at San Francisco with only one truck short of its original number, this truck being lost by turning turtle in the Allegheny Mountains during a heavy thunder storm and was demolished, all other equipment arriving under its own power.

The success of this convoy trip can be to a large degree attributed to the Lincoln Highway Association and its co-workers along the route.

Tremendous ovations were given the men and officers in every community along the route and good road meetings were held at every noon-day and night stop.

The farmers from the entire county gathered to see and inspect the trucks and to hear the speakers at every point where occasion was taken to impress the vital necessity for Highway improvement for the heavy traffic of the future of which the convoy was pointed out as a sample.

In many counties where county bond issues were being voted on, the convoy was directly responsible for the favorable vote for Lincoln Way paving, 7 counties out of 10 voting in the State of Iowa alone.

Considerable additional interest was created in the many meetings held throughout the trip by the Goodyear Band which was dispatched from Akron to join the convoy, by Mr. F. A. Seiberling. The tremendous effect of a good band upon the morale of the men and the great value of such an addition to the convoy and in the way of arousing additional local interest was also responsible in a large measure for its success.

In conclusion I wish to state that, from the progress that has been made in the past six years, and the work that is now under way, and with the good roads sentiment now so thoroughly crystallized, that within the next three years the Lincoln Highway Association and the men who have so unselfishly supported its endeavors can acknowledge to the world that the principles for which the Association has stood, have been accomplished, the seed has taken root, the crop will soon be harvested and the Lincoln Highway, "The Main Street of the Nation" will be forever perpetuated. "

6. Keen interest was expressed in Mr. Ostermann's report and Mr. Gowen suggested that a copy of it separated from the minutes be sent to all Directors which was authorized. The report was accepted.
7. The President then called upon the Vice President and Secretary for his report and statement of finances of the Association, and his recommendations as to the program for the future in view of the situation. Mr. Bement read the following report:

"As the figures which Mr. Ostermann has presented have indicated, the year 1919 was the greatest year in the history of the constructive development of the Lincoln Highway. Expenditures on the Lincoln Highway this year came close to equalling the total expended on its improvement during the previous five years.

In my report to the Board a year ago I said that with the ending of the war the Lincoln Highway and all other main highways on the continent would reap the benefit of the tremendous national sentiment for improved roads developed during the war period, and such has certainly proved to be the case. The tremendous impetus given to Lincoln Highway improvement this year is only a heightened reflection of the way in which highway construction has boomed in every part of the United States. It has been significant during this year that all along the Lincoln Highway, which in the aggregate presents a situation typical of the Nation as a whole, the good roads sentiment we used to have to work to develop, and generally with well defined opposition, was found present in a surprisingly unanimous degree.

It is certainly a pleasure to report now literally and truthfully that from this time on it will not be necessary to work to develop good roads sentiment along the Lincoln Highway. It will not be necessary to combat opposition to the improvement of the Lincoln Highway as rapidly and as permanently as funds will permit. Opposition has disappeared and from the Hudson River to San Francisco Bay every state and county traversed by the route is right now doing its utmost under the varying circumstances existing to improve the Lincoln Highway just as rapidly as possible.

Nineteen nineteen has been the most distinctive, important and successful year in the history of the Association's work. The past year really marked the start of what will be an era of American highway improvement. I feel that we have reached the peak of our effort, and to mix metaphors, we have gotten the ball rolling, and hereafter instead of fighting against inertia, inertia will be our ally. The future so far as the Lincoln Highway is concerned is certainly rosy.

This Board has every reason to feel the greatest of satisfaction and optimism. The successful accomplishment of every aim which the Lincoln Highway Association was organized in 1913 to promote can now be considered to be to all practical purposes assured. There is no longer any question about the final permanent improvement of the entire route. That will go forward just as rapidly as the physical work can be accomplished. The Association's prestige was never greater, and its financial support from along the line, which is a reflection of the general interest in the organization's work, practically doubled during this year, and we anticipate will be largely augmented during 1920.

The Lincoln Highway is no longer a dream - it's a reality. It is indelibly on the map of the United States. It has been logged and recorded by Government engineers and army officers. It has been established as the First Transcontinental Military Highway. It has really become, as our correspondence with foreign countries indicates, the best known road in the world.

Mr. Ostermann has pointed out how the end of 1920 will see the route permanently improved from the Hudson River to the Mississippi. That is all settled. We no longer have to worry about Iowa. The new road law in that state which I mentioned a year ago was in view, has been passed. The counties are voting on paving, and while petty local jealousy at some points has resulted in the defeat of the paving proposition that, as the State Highway Commissioner of Iowa himself advises, is a purely temporary set-back. Things are lined up in Iowa so that there is no question but what a permanently paved road from the Mississippi to the Missouri is an assured fact within a very few years. The Lincoln Highway is now a primary state route all the way across Nebraska, Wyoming, Utah, Nevada and California. On the first of January the State Highway Department of Nebraska takes over the Lincoln Highway in its entirety in that state, and will hereafter be in charge of the maintenance and construction. The question of leased rights-of-way along the Union Pacific in Nebraska has been settled to the satisfaction of the State, the Railroad Company and the Department of Agriculture and improvement will progress rapidly between the Missouri and Cheyenne, Wyoming. Permanent pavement is for some time out of the question in western Nebraska, but work in the eastern part of the state is already financed and we can foresee as a certain accomplishment a continuous paved route from New York City to central Nebraska within the very near future. The graveling of all mud sections on the route in Nebraska is certain.

The route of the Lincoln Highway has been established as a federal aid road to be improved directly under the inspection of the Government for more than three-quarters of its total distance between New York and San Francisco and federal aid will next year and during the next five years largely augment local funds

in bringing about a high grade type of gravel improvement in western Nebraska, entirely across Wyoming, and in Nevada.

In proportion to population the West is doing more to better highway conditions than is the East. This not only as a result of necessity but because of the keen realization of the benefits of proper highways and the desire of the western states to stimulate through travel which will bring them new population and new wealth. Nowhere is good roads interest more intense than in the West. Wyoming is all set for a great program of highway improvement, with public sentiment in every part of the state practically un-animously in favor of concentration of work on Wyoming's two most important routes, the Lincoln Highway and the Yellowstone Trail from Cheyenne to Yellowstone National Park. The state recently passed a \$3,000,000 bond issue and together with its federal aid has about \$5,000,000 to be spent in 1920. With an estimated population of 250,000 this is about \$22.00 per capita, four or five times as much as is spent by any eastern state.

Wyoming is in good shape financially to undertake the necessary improvements required on the Lincoln Highway, particularly in Sweetwater and Carbon Counties where the Association had previously offered a portion of the Willys-Overland Fund to stimulate improvement, that it appears that the necessary sections can be highly improved without the use of these funds. The tender of the funds by the Association and the publicity which was given to the conditions existing in Sweetwater and Carbon Counties served to concentrate the interest of the state on the matter. The result will be that probably without giving the state a cent of the funds originally secured to aid in this improvement, the work will be done in even better fashion than was originally contemplated or possible with the relatively small amount we had available.

With the completion of the Goodyear Section across the Great American Desert in western Utah next spring, and with Fisher Pass already completed and in perfect shape and with the improvement necessary in Overland Canyon accomplished, the route across Utah can be eliminated from consideration. It is now all state highway. Utah is well provided with road funds, claiming to be the leading state in the Union in available road funds per capita and continuous improvement on the Lincoln Highway until its final completion from the Wyoming line to the Nevada line is certain.

The progress of improvement on the Lincoln Highway in Nevada was greatly stimulated during 1919 by the offer of the Lincoln Highway Association of \$125,000 under certain conditions to assist in ironing out some of the worst sections. The funds the Association offered the State of Nevada were as you know contributed thru the interest of Mr. W. C. Durant in behalf of the General Motors Company and thru the interest of Mr. Willys by the Willys-Overland Company. The contracts which were closed with the state called for the utilization of but \$63,000 of the total fund of

\$100,000 provided by the General Motors Company and but \$15,000 of the total \$50,000 Willys-Overland fund, but resulted in contracts for over \$425,000 worth of improvement on the route next year. I feel that the Nevada State Highway Department, the State Highway Engineer and Governor Boyle sincerely desire to bring about the improvement of the Lincoln Highway as rapidly as possible, and that we can rely upon Mr. Cottrell to push construction on the various sections covered by our contracts just as fast as conditions will allow. There are three additional problems remaining unsolved in Nevada, but the balance of the funds still remaining will enable us to contract for their improvement.

Nevada is in better shape now with regard to road funds having passed a bond issue for \$1,000,000. The Lincoln Highway is one of the primary state routes and there is no question but what it will be properly improved from Ely to Carson City and Reno before the end of 1931. It is just a question of money in the West. There is no lack of appreciation of the necessity. In other words it is just a question of time.

There is no Lincoln Highway problem west of Lake Tahoe.

The above brief outline of the general situation merely serves to impress my point, which is that while the Lincoln Highway is by no means completed, and while there remains something like 1000 miles of it still to be improved, nevertheless, our problem of selling the Lincoln Highway, our problem of providing for its continuous permanent construction is practically solved. The promotion work may be considered as practically completed. We still have a good many irons in the fire. There are still some loose ends which must be tied up, but 1930 is going to see those things taken care of.

I need only remind you that while the primary purpose of the Lincoln Highway Association was to promote the first establishment and construction of the Lincoln Highway, that one of our great underlying principles was to stimulate the progress of highway improvement in every section of the country and gradually bring about the establishment of an adequate national system of connecting roads. As you know we have always felt that this end would be accomplished both by stimulating the establishment of other main line routes, by organizations modeled after the Lincoln Highway Association, and by the gradually increasing perception on the part of the general public that an adequate American highway system could only be the result of proper centralized administration of the whole problem by the Federal Government. These conclusions have proven to be well founded.

Emulation of the Lincoln Highway Association's tactics and principles has been undertaken by other organizations in every part of the United States. Thousands of miles of other main line interstate routes have been established and are being vigorously promoted by highway organizations modeled after the Lincoln Highway

Association. I suppose that hardly a month goes by but what I receive word of the forming of a new highway association somewhere, and am asked for copies of our Constitution and By-laws, for literature, suggestions, advice, etc., which we always provide. It is significant that our sphere of influence has not been confined to the United States, inquiries having been received from several foreign countries during the present year. From correspondence I have had with official and semi-official bodies in Canada, Australia, Cuba and Poland, I know that plans are under way in those countries to undertake ambitious promotional work along lines we initiated. For example, I have been asked by Mr. Carlisle, General Manager of the Goodyear Tire & Rubber Company of Canada who is at the head of a Canadian Committee planning highway promotion in the Dominion, to go to Toronto in February and address the Ontario Motor League making suggestions relative to plans which could be carried out in Canada, and telling them something about the growth and development of the Lincoln Highway. It is possible that a trans-Dominion highway from Halifax to Vancouver may be promoted.

During this year all of the important influential highway organizations in the United States combined with other powerful groups such as the United States Chamber of Commerce, Highway Industries Association, National Automobile Chamber of Commerce, American Society of State Highway Officials, etc., have worked together in an endeavor to produce a satisfactory piece of federal legislation universally acceptable which would aim at presenting the Nation, not in some other generation but in the immediate future with an adequate system of federally constructed and federally maintained main line routes to which the state and county systems would connect. These organizations have also worked as we have to mold public opinion behind such a measure, which as you all know has been introduced three times into Congress by Senator Townsend and which is known as the Townsend Highway Bill.

The Lincoln Highway Association has been working for years for the principles embodied in the Townsend Highway Bill now pending, and was instrumental in the forming of the measure as were highway authorities in every part of the country. It is probably unwise to speculate very definitely as to when the Townsend Bill will pass Congress, but whether or not various motives may prevent the passage of the bill in this Congress, I think I am safe in saying that there is no question but what some measure centralizing federal highway authority and embodying the primary principles of the Townsend Highway Bill, with which you are all familiar, is bound to pass Congress within the next two years. Well informed opinion is conflicting as regards the possibility of the Townsend Bill passing this Congress, but there is no diversity of opinion as to the fact that public demand will force such constructive legislation to prevent economic waste, before the end of 1921 at the outside. With the final passage by Congress of such a measure as the Townsend Bill, the whole question of adequate interstate routes of passenger and freight transportation will be lifted from the domain of private enterprise and

made at last what it properly should be, a governmental obligation.

I have touched upon the preceding matters for the purpose of giving a very brief picture of where our work stands at the present time, of the stage we have reached in connection with our various specific aims. When I view the national situation generally and the Lincoln Highway situation specifically, I cannot help but feel that it is not premature for us to conclude now that the Lincoln Highway Association has been successful.

I have pointed out the stage of the Association's work has reached and emphasized the present situation of the Association, not so much with the idea of impressing what has been accomplished and provoking mutual congratulations, but because a thorough understanding of the situation at present and the point we have reached is essential in considering plans for the future of the organization which we are gathered together to decide upon.

This meeting is of more than usual importance, for I feel that we ought to decide the future policy of the Association and determine definitely upon the advisable length of its continued operation. Very fortunately we have no financial problems to confront at this time, which is quite unusual. A year ago today we had in view only enough money to carry us on a conservative basis for about eight months, and could not even foresee where we were going to secure the funds to carry the organization thru the year. Fortunately we were able to build up our membership support very materially and gained from that source a much greater income than we had any reason to figure on at the first of the year. We were also able to secure five more Founders than we had at the first of the year and to secure the back payment of \$2,000 to the Association on an old pledge made by Mr. Houck. We came thru a year of unusually heavy expense, due to our co-operation with the War Department in connection with the transcontinental army convoy run, without having to sell any of the \$7,500 worth of bonds which we expected to have to dispose of and use for current expenses, bought \$2500 worth of additional bonds and ended up the year with a bank balance some \$1200 over and above all indebtedness.

For next year we have only fourteen Founders Pledges due, less money from this source than we have ever previously had available but as the sheets I have distributed indicate, we are nevertheless well provided with funds to carry the organization thru 1920 on a basis of the plans in view and still leave us with a balance at the end of the year of approximately \$10,000. In other words I hope to get thru 1920 without having to sell our bonds, which represent funds which have been saved from estimated operating expense during the past three years. Our excellent financial position for our 1920 work is of course due very largely to the

co-operation of the Portland Cement Association in pledging a contribution of \$10,000 towards our general expenses. This contribution was secured thru the long efforts and keen interest of Director, A. Y. Gowen and the Board owes him a vote of thanks for the way he has kept after his Cement Association until they finally gave us that measure of support to which we felt the Lincoln Highway Association was entitled, and which we have long strived to secure.

So we do not have to concern ourselves about finances for 1920. The questions to be decided are questions of policy.

At our last Directors Meeting held a year ago we considered and discussed the probable desirable length of time to continue the Lincoln Highway Association's Headquarter's activity. At that time Mr. Seiberling said, "Within two years at the outside if present progress can be continued the Lincoln Highway can be a complete connecting improved road from coast to coast. Two years more should see the practical completion of our original plan at a total cost by the Government, States, Counties, Cities, etc. of about \$20,000,000."

Accurate figures we have now compiled show a total expenditure on the part of the above sources for Lincoln Highway improvement during the past six years of \$22,862,472.00 and contracts already let for improvement work on the route next year to a total of \$2,323,112.00. Without any question from seven to ten million dollars will be spent on the Lincoln Highway in 1920. Thus we see that the estimated total cost of improving the Lincoln Highway has already been far exceeded and that the expenditures on the route by the end of next year will total above \$30,000,000. We are in a much better position now to look ahead and be able to decide definitely upon the period of the organization's continued usefulness than we were a year ago. To my mind the situation is such that we can definitely decide upon the end of 1920 as the point when we can with justification declare the work of the Association completed and the burden of financing a central promotional organization consequently no longer justified beyond that time. A year ago it was tentatively decided to work toward the end of 1920 as our period of liquidation and with this in view our various Founders were requested to pledge for only two years in advance, with a result that beyond the end of 1920 we have practically no financial support pledged. Our present pledges falling due in 1921 amount to but \$3,000.

Your Executive Committee has given considerable thought to this question of the approaching liquidation of the central organization and is prepared with a plan for a proper winding up of our affairs and for adequately passing the work of perpetuating the ideals inaugurated by the central organization, and the unending task of evolution along the lines of broadening, straightening, beautifying and maintaining the route, to state organizations headed by the public-spirited men who have in the past been in charge of the various state divisions.

I will not take the time now to go into this plan thoroughly. It is sufficient to say here that in order to wind up affairs properly and in a creditable manner, the exact date of the termination of our organization should be decided upon at least a year in advance in order that adequate publicity may be prepared and released, arrangements made along the line, state organizations brought into unified separate working form, our various state memberships transferred to the state organizations for their maintenance and our central organization efficiently operated with a definite date of termination in view.

The plans we have tentatively considered include Mr. Ostermann and myself keeping in continuous touch with the various state organizations and the men who have formed the Executive Committee of the Association even after our separation from the Headquarter's Organization. We are both of us more than willing to co-operate fully in the future and as long as it may be desirable, to the end that the ideals and principles which we have worked hard to inculcate during the past seven years may be perpetuated and not lost. Our interest in this work will not cease with the severance of our official connections with the organization. Our tentative plans even contemplate the employment of the interest of whatever central fund remains when the organization is liquidated, in meeting such small items of expense as postage and printed matter as may seem desirable during future years to put in the right touch here and there.

At this point it is opportune for me to read a resolution I have prepared. I am not introducing this resolution for passage now, but merely for your consideration as indicating the manner in which, as an underlying basis for all of our publicity, following a definite decision as to the time of our liquidation, we would present the reasons for our retirement from active operation to the general public, our Consuls and to the American press.

RESOLUTION

Whereas, The Lincoln Highway Association was incorporated in 1913 for the avowed purpose, "to immediately promote and secure the establishment of a continuous improved highway from the Atlantic to the Pacific, open to lawful traffic of all descriptions without-toll charges, to be of concrete wherever practicable; this highway to be known in memory of Abraham Lincoln as "The Lincoln Highway," and

Whereas, As a result of seven years of effort on the part of the organization then incorporated and the expenditure of over \$350,000 on the part of that organization, and as a result of the wide-spread support of the American press and the voluntary co-operation of innumerable other organizations - civic, commercial and patriotic and the efforts of thousands of individuals along the route of the announced highway and elsewhere, the route has progressed from a mere designated possibility to an actual highway, improved for over eighty percent of its total mileage and marked for every mile between the two coasts, and

Whereas, The last remaining toll charges on the Lincoln Highway have been eliminated and the route has become for its entire distance open to lawful traffic without toll charges, and

Whereas, As a further result of the effort and expenditures noted and the support of the American press, the route has become indeed a true memorial to Abraham Lincoln and the best known highway in the world, recognized in every state and county thru which it passes by the name "Lincoln Highway" - a designation which will forever remain upon that thoro fare, a perpetual memorial to the great martyred patriot, and

Whereas, As was contemplated in the original proclamation of the route of the Lincoln Highway, the patriotic burden of establishing, broadening, straightening, beautifying and maintaining the highway can safely be left to all the people in view of the establishment of the route for all time, and

Whereas, The secondary aim of the Lincoln Highway Association, that of bringing about thru the example of the Lincoln Highway, a nationwide appreciation of the importance and necessity of inter-state, through, connecting highways for the uninterrupted transportation of passengers and freight, has been realized, as is evidenced by the growing number of other through connecting highways and branch roads being advocated and promoted by other organizations modeled after the Lincoln Highway Association, and

Whereas, The results of the educational propaganda of the Lincoln Highway Association are being manifested in the national appreciation on the part of the people of the United States of the necessity and wisdom of expending funds for the permanent and proper construction of through highways regardless of state and county lines, and

Whereas, National sentiment is being crystalized into a demand upon Congress for proper legislation to provide for a business-like administration of federal highways and the laying out and taking over by the Federal Government of the National System to be constructed and maintained thru an appropriation from the Federal Treasury, and

Whereas, Because of the policy followed by the Lincoln Highway Association and the long and careful effort resulting in the selection of the route and the position of importance it consequently occupies in bisecting the heart of the Union, serving over sixty percent of the population of the United States and carrying as it does over eighty percent of local traffic in addition to its importance as an inter-state thoro fare, it would seem certain of attention and consideration by any Federal highway authority established, and would, consequently, as a result of the wisdom of its careful selection, probably be one of the first roads to receive the benefit of federal supervision, construction and maintenance, and

Whereas, The realization of such federal legislation would finally and for all time establish the Lincoln Highway as the backbone of an American transportation system, as it has already been established thru action of the War Department as the First Trans-continental Military Highway of the United States, and thus remove the necessity for the activities of the Lincoln Highway Association in providing the final accomplishment of those things which the Lincoln Highway Association started in 1913.

Therefore Be It Resolved, That the American public, the American press, the Consular Organization of the Lincoln Highway Association and all those interested supporters of the work, who have made possible in seven years the achievement of a measure of progress which brings already into view the successful termination of the organization's efforts, be specially appealed to for a last period of redoubled endeavor and financial support for the Association's final program, in order that the period of essential work can be carried on properly and adequately and the organization enabled to achieve a successful fulfillment of its original aims; the establishment forever of the greatest and most wonderful memorial the world has ever seen and the inauguration of a national program which will thru all the centuries to come bear fruit in the prosperity, happiness and unity of America.

And Be It Further Resolved, That the Lincoln Highway Association in planning the final termination of the expense and activity of a central organization, by reason of the successful accomplishment of its purposes, urge upon all of the state and county organizations forming a part of the Lincoln Highway Association's working force, to take up in every state and county thru well developed local organizations, the important and never-ending work of perpetuating the ideals and policies which the national organization has worked so hard to successfully establish.

Before closing and taking up in discussion new business and the consideration of our plans for the future, I will touch briefly upon our 1919 activities.

The details of our work during the past year have been continuously communicated to all of our officers and directors, both thru our printed publications and weekly bulletins. I am only going to mention and not describe the various phases of the Association's 1919 work.

In accordance with the decision reached at our last Directors Meeting, our house organ or Consular magazine known as the Lincoln Highway Forum was consolidated with our weekly press sheet and one publication has been issued every two weeks during the past year at a considerable saving in expense and with apparently no loss in resulting publicity or general interest. We have also centered our attention very largely in efforts toward popularizing and bringing about a more accurate general understanding of the Townsend Highway Bill, and to this end have gotten out several publications and secured a very considerable amount of co-operation

from the periodical and daily press in the publication of articles relative to this measure.

The past year contains two outstanding features; one the contribution of \$100,000 fund for Nevada Improvement from the General Motors Company, which enabled us to enter into the contracts providing for the improvement of the last remaining serious gaps on the Lincoln Highway in Nevada, and the other the co-operation between the Lincoln Highway Association and the War Department which resulted in the Transcontinental Army Convoy Run, the most effective publicity undertaking the Association has ever been instrumental in promoting.

This run was planned in the offices of the Association; was as you know piloted by Mr. Ostermann in the Association's official Packard; the publicity was handled by the Association with the co-operation of the United States Government and the success of the convoy can be largely laid to the wonderful spirit of co-operation which resulted from the active efforts of our local organization all along the line between Washington and San Francisco.

The demand for publicity material both on the part of periodical publications and the daily press in every part of the country continues to exceed production.

Our Touring Bureau has been unusually active during the past year, traffic on the Lincoln Highway having practically doubled. Owing to the uncertainty as to the length of the remaining period of the Association's work no new road guide was published during this year, and we have been supplying tourists with the one published in 1918, which while containing many inaccuracies now, is still of great value, the inaccuracies largely being a result of certain sections of the road being better than they are described in the book. We ceased publication of our strip maps during 1919 for the same reason and supplied tourists with those already completed at a considerable expense. Over 150,000 pieces of mail matter were sent out from the Association's Headquarter's during the year.

The increasing interest in our work is well attested by the fact that more than 2500 Sustaining Members of the Association were secured in 1919 and an amount over \$12,500 secured from this source in individual \$5.00 payments. This as compared with 1800 members during 1918.

Our force of consular representatives has been largely increased during the past year and materially bettered by the weeding out of those Consuls whom we did not consider to be up to par in advancing local activities and the securing of new representatives with a live and aggressive interest in the Association's work. This was particularly true in California where a strong organization is being built up to combat the activities of a certain influential clique in that state, who have seen fit to under take work at cross purposes with ours and throw the situation west of Salt Lake into confusion by endeavoring to belittle the

Association's accomplishments and by rejecting its conclusions as to the correct routing of the western section.

We now have a bunch of live wires representing the Association along the route, and it is to these men, incorporated into series of state organizations, that we feel we can safely leave the progress of the organization's work following the liquidation of the Headquarters.

During 1919 one of the final Seedling Miles to be built thru cement contributed to the Association was completed in eastern Ohio and arrangements made for another to be built in connection with seven miles resulting from the contribution in Dodge County, Nebraska. A total of 22,500 barrels of cement have been received during the past six years from the various cement companies and have been used in the construction of seven Seedling Miles, all of which have well served their purpose. The Portland Cement Association now feels that the idea of cement construction has been sold and that the necessity for further contributions of this character is unnecessary in view of the large funds available for highway construction in every state, and the almost unanimous acceptance of the Association's original plan for permanency of construction and the economy of concrete permanency. It is probable that no additional Seedling Miles will be built.

One thing we wished to accomplish in 1919 and which we were unable to do was the completion of the permanent marking of the Lincoln Highway. This is something I think we should discuss later and which should be undertaken and completed if possible before we close our central organization. As I reported last year the permanent marking of the route has been completed from San Francisco to Omaha, but from Omaha to New York the old and makeshift method of painting the markers on the poles is still employed. We should if possible undertake the permanent marking of the route from Omaha to New York during 1920, a job which would require a great deal of attention and probably cost between fifteen and twenty thousand dollars.

Due to a lack of sufficient funds we published no annual report at the end of 1918. Being in a position to adequately handle this work at the end of this year I have prepared quite an elaborate report covering the work of the Association and it is now on the press. In planning it I have assumed that it will be the last pretentious publication put out by the organization and have in a measure designed it to be available for some years to put in the hands of anybody who wishes the story of the Lincoln Highway Association, the evolution of its work, its method of procedure and the policies it has advocated. This volume will be printed in a quantity of about 6000 to be placed in the libraries of the United States, sent to the American press and to all interested quarters. It will cost about \$2500.00 exclusive of postage and will, I think, prove to be an interesting and appropriate final piece of literature. It is fully illustrated and will be a brochure which every director will be pleased to send to his interested friends.

In closing I wish to present for the consideration of the Board the complete audit of the Association's books authorized by our By-laws which has just been completed by our auditors, Marwick, Mitchell Peat & Company. This audit covers the period between the previous audit October 31, 1918 and November 30, 1919. Supplementary reports which I will hand to each director cover the past calendar year and are brought up to date and I believe present a clear and concise picture of our situation which requires no further comment.

