Abstract: This collection contains several types of archival material that provides information on the development of TCM, how the company changed over time and the impact TCM had in the engine history, World War II, and in the local community. This collection provides researches with information about TCM’s beginnings in 1902, the move to Muskegon, their expansion into different markets and locations, their growth during WWII, and the decline during the post war years. The collection contains valuable information about engines that TCM built, material regarding operational procedures, company newsletters, sales manuals, employee personnel information, financial information, and many more topics. The majority of this collection is specific to the TCM locations in Muskegon.

Historical Information: Teledyne Continental Motors began in Chicago in 1902 when Ross W. Judson built his first engine. Later that year his brother-in-law, Arthur W. Tobin, became partners with Judson after investing money in the company. As demand for their engines grew, they moved to a larger building and built twenty-five engines with seven employees in 1903. In 1904, as the business rapidly grew, Judson and Tobin decided to focus on building engines instead of vehicles and named their business the Autocar Equipment Company. Then in 1905, the two changed the name of the company to Continental Motors Manufacturing in order to make the company more recognizable. The reason being is that they wanted to differentiate themselves from their rival, the Autocar Company. Another reason for the choice of Continental Motors Manufacturing was that their engine advertisements were described as continental engines.

During the automobile boom of this time, Muskegon, MI, wanted to expand into the industry. They did so on July 25, 1905 when the Greater Muskegon Chamber of Commerce signed a contract with Judson and Tobin to move Continental Motors Manufacturing to Muskegon. The contract provided a $12,500 bonus for the company if they employed 125 men for six years. On May 15, 1906, construction began at the corner of Market and Water Street on a two-story factory with 16,000 square feet. For the next four years, Continental purchased surrounding land and built additional buildings to accommodate the growing demand for their engines. Besides building engines, Continental also built transmissions, clutches, marine motors, marine
accessories, and other parts. In 1911, Continental Motors also expanded their operations to Detroit where they built a 225,000 square foot facility to accommodate a contract for building 10,000 motors for the Hudson Motor Car Company. At the time, the plant was the largest in the world that was solely devoted to building engines. When operations commenced at the plant in 1912, Continental moved their administrative offices to Detroit. When their six-year contract with the Greater Muskegon Chamber of Commerce was up in 1912, Continental exceeded the requirements and received the bonus and the original deed to the property.

Up until World War I, Continental designed and built custom motors for each of their customers. Some of these customers had contracts for supplying vehicles for the War Department. As the War progressed and the demand for vehicles grew, Continental began working with the War Department in developing a standardized truck that could be mass-produced to keep up with the demand. Once the engine was developed, Continental signed a contract with the War Department. The contract gave Continental the rights to provide 50 percent of the engines that War Department needed. The relationship that began during World War I between Continental and the War Department would be a relationship that would last for many years and wars to come.

During the Depression, Continental expanded their engine line in order to combat revenue losses from car engine sales. They expanded their aircraft engine line, industrial engine line, and began a venture in Continental made vehicles to name a few. Realizing that people could not afford expensive vehicles, Continental came out with a less expensive line of full size cars than their competitors, the Beacon, the Flyer and the Ace. In an effort to keep the cost of the vehicles down, the cars, and parts for the cars were to be sold by Continental distributors. However, the production of Continental vehicles was short lived and after a little over a year production ended. It was also during this time that Continental revamped their business strategy by consolidating many areas of the business to save money and in 1934, the majority of the business operations in Detroit moved back to Muskegon.

Before World War II began, Continental designed and produced a lighter tank engine, the W-670, for the Army Ordnance Corps that could make a tank more mobile and faster. This new engine was an adaption of an aircraft engine that Continental had already developed. When World War II broke out in Europe, the United States, although neutral, repealed the Arms Embargo Act in 1939, and Great Britain, who needed tank engines, signed a contract with Continental for the engines. By the end of 1940, Continental also signed contracts with the U.S. Government to produce engines for tanks and aircraft. The Muskegon plant did not provide the space needed to fulfill the contracts that Continental signed. Needing more space, Continental renovated the Detroit plant. In 1941 as the war progressed and the demand for engines grew, Continental expanded their Muskegon and Detroit facilities. With this came an expansion in the workforce as well. Pre war employment was roughly 700 people and in 1944 at the peak of production, the workforce was near 23,000 people.

