



NEW YORK WORLD'S FAIR 1939 INCORPORATED

ANNUAL REPORT

AS OF
FEBRUARY 1, 1939

FOREWORD

In the preparation of this report for the year 1938, consideration was given to all phases of Corporate activity but on account of the immense volume of available data it has been decided to confine the report to the most important accomplishments of the Corporation.

After the opening Section (I) in which the organization and personnel responsible for these accomplishments is dealt with, a brief picture of construction progress is sketched in Section II. The following Sections, III to VIII, contain under appropriate headings reviews of attractions which are being prepared for the World's Fair visitor, those secured through participation of others and those for which the Fair Corporation assumes the responsibility. An attempt is made in Section IX to show what means have been employed to arouse public interest; in Section X what attendance may be expected and in Section XI what operating facilities and safeguards will be offered for the convenience and protection of the visitors. Merchandise licensing activities and revenues therefrom are covered in Section XII. Section XIII presents the Treasurer's review of financial transactions, with comparisons to forecasts, as well as the closing audited balance sheet.

ORGANIZATION AND PERSONNEL

The temporary organization which has been formed to plan, construct and operate the Fair has all the essentials of a permanent organization. It is well integrated, closely controlled and is staffed with specialists to guide each phase of activity.

During the year 1938 the administrative staff gradually increased from 894 to 1296 persons. The construction field force on the Fair payroll which started with 300 persons on December 29, 1937 varied considerably during the year, dependent largely on the weather. The high point was reached on November 9, 1938 with 853 persons and on December 28, 1938 there were 841 persons on the Field Force. There were many more thousands employed by World's Fair Contractors and by participants of which there is no accurate record.

The Charter Members who had the vision and courage to make possible the realization of this tremendous program have again rendered valuable assistance to the Corporation during 1938. A list of present Charter Members follows:

Alfred L. Aiken
 Winthrop W. Aldrich
 Frank Bailey
 Henry deForest Baldwin
 Philip A. Benson
 Philip Berolzheimer
 Frederick Berry
 James G. Blaine
 Cornelius N. Bliss
 Edward C. Blum
 George Blumenthal
 Henry Breckinridge
 George A. Brownell
 Henry Bruère
 Mortimer N. Buckner
 John S. Burke
 George W. Burleigh
 Charles C. Burlingham
 John R. Burton
 James Byrne
 Newcomb Carlton
 Pierre C. Cartier
 Harry Woodburn Chase
 Colby M. Chester
 Walter P. Chrysler
 Louis K. Comstock
 Martin Conboy
 Frederick L. Cranford
 Paul D. Cravath
 Lincoln Cromwell
 F. Trubee Davison
 Joseph P. Day

Cleveland E. Dodge
 Robert E. Dowling
 Frederick H. Ecker
 John Erskine
 Harris Fahnestock
 Harry Harkness Flagler
 Leon Fraser
 Harvey D. Gibson
 Joseph P. Grace
 Peter Grimm
 Harry F. Guggenheim
 Edward S. Harkness
 Charles E. Hughes, Jr.
 Pierre Jay
 Percy H. Johnston
 Ralph Jonas
 Louis W. Kaufmann
 deLancey Kountze
 Claude W. Kress
 Wilfred Kurth
 Richard W. Lawrence
 George Le Boutillier
 Sam A. Lewisohn
 Jonas Lie
 Ercole H. Locatelli
 George MacDonald
 Frederick A. Macnutt
 Percy C. Magnus
 George F. Mand
 George McAneny
 George V. McLaughlin
 George McNeir

George Meany
 Charles G. Meyer
 Albert G. Millbank
 Cyrus C. Miller
 Christopher C. Mollenhauer
 Henry Morgenthau, Sr.
 Lewis Spencer Morris
 Malcolm Muir
 David B. Mulligan
 George W. Naumburg
 William Church Osborn
 W. Francklyn Paris
 Thomas I. Parkinson
 James H. Perkins
 Charles C. Pettijohn
 Lewis E. Pierson
 Frank L. Polk
 Dr. Eugene H. Pool
 Almerindo Portfolio
 Lewis H. Pounds
 William A. Prendergast
 Samuel W. Reyburn
 Jackson E. Reynolds
 Dr. A. Hamilton Rice

During the year the following Charter Members died and resolutions of condolence and appreciation for their services to the Fair Corporation were adopted by the Executive Committee and the Board of Directors:

Clarence H. Mackay
 James H. Post

The membership of the Board of Directors at the beginning of the year 1938 was as follows:

*George McAneny (Chairman)	James G. Blaine	Philip A. Benson
*Winthrop W. Aldrich	Sol Bloom	Edward C. Blum
*Mortimer N. Buckner	John A. Brown	John R. Burton
*Floyd L. Carlisle	Lewis H. Brown	F. Trubee Davison
*Arthur V. Davis	George A. Brownell	Cleveland E. Dodge
*Frederick H. Ecker	William M. Chadbourne	Dasil Harris
*Harvey D. Gibson	M. W. Clement	Louis W. Kaufmann
*Charles G. Meyer	John J. Dunnigan	Joseph P. Kennedy
*William Church Osborn	Bernard F. Gimbel	Thomas H. McInerney
*Bayard F. Pope	Oswald D. Heck	William S. Paley
*Gordon S. Rentschler	Cornelius F. Kelley	W. Francklyn Paris
*Andrew G. Robertson	F. H. La Guardia, Mayor	David Sarnoff
*Percy S. Straus	Alfred E. Smith	Gerard Swope
*Grover A. Whalen	Thomas J. Watson	A. Newbold Morris,
*Matthew Woll	Joseph D. McGoldrick,	President of City
*Clarence M. Woolley	Comptroller	Council

During the year 1938 the following were elected to membership on the Board of Directors:

Frank J. Taylor
 George U. Harvey

*These directors were re-elected at the annual meeting on February 2, 1938 for a three-year term expiring at the annual meeting in February 1941.

Honorable George McAneny served as Chairman of the Board of Directors throughout the year.

The Executive Committee of the Board of Directors, which was elected at the annual meeting of the Board in February 1938, is as follows:

EXECUTIVE COMMITTEE OF THE BOARD OF DIRECTORS

MORTIMER N. BUCKNER (Chairman)

Winthrop W. Aldrich	Joseph D. McGoldrick
Floyd L. Carlisle	Thomas H. McInerney
John J. Dunnigan	Bayard F. Pope
Harvey D. Gibson	Percy S. Straus
Fiorello H. La Guardia	Grover A. Whalen
George McAneny	Matthew Woll

The membership of the Finance Committee is as follows:

FINANCE COMMITTEE

HARVEY D. GIBSON (Chairman)

Winthrop W. Aldrich	Bayard F. Pope
Mortimer N. Buckner	John M. Schiff
Floyd L. Carlisle	James Speyer
Cleveland E. Dodge	Myron C. Taylor
Walter S. Gifford	Grover A. Whalen
Thomas H. McInerney	George Whitney
Thomas I. Parkinson	Frederick E. Williamson

The Committee on Architecture and Physical Planning continued to render service to the Corporation during 1938 under the guidance of Mr. Percy S. Straus, its Chairman. A list of the committee members follows:

COMMITTEE ON ARCHITECTURE AND PHYSICAL PLANNING

PERCY S. STRAUS (Chairman)

F. Trubee Davison	George McAneny
Cleveland E. Dodge	William Church Osborn
Cornelius F. Kelley	Grover A. Whalen

The Advisory Committees which have been of material assistance to the Corporation in solving its specialized problems were appointed by the President, most of them prior to 1938. They have not only furnished advice when the occasion demanded but have cooperated with the staff in the rental of space, the execution of the promotion program, and have responded to many other specific demands. The list of committees and their chairmen follows:

ADVISORY COMMITTEE

Apparel and Accessories
 Automobile Executives of Greater New York
 Aviation
 *Ceremonials

CHAIRMAN

Joseph Love
 Lee J. Eastman
 Thomas Morgan
 Major-General William N. Haskell

*Appointed during 1938.

ADVISORY COMMITTEE

Communications
 Consumer Interests
 Cosmetics
 Distribution
 Education
 Electrical Industry
 Entertainment
 Foreign Participation
 *Fraternal and Service Organizations
 Goodwill and Peace
 Hotels
 Patriotic and Historical Societies
 Information and Research
 *Interracial Advisory Committee
 International Fire Protection Congress
 Labor Relations
 Marine
 Medicine and Public Health
 Lithography and Label
 Music
 *Public Information
 Real Estate
 Safety
 *Science
 *States' Societies in New York City
 Trade Associations and Civic Affairs
 Transportation
 Travel Agencies
 Veterans
 Welfare
 Women's Participation

*Appointed during 1938.

In addition to the above local committees there are two National Advisory Committees with Chairmen in each state of the Union. These committees have rendered special service in connection with securing participation of the various states and have demonstrated their sincere interest in the welfare of the Fair by active support. The Committees on Organized Hospitality created by the National Advisory Committees offer a means of attracting and caring for distinguished visitors which would not otherwise be available to the Fair.

NATIONAL ADVISORY COMMITTEES

<i>Men's Committee Chairman</i>	<i>State</i>	<i>Women's Committee Chairman</i>
Winthrop W. Aldrich	National Chairman	Mrs. Vincent Astor
Oscar Wells	Vice Chairman	Mrs. Courtlandt D. Barnes
*P. R. Bradley	Alabama	*Mrs. Thomas E. Kilby
Grover T. Owens	Alaska	Mrs. Rufus N. Garrett
Hersch Collins	Arkansas	Mrs. Hubert H. D'Autremont
Ira K. Young	Arizona	Miss Anne Evans
Samuel H. Fisher	Colorado	Miss Anne B. Jennings
Thomas W. Wilson	Connecticut	Mrs. Alfred V. duPont
Edward Ball	Delaware	Mrs. Charles C. Glover
Clark Howell	District of Columbia	Mrs. T. V. Moore
Guy Graham	Florida	*Mrs. John K. Ottley
Rufus C. Dawes	Georgia	Mrs. Margaret C. Ailshie
Arthur V. Brown	Idaho	Mrs. Kellogg Fairbank
	Illinois	Mrs. Meredith Nicholson, Jr.
	Indiana	

*Appointed during 1938.