Detailed plans for 1920 I would like with the permission of the President to take up for discussion and consideration under the heads indicated on the calendar under new business.

8. Following his report the Vice President and Secretary placed in the hands of each of the Directors the following condensed statement of income and expenditures for the year ending December 31st, 1919 and stated that while the figures had been brought up to date for the purpose of consideration by the Board, that the audit provided for by the By-laws had been prepared by Marwick, Mitchell Peat & Company as of November 30th, 1919 and that copies of the audit were on hand. The Secretary was instructed to mail the copies of the audit to the Executive Committee.

Condensed Statement
of
Income and Expenditures
of
The Lincoln Highway Association
For the fiscal year ending
December 31st, 1919.

| | |
|--|-------------|
| Cash at Bank (regular acct.) and on hand Jan.1, 1919 | \$ 2,338.02 |
| Liberty Bonds..... | 7,500.00 |
| Paid on Bonds..... | 1,300.00 |

INCOME

| | |
|---------------------------------|---------------------|
| Founder pledges paid..... | \$ 24,500.00 |
| Sustaining Membership dues..... | 12,260.00 |
| Guide Book Sales..... | 750.40 |
| Guide Book Advertising..... | 335.10 |
| Funds on deposit sent in..... | 1,805.96 |
| Lincoln Highway marking..... | 200.00 |
| Interest..... | 485.81 |
| Miscellaneous..... | <u>904.26</u> |
| Total Receipts..... | \$ <u>41,241.53</u> |
| Total funds available..... | \$ <u>52,379.55</u> |

DISBURSEMENTS

| | | | |
|--|----|-----------------|------------------|
| Postage..... | \$ | 1,713.69 | |
| Printing..... | | 819.00 | |
| Stationery..... | | 348.19 | |
| Publicity..... | | 4,710.27 | |
| Salaries..... | | | |
| Executive | | 13,000.00 | |
| Publicity | | 418.84 | |
| Office | | <u>4,554.81</u> | |
| | .. | 17,971.45 | |
| Tel-Tel-Mess..... | | 501.31 | |
| Express..... | | 69.31 | |
| Rent-Light..... | | 762.90 | |
| Office Supplies & Equipment. | | 507.37 | |
| Film..... | | 1,026.89 | |
| Strip Maps..... | | 2,882.81 | |
| Insurance on car..... | | 259.50 | |
| Binding guide books..... | | 413.78 | |
| Traveling..... | | 4,759.47 | |
| Advanced on traveling..... | | 294.74 | |
| S. M. expense & emblems..... | | 1,913.94 | |
| Lincoln Highway marking..... | | 400.00 | |
| Auditing books..... | | 125.00 | |
| Advanced General Motors | | | |
| Trust Fund.. | | 278.58 | |
| General..... | | <u>736.97</u> | |
| Total Disbursements..... | | \$ | 40,495.17 |
| Cash at Bank(regular acct) and on hand Dec.31,1919 | | | 1,784.38 |
| Liberty Bonds..... | | | <u>10,100.00</u> |
| | | \$ | <u>52,379.53</u> |

Memorandum in connection with disbursement account:

The average monthly expenditures for all purposes January 1st, 1919 to December 31st, 1919 was \$ 3,374.58

9. The Vice President and Secretary also distributed to Members of the Board copies of the following financial budget being an estimate of the income and expenditures for the year 1920.

Financial Situation for 1920.
Estimate of Income and Expenditures for the Year
January 1st to December 31st, 1920.

INCOME

Known Income

| | |
|-------------------------------------|------------------|
| 1920 Founders Pledges due..... | \$ 14,000.00 |
| Pledge - Portland Cement Ass'n..... | 10,000.00 |
| Proceeds of Liberty Bonds..... | <u>10,000.00</u> |
| Total assured funds available | \$ 34,000.00 |

Estimated Income

| | |
|---|-----------------|
| New Founders..... | \$ 2,000.00 |
| "Net" from Sustaining Memberships.. | 8,500.00 |
| All other sources, including sales of materials, etc. and funds on deposit sent in..... | <u>2,500.00</u> |
| Total (conservatively) estimated income | \$ 13,000.00 |
| Cash in Bank January 1st, 1920 | <u>1,200.00</u> |
| Grand total funds available 1920 | \$ 48,200.00 |

DISBURSEMENTS (Estimated)

Salaries

| | |
|---------------------------------|---------------|
| Executive..... | \$ 15,000.00 |
| Two Stenographers..... | 2,400.00 |
| Cashier..... | 1,650.00 |
| Addressing & Mailing Clerk..... | <u>250.00</u> |
| Total | \$ 19,300.00 |

OPERATING EXPENSES (Estimated)

| | |
|----------------------------------|-----------------|
| Postage..... | \$ 2,100.00 |
| Stationery & printing..... | 1,500.00 |
| Annual Report...(1919)..... | 2,000.00 |
| Publicity..... | 4,400.00 |
| Tel., Tel. & Messenger..... | 300.00 |
| Freight, Express & Cartage..... | 150.00 |
| Rent & Light..... | 750.00 |
| Office supplies & Equipment..... | 450.00 |
| Traveling Expense..... | 5,000.00 |
| All other expense..... | <u>2,500.00</u> |
| Total | \$ 19,150.00 |
| Total Funds required..... | \$ 38,450.00 |

SUMMARY

Total funds available.....\$ 48,200.00
Total funds required..... 38,450.00
Margin of safety or possible
surplus December 31st, 1920.....\$ 9,750.00

10. The Secretary's report was approved and it was suggested that copies of it be sent together with the minutes to those Directors not present.
11. The following calendar of new business to be considered by the Board was distributed by the President.

CALENDAR

New Business

1. Future of the Association
 - (a) When terminate
 - (b) How terminate

Plans for 1920 Activities

1. Consul Tour
 - (a) Separate state organizations
 - (b) Cars, etc.
2. Marking Omaha to New York
 - (a) Plan for financing
 - (b) Plan for accomplishing
3. Ideal Mile Plan
 - (a) Negotiations with United States Rubber Co.
 - (b) Requirements
4. The Glidden Tour
 - (a) Status of plans
 - (b) Suggestions made to A. A. A. Board
 - (c) Extent of the Association's cooperation
 - (d) Pneumatic Tired Truck Run
5. Completion of western memorial section
 - (a) Goodyear Cut-off
 - (b) Fisher Pass
 - (c) General Motors Sections
 - (d) Willys Overland Sections
 - (e) Use for balance of funds
6. Los Angeles Branch
 - (a) Correspondence
 - (b) Association's requirements
 - (c) Attitude of Automobile Club of Southern California
 - (d) Attitude of Northern California
 - (e) Policy

7. Election of officers
8. Election of Executive Committee
9. Motion Pictures

12. The President stated that the question of liquidating the Headquarter's Organization and ceasing the main promotional efforts of the Association was open for discussion. He stated that in preliminary consideration of the question by the Executive Committee, it had seemed wise to decide upon the end of 1920 as the definite point for the termination of the active efforts of the central organization, as distinguished from the organization along the route of the highway. He brought out that at the previous meeting, held at the end of 1918, the question had been considered and that it had been unanimously decided that about two years more would see the completion of the work of the organization thru the successful accomplishment of its primary aims, and that as a result financial support had only been asked for two years in advance, and that no support was available to any adequate degree beyond the end of 1920.

He further stated that tentative plans had been discussed looking toward the possibility of organizing strong State Lincoln Highway Associations under the men who had been acting as State Consuls and at the end of 1920 passing the work of continuing the promotion of broadening, straightening, maintaining and beautifying the highway to these state organizations.

It was explained that the suggestion of liquidating the Headquarters of the organization at the end of 1920 was predicated upon the passage during the year of the Townsend Highway Bill which would seemingly eliminate the necessity for the primary promotional work of the organization, by achieving the last step toward making the Lincoln Way and all other main line highways of the continent Federal Highways, and putting upon the Federal Government the burden of the work which had in the past been undertaken by so many private organizations.

Considerable difference of opinion developed among the Directors regarding the advisability of determining upon a definite date for the cessation of the Headquarter's Organization's efforts.

Director A. Y. Gowen stated that he thought it was premature to decide upon the cessation of the Association's activities, that he did not feel the work to be completed and did not think that it would be finished by the end of 1920. He further stated that in his opinion much of the benefit of the work of the organization since 1913 would be lost if the Headquarter's Organization was liquidated. He objected to the use of the word liquidated in connection with the cessation of the many endeavors of the Association and urged that the question be left open for consideration a year later. President Seiberling

stated that he was inclined to agree with Director Gowen that additional work on the part of the organization would be necessary beyond the end of 1920.

Vice President Henry B. Joy pointed out that it was useless to debate as to the advisable length of time for continuing the Association's activities in view of the fact that Vice President and Secretary, A. F. Bement and Vice President and Field Secretary, H. C. Ostermann were planning on leaving the Association at the end of 1920 and that the work could not be carried on without them. He stated it was therefore incumbent upon the Board to definitely decide upon the end of 1920 for the ending of the main work of the Headquarter's Organization. He advised that he was in favor of not losing touch with the state organizations or control over their activities, but that this could be carried on in connection with the plans discussed by the Executive Committee, thru contact between Mr. Bement and Mr. Ostermann and the organizations along the line, even after they had left the Association.

Director Gowen asked if it would not be possible for Mr. Bement and Mr. Ostermann to train others to undertake their work so that it might be continued following their leaving the organization.

Vice President Joy pointed out the peculiar nature of the work of the national officials and stated that he felt that it would be impossible for anyone to be secured who could in one year be made competent to handle the work being taken care of by Mr. Bement and Mr. Ostermann. He stated he was so sure of this that personally he would not wish to endeavor to operate the Headquarters Organization with a changed personnel.

The question of finances being considered, Mr. Gowen asked if it would not be possible in view of the reduction of income to the Association beyond 1920 to cut down its activities and operate the organization on about half of what is being now expended.

Vice President and Secretary Bement pointed out that this would be impractical in view of the fact that \$25,000 a year, one half of what the work of the Association was costing at present, would merely enable the retention of the personnel and the payment of fixed charges without permitting the organization thus assured to accomplish anything.

Such a difference of opinion having arisen as to the advisability of deciding definitely upon the ending of the Headquarter's Organization's work, President Seiberling stated that it would be best to allow this question to rest and undertake its discussion more thoroughly at a meeting to be held in the spring. He pointed out that in the interim the Townsend Bill might be passed and that a much more accurate view of the situation could be secured.

13. The President stated that he was forced to leave the meeting early in order to catch his train and therefore he would like to advance the calendar of new business and undertake the election of officers before he left. He stated that he had accepted the Presidency of the Association at the beginning of 1918, due to the fact that former President Henry B. Joy had entered the service and had accepted it again at a meeting held December 30th, 1918 but that his time did not allow of his continuing the office longer.
14. After the discussion of the situation the following resolution was presented by President Seiberling, supported by Henry F. Campbell and unanimously carried:

RESOLVED, that it is the sense of the Members present and voting in person and the sense of those Members not present and voting in proxies, that the following Officers be elected to act for one year, or until their successors are chosen:

| | |
|------------------|---------------------------|
| Henry B. Joy | President |
| F. A. Seiberling | Vice President |
| R. D. Chapin | Vice President |
| Carl G. Fisher | Vice President |
| Emory W. Clark | Treasurer |
| A. F. Bement | Vice-Pres. & Secretary |
| H. C. Ostermann | Vice-Pres. & Field Sec'y. |

15. After consideration of those Directors whom it was felt easily possible to get together for consideration of the Association's affairs upon short notice and who could consequently act on the Executive Committee, the following resolution was presented and unanimously adopted:

RESOLVED, that it is the sense of the Members present and voting in person and the sense of those Members not present and voting in proxies, that the following Directors be elected to serve on the Executive Committee for one year, or until their successors are chosen:

F. A. Seiberling
R. D. Chapin
Sidney D. Waldon
Carl G. Fisher
A. Y. Gowen

At this point President Seiberling relinquished the chair to Vice President Joy and left the meeting.

16. President Joy took the chair and called upon Mr. Bement and Mr. Ostermann to give the Board an outline of the plans for the Consul Tour being considered for 1920.
17. The plan of arranging, if possible, to conduct a tour of Lincoln Highway Consuls across the continent from New York to San Francisco in 1920 was discussed and approved by the Board, if it was found to be possible to gain the co- operation of

passenger car manufacturers in providing the cars to carry the organization. It was pointed out by Mr. Bement that this Consul Tour was part of the plan for arranging for the termination of the organization's work at the end of 1920 and passing the work of the Headquarter's Organization to the various state organizations. It was decided, however, that even if it was not found advisable to terminate the Association's work at the end of 1920 the tour would be a good plan.

18. It was brought out by President Joy that the Lincoln Highway was marked permanently with enamel steel signs on iron posts from San Francisco to Omaha, but that the old method of painting the markers on the poles was still employed between Omaha and New York City, and that during 1920 the organization should endeavor to complete the permanent marking of the route.

It was pointed out that this work would cost between fifteen and twenty thousand dollars and that the Association had no available funds for this purpose. However, it was brought out that \$15,000 of the Willys Overland fund which had been offered to two counties in the State of Wyoming for improvement work was no longer necessary for its original purpose as brought out in the Secretary's report, and the President was authorized by the Board to take up with Mr. John N. Willys the possibility of using this fund for the permanent marking work.

19. The President outlined to the Board the keen interest expressed in the Association's work by the United States Rubber Company and that organization's offer of undertaking some substantial contribution towards the advancement of the Association's purposes. Vice President Bement outlined his negotiations with Mr. J. N. Gunn, President of the United States Tire Company and Mr. C. B. Seger, President of the United States Rubber Company, relative to the possible construction of an Ideal stretch of Lincoln Highway at some central point thru a contribution on the part of the United States Tire Company.

The Board expressed unanimous approval of the plan and great appreciation of the interest of the United States Tire Company. Hope was expressed that arrangements could be completed and the Ideal Section constructed as a standard toward which the various states and counties of the Union, building for the future, might strive. It was particularly felt, in view of the possibility of the early cessation of the organization's activity, that such an Ideal Section should be left as a concrete picture of the Ideal toward which the Association had striven and which it was hoped could be realized all along the route at some future time.

20. The Vice President and Secretary outlined the tentative plans for the Glidden Tour which had been made by the American Automobile Association's Contest Board and the Glidden Tour Committee and stated that he was going to New York January 6th to take up this matter with the Contest Board. He stated that it appear-

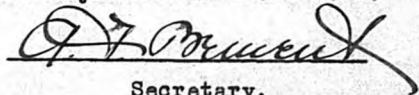
ed certain that the route of the Lincoln Highway would be decided upon as the route for the Glidden Tour and that the Association's suggestion for a Pneumatic Tire Truck Run would be adopted. The Board approved of this activity.

21. A consideration of the various Trust Funds in the hands of the Association for construction of western memorial sections followed. The Vice President and Secretary was instructed to withdraw from the State of Wyoming the \$25,000 now on deposit in the Rock Springs National Bank, \$10,000 of this fund being retained for possible use in the construction of the Overland Canyon section of the Lincoln Highway in western Utah, and \$15,000 being held for possible use in the marking of the eastern section of the route with the approval of Mr. Willys.

The contracts entered into between the Association and the State of Nevada in connection with the Willys Overland Fund and the General Motors Fund were approved and the Officers of the Association were instructed to negotiate further the possibility of providing additional funds for further construction required in Nevada. Vice President and Field Secretary Ostermann reported Fisher Pass completed in a satisfactory manner and stated that the Goodyear Section while uncompleted at the present time, would be completed early in the spring according to Governor Bamberger of Utah, Chairman of the State Highway Commission.

22. A discussion of the advisability of designating the Midland Trail from Ely, Nevada to Los Angeles as Lincoln Highway followed. Vice President Joy outlined the entire situation of the negotiations between the Lincoln Highway Association and the Automobile Club of Southern California in regard to this designation and pointed out the policy of the Association in the past in this connection. It was shown that Southern California while desiring the Midland Trail as a branch of the Lincoln Highway was unwilling to raise and expend funds in the State of Nevada for the improvement of the route. In view of the attitude taken by the Automobile Club of Southern California and the entire lack of willingness on the part of that organization to co-operate in bettering the highway conditions between the California line and Tonopah, Nevada, it was decided to be inadvisable to take any official action toward the designation of the Midland Trail as the Lincoln Highway, and the Secretary was instructed by the Board to allow the matter to drop.

Following the projection of 3000 feet of motion pictures showing the transcontinental army convoy, the construction of the Goodyear Section in western Utah and the film used by the Association to promote the passage of bond issues and for public education, the meeting was adjourned at 12:10 a. m.



Secretary.

FINANCIAL BUDGET
 Estimate of Income and Expenditures
 for the year
 January 1st to December 31st, 1919.

DISBURSEMENTS (Estimated)

| | | |
|----------------------------|---------------|-----------|
| Salaries: | | |
| Executive | \$ 13,000.00 | |
| Two Stenographers | 2,400.00 | |
| Cashier | 1,500.00 | |
| Addressing & Mailing Clerk | <u>600.00</u> | 17,500.00 |

OPERATING EXPENSES (Estimated)

| | | |
|-----------------------------|-----------------|------------------|
| Postage | 2,100.00 | |
| Stationary & Printing | 1,500.00 | |
| Publicity | 4,000.00 | |
| Tel., Tel. & Messenger | 375.00 | |
| Freight, Express & Cartage | 150.00 | |
| Rent & Light | 750.00 | |
| Office Supplies & Equipment | 400.00 | |
| Traveling Expenses | 5,000.00 | |
| All Other Expense | <u>2,500.00</u> | <u>16,775.00</u> |

Funds Needed 34,275.00

INCOME**Known Income:**

| | |
|--------------------------|-----------|
| 1918 Founder Pledges due | 1,500.00 |
| 1919 " " " | 11,000.00 |

Estimated Income:

| | |
|---|-----------------|
| Sustaining Memberships | 5,000.00 |
| All other sources (Sale of material, etc., including F. O. D.) | <u>3,500.00</u> |
| | 21,000.00 |

Other Assets:

| | |
|---|-----------------|
| Liberty Bonds available for 1919 expense from \$10,000 total | 7,000.00 |
| Cash in bank above current liabilities payable January 1st | <u>1,250.00</u> |

Funds Available 29,250.00

| | |
|--------------|------------------|
| Funds Needed | \$ 34,275.00 |
| " Available | <u>29,250.00</u> |

Present Deficit for 1919 5,025.00 or 5 Founders



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH. January 2nd, 1920.

OFFICERS AND DIRECTORS

HENRY B. JOY, ~~President~~ VICE-PRESIDENT
CARL G. FISHER, VICE-PRESIDENT
ROY D. CHAPIN, VICE-PRESIDENT
F. A. SEIBERLING, PRESIDENT
RUSSELL A. ALGER
JOHN N. WILLYS
ALBERT J. BEVERIDGE
A. Y. GOWEN
PAUL H. DEMING
EMORY W. CLARK, TREASURER
AUSTIN F. BEMENT, SECRETARY
H. C. OSTERMANN, FIELD SECRETARY
W. F. COAN, CLINTON, IOWA
HONORARY VICE-PRESIDENT

SOME CONTRIBUTORS

WOODROW WILSON
JAMES A. ALLISON
W. W. ATTERBURY
VINCENT ASTOR
GEORGE ADE
JOHN D. ARCHBOLD
JOSEPH BLUHR
JOSEPH BOYER
W. C. BROWN
HENRY F. CAMPBELL
EMORY W. CLARK
SAMUEL P. COLT
ROBERT COLLIER
ROY D. CHAPIN
HUGH CHALMERS
E. A. DEEDS
HON. FRANK E. DOREMUS
COLEMAN DUPONT
H. S. FIRESTONE
J. B. FORGAN
CARL G. FISHER
EDWARD FORD
HENRY FORD
CHRISTIAN GIRL
MURRY GUGGENHEIM
A. Y. GOWEN
MRS. PHOEBE A. HEARST
WM. RANDOLPH HEARST
MARVIN HIGHTTT
EDWARD HINES
GEORGE W. HOUK
C. OLIVER ISBLIN
H. M. JEWETT
HENRY B. JOY
S. B. KREBGE
GEORGE HORACE LORIMER
HON. LUKE LEA
JOHN B. LOBER
HENRY M. LELAND
J. D. LARKIN
HON. FRANKLIN MURPHY
A. L. MOHLER
C. W. NASH
A. C. NEWBY
E. E. PLACEK
POTTER PALMER
JOHN H. PATTERSON
GEO. W. PERKINS
HON. SAMUEL M. RALSTON
EX-GOV. OF INDIANA
GEO. M. REYNOLDS
F. A. SEIBERLING
WILLIAM SPARKS
FREDRICK STRAWBRIDGE
RT. REV. J. B. SCHREMS, TOLEDO
CHARLES M. SCHWAB
JOHN M. STUDEBAKER
LOUIS F. SWIFT
MARY CLARK THOMPSON
LOUIS C. TIFFANY
SIDNEY D. WALDON
GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher, Vice-President,
Lincoln Highway Association,
The Alton Beach Realty Company,
Miami Beach, Fla.

Dear Mr. Fisher:

We had a very successful Board meeting Tuesday night, only four members of the Board being absent, these including yourself, Mr. Allison, Senator Beveridge and Mr. Willys.

Keen regret was felt by the Board ~~at~~ your inability to come North to attend the meeting which was one of the most important we have ever held, in view of the necessity of discussing definite plans for the termination of the organization's activities in view of the successful accomplishment of our aims which seems within view.

Considerable differences of opinion developed at the meeting in regard to the period of continued activity desirable, and particularly in view of your not being present the matter was allowed to rest temporarily, to be decided by another meeting in the Spring at which it is hoped that you can be present.

The same Board and Officers were elected with the exception that, Mr. Seiberling feeling that he did not have the time to give to the work in the future would not accept the Presidency, Mr. Joy being elected as President and Mr. Seiberling Vice-President. Mr. J. N. Gunn, President of the United States Tire Company and Mr. W. C. Durant were elected to the Board.

I know you will be keenly interested in the matters discussed at the meeting and will send you as soon as they can be prepared complete minutes and copies of reports read.

Very truly yours,

F. A. Seiberling
Secretary

January 7th, 1920.

Mr. A. F. Bement, Secretary,
Lincoln Highway Association,
Detroit, Michigan.

Dear Mr. Bement :

Mr. Seiberling has been with me for several days and he told me about Mr. Joy being handed the second-handed piece of cold liver. I want to congratulate Mr. Joy on his game and sporting nature. He's a bear - and now that he is back in the harness, he will probably be hopping over the road again and in the thick of it.

I will attend meetings in the Spring or Summer, but I can't come North in the Winter time.

Yours very truly,

CGF:R

January 7th, 1920.

Mr. A. F. Bement, Secretary,
Lincoln Highway Association,
Detroit, Michigan.

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Mr. Seiberling has been with me for several days and he told me about Mr. Joy being handed the second-handed piece of cold liver. I want to congratulate Mr. Joy on his game and sporting nature. He's a bear - and now that he is back in the harness, he will probably be hopping over the road again and in the thick of it.

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Yours very truly,

CGF:R



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH.

January 14, 1920
Dict. Jan. 13

OFFICERS AND DIRECTORS

HENRY B. JOY, ~~PROHIBIT~~ VICE-PRESIDENT
CARL G. FISHER, VICE-PRESIDENT
ROY D. CHAPIN, VICE-PRESIDENT
F. A. SEIBERLING, PRESIDENT
RUSSELL A. ALGER
JOHN N. WILLYS
ALBERT J. BEVERIDGE
A. V. GOWEN
PAUL H. DEMING
EMORY W. CLARK, TREASURER
AUSTIN F. BEMENT, SECRETARY
H. C. OSTERMANN, FIELD SECRETARY
W. F. COAN, CLINTON, IOWA
HONORARY VICE-PRESIDENT

SOME CONTRIBUTORS

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MARVIN HUGHITT
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MARY CLARK THOMPSON
LOUIS C. TIFFANY
SIDNEY D. WALDON
GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher, Vice-Pres.,
Lincoln Highway Association,
c.o Alton Beach Realty Company,
Miami, Florida

Dear Mr. Fisher:

I have yours of the 7th and am sending a copy of it to Mr. Joy.

We have a lot of plans in view for this year and will have our hands full. As Mr. Seiberling has probably told you and as the enclosed Minutes indicate, another meeting at which we certainly want you will be held in the spring to discuss the important question of the continued period of our central organization's existence.

I think the enclosed Minutes will interest you and I wish you would read them and let me have your remarks. This stuff looks pretty voluminous but you can skip Ostermann's and my report which are on the pages noted on the cover, and just read the Minutes if you wish. I would like to have you read my outline of the present situation as I see it and my suggestions, however, and get your ideas on this subject, for of course both Ostermann and I are very much interested right now in what date of termination will be determined upon.

I assume you could attend a meeting here in April.

Very truly yours,

F. A. Seiberling
Secretary

AFB.W

Enc:



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH.

April 10, 1920
Dict. April 9

OFFICERS AND DIRECTORS

HENRY B. JOY, PROHIBENT VICE-PRESIDENT
CARL G. FISHER, VICE-PRESIDENT
ROY D. CHAPIN, VICE-PRESIDENT
F. A. SEIBERLING, VICE-PRESIDENT
RUSSELL A. ALGER
JOHN H. WILLYS
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A. Y. GOWEN
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HONORARY VICE-PRESIDENT

Mr. Carl G. Fisher, Vice-Pres.
Lincoln Highway Association,
c.o Alton Beach Realty Co.,
Miami Beach, Fla.

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MURRY GUGGENHEIM
A. Y. GOWEN
MRS. PHOEBE A. HEARST
WIM. RANDOLPH HEARST
MARVIN HUGHITT
EDWARD HINES
GEORGE W. HOUK
C. OLIVER ISELIN
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LOUIS C. TIFFANY
SIDNEY D. WALDON
GEO. W. WILDER
JOHN WANAMAKER
JOHN H. WILLYS

Dear Mr. Fisher:

Largely as the result of your timely letter to Mr. Batchelder and also as the result of the constant other string pulling we have done in general sales work on the Contest Board of the A. A. A., that tour has been finally nailed down on the Lincoln Highway for sure. I am enclosing a set of the rules for the Glidden Tour Reliability Contest for this year and you will note on page five, rule 20. that the Lincoln Highway without deviation will be followed from New York to San Francisco, a publicity stunt for us which will equal if not surpass the transcontinental army convoy of last year. I know you will be delighted at this result.

As yet we have received no response from you concerning the meeting to be held here Saturday evening, April 17th. This meeting is really important and all of the Directors particularly desire that you be present. We felt in placing it on this date that you would at that time be back in Indianapolis and could run up here easily at the end of the week. We have a lot of things to decide that are very important and affect the entire future of the Lincoln Highway Association. Whether or not we will continue the organization beyond the end of this year will be positively decided at this meeting and I know you may have some decided ideas on this subject. Will you not wire whether or not you will be there.