When the demand for engines declined during the Post-War years, Continental shifted their business strategy to customer satisfaction and an expanded engine line. They built Agricultural engines, Transportation – truck, bus, and automobile - engines, Aircraft engines, Industrial engines, and Marine engines. While sales were lacking during these years, the Korean War
changed this. There was a new demand for military vehicle engines and Continental began producing the engines in order to meet the demand for the war effort. Monthly sales in late 1951 were roughly $15 million and employment grew to over 12,000 workers.

Monthly sales declined during the years after the Korean War. In order to combat the decline in sales Continental again expanded their engine department. In 1956, the Federal-aid Highway Act was passed for the construction of the Interstate Highway System. Seizing the opportunity, Continental expanded their engines line to fit the equipment used for the construction. They also began producing engines for irrigation equipment used on farms. Partnerships with companies also were expanded on during this time. Continental improved the engines that they built for the Checker Cab Company of Kalamazoo. In 1960, Continental expanded their partnership with Rolls-Royce in England. This partnership enabled Continental the right to build certain Rolls-Royce engines in America, and Rolls-Royce gained sales rights in Europe. The Royal Canadian Air Force also added a Continental powered airplane. Continental Aviation and Engineering (CAE) also expanded their partnership with Turbomeca of France. CAE rebuilt the engines that Turbomeca imported to the US in order to make them work with the American equipment.

In 1961, Ryan Aeronautical Company of San Diego started purchasing Continental stock and in late 1965 took over as majority owner of Continental. As word spread of Ryan’s stock purchases and with an uncertain future ahead, Continental still improved their engines. In the 1960’s Continental began producing Variable Compression Ratio (VCR) pistons. These new pistons were able to provide more horsepower than the current engines in use. In order to increase the horsepower in their tank and aircraft engines Continental also revamped their engine department. In 1969, more change was forthcoming for Continental. Teledyne Inc. bought out Ryan. Later that year, Continental merged with Teledyne, Inc. Continental became Teledyne Continental Motors (TCM).

TCM was broken up into three divisions in 1972. TCM General Products Division was to be responsible for tanks and military vehicle engines and was located in Muskegon on Getty Street. TCM Industrial Products Division was on Market Street in Muskegon and given the responsibility for industrial engines. TCM Aircraft Products Division was located in Mobile, Alabama. TCM other two divisions, Continental Aviation and Engineering Corp. (CAE) was renamed Teledyne CAE, and Wisconsin Motor Corp. was renamed Teledyne Wisconsin Motor (TWM).

Throughout the next decades, TCM continued to develop engines amidst economic hard times and the loss of many United States Military contracts. Beginning in the late 1960’s and throughout the 1970’s many aspects of the Industrial Products Division on Terrace were moved south to Alabama and Tennessee because of cheaper labor rates and benefits. By the end of 1991, the Terrace St. plant was closed and the buildings were demolished in 1993. It was at this time that the city of Muskegon purchased some of the land from Teledyne for the redevelopment of Shoreline Drive.

In 1994, the General Products Division plant on Getty St. was renamed Teledyne Vehicle Systems (TVS). In 1996, TVS had offices on Getty St. and Seminole Rd in Norton Shores with employment around 400 people. It was also in 1996 that TVS was sold to General Dynamics.
Land Systems Inc., a subsidiary of General Dynamics. In 2005 General Dynamics Corp. sold the company to L3 Communications.

**Scope and Contents:** This Teledyne Continental Motors collection provides researchers with information about the company from its beginning in 1902 through the year 2000. The collection provides information from company history, newsletters, and sales manuals to TCM’s technological innovations in engines that revolutionized the way engines operated. This collection contains awards and different paper materials and includes newsletters, sales magazines and pamphlets, annual financial reports, memorandums, conference presentations and papers, newspaper articles, engine manuals, company operations, and negatives.