CHAIRMAN

Walter S. Gifford
 Mrs. Bert W. Hendrickson
 Herman L. Brooks
 John S. Burke
 Dr. Harry Woodburn Chase
 C. E. Stephens
 John Golden
 Thomas J. Watson
 Charles Spencer Hart
 John E. Otterson
 T. Elliott Tolson
 Dr. Nicholas Murray Butler
 W. Francklyn Paris
 Arthur B. Spingarn
 Honorable John J. McElligott
 Matthew Well
 Robert C. Lee
 Dr. Victor Heiser
 Thomas J. Mitchell
 Allen Wardwell
 Colby Chester
 Charles F. Noyes
 Dr. Miller McClintock
 Dr. Albert Einstein
 Thomas Ewing
 Willis H. Booth
 John Henry Hammond
 George White
 Milton Solomon
 Mrs. Sidney C. Borg
 Mrs. Vincent Astor

NATIONAL ADVISORY COMMITTEES (Continued)

<i>Men's Committee Chairman</i>	<i>State</i>	<i>Women's Committee Chairman</i>
B. F. Kauffman	Iowa	Mrs. Hiram C. Houghton, Jr.
George Godfrey Moore	Kansas	Mrs. T. T. Solander
E. J. O'Brien	Kentucky	*Mrs. Albert B. Chandler
E. F. Creckmore	Louisiana	Mrs. Joseph E. Friend
Dr. Owen Smith	Maine	Mrs. Clifton W. Davis
Dr. Hugh H. Young	Maryland	*Mrs. L. Emmett Holt, Jr.
Charles F. Adams	Massachusetts	Mrs. Robert W. Lovett
H. M. Taliaferro	Michigan	Mrs. Fred T. Murphy
B. M. Peyton	Minnesota	Mrs. John S. Dalrymple
R. E. Kennington	Mississippi	Mrs. Ellen S. Woodward
Tom K. Smith	Missouri	Mrs. George Gellhorn
James E. Woodward	Montana	Mrs. Thomas J. Walker
W. O. Swanson	Nebraska	Mrs. Ellery Davis
*W. W. Hopper	Nevada	*Mrs. William Shepard Dana
Edmund F. Jewell	New Hampshire	*Mrs. William Henry Schofield
Charles L. Farrell	New Jersey	Mrs. Reeve Schley
Henry G. Coors	New Mexico	*Miss Amelia Elizabeth White
Winthrop W. Aldrich	New York	Mrs. Vincent Astor
Robert March Hanes	North Carolina	Miss Beatrice Cobb
Prof. T. H. Hopper	North Dakota	Mrs. John Alexander Jardine
E. A. Deeds	Ohio	Mrs. Myron A. Wick
James F. Owens	Oklahoma	Mrs. J. Wood Glass
Charles T. Haas	Oregon	Dean Hazel P. Schwering
Andrew W. Robertson	Pennsylvania	Mrs. Barelay H. Warburton
John Quinn, Jr.	Rhode Island	Mrs. John Nicholas Brown
Governor Burnet R. Maybank	South Carolina	*Mrs. William Elliott Hutson
J. M. Foster	South Dakota	Mrs. Karl Mundt
P. D. Houston	Tennessee	Mrs. Abby Crawford Milton
Jesse Jones	Texas	Mrs. William P. Hobby
E. O. Howard	Utah	Mrs. George S. Deeles
Stanley C. Wilson	Vermont	*Mrs. W. H. Beardsley
Jay W. Johns	Virginia	Mrs. Henry Fairfax
*D. Victor Bornn	Virgin Islands	
B. H. Kizer	Washington	Mrs. Stephen B. L. Penrose
William T. Williamson	West Virginia	Mrs. John A. Kennedy
R. S. Kingsley	Wisconsin	*Mrs. William C. Frye
Jay W. Underkirk	Wyoming	*Mrs. L. H. Bump
	Hawaii	Mrs. Stanley Kennedy

*Appointed during 1938.

REGIONAL CHAIRMEN OF WOMEN'S DIVISION

CHAIRMAN, STATE COMMITTEES' ACTIVITIES:

Mrs. Courtlandt D. Barnes	Mrs. Henry James
Mrs. Eliot Cross	Mrs. Charles A. Lindley
Mrs. Arthur Fowler	Mrs. F. Louis Slade
Mrs. John C. Greenway	Miss Emily Cross

PANEL OF HOSTESSES

of the

ADVISORY COMMITTEE ON WOMEN'S PARTICIPATION

in the

NEW YORK WORLD'S FAIR 1939, INC.

The National Advisory Committee on Women's Participation, of which Mrs. Vincent Astor is Chairman, authorized the formation of a Committee on Organized Hospitality, and Mrs. Astor appointed Mrs. Winthrop W.

Aldrich as Chairman of that group. Mrs. Aldrich then named the following as members of her Committee:

Mrs. James R. Angell	Mrs. Cornelius Kelley
Mrs. Vincent Astor	Miss Frances Kellor
Mrs. Courtland D. Barnes	Mrs. Oswald B. Lord
Mrs. Richard J. Bernhard	Mrs. John D. Rockefeller
Miss Marion Dickerman	Mrs. John Sloane
Mrs. Cleveland E. Dodge	Mrs. Thomas J. Watson
Miss Virginia Gildersleeve	

The Committee on Organized Hospitality then set up a Panel of Hostesses whose headquarters will be the Advisory Committees' Building at the Fair and 50 Rockefeller Plaza, New York, N. Y. Its membership comprises the following members:

HONORARY HOSTESSES

Sra. Gonzalo Carias	Mrs. Julius C. Holmes
Sra. Javier Cortes	Hon. Mary T. Norton
Sra. Rafael de la Colina	Sra. Tomas Pacanins
Sra. R. Espailat de la Mota	Sra. S. Rivas Costa
Mrs. Hugh Drum	Sra. Pablo Suarez
Sra. Francisco A. Gallegos	Sra. Conrado Traverso
Sra. Hector Giron	

HOSTESSES

Miss Mabel Abbott	Mrs. Frank L. Babbott
Mrs. Peter A. Abeles	Mrs. F. Huntington Babcock
Mrs. Henry E. Ackerson, Jr.	Mrs. Richard F. Babcock
Mrs. Mae E. Adams	Mrs. Earl D. Babst
Mrs. Patrick Henry Adams	Mrs. J. A. Bachand
Mrs. Ernest R. Adee	Mrs. Clarence Bachrach
Mrs. Julius Ochs Adler	Mrs. George Backer
Mrs. Bertram W. Ainsworth	Mrs. Francis McN. Bacon
Mrs. Richard B. Aldcroft	Mrs. Robert Ogden Bacon
Mrs. G. H. Aldrich	Mrs. William Seaman Bainbridge
Miss Mary Lincoln Aldrich	Mrs. George F. Baker
Mrs. E. R. Alexander	Mrs. W. Reginald Baker
Mrs. Henry Martyn Alexander	Mrs. Charles M. Bakewell
Mrs. S. A. Alexander	Mrs. Joseph C. Baldwin
Miss Anna Remsen Alexandre	Mrs. W. Burnham Ball
Mrs. Smith Alford	Mrs. Louis Balog
Mrs. Yorke Allen	Mrs. Thomas M. Bancroft
Mrs. Arthur M. Anderson	Mrs. Grace Allen Bangs
Miss Mary Vail Andress	Mrs. Mary W. Banker
Mrs. Charles M. Andrews	Mrs. Donn Barber
Mrs. William H. Andrews	Mrs. William A. Barber
Mrs. William Armour	Mrs. Henry Barkhorn
Mrs. John Taylor Arms	Mrs. Samuel L. M. Barlow
Mrs. F. Wallis Armstrong	Mrs. Albert MacC. Barnes
Miss Margaret N. Armstrong	Mrs. William H. Barnum
Mrs. Leopold Arnaud	Mrs. Charles P. Barry
Mrs. Peter Arrington	Mrs. Robert A. Barry
Miss Helen Arthur	Mrs. William A. Barstow
Mrs. John Jacob Astor	Miss Juliet M. Bartlett
Mrs. Grosvenor Atterbury	Mrs. John L. Bauer
Mrs. Charles C. Auchincloss	Mrs. Knud S. Bay
Mrs. Gordon Auchincloss	Mrs. William A. Becker
Mrs. Hugh D. Auchincloss	Mrs. Frederic Beggs
Mrs. J. Howland Auchincloss	Mrs. Gordon Knox Bell
Mrs. John Howe Auerbach	Mrs. August Belmont
Miss Lili H. Axinn	Mrs. Edgar L. Benjamin

HOSTESSES—(Continued)

