The following figures are the only data available. They come from Huntington’s personal balance sheets. Huntington’s net worth rose considerably from 1900 to 1902 because of his inheritance following Collis Huntington’s death in 1900 and the final settlement of the estate in 1903/1904. After 1919, Huntington’s personal wealth decreased because of philanthropic activities. That year he established the library as a separate institution and provided it with a healthy endowment of stocks and bonds. From 1919 until his death in 1927, Huntington transferred the San Marino Ranch, his house and the library building, his book and art collections to the trustees of the library.

In addition to Huntington’s major investments in southern California, he held and traded large blocks of stocks and bonds in major U.S. corporations. Over the years, these included U.S. Steel, Newport News Shipbuilding and Dry Dock Company, the Chesapeake and Ohio Railroad, Iowa Central Railroad, the Colorado and Southern Railroad, and the Baltimore and Ohio Railroad.
Percentage Derived from SoCal Business and Investments

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Worth</th>
<th>Amount of Increase</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>1898</td>
<td>$738,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1901</td>
<td>8,037,900</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1902</td>
<td>14,277,300</td>
<td></td>
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<tr>
<td>1903</td>
<td>14,319,800</td>
<td>$42,500</td>
<td>.003</td>
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<tr>
<td>1907</td>
<td>16,546,700</td>
<td>2,226,900</td>
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<tr>
<td>1908</td>
<td>24,107,600</td>
<td>7,560,900</td>
<td>.31</td>
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<tr>
<td>1909</td>
<td>25,446,000</td>
<td>1,338,400</td>
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<tr>
<td>1910</td>
<td>50,483,000</td>
<td>25,037,000</td>
<td>.49</td>
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<tr>
<td>1911</td>
<td>57,770,400</td>
<td>7,287,400</td>
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<tr>
<td>1912</td>
<td>59,238,900</td>
<td>1,468,500</td>
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<tr>
<td>1913</td>
<td>60,918,500</td>
<td>1,679,600</td>
<td>.03</td>
</tr>
<tr>
<td>1914</td>
<td>62,145,700</td>
<td>1,227,200</td>
<td>.02</td>
</tr>
<tr>
<td>1915</td>
<td>63,260,900</td>
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<tr>
<td>1916</td>
<td>64,432,600</td>
<td>1,171,700</td>
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<tr>
<td>1917</td>
<td>64,825,000</td>
<td>392,400</td>
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<tr>
<td>1918</td>
<td>65,138,800</td>
<td>313,800</td>
<td>.005</td>
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<tr>
<td>1920</td>
<td>62,530,900</td>
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<tr>
<td>1921</td>
<td>45,548,900</td>
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</tr>
<tr>
<td>1923</td>
<td>45,115,100</td>
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<td>1924</td>
<td>40,447,500</td>
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<tr>
<td>1925</td>
<td>37,777,100</td>
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</tr>
<tr>
<td>1928</td>
<td>42,613,000</td>
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</table>

Total percentage increase from 1907 to 1918—the period after Huntington had inherited all the securities and properties from his uncle and prior to his establishment of the library trust—was 393 percent over eleven years, or an average increase of 13.2 percent per year.

a Figure represents increase over four-year period.
b Large increase due to carrying LARY stock on personal balance sheet for first time in 1908 and a doubling of the stock in 1907.
c Extraordinary increase resulted from a reincorporation of the LARY following Huntington's deal selling the PE to the SP and a tripling of the LARY's stock.
d Large part of increase due to LARY bonds taken by Huntington.
### Appendix B

**Chronology of Henry E. Huntington’s Major Projects in Southern California**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1898</td>
<td>Huntington syndicate purchases Los Angeles Railway and merges other small local lines with it</td>
</tr>
</tbody>
</table>
| 1901 | LARY Pico Street line built to Wilton Place  
Huntington syndicate incorporates Pacific Electric Railway and plans to build a system of 452 miles |
| 1902 | LARY Washington line built to Western  
PE Pasadena “Short line” opened  
Long Beach line opened  
Huntington syndicate incorporates Pacific Light and Power  
Huntington incorporates Huntington Land and Improvement Company  
Huntington purchases Orzo W. Childs property in downtown Los Angeles |
| 1903 | PE Monrovia and Whittier lines finished  
Huntington acquires stock of San Bernardino Valley Traction Co.  
Harriman acquires Hook’s streetcar system—the Los Angeles Traction Co., largely operating in the southwest portion of Los Angeles and the interurban California Pacific running between downtown and San Pedro—and outbids Huntington for Sixth Street franchise  
Southern Pacific granted 40 percent interest in PE  
Los Angeles Inter-Urban Railway incorporated  
PL&P acquires Ontario and San Bernardino Gas and Electric  
Huntington buys San Marino Ranch |
| 1904 | LARY Highland Park line opens  
PE extension reaches Huntington Beach  
Huntington and syndicate buy Porter ranch in San Fernando Valley |
1905  LARY Griffith Avenue line reaches Vernon Avenue
      PE lines reach Newport Beach and Santa Ana
      PE Building opens at Sixth and Main Streets in downtown Los Angeles
      PL&P Kern Power Station opens
      Purchases Warner ranch in northeast San Diego County
      Huntington buys Los Angeles and Redondo Railway and Redondo Improvement Co.