The collection is organized into the following fifteen series: Newsletters, Financial, Sales, Conservation, Personnel, Engines, Vehicles, History, Newspaper and Magazine Articles, Unions, Events, Operations, Consolidation and Relocation, and Awards/Plaques and Photographs.

The Newsletters series includes *The Red Seal Magazine* from 1916, 1925, 1944 to 1969 and a Reporters Handbook. *The Red Seal Magazine* contains Continental product information, company updates, employee and department news and industry related news. Other newsletters in the collection are from management, departments, and various employee newsletters and subsidiary companies of TCM.

The Financial series includes annual reports from 1924, 1937, 1944 to 1996, and a 1970 quarterly report. The series also includes invoices and bills, a TCM stock certificate, financial studies, sales reports and company correspondences regarding various financial topics.

The Sales series includes TCM sales manuals, price lists, accounts, advertisements, and other company marketing material. Also included in the series is information for parts and service, and distributors for TCM parts.

The Conservations series includes conference presentations and papers regarding topics about conservation as well as correspondences relating to the presentations and papers. Other information that is stored in the series is an application for Project P.R.I.D.E., which is a Muskegon based award for conservation.

The Personnel series contains information regarding TCM organizational structure, job descriptions, new hire information, seniority list, management philosophy, and meeting minutes and agenda. The collection also includes memorandums and articles relating to employee awards, and hiring and employee restructuring.

The Engine series included technical, maintenance, operating, reference guides, and instruction manuals and parts list for TCM engines. Also included are pamphlets and brochures, advertisements, and blueprints and designs for TCM engines. There are also papers, articles, and correspondences about and related to TCM engines. Information about the Gray Marine Motor Company is within the collection and well as miscellaneous engine data.
The Vehicles series contains information about TCM vehicles and vehicles that have TCM engines in them. Included is information on the TCM Beacon, the Ambassador, and articles about Humvees, the Alvis LTD “Scorpion Scout,” the Four Wheel Drive “Battle Ship,” and Tanks.

The History series contains many articles and papers written during different eras that detail the history of TCM. Included is information regarding financial history, historical records and statistics, company profiles, and information about Continental Aviation and Engineering Corporation. Also included in this series are correspondences relating to the history of TCM papers and articles.

The Newspaper and Magazine Articles series contains numerous Muskegon Chronicle articles that focus on TCM. Some of the topics covered are about TCM and the Muskegon Wastewater Treatment Center, bribery between TCM and the Pentagon, and other local information. There are also a collection of articles that do not deal specifically with TCM but contain information related to the industry.

The Union Series contains United Auto Workers (U.A.W.) Local 113 articles from the Muskegon Chronicle along with other articles that focus on U.A.W. There is also a paper on the history of the U.A.W. Local 113, and a U.A.W. Local 113 sign.

The Events series contains information about various TCM events and programs that took place at the company. Included is information about a career interest program, a research and development program, a TCM open house, and service school events programs.

The Operation Series contain information related to the operations department of TCM. Information that is included in the series focuses on Health Care, maintenance, safety, shipping schedules, energy/consumption, property blueprints, and property assessments.

The Consolidation and Relocation series contains restructuring information about different TCM departments and divisions. Information about the Productions Department, the Industrial Engines Department, the GM Truck and Coach Division, and the Industrial Products Division are included in the series.

The Awards/Plaques series is a collection of awards/plaques that were given to TCM Departments. Some of the awards are for excellence, charter, achievement, editorial, community, marketing, and conservation.

The Photograph series is a collection of TCM photographs, negatives, and slides. There are photographs of exterior property, interior buildings, employees, engines, aviation, and a trade show. There is also a collection of slides from various TCM presentations.