Mrs. James E. Bennet	Mrs. Henry R. Caraway
Mrs. Winchester Bennett	Mrs. Andrew Carnegie
Mrs. Elias Bernstein	Mrs. Marguerite MacDonald Carpenter
Mrs. Richard S. Bethell	Mrs. James Carson
Mrs. Wyllys R. Betts	Mrs. J. Graham Carswell
Dean Adele Bildersee	Mrs. Pierre Cartier
Mrs. Rudolph M. Binder	Mrs. George C. Casebolt
Mrs. Walter Bingus	Mrs. Louis Castagnetta
Mrs. Francis C. Bishop	Mrs. Alfred Cawse
Mrs. Shelton H. Bivins	Mrs. Russell L. Cecil
Mrs. Sherman L. Black	Mrs. Waldemar Chadbourne
Mrs. Edna M. Blake	Mrs. Elbridge Chadwick
Mrs. Gilman Blake	Mrs. David Challinor
Mrs. John Osgood Blanchard	Mrs. Robert A. Chambers
Mrs. William A. Bleeker	Mrs. Chamberlain Chanler
Mrs. Walter Phelps Bliss	Mrs. Lewis Stuyvesant Chanler
Mrs. Edward C. Blum	Mrs. Newton D. Chapman
Mrs. F. Lawrence Bodine	Mrs. Charles R. Chesley
Mrs. Herbert L. Bodman	Mrs. Appleton L. Clark
Miss Alouise Boker	Mrs. Harold Benjamin Clark
Mrs. Jerome N. Bonaparte	Miss Lois Pinney Clark
Mrs. Willis H. Booth	Mrs. Louis C. Clark
Mrs. Sidney C. Borg	Mrs. Lewis Latham Clarke
Mrs. William Lawrence Bottomley	Mrs. Robert Livingston Clarkson
Mrs. George Temple Bowdoin	Mrs. Pierre Claudel
Mrs. W. H. Bowler	Mrs. Philip L. Cloke
Mrs. Philip Boyer	Mrs. Edward Welch Clucas
Mrs. Howard G. Boynton	Mrs. Sadie Reynolds Cochran
Mrs. Ann Brady	Mrs. Henry Sloane Coffin
Mrs. Henry S. Breckinridge	Mrs. Lewis A. Coffin, Jr.
Mrs. Mortimer Brenner	Miss Marian Cruger Coffin
Mrs. W. Conant Brewer, Jr.	Mrs. Murray H. Coggeshall
Mrs. William H. Briggs	Mrs. William F. Cogswell
The Honorable Jeanette G. Brill	Mrs. Harold G. Cohn
Mrs. Herman G. Brock	Mrs. Charles Coit
Mrs. Charles A. Brodek	Mrs. Harold Cole
Mrs. Edward C. Brokaw	Mrs. Howard Ellsworth Cole
Mrs. Bruce Bromley	Mrs. Abbott C. Combes
Mrs. Harold W. Brooks	Mrs. Lawrence A. Conklin
Mrs. Fontaine Brown	Mrs. Henry H. Conland
Mrs. George E. Brower	Mrs. E. Conradi
Miss Florence C. Brown	Mrs. Oakley Cooke
Dr. Cornelia J. Browne	Mrs. R. W. Cornelison
Mrs. Wilbur Brundage	Mrs. Parker Corning
Mrs. George H. Brunz	Miss Margaret T. Corwin
Mrs. Ellsworth B. Buck	Mrs. Mary E. Costelloe
Mrs. Kenneth P. Budd	Mrs. Hugh D. Cotton
Mrs. Charles Melville Bull	Mrs. Dorothea Courten
Mrs. Ludlow S. Bull	Mrs. James A. Coyle
Miss Elizabeth Burchenal	Miss Mary G. Cox
Mrs. Chester Griswold Burden	Mrs. George C. Crabtree
Mrs. Joseph Warren Burden	Mrs. Irving Crane
Mrs. Mathilda Burling	Mrs. Murray Crane
Miss Mary Burrell	Mrs. Jack R. Crawford
Mrs. Samuel Burstein	Mrs. Frank L. Crocker
Miss Ann Burton	Miss Caro Crosland
Mrs. Frank V. Burton	Miss Mary R. Cross
Miss Anna G. Butler	Mrs. James A. Crotty
Mrs. Arthur W. Butler	Mrs. Harry E. Crum
Mrs. Nicholas Murray Butler	Mrs. Rosita Culmell
Miss Alice D. Butterfield	Mrs. Arthur J. Cummock
Mrs. H. Donald Campbell	Mrs. John P. Cunningham
Miss Mary Cannon	Mrs. Leonard J. Cushing
Mrs. Thomas Capek	Mrs. James Stewart Cushman
Mrs. Thomas Capek, Jr.	Mrs. John W. Cutler

HOSTESSES—(Continued)

Mrs. Charles Suydam Cutting
 Miss Juliana Cutting
 Mrs. William Bayard Cutting
 Baroness Ida-Gro Dahlerup
 Mrs. Chester Dale
 Mrs. Walter Damrosch
 Mrs. Gilbert S. B. Darlington
 Mrs. Louis Darmstadt
 Mrs. Henry J. Davenport
 Mrs. A. Jack Davidson
 Mrs. A. R. Davidson
 Mrs. Preston Davie
 Mrs. Herbert Davis
 Mrs. Howland S. Davis
 Mrs. Joseph E. Davis
 Mrs. W. Shippen Davis
 Miss Eloise Davison
 Mrs. F. Trube Davison
 Mrs. Henry P. Davison
 Mrs. H. de Bence
 Mrs. George DeBevoise
 Mrs. Eli Whitney DeBevoise
 Mrs. Josefina Silva de Cintron
 Mrs. Hiram E. Decker
 Mrs. Sara W. DeForest
 Mrs. William A. DeGroot
 Mrs. J. Bradley Delehanty
 Mrs. Daniel del Rio
 Mrs. Carmen Luisa de Morales
 Mrs. Ethan Allen Dennison
 Mrs. George V. Denny, Jr.
 Mrs. Edward L. Denton
 Mrs. Maria de Phillips
 Miss Edith R. Derby
 Mrs. Charles deRham
 Mrs. Remedios C. de Roman
 Mrs. Duryee de Saint Phalle
 Mrs. Alvin Devereux
 Mrs. Laura Mora de Vidal
 Mrs. Norman S. Dike
 Miss Mary Dillon
 Mrs. J. Dale Dilworth
 Mrs. George A. Dixon
 Miss Sonia Dmitrova
 Mrs. William J. Dodge
 Miss Mary May Donald
 Mrs. Norman H. Donald
 Mrs. R. Edson Doolittle
 Mrs. Frank N. Doubleday
 Mrs. Nelson Douglass
 Mrs. John L. Douglass
 Mrs. David Dows
 Miss Ruth Draper
 Mrs. Tuckerman Draper
 Miss Mary E. Dreier
 Mrs. Elizabeth Curtis Dresser
 Miss Edna Duge
 Mrs. A. Biddle Duke
 Mrs. Florence G. Dull
 Mrs. Allen Welsh Dulles
 Mrs. John P. Duncan
 Mrs. Stuart Duncan
 Mrs. Carroll Dunham, III
 Mrs. William Mairs Duryea
 Mrs. Wells P. Eagleton
 Mrs. Walter Kease Earle
 Mrs. William P. Earle, Jr.
 Mrs. Ferdinand Eberstadt
 Mrs. Frederick Ecker
 Mrs. T. K. Eddins
 Mrs. Malcolm Edgerton
 Miss Eleanor Edson
 Mrs. Dean Gray Edwards
 Mrs. Emma K. Edwards
 Mrs. James A. Edwards
 Miss Lottie Edwards
 Mrs. James F. Egan
 Mrs. George L. Egbert
 Mrs. Maxwell Ehrlich
 Mrs. Henry S. Eley
 Mrs. John Elliott
 Mrs. James H. S. Ellis
 Mrs. William J. Ellis
 Mrs. John C. Ellsworth
 Mrs. John S. Ellsworth
 Mrs. Louis H. Emerson
 Miss Isabel A. Ennis
 Mrs. William F. Erath
 Mrs. Herbert Erdman
 Princess Simon Eristoff
 Mrs. Parmentia Erstrom
 Mrs. Louis Evans
 Mrs. S. Keith Evans
 Mrs. William M. Everts
 Mrs. William Everdell, Sr.
 Mrs. Frank Ewing
 Mrs. B. Tappen Fairchild
 Mrs. W. S. Parish
 Mrs. Francis H. Fassett
 Mrs. Daniel D. Feldman
 Mrs. Cornelius C. Felton
 Miss Luisa Fernandez
 Mrs. Arthur N. Ferris
 Mrs. Marshall Field
 Mrs. George Fiencke
 Mrs. Oliver D. Filley
 Mrs. Edward Ridley Finch
 Miss Mary Berkeley Finke
 Dr. Rita S. Finkler
 Mrs. Thomas K. Finletter
 Miss Katharine Fisher
 Mrs. Hoyt Flanders
 Miss Louise Fleming
 Mrs. Henry P. Fletcher
 Mrs. T. J. Flynn
 Mrs. Sterling T. Foote
 Mrs. Alex C. Forbes
 Mrs. Katharine Ford
 Mrs. J. Russell Forgan
 Mrs. W. H. Fowler
 Mrs. Lyttleton Fox
 Mrs. Leon H. Fradkin
 Mrs. Albert Francke
 Mrs. George Frank
 Mrs. Richard L. Frank
 Miss Ruth F. Frank
 Mrs. John M. Franklin
 Mrs. James L. Freeborn

HOSTESSES—(Continued)

Mrs. Edward W. Freeman
 Miss Louise S. Frith
 Miss Mary M. Gaffney
 Mrs. Louis Y. Gaberman
 Mrs. C. Stuart Gager
 Mrs. Sidney D. Gamble
 Mrs. Julian E. Garnsey
 Mrs. Philip McK. Garrison
 Mrs. William L. Garrison
 Mrs. Frank Gentry, II
 Mrs. James W. Gerard
 Mrs. Charles Dana Gibson
 Mrs. Harvey D. Gibson
 Miss Emily F. Gilbert
 Dr. Lillian Gilbreth
 Mrs. Frederick A. Godley
 Mrs. Minnie Goldstein
 Mrs. Samuel Goldstein
 Mrs. William H. Good
 Mrs. Ainslee Goodall
 Mrs. M. Preston Goodfellow
 Mrs. F. Abbot Goodhue
 Mrs. David M. Goodrich
 Mrs. Edwin Gould
 Mrs. John H. P. Gould
 Mrs. Walton J. Graft
 Miss Frances Grant
 Mrs. Henry Grant
 Mrs. Austen Gray
 Mrs. Howard Green
 Miss Belle da Costa Greene
 Mrs. Elbridge G. Greene
 Mrs. John Gregory
 Mrs. William E. S. Griswold
 Miss Elizabeth S. Grover
 Mrs. Charles Guggenheimer
 Dr. Connie M. Guion
 Mrs. Emma Gunther
 Miss Mabel T. Hackett
 Mrs. B. Bertram Hagadorn
 Mrs. Frank Hague
 Mrs. Sherman P. Haight
 Dr. Mabel S. Haines
 Mrs. T. F. Davies Haines
 Mrs. Charles V. Halley
 Mrs. Arthur Hamburger
 Mrs. L. Gordon Hamersley
 Mrs. Morris W. Hamilton
 Miss Mary Ann Hammond
 Mrs. John Henry Hammond
 Mrs. James L. Hand
 Mrs. J. B. Handley-Greaves
 Mrs. Albert M. Handy
 Mrs. Ruth A. Handy
 Mrs. Meredith Hare
 Mrs. Montgomery Hare
 Mrs. Myrtle U. Hargraves
 Miss Isabel Harkness
 Mrs. Benedict Harmon
 Mrs. Oliver Harriman
 Miss Blanche M. Harris
 Mrs. Duncan G. Harris
 Mrs. John T. Harrison
 Mrs. John Hartigan
 Mrs. George U. Harvey
 Mrs. Elizabeth Ross Haynes
 Mrs. William H. Hays
 Mrs. William B. Hazelwood
 Mrs. Charles R. Hebard
 Mrs. Allan V. Heely
 Mrs. J. Leslie Hees
 Mrs. Edward T. Herbst
 Mrs. Theodore Herbst
 Mrs. Essie Herman
 Mrs. Parmely W. Herrick
 Mrs. Oscar Herrnstadt
 Mrs. George D. Hewitt
 Mrs. Robert W. Higbie, Sr.
 Mrs. Charles H. Higgins
 Mrs. Henry Hildreth
 Mrs. Leonard L. Hill
 Mrs. Georges J. His
 Mrs. Jennette C. Hitchcock
 Mrs. Ripley Hitchcock
 Mrs. Earl W. Hodges
 Mrs. George Hoffmann
 Mrs. William M. V. Hoffman
 Mrs. William W. Hoffman
 Miss Marie A. Hoffstadt
 Mrs. A. Hofner
 Mrs. J. Peter Hoguet
 Mrs. D. H. Holbrook
 Mrs. Christian R. Holmes
 Mrs. Arthur C. Holden
 Mrs. Robert P. Holt
 Mrs. Ransom S. Hooker
 Mrs. Walter Ewing Hope
 Mrs. Francis L. V. Hoppin
 Mrs. William W. Hoppin
 Mrs. Clarence T. Horn
 Miss Sara H. Horn
 Mrs. Herbert S. Houston
 Mrs. Helen Houck
 Mrs. David F. Houston
 Mrs. George Howard
 Mrs. Ernest Howe
 Mrs. John Sherman Hoyt
 Mrs. Elmer S. Hubbell
 Mrs. H. Kierstede Hudson
 Mrs. John C. Hughes, Jr.
 Mrs. A. W. Hulton
 Miss Fannie Hurlst
 Mrs. Arnold T. Hutcheson
 Mrs. Donald Hutchinson
 Mrs. Starr Eaton Hyde
 Mrs. J. Horton Ijams
 Mrs. George H. Iler
 Mrs. Raymond V. Ingersoll
 Mrs. Henry A. Ingraham
 Mrs. A. O. Ingram
 Mrs. Herman Iron
 Mrs. Arthur Iselin
 Mrs. John H. Iselin
 Mrs. Lewis Iselin
 Mrs. Henry Ittleson
 Mrs. Kenneth A. Ives
 Mrs. Robert F. Ives
 Mrs. John H. Jackson
 Mrs. Morris Jacoby