Very truly yours,

Carl G. Fisher
Vice President

AFB.W



READ ABOUT
The Ideal Section
of
The Lincoln Way
in
MOTOR LIFE
APRIL ISSUE

*Have
made
Have
made
7/17/19
Lincoln Highway
Association
Detroit
Michigan*

DESIRED

WESTERN UNION TELEGRAM



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NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Send the following message, subject to the terms on back hereof, which are hereby agreed to

April 13th, 1920.

A. F. Bement,
Lincoln Highway Association,
Garfield Building,
Detroit, Michigan.

Cannot possibly be there the seventeenth of April. Have made arrangements two months ago for a big hunt for Flamingos in the Bahamas Islands. Impossible to change this date as Flamingos can only be found nesting at this time of year. ~~WRITING~~ Writing.

Carl G. Fisher.

Prepaid.



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

OFFICERS AND DIRECTORS

HENRY B. JOY, ~~President~~ VICE-PRESIDENT
CARL G. FISHER, VICE-PRESIDENT
ROY D. CHAPIN, VICE-PRESIDENT
F. A. SEIBERLING, PRESIDENT
RUSSELL A. ALGER
JOHN N. WILLIAMS
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AUSTIN F. BEMENT, SECRETARY
H. C. OSTERMANN, FIELD SECRETARY
W. F. COGAN, GAITHER, IOWA
HONORARY VICE-PRESIDENT

DETROIT, MICH.

April 26, 1920
Dict. April 24

Lincoln Hwy

Mr. Carl G. Fisher, Vice-Pres.
Lincoln Highway Association,
c.o Alton Beach Realty Co.,
Miami Beach, Fla.

SOME CONTRIBUTORS

WOODROW WILSON
JAMES A. ALLISON
W. W. ATTERBURY
VINCENT ASTOR
GEORGE ADE
JOHN D. ARCHBOLD
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GEO. W. WILDER
JOHN WANAMAKER
JOHN N. WILLIAMS

Dear Mr. Fisher:

I have delayed answering your favor of April 13th in order to be able to send you at the time I wrote, copy of the minutes of our Directors Meeting held here last Saturday night. I am enclosing a copy of these minutes.

No doubt you have also received by this time a copy of the long letter which Mr. Joy has written to Mr. Seiberling and sent to all of the Directors. I think this material will make clear the position in which I personally am placed at the present time.

I of course have been operating all this year entirely on the basis of leaving the Association the first of January and this was I think well understood by everyone. Both Mr. Ostermann and myself have felt that the Association could be gracefully and with credit withdrawn from active promotional work in the future the first of next year and an opportunity given us to get out and into some line of work where we could make some money.

Neither Mr. Ostermann or myself, however, wish to run contrary to the wishes of the majority of our Board and stated at the last meeting that we would be glad to play ball during 1921 and carry on if it was the desire of the Board to do so and if sufficient money was provided for this purpose even though at a considerable financial sacrifice to ourselves.

The way I feel about the situation now is that every year put in with this work is a year which might better

READ ABOUT
The Ideal Section
of
The Lincoln Way
in
MOTOR LIFE
APRIL ISSUE

Mr. Carl G. Fisher

#2

be put in at the beginning of some new proposition rather than at the end of one which is going to shortly go out of existence; this even regardless of the comparative income.

I have been sticking along here at a small salary because I felt that it was to my personal interest as well as to the interest of the organization and the Directors to complete the work satisfactorily and with credit to everyone concerned, but I wish to reach this point as rapidly as possible.

You have no doubt been apprised of the fact that another meeting has been called for New York during the first ten days of May and I sincerely trust that you can be at that meeting.

I note with great pleasure what you say in your letter relative to my coming down to Miami and looking over your proposition with the possibility of making a connection with you which would be mutually satisfactory. I would have been much interested in doing this had the Board decided to close up at the end of this year as was anticipated. Under the circumstances of course I do not now know what to plan but I have told the Board that if money was provided for 1921 I would stay until the end of that year and Mr. Ostermann has done the same.

Let me know what you think about the situation.

Very truly yours,


Vice President

AFB.W

Enc:

May 5th, 1920.

Mr. A. F. Bement,
Lincoln Highway Association,
Detroit, Michigan.

Dear Mr. Bement :

I don't know of a single thing that I can advise regarding the continuation of the Lincoln Highway other than this : That the American people generally don't seem to be very enthusiastic for the assistance of such an organization as the Lincoln Highway - and I have, a long time since, lost a lot of my interest and pep in these highway associations for the reason above stated.

I have a lot of very urgent business of my own to attend to - financing a big building program, etc - and I have found out that the best way to run highways is to attend to your own business, put money in the bank, then take the money from the bank and donate it to the damned highways, and get out of a lot of real hard work.

When Mr. Joy was President and when Mr. Seiberling was President, the affairs of the Association went along very smoothly but I can't imagine anybody else in the country who could take this job and help get as much money for financing, as they did. When you think of the large number of automobile accessory companies whom you would think would be the very ones to help this association and who do not help, it is at least discouraging to me - and personally I feel that the quicker we wind up the situation, the better.

The Association has done a great deal of good but this was at a great expense of money and labor - and as I have stated before in this letter to you and have also stated to Mr. Joy and Mr. Seiberling, I have a lot of troubles of my own to look after, and while I am willing to give my share of the money, I am not willing to donate my time, particularly to go North in the Winter time. And I can't go North anyway on account of a catarrhal trouble which I have just as soon as I strike the North in the Winter time.

I won't be able to get down to New York around the 10th of May as I am tied up here until the 15th of May and then go to Indianapolis where I will be tied up until after the Races.

If they wind up the affairs of the Association and you are without a job, see me.

CGF:R

Yours very truly,



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH.

May 17, 1920
Dict. May 15

OFFICERS AND DIRECTORS

HENRY B. JOY, ~~President~~ VICE-PRESIDENT
CARL G. FISHER, VICE-PRESIDENT
ROY D. CHAPIN, VICE-PRESIDENT
F. A. BEIBERLING, PRESIDENT
RUSSELL A. ALGER
JOHN N. WILLYS
ALBERT J. BEVERIDGE
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H. C. OSTERMANN, FIELD SECRETARY
W. F. COAN, CLINTON, IOWA
HONORARY VICE-PRESIDENT

*Comp. letter
to Carl G. Fisher*

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JOHN WANAMAKER
JOHN N. WILLYS

Mr. Carl G. Fisher, Vice-Pres.
Lincoln Highway Association,
400 North Capitol Blvd.
Indianapolis, Ind.

Dear Mr. Fisher:

I note with interest what you say in yours of May 5th and I think understand pretty well your attitude in connection with the future of the Association. In view of the fact that you cannot attend the Directors' Meeting which has been called for Wednesday, May 19th, at the Plaza Hotel in New York, I will communicate to the Board the fact that you feel that it would be wise to wind up the Association's affairs at the end of this year. I feel pretty confident, however, from the Directors with whom I have talked that the majority are in favor of continuing indefinitely. If this is the case it will be necessary to at once secure understudies for Mr. Ostermann and myself whom we can train to go on with the work after we leave. Such a decision would also necessitate our staying with the organization thru 1921 in order that things might be properly run and the successors we may secure thoroughly worked into the situation before we quit.

It may be possible that I will take a day or so off and come down to the races at Indianapolis if it is at all possible for me to get away. If I get down there I will look you up and endeavor to have a talk with you.

Very truly yours,

A. V. Brewster
Vice President

AFB.W

ALBERT Y. GOWEN
CONWAY BUILDING
CHICAGO

August 16th, 1920.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Lincoln Hwy

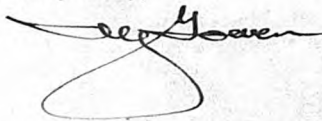
Dear Carl:

I have before me your letter of the 12th inst. regarding the Lincoln Highway and I knew you would be willing to do your share with Mr. Chapin, Mr. Seiberling, Mr. Durant, Mr. Gunn and myself and felt relieved when I received your letter regarding it, and I have so notified Mr. Seiberling and Mr. Chapin, for at the last meeting Mr. Joy felt he had done all that he would do for the time being and was going to Europe for a while to get away from work, and, as you are no doubt aware, we elected Mr. Seiberling as President in his place at the last meeting in New York, which means that the men mentioned above, together with yourself, will carry on the Association's activities for the next year or so.

I think we ought to get ahold of several other good live wires to join with us and have a new set of Directors elected, comprising those interested in the work for it certainly has produced splendid results and we do not want to let an unfinished job drop as the country at large is and has been looking up to the Lincoln Highway Association for all of this class of work. I have requested Mr. Bement to have Mr. Seiberling or himself write you regarding the agreement which we all entered into in New York so you will be fully acquainted with what we did.

With kindest regards, I remain,

Yours very truly,



AYG.C



"A CONTINUOUS CONNECTING IMPROVED HIGHWAY FROM THE ATLANTIC TO THE PACIFIC"



THE LINCOLN HIGHWAY

NATIONAL HEADQUARTERS
GARFIELD BUILDING

DETROIT, MICH. August 24, 1920.

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- CARL G. FISHER, VICE-PRESIDENT
- ROY D. CHAPIN, VICE-PRESIDENT
- F. A. SEIBERLING
- RUSSELL A. ALGER
- JOHN N. WILLYS
- ALBERT J. BEVERIDGE
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- PAUL H. DEMING
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- H. C. OSTERMANN, FIELD SECRETARY
- W. P. COAN, CLINTON, IOWA
- HONORARY VICE-PRESIDENT

Mr. Carl G. Fisher,
Vice President,
Lincoln Highway Association,
Indianapolis, Indiana.

SOME CONTRIBUTORS

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- GEN. W. OF INDIANA
- GEO. M. REYNOLDS
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- MARY CLARK THOMPSON
- LOUIS C. TIFFANY
- SIDNEY D. WALDON
- GEO. W. WILDER
- JOHN WANAMAKER
- JOHN N. WILLYS

Dear Mr. Fisher:

Mr. Gowen has sent me copies of his correspondence with you in the course of which you fall in with his suggestion that you come in with the five directors who have underwritten the Association's operating expenses for the next three years, and ask what your share will be.

The plan is briefly as follows: As you know, we had tentatively planned on terminating the Association's activities at the end of this year and had directed the management of the Association toward that end. We also had no funds available beyond the first of next January when our Board met in New York, May 19th, last. Mr. Ostermann and myself had planned on leaving the Association at the end of this year when that meeting was held, and in fact as I believe you know, both of us had with the concurrence and helpful support of both Mr. Joy and Mr. Seiberling taken some steps toward other connections to be undertaken the first of next year.

At the New York meeting, however, there developed a very violent opposition to any thought of terminating the Association's official existence, either at the date mentioned or at any definite date. It was definitely decided, therefore, by a majority of our Board that we should go ahead, but with no funds to speak of pledged beyond the first of the year, it became essential that in order to operate that we have our feet on the ground and to know where the money to carry on was coming from. To meet this situation an agreement

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LÁZARO
CARRERER/
QUEVEDO...

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Alianza Ficción.

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El día de los enamorados
Ramón Reboiras



grupo abeliano
Cid Cabido



Las maravillas de mi vida
Javier Salinas



La memoria inútil
Javier Sarti



Alianza Editorial
Alianza Ficción

engaño, no consejo. Cristo enseñó lo contrario, pues en lugar de *echarse a dormir* confiado en los suyos, en los mayores negocios a que los llevó, se durmieron, y el vela- (Prosa, p. 398b). (...)

Un mundo fundado en las palabras

Una demostración completa de la tesis que he mantenido requerirá más tiempo y una casuística muy detallada. Y he debido dejar fuera la poesía, todo un continente, que admito, según creo, la misma interpretación. Francisco de Quevedo se alza como una cumbre muy singular en nuestra literatura, en la que no faltan por cierto los escritores cuyos mayores méritos son formales. Pero es probable que ningún otro escritor admita ser caracterizado por el hecho de que sus impulsos artísticos corran esencialmente por los cauces del idioma, de que tengan a éste como efectivo coautor. Piensa y siente con extraordinaria potencia; pero siempre aliado con el sistema lingüístico en que su pueblo ha ido decantando durante siglos y siglos sus juicios y prejuicios, la visión española del mundo condensada en la lengua. Esta se le presenta como una red colocada ante la verdad; permite verla a trozos, pero, a trozos, la obstruye o la equivoca. Quevedo trabaja primordial y fánaticamente en el lenguaje, para que de él emerja el mundo de dentro tal como es. Resulta natural que el mundo así alumbrado sea, en lo fundamental, un mundo lingüístico, un mundo fundado en las palabras, ya que éstas preceden o acompañan íntimamente a las ideas. De ahí esa apariencia fantasmagórica de una gran parte de la obra quevedesca: cuando perseguimos en ella un pensamiento que apunta, una doctrina que empieza a subyugarnos, ocurre muchas veces que, como desenlace, nos quedamos con un deslumbrante alarde idiomático.

Ello puede explicar por qué a la popularidad de Quevedo no corresponde una difusión grande de sus escritos. Borges aseguró: «Para gustar de Quevedo hay que ser (en acto o en potencia) un hombre de letras; inversamente, nadie que tenga vocación literaria puede no gustar de Quevedo.»

Es cierto: si la literatura se define como el arte de la palabra (y no de la idea, de la moral, del sentimiento y de otras cosas así), el gran madriñero encarna la pura literatura. Lo cual no significa que no tenga ideas o sentimientos, y que carezca de opiniones morales: bien al contrario. Pujan por todos los costados de su obra. Pero, en vez de ir a manifestarse con el idioma recibido y común, usándolo como mero instrumento, Quevedo lo maneja con sospecha y atención, y lo entretreje como protagonista en lo que dice, porque no lo considera ajeno a la materia que labra, sino una misma cosa con ella. De ahí sus insólitas operaciones con las palabras, sus hipérbolos, sus juegos...; forman parte de su pasión, en idéntica medida que el amor, la cólera, el anhelo de verdad o el odio a lo falso.

Ese no fiarse del lenguaje y examinarlo atentamente antes de usarlo para descubrir su verdad o su mentira, se pone en su obra, de modo casi constante, al servicio del disimulamiento. No concordar con lo común, y decirlo, suele ser prueba de una altísima conciencia moral. Quevedo la tuvo, y necesitó proclamar sus aprensiones y censuras, en chanza o en serio. Él mismo afirmó: «la disensión es como la providencia, que compone sustenta y vivifica» (*La hora...*, p. 34). La rebeldía se le hizo en la juventud travesura del ingenio; y aunque actuaba con prudencia, a puro hurgar en el lenguaje la una se le escapaba a veces y arañaba en zonas sensibles del buen pensar. Hacia la tercera década del siglo, cuando su obra burlesca declina, su disensión con la vida, en particular con la vida española, se le hace más acogojada. No es, ni de lejos, un revolucionario, ni nada quiere subvertir. Anhela sólo verdad, transparencia, acuerdo en el obrar con las creencias que se proclaman. Y, para exigirlo, sigue forjando conceptos en sus escritos, rompiendo asociaciones viciosas y asociando lejanías. Ese juego con el lenguaje que fue la pasión de su vida le ha dado perspicuidad para disgregar o, al contrario, para reunir y, en definitiva, delimitar la verdad y el engaño. ¿Hay algo más remoto que la cuna y la sepultura? Quevedo nos dirá: «Como ser (...) las dos mayores distancias, la vista desengañada no sólo las ve confines, sino juntas, con oficios recíprocos y convertidos en sí propios» (*La cuna...*, p. 16).

Nuestro gran escritor empleó este método, acabo de decirlo, al servicio de una conciencia moral implacable. Y acabó pagando su osadía de escudriñar en la lengua, que, con mucha frecuencia, es una gran celestina, una encubridora eficaz de la falsía. Quevedo pagó con la cárcel y, prácticamente, con la vida sus grandes o pequeñas revelaciones, porque ninguna denuncia de la mentira se hace en vano. Fue, si no me equivoco, el primer escritor de nuestra tierra que mereció el dictado de mal patriota. Se lo lanzó el mezuquino José Pellicer: «este monstruo ajeno del ser español», dice de él en verso infame (*Verso*, p. 1162).

Aquel primer monstruo, junto con otros que así han sido llamados a veces hasta nuestros días por soñar una imagen más alta de España, son los que nos permiten identificarnos con esta patria, no sólo sin rubor sino con orgullo.

F. L. C.—REAL ACADEMIA ESPAÑOLA

was reached between the Directors named by Mr. Gowen whereby they each were to meet personally or thru their organizations one fifth of whatever sum might be required for each year beyond the present one to make up a total of \$50,000. a year.

I am enclosing a copy of the Guarantors' Subscription Agreement which after considerable correspondence has apparently met with the approval of each of the five individuals. The enclosed means that for example if on the first of January next, we have pledged and conservatively estimated an income for 1921 of say \$30,000 that the five men mentioned will prorate the balance to make up \$50,000, i. e. \$30,000 and each pay into our treasury upon call the sum of \$8,000. Should you enter into this agreement also any such deficit would likewise be divided six ways.

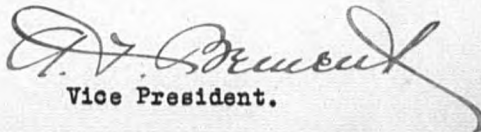
Since this agreement was entered into Mr. Chapin has been very active in endeavoring to build up the Association's pledged income and has secured six new Founders. He feels and Mr. Seiberling and Mr. Gowen believe that he feels rightly that such support as he secured in this manner should be subtracted from his obligation. On this principle, therefore, any of the guarantors would pay their one fifth or one sixth of the total deficit less whatever pledged income they had been able to secure.

If this arrangement meets with your approval would appreciate your advice as to whether you will care to become one of these Guarantors.

It is pertinent here to mention your letter of August 8th, to Mr. Joy, which I showed to Mr. Seiberling *he* now being the President of the Association. Mr. Seiberling stated that he knew nothing about the will mentioned and that no doubt you had reference to a personal agreement between yourself and Mr. Joy and that he felt that Mr. Joy should pass upon your suggestion.

I am taking the matter up with Mr. Joy, who is now at his summer home at Watch Hill, Rhode Island, and will request that he write you direct, advising this office.

Very truly yours,


Vice President.

September 1st, 1920.

Mr. A. F. Bement,
Lincoln Highway Association,
Detroit, Michigan.

Dear Bement :

I have yours of the 24th and an enclosing
the subscription guarantee, as you suggest.

Yours very truly,

CGF:R

Minutes of Meetings

of The Technical Committee of The
Lincoln Highway Association to
Discuss Specifications for An
"Ideal Section" for The
Lincoln Highway



NEW YORK CITY,
December 18th and 19th, 1920

**The Following Members of the Committee
Were Present:**

- CHAIRMAN, A. F. BEMENT,
Vice-President, The Lincoln Highway
Association, Detroit, Michigan.
- EDWARD N. HINES,
Chairman, Board of Wayne County Highway
Commissioners,
Wayne County, Michigan.
- CLIFFORD OLDER,
State Highway Engineer,
Illinois State Highway Department.
- PROF. T. R. AGG,
Highway Engineering,
University of Iowa.
- L. H. WRIGHT,
Director, Indiana State Highway Department.
- A. R. TAYLOR,
State Highway Commissioner of Ohio.
- COLONEL SIDNEY D. WALDON,
President, Detroit Automobile Club,
Director, Lincoln Highway Association.
- W. G. THOMPSON,
Lakewood Engineering Co.,
New York City.
- F. R. WHITE,
State Highway Engineer of Iowa.
- MAJOR J. M. RITCHIE,
Chief of Operations, Motor Transport Division,
U. S. Army.
- J. N. GUNN, (Not a member of the Committee)
President, United States Tire Co.

**Minutes of Meetings of the Technical Advisory Com-
mittee of The Lincoln Highway Association, held
at the Yale Club, New York City, on
Friday and Saturday, December
18 and 19, 1920.**

Friday Meeting

THE CHAIRMAN:

We have already discussed informally the Association's plans. I think you are all pretty familiar with what we have in mind in undertaking the development of this "Ideal Section." The Association has for two or three years wanted to undertake an educational section of construction of this character and has never had the money to undertake it. As I believe you all know we are now able to undertake this project largely because of the interest of Mr. J. N. Gunn, a member of our Board. Mr. Gunn has kindly come to luncheon with us, but has to run away, so before we start in with the getting down to the points of discussion as to specifications, etc., I know you will want to hear from Mr. Gunn.

MR. GUNN:

Personally I want to express regret at the necessity of leaving you, but I believe that will be more helpful than for me to remain, as my own deep interest would undoubtedly lead me to more interruptions than would be permissible.

I want to bring Mr. Seger's congratulations on your activity and the expression of his interest, which goes with my own, as the President of the United States Tire Co., and Vice-president of the United States Rubber Co., and our interest is that of a large corporation that feels that the vital welfare of the country, of the corporations and of the individuals is going to be greatly furthered by an intensive campaign of education of all of the people to the necessity of better highways. I also bring the expression of interest of F. A. Seiberling, President of The Lincoln Highway Association, who also regrets that he was unable to be here.

I really have little to suggest as far as the United States Rubber Co. and United States Tire Co. are concerned. Their interest is the interest that we hope will be the interest of every individual and corporation in furthering this and similar movements; to make possible the development of the highways to take care of the industrial life and of the social life, which is just as vital and just as essential, of all parts of the country.

It was my privilege for a number of years as a professional engineer to be associated with many men, and one of them, a new client, when I asked him what he wanted me to do for him said: "Mr. Gunn, if I could state the question I could probably answer it, or give at least eighty per cent of the answer." And that is very frequently the case. During a term of five years, when I was a Member of the Faculty

of the Graduate School of Business Administration at Harvard, when requests for information came to me from students, I would frequently state, "If you can state your question, you can probably answer it." So that part of your problem is to state your own question; that is, "What you are going to try to do?" If it is merely to build a road according to existing limitations, that is one thing; if you are going to commit yourselves to building this Ideal Section or design so that you will suggest constructive legislation for the future, you have a different problem. If you are merely to build a road that will carry a certain volume of traffic, as well as local traffic through the country, you have one problem; if you are going to make it a development for the community through which this interstate road passes, you have an entirely different proposition. I have in mind a road from Boston to Philadelphia, where the real estate values have depreciated because of the condition of the highway. I feel that the highway should serve all of the communities through which it passes and be a source of pride and should enhance the real estate values, rather than depreciate them. It seems to me that is part of your problem, but I can only express our deep interest, and I believe that my own personal help will be given in assuring you of my enthusiastic interest in all that you do.

THE CHAIRMAN:

The main point, now, it seems to me, is to determine upon a satisfactory way of handling the question, a satisfactory method of getting at the points so that we can proceed in regular order to discuss the specifications or the ideas that we want to exchange here, and get somewhere. It is very easy for a number of men, particularly with a subject that has so many ramifications, to get to talking and get off the point, and I have tried to think of some way to keep down to the point and proceed logically step by step toward at least tentative specifications that we can mull over during the evening and approach again to-morrow, and when I thought we were going to have a larger number here I had in mind the appointment of a sub-committee to go over an amount of data which I have gotten together. This seems now unnecessary, because we are a comparatively small group.

We sent out, as you probably know, last April, with the purpose of getting the ideas and suggestions of various engineers, a questionnaire and a folder describing the Association's plan, which went to about 4,600 engineers in every section of the country. We got about 115, or so, responses many of which were well thought out, and many of which I think were merely a passing interest on the part of the individual and did not represent a great deal of thought. From this mass of material the Association caused to be compiled a summary of those that were worth while, the idea being to separate suggestions coming from engineers whose opinions were worth while from those that were not of any value.

In the lack of a sub-committee I think we can proceed to do right here in this room what I was going to do with the sub-committee, using

a blackboard, and as we take up, point by point, the various aspects of the situation let us put them on the blackboard so that we will have a picture of the thing as it progresses, and I will ask Mr. Thompson if he will put on the blackboard what we decide upon, so that we can have a record, and take the question up again to-morrow where we leave it at the end of this meeting.

We have already discussed in a general way the amount and character of travel to be considered, and there seems to be some difference of opinion as to the point of attack we should first develop. I would like some suggestions as to where we ought to start, and what is the first thing to be determined. I feel some hesitancy in proceeding without Mr. McDonald; I am not perfectly clear as to how best to proceed; we have to have someone to direct, and in the absence of Mr. McDonald whom we expected to act as chairman here, I will act as Chairman, and will appreciate any suggestion as to the best way of working toward results.

PROF. AGG:

Since receiving the invitation to attend here, I have been giving considerable thought to the question—what constitutes an Ideal Section of the Lincoln Highway? I have been trying to settle in my own mind an answer to that, or rather arrive at an answer to that question. The Lincoln Highway extends from the Atlantic to the Pacific, covering so many diverse technical conditions that it scarcely seems possible to determine what can be an Ideal Section, and the result of my thought on the question is this:

It is desired to construct a section of highway which will serve as an inspiration to road builders and perhaps, incidentally to aid in planning improvements. If that ideal is way beyond what they can finance, then the officials will not be inspired; on the other hand if the ideal is palpably inadequate, they will recognize that and will not give it consideration. It seems to me that in view of all the conditions that must be encountered, this Ideal Section should be made up of three types of construction.

One type of construction which might be considered ideal for the Western country—a double-track highway with some embellishments and with some conveniences required alongside, that would be adequate for a development that may be expected in the next 25, 30 or even 50 years at the Western end of the Lincoln Highway. In many of the states traversed by the Lincoln Highway there is a decided feeling that when a highway becomes too congested the proper way to relieve that congestion is to construct, a mile or two miles or five miles away, a paralleling highway, thereby opening up new territory and at the same time relieving the congestion on the first highway.

Then we have a second condition which most probably applies to the central group of states traversed by this highway, a set of conditions which demands the segregation of fast-moving and slow-moving

traffic, in which case a second development—segregating those two types of traffic—might be proper.

And the third condition which must exist in some of the states at the Eastern end: I am convinced that there are some sections of the Lincoln Highway where provision must be made for four lanes of fast-moving traffic and two lanes of slow-moving.

And I am of the opinion that we will realize the purpose of this conference best if we can devise an Ideal Section which will be made up of the three different types of construction, taking the typical conditions at the extreme and the middle sections of the Lincoln Highway.

In order to bring this to a head so we will have something definite to act upon, I move that this Committee proceed to plan an Ideal Section consisting of three distinct types of construction along the lines I have indicated.