**Arrangement:** The collection is divided into logical series that best anticipate researcher needs. The collection is placed in nine document boxes based on series, and does not adhere to the original order. Several of the series contain records and information that may overlap with other series and the materials are organized in a manner that provides the easiest access for potential

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- LDS-427-1 Multi-Fuel Engine Operating Instructions for Engine Serial Nos. 207 through 256
- Tiny Tim Model L-65-L-125 & L-325 Operators Manual & Parts List
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- TM 9-1825A Delco-Remy Electrical Equipment
- FS-162 Gasoline Engine TM 5-5421 to 38G2-55-1 Manual
- Y-69 Gasoline Engine TM 5-5420 to 38G2-70-1 Manual
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Renault Engine Generator Study
Cummins Engine Company Machining Proposal
Variable Compression Ratio Principle to DAF Engines Study
1974 Red Seal Engine Status Report
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Research and Development Programs
XD171 Diesel Engine Study
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Sub-Series: Conservation
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Building 10 Demolition Negatives 1985

Sub-Series: Interior
Assembly Line
Assembly Line Negatives
Offices 1978 – 1979
Interior Slides 1978 – 1985 (2 Folders)
Heat Treatment 1980
Heat Treatment Negatives 1980
Machinery and Parts
Machinery and Parts Negatives
Testing/Inspection
Packaging Department

Sub-Series: Employees
Germany Visit 1979
Recreation 1979
Award Presentations 1985
Award Presentations Negatives 1985
Portraits
Retirements
Bitely Lodge Training Center
Golf
Golf Negatives
At Work
At Work Negatives

Sub-Series: Aviation
Beech Aircraft Corporation, Wichita, KS. 1966
“Fokker” Plane Purchase
Negatives

Sub-Series: Trade Show
2 Folders 1957
Negatives

Sub-Series: Miscellaneous
Miscellaneous
Negatives

Sub-Series: Presentations
Miscellaneous Slides 1979 – 1985
Dates: 1902 to 1986
Located in Box 9

Know Persons in Photographs

Series 15: Photographs

Sub-Series: Engines
Machines/Automobiles with TCM Engines
Kaiser, Edgar

Sub-Series: Interior
Testing/Inspection
McClure?
Pierceson, Jim?
Jim?

Sub-Series: Employees
Award Presentations 1985
Bozik, Paul
Cook
Hunt, Jim
Minton, Cliff
Phillips, Ray
Portraits
Bosch
Carter
Cloud, Ken
Eudy
Johnson, Bob
Jones
Mehne, John
Orshal, Ken
Potter, Art
Quail, Bill
Regveiro, Jose
Robarge, Dave
Simmons, Jim
Smith, Bob
Retirements
Minton, Cliff

Bitely Lodge Training Center
Betz, Ron
Buckner, Dwayne
McKinley, Jack
Runnels, Archie
Shannon, Tom
Simon, Bill
Vollbach, Fred

Golf
Bozik, Paul
Carlson, C.
Goggin, Dennis
Hunt, Jim
Long, Bob
Nehra, Backus “Turk”
O’Toole, Mike
Orshal, Ken
Phillips, Ray
Shannon, Tom
Sikkenga, John

At Work
Backley, Carl
Balasco, Art
Betz, Ron
Blackburn, Ed
Borand, Ishan – From KOL Ticaret T.A.S., Ankara, Turkey
Bozik, Paul
Brevick, Ed
Dekrek, Ron
Dobberstein, Dave
Eddie
Engstrom, William
Ginn, Earl
Goggin, Danny
Gorecki, Stan
Grundy, Jim
Haig, Larry
Hartman, Earl
Johnson, Bob
Johnson, C. Wheeler
Kamp, Walter
Kennan, Tom
Kiley, Leo
Kinnelbeck, Tom
Kugler, Al
Lukasik, Dan
Marks, Dave
McKenzie, Tom
Mikula, Jim
Minton, Cliff
Moore, Harvey
Mulder, Jerry
Mulready, Frank
Murphy, John
Pate, Mel
Phillips, Ray
Pierceson, Jim
Potter, Art
Reese, Jack
Riley, Bob
Rouse, Harold
Schultz, Jack
Scully, George
Shaft, Chuck
Simon, Bill
Sykes, Julian
Tarrien, Clay
Thomas, Jerry
Walker, Bernie
Ward, Elmer
Young, J.D.