HOSTESSES—(Continued)

Mrs. Henry James
 Mrs. Walter B. James
 Mrs. Edwin C. Jameson
 Mrs. Hugh Jamieson
 Mrs. Peter A. Jay
 Miss Susan M. Jay
 Mrs. Irene E. Jelis
 Mrs. Walter Jelliffe
 Mrs. Florence F. Jenkins
 Miss Annie B. Jennings
 Mrs. Benjamin B. Jennings
 Mrs. Oliver G. Jennings
 Mrs. Everett C. Jessup
 Mrs. George P. Jessup
 Mrs. Barton Johnson
 Mrs. Paula Johnson
 Mrs. Wayne Johnson
 Mrs. E. R. Johnstone
 Mrs. Cecilia W. Jonasson
 Mrs. Charles M. Kahn
 Mrs. Otto H. Kahn
 Mrs. Walter P. Kaiser
 Mrs. R. Keith Kane
 Mrs. Edwin Keating
 Mrs. Robert P. Keep
 Mrs. Raymond H. Keith
 Mrs. Hugh G. M. Kelleher
 Mrs. Ward Dix Kerlin
 Miss Eleanor Kerr
 Mrs. Leo Kessel
 Mrs. David Ketchom
 Miss Rowena K. Keyes
 Mrs. Paul Kieffer
 Dr. Margaret V. Kieley
 Mrs. Leroy E. Kimball
 Mrs. H. DeGolyer King
 Mrs. Morris E. Kinnan
 Mrs. Gustavus T. Kirby
 Mrs. John Kirwan
 Mrs. Frederick M. Knapp
 Mrs. Oswald W. Knauth
 Mrs. W. W. Knowles
 Mrs. Hugh Knowlton
 Miss Helen Knox
 Mrs. Edwin H. Koehler
 Mrs. de Lancey Kountze
 Mrs. Alexander Kohut
 Miss Helen T. Kracke
 Mrs. Shepard Krech
 Mrs. Herbert F. Kroeger
 Mrs. Emma L. Krus
 Miss Ann Krytil
 Mrs. Isaac Kubie
 Mrs. J. M. Labastille
 Mrs. James L. Laidlaw
 Mrs. William C. Langley
 Mrs. John D. Lannon
 Mrs. Adrian H. Larkin
 Mrs. Mary F. Larkin
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 Mrs. Blake L. Lawrence
 Mrs. Charles L. Lawrence
 Mrs. John T. Lawrence
 Mrs. Henry G. Leach
 Mrs. Lamar Leahy
 Mrs. Milton L'Ecluse
 Mrs. Carlos Lee, Jr.
 Mrs. George Bolling Lee
 Mrs. Homer Lee
 Mrs. James Burton Lee
 Mrs. Henry L. Leeb
 Mrs. E. Grace Lediard
 Mrs. Arthur Lehman
 Miss Dora M. Lesley
 Mrs. Robert M. Leng
 Mrs. Francis H. Lenygon
 Mrs. Edgar W. Leonard
 Mrs. Warren Leslie, Jr.
 Mrs. Joseph M. Levine
 Mrs. Irma B. Levy
 Miss Ruth Lewinson
 Miss Mary Lewis
 Mrs. Samuel A. Lewisohn
 Mrs. Isaac Liberman
 Mrs. Harrie T. Lindeberg
 Mrs. Charles A. Lindley
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 Mrs. A. Haines Lippincott
 Mrs. Philip W. Livermore
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 Mrs. Wilton Lloyd-Smith
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 Mrs. William Loeb
 Mrs. Albert P. Loening
 Mrs. Grover C. Loening
 Mrs. Franklin B. Lord
 Miss Alice Lounsbury
 Mrs. Ethelbert I. Low
 Mrs. Thomas B. Lowerre
 Mrs. Irvin Lubetkin
 Mrs. Henry R. Luce
 Mrs. William G. Lyle
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 Mrs. Norman E. Mack
 Mrs. James C. Mackenzie
 Mrs. Catherine R. B. Mackie
 Mrs. Stella MacNaughten
 Miss Janet MacRorie
 Mme. Haridit Singh Malik
 Miss Teresa A. Maloney
 Miss Jessie Mann
 Mrs. Paul Manship
 Mrs. H. Edward Manville
 Mrs. Francis L. Markey
 Mrs. Fran Marsal
 Mrs. George W. Martin
 Mrs. Abraham Martinez
 Miss Diana V. Marvin
 Mrs. Langdon P. Marvin
 Mrs. Julian S. Mason
 Mrs. William J. Massa
 Mrs. Seabury C. Mastick
 Mrs. Frederic J. Matthews
 Miss Laura Matthews
 Mrs. Douglas Mathewson
 Mrs. Mitchell May, Sr.
 Miss Audrey Maynard

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Mrs. James H. Mecum
 Mrs. William Brown Meloney
 Mrs. David Mendoza
 Miss Constance Rosa Merrell
 Mrs. Edwin G. Merrill
 Mrs. Fritz Meyer
 Mrs. Richard Meyer
 Mrs. Jeremiah Milbank
 Mrs. Frances T. Miller
 Mrs. Marion Miller
 Mrs. Harold Vincent Milligan
 Mrs. Ogden L. Mills
 Mrs. David M. Milton
 Mrs. Willis P. Miner
 Mrs. Jacques Missir
 Mrs. Charles E. Mitchell
 Mrs. James E. Mitchell
 Mrs. Arthur N. Moeller
 Mrs. Douglas M. Moffat
 Mrs. R. Burnham Moffat
 Mrs. Charles Morgan
 Miss Camilla W. Moss
 Mrs. Norman Monkhouse
 Mrs. Gilbert H. Montague
 Mrs. J. Mood
 Mrs. Benjamin Moore
 Mrs. Charles A. Moore, III
 Mrs. William S. Moore
 Mrs. Victor Morawetz
 Dr. Charlotte Morgan
 Miss Noel S. Morgan
 Mrs. Shepard A. Morgan
 Mrs. Stokely Morgan
 Mrs. Henry Moritz
 Mrs. Dave H. Morris
 Mrs. Ira Nelson Morris
 Mrs. Lewis S. Morris
 Mrs. Ray Morris
 Mrs. John L. Mott
 Mrs. Henry Muller
 Mrs. W. Starr Myers
 Mrs. John W. McCarthy
 Mrs. John Jay McCloy
 Dr. Annie Parks McCombs
 Mrs. James L. McConaughy
 Mrs. Philip J. McCook
 Miss Vera McCrea
 Mrs. Hall Park McCullough
 Miss Lucy C. McDannel
 Mrs. Arthur V. McDermott
 Mrs. James G. McDonald
 Mrs. John R. McDonald
 Mrs. John Franklin McDougall
 Mrs. James L. McElroy
 Mrs. Currier McEwen
 Mrs. William P. McGovern
 Mrs. Fitzhugh McGrew
 Mrs. James McGuire
 Mrs. Carlos McHale
 Mrs. Harry D. McKeige
 Miss Emily McLean
 Mrs. Stafford McLean
 Mrs. William H. McLeer
 Mrs. Walter McTeigue
 Mrs. Charles S. McVeigh
 Miss Lily J. Napier
 Mrs. Howard Neall
 Mrs. Elsa P. M. Neubourg
 Mrs. George H. Nettleton
 Mrs. Blanche Newman
 Mrs. Harry S. Newman
 Miss Pauline Newman
 Miss Rita Newman
 Miss Finnette B. Nichols
 Mrs. Thorlief S. B. Nielsen
 Mrs. Danica Nikeevich
 Mrs. G. Kingsley Noble
 Mrs. James King Norris
 Miss Olivia J. Norris
 Mrs. David C. Noyes
 Mrs. C. Reinold Noyes
 Miss Ruth O'Bierne
 Mrs. William G. O'Brien
 Mrs. John J. O'Connell
 Mrs. John P. O'Connell
 Mrs. Hortense Odium
 Mrs. Frank A. O'Keefe
 Mrs. Irving S. Olds
 Miss M. Ondrowie
 Mrs. Laurent Oppenheim
 Mrs. William C. Orton
 Mrs. Frederick Osborn
 Mrs. Henry F. Osborn
 Mrs. Dean Clay Osborne
 Mrs. William S. Paley
 Miss Elsie Palmer
 Mrs. George A. Palmros
 Mrs. William J. Pape
 Mrs. William B. Parker
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 Miss Thelma A. Parkinson
 Mrs. Edgerton Parsons
 Mrs. James R. Parsons
 Mrs. William B. Parsons
 Mrs. John A. Pateracki
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 Mrs. E. George Payne
 Mrs. Lily L. Pearson
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 Mrs. H. Rollinson Peck, Jr.
 Miss Lizzie Peck
 Mrs. Frank H. Peet
 Mrs. Ernst C. Peixotto
 Mrs. MacDonald Peggs
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 Mrs. John DeWitt Peltz
 Mrs. Frederick S. Pendleton
 Miss Virginia Bulkley Perry
 Miss Julia Peskir
 Mrs. Alice S. Petluck
 Mrs. Ansel Phelps
 Miss Lena M. Phillips
 Mrs. William B. Phillips
 Mrs. Albert Pickering
 Mrs. Frank A. Pickernell
 Mrs. Roy T. Pickton
 Mrs. F. Kiersted Piggeon
 Mrs. Cotesworth Pinckney