THE CHAIRMAN:

Prof. Agg has touched upon the conditions that exist along the Lincoln Highway in the East, West and Middle-West, and I ought to say in connection with his motion that while the Ideal Section will be placed on the Lincoln Highway, nevertheless the aim of the Association has been, not merely to develop an ideal only for the Lincoln Highway between the two coasts, but one that is practically applicable to main roads in every part of the country. The Lincoln Highway is to be an object lesson; the Association desires to construct such a section of highway as will be an ideal for all interstate roads, a model which we hope will stimulate consideration, by every public official and citizen, of the investment of funds in all main interstate roads. So that to confine our attention to the suggested conditions is to confine it to a small territory; we have got the United States as a whole to consider.

Also, as regards the West: The Lincoln Highway crosses Wyoming, Utah, and Nevada, and it will be years before conditions there anywhere near approach the situation along other sections; that is why I thought we should first take up the travel volume we have got to consider.

It is the ideal we are seeking to build; we mean to do something beyond anything that has been done, and, therefore, I do not think we ought to consider anything West of the Missouri River or, say, west of Cheyenne, Wyoming.

However, there is a motion before the Committee; is it supported?

MR. TAYLOR:

I second the motion, but in seconding it I want to ask a question.

This proposition is the same as building any highway. There has been some information given here as to who is furnishing the finances for the construction of this Ideal Section, but there has not been any information given as to how much money, and that would be the first question I want answered, as it always is in planning an im-

provement. I would like to know something about that before we can undertake a discussion of Prof. Agg's suggestion.

THE CHAIRMAN:

In answering that question I would say that we have not been talking about the amount of money available for the reason that we did not want to get the amount of money and the amount of construction confused, because misconception would follow as to the amount to be spent.

The amount we have is \$125,000 already appropriated to the Association for this work. As I brought out in our informal discussion, we hoped that this would be augmented. As we are now planning to build this section in Indiana, Mr. Wright is in a better position to tell us about how much we could expect it to be augmented. However, assuming that the roads which Mr. Wright is now building in Indiana are costing \$45,000 a mile, we will say, and that that amount would be available, and that our money would be used for additional undertakings, we would probably look for \$150,000 or \$160,000. Is that right?

MR. WRIGHT:

Of course that depends upon the amount available.

Our roads are not costing that. If the plans that are finally drawn up are practical, that is, if they appeal to me as practical, you pick your section and I think the money could be found to build it. If they are not going to be practical—

THE CHAIRMAN:

If they are not practical, the Association would not want to build it. The practicability of the specifications lies entirely with this Committee. But to return to Mr. Taylor's question as to the amount available. Would it not be safe to say \$150,000 or \$160,000?

MR. WRIGHT:

I feel that Indiana would be willing to pay per mile whatever our other roads are costing. They are costing \$35,000 to \$37,000. We realize that when this is once constructed it is going to be up to the state to maintain it, because your money would be spent and it would be our loss unless taken care of, so that is an additional expense on the state also. These things I would have to take up with my Commission, and I am reasonably sure they will do whatever I recommended, but it depends upon the mileage as to the amount of money we would furnish.

THE CHAIRMAN:

Does that answer your question?

MR. TAYLOR:

I think so.

MAJOR RITCHIE:

Now that this is open to discussion I would say that I don't think this Committee can proceed to design three types of highway. As I understand, this Committee was organized for the purpose of determining a specific design for a type of highway to be constructed. I do not see the object of trying to design three types of highway when we are going to build one.

THE CHAIRMAN:

In that connection, Major Ritchie, in planning the three types of highway that Prof. Agg has mentioned, one of them would necessarily be superior to the other two to take care of different traffic conditions. Our idea was to build an ideal section to take care of the utmost truck and passenger travel that we would estimate would be encountered within a prescribed time on main interstate roads. What we would like to do would be to build three separate sections, but as we have not the money to do that, I do not think we would be accomplishing the full purpose of the plan to experiment by the construction of various little pieces of different kinds, applicable to different situations. I think the greatest educational benefit would come from a thoughtful and logical decision upon one section and then the construction of that section in the best manner with the money available.

MR. OLDER:

Since I accepted appointment on this Committee I have given quite serious thought to what constitutes an Ideal Section, and I agree absolutely with Prof. Agg in one thing—that if the Lincoln Highway is considered alone, no one section could be considered as representative for the entire Lincoln Highway. The interstate traffic in the West would no doubt be accommodated with a single track; in the East there may be occasion to provide for 10,000 or 15,000 vehicles a day. Inasmuch as one section cannot represent the Ideal for the entire Lincoln Highway, and more than one section is out of the question at this time, it would be my judgment that the Ideal Section for the Lincoln Highway would be the most ideal design, with the right-of-way planned for the location—the particular location where that section is to be built. That is, I think it would be out of place to put in Illinois, for instance, a section of road that would no doubt be demanded by the traffic conditions in Pennsylvania; that is, in Pennsylvania within four or five years after construction a three or four-lane traffic road might become absolutely necessary. I am entirely of the opinion that anywhere West of Chicago on the Lincoln Highway the four-track road would be entirely unsuited, because within the period of the reasonable life, or a generation of people, it would never demonstrate its usefulness as a four-track road. I am giving you my idea of what the ideal should be; that it should be the ideal for the particular location, considering the traffic that will reach it—the local and transcontinental—at that point.

MR. TAYLOR:

I seconded Prof. Agg only to get it under discussion and not as sponsoring the proposition.

As suggested, we have \$125,000 coming from the U. S. Rubber Co. and taking for granted that the Federal Government and the State of Indiana would furnish \$35,000 or so, or approximately \$160,000, my notion would be that we should build at least 4 miles, which would make an average of about \$40,000 per mile. I think we should endeavor to plan a road that would come within that sum, and I do not think it is possible for a Committee to deal to advantage in the ideal in building something that no one else will attempt to follow; we do not ordinarily have the means to draw upon, as we have in this case. We are building roads in Ohio that will cost \$60,000 to \$65,000 per mile at the present time. I think we should build four miles, one mile each way from cross-roads, so that the people there in Indiana could join on the end of it and continue the improvement in similar fashion as we construct. We would be the laughing stock of the United States if we engineers planned something beyond what it would be possible for any locality to continue to construct. I do not take the word "ideal" to mean the fancy, but to mean that which is practical, and if we let our fancy get away with us here, why it will be known in history as Prof. Agg's monument or the monument of some other distinguished Highway Commissioner. We must be practical here just as though we were spending our own money.

I have enough consideration for the State of Indiana to give them as many miles for the money as possible to accomplish the necessary purpose for present-day interests and to take into consideration the future.

I think the motion ought to be voted down and that we should proceed along the lines indicated in my remarks—build four miles with the money available, and then proceed to plan a road that will come within that sum.

MR. WRIGHT:

I would like to say that I highly endorse all that Mr. Taylor says; I would like to go on record that he has expressed my sentiments exactly as to what I think should be done. I appreciate what he has said very much.

MR. WHITE:

I hate to take a rap at my friend, Prof. Agg; he and I have worked together; but I agree with what Mr. Taylor says, and I also have some feeling for my friend Wright of Indiana. I know that if this road were to be constructed in Iowa that I would want to know, before I went too far, that it was going to be a reasonably practical road; that its practicability would be apparent to those who saw it.

I might say that if Mr. Wright had not made the proposition of aiding in this thing in the way which he has, that we might have made

some proposition. We do not wish to enter into any transaction of bidding against Indiana, or anything of that kind; but if this road were to be located in Iowa I am sure that I would want it to be practical, so that our people would realize that it was practical, and I would not have it in Iowa if it was going to be anything other than a thoroughly feasible proposition.

It has been remarked by Prof. Agg and Mr. Older that they have given some study to the proposition as to what would constitute an ideal section of road, since they knew that they were to serve on this Committee. Prof. Agg has brought out the conditions in the different sections of Iowa; a road that is practical in Iowa might not at all fulfill the ideal in another locality.

We have a locality here which is fairly definitely determined for us, it seems to me that the thing we should do is to proceed to design a road which is practical and which we believe is ideal for the location, as near as we can determine, what the conditions of service will be. No one has yet attempted to define the word "ideal" as applied to a road, but it seems to me that the ideal road is one which will give the greatest amount of service for the traffic which it has to serve, for a minimum amount of money. I therefore think that we should not attempt to construct something which is a very expensive thing, simply to exercise our imagination. We all have imagination; we would not be in the highway work if we did not have imagination.

MR. TAYLOR:

I want to supplement my remarks in this regard. You know there are two schools of thought about building roads; one school that we build a large boulevard from coast to coast over which the entire population of the United States is going from the Atlantic to the Pacific; another school, that there should be two lanes of travel, possibly 20 miles apart, running from ocean to ocean.

I don't care how well you build the Lincoln Highway—there are going to be, through Ohio at least, six highways leading East and West that will be ample for almost any kind of traffic. That is the reason that I suggest that in the Ideal Section of the Lincoln Highway the cost should be kept within reason, so that you could add to the ends of the section that we construct; also so that competing lanes would be of the same character. To my mind it is foolish to congest traffic on one big boulevard. I would rather have a million people going through Ohio over four roads than to have a million going over one road; it would be better for the state and it would be better for the road; and if you build a section up there that will take the traffic of Fifth Avenue, New York, it would be impossible to get highways leading to that section to carry the traffic. If you build a three-track way or a four-track way it would simply be there as a monument to look upon, without being used.

COLONEL WALDON:

I want to make a remark before the motion is put.

I realize that Prof. Agg and Mr. Taylor have made a motion for the purpose of discussion, and I would like to say that I think it would be unwise to act upon it for the simple reason that one-third of the road, as has been suggested, would in all probability be constructed below the requirements of the particular locality.

THE CHAIRMAN:

Before we put that motion to a vote I would like to say that Mr. Taylor, I think, has gotten a misconception of our purpose in providing this money. Our main point, as our Board of Directors has conceived it, was not to take a certain amount of money and take a given number of miles and then design a section which that amount of money would build, but exactly the opposite—to design what the most competent commissioners and the best engineers thought wisest in view of future developments, and take the available amount of money and build as much as possible under these specifications. If we allow the element of financial restriction to enter into the specifications, then the specifications are going to be a failure as a suggestion of the ideal toward which to work. What we want to construct is what you gentlemen feel to be a practical demonstration of what should be built on the main interstate routes of travel, presuming that the question of money did not enter into it, except insofar as what was a justified investment in view of returns in public service. We do not want to put any more money into the thing than would be justified on the basis of the interest on the investment as against cost per ton-mile of hauling, and on the basis of the probable future use of our main highways. But we do want to put just as much money into the thing as may be necessary to build such a road as you gentlemen think should be built.

Suppose we had our money and no assistance from Indiana or the Government, and the specifications that you gentlemen determined on indicated that it was wise, practical and a good business investment to spend \$75,000 in building a mile of average road, then we would take our money and build as much of it as we could build—a mile and a quarter or three-quarters of a mile. So there should be no question as to the funds available.

It was not our desire to select a given location on the Lincoln Highway and then design the best possible road for that location, but it was to design the best possible road for a given set of conditions that were determined upon as fairly representing the amount and character of travel to develop on main routes during the life of present day construction.

MR. THOMPSON:

In crowded or reasonably-crowded sections or districts where there are two lines of passenger cars and two lines of commercial cars we would all wish, for our own comfort and safety, to design roads with four lines of traffic; that is, to have a certain section of road kept for passenger cars in one direction, because they move swiftly, and to

have an immediately adjacent parallel section to provide for freight movement. If we take that as a premise, we set up for the future not an ideal to be immediately followed, but a desirable mode of operation to separate the swift-moving traffic from the heavy, slow-moving traffic, and as economically as possible. That, it seems to me, expresses briefly, though very incompletely, the thing that we should work toward. Until we get West of Ohio, we will say, the building up of the communities is bringing a great deal of interurban motor freight traffic, and it certainly is desirable to separate, if possible, the heavy from the light traffic.

If we could get together, then, on a width, or just arbitrarily establish a width, which would provide safe passage for four lines of traffic, either on one wide pavement, or to divide the pavement by curb or mark, so that the freight vehicles would use one side and the passenger vehicles the other side, we would be getting down to a basis of common understanding.

I have motored through Ohio and Illinois and it will be many years there, as it will be in most parts of the East, before the traffic is so continuous and constant during daylight hours as to necessitate three or four lanes. That is the desideratum—to separate freight from passenger traffic—and is it not worth while for us to discuss it on the basis of separating the freight from the passenger traffic, as an ideal to be looked forward to in the future—in other words, to endeavor to incorporate in one highway something which will indicate to the entire traveling public the conditions towards which we would strive?

THE CHAIRMAN:

I think Mr. Thompson has pretty well expressed the purpose behind our Board's action. It was not the Board's desire to go to Ohio, Indiana, or any other state and assist the state in the construction of a section of the Lincoln Highway. These states do not lack road funds at the present time to carry on construction; there was no idea of assisting the construction of an adequate road. The idea was to get together the best informed men of the country to consider the thing from a somewhat broader standpoint until specifications were determined upon and after that decision was reached, if the men could agree, then to put the road somewhere on the Lincoln Highway.

The reason that the actual point of location has been brought out is because a fixed condition exists at that point which will, to some extent, affect the final specifications; but the idea was not to design a section of road for any given point on the Lincoln Highway. The point in Indiana was tentatively selected because it was convenient to go and inspect. So far as the questions of whether we shall divide the freight traffic from the passenger traffic, whether there shall be two roads, whether it shall be one road with provision to widen—the questions of design in general, are concerned, the conditions at this tentative location should not be considered. I think Mr. Thompson is correct when he suggests that we should come to a common basis of

understanding as to what we are aiming towards, before considering the specifications.

COLONEL WALDON:

It would seem to me that in order to make headway the thing we should do is to act on Prof. Agg's motion and then, probably, as being the most important first step, consider the matter of width of right-of-way; from the standpoint of its possibility of adoption and as a step in the educational programme. After we determine the right-of-way then let us take up the subject of what use we will make of that right-of-way and the possible future use to the limit of that right-of-way.

The motion of Prof. Agg, seconded by Mr. Taylor, being put to vote, was lost.

MR. HINES:

I think we have an understanding of the plan as outlined by Mr. Bement, and I have given the matter some little thought. I have jotted down a few things that it seemed to me we might take up in rotation, and in this manner perhaps arrive at some common understanding of it. These are:

Right-of-Way:

- A. Standardization of rights-of-way for future requirements.
 - 1. Four lines of traffic in vicinity of and between large cities.
 - (a) In level country.
 - (b) In mountainous or swampy country.
 - 2. Plans for securing in advance of initial improvement rights-of-way of standard width.

Drainage:

- A. Consideration of more perfect drainage systems where future traffic may show economy of such improvement.

Trees, Shrubbery, etc.:

- A. Standards to be followed in planting trees.
 - 1. Kind.
 - 2. Grouping and spacing.
 - 3. Distance back from road to provide for future widening.
 - 4. Restrictions to planting of hedges obstructing view from the road.
 - 5. Replanting to take care of future growth and demand.

Lighting:

- A. Standards for proper height and locations for lights, such as at road intersections, curbs, dangerous places and for lighting all direction and caution markers.
- B. Selection of type of post and light which will not inconvenience traffic.

Direction and Caution Signs, Guard Railings, etc.:

- A. Standardization of direction and caution signs, guard railings, etc., and their proper location.
- B. Grade crossings, separation of grades.

Pavement:

- A. Standardization of pavement widths, radii at intersections, widening and super-elevation of curves.

Pavement Location for Renewal:

- A. Suggestions for replacing of pavement and location of ditches on right-of-way to be of maximum value considering renewal and widening.

Final:

- A. Sketches embodying suggestions to form a basis for more accurate ideas to be later expressed by models and eventually on an actual road.

These are some of the major points in a proposition of this kind, as they strike me and I rather agree with the Colonel that we ought to discuss, as the first step, the standardization of the right-of-way.

COLONEL WALDON:

I would make a motion that the right-of-way be not less than 100 feet.

MR. HINES:

I second the motion.

MR. WRIGHT:

That might include 1,000 feet. I will amend that motion to 100 feet. I would almost be willing to guarantee that right-of-way. I might say this: this is a level country; I do not believe in the entire five miles you will encounter more than one hill; there will be little grading or cutting; sandy soil, and your drainage is not going to interfere in any way whatever. When you keep that in mind it seems to me that 100 feet is ample, except where you have cuts, and even in those places it seems to me 100 feet would be ample.

COLONEL WALDON:

My only thought in saying "not less than 100 feet" was because, after a great deal of study in Detroit, 106 feet is being used as a basis for widening and the laying out of our main roads. I am perfectly willing to make it 100 feet, and subsequently change it if necessary.

MR. THOMPSON:

My original notion was that the right-of-way was the last question to be considered. I am perfectly willing, however, to follow your suggestion, leaving the first question to be considered last.

THE CHAIRMAN:

The width of right-of-way depends to some extent upon the nature

of the design; for example, whether or not we assume two separate paved lanes, one to be for the trucks and one for the passenger traffic. The questionnaire we sent out took this into consideration, and we have tabulated some of the replies which offered suggestions or ideas of value. We asked suggestions from the engineers as to the nature of the design, whether they would have two lanes of travel or four lanes of travel, the two lanes separated by a parkway down the center, or one continuous width of paving, and so on. The questions asked will be found on page 6 of the little booklet distributed.

MR. HINES:

We are probably all looking at some individual location, and trying to fit this particular problem to it. I must confess that is more or less my view. We have been building roads in and around Wayne County for better than fourteen years and we have used our imagination; at times, we have been limited in state funds, and the money did not meet our requirements, and what we were obliged to do was entirely against our ideas and ideals.

Our experience in the last ten years has forced on our notice some things we have got to do: We have got to have wider right-of-way, wider metal; we have got to close up open ditches; we have got to separate our grades; we have got to provide for sidewalks; to see that the roads are properly lighted to prevent the danger of collision head-on; we have got to provide guard rails and grade crossings. All of these things comprise my view of this proposition, because I see in our congested section and on our heavily travelled roads what the requirements in the past ten years have grown to in our own particular community.

MR. THOMPSON:

As seconder of Colonel Waldon's motion, I agree with him as to the adoption of 100 feet as a standard width of right-of-way, for the purpose of discussion, anyway. As Mr. Wright said, it may be varied a few feet when we come to definitely make up the specifications.

COLONEL WALDON:

I would like to say in support of that 100-foot right-of-way that I am quite familiar with a few of the problems that confronted Mr. Hines; also I have had an opportunity of seeing practically all of the Lincoln Highway, some sections several times, and it would seem to me that we ought not to make this road any less than 100 feet, inasmuch as it is destined to be one of the most advertised pieces of road in the United States, and its greatest value will be educational. I think, for instance, the West solidly will be interested in and will approve of the 100-foot right-of-way. There are thousands of miles out there that have a right-of-way as far as you can see. They don't need the 100-foot right-of-way now, but they will some time, and I think it should

not be less than 100 feet, because of the importance that will be attached to it as the width adopted for this Ideal Section.

THE CHAIRMAN:

These plans are going to be studied and remembered because of the wide prestige attached to the men who have given the matter consideration and have come to a conclusion. If it is going to be possible for this Committee to reach an agreement it will have considerable effect in such regions as are now planning their highway expenditures, and that point should be borne in mind—that whatever we determine as the width of right-of-way, is going to affect construction in various parts of the country.

Are you ready for the question?

MR. WHITE:

I move to amend Colonel Waldon's motion so that it will read that the standard width of right-of-way shall be 100 feet.

COLONEL WALDON:

That the standard width of right-of-way for the Ideal Section of the Lincoln Highway shall be 100 feet.

Seconded by Mr. Thompson.

The motion being put to vote it was unanimously carried.

THE CHAIRMAN:

Now we have a basis to work on. We will put a line on the blackboard and establish the right-of-way as 100 feet.

MR. HINES:

As I told some of the gentlemen before we sat down at the table, we are planning some additional radial roads in our particular county, where we have no funds available and no legislative control, except the Board of Auditors which controls the platting of the country. They do not authorize any plan that does not provide for a 100-foot right-of-way through that particular plat. You see I am again looking at this problem from my own small individual particular problem.

MAJOR RITCHIE:

I think we are here for a definite purpose and that we should not allow any extraneous matter to come in at all. We are here to determine on some one definite line of action. I think our particular problem now is specific, and I do not think we should vary from it.

THE CHAIRMAN:

Major Ritchie is right; the matter of legislation should not affect these specifications although perhaps the determination of this Committee and the construction of this Ideal Section may stimulate legislation.

COLONEL WALDON:

I would like to ask Mr. Wright what is the widest metal road Indiana has built to date?

MR. WRIGHT:

We have quite a little radiating out of Indianapolis—30 foot of solid metal; we have quite a little of such width on the National Highway; we have six miles on one stretch.

MR. TAYLOR:

It occurs to me that if we want to make headway the next point to settle is whether or not we are going to plan for truck traffic and light traffic, whether we are going to design a plan for trucks and passenger cars and other vehicles to travel on the same surface, or whether we are going to have two independent surfaces, one road for trucks and the other for lighter vehicles. After we have settled that question we can get down to a plan.

THE CHAIRMAN:

The volume of travel that we would reasonably expect to develop must affect this question, and before we can take up such questions as Mr. Taylor has asked—the segregation of freight and passenger vehicles—we ought to determine to what extent we should plan on truck and passenger vehicles traversing that road. Mr. Wright has mentioned the unquestionable development of heavy traffic; what he has to say will affect this specification in many ways. How much wider than 18 feet we would built this road would be predicated on how much traffic would be developed on the theoretical section we are considering.

Is it not wise to start in by considering how much traffic is going to develop on this section during its life, and not only the life of this particular section, but upon the life of theoretical sections which we will consider to be roughly representative? I think we have got to consider the ultimate travel volume.

COLONEL WALDON:

I am not a highway engineer and consequently I may venture some suggestions here that do not seem exactly sound, but all I think of is in terms of the traffic moving within a given right-of-way. The reason I asked Mr. Wright the question I did, is because, having 100 feet now in mind, and having, as he has so clearly stated, the problem of a constantly expanding volume of traffic to use that 100 feet, and having further in mind his desire to go back with a program that he can endorse and which will meet the approval of his Commission, it occurs to me to ask whether an eighteen-foot road will lend itself to the expansion necessary as time goes on. I would think of four eighteen-foot surfaces, which would represent seventy-two feet of pavement within the 100 foot right-of-way, and that would still allow for curbing, sidewalks and other improvements; or you might put three twenty-four foot pavements in there. The question is, what is the best use of that 100 feet? It would seem to me unwise, unless you use three strips of metal, to put one in the center in the beginning.

MR. WRIGHT:

Is it absolutely necessary to use all that 100 feet? If you have a cake you don't have to eat it all at once.

COLONEL WALDON:

My idea is for the 100-foot road—we decided that the Ideal Section should be 100 feet—and at the present time a single strip of concrete, or other surface to be laid so many feet, or inches; off center, or on center, or just where should it be?

THE CHAIRMAN:

I think the Colonel's remarks are leading toward a decision as to what traffic volume we have got to allow for; how far is it wise to go in anticipating the future. It all comes back to that problem of the arrangement of the traffic lanes, and we must know the volume of traffic we are planning for.

COLONEL WALDON:

I do not believe that is really essential to the point, because we have 100 feet right-of-way and we have an immediate need in the way of traffic. We may decide to put down one eighteen-foot strip off center. Future developments in Indiana may necessitate another 18-foot strip and that may be all that is used, and yet the development of traffic may make necessary using up the entire 100 feet. All we can decide is what is the best use that we can think of now to which to put the 100 feet.

PROF. AGG:

I think the first thing a highway engineer wants to know, when starting to plan improvements, is how much traffic that improvement is going to carry within its probable useful life. Since we cannot have that information in this particular problem, it seems to me that the recommendations of the Chairman are entirely apropos; assume conditions and then make your design according to those conditions.

I therefore move that the specifications for this Ideal Section be predicated upon a traffic average of 15,000 passenger automobiles and 5,000 motor trucks per 24-hour day.

MAJOR RITCHIE:

At what rate per hour?

PROF. AGG:

I think the average speed of thirty-five miles per hour for passenger vehicles and 10 miles for trucks.

Seconded by Mr. Taylor.

THE CHAIRMAN:

It has been moved and seconded that we predicate our specifications upon an assumed traffic of 15,000 passenger vehicles and 5,000 motor trucks per 24-hour day, assuming, undoubtedly, that that is as far as it is reasonable to look ahead on the development of traffic.

PROF. AGG:

I think we all have in mind the useful life of this improvement.

MR. THOMPSON:

I approve of Prof. Agg's suggestion and recommendation. I cannot help feeling though, that any attempted figures now must be purely arbitrary. We have found that out in the East. The activity of a road after it is improved is out of all proportion to the activity on it before it was improved.

In order to provide for the freight and for the passenger traffic and at the same time to provide the means of reconstructing and repairing this section, I would suggest that we build a foundation and pavement along one side of the center line to carry trucks alone and on the other side one to carry passenger vehicles alone; that will provide for expansion on the freight side and will surely, within our lifetime, provide for the development of the passenger traffic which may wish to traverse it. I cannot help believing, as I stated at lunch, that in order to make this section as nearly justifiably criticism-proof as possible, we should provide for improving the highway without interrupting the traffic, and that if we build a freight pavement and a passenger pavement either on the center line or off it, whichever may be determined, it be arranged so that both classes of traffic may use one side, under duress, while the other side is being repaired.

Whatever we decide in the way of figures for future traffic must be very arbitrary indeed. I should think that we could consider, at any rate could discuss, the building of foundations and pavement for freight vehicles and for passenger vehicles.

MR. WRIGHT:

I cannot conceive that this road in the life of it, or in the near future at least—I cannot say the life of it because I think it will be there fifty years from now if properly constructed—will have that traffic.

MR. HINES:

Can you conceive of any road having that traffic?

MR. WRIGHT:

We want to do something practical, that the people throughout the United States can copy. You cannot keep the idea of expense out of your mind and do something practical, and I cannot conceive, at this time, how the traffic there is going to be that heavy, and I just want to go on record that way.

MR. HINES:

As I get the idea of Mr. Thompson, if I understand it correctly, it is to build all this width at once, build your two sections for passenger and truck with parkway in the center and berm, shoulder or something on the side, and at some future time you can fill in that parkway in the center, cover over the open ditches and closed ditches and move your sidewalk.

MR. THOMPSON:

That is about my idea. I might elaborate by saying that it is rather an unreasonable situation in our highway construction to-day that we must build foundations and pavement to carry varying loads, but those necessary for the heavy motor freight traffic are altogether too heavy for traffic that would be confined wholly to passenger cars, and in suggesting that I had in mind that we could so specify the construction of a type suitable for passenger cars, and passenger cars solely, that it would be much cheaper or much more inexpensive than that which would be necessary for the freight traffic. Under duress either one could use the other for a short time, but it would be desirable to separate it so as to make that suitable for freight traffic considerably heavier in construction than that for the passenger traffic.