1906  LARY Eagle Rock line completed
      Cummings Street line built southeast to Indiana Street
      PE line reaches Balboa
      Line extended to Sierra Madre
      Line built to Oak Knoll
      Huntington syndicate buys Oak Knoll property

1907  LARY Ninth Street line built on Tenth Street to Grammercy
      PE tracks reach Covina and Glendora
      Huntington and Harriman discuss possible sale of PE to SP

1908  LARY Seventh Street line built to Los Angeles River
      Temple Street line built up Hoover to Monroe Street
      PE line reaches La Habra
      Huntington sells interurbans in Fresno and Santa Clara County to SP
      PL&P Redondo steam plant completed
      Domestic Gas, a PL&P subsidiary, buys City Gas Co.

1909  LARY PAYE cars introduced
      PE line from Covina to San Dimas completed

1910  LARY Seventh Street line built to Indiana Street
      Santa Fe line extended to Randolph Street
      Los Angeles Railway Corporation formed
      City Railway of Los Angeles, a subsidiary of LARY, incorporated
      PE/SP deal—Huntington and SP agree to trade stock: former now owns
      all LARY stock; latter owns all stock of PE
      Los Angeles and Redondo Railway transferred to PE
      PL&P reincorporated
      Southern California Gas Company incorporated

1911  PL&P sells Warner ranch and riparian rights of San Luis Rey River

1912  Los Angeles City Council talks to Huntington about purchasing LARY
      Huntington sells Childs property
      Sells interest in Porter ranch
      Purchases Hotel Wentworth

1913  PL&P Big Creek hydroelectric facility opens
      Huntington trades his interest in SoCal Gas to Kerckhoff and Balch for
      their interest in PL&P
1914  LARY Vermont line extended from Vernon to First Street
Jitney competition begins
PL&P buys distribution systems in San Fernando, Compton, Huntington
Beach, and Glendora
Acquires controlling interest in Ventura County Power Company
Huntington Hotel, formerly the Wentworth, opens

1915  PL&P opens Huntington Lodge at Big Creek
Huntington closes deal with SoCal Edison, merging PL&P and SoCal
Edison

1916  LARY Brooklyn Avenue line completed to Boyle Heights
PL&P acquires controlling interest in Mt. Whitney Power and Electric

1917  LARY no longer competes with jitneys in major downtown area; new
ordinance forbids jitneys from operating in main commercial zone of
downtown Los Angeles
PL&P merger with SoCal Edison approved by California Railroad Com-
mission

1918  LARY no longer competes with jitneys; autos no longer allowed to oper-
ate next to trolley tracks

1919  Huntington creates trust to establish Henry E. Huntington Library and
Art Gallery in San Marino
Acknowledgments

This project began serendipitously six years ago when I was a graduate student looking for a dissertation topic. My mentor, Ed Perkins, suggested I speak with Martin Ridge of the Huntington Library about research possibilities available at that institution. Martin mentioned several collections but then made me aware of an unexcavated treasure—the Henry Huntington Papers had recently been opened, and a full-scale study of Huntington as a businessman had not been undertaken. Because I was born and raised in southern California, I was well aware of the Huntington name, and I jumped at the chance to examine this entrepreneur.

During the writing of this book I have accrued many debts, and I would like to thank several people and institutions. Ed Perkins, my teacher and good friend, provided constant encouragement and valuable criticism of early versions of the manuscript, and he taught me the ins and outs of the historical profession. Frank Mitchell, another member of my dissertation committee, challenged me to rethink several parts of the study. Mark Desmond, a good friend who happened to be an accountant, assisted me in deciphering some of Huntington’s financial records.

I was lucky to do most of my research at the Huntington Library, which made the task easier by granting me two summer fellowships. Many people at this institution were extremely helpful. After suggesting my topic, Martin Ridge checked up on my progress from time to time and offered several important insights. Other
people at the library provided invaluable assistance. These included Edwin Carpenter, Bill Frank, Alan Jutzi, Brita Mack, Susan Naulty, Fred Perez, and Mary Wright. Besides a fine staff, the Huntington Library boasts an outstanding atmosphere for research; and the lunchtime discussions with scholars, especially John Reid, Donald Dickinson, and Jim Thorpe, provided me with a wealth of information.

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A very special thanks go to my family and especially my parents, to whom this book is dedicated. Mom and Dad not only provided me with a fine education, but they also showed genuine interest in this project and offered continuous encouragement along the way.

Novelist John Irving once wrote: “You’ve got to get obsessed and stay obsessed.” Now having completed this book, I think I understand what he meant. Fortunately, my wife, Jacqueline Crawford-Friedricks, put up with my obsession, read countless revisions, and mastered the difficult role of being both my strongest critic, on the one hand, and my closest friend, on the other. An educator in her own right, Jackie put aside her work many times to look over the book as it took shape. I therefore want to thank her for her efforts and constant support.