HOSTESSES—(Continued)

Mrs. Herman G. Place
 Mrs. Francis T. P. Plimpton
 Mrs. George E. Polhemus
 Mrs. Frank L. Polk
 Mrs. Allison W. Post
 Mrs. Carroll J. Post
 Mrs. A. Seton Post
 Mrs. William H. Pouch
 Mrs. Anning S. Prall
 Mrs. Frederic B. Pratt
 Mrs. Harold I. Pratt
 Mrs. John T. Pratt, Sr.
 Mrs. Richardson Pratt
 Miss Harriett B. Prescott
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 Miss Mary C. Prizer
 Mrs. Robert D. Pruy
 Miss Esperanza Pulido
 Mrs. Ralph Pulitzer
 Mrs. William H. Purdy
 Mrs. David H. McAlpin Pyle
 Miss Margery Quigley
 Mrs. Robert C. Rand
 Mrs. William Rand
 Mrs. Felix Q. Rast
 Mrs. Johnston L. Redmond
 Mrs. Samuel G. Redmond
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 Mrs. Sadie S. Reiss
 Mrs. William E. Regan
 Mrs. Henry H. Rennell
 Mrs. Edward Reuter
 Mrs. Samuel W. Reyburn
 Mrs. Bradley Reynolds
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 Mrs. Harold Riegelman
 Mrs. Joseph Riker
 Mrs. Lester Leake Riley
 Mrs. Mary Roberts Rinehart
 Mrs. Henderson Robb
 Mrs. Charles F. Robbins
 Mrs. Howard C. Robbins
 Mrs. E. P. Roberts
 Mrs. George Roberts
 Miss Kate Roberts
 Mrs. Franklin W. Robinson
 Miss Pauline L. Robinson
 Miss Gertrude Robinson-Smith
 Mrs. Laurence Rockefeller
 Mrs. Rose G. Rockwell
 Mrs. Angela Rodriguez
 Mrs. Ethel G. Roe
 Mrs. Mary G. Roebing
 Mrs. Clifford J. Rolle
 Mrs. Kermit Roosevelt
 Mrs. Theodore Roosevelt, Jr.
 Mrs. Elihu Root, Jr.
 Mrs. James McK. Rose
 Mrs. Harry S. Rosselle
 Mrs. Frances L. Roth
 Mrs. John E. Rousmaniere
 Mrs. William Foster Rowland
 Mrs. H. Rude-Jacobsen
 Mrs. Archibald D. Russell
 Mrs. Charles H. Russell, Jr.
 Mrs. Robert V. Russell
 Miss Caroline Runtz-Rees
 Mrs. James M. Ryan
 Mrs. Aymer Ryon
 Mrs. Georges Sabran
 Miss Anne H. Sadler
 Mrs. Merton W. Sage
 Mrs. Walter J. Salmon
 Miss Magdelaine R. Salvage
 Mrs. Samuel A. Salvage
 Mrs. Peter Sammartino
 Mrs. George Samuels
 Mrs. Ricardo San Venero
 Mrs. S. Earle Saylor
 Mrs. William L. Sands
 Mrs. William B. Seafie
 Mrs. Charles L. Schaefer
 Miss Elsie M. Schefer
 Mrs. Robert O. Schell
 Mrs. William Allen Schenck
 Mrs. William J. Schieffelin, Jr.
 Mrs. H. V. Schieren
 Mrs. Reeve Schley
 Mrs. Carl J. Schmidlapp
 Mrs. Mott B. Schmidt
 Mrs. Thomas K. Schmuck
 Mrs. Emil S. Schmitzler
 Mrs. Alfred H. Schoellkopf
 Mrs. John J. Schoonhoven
 Mrs. Maguid Schou
 Mrs. Lillian Schuenburg
 Mrs. Alan T. Schumacker
 Mrs. B. A. Shuman
 Miss Bertha Schwartz
 Mrs. Morton L. Schwartz
 Mrs. Valentine H. Seaman
 Miss Jack Sealey
 Mrs. Grace Thompson Seton
 Mrs. Charles Seymour
 Mrs. Thomas Sharples
 Mrs. H. M. Shartenberg
 Miss Dorothy Shaver
 Mrs. James F. Shaw
 Mrs. William J. Shea
 Mrs. Edward Shearson
 Mrs. Frederick Sheffield
 Mrs. John S. Sheppard
 Mrs. Edith Very Sherwood
 Mrs. Frank J. Shuler
 Mrs. Israel Silberman
 Mrs. Theodore Sinis
 Mrs. Vladimir G. Simkhovitch
 Mrs. Ole Singstad
 Mrs. Theodore Sizer
 Mrs. George Sjoblom
 Mrs. Lee Skipworth
 Mrs. Howard Slade
 Mrs. William J. Sloane
 Mrs. Lucy Allen Smart
 Mrs. William H. Smathers
 Mrs. Clinton B. Smith
 Mrs. H. Alexander Smith

HOSTESSES—(Continued)

Mrs. Howard Caswell Smith
 Mrs. Philip E. Smith
 Mrs. Sherrill Smith
 Mrs. Wayne C. Smith
 Mrs. William M. Smith
 Mrs. Frank B. Smithe
 Mrs. J. Barstow Smull
 Miss Katherine Smull
 Mrs. Ira Sobol
 Mrs. Albert A. Somerville
 Mrs. Charles A. Soper
 Mrs. Sara Sparks
 Mrs. Carl O. M. Sprague
 Mrs. Jessie Stagg
 Mrs. Ella O'Gorman Stanton
 Mrs. Hokan B. Steffanson
 Mrs. Milton Steiner
 Mrs. Theodore E. Steinway
 Mrs. Robert H. Stenhouse
 Mrs. Beatrice Stern
 Mrs. Henry Root Stern
 Mrs. Laurence Stern
 Miss Mary E. Stetson
 Mrs. F. K. Stevens
 Miss Margaret Stewart
 Mrs. John Henderson Stewart
 Mrs. Charles G. Stiles
 Mrs. Frank L. Stiles
 Mrs. George H. Stillman
 Mrs. Clyde S. Stilwell
 Mrs. Sigismund Stojowski
 Mrs. Medad E. Stone
 Mrs. Andrew V. Stout
 Mrs. George Stowe
 Mrs. William Stratton
 Mrs. Jack Straus
 Mrs. Nathan Straus
 Mrs. Roger W. Straus
 Miss Anna Lord Strauss
 Mrs. Thomas Streeter
 Mrs. S. Meredith Strong, Jr.
 Mrs. Theron R. Strong
 Mrs. Lloyd P. Stryker
 Mrs. Clarence B. Sturges
 Mrs. Frederick Sturges, Jr.
 Mrs. Diego Suarez
 Mrs. Adams Child Sumner
 Miss Florence L. Sutton
 Mrs. Frank D. Svoboda
 Miss Nathalie Swan
 Mrs. Herbert B. Swope
 Mrs. C. E. Symnott
 Miss Marion R. Taber
 Mrs. James M. Talbot
 Mrs. R. C. Talbot-Perkins
 Mrs. John M. Tallman
 Mrs. Edward Talvensari
 Mrs. Frederick C. Tanner
 Mrs. E. L. Taylor
 Mrs. Fenton A. Taylor
 Mrs. Joseph S. Taylor
 Miss Ruth Taylor
 Mrs. W. Earle Tee
 Mrs. John H. Tennant
 Mrs. Robert H. Thayer
 Mrs. Sigourney Thayer
 Mrs. Harry Thoens
 Mrs. Harry Harvey Thomas
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 Mrs. George W. Thompson
 Mrs. Julian F. Thompson
 Miss Lucile Thornton
 Mrs. Francis B. Thurber
 Mrs. Cornelius Tiers
 Mrs. Cameron Tiffany
 Mrs. Edward L. Tinker
 Mrs. Richard M. Tobin
 Mrs. Webster B. Todd
 Mrs. Thomas Towers
 Mrs. Charles H. Towns
 Mrs. Raynham Townshend
 Miss Gail Treat
 Mrs. Carl Tucker
 Miss Edna Leighton Tyler
 Mrs. Margaret A. Tynan
 Mrs. Irwin Untermeyer
 Mrs. Mae Van Buskirk
 Mrs. James H. VanAlen
 Mrs. John Van Bibber
 Mrs. Frank A. Vanderlip
 Mrs. Edward Van Ingen
 Mrs. Coffin Van Rensselaer
 Miss Florence Van Rensselaer
 Mrs. G. Schenck Van Sieten
 Mrs. Eugene Francis Verga
 Mrs. Susan Huntington Vernon
 Miss Mary Vidiosie
 Mrs. Martin Vogel
 Miss Evelyn Vogt
 Mrs. William H. vom Rath
 Mrs. A. Phillipe Von Hemert
 Mrs. Charles Von Mayhoff
 Mrs. John S. Wagner
 Mrs. David Wagstaff
 Mrs. George B. Wagstaff
 Mrs. A. Stewart Walker
 Mrs. Elisha Walker
 Mrs. Frederic W. Wallace
 Mrs. William T. Wallace
 Mrs. Henry Waller
 Miss Katharine Waller
 Mrs. Alexander L. Walls
 Mrs. Cornelius Walsh
 Miss Edna V. Walton
 Mrs. Felix M. Warburg
 Mrs. Allen Wardwell
 Mrs. John S. Ware
 Miss Esther D. Waterman
 Mrs. Frederic N. Watriss
 Miss Helen Watson
 Miss Jane Watson
 Mrs. Mabel Corey Watt
 Mrs. Vanderbilt Webb
 Mrs. John Weinstein
 Mrs. Robert Werner
 Mrs. Edward F. Weston
 Miss Edith Wetmore
 Miss Maude A. K. Wetmore