MR. WHITE:

I will take exception to Mr. Thompson's statement. We assume, for instance, that two lanes are to be constructed, one for freight and one for passenger cars. Mr. Thompson stated, in suggesting that, that at times the freight would be switched to the passenger lane. If you make a difference in the pavement, when you shunt the freight on to the passenger lane, if it is not built practically to the standard of freight lanes, you will wreck it in a very short length of time.

We have not yet acted on the motion Prof. Agg made, and it seems to me that we should determine on the volume of traffic.

THE CHAIRMAN:

There is a motion before the Committee and I want to ask Mr. Wright what he would feel to be a fair traffic volume on an interstate road, without regard to its particular location?

MR. WRIGHT:

That is pretty difficult to say. I realize fully that if you are going to build an ideal section you must build it so you will not build wrong; you better err on the side of too much foundation than not to have enough foundation, but I am trying to protect myself against figuring on such heavy traffic that you are going to have to put in four ways there and separate this traffic, which I do not think for a moment should be done, especially on one of these highways. If I get you right, you want to build something that the people of the entire United States can copy. I want to keep you from going to extremes in either direction.

Mr. Hines read the following statistics of comparative traffic volume on North Woodward Avenue, Detroit, to indicate the development of heavy traffic during the past eight years.

| | 1912—24-Hour Count | | | |
|----------|--------------------|--------------|--------|-------|
| | Horsedrawn | Auto—Touring | Trucks | Total |
| Woodward | 322 | 2,146 | 122 | 2,590 |

1920—14-Hour Count

| | | | | |
|----------|----|-------|-------|--------|
| Woodward | 90 | 9,440 | 1,007 | 10,537 |
|----------|----|-------|-------|--------|

THE CHAIRMAN:—

Will Mr. Wright make a suggestion as to what he considers to be a justifiable allowance for traffic increase—would you be willing to say what you think it should be?

MR. WRIGHT:

This is a through traffic road; it does not run through any of these large cities; you have to leave it to go into Chicago or any other large city; this road, therefore, is to carry through traffic which will miss the large cities and miss the congestion. My experience along that line is so limited that I may make a foolish guess and I don't like to do that.

THE CHAIRMAN:

In explanation of the motion, as I understand Prof. Agg, he means that an allowance should be made in the nature of the design to take care of the traffic that may possibly develop within fifteen years; not that the road is to carry that immediately.

MR. OLDER:

I intend to offer an amendment to that motion. It is my belief that the road may be so designed as to take care reasonably well of the present day traffic and so designed as to take care of future developments, whatever they may be, even if it should be necessary to have three lanes of traffic, or four, or even more.

MR. WRIGHT:

If Prof. Agg could put in that motion that the foundations should be such as to carry that proportion of traffic, I would say "Amen" and jump on it with both feet, because I think it will be a long long time before the actual traffic over it will average any 15,000 per day, but the weight will be there; there will be some of the heaviest trucks probably that you will find anywhere coming out direct from Chicago with heavy loads and travelling over that road, so that the foundations should be proper to carry a load of that kind.

Prof. Agg's motion being put to vote, it was carried, Colonel Waldon voting against.

PROF. AGG:

My motion was that the specifications for this Ideal Section be predicated on a volume of traffic, within the useful life of the road, of 15,000 passenger vehicles and 5,000 motor trucks per twenty-four hours.

COLONEL WALDON:

My objection was based on the assumption that the motion limited the capacity of the road to those figures.

MR. OLDER:

I take it that we would all agree that the road should be so designed

as to permit of additional widening to care for additional traffic in the future, and we must hold that in mind in discussing the detail of the design.

COLONEL WALDON:

I would agree to that. What I objected to was limiting it to 15,000 and 5,000.

THE CHAIRMAN:

I don't think that the data we have secured from the various engineers who have answered our questionnaire would throw much light on that.

I think that now we can take up the question of general design, and perhaps you can agree with me that we come down to the four arrangements that were originally suggested in the questionnaire:

1. A paved width for two traffic lanes, a parallel road to be built a mile or two distant if traffic becomes too congested for one such road.
2. A paved width for four traffic lanes, the pavement to be built continuous for the given width.
3. A paved width to provide for four lanes of traffic but the paved portion to be built in two separate strips for the purpose of segregating traffic; or
4. Some other arrangement.

It seems to me that the next question for us to determine is what form of arrangement will best take care of such traffic as we have assumed is likely to develop, and what portion of the design should and could economically and wisely be built at once. It may not be necessary to construct at once what we may decide to be ultimately necessary, but in discussing the question of design and arrangement the ultimate should be taken into consideration.

COLONEL WALDON:

As a layman I would like to ask these gentlemen a question: whether it would be a practical thing to lay down an eighteen-foot strip of concrete in one of the four sections of road, as travel increased to lay down another eighteen-foot section and as traffic demanded still further, a third section and a fourth.

MAJOR RITCHIE:

The City of Philadelphia is doing that. They have an elastic system; they build a street on what they consider the ultimate width requirements and then lay down the present cross-section requirements.

THE CHAIRMAN:

I think the Colonel's idea is to find out whether it was technically possible to build a road first eighteen feet wide and then later make it thirty-six feet wide.

MAJOR RITCHIE:

It would not make any difference because it would have to be rebuilt anyway.

THE CHAIRMAN:

Has anyone any suggestion to make as to design, or arrangement of traffic lanes?

COLONEL WALDON:

Whether in the best use of 100 feet it would be better to start on an eighteen-foot strip or a twenty-four-foot strip.

MR. WRIGHT:

In order to get it before the Committee I move that this be one section, twenty-seven feet wide, hard surface, which is ample for at least the present and I think probably the life of the road. We will have plenty of chance to use the rest of the 100 feet, but I do hope you will not make it over twenty-seven feet.

MAJOR RITCHIE:

Second the motion.

MR. WHITE:

Where will you place the twenty-seven feet?

MR. WRIGHT:

On center, widen on either side just as well; on one side or the other as you see fit.

MR. THOMPSON:

Assume that the surface be made flat instead of crowned. If you make twenty-seven feet uniformly crowned surface and thereafter attempt to add to it, in the absence of vertical drains the water will accumulate in the center of the road.

MR. WRIGHT:

This section is so flat and sandy that a crown in operation 1 inch to eighteen feet would be ample, and all that is necessary is to raise your grade the first twenty-seven feet so that you can continue your crown on. But that is a technical matter that the engineers can take care of.

PROF. AGG:

In order to complete the record I would like to amend the motion made by Mr. Wright—an amendment to this effect: after the words "twenty-seven feet wide" include this expression "so placed as to permit additions on one or both sides."

THE CHAIRMAN:

There is a motion before the Committee that the width of paving should be twenty-seven feet, so placed that additional widths of pavement could be added on either side if desired.

Before we vote on it I think it would be wise to hear some dis-

cussion as to the advisability of segregating the traffic on that width of pavement, or whether that width of pavement should be continuous or in two separate sections. There has been a good deal of discussion and a great many ideas have been proposed to the Association which would indicate that an idea is held by many that it might be advisable in some way to separate the travel coming in two different directions. I think before we vote upon it and settle it, it would be wise to have some discussion.

MR. WRIGHT:

There is a place or two in our state where they have placed a mark down the center, and you will find that the drivers, if you place a mark, will follow it and you are going to have your tracks all in one place and assuming a six-inch wearing surface, if you leave it free to the driver, they cover the whole space; if you segregate it you will have ruts before you know it. If you have twenty-seven feet you have always got room there for four to pass very nicely.

THE CHAIRMAN:

Twenty-seven feet of metal is predicated on three lanes of travel. If we are going to decide on twenty-seven feet of continuous paving width with no sign of demarcation then, as I understand, we do not separate the freight and passenger traffic.

MR. WRIGHT:

I do not think it is necessary.

MAJOR RITCHIE:

I do not think it would be necessary in the next ten years.

MR. WRIGHT:

You will find that this heavy traffic stays in the center; they do not want to get to one side, and there is where you want them to stay.

THE CHAIRMAN:

Many of the suggestions that have been received from engineers indicate that the trucks should use the center lane and passenger cars should go on the outside. They also consider it economical to construct the two lanes of different mix, the more lightly constructed section to carry the passenger traffic.

MR. WRIGHT:

When you do that you forget that a chain is no stronger than its weakest link and there will be times when these heaviest loaded trucks will be on the edge, so I do not think you can make any one point of the surface any less strong than any other point.

MR. OLDER:

It seems to us out in Illinois that to divide the traffic in double track, as distinguished from three tracks, adds materially to safety.

MR. THOMPSON:

To paint a line or something in the center would serve the same purpose.

Colonel Green of the New York State Highway Department at a meeting at Washington outlined a type of construction that they were forced to adopt, partly because of the necessity of keeping the road open to traffic and partly because of the conditions existing. It was a bituminous macadam construction and they were forced to maintain traffic and forced to widen the road at the same time. The plan adopted was to leave nine feet of bituminous macadam in the center. The road was wide enough so that the traffic was able to use eighteen feet of the existing road while nine feet was being built on one side, and he made the statement that he considered the block type of paving in the center a distinct advantage. The fast-moving vehicles could readily pass on the middle section the slower moving vehicles which were going in the same direction.

MR. WRIGHT:

Every man will stay on his own side. It is a detriment to the road to have this travel all on a narrow strip. You will get a rut there before you know it; it is the same as if you built two six-inch lanes.

COLONEL WALDON:

I think what we are doing here is very important in the progress of our deliberations. I am not competent myself to vote intelligently from my own knowledge on whether twenty-seven feet should be the width; whether it is the wisest width to select. For instance, to me, it would seem that two 18-foot strips would be better, having in mind some of the arguments that have been brought out by Mr. Thompson.

MR. WRIGHT:

You have thirty feet on each side of this thirty-six feet.

COLONEL WALDON:

You are talking about 15,000 cars and 5,000 trucks, and we have 10,000 vehicles on North Woodward Avenue now. I am just considering what the situation would be if we had three nine-foot strips, instead of two eighteen-foot strips.

THE CHAIRMAN:

I think the point Colonel Waldon makes is very good, and because of the importance that will attach to the minutes of this discussion I think we should have an expression from everyone here as to what they think would be the proper width. There has been a great difference of opinion as to what is the proper width of pavement, whether it is advisable to have one continuous pavement and whether it is economical to build the center of this section of some cheaper form of construction than the two outer lanes; no doubt others have other opinions which would be of considerable value in the record. We should hear considerable discussion and hear the opinions of everyone here.

MR. HINES:

You are confusing the width with the type of paving.

THE CHAIRMAN:

We can discuss both types; it is a question of design and not a question of materials. The real point is whether we should consider three traffic lanes as against two, or as Colonel Waldon suggested, four; and I think we should hear from each member here as what he thinks advisable in the way of traffic lanes.

COLONEL WALDON:

I do not suggest four because that is something I ought not to vote on because I am not an engineer, and I think this should be decided by an engineer; I merely suggest that as a possible consideration.

MR. WHITE:

Do I understand that we are now presuming to say that this width we will establish of 27 feet is the width which will carry this traffic which is assumed to develop in fifteen years? We are not attempting to say that this width of twenty-seven feet is the width which we estimate will carry this 20,000-vehicle traffic.

THE CHAIRMAN:

I think the point at issue now is—Is it advisable now to plan three traffic lanes, with others to be later added to take care of the increase?

MR. HINES:

My personal preference as a starting point would be two twenty-foot strips with a twenty-foot parkway in the center, with the idea of at some future time putting another twenty feet in the center, and at some future time out beyond the edges of the two first strips.

THE CHAIRMAN:

You favor four lanes of traffic?

MR. HINES:

Four lanes of travel separated. That would be my personal preference as a starting point.

MR. WRIGHT:

Is there any State in the Union that would build its main thoroughfares that way?

MR. HINES:

They may have to some day; I believe they will be forced to it by the traffic. Take it between New York and Philadelphia and between New York and Boston, the traffic is going to force them to do things of that character.

MR. OLDER:

In considering this matter I cannot help bearing in mind the impression I got from the original invitation to submit plans for such a

road, and in that, if I remember correctly, was a statement which led me to believe that the economical adoption of a pavement—of a design—would be given very careful consideration. I can by no means conceive the immediate necessity, at any rate, of providing for more than three lanes of traffic for the location that apparently has been decided upon, and in my judgment providing for three lanes of traffic is anticipating the future about ten years on the Lincoln Highway. With that in mind I surely would not recommend provision for a paving surface at the present time wider than twenty-seven feet. I had in mind the advisability of developing a design that would be economical under present conditions. I do not believe you can justify a twenty-seven foot pavement for present construction, even if the traffic develops sufficient to use a twenty-seven foot road in fifteen years. I am thinking also of the fact that if we build a section out there that the casual observer, as he passes by, would not see the need of, this Committee is likely to be very severely criticized. If we build a four-lane traffic road and drive out over that road and find it being used, with one vehicle half a mile down the road, it would be certain that that construction would not be adapted to its present use, or the use of the public when the observer arrives. It would be my judgment that twenty-seven feet of pavement should be the maximum to put in at the present time; that would admit of widening on either or both sides in the future. It would be my judgment that that should be placed in the center with a nine-foot parkway on one side and an additional nine feet on the other side, contemplating an even wider than the four-traffic road in the future when traffic demands it.

PROF. AGG:

The conclusion that I had about reached in the matter is this: That an eighteen-foot or double-track road—say eighteen to twenty feet wide—would probably take care of present conditions, and that that could be so placed that when traffic conditions demanded an increased width another strip or another width could be placed. I don't know as I had in mind any particular arrangement for those two strips, taking it for granted that they would be placed adjacent to each other. However, in thinking the matter over, if we admit that within, say, fifteen years the traffic is going to reach the amount that we have assumed here, it is going to be a comparatively short time when a double-track road would be overloaded. I believe it would be best to have a three-track road to start with; there is some question, however, whether it should be a two- or three-track road.

MR. TAYLOR:

I am in favor of the twenty-seven feet built at the present time, and I consider the twenty-seven feet of metal placed in the center of the highway best, and the road so designed that it could be widened when necessary.

THE CHAIRMAN:

Mr. Thompson has left, but will be with us to-morrow morning; I think, however, we have heard his ideas in general on this subject.

MR. WHITE:

I have gained a great deal from what has been said. I came with an idea very similar to that expressed by Prof. Agg, although we had not discussed the matter. But, frankly, I came with the idea in mind of, perhaps, a twenty-two foot road, providing an ample two-track road and of sufficient width that it would scarcely be—or it very seldom would occur that a truck could block the road, with two tracks of approximately twenty-two-foot road, we will say, being so placed and constructed that it could very readily be added to as traffic conditions required. I would not like to go back of the fact that the ideal road is that road which will give ample traffic service for the minimum amount of money, and if we invest at this time more money than the traffic requires—for the traffic now existing or that will exist within a few years—we are going somewhat beyond the economical point. I am willing to support Mr. Wright's suggestion for three lanes of traffic at this time, although I came with an idea of somewhat less than that.

MAJOR RITCHIE:

I thoroughly agree with Mr. Wright as to the three lanes, but I am not thoroughly satisfied that the section should be placed in the center.

THE CHAIRMAN:

Referring back to what Mr. White said about economy and the present traffic conditions, we must not forget that we have assumed a traffic volume of 15,000 passenger vehicles and 5,000 motor trucks as a reasonable estimate of possible travel over main roads. I gather from what I have heard here that the majority of you think that if anything it is better to err on the side of being a little too liberal in the way of additional width.

COLONEL WALDON:

I have been much interested in the remarks of these gentlemen and particularly in Prof. Agg's suggestion that he came here with the idea of two eighteen-foot strips or two twenty-foot strips, and what Mr. Wright said was in his mind, and Mr. White has suggested; and I wondered if perhaps it might not be opportune to suggest a point—to increase Prof. Agg's suggestion—that the immediate needs would be met with one twenty-foot strip, so placed that when and if necessary it could be supplemented by another twenty-foot strip.

THE CHAIRMAN:

That was Mr. Wright's motion, was it not?

MR. WRIGHT:

Yes; but Prof. Agg, to sum up his opinion, suggests that he was not certain that three travel lanes would be necessary short of ten years,

and in view of this I figure that it is not justified now. I think his argument is very well taken, that you plan for the lesser width now and that ample provision be made for expansion as justified in the future.

PROF. AGG:

So far as I personally am concerned, my ideas have not really crystalized; the discussion has brought out some things which I did not have in mind when I came. I would prefer to have this matter left until to-morrow; at the same time I don't want to go contrary to the general feeling of this Committee.

THE CHAIRMAN:

I was just about to say that this question is so important, as it embodies the main idea of the whole plan, that it would be wise to wait until tomorrow and allow the opportunity to think over what has been said, and no doubt other members of the Committee will be here to-morrow and the benefit of everybody's judgment would be helpful; and with the approval of Mr. Wright and the seconder, and the rest of the Committee, I would like to let that go over until to-morrow, and take up other steps at this point, without further regard to the number traffic lanes.

MR. WRIGHT:

That is entirely satisfactory to me.

MR. HINES:

To go back to what Colonel Waldon has said, I agree that twenty feet is ample at this time, but it should be placed so that an additional twenty feet for the future could be taken care of.

COLONEL WALDON:

Prof. Agg raised the point, when he came to express his views, that he hardly felt that twenty-seven feet would be justified under ten years, but that he had come with the idea of eighteen feet or twenty feet.

MR. HINES:

That is my personal preference, without any relationship to the location selected. I think that twenty feet is ample at that particular location, and that units of twenty feet could be added and the road so placed that they could be added as traffic justified additions.

MR. TAYLOR:

I feel the same way about it. This highway will be placed in Mr. Wright's state and he was generous to suggest twenty-seven feet. I don't want to crowd or cramp him. My original idea would have been a twenty-foot road at present. My idea is that it is foolish to build a highway one and one-half miles long and twenty-seven feet wide and have on either end of the improvement, possibly, a sixteen-foot

highway. You are not going to get traffic on that one mile unless you have roads on either end that will carry the traffic. What is the use of having a three-lane road here for a mile and a two-way highway at either end?

THE CHAIRMAN:

The idea drawn from such a situation would be that it was impossible, in view of the funds at the disposal of the state, for them to build what they would consider advisable if they had enough money to do just exactly what they wanted to do, all across the state.

MAJOR RITCHIE:

I think we are getting away from the point and that is this: that the ultimate design of the highway is to carry a traffic of approximately 20,000 per day. I do not think it makes much difference how that develops on the particular portion that we are now going to construct—except that it shall be in line with the comprehensive plan which we are about to adopt, and therefore I think we ought to adopt now an estimate of the number of lanes of traffic necessary to comfortably carry 20,000 per day, and then fix our cross-section in line with that idea.

THE CHAIRMAN:

I think that Major Ritchie has a good suggestion, the idea being that we can determine upon the ultimate design without undertaking it at once, and we can assume the traffic volume which we have discussed and design a road which to you may seem wise, but not necessarily immediately undertake its construction.

I would like very much to hear any remarks in connection with Major Ritchie's suggestion.

MR. TAYLOR:

I think it would look like a bump on a log if you constructed the road on one side of the right-of-way.

MAJOR RITCHIE:

The right-of-way is not going to be definitely marked.

MR. WHITE:

I would like Mr. Older to tell us something about the roads they have built on one side of the right-of-way; you built some nine-foot roads, for instance, on one side; how did they look?

MR. OLDER:

Not very many miles. I cannot say that they looked very well, although as a matter of development similar to that outlined by Major Ritchie, it works out very well. We have since that time added nine feet to the nine feet we put on one side.

MR. WHITE:

Between Cedar Rapids and Marion on the Lincoln Highway there is a road they call a boulevard—just a short piece—and there is a street car line along one side of the highway, and last year—that is 1919—we built a pavement twenty feet wide—built it on one side of the highway. We designed it in such a way that it would ultimately fit into a street forty-eight feet wide, allowing eight feet in the middle for the street car line. Prof. Agg has been over it—I think it looks very well.

MR. TAYLOR:

Following the suggestion of the discussion, you start at the center line and set off nine feet, then you build eighteen feet of highway out beyond the nine feet?

MAJOR RITCHIE:

We did that on the Northeast Boulevard in Philadelphia, and it looks all right, and never during the entire time of the construction of that boulevard did it present a hideous appearance.

MR. WRIGHT:

The development of this road is not going to be the development of a metropolitan area; it is going to be out in the country.

MR. TAYLOR:

I would prefer a twenty-foot highway in the center, leaving space for parkway on either side, with travel-way outside of the parkway.

MR. WRIGHT:

I hope this first section will be placed in the center, and above all else, we are not building a boulevard. The first idea is to get efficiency; the next that it must be practical and economical to maintain. If it was not practical it would not be a model which the people throughout the United States could follow—the tax payers would not stand for it, so we could not follow it if we wanted to.

MAJOR RITCHIE:

The Northeast Boulevard is a bituminous macadam; the main roads are maintained at an average of six cents per yard per year; the drive in between, where the parking spaces are, is maintained for an average of one and three-eighths cents per yard per year.

THE CHAIRMAN:

There is a motion before the meeting, but I think it is mutually agreed that we can allow that to pass over without action.

On motion of Prof. Agg, the meeting was adjourned to re-convene at 9 a. m. to-morrow at the same place.

Saturday Meeting

The Committee met pursuant to adjournment.

THE CHAIRMAN:

Briefly reviewing what we accomplished yesterday, gentlemen; we considered the right-of-way and determined on 100 feet; we took up the question of traffic volume and determined to predicate our discussion on a traffic volume of 15,000 passenger vehicles and 5,000 trucks per twenty-four-hour day as the ultimate development of the future practical to anticipate in present day construction, and we were discussing, when we adjourned, the question of the number of traffic lanes and the width of paving. As Mr. Hines has stated, that question is one that we could sit here and argue about the rest of the day, and I think that in view of the fact that a number of the members of the Committee have not attended either meeting, I would like to leave that for some later consideration, and go on and take up some of the other points that probably it is possible to reach some agreement on.

It appears to me from the progress that we have made so far that it will be necessary to have another meeting.

I am very sorry that Mr. Breed is not here to-day; I think he would have been here if he had been on his feet.

If you are agreeable then to passing over this question of the paving and the number of traffic lanes and leave that for further consideration and further discussion, the next point to my mind that we should take up is the question of drainage. The question of drainage is one of the questions that can be discussed without necessarily having already determined the number of traffic lanes and widths of paving.

In our questionnaire, with regard to drainage, we particularly asked consideration as to the necessity of eliminating the open ditch, and if you have inspected the report that was developed from the data sent in, you will notice that there has been a very wide divergence of opinion on the question of drainage, some engineers feeling that it was essential that the closed ditch be done away with; that sub-surface drainage of some sort be provided; some that we should use catch basins; and others seem to think that the question of dangerous open ditches could be well taken care of by ditches over beyond the fence line or shrubbery.

I would like very much to ask Mr. Hines to open for discussion the subject of drainage, as I know he probably has some carefully thought-out suggestion.

MR. HINES:

To bring the matter properly before the Committee I would move that we recommend on the Ideal Section submerged drain tile and catch basins.

Seconded by Prof. Agg.

THE CHAIRMAN:

It has been moved and seconded that for the Ideal Section the

drainage should consist of submerged drain tile and catch basins. Are there any remarks?

MR. OLDER:

Have you been over this section?

MR. HINES:

No, I have not; but I had in mind, as I read the purpose of this plan, that it is not to consider the design of a road for this particular section, but to design a road to meet ideal conditions—as it is termed an "Ideal Section"—and fit it to the particular nature of the road on which it may be located.

Personally, talking of my motion, most of our roads are drained by deep open ditches, and as a result of that we have many accidents, and there is a movement to eventually close up all these open ditches. It does drain; it makes splendid drainage. In New York State a fellow goes into a little ditch and there is a grade there and the state or the community is liable for damages; and that is my general thought—traffic will eventually force us to close up our ditches.

MAJOR RITCHIE:

Having in mind that this is for an Ideal Section, I would suggest an amendment to your motion by including in it that the sub-soil shall be treated for the purpose of making it either impervious to water or increasing its permeability.

MR. HINES:

That is French drains, or something of that kind?

MAJOR RITCHIE:

Or chemically:

THE CHAIRMAN:

I would like to ask what you mean by "chemically."

MAJOR RITCHIE:

Using lime or some other substance; for instance, the use of lime will break up the soil, and make it very much better for actually carrying off the water.

THE CHAIRMAN:

In connection with what Major Ritchie has said about clay soils and what Mr. Hines has said about giving particular consideration to this location, I ought to mention, for example, that this soil, at this particular location, is sandy, but it is important to consider the matter should the sub-soil not be sandy, but clayey; and with further regard to Mr. Hines' remark, I think it should be pointed out that we should not give too much consideration to the details of the location, the general condition of the ground at the point considered.

After thinking over our discussion of yesterday, last night, it seems to me that perhaps it would have been wiser if we had not definitely stated where this section was going, and thereby eliminated the con-

sideration of the particular conditions that exist at the point where it is to be placed. The way that our Board looks at this plan, the modifications necessary in the ideal design to place it at this point are secondary considerations, and perhaps you would have more nearly reached a decision satisfactory to everyone here had we arbitrarily discussed the question of the Ideal Section for main roads of travel, and then later employed an engineer to sit down and modify the general plans to fit a specific location. And I think we will make more progress toward agreement on specifications if we disregard a little more the fact that it is actually going on a certain stretch of road and lay more stress on the principles we want to lay down, those we want to discuss, and those the Ideal Section is planned to promulgate.

MR. WHITE:

I expect to support Mr. Hines' motion for the under drains and taking water through catch basins. In our state, as you know, we have the heavy black soil—as a general proposition, very little sand—and we are laying a great deal of ditch; you may be interested in knowing that we have laid 500 miles of ditch this last year, but we have been considering seriously the proposition of arbitrarily requiring two lines of tile on our roads, that is, one on each side, before we permit any pavement to be laid on the road. I think you will find that idea is gaining considerable strength with the engineers in a number of states. Further, in connection with this matter, I would say that I have been leaning very strongly towards the idea that we should provide for carrying the water which falls on the pavement on the pavement itself until we take it off the pavement through catch basins, or some other methods satisfactory for taking it off. The general standard of pavement at this time consists simply of crown pavement and no curb or means of conveying the water along the side. The result is this: that the water that falls on the pavement, assuming a level section, if you please, simply runs off to the edge, sinks into the sub-grade and goes under the paving; heavy traffic comes along and pounds on the side of the pavement and failure starts at the side of the pavement. I think that one feature is something to be considered in the future. I think that can be eliminated through carrying the water on the pavement itself until you take it off through some well-defined channel. As illustrating that as a condition that actually exists, I would say that on an eighteen-foot pavement, for instance, you have nine square feet on either side for every lineal foot of road. Assuming your level section again, if you get one and one-fourth inch rainfall, which is a moderate rainfall, then for the first foot outside of your pavement you get the accumulation of water for nine square feet of that pavement, that is you get $11\frac{1}{4}$ inches of rainfall on that one edge at the side, which is sufficient rainfall to saturate the grade to some extent. So I am simply expressing the thought that I believe we will, within a few years, come to the point of carrying the water that falls on the pave-

ment on the pavement itself until we take it off through some well-defined channel.