HOSTESSES—(Continued)

Miss Ellen R. Wheeler
 Mrs. Francis White
 Mrs. Gardiner W. White
 Mrs. J. C. White
 Mrs. Lawrence G. White
 Mrs. Charles S. Whitman
 Mrs. Caspar Whitney
 Mrs. George Whitney, Jr.
 Mrs. Howard F. Whitney
 Mrs. Reynolds Whitney
 Mrs. Arnold Whitridge
 Mrs. Paul Wilkinson
 Miss Ruth L. Wilcockson
 Mrs. Langbourne M. Williams
 Mrs. T. Yeoman Williams
 Mrs. Lucius Wilmerding
 Mrs. Joseph Wilshire
 Mrs. Wilfred H. Winans

Mrs. Wmund Winant
 Miss Jessie L. Winkworth
 Mrs. John Wolfe
 Mrs. Howard O. Wood
 Mrs. Turnbull Wood
 Mrs. Chase Going Woodhouse
 Mrs. G. Bartram Woodruff
 Mrs. M. A. Woodruff
 Mrs. Clarence M. Woolley
 Mrs. William H. Wortham
 Miss Amy Wren
 Mrs. Roy V. Wright
 Mrs. Christopher B. Wyatt
 Mrs. George A. Wyeth
 Miss Laura B. Yetman
 Mrs. William Young
 Miss Giovanna Zari

COMMITTEE ON ORGANIZED HOSPITALITY—MEN'S DIVISION

Harry M. Addinsell
 Alfred L. Aiken
 Charles C. Auchincloss
 Gordon Auchincloss
 Merlin H. Aylesworth
 Earl D. Babst
 J. Stewart Baker
 Thomas M. Bancroft
 Howard Bayne
 James G. Blaine
 George Blumenthal
 Major Edward Bowes
 William C. Breed
 James Bruce
 Mortimer N. Buckner
 John S. Burke
 Benjamin J. Buttenweiser
 H. Donald Campbell
 Newcomb Carlton
 Robert Livingston Clarkson
 S. Sloan Colt
 Louis K. Comstock
 Thomas T. Cook
 Royal Cortissoz
 Stuart M. Crocker
 Elliot Cross
 Bertram Cutler
 Clarke G. Dailey
 John W. Davis
 Pierpont V. Davis
 Joseph P. Day
 William T. Dewart
 Cleveland E. Dodge
 J. Foster Dulles
 Charles Dunlap
 Harris A. Dunn
 Roy S. Durstine
 Frederick H. Ecker
 Byron E. Eldred
 Lawrence B. Elliman
 Marshall Field
 Edwin A. Fish
 J. Russell Forgan
 Leon Fraser
 Paul Fuller, Jr.
 Paul W. Garrett
 Artemus L. Gates
 Walter S. Gifford
 Bernard F. Gimbel
 Dr. Malcolm Goodridge
 Austen Gray
 Hon. Harry Guggenheim
 A. A. Gulick
 Charles T. Gwynne
 N. Penrose Hallowell
 General James G. Harboard
 Wallace K. Harrison
 George L. Harrison
 Kenneth O. Hogate
 Walter Hoving
 W. Deering Howe
 George L. Hubbell
 Sidney R. Inch
 Henry Ittleson
 Wayne Johnson
 Percy H. Johnston
 Morris W. Kellogg
 O. R. Kelly
 John R. Kilpatrick
 deLancey Kountze
 Thomas W. Lamont
 Richard W. Lawrence
 George Leib
 Henry R. Luce
 William McC. Martin
 Edwin P. Maynard
 Charles McCable
 James H. McGraw
 Thomas H. McInerney
 Charles G. Meyer
 Albert G. Milbank
 William D. Mitchell

COMMITTEE ON ORGANIZED HOSPITALITY—MEN'S DIVISION—(Continued)

Conde Nast
 Arthur W. Page
 Clifford E. Paige
 William S. Paley
 James H. Perkins
 Frank L. Polk
 W. C. Portner
 Clarkson Potter
 William C. Potter
 Bernon S. Prentice
 Hugh S. Robertson
 John D. Rockefeller, Jr.
 Nelson Rockefeller
 Walter E. Sachs
 Dean Sage
 Charles S. Sargent
 David Sarnoff
 George Schaefer
 John M. Schiff
 Alfred Schoellkopf
 Carl J. Schmidlapp
 J. Barstow Smull
 Robert C. Stanley
 Roderick Stephens
 Louis E. Stoddard
 Charles B. Stuart
 Arthur Hays Sulzberger
 Henry W. Taft
 Henry C. Taylor
 Hon. Thomas D. Thacher
 Barton P. Turnbull
 G. H. Walker
 Paul Felix Warburg
 Thomas J. Watson
 Samuel A. Weldon
 Wendell L. Willkie
 Lucius Wilmerding
 Frederick E. Williamson

At the beginning of the year the following were the officers of the Corporation:

Grover A. Whalen	President
George McAneny	Chairman of the Board of Directors
Bayard F. Pope	Treasurer
Charles C. Green	Secretary
Mary L. Jorzick	Assistant Secretary

At the annual meeting of the Board of Directors in February, 1938, Grover A. Whalen, George McAneny and Bayard F. Pope were re-elected to their respective offices, Mary L. Jorzick was elected Secretary to replace Charles C. Green who assumed the post of Director of Promotion, G. Vincent Pach was elected Assistant Treasurer and Thomas F. Marrah was elected Assistant Secretary. H. A. Flanagan was elected Vice President by the Board of Directors on August 4, 1938. These officers served during the remainder of the year.

The administrative staff which is organized on functional lines has been expanded during the year to meet the increased demands placed upon it. Additions to the executive personnel during the year are indicated by a double asterisk (**) in the following lists; changes in status are indicated by a single asterisk (*):

PRESIDENT'S MANAGEMENT COUNCIL

Chairman	Grover A. Whalen
Counsel Representative	Herbert Brownell, Jr.
*Executive Assistant to the President	Ernest W. Cobb
Administrative Assistant to the President	Thomas J. Donovan
Vice-President	Howard A. Flanagan
Chief Engineer and Director of Construction	John P. Hogan
Administrative Assistant to the President	J. Peter Hognet, M.D.
Administrative Assistant to the President	Julius C. Holmes
*Technical Adviser	George D. McCaffrey
Financial Director	G. Vincent Pach
Chairman of Board of Design	Stephen F. Voorhees
*Secretary of Council	Thomas F. Marrah

BOARD OF DESIGN

STEPHEN F. VOORHEES, Chairman

Gilmore D. Clarke Robert D. Kohn
W. A. Delano R. H. Shreve
Jay Downer W. D. Teague

WILLIAM F. LAMB, Coordinator of Design

COLLABORATORS

Charles Butler Arthur Loomis Harmon Ralph T. Walker
Charles C. Colby George Licht M. H. Foley
Alfred Geiffert, Jr. Clarence S. Stein Perry Coke Smith

PROMOTION

*Director of Promotion Charles C. Green
*Assistant Director of Promotion Mary Stewart Fickett
Director of Men's Participation Charles C. Green
Director of Women's Participation Monica B. Walsh
Director of Children and Youth Promotion Lorena Hickok
Director of Housing and Welfare Henrietta Additon
**Director of Merchandising A. C. Layton Newsom
Assistant Director of Collateral Advertising
**Director of Special Events
**Art Director
Director of Press and Photography
*Director of Feature Publicity
Director of Radio
**Director of Newsreels
**Director of Speakers' Bureau
Director of Research and Library
*Program Coordinator
*Director of Entertainment
**Director of Music
**Director of Sports
**Director of Science and Education
**Director of Contemporary Arts

Beatrice Mabry
John A. Reilly
Robert Smith
Perley Boone
Louise E. Bonney
John S. Young
Claude Collins
Walter O. Robinson
Frank Monaghan
Elizabeth Jorzick
John Krinsky
Olin Downes
Christy Walsh
Gerald Wendt
Holger Cahill

PARTICIPATION

Director of Exhibits and Concessions
Director of Exhibits
Director of Concessions
Administrative Assistant in Charge of Protocol and Government Participation
Director of Foreign Government Participation
Acting Director of Foreign Government Participation
Director of States Participation

Maurice Mermey
Leslie S. Baker
Rowland P. Bardell
Julius C. Holmes
W. H. Standley
Edward F. Roosevelt
Dennis E. Nolan

CONSTRUCTION AND OPERATING

Chief Engineer and Director of Construction John P. Hogan
Liaison Engineer and Technical Adviser for Government Participation Wharton Green
Assistant Chief Engineer L. B. Roberts
Construction Architect Irvin L. Scott
*Director of Operations Maxwell B. Harvey
*Director of Transportation Burnside R. Value
Director of Public Safety John J. Sullivan

SERVICE

Office Manager Katherine B. Gray
Director of Purchase Richard W. Greve
*Director of Personnel C. L. Lee
Director of Medicine J. Peter Hoguet, M.D.
**Deputy Health Commissioner John Grimley, M.D.

TREASURY

Financial Director G. Vincent Pach
Technical Adviser George D. McCaffrey
*Director of Banking and Cashiering J. William Schulze
Comptroller Edward F. C. Parker
*General Auditor James A. Andersen
Director of Revenue Control Frank E. Gates
*Director of Budget Frank L. Esposito
Director of Insurance Harold Hyer
*Supervisor of Methods and Planning Albert A. Ricker

CONSULTANTS

Auditing Arthur Andersen & Co.
Acoustics Electrical Products Institute
 Clifford Swan
Architecture Charles Butler
 Paul Cret
 Jacques Greber
 William F. Lamb
 Clarence Stein
 Major C. C. Moseley
 Julian E. Garnsey
 Willits Sawyer
 Philip Kerby
 James M. Hewlett
 Emrich Nicholson
 Moran, Proctor & Freeman
 N. A. Richards
 Lazarus White
 W. Earle Andrews
 James Amster
 Miriam Minor Wolf
 A. F. Brinckerhoff
 Charles D. Lay
 Charles M. Lowrie

Aviation Exhibit
Color
Electrical Power
Exhibit Sales
Flag Design

Foundations

General Development
Interior Decorators

Landscape

CONSULTANTS—(Continued)

Legal	Lord, Day & Lord Herbert Brownell, Jr.
Lighting	Eugene Braun Richard C. Engelken J. S. Hamel Bassett Jones Morgan, Hamel & Engelken
Marine	Victor Anderson
Mechanical	Meyer, Strong & Jones
Medical Exhibits	Homer N. Calver Dr. Bruno Gebhard
Murals	Ernest Peixotto
Publicity	Paul Wakefield
Roads	Madigan & Hyland
Sculpture	Lee Lawrie
Shelter Exhibits	Otto Teegen
Social Science	Philip McConnell
Sound Systems	Electrical Products Institute A. K. Morgan Clifford Swan
Structural	Purdy & Henderson
Utilities	Consolidated Edison Company of New York
Water Displays	Jean Labatut

II

CONSTRUCTION

The work of the Construction Department consists of the development of architects' designs of buildings and the design of other engineering structures, including water supply, sewers, electric light and power system, roads and bridges, transportation facilities, fountains and landscaping. It also includes the preparation of working drawings for all structures built by the Fair Corporation, the selection of materials and the actual construction of these structures, either by contract or by the forces of the Corporation, and all the landscaping work on the site. In addition it includes checking construction plans of structures to be erected by others, for agreement with the World's Fair Building Code, and supervision and expedition of these structures. The exterior and interior lighting designed by consultants of the Board of Design and of the Construction Department has been executed in a similar manner to the other construction work.

At the close of 1937, the water supply, storm drains and sewer system were approaching completion. The Administration Building had been constructed, eight exhibit buildings were under way, and three permanent bridges were nearing completion. Designs for the Perisphere and Trylon had been completed and fabrication of steel and construction of the foundation were under way. About five thousand large trees had been planted. The general plan of the transportation system had been completed and work had been started on the detail drawings.

At that time it had already become apparent that the number of private buildings built both by domestic corporations and by foreign governments

would be greater than originally planned. It had also become apparent that many more interior spaces would be needed for foreign governments as the number of acceptances exceeded expectations. This made it necessary to expand the exhibit area to include that part of the leased property east of Flushing River. By the end of the year plans were well advanced for the extension of the necessary roads, bridges and underground services and for landscaping, and tentative plans were also under way for lot allocation and building operation in this new area. Tentative plans were also under way for expansion of the States Area.

During the year 1938 this expansion in size and facilities of the Fair continued. There were added the following projects:

1. Court of States
2. Town of Tomorrow
3. World's Fair Music Hall
4. Comprehensive Fountain Display System
5. Main Street Flushing Parking Field
6. World's Fair Boulevard Parking Field
7. Military Camp
8. National Advisory Committees Building
9. Preparation of the site for the Hortus Exhibit
10. The detailed design and construction of two new administration buildings
11. Plans for the additional service buildings for use during the Fair period
12. Further expansion in the Government Area including cooperation by the Fair Corporation in the design and construction of six buildings and construction by the Fair Corporation of two additional buildings
13. Engineering design and construction of exhibitors' buildings including Foreign Governments, Domestic States and private corporations
14. The design and construction of interiors for exhibitors or groups of exhibitors

All of these additions have been fitted into the general plan of the Fair within the amount set up in the original Construction Forecast.

The close of the year 1938 found construction work planned by the Fair Corporation approximately 90% complete. The original plan of the Corporation to conduct the major portion of its construction program by contracts let to low bidders on competitive bid basis has been in general adhered to and only a relatively small portion of the work has been done by the Corporation's own forces or by selected contractors. The work has progressed in a satisfactory manner during the year 1938 with no extraordinary delays except those caused by the weather and by labor disputes. The strike of all building trade employees which consumed three weeks in July was satisfactorily concluded and the lost time was made up in subsequent periods.

The total amount expended for direct construction at the end of 1937 was \$4,296,866. At the end of 1938 the total money expended was \$17,858,370 and the total amount committed and expended \$20,930,880 out of a total Forecast of \$25,886,776. Of the total of \$4,675,554 uncommitted, \$875,000 represents equipment and about one and one-half million dollars represents work in connection with landscaping, flower planting, roads, erection of sculpture and murals and exterior lighting which cannot be done until the spring either on account of the season or on account of the necessity of awaiting completion of buildings by others in certain areas. It is estimated that 95% of the heavy building will be completed by March 1 and that the work to follow can be completed, if necessary, in one month of good weather.

The remaining work, amounting to less than two and one-half million dollars, consists largely of:

1. Clean-up work, repainting and completion of interiors of exhibit buildings
2. Landscape work and clean-up work in the Court of States
3. Completion of interiors in the Government buildings
4. World's Fair Theatre
5. Comfort Stations
6. Service buildings and shops
7. Refreshment and Souvenir Stands, and Information Booths
8. Town of Tomorrow
9. Exterior Lighting
10. Directional Signs
11. Amusement Area Embellishments
12. Fountains

Of the remaining construction work, the present condition is as follows:

Landscaping—Plans are all prepared and all material will be delivered by the 1st of March.

Roads—Four weeks of good weather will permit finishing of all work on roads.

Exhibit Buildings—Contracts for paint and painting in the spring have been issued. The work will take about four weeks if not pushed. Other work on Exhibit Buildings is well in hand.

Court of States—The only buildings behind schedule in this area are the New England group, which is due to late decision in regard to participation. The New Jersey building is also behind schedule, but is not being constructed by the Fair Corporation.

Foreign Nations—The buildings C & D, being constructed by the Fair Corporation, are now under cover and should be completed about March 1.

The nineteen mezzanines being constructed by the Fair Corporation for foreign governments will be finished on March 15.

World's Fair Theatre—This building was well on its way to completion but changes are required to fit it for the type of show it is going to have. Prompt decisions must be reached in order to have this building ready for the opening of the Fair.

Comfort Stations—The bulk of the comfort stations provided by the Fair Corporation are in Fair-owned buildings and are completed. Free-standing stations have been delayed due to lack of information in regard to their location. They have now been advertised on a sixty-day completion contract and there is no reason why they should not be ready.

Service Buildings and Shops—Plans were not received for these until the close of the year. The work is simple and there is no reason why these should not be completed.

Refreshment and Souvenir Stands—Final plans and locations for these had not been received at the close of the year but work has progressed since that date to a point where proposals are now being sent out for competitive bidding.

Town of Tomorrow—This can be completed within one month after final participations have been determined.

Exterior Lighting—The design of 95% of the fixtures had been determined at the close of the year and all work is now on order for early delivery.

Directional Signs—No plans had been received for these at the close of the year. They can be finished and erected in two months after approval of designs.

Amusement Area Embellishment—No plans had been received for this at the close of the year but designs were presented and approved in January.

Fountains—These are well under way and should be ready for operation by March 15.

SUMMARY

In many respects the construction work is now in a finished condition—two transportation terminals, several service buildings, a good portion of the roads, most of the bridges, the electrical substations, two parking fields and other structures are now in use. The underground work and landscaping are largely completed, and there is little doubt that all construction work undertaken by the Fair will be in a finished condition on Opening Day. Buildings being erected by Exhibitors and other participants, as well as interior spaces assigned to participants, are, in general, in a proper state of completion, but in a certain few instances the schedule of work is very close and must be rushed in order to permit completion.

It is anticipated that all areas of the Fair will present a finished appearance to the visitor on April 30 and that the amount of construction work in progress at that date will be no greater than that which will continue during the operating period.

III

EXHIBITS

Revenue from space sales (including Concessions) totaled \$4,758,417.51 as of December 28, 1938, as follows:

Exhibitor's Ground Space	\$ 879,069.34
Exhibit Buildings	2,668,488.69
Town of Tomorrow	182,573.14
Concessions Space	1,028,286.34
	<hr/>
	\$4,758,417.51

This aggregate is \$1,000,000 in excess of total space revenues realized by Chicago's "A Century of Progress." With four months remaining, it now seems probable that the Fair's original forecast of revenue from these sources, namely, \$7,705,000, will be exceeded, and it is possible that the revised revenue forecast of \$8,491,871.08 from these sources may be attained. In the four weeks since January 1, signed contracts for exhibits have exceeded \$300,000, while negotiations involving approximately \$1,000,000 of additional space, including the entire Aviation and Marine Transportation Buildings, were in the final stages.

Translating revenue figures into exhibit values, it is apparent that the New York World's Fair will present the greatest collection of exhibits, both quantitatively and qualitatively, in the history of expositions. As of December 28, 162 exhibit contracts, involving 1,305 business houses and institutions, had been signed. Exhibitors (exclusive of Governments) were erecting 40 exhibit buildings containing 1,304,975 gross sq. ft. of exhibit space, while the Fair Corporation had erected 20 exhibit buildings whose content will carry out both the theme and plan of the Fair. Domestic exhibitors' buildings vary greatly in size and Exhibitors' Fair appropriations vary in proportion, but all of the projects may be considered worthy contributions to the making of the New York World's Fair. Inside the 60 buildings in the Exhibit Area, the visitor may see such diverse features as a city of tomorrow, a spectacular lightning laboratory, a \$20,000,000 collection of masterpieces of art, a carbonated bottling plant in operation, a series of medical and public health exhibits, an exhibit on hydroponics, graphic arts, home building and home furnishings, rubber plantations and electrical fountains, business machines and an ice forest with palm trees having trunks of solid ice, mines and metals, chemicals and electrical products; . . . in brief, there will be much of excitement, entertainment and interest for every visitor from every corner of the globe.

Installation of more than 25 exhibits is rapidly nearing completion, and work on the others is being begun daily. It is safe to say the exhibit installation program will be substantially completed upon Opening Day.

A list of signed Exhibit Contracts as of December 28, 1938 follows, asterisk (*) indicates exhibitors who are constructing their own buildings:

"Sponsor"—indicates a company which is cooperating with the Exhibitor but which will not have an individual exhibit nor will its name appear in the Exhibit as such.

"Subsidiary"—a company which is a bona fide subsidiary of the Exhibitor but which will not have a separate exhibit as such, but whose name might appear in the exhibit of the principal.

"Sub-lessee" or "co-exhibitor"—a company which has taken space from an Exhibitor and will have an exhibit in its own name in the Exhibitor's space or building.