THE CHAIRMAN:

What provisions will you make for carrying off the water from the drains at the side?

MR. HINES:

You may not have drains at the side. You may invert the pavement and drain in the center and then you would create your shoulders and your berm so that the water would be carried beyond the line of grading and carried towards the center.

MR. WHITE:

I will part company with Mr. Hines on the question of inverting the pavement. We have some in our state near Sioux City. The City built some pavement going out into the country and the soil was very light; they had to do something to carry the water on the pavement and they inverted the pavement and I think it is a bungle. We have designed a road twenty miles in length in that same soil—I believe the contract will be let next week—and we are using the sloping curb at each side and carrying the water at the side, and not the center.

THE CHAIRMAN:

Assuming that you provide drainage through tile underground at the side and catch basins, how do you run off your water from the gutters provided underneath the catch basins—where is that delivered?

MR. HINES:

Wherever your outlet may be.

MR. WHITE:

You can take your water through a type of culvert, with catch basins over the culvert.

THE CHAIRMAN:

It would be possible to drive over the drainage and the catch basins would be flush with the surface and part of the design, like the construction, for example, on the Ridge Road from Bakersfield to Los Angeles, where there is a concrete curb along the sides and the water runs to the side and goes through a concrete grill which you can drive over.

I would like to hear from Mr. Older in connection with this drainage problem.

MR. OLDER:

I feel that the drainage should be taken underground.

THE CHAIRMAN:

Another arrangement has been suggested by many of the engineers who responded to the questionnaire, and that is to drain by ditches, apparently with the idea of getting away from the excessive expense of sub-surface drainage, by putting the ditch line outside of the fence line

and draining over beyond the line of trees or shrubbery that is placed along the road. My impression is that while that would be doing away with the danger of the deep open ditches, it would be considerably cheaper in construction than such a drainage system as has been discussed.

MR. HINES:

The building of drains as has been discussed, while high in initial expense, provides a system the life of which extends over a period of years, and the frequency with which we have to clean up and open up the open ditches makes it a justifiable expense in my judgment.

MR. WHITE:

The initial expense may be considered high, as Mr. Hines has stated, but when you come to think that we are spending forty, fifty, sixty thousand dollars a mile for pavements—even just our standard state highways, where \$60,000 for pavement does not include grading—if we can put in suitable drains for an expenditure of \$3,000 or \$4,000 per mile, or 10%, is it not worth 10% of your investment to guarantee the permanency of your investment?

THE CHAIRMAN:

Do I understand from that that the question of maintenance on your drainage system is cut down to practically the vanishing point?

MR. WHITE:

Cut down very materially.

THE CHAIRMAN:

As against the necessity of cleaning open ditches?

MR. WHITE:

Leaving out the question of maintenance, it seems to me that in order to insure the permanency of this high type surface that we are undertaking at a very large expense, we can certainly afford to spend a little more to put in all the drainage that we need. I might illustrate the point by referring to our experience with bridge work; we started out some years ago with the bridge work specifications stating that piling should be driven if necessary. We lost a few bridges—they washed out. We now say piling shall be driven if they can; if they cannot be driven, perhaps the foundation is satisfactory.

MR. HINES:

The situation that you outline, where you have two and one-quarter inch draining off on the side and permeating the sub-soil, is a condition we have actually met with on the heavy-travelled roads in and around Michigan; in the severe weather last winter the sub-soil was frozen down the center about six or seven feet and then came some quick thaws and heavy rains and the soil at the side of the road thawed out

and was soft, and here you were supporting a slab in the center with a brace under it like a "V" and no supports at either side.

Mr. Hines' motion being put to vote it was carried.

THE CHAIRMAN:

In connection with this motion I would like to understand if a decision on this type of drainage necessarily means one width of paving?

MAJOR RITCHIE:

Not at all.

THE CHAIRMAN:

It would be possible with this plan to build two separate stretches and follow the same plan.

I would like a suggestion from the Committee as to what they feel is the next point to take up.

PROF. AGG:

The type of construction.

THE CHAIRMAN:

Referring, I believe, to the nature of material for base and surface.

You have all read the little booklet here giving the resume of the engineers' suggestions, and while we did not expect any particular agreement on this point, because the subject being considered is something that would vary in various localities and had no immediate relationship to the design, nevertheless the majority of those responding did suggest a type of material, and the majority of those who did suggest a type of material suggested that concrete be used in one form or another—that two courses of concrete construction be used or that reinforced concrete be used; others suggested a concrete base with varying types of surfacing.

I would like to consider a motion from someone as to the type of material that we should consider.

MR. HINES:

To start the discussion, I move that we recommend the use of reinforced concrete.

MR. WHITE:

Second the motion.

THE CHAIRMAN:

It has been moved and seconded that this Committee recommend the use of reinforced concrete.

PROF. AGG:

I move an amendment to the effect that the recommendation include a thickness of nine inches.

THE CHAIRMAN:

It is moved that the main motion be amended to read that the Committee recommends the construction of the Ideal Section of reinforced concrete with a minimum thickness of nine inches.

MR. OLDER:

I second the amendment.

MAJOR RITCHIE:

Do you intend that this motion shall cover the heavy traffic or all traffic?

PROF. AGG:

Five thousand trucks.

MR. OLDER:

I would like to know if Indiana has adopted any load limit law.

THE CHAIRMAN:

I don't know of any.

MR. WHITE:

I will amend the amendment by making the thickness ten inches.

MAJOR RITCHIE:

I second the amendment.

THE CHAIRMAN:

It has been moved and seconded that the main motion be amended to ten inches of reinforced concrete.

MR. WHITE:

You will notice around the table yesterday there was an insistence from the engineers, and all, in fact, that we must economize—we must build what is practical. There are certain things that you can properly economize on; there are other things in the design for a road that I feel you cannot economize on; and one is the foundation, that is the strength of your slab. This suggestion of ten inches is somewhat in excess, I think, of the thickness being used by most of the Highway Departments; I admit it is something in excess of the thickness being used by us, but we will bring our thickness up as promptly as public opinion will permit us to. It certainly would not be very complimentary to this Committee if we built a road here and then some truck came along and broke it. I feel that we might economize in width and economize in many features, but here is one place where we cannot; we can always add to the width, but if the road breaks up, we are in trouble.

THE CHAIRMAN:

Mr. White's remarks are very much to the point; this section, if it is to be under Federal supervision, will receive wide publicity. It must stand up for a long period of time and under the increase of traffic which is here estimated.

The amendment to the main motion being put to a vote, it was carried.

THE CHAIRMAN:

In connection with this motion, which states that the concrete should be reinforced, I think it is time now to discuss the nature and kind of reinforcement.

MR. TAYLOR:

You may all be concrete men. We are building a type of paving in Ohio which is brick tile with concrete face and asphalt filler; however, I am not opposed to the concrete type and if it is the desire of this body that we adopt concrete throughout I am perfectly satisfied. However, in order to bring the matter before the Committee, I would move that in case you build more than one mile that you use brick top for the balance.

Seconded by Mr. White.

THE CHAIRMAN:

I think it would be unfortunate for this Committee to indicate a disagreement in a matter of this kind and construct a section, no matter what its length, of varying types of material, which would indicate that the section was being used as a test to demonstrate which of these various types, for example, stood up the better. We want to get away from the idea of building a test or demonstration section of road to determine the relative merits of different types of construction.

MAJOR RITCHIE:

Concrete is available practically everywhere, while brick is not, and it has been my unfortunate experience over several years that it is almost impossible to get a uniformly burned brick.

THE CHAIRMAN:

In connection with the main motion, there is an amendment which makes it read, in case we should build more than one mile, that the second mile be built of brick, concrete base and asphalt filler.

MR. WHITE:

In connection with the motion which I have seconded, I wish to say that the question of foundation again enters into it, and the question of economy. We are building some bituminous filled brick pavements in our state. In that particular case we had in competition concrete pavement eight inches at center and seven inches at the edge, with reinforcing steel embedded in it. In competition with those pavements we had a bituminous filled brick pavement with a five-foot base, one-inch sand cement cushion, making a total of nine-inch pavement, say 18 feet wide. The concrete pavement was \$12,000 a mile less than the brick pavement, and there is nowhere near the slab strength in the brick pavement that there is in the concrete pavement; in other words, the brick pavement has much less foundation

stability than the concrete pavement has. The contract came to us for approval; we warned against that construction, first because of the increased cost, and second because of the lesser strength. It is our experience that pavements fail, not through surface abrasion, but through lack of foundation strength. It so happened that in that case the local community was paying all of the increased cost and they said they wanted it and we finally approved it and I am worrying considerably about what traffic is going to do to that road, in spite of the increased cost and all.

Now, as to what would constitute a design comparable in strength to this ten-inch pavement with reinforcing steel embedded in it, which we have in the motion first before us; that is, as to how you would have to design that particular pavement in order to constitute a uniform strength? I will confess to you that I don't know exactly; I have some ideas.

Suppose you would have to put in a nine inch concrete base, then one inch sand cushion, then a three inch brick on that; that would make thirteen inches in thickness. The increased cost of that pavement over the ten inch concrete pavement would be a good many thousands per mile. I don't believe it is worth it.

THE CHAIRMAN:

Any other remarks?

COLONEL WALDON:

Only this one; the question as to whether you want, without a full Committee hearing, to tie your specifications to that, without hearing what the other members might express.

THE CHAIRMAN:

In that connection I think you will all agree in view of the fact that Mr. Thompson, Mr. Breed, Mr. Uhler and others are not here, all men who have given this matter thought, that we cannot fully and definitely determine, for the Committee as a whole, exactly what we are going to do; but we can proceed to discuss these things together and undoubtedly crystalize ideas in our minds which will be of great value in leading towards the proper preparation of our specifications when we have our next meeting. I agree with you that it would be very discourteous to the other members of our Committee, and undoubtedly very wrong, to determine here definitely what we are going to do.

MR. WHITE:

I ask that you re-state the motion that you have before the house.

THE CHAIRMAN (addressing Mr. Wright):

For your understanding I would say that while you were absent a motion was put by Prof. Agg that the paving material for the Ideal Section should be not less than ten inches, as amended, of reinforced concrete, and that motion was amended by Mr. Taylor to the effect

that should there be more than one mile of Ideal Section constructed, that the balance over one mile—perhaps another mile—should be constructed with concrete base and brick surface with asphalt filler. The amendment was seconded by Mr. White and is now being considered.

MR. WRIGHT:

I have not heard your previous discussion. Here your cost enters in again. This is what you are doing. You are laying one hard-surface on top of another hard surface, which is not practical, it seems to me, and why not get the benefit of the concrete surface? If necessary you can put your brick top on after you have worn down your concrete surface. I would very much oppose the amendment.

THE CHAIRMAN:

I should explain further that just before you came in Mr. White gave us a very interesting talk in which he opposed the amendment.

MR. WRIGHT:

I am very much opposed to it myself.

The motion being put to vote, the amendment was lost.

THE CHAIRMAN:

We are now back to the main motion. Are you ready for the question? This motion is the ten-inch concrete with steel reinforcement embedded in it.

MR. WRIGHT:

I have no particular objection to reinforcement, but I do think it is an absolute waste there. I cannot see any necessity of it; I cannot see that it is going to add anything in tensile strength; that ten inches is going to hold that together; so you are again doing something that is not practical, because you are not getting the worth of the money you put in there for your reinforcing steel; and I would again like to register my objection to that because it adds that much more cost.

MR. WHITE:

Do you wish to amend the motion by striking out the embedded steel?

THE CHAIRMAN:

In the early part of the meeting, I should say in connection with what you have just remarked, I briefly stated that I thought we should not confine ourselves, in discussing a set of ideal specifications, to the limitations imposed by the location where we are planning to put the Ideal Section. In that connection, for example, Major Ritchie, in a motion which was passed in connection with the drainage, suggested the incorporation of chemical treatment of the sub-soil where necessary, should it be clay; where the road is to be laid the soil is not clay, it is sandy, but the mere fact that at this particular point it is not clay

should not prevent us from considering the recommendation of using chemical treatment on sub-soil where it may be necessary; and to the same point, the fact that the conditions existing at this particular point would not, perhaps, warrant reinforcement, should not prevent us discussing the advantages of reinforcement in ideal construction. And I said that it struck me, after listening to the discussion, that the Committee was inclined to put too much stress on the particular location of this section and considering what is the best design for that point, rather than the consideration of an Ideal Section for a main travelled highway which we are planning to put in Indiana. The detail conditions will be taken care of by the engineer who will make the general principles applicable to the local situation.

COL. WALDON:

The fundamental idea back of this is education and not the building of a mile of road.

MR. WRIGHT:

I think you are entirely right, and with that in view I move to strike out "reinforced concrete." That, as I understand from what you have said, will give the engineer who prepares these specifications the privilege of putting it in where he thinks it is necessary, or of leaving it out. We are not using any reinforced concrete, except where we go over a field or where it is marsh or where the conditions of the sub-grade would necessarily require it.

THE CHAIRMAN:

In other words, you are against the use of reinforced concrete in general, not because of this particular location, but in general in the construction of concrete roads.

MR. WHITE:

I think both you and Mr. Wright are talking loosely. I think Mr. Wright is simply objecting to the use of steel in the concrete.

MR. WRIGHT:

I said "strike out 'reinforced concrete'." I just wanted to strike out the first word "reinforced;" I want the "concrete" in there.

THE CHAIRMAN:

Then you want the amendment, as I understand, "10" of concrete," rather than "10" of concrete reinforced with steel."

MR. WRIGHT:

I want it "10" of concrete," "reinforced with steel" cut out.

The vote being taken on Mr. Wright's amendment to strike out "reinforced," it was lost.

The vote on the original motion for "10" concrete reinforced with steel" being taken, it was carried.

On motion of Mr. Hines, seconded by Mr. Wright, it was unanimously carried that earth shoulders be recommended.

MR. HINES:

I move that we recommend that the Ideal Section be lighted.

MR. TAYLOR:

I second the motion.

THE CHAIRMAN:

It is moved and seconded that the Ideal Section be lighted; leaving for further discussion, I presume, the question of how it should be lighted.

MR. WRIGHT:

That takes us right back to the primary purpose of this experiment, if that is what you care to call it, which is to put something there that is practical for the rest of the people to follow. It is not practical to light our public roads in general; it is not essential in the main, except in a very few instances; it is expensive, it adds largely to the maintenance of the road, makes it necessary to have power plants and a hundred and one things that would enter in there that absolutely make it unfeasible, and I would be opposed to a proposition to light the road unless someone would care to come in and guarantee to maintain it for all time to come. I assure you that the state would not enter into any contract to light that road.

THE CHAIRMAN:

I think we are getting away from the point. It is not a question as to whether it would be convenient, but is it advisable?

MAJOR RITCHIE:

I would suggest an amendment to the motion, to make it read that the lighting shall only be at the cross roads.

THE CHAIRMAN:

May I suggest that we take this original motion first, as to whether it shall be lighted, or not?

MAJOR RITCHIE:

My idea would be to eliminate it, except at cross roads.

MR. OLDER:

I second that amendment.

COLONEL WALDON:

I would like to say that we must not lose sight of the fact that we are engaged on something the greatest value of which is educational. My experience leads me to believe that a road that is going to carry the traffic in fifteen years that Prof. Agg has suggested this is designed to do, must be lighted. We ought not to allow ourselves to be influenced too much by what exists in this particular locality at this time. We are engaged in drawing ideal specifications. What the donors of these funds and the State of Indiana may finally agree upon must not deter us from specifying what we think is ideal.

THE CHAIRMAN:

With further reference to what Colonel Waldon has said, I want to say that he has exactly expressed the feeling of our Board of Directors, which is that they would like to have the benefit of the advice of the members of this Committee as to what they may think advisable and looking toward the ideal in the future in the way of construction and design, and then if it later works out that it is impossible or inadvisable at the present time to carry into effect some of the recommendations of the Committee, that those things, while staying in the report as being recommended by the Committee, can be considered to be left for future time.

MAJOR RITCHIE:

With that explanation in view, and with the consent of my seconder, I will withdraw my motion so that we can vote on the original question as to whether lighting is essential.

Mr. Older withdraws his second.

THE CHAIRMAN:

It has been moved and seconded that the Ideal Section be lighted. I would like to hear from the engineers who have had experience in lighting rural sections.

MR. HINES:

I had a little experience as propagandist on lighting rural highways. I have in my mind some well-fixed notions as to what I would like to do if I was the Czar, and had unlimited purse strings and money. Through newspaper propaganda and little talks here and there I have advocated that sort of thing in many localities; as a result villages have taken up the proposition and at their own expense have installed lights and are maintaining them both inside and outside of Wayne County, roads going twenty miles out of Detroit, state rural highways. Woodward Ave. is lighted for a distance of twenty-six miles; Michigan Ave. is lighted out seven or eight miles; Jefferson Ave. is lighted for about thirty miles. There is another section in the county—way down in the county—a three-mile section that is lighted, and it is a great comfort and a great safety measure. We have many interstate truck lines and motor expresses and these fellows run day and night and they find it quite advantageous, and the general thought in our locality is spreading. With that thought in mind I think it would be well to advocate for an Ideal Section that it be lighted; it may not be lighted for ten or fifteen years, but that is a step in advance.

THE CHAIRMAN:

I would like to hear from someone who supports this motion, as to why they consider it advisable to light the highway. Mr. Hines thinks it advisable, but I would like, for my own information, to hear what he or any other member considers the advantages of the lighting.

MR. OLDER:

Simply a matter of the glaring headlights which confuse passing vehicles; dim lights on the car so that the car travelling in the opposite direction can spot the position of the other.

MR. HINES:

Lighting the highway makes for speed and safety.

COLONEL WALDON:

I have travelled a good deal on roads in Wayne County, surfaced and unsurfaced, lighted and unlighted; I have travelled for sixteen miles on lighted highway and then a section of unlighted. On the lighted highway practically no one used their headlights. On the unlighted sections they had big headlights that made it almost impossible to meet them and proceed with safety. Mr. Hines has summed it up in a nutshell; it makes for speed and, what is far more important, for safety, and I do not think it would be ideal if we did not include lighting.

THE CHAIRMAN:

Are not the lights, to a large degree, conditional on the width of the paving which you are travelling? In other words, is it not true as the road becomes wider the necessity for lights becomes less.

MR. WRIGHT:

Would Mr. Hines permit to go into his motion this additional phrase, "shall be lighted when the traffic has been reached which these specifications are predicated upon"?

MR. HINES:

I would much prefer to have my motion stand as made.

MR. WHITE:

I feel that while the point was brought out yesterday that the traffic on the road would be 20,000 motor vehicles a day, there are certain hours of the day which would carry a very large traffic volume. I am inclined to think that eventually, when traffic reaches the point which we have adopted here, perhaps there would be some regulations made that trucks, for instance, should operate mainly at night. I believe that lighting the highway would encourage that, and on that basis I expect to vote for the lighting.

PROF. AGG:

I realize, as I presume the rest of you do, that to consider at this time the general lighting of rural highways is a dream; the realization of such a thing is necessarily far in the future. I do not feel that this little conference can afford to pass the opportunity of bringing to general attention the very great benefit that would accrue from the lighting of heavily travelled highways such as we are discussing. I am quite sure that the additional safety and general comfort that would

accrue from the expenditure would be well worth while, assuming that some practical method can be devised to bring about such a thing.

I feel very strongly that this Committee should go on record for the general lighting of the rural highways.

MR. WRIGHT:

On many of the roads in Indiana they are stringing high voltage wires all along the highway in order to furnish electricity to the farmers' homes for light, machinery and other uses. In such cases the lighting would be available and would not be, under those conditions, so expensive.

The motion being put to vote, it was carried.

It was moved by Mr. Hines, seconded by Mr. White, and unanimously carried, that the Committee recommend that no road should be built without adequate, intelligent, continuous and prompt maintenance being provided.

MR. OLDER:

I move that the Ideal Section should provide no curve having a radius of less than 1,000 feet.

MR. HINES:

Second the motion.

MR. WHITE:

I feel very much in favor of Mr. Older's motion. In addition to that I notice in these views that there are apparently a good many useless turns in this road, and I will amend Mr. Older's motion by adding thereto these words, "and that wherever reasonably possible to do so, curves be eliminated entirely." I mean by that that wherever possible useless crooks and turns be eliminated.

MR. OLDER:

I will be glad to accept the amendment.

PROF. AGG:

Assuming that Mr. White's amendment is included with the original motion, I would like to move an amendment as follows: "and that all curves be super-elevated for a speed of thirty-five miles per hour."

MR. TAYLOR:

Second the amendment.

MR. OLDER:

I will be glad to accept that amendment.

THE CHAIRMAN:

The motion reads now that this Committee recommend that on the Ideal Section no curve be constructed to a radius less than 1,000 feet, that they be super-elevated for a speed of thirty-five miles per hour, and that curves be eliminated wherever possible.

The motion being put to vote, it was carried.

MR. WHITE:

With permission, I would like to ask Mr. Thompson what he thinks of ten inches in thickness as to its adequacy and so on. I ask that because Mr. Thompson has dealt with very heavy traffic roads in New Jersey, and I would like for my own information to have his opinion.

MR. THOMPSON:

I think ten inches is about as far as we should go in this matter. We adopted ten inches in New Jersey on the Lincoln Highway, which happens to be the most extensively used route across the state, because it was a little bit heavier than we have used theretofore, and we hope that it will fulfill its purpose for a long time to come. The ten inches that we have put down so far has stood up very well indeed and it has carried some pretty heavy trucks—when I say that I mean up to fifteen tons gross load; we had many trucks arrested this summer, and upon weighing them found that they were 25,000 and 35,000 pounds. I am in quite hearty agreement with the ten-inch thickness. I don't know how any of us could say that twelve inches would be superior, or that eight and one-half inches or eight inches would be measurably inferior. I think it is an arbitrary selection.

I feel that in designing a highway it is practically impossible to pre-determine all the conditions and that it would be foolish to assume that they will stay for any definite number of years as they were when found, because sub-soil conditions and subterranean conditions may develop springs—as I have found after roads were put in and pavement put in—that made it necessary to spend a great deal of money to correct conditions after pavement was laid which were invisible before we started. So I feel, on account of that, what with the sub-foundations varying possibly every 100 feet or 500 feet, or certainly within every half mile, that it would be rather foolish to attempt to design a slab of uniform thickness, or after inspection of the conditions, to design a slab of varying thickness to suit particular conditions. There are two important factors there, both of which are undetermined to a certain extent, in the design of the thickness of the slab and its reinforcement. One, shall we design and place reinforcing for the pressure and impact from above, or shall we design for the pressure from below, due to frost expansion? It is rather indeterminate where the reinforcing should be placed, and by the same token it is rather indeterminate what the thickness of the slab should be. In the case of this structure here (referring to the building) with the expansion and wind pressures pretty closely calculated, and the reactions all known before the fabricated metal is started, it is different.

So, with this rather lengthy expression of my views, I believe that ten inches is as good as we could get.

MR. WRIGHT:

What is your opinion on reinforcing?

MR. THOMPSON:

My idea was expressed in regard to the sub-foundation conditions; that is to say: Here we have 500 feet built through a cut where the ground is fairly solid and we assume it is well drained; another 500 feet where it is sandy; another 500 feet on a cut again; we don't know how much this sandy portion is going to settle between those two fixed portions; we don't know how much it might heave due to unseen water in it; and lacking these two fixed supports, in my opinion, the theory of concrete reinforcing does not apply. We have had that up with ever so many engineers. There is a rather indeterminate value to the reinforcing in holding the slabs together when they crack, but I do not feel that it can be considered as reinforcing in the sense that you reinforce a concrete arch over a stream.

MR. OLDER:

That is absolutely my opinion. I don't object, but I had in mind objecting to the word "reinforcing steel" because it does not reinforce the slab in the sense we use the reinforcing in bridge construction. I won't object to the use of the words "tie steel," and putting some steel in the slab to tie the cracks together, to prevent them from separating; but as to steel being a real reinforcement in the pavement my judgment does not incline.

MR. WHITE:

In order to clear that point up, I agree with these gentlemen that you cannot reasonably reinforce the pavement in the sense that you have a reinforced building. My idea is that reinforcing steel, or steel placed in the concrete pavement, simply serves to tie the pieces together, in case there are cracks, to prevent those cracks from widening unduly.

I do not know that it is necessary, but simply to clear up that point, I would offer a motion that it is the sense of this Committee that the reinforcing steel as used in the Ideal Section shall be considered as ties to hold the pieces together in case of cracking and prevent the widening of the cracks, and is not to be considered as reinforcing steel in the sense that we speak of reinforcing steel in a concrete building.

MAJOR RITCHIE:

I second that.

THE CHAIRMAN:

In connection with Mr. White's motion, it seems to me that we are more or less discussing here what we mean by terms when we speak of "reinforcing" concrete.

MR. WHITE:

The point I had in mind is this: That if this motion is carried, providing for reinforced concrete pavement, if that were simply handed

to some engineer to draw up a set of specifications, perhaps he does not know just what we mean by that term.

THE CHAIRMAN:

Mr. White's motion is made to more explicitly express what the Committee had in mind.

The motion being put to vote it was carried.

MR. HINES:

I move that the Committee recommend that the Ideal Section provide a foot path for pedestrians.

The motion of Mr. Hines, seconded by Prof. Agg, providing a foot path for pedestrians, being put to vote, was unanimously carried.

PROF. AGG:

In order to proceed and make the record clear on another point, I offer the following motion:

I move that the Ideal Section shall be equipped with guide and warning signs and that all embankments be protected by guard rails.

The motion was seconded by Mr. Hines, and being put to vote, was carried.

THE CHAIRMAN:

To go back to the question of the number of main lanes of travel; I have a note here to take up and gain the opinions of the members of this Committee as to what constitutes a justifiable expense on an average mile under normal conditions, for a road to carry the travel which we are discussing. I think there is a good deal of public interest as to just how far our public officials should go in future expenditure of public funds for highways and how they are justified in expending the funds that are spent.

I think it would be worth consideration to bring before the Committee the question of just how far our public officials are justified in going in per mile investment, in consideration of interest or the money invested, the maintenance cost, etc., predicating our remarks in this connection on the travel that we have agreed to as being likely upon main routes of travel—what they think is a justifiable expense on an average section of main highway. That would doubtless have some bearing upon how long our section will be, in view of the amount of money available, and also, perhaps, upon this design.

MAJOR RITCHIE:

I do not think it is the function of this Committee. The function of this Committee is to design an Ideal Section, and that section will vary from \$1,000 to \$20,000 per mile according to the section of the country it is built in, to design a section that we call a trans-continental route; we must construct that section regardless of what the figure may be.

MR. WHITE:

I quite agree with the Major in the statement; I don't believe it is humanly possible to determine what is the limit as to justifiable cost of the construction of a road. I believe it is right to spend in the construction of any road the amount of money that is reasonably and properly necessary to construct the road in accordance with the traffic requirements.

THE CHAIRMAN:

We appreciate, of course, that it is impossible to say how much a mile of road is going to cost, without knowing where it is going and the conditions, but I merely wanted to bring out remarks in regard to this matter.

MR. TAYLOR:

The question reverts to what we were talking about yesterday—locality and the amount of travel goes into a discussion of that kind to such an extent that it is almost impossible to discuss it. Following our usual practice, we will on the 31st of this month spend \$160,000 per mile to \$10,000 per mile; that is what we are doing in one state and we feel justified in each instance that we are doing the right thing. In the City of Cleveland we are constructing brick pavement fifty feet wide from curb to curb, double-track car line in the center; however, the street car line is taking care of its own improvement; our cost is \$160,000 per mile. In a sparsely settled portion of the state, where the land is worth \$10 or \$15 per acre, we are spending \$10,000 per mile on traveled roads and we feel that we have built a road ample for the travel and all the people are able to pay for. So I say that it is impossible to discuss it unless we take an Ideal Section, and if I were going to venture an appropriation to cost \$100,000 per mile in this locality and a road of this type, I think I would be justified in that expense.

MAJOR RITCHIE:

I am thoroughly convinced that as a part of the maintenance of any highway, traffic control is one of the vital elements; that you cannot properly maintain a highway unless you can control the traffic passing over it. It is important that the control of motor vehicles be so fixed that the maximum superimposed load per inch on the highway shall not exceed 100 pounds; that does not include the total weight of the vehicle, but limits the superimposed weight per square inch. It is not a question of total load, but a question of what load that impact would get. I simply mean that if a motor truck manufacturer wants to design a five-ton truck he must design it in such a way that the entire cargo and weight of the truck will not exceed 100 pounds per square inch of superimposed load.

THE CHAIRMAN:

What is the maximum superimposed load at the present time?

MAJOR RITCHIE:

I don't think there is any over 850 pounds per square inch of actual distribution on the surface.

MR. THOMPSON:

The tire and vehicle manufacturers will not ultimately control that.

MAJOR RITCHIE:

I think they will be forced to; if we can secure legislation which states that a superimposed load of 100 pounds shall be the maximum, they will immediately re-design their vehicles with that in view. I am speaking of what will be used as the result of the building of this highway.

MR. THOMPSON:

The incorporation of such a statement into the specifications would put up to the vehicle manufacturers the supervision of the ultimate use of that vehicle, because he might design his vehicle so that it would be within the prescribed limits, but after it passes out of his hands to the user or purchaser, the purchaser overloads the vehicle; that is unavoidable and is universal.

MAJOR RITCHIE:

There is a tendency right now among manufacturers to build seven and one-half and ten-ton trucks, and in nearly every instance—about sixty per cent to sixty-five per cent—the total load is on the rear axle. That same ten tons could be distributed so that the superimposed load would not be over 100 pounds per square inch.

THE CHAIRMAN:

What Major Ritchie has in mind is that the Committee state, if we agree on this point, that the Ideal Section shall be so designed that it is adequate to care for trucks with a super-imposed weight of 800 pounds per square inch, and that it is a recommendation of the Committee that roads should not necessarily be designed to carry more than that, and that that is the limit that those designing highways should go, and that legislation should take care of the preservation of the road through limiting the weights.

MAJOR RITCHIE:

The highway engineer will never be able to build an Ideal Highway unless he knows what he is building it for.

MR. TAYLOR:

I second the motion.

THE CHAIRMAN:

Predicating our specifications for the Ideal Section on the ultimate possible regulation of motor truck design which will limit the superimposed load to 800 pounds per square inch of bearing surface.

PROF. AGG:

I certainly doubt the advisability of adopting a suggestion of this character for two reasons. The first reason is that I doubt that we have at the present time sufficient information on this subject to really pass on it properly. The Bureau of Public Roads has brought out two rather important facts; one of these was, in general, that both the sprung weight and the unsprung weight of the vehicle were factors that had to be taken into account, and with that goes the gross load; the ratio between the sprung and unsprung weight would make a difference in impact effects. In the second place, we pass a general recommendation of this kind and the total gross load on the truck might be far beyond anything that our road would take care of.

I doubt if we have sufficient information to properly pass on a question of this sort at this time.

MR. OLDER:

I feel as Prof. Agg does, that it is a little premature. Two years ago the states in the Mississippi Valley in conference—I should say there were eleven or twelve in the organization, and we meet every year—discussed the load limits and arrived at a tentative uniform load limit legislation plan for those states. As to this particular motion providing for a maximum load of 800 pounds per inch of tire in contact with road surface, I feel that that is altogether too generous. If the tire in contact is eight inches wide and actually in contact for six inches along the length of the road, that would be forty-eight square inches in contact with a total load on that surface of 38,000 pounds, which is way beyond anything we consider. The Mississippi Valley states agreed upon this proposition—that the load should not exceed 800 pounds per inch of width of tire in actual contact with the road surface, nor should it exceed 8,000 pounds for any one wheel. I believe in our rigid pavements that the total load on a wheel is of much greater importance than the distribution of that load over an area.

Possibly that substitution of four tons per wheel might be acceptable if it is the sense of the Committee that the load limitation should be considered.

THE CHAIRMAN:

You wish to amend Major Ritchie's motion by making it read 8,000 pounds per wheel?

MR. OLDER:

I will move that the motion be amended as follows: That the load shall not exceed 800 pounds per inch of width of tire actually in contact with the road surface, nor shall it exceed the total amount of 8,000 pounds per wheel.

MR. WHITE:

I second the amendment.

A vote being taken on the amendment, it was carried.

A vote being taken on the original question, as amended, it was carried; Mr. Hines dissenting.

MR. HINES:

I move that we recommend on the Ideal Section that crossings at grades be eliminated.

The motion was seconded by Mr. White, and being put to vote was unanimously carried.

PROF. AGG:

In order to get an expression of opinion on another matter in connection with the general problem, I would like to make the following motion:

I move that any planting for the purpose of beautification be placed along the margin of the right-of-way, and in no case shall trees be planted within thirty feet of tile drain.

MR. THOMPSON:

I will second the motion, but I would like to qualify it a bit. Assuming that our right-of-way is to be one hundred feet in width and that we are to have thirty feet or forty feet of pavement eventually, that if we are going to attempt to outline where these trees shall be placed, that we endeavor to place them not closer than thirty feet to forty feet from the drainage, and also that they be placed a corresponding distance from the property line on the highway, so that the farmers will not complain and want them cut down. There is quite a difference of opinion in New Jersey, and lots of farmers are cutting them down and getting hundreds of square feet of valuable soil. However, I second Prof. Agg's motion with that qualification. We took out a drain on the Lincoln Highway this spring that had gone to pieces, and we found an old four-inch clay tile drain absolutely clogged by the roots of vegetation, and I mean that literally—a perfect cylinder of fibrous matter.

THE CHAIRMAN:

With further regard to Prof. Agg's motion in connection with the beautification of the Ideal Section which has been considered and in regard to which we have many ideas, I should say that the majority of the engineers responding, much to our surprise, were favorable to undertaking some form of beautification of the roadside—a question that has had very little consideration in this country. The American Institute of Landscape Architects have a Lincoln Highway Committee, the Chairman of which is Mr. Jenson, of Chicago. I invited Mr. Jenson to attend this meeting, but I have a letter here in which he expresses his regret that he cannot do so.

But my idea is that this Committee should do as Prof. Agg's motion suggests—make recommendations which later on can be acted on by such landscape architects as are employed on the work. Landscape architects are not supposed to know much about the construction of

highways. Such a motion as made by Prof. Agg will tend to show the landscape architects on the work the technical limitations the highway construction imposes on the beautification work.

MR. WHITE:

I am doubting very much if thirty feet is sufficient. You take an old elm or willow, and they will go long ways to get their roots into a source of water supply, such as tile drain. I am free to say I don't know what would be a safe distance; you might say one thousand feet—I don't want to be unreasonable. I admit that I am talking, perhaps, without a definite thought in mind except this, that we must be extremely careful about not clogging up these drains by the planting. I take it that the motion which we carried with reference to the drainage, also carries with it the requirement that there be no open ditches; I believe that that point was not specifically stated, but I take it that it carries that with it. Thus we have placed our whole dependence for drainage on those tile drains, and if we plant trees that plug up our drains, what are we going to do about it? We find in our state, where we sometimes have to construct a tile drain in reasonable proximity to a tree, if we enclose that tile for a short distance of its length in concrete, in that way we think we keep the roots out. I simply offer that whatever it may be worth.

THE CHAIRMAN:

It is hard to say just what plan will be followed by any landscape architect, and whatever he undertakes will probably be suggestive in nature. No doubt the first thing undertaken will be a mere suggested arrangement to get away from the conventional idea of roadside beautification, for example, the uniform spacing of roadside trees. But such points as Mr. White has brought out will be valuable to the landscape architects, and if you are able to set any definite limit as to how near to the drain to plant low shrubs or hedges or trees, it would be very helpful. You mention thirty feet; we have a right-of-way of one hundred feet; assume we take up forty feet of that with pavement and ditches, we don't have a great deal left for beautification, and as Mr. Thompson has said we cannot figure on going over the fence line and using abutting property for beautification purposes.

MR. THOMPSON:

Since we have thirty feet on each side of a forty-foot paved way we might suggest, and put it in the record, that Normandy poplars, or some similar tree, with roots that go straight down and do not spread out a great deal and don't give a lot of shade, be planted.

THE CHAIRMAN:

But would not the trees to be planted depend somewhat upon the section? Some sections would grow some kinds of trees and some sections other kinds; and so we may not specify the kinds of trees because of varying soil. The beautification undertaken in Pennsylvania would be entirely different from that in California.

PROF. AGG:

The purpose of my motion was to preclude the use of trees where the right-of-way is only 100 feet. I do not think trees have any business on that narrow right-of-way, as a general rule; I think that is about as far as we ought to go. I think thirty feet is somewhere near the proper figure.

THE CHAIRMAN:

Of course we have not determined upon the traffic lanes themselves, some engineers have provided for trees between two rows of pavement.

PROF. AGG:

The first part of my motion provides that any beautification would be along the margin.

THE CHAIRMAN:

Your motion would preclude the beautification in the center.

The motion that is before the Committee is that any tree-planting shall be along the edges of the right-of-way and at least thirty feet from the drains.

MR. TAYLOR:

I do not believe we are ready to discuss that question until we decide the number of tracks, whether double tracks or four tracks.

I move that the question be laid on the table.

PROF. AGG:

I am willing to let that rest.

MR. HINES:

There is the question of recommending comfort stations and anything of that nature; or is that outside the province of this gathering?

THE CHAIRMAN:

I should say that the Association's plan did not stop with the mere undertaking of the construction of the Ideal Section. That is a step in the scheme which we hope to carry out; we hope to develop an ideal camping ground, a model for the various communities along the Lincoln Highway. Undoubtedly there is some best way to develop the camping ground for tourists and to provide, in connection with the camping ground, such conveniences as you mention. This plan will undoubtedly grow bigger as time passes.

MR. HINES:

That is really a vital question on almost any section of road that is travelled. I have had personal ideas on that score favorable toward it, and reverting back to our particular problem in a personal sort of way, I have carried on a propaganda for parks and comfort stations; and, in addition to other things, we have no funds available for that purpose. We had no idea that we were getting anywhere in particular, when right out of the blue sky, an unknown and wealthy

young man donated a park site, a mile on the river—157 acres; and there are a great many people who would like to do something like that. Our state has recently taken up the park site and camping ground proposition and the present administration hopes to be remembered as the administration that established that particular activity during its term of office, and all over the state people are making donations of desirable spots for parks and camping grounds.

MAJOR RITCHIE:

I am in thorough accord with establishing comfort stations and other accessories along the road, but I do not think that is our function. I feel that it is a matter for another Committee.

MR. HINES:

We express that as our opinion; that comfort stations, camps and park sites are desirable features of an Ideal Section of Highway.

THE CHAIRMAN:

Unquestionably it is going to develop as a function of the authorities to undertake such matters as we are discussing here but all we can do here is to state that we are interested in the development of such accommodations and camp sites and to recommend that technical study by those competent to undertake such a development be entered into and such provision be made along the Ideal Section. I think that is as far as we can go; unquestionably there is a need for a model of some kind.

MR. HINES:

My motion was that we recommend the establishment of comfort stations and park sites and camp sites for an Ideal Section of road.

The motion being put to vote it was carried.

MR. HINES:

Before we go to the discussion of the width, are there any points of minor importance that we can get out of the way?

THE CHAIRMAN:

Has any member any minor points in mind that it would be well to get into the minutes?

MR. TAYLOR:

Any suggestion as to telephone wires?

THE CHAIRMAN:

Many of the engineers have suggested placing the wires underground; let us consider that.

It was moved by Mr. Taylor, and seconded by Mr. Hines that on the Ideal Section the wires be placed underground in conduits.

The motion being put to vote, it was carried.

THE CHAIRMAN:

Some of the engineers have provided for conduits in the center, others for placing them at the side.

MR. TAYLOR:

Judging from my own past experience, I think that might very properly be left to be disposed of by the State Highway authorities and the Public Utilities, wherever the matter may happen to arise, and that we do not consider the placing; we recommend placing it underground.

MR. HINES:

I move that this Committee recommend the prohibiting of advertising signs along the highway.

Seconded.

MAJOR RITCHIE:

I would amend that to also eliminate the placing of signs of direction other than the official sign posted by the State Highway Officers.

MR. WHITE:

Placed or authorized—we have marked some roads, and we do not wish to eliminate the markings of those roads, but that there shall be no indiscriminate marking; there should be some control over them.

THE CHAIRMAN:

The Lincoln Highway Association this year spent close to \$30,000 in putting up a sign which was passed upon first by the State Highway Departments of the states where the marking was done, starting at the Delaware River, at Trenton, N. J., and extending to Omaha, Neb. I think it would be well if we could get a general design for standard markings.

MR. HINES:

I will amend my motion: All advertising signs be prohibited from along the right-of-way, and all other distance marking, except where authorized by proper authorities.

The motion was seconded and unanimously carried.

THE CHAIRMAN:

In connection with prohibiting advertising signs from the right-of-way, that is as far as we can go; they can go off the right-of-way and put bill boards along the side. I notice in Pennsylvania, where advertising is prohibited, and in California, that it has no appreciable effect in eliminating objectionable advertising, because it is placed just back of the fence line. In connection with this Ideal Section, we expect to first gain the consent of the property owners along the section to an agreement that they will not allow any advertising signs to be placed on their property back of the fence line.

MR. HINES:

Is it within the province of this Committee to suggest a standard point as to where distances shall be marked from?

MR. WRIGHT:

We determine from the Court House.

MR. HINES:

The knowledge of how far you have got to go is quite important, especially if a man is in a strange territory. If we could make some suggestion that markings be taken from a certain point, would it not be helpful?

MAJOR RITCHIE:

I would suggest that it might be the sense of this Committee that all markings should originate at the Municipal Headquarters of any town or city.

MR. OLDER:

I second it.

MR. THOMPSON:

Does it matter materially just where they are marked from? I am more or less in sympathy with Mr. Hines, and yet to the ordinary motorist if he sees that it is 200 miles from Harrisburg to Pittsburg, he knows that he has got 200 miles to go, and when he gets to Pittsburg he knows he is there, and that applies to most cities.

THE CHAIRMAN:

I think Mr. Thompson is right; it is not a matter of a great deal of importance as to the point the roads are marked from. The main thing is that they should be marked and figured from a standard place, and that all advertising signs be eliminated.

The motion being put to vote, it was carried.

THE CHAIRMAN:

Are there any more minor points which we can quickly dispose of before considering the width of pavement.

MR. HINES:

Are we interested in suggesting, in conjunction with traffic control, some uniform law?

THE CHAIRMAN:

I doubt if it is the function of this Committee to suggest legislation, although we can suggest and probably incorporate in our construction some features which would suggest needed legislation.

MR. THOMPSON:

In connection with that I would like to submit this: That the work of this Committee and the Lincoln Highway Association, when ultimately spread abroad, is going to be the subject for a great deal of

criticism, much of which may not be kind, and possibly, if we endeavor to influence legislation, will result in resentment; I therefore suggest for our consideration that while we might make some points which would suggest desirable legislation, we make no attempt to influence it in any way.

THE CHAIRMAN:

Mr. Thompson has voiced what I had in mind. The things we do may point toward advisable legislation—that is well within our function—but to suggest form of legislation and advocate legislation is not our function.

With further regard to what Mr. Thompson said about possible criticism of the decisions reached by this Committee, the Lincoln Highway Association has in mind in undertaking this gathering and in getting you men together to consider these points and in constructing this Ideal Section, the stimulation of interest in the points at issue. Regardless of some engineer, who is not represented here, taking exception to the findings of this Committee or attacking the findings of this Committee, or coming out with a different plan as to what the ultimate ideal of an interstate road should be, the stimulation of interest and public discussion of these points is accomplishing our very purpose. If we get down here and construct what in the best judgment of this Committee represents a practical ideal, and other engineers have other ideas and express their ideas, so much the better, because we are continually bringing about a greater consideration of the problem of what is the satisfactory and best method of investing the millions of dollars available.

MR. THOMPSON:

It will have this beneficial influence also, that the criticisms will make people inspect it, and they will attempt to improve upon it, and in their attempts to improve upon it we will get the ultimate ideal. We do not say that this is final; we are agreed that this is the result of the best thought on the subject that we can get together on and we present this as a study of Ideal Highway construction, which we hope will have a beneficial influence, and if any one can think of a better way we will be glad to have them carry out an Ideal Section.

MR. OLDER:

Another minor point, which I think should be considered at least, and that is the removing, so far as possible, of obstructions to vision at intersecting roads.

I move that it is the sense of this Committee that insofar as may be practical all obstruction to the vision be removed at intersecting roads for a distance of at least 500 feet each way from the intersection.

The motion being seconded by Prof. Agg was put to vote and carried.

THE CHAIRMAN:

Are there any other minor points before we enter into the discussion of the number of lanes of travel and width of pavement?

If not, I want to refer to some drawings here that represent the very careful thought of the Pennsylvania State Highway Department in connection with this construction. Mr. Sadler and Mr. Uhler have taken great interest in this work, and these drawings, I think, may be of value in providing suggestions that could be incorporated in a motion. At the time we stopped consideration of this question by adjournment yesterday we were considering a paved width of twenty-seven feet of continuous metal, and I believe there was some dissent to that idea, and some members of the Committee felt that it would be wise to consider the advisability of laying two separate traffic lane pavements.

The motion made by Mr. Wright, then under consideration, is that the Ideal Section be constructed to take care of three lanes of travel by building twenty-seven feet of continuous metal placed in the center of the right-of-way, and this was seconded by Prof. Agg.

MR. THOMPSON:

Before we decide definitely upon that and vote upon it I would like to have some little more discussion of it, because I have a feeling that it is just a little bit inadequate and possibly unsafe for three lines of swiftly moving vehicles; and I would not like that this Committee should go on record as deciding on twenty-seven feet without being able to give more or less convincing reasons for the adoption of it. We should be able to take that up by a discussion of some kind and leave to some future meeting the adoption. I will start the discussion, if I may, by stating this:

I think the maximum width of base of the trucks now in use is about eight feet. We frequently over here have points and places where three eight-foot vehicles will try to pass each other on the same road and they cannot do it, except on a road thirty feet to forty feet wide because, as Mr. Wright said, trucks will keep to the center of the road and when you have three of them eight feet wide that gives you, with a twenty-seven-foot pavement, a clearance of only three feet to the outside of the metal. We all know that is insufficient. It might be argued that the occasions where three eight-foot vehicles will come together at one point will be very infrequent indeed. However, we should have some discussion of it along that line before we decide upon it. I would not want to pass two eight-foot trucks with my car on a twenty-seven-foot pavement; you never can tell where they are going or what they are going to do. The margin of clearance in a twenty-seven-foot space for three vehicles, supposing their combined width was twenty-one and one-half feet, would be only five and one-half feet between those vehicles, and I think that is pretty slim—in fact, I think it is unsafe. I would like that point discussed some before we decide on that.

THE CHAIRMAN:

Mr. Thompson is well qualified to speak in that connection because he is familiar with the Lincoln Highway traffic between this city and Trenton. I believe the traffic over the Lincoln Highway in New Jersey is heavier than on any road of equal length anywhere in the country. I know it has been a continuous stream of trucks, and was during the war. You speak of the possibility of three trucks passing each other at a given time happening only once a month; I have travelled between here and Philadelphia when you could not go ahead of the trucks because they were in a continuous line and you travelled at the speed of the slowest truck. In view of the travel we are considering I would like to hear what Mr. Thompson has to say about the actual number of vehicles on the Lincoln Highway in New Jersey in the past.

MR. HINES:

What is the width of metal on the Lincoln Highway from here to Philadelphia?

MR. THOMPSON:

In New Jersey the minimum width is eighteen feet; in Pennsylvania there is a minimum of from sixteen feet to eighteen feet, although on some sections of the Lincoln Highway between the Delaware River and Philadelphia, the eighteen feet of metal comprises the entire right-of-way. During the war, of course, the trucks were almost continuous and they would reach sometimes 8,000 or 10,000 a day, but I had in mind, in speaking about a greater width, also the use of trailers. Some states allow more than one trailer; New Jersey only allows one; but with a trailer hauled behind a truck I would not want to pass them unless I had a great deal of room; I have always been afraid to pass a truck with a trailer. If the state of Indiana, or any other state along this road, will permit the use of more than one trailer I think twenty-seven feet inadequate to permit the passage of three vehicles. I think we should take into consideration that trailer element.

PROF. AGG:

I would like to point out that in the discussion yesterday it developed that the idea in connection with providing twenty-seven feet width was that such a width would take care of present conditions and conditions that might develop in the next few years, but it was very specifically stated, as I recall it, that at a time when traffic would demand it the truck traffic would be segregated by the construction of additional width to this highway, that this twenty-seven feet would be placed in the center of the right-of-way and the widening necessitated would be by means of nine-foot, ten-foot or twelve-foot strips placed on either side. It was clear that the twenty-seven feet was not considered adequate for what we would call heavy double-track traffic.

THE CHAIRMAN:

I think we must bear in mind, in considering adding additional strips, the question of the drain we have determined upon. Would

your suggestion contemplate construction beyond the drainage? You would not necessarily destroy the drainage placed along the road in adding two additional lanes of travel?

MR. THOMPSON:

Build over them and leave them in there.

MR. WHITE:

I wish to amend the motion before the Committee by adding thereto the following: "And that when the traffic becomes so heavy that a 27-foot width of pavement will not safely and properly provide for such traffic the Committee recommends the construction of paralleling roads at some distance from the road under consideration, wherever the topographical features will permit of such paralleling road. In case the topographical features will not permit of the construction of paralleling roads at some distance from the main road in question, such for instance as approaching a large city, additional traffic lanes may be provided paralleling the twenty-seven feet sectional width."

MAJOR RITCHIE:

Do you mean the establishment of an entire new right-of-way?

MR. WHITE:

That is what I mean. I believe that rather than concentrate a large volume of traffic on a single line of highway, we should construct paralleling lines wherever the topographical features will permit. Take, for instance, through the state of Iowa, and that is representative of a considerable portion of the line through which the Lincoln Highway passes, we can construct paralleling lines at one, two or five miles distant, perhaps, which will serve a great volume of the same traffic that you might concentrate on one line, through the construction of paralleling lines that will open up new territory and that will greatly increase the value of the property along this new line. We will get away from congestion which will necessarily result from attempting to bring this large volume of traffic in onto the main line. I very much prefer the construction of a paralleling line of road some distance from the main line, wherever topographical features will permit, rather than attempting to bring all this increased volume of traffic on to the main road. It would be a source of considerable interruption to traffic if, for instance, you had three paralleling lanes on the same right-of-way; it would be a considerable source of interruption to traffic bringing in those various lanes. For instance, if you had a central lane, say twenty-seven feet in width, and a paralleling lane on either side, say eighteen feet or twenty feet in width, or whatever width was necessary; suppose, for instance, traffic on one side had to cross over two lanes in order to get in the direction in which it wished to go, there is interruption on those two lanes and greatly increased danger from collision, etc. I think we should avoid a great deal of that by the construction of parallel-

ing lanes at some distance from the main lane under consideration. I admit that taking conditions such as Mr. Hines has surrounding Detroit your paralleling lines would not be a considerable distance away, and there, perhaps, you have the problem of constructing additional traffic lanes on the same right-of-way as your central traffic lane. I also see the conditions through Pennsylvania, where the territory is rugged and, perhaps, where it is not possible to construct paralleling lanes at 2 or 5 miles distant; those would have to be handled when the traffic became so heavy that it cannot be carried on this one central lane.

MAJOR RITCHIE:

In that connection, while I agree with what Mr. White says, I think that we are predicating our whole study upon an ultimate traffic of 20,000 vehicles per day and it is a foregone conclusion, at least so I interpret the attitude of this Committee, that upon the arrival of that highway at its maximum capacity, it will of necessity result in the building of paralleling lanes.

MR. WHITE:

We are predicating our discussion on this assumed traffic of 20,000 vehicles per day; but when we come to a point where there are 20,000 vehicles per day wishing to pass between two points, we would split that traffic up by the construction of additional lanes.

MR. TAYLOR:

I agree with Mr. White's suggestion of providing paralleling lines; however, it just occurs to me that it is incompetent to discuss that at this time. We take it for granted that traffic conditions will not reach the stage for at least ten years that will necessitate resorting to some method of handling the traffic. I should think it would be better to leave that problem to be solved in the light of experience gained in ten years as to whether it is advisable to increase the present right-of-way or construct parallel lines. In most states where it is possible to construct parallel lines I am satisfied that parallel lines will be constructed inside of ten years. I know that is true in Ohio. We will have, inside of ten years at least six or seven through routes going east and west of the state, likewise routes north and south. In the light of present progress that is being made in Ohio, inside of three years we will have four routes constructed east and west through Ohio and three north and south; so I think that matter could be decided at that time better than now.

Yesterday I obtained the impression that there were quite a number of the men present who advocated a three-way road; that is, to build the road on one side and have a parkway in the center, and another road to be built at another time. I was one of the chief advocates supporting the question before the Committee. However, after I slept over it I come here with an open mind, almost ready to join the suggestion of some of the other gentlemen. I want to hear

further discussion this morning. The only objection I had to the parkway in the center and building one side at the present time and leaving the other side for some future time and then filling in the center, was that I thought it would not make a presentable road at the present time to construct only one side; but I have been thinking since the discussion yesterday that if we decided to have a parkway in the center, as illustrated on the blackboard, and build one side at the present time and the other side to be graded and possibly gravel, it would present a very desirable road. The fact of the matter is that since I have heard both sides I am undecided myself. Of course I know that if I were building a road in my own state at the present time I would build just about what is suggested in the motion, but since we are here to consider the ideal perhaps it might be advisable to discuss a little more the double-track construction with a parkway in the center.

MR. OLDER:

I think we have rather a definite problem before us inasmuch as we have decided to consider that within the useful life of the road the development of the traffic would lead to a traffic of approximately 15,000 passenger vehicles and 5,000 freight vehicles per day. I believe those of us from the Middle West and Western states would agree that out of the hundreds of thousands of miles of public highways that exist in those states at the present time, that not one-tenth of one per cent of those roads at the present time would have that traffic, even on the trunk line systems of those states. It seems to me that the development of an Ideal Section of road that is to be used as a practical model for general use would be a development that would economically take care of the maximum amount of traffic that might be expected during the first few years of its life, and so designed as to permit readily, economically and satisfactorily of taking care of additional traffic as it develops up to this limit that we have set for ourselves. Personally I believe that road will not ultimately carry in excess of 20,000 vehicles per day on account of the difficulty of handling turnouts and cross-overs; so I believe that we have quite a definite problem before us. It is my judgment that on the great majority of the trunk lines of the various states that will be built within the next year or two, twenty-seven feet in width is unnecessary for the traffic that may develop within three years. I am satisfied that this is so on all but one-tenth of one per cent of the trunk line mileage in Illinois; then, further, this twenty-seven feet width in my judgment will not carry safely 20,000 mixed vehicles per day; so that in adopting that width we are adopting something that is not adaptable to the present conditions of traffic and something that is not adapted to the ultimate traffic that we expect on our trunk line roads. For that reason I am in favor of a double-lane traffic road placed at one side of the center line on the right-of-way being constructed at the present time, as I have outlined, heavy enough and wide enough—particularly heavy

enough—to carry the heaviest trucks that may be accommodated, with the idea that when that double-track lane becomes over-burdened, and I mean by "over-burdened" burdened with trucks and passing difficulties that hinder the speed of the traffic, to contemplate adding another double track lane on the other side of the center, and if the two double-track lanes of traffic are properly designed it is my judgment they will carry up to the figures we have in mind. I have in mind the possibility that the first strip of pavement laid as I have planned will be sufficiently strong to carry truck traffic and that the ultimate development might be that that lane would be reserved for motor truck traffic of the future, and design the additional strip for high speed and light passenger vehicles, thus eventually resulting in some economy in the total construction.

MR. WHITE:

I frankly admit that my amendment was for the purpose of provoking discussion of the parallel lanes.

MR. WRIGHT:

I only want to say this, that I hope whatever we decide upon, it will be located in the center and not on the side. The roadway is ample so that it is no trouble to widen it at either side. The alignment will be bad if you place it on one side because at both ends the road is in the center and while my opinion is this, that if you build only a two-way road that is going to be ample to take care of that travel for some time yet, I do feel that we are going a little above what is necessary at this time. I think that a three-way road there is more than will be needed in the next twenty years. If you put it on one side, then when you join up with the other road there is no alignment and when you join on the Illinois side you are also out of alignment there. I think it would be unwise to put it on one side. I have no objection to a two-way road, with gravel on either or both sides, but I do hope that the metal will be placed on the center line.

MAJOR RITCHIE:

I cannot agree with Mr. Wright at all in the statement that the line being off center is going to affect its aesthetic value at either end, and as I view this problem, we are developing now a comprehensive plan which ultimately will be the Ideal Section, and for that reason I would like to see the road placed off center, and then when we reach the point where the second section is to be built we will get into our ultimate cross-section.

THE CHAIRMAN:

I think what Mr. Older had in mind was exactly what Major Ritchie has said: That if we provide a twenty-seven foot section of metal it is probably in excess of the present requirements at the specific location in view, while by no means adequate to take care of the assumed traffic we had in mind in preparing the specifications. It

seems to me that Mr. Wright's main objection to the first metal being built off center is that the metal at the ends where it joins with the other roads will not come together with the metal of the abutting roads.

MR. THOMPSON:

This brings up a point it seems to me particularly fitting, for the construction of the metal off center with regard to the improvement at either end, will but emphasize the fact that it is an Ideal Section. Suppose we do build it off center, as Mr. Wright has outlined, necessitating for some time in the future a turn there; it will only indicate to everyone who traverses that road that eventually it should be as the section they have just gone over, and as traffic demands it the adjacent community on either end, or the State, will build out from the center of the old road. I do not understand that we are attempting to design a section which will conform to the topographical features of an existing road, but that we are attempting to outline something which, by its very contrast to the old existing road on either end, will inculcate what we are trying to work for in the future.

THE CHAIRMAN:

I again want to say that we ought not to be limited in our consideration of this question to the minor points that are inherent in a particular location where we are going to place it, and if anything we want it to be in the greatest degree possible and practicable a contrast to the improvement with which it connects on either end.

PROF. AGG:

I think my ideas over night have crystalized to a point where I feel quite sure that the recommendation should cover the actual construction of surface designed for two lanes of traffic, and the plan should also include the suggestion that when traffic conditions should require, an additional two-lane surface be constructed.

MR. THOMPSON:

I feel that all fair-minded persons will be charitable in their comparison—their mental comparison—of this proposed section with those on either end of it and that it will in no way constitute a reflection on the judgment or foresight of the highway authorities in any particular community where this may go, but it will simply serve to inculcate an idea, without criticism or without derogatory comments of any kind upon the public authorities.

THE CHAIRMAN:

Our plans would contemplate the permission of the state for the erection of some slightly pillar or column at either end which would explain what this Section was, so that he who runs may read what the motive of this Ideal Section was, and we hope to go further than that and at some point along the Ideal Section provide a small inexpensive building in which we could have some cross-section drawings and ex-

planatory charts and a little statement in words of one syllable as to why these various specifications were determined upon and what the purpose of this section is and who the men are who arrived at this decision, and so on.

MR. OLDER:

In order to determine whether or not we are ready for the final conclusion, I wish to move the following amendment, that the motion be amended to read that the Ideal Section should consist of twenty feet width of pavement to be located on one side of the right-of-way, the nearest edge of the pavement to be five feet from the center of the right-of-way, and that the ultimate development contemplate an additional strip of equal width and placed on the opposite side of the right-of-way the same distance from the center.

THE CHAIRMAN:

To further clear up our understanding of that amendment, I would like to ask Mr. Older if that would contemplate a grade fifty feet wide between drainage, or how wide a grade would your plan contemplate?

MR. OLDER:

Sixty-one feet ultimate grade.

MR. TAYLOR:

I second the amendment.

THE CHAIRMAN:

It has been moved by Mr. Older and seconded by Mr. Taylor that the original motion be amended to read that the Ideal Section should be constructed at once by placing one twenty-foot strip of paving along one side of the right-of-way, the inside edge of the strip to be five feet from the center line of the right-of-way and that the ultimate development contemplate the placing of an additional strip of equal width the same distance from the center line on the other side.

The vote being taken on the amendment, the result was as follows: Mr. Hines, Prof. Agg, Mr. Thompson, Mr. Taylor, Mr. Wright and Mr. White, "No;" Mr. Older and Major Ritchie, "Aye;" and the amendment is lost.

MR. TAYLOR:

I desire to amend the original question, substituting the figures "twenty-four feet" in place of twenty-seven feet.

There being no second to the motion a vote was taken on the original question as follows: Mr. Hines, Mr. Older, Mr. Thompson and Major Ritchie "No;" Prof. Agg, Mr. Taylor, Mr. Wright and Mr. White, "Aye;" resulting in a tie.

THE CHAIRMAN:

I do not wish to take the responsibility of deciding that question, and I doubt if any of the members of the Committee do.

Then followed a lengthy discussion as to the mode of further discussion and the method of submitting the various propositions to the other members of the Committee not present at this meeting.

PROF. AGG:

I suggest that this portion of the discussion be summarized by outlining the several proposals for the cross-section of this highway and submit that to the other members of the Committee with a view to future action either by letter ballot, or at a later meeting of the Committee; and I so move.

MAJOR RITCHIE:

I second the motion.

THE CHAIRMAN:

It has been moved and seconded that the question of cross-section be laid on the table to await consideration of the members who are not present to-day, and before calling for a vote on that I would like to say in connection with Mr. Thompson's remarks, that there is no real necessity for a great rush in deciding this point; we have been planning and talking about this Ideal Construction since last winter, and there is no reason why we should go off half cocked, and I think you would all like further opportunity to consider.

MR. THOMPSON:

What constitutes a quorum of this Committee; a majority of those present, or a majority of the Committee? I think that will have some bearing.

THE CHAIRMAN:

I have not considered that point because we hoped that any decision would be unanimous. We do not want to go ahead until all minds on the Committee meet and all agree, or at least are willing to go behind the plan developed and the section built.

MR. THOMPSON:

I understand the proposition which is to be submitted to all the Committee would be the two questions we voted on; first, the twenty-seven-foot highway, the road surface in the center; second, the type as indicated by Mr. Older. Why not include the third type suggested by Mr. Hines?

THE CHAIRMAN:

I think we should not confine the consideration of the members who are not present to those two motions. I think we should ask the advice of those not present as to what they would suggest, when we get together for another discussion. I have here a mass of material, which represents close to 100 responses from engineers; many are of little value; many of them are valuable; and many are from members of the Committee; but it struck me that it would be an endless job to

try and go through this material, but you can see from these charts the difference that has existed on the part of the various engineers in regard to this cross-section proposition, and in this booklet they are evenly divided between the three suggestions made here and all other suggestions:

I think before we adjourn we should decide upon some convenient place for the members here to meet again.

But we have a motion before the Committee made by Prof. Agg.

PROF. AGG:

Re-stating my motion: I move that the Chairman of this Committee submit to the other members of the Committee all of the suggestions relative to the suggested cross-section, for action either by ballot or at a future meeting, and that they also be asked to make additional suggestions outside of these two motions.

MR. THOMPSON:

Does that also contemplate the suggestions made by Mr. White and Mr. Hines, in addition to those made by Mr. Wright and Mr. Older, because it seems to me that those four matters should be presented to our absent members, and, as I understand it, we have but two definite plans to submit to the absent members?

THE CHAIRMAN:

Two definite motions, but in the discussion resulting all these various plans were discussed. They would probably consider all of them, and I would specifically ask them about their own ideas about cross-section.

The motion being put to vote, it was carried.

MAJOR RITCHIE:

The question was brought up yesterday that we would build as many miles of road as that particular appropriation would permit, but I would like to suggest that if, for instance, we take an arbitrary figure of \$75,000 per mile with the ultimate cross-section as estimated, that with the \$150,000 we do not go ahead and build five or six miles of our first section, but that we lay aside a sufficient sum to build as much of the completed Ideal Section as is possible; therefore, if we have \$125,000 or \$150,000 that is sufficient to build two miles of the Ideal Section, but that the first grading and the cost of the first slab would only be \$30,000 per mile, and that then we put the balance away with the idea of the development of the ultimate section.

MR. HINES:

Recommend to the Lincoln Highway Association that they conserve the finances so that they can complete the job.

THE CHAIRMAN:

Our Board would not consider expending the appropriation that

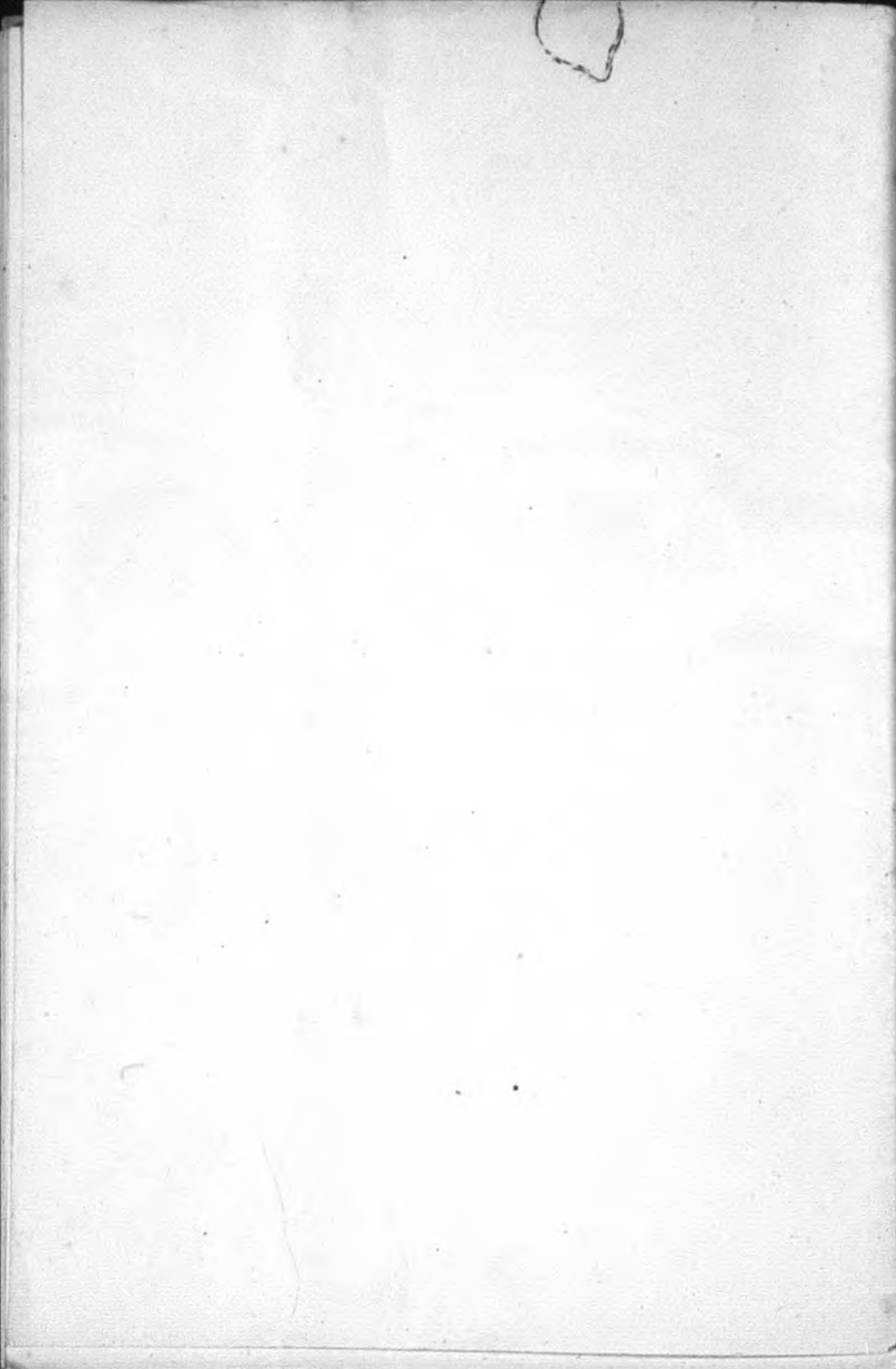
we have for the Ideal Section upon carrying out a portion of the plan over a long distance; rather an ideal plan for a short distance.

MR. TAYLOR:

I would suggest that you ask the engineers submitting their ideas to accompany their statement with a cross-section; you can then get a picture very readily.

I would suggest that we adjourn the meeting to convene at the call of the Chair, and I make a motion to that effect.

The motion being seconded by Mr. Hines, it was carried.



ESTABLISHED 1863.
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L. F. MERZ, Manager Foreign Exchange Department

DETROIT, MICH. April 12, 1921.

Mr. Carl G. Fisher, Vice President,
The Lincoln Highway Association,
C/o The Alton Beach Realty Company,
Miami, Florida.

Dear Mr. Fisher:

In accordance with the terms of the Guarantors' Pledge, through which you became one of the six underwriters of the Association's expense for 1921, under date of August 30th, 1920, I write now to advise you of the amount due the Association this year.

It was agreed that the Association's income from other sources should be estimated closely and deducted from the total estimated expense for the year, the balance being pro-rated among those six men and organizations which had agreed to make up the deficit, each guarantor then being credited with the value of any Founder's Pledges he had secured.

The total estimated expense for 1921 operation is \$48,000. The total estimated income (from sources other than Founders secured by Guarantors to take care of their obligations) is \$12,000., leaving to be pro-rated among the six underwriters or Guarantors, the sum of \$36,000. or \$6,000. apiece. However, both Mr. Roy D. Chapin and Mr. J. N. Gunn, have not only each secured six Founders to take care of their respective obligations under this arrangement, but one each additional, which provides the Association with \$2,000. additional income for 1921, which can be deducted from the shares of the other underwriters.

The shares of the other four underwriters, including yourself, amount to \$24,000. Deducting the \$2,000. secured by Mr. Gunn and Mr. Chapin, over and above their obligations, the remainder of \$22,000. is due from the other four, or \$5,500. each.

I will appreciate your prompt remittance of the first quarterly instalment of this sum, amounting to \$1,375.00.

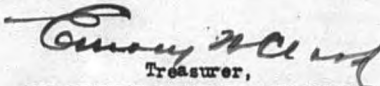
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Mr. Carl G. Fisher, Vice President, -2-

It is the feeling of both Mr. Gumm and Mr. Bement that it would be greatly to the advantage of the Association's work and the widest scope of interest in it if you and the other underwriters we are now calling upon for the first quarter, would secure Founder's Pledges to make up the balance of 1921 indebtedness. It is much better for our work that our source of income should be diversified rather than that our funds should come from the restricted few who have agreed to shoulder the burden.

It is hoped that before it will be necessary for the Association to call upon you for the next quarterly payment on your Pledge, that you may be able to secure some additional Founders to relieve you of this expense, as Mr. Chapin and Mr. Gumm have done.

Very truly yours,


Treasurer,
THE LINCOLN HIGHWAY ASSOCIATION.

April 18th, 1921.

Mr. Emory W. Clark, Treasurer,
Lincoln Highway Association,
Detroit, Michigan.

Dear Mr. Clark :

I have your letter of April 12th and contents noted :
Each year I have been hoping against hope that the Automobile
people, the people most interested in the success of the Lincoln
Highway, would help support the Association - and each year I am
disappointed to a very large extent in the assistance the Automobile
people give us.

Spending most of my time here in the South, I have very
little opportunity to come in contact with the Automobile people
who could donate as Founders, and also, being entirely out of the
Automobile business, I have very little contact with these people
when I am in the North during the Summer months. It seems to me
that it would be up to me to pay my pro rata without an opportunity
of assisting in securing Founders - and it does seem to me that if it
is possible to do so, we should divide the obligation among more than
six people. Isn't it possible and practical to divide these
obligations for the future at least among twelve or fifteen
of the most interested large and substantial automobile and tire
companies ?

Yours very truly,

CGF:R

ESTABLISHED 1863



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 CHAS. H. WAGAR, A.V. McCLELLAN,
 CHAS. HEMICHAEL,

FIRST AND OLD DETROIT NATIONAL BANK
 CENTRAL SAVINGS BANK AND
 FIRST NATIONAL COMPANY
 UNDER ONE OWNERSHIP

L.F. MERZ, Hon. Foreign Exch. Dept.

CAPITAL AND SURPLUS \$7,500,000

FIRST OLD DETROIT NATIONAL BANK
 DETROIT, MICHIGAN.

Lincoln Hwy

May the Second,
 Nineteen Twenty-one.

Mr. Carl G. Fisher, Vice President,
 The Lincoln Highway Association,
 C/o The Alton Beach Realty Company,
 Miami, Florida.

Dear Mr. Fisher:

I duly received your favor of the 18th which would have been answered earlier excepting for pressure of business.

It is unfortunate for the Association that you cannot keep in a little closer touch with what is being done for it is evident from your letter that you havn't in mind the very satisfactory support which has been given the Association by the automobile interests, and just why it was necessary for you gentlemen to underwrite the money required for this year.

DM

However, the facts are our support has been divided even more widely than your letter suggests is possible. Last year, for example, our support came from more than twenty separate and distinct sources. Without looking up the definite figures, I would estimate that for the past three or four years, the average number of Founders each year has been between sixteen and thirty, so that we really have no basis upon which to criticise the automobile and allied industries in their support of us.

The three hundred and fifty thousand and odd dollars raised for our educational work has come largely from within this group. Our larger contributions for road construction have also come from the automobile and tire manufacturers, among which were the \$100,000 contribution of the General Motors Corporation, the \$100,000 contribution from the Goodyear Tire and Rubber Company, the \$130,000 contribution from the United States Rubber Company and the Willys-Overland contribution of \$50,000.

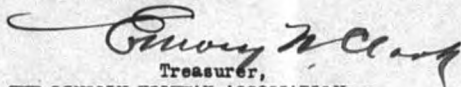
The only reason we havn't had for this year as large a number of

Mr. Carl G. Fisher (2)

Founders as in the past, was because, up until last May, it was assumed that we would terminate the Association's efforts at the end of the year. Most of the Founders' Pledges had run out and when the Board met in New York in May and determined that the work should go on, there was no money in sight, so the expense for the year was underwritten at that meeting by five of the Board.

We have quite a number of Founders this year, and some of them run for three years more, and we expect to get more. If we did not have them, the proportionate expense to each of the six underwriters would be nearer \$8,000 than \$5,500.

Very truly yours,


Emory W. Camp
Treasurer,

THE LINCOLN HIGHWAY ASSOCIATION.

EWC/FHF

ESTABLISHED 1893



EMORY W. CLARK, President

| | |
|----------------------|----------------|
| WILLIAM J. GRAY, | Vice President |
| W. T. DeGRAFF, | Vice President |
| FRANK G. SMITH, | Vice President |
| EDWARD C. MAHLER, | Vice President |
| JOHN H. HART, | Vice President |
| WALTER G. NICHOLSON, | V.P. & Cashier |
| W.A. McWHINNEY, | Vice President |

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ASSISTANT CASHIERS

| | |
|--------------------|---------------------|
| F.F. CHRISTIE | A.W.T. HEYERS, |
| RUSSELL E. SMITH, | GEO. H. MAHLER, |
| JAMES A. WILSON, | EDWARD E. DEAN, |
| BYRON W. CLUTE, | FREDERIC J. PARKER, |
| HENRY J. BRIDGMAN, | W.R. BROUGHTON, |
| CHAS. H. WAGAR, | A.V. McCLELLAN, |
| CHAS. McMICHAEL, | |

L.F. MERZ, Mgr. Foreign Exch. Dept.

Concha Gray

Detroit, Michigan,
July 15th, 1921.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Mr. Fisher:

The urgency of the situation with which the Lincoln Highway Association is now confronted, prompts me to write you again on the subject of your share of the amount underwritten to meet the expenses of the Association for this year.

The Founders' Pledges have now all been paid with the exception of \$1500, and the only source of revenue, now available, is from the funds underwritten by you and the others.

Funds are urgently needed and anything that you can do in the matter will be greatly appreciated. The amount now due from you is \$2750.

Very truly yours,

Emory W. Clark
Treasurer,

EMC/FHF

The Lincoln Highway Association.

November 4th, 1922.

Mr. A. F. Bement,
Lincoln Highway Association,
Detroit, Michigan.

My dear Bement:

I have your circular letter of the 30th. I hope you will stay with Gov. Raybee of Utah. Stick to him like a leech, and burn him every chance you get. This bunch of Utah high-binders should be shown up. Not one in ten thousand of them have ever been across the state, or ever will go across the state to the west. I don't believe many of them have any idea concerning the condition of the roads or the general topography west of Salt Lake. Why not call them for a show down for what they have against what we have to offer?

Yours,

CGE-MEC

Lincoln Hwy

April 17th, 1925.

Mr. Emory W. Clark,
First National Bank,
Detroit, Mich.

Dear Mr. Clark:

I have yours of the 13th. I enclose
you check for \$5,000.00, in final payment of my
Lincoln Highway subscription.

We have had a very wonderful season
here this year.

Our auditor, Mr. Huppess, is not with
us now, which explains this oversight in not mailing
you a check thirty days ago.

Yours very truly,

GGF
HSC

FIRST NATIONAL BANK

OFFICE OF THE PRESIDENT

Lincoln Hwy

Detroit, Michigan,
April 28, 1923.

Mr. Carl G. Fisher,
Miami Beach, Florida.

Dear Mr. Fisher:

Mr. Bement has called my attention to my letter to you of the 23rd, which he thinks may be misleading because I referred to your payment of \$3,000 as being "final payment" and suggests that I outline the status of your indebtedness to the Association.

Your share of the expense of the Association's operations, as guaranteed by your pledge for 1921 and 1922, pro rated to each underwriter, was \$5,500 for each year, totalling \$11,000. You have paid against this sum \$6,000 as follows: August 24th, 1921, \$1,000; February 21st, 1923, \$2,000 and April 23rd, 1923, \$3,000, leaving a balance of \$5,000. This does not include the expense for 1923 which we are, as yet, unable to determine.

I assume you have these figures in mind, but thought it might be well to insure against a possible misunderstanding.

Very truly yours,

Ernest A. Clark
Treasurer,

The Lincoln Highway Association

EWC:FHF

J. NEWTON GUNN
247 PARK AVENUE
NEW YORK CITY

Lincoln Hwy

November 17, 1925.

Mr. Carl G. Fisher,
Miami, Florida.

Dear Mr. Fisher:

Some time ago I gave a letter of introduction to Mr. Henry Waldo Murphy, a friend of mine and son of an intimate friend of mine. I am enclosing copy of letter. The young man is in Florida and doing very well. I hope I did not impose on your good nature in sending him to you.

We are going to have either in December or January, the annual meeting of the Lincoln Highway Association. Notwithstanding your suspicions may I assure you I do not want any additional money from you now. I think the Association is in very good shape and I shall be glad to advise my Associate Directors at that time that the budget is taken care of not only for this coming year but for the two years following.

The purpose of this letter is to inquire whether there is any chance of your being up here between now and the first of February, so that I might have the pleasure of fixing the date for the meeting when you can be present. As the Father and Grandfather and all the other things, your presence at such a meeting would give your associates a chance to offer you that due mead of praise.

I know this sounds like an almost impossible suggestion to think of calling you north at this time of the year, but I thought that your business might require it and it would give us great pleasure. With very warm regards, I am

Yours very truly,

J. Newton Gunn

November 23, 1925.

My dear Mr. Gunn,

Replying to yours of the 17th.

There isn't a chance of my being North during the coming winter unless the Gulf Stream should overflow this territory and make it necessary for me to leave for higher ground. Otherwise, I am here for the winter. Write me what you want me to do and I'll help.

Very truly yours,

CGF+JJG.

Mr. J. Newton Gunn,
#247 Park Avenue,
New York City.