Addressograph-Multigraph Corporation	Western Electric Company, Inc.
The Aetna Casualty and Surety Company	Long Lines Department, A. T. and T. Co.
Co-exhibitors:	
The Aetna Life Insurance Company	*American Tobacco Company
The Automobile Insurance Company	American Veterinary Medical Assn., Inc.
The Standard Fire Insurance Company	Animating Products, Inc.
Agfa Anseo Corporation	Apparel and Accessories Association, Inc.
Altman, B. & Company	Bakelite Corporation
American Chain & Cable Company, Inc.	Subsidiaries:
Divisions:	Bakelite Dental Products, Inc.
American Cable Division	Bakelite Building Products, Inc.
American Chain Division	Halowax Corporation
Andrew C. Campbell Division	Autopoint Company
Ford Chain Block Division	Baker & Company, Inc.
Hazard Wire Rope Division	Co-exhibitors:
Highland Iron & Steel Division	American Platinum Works
Manley Manufacturing Division	Hanovia Chemical and Manufacturing Co.
Owen Silent Spring Company, Inc.	Charles Engelhard, Inc.
Page Steel and Wire Division	Irvington Smelting and Refining Works
Reading—Pratt & Cady Division	The Bayer Company
Reading Steel Casting Division	*Beech-Nut Packing Company
Wright Manufacturing Division	Bemis & Call Company
Dominion Chain Company, Ltd.	Bendix Aviation Corporation
British Wire Products, Ltd.	Bethlehem Steel Company
The Parsons Chain Company, Ltd.	Subsidiaries:
American Express Company	Bethlehem Steel Export Corporation
The American Hardware Corporation	Bethlehem Supply Corporation
Divisions:	Bonwit Teller
P. & F. Corbin	*The Borden Company
Russell & Erwin Manufacturing Co.	Subsidiaries:
Corbin Sew Corporation	Pioneer Ice Cream Division
Corbin Cabinet Lock Company	Casein Company of America
*American Radiator & Standard Sanitary Corp.	Drake Bakeries, Inc.
*American Telephone & Telegraph Company	Boart Products, Ltd.
Subsidiary Companies:	California Artificial Flower Co.
New England Telephone & Telegraph Co.	California Olive Association
The Southern New England Telephone Co.	Co-exhibitors:
New York Telephone Company	A. Adams, Jr.
New Jersey Bell Telephone Company	Albers Packing Company
The Bell Telephone Company of Pennsylvania	Bolivar Packing Company
The Chesapeake and Potomac Telephone Company	C. M. Gifford & Sons
Southern Bell Telephone and Telegraph Company	B. E. Glielk & Sons
The Cincinnati and Suburban Bell Telephone Company	Grogan Olive Company, Ltd.
The Ohio Bell Telephone Company	Lindsay Ripe Olive Company
Indiana Bell Telephone Company	Old Mission Packing Corporation
Michigan Bell Telephone Company	Olive Products Company
Illinois Bell Telephone Company	V. R. Smith Olive Company
Wisconsin Telephone Company	Sylmar Packing Corporation
Northwestern Bell Telephone Company	Canada Dry Ginger Ale, Inc.
Southwestern Bell Telephone Company	Carrier Corporation
The Mountain States Telephone and Telegraph Company	Co-exhibitor and Subsidiary:
The Pacific Telephone and Telegraph Company	Aerofin Corporation
The Bell Telephone Company of Canada	Chamberlin Metal Weather Strip, Inc.
	Chatlam Manufacturing Company
	Cherry-Burrell Corporation
	Chicago Flexible Shaft Company
	*Chrysler Sales Corporation
	Ciba Pharmaceutical Products, Inc.
	*The Executive Committee for Christian Science Activities at the New York World's Fair 1939
	*Consolidated Edison Company of New York Incorporated

Subsidiaries:
 Brooklyn Edison Company, Inc.
 Consolidated Edison Company of New York, Inc.
 New York and Queens Electric Light and Power Company
 New York Steam Corporation
 Westchester Lighting Company
 Yonkers Electric Light and Power Company
 Consumers Union of the United States, Inc.
 *Continental Baking Company
 Thomas Cook & Son-Wagons-Lits, Inc.
 Subsidiaries:
 Thos. Cook & Son, Ltd.
 Thos. Cook & Son (Bankers) Ltd.
 International Wagons-Lits Co.
 Australasia Pty., Ltd.
 Cie International des Wagons-Lits
 Ask Mr. Foster Travel Service
 Wagons-Lits-Cook—Brussels
 Wagons-Lits-Cook—Stockholm
 Copper and Brass Research Association
 Sponsors:
 American Metal Company, Ltd.
 Anaconda Copper Mining Company
 Anaconda Wire & Cable Company
 The American Brass Company
 Bridgeport Brass Company
 Chase Brass & Copper Company, Inc.
 The Miller Company
 Mueller Brass Company
 The New Haven Copper Company
 Revere Copper and Brass Incorporated
 Seovill Manufacturing Company
 O. G. Hussey & Company
 National Brass & Copper Company, Inc.
 Phelps Dodge Copper Products Corp.
 The Riverside Metal Company
 The Seymour Manufacturing Company
 Wolverine Tube Company
 Calumet & Hecla Consolidated Copper Company
 Consolidated Coppermines Corporation
 Copper Range Company
 Copperwell Steel Company
 General Cable Corporation
 Kennecott Copper Corporation
 American Smelting & Refining Company
 Kennecott Wire & Cable Company
 Miami Copper Company
 Phelps Dodge Corporation
 *The Crosley Corporation
 Crane Company
 Curtiss Candy Company
 Dale Fifth Avenue
 A. B. Dick Company
 Subsidiary:
 The Mimeograph Company, Ltd. of Canada
 *Distilled Spirits Exhibit, Incorporated
 Sponsors:
 Schenley Products Company
 Seagram Distillers Corporation
 National Distillers Products Corp.
 Hiram Walker-Gooderham & Worts, Ltd.

Glenmore Distilleries Company
 Frankfort Distilleries, Inc.
 Brown-Forman Distillery Company
 Felton & Son
 Golden-Rossell Company
 Laird & Company
 Siegfried Loewenthal Company
 Shevan-Jones, Inc.
 Lehigh Warehouse & Transportation Company
 D. C. Linde Company
 Security Warehouse Company
 Louisville Public Warehouse Company
 Waken & McLaughlin, Inc.
 Hunter Baltimore Rye Distillery, Inc.
 Philip Blum & Company, Inc.
 J. A. Dougherty's Sons, Inc.
 Wilson Distilling Company, Inc.
 Baltimore Pure Rye Distilling Company
 Dunn & Bradstreet, Inc.
 *E. I. duPont de Nemours & Company, Inc.
 Subsidiary and Co-exhibitor:
 Du Pont Film Manufacturing Corp.
 *Eastern Presidents' Conference
 Sponsors:
 Baltimore and Ohio Railroad Co.
 Bangor and Aroostock Railroad Co.
 Bessmer and Lake Erie Railroad Co.
 Boston and Maine Railroad Co.
 Maine Central Railroad Co.
 Central Railroad of New Jersey
 Reading Company
 Central Vermont Railway, Inc.
 Chesapeake and Ohio Railroad Co.
 New York, Chicago & St. Louis R. R. Co.
 Pere Marquette Railway Company
 Delaware and Hudson Railroad Corp.
 Delaware, Lackawanna and Western R. R. Co.
 Detroit, Toledo and Ironton R. R. Co.
 Erie Railroad Company
 Lehigh and Hudson River Railway Co.
 Lehigh & New England Railroad Co.
 Lehigh Valley Railroad Co.
 New York Central System
 New York, New Haven & Hartford R. R. Co.
 Norfolk & Western Railway Company
 Pennsylvania Railroad Company
 Long Island Railroad Company
 Rutland Railroad Company
 The Virginian Railway Company
 Western Maryland Railway Company
 Pennsylvania-Reading Seashore Lines
 Co-exhibitors or Sub-lessees:
 Edward G. Budd Manufacturing Co.
 Railway Express Agency, Inc.
 The Pullman Company
 Italian State Railways
 London, Midland & Scottish Railway Co.
 Associated British and Irish Railways, Inc.
 Railway Supply and Manufacturers Exhibit
 Westinghouse Air Brake Company

Suppliers' Exhibit:
 Acetylene Products Company
 Ackermann Printing Co., Inc., G. A.
 Acme Steel Company
 Acme White Lead & Color Works
 Adams & Westlake Co., The
 Adirondack Foundries & Steel, Inc.
 Air Reduction Sales Co.
 Ajax Hand Brake Co.
 Ajax Metal Co., The
 Akron Coal Co.
 Albany Car Wheel Co.
 Allegheny Steel Co.
 Allen, Lane & Scott
 Allis-Chalmers Mfg. Co.
 American Arch Co., Inc.
 American Automatic Elec. Sales Co.
 American Brake Shoe & Foundry Co.
 American Brass Co., The
 American Car & Foundry Co.
 American Chain & Cable Co., Inc.
 American Creosoting Co., Inc.
 American Enameled Magnet Wire Co.
 American Fork & Hoe Co., The
 American Frog & Switch Co.
 American Laundry Machinery Co.
 American Locomotive Co.
 American Lumber & Treating Co.
 American Optical Co.
 American Pulley Co., The
 American Radiator Co.
 American Rolling Mill Co., The
 American Smelting & Refining Co.
 American Steel Foundries
 Ames & Company, W.
 Ames Baldwin Wyoming Co.
 Anaconda Copper Mining Co.
 Anderson Mfg. Co., Albert & J. M.
 Apollo Steel Co.
 Armbrecht Lumber Co.
 Arrow Sand & Gravel Co., The
 Atlantic Creosoting Co., Inc.
 Atlantic Tie & Timber Co.
 Atlantic Steel Castings Co., The
 Atlas Steel Casting Co.
 Atlas Waste Mfg. Co.
 Austin Lumber Co.
 Babcock & Wilcox Tube Co., The
 Baird Co., David
 Baker Co., J. E.
 Baldwin Locomotive Works, The
 Baltimore Malleable Iron & Steel Casting Co.
 Baltimore Paper Co.
 Barea Mfg. Co.
 Barnes & Co., A. R.
 Barnes & Tucker Co.
 Barrett Co., The
 Basalt Trap Rock Co.
 Bass Foundry & Machine Co.
 Batteiger Co., R. L.
 Beamer Handle Co.
 Beckwith-Chandler Co.
 Beegle Tie Service Co.
 Bellefonte Lime Co.
 Bemis & Call Co.

Benson Co., Inc., The L. A.
 Berry Bros.
 Berwind-White Coal Mining Co.
 Bethlehem Fairmont Coal Co.
 Bethlehem Steel Co.
 Bettendorf Co., The
 Bingham Co., The W.
 Binkley Coal Co.
 Bird Coal Company
 Birdsboro Steel Fdry. & Machine Co.
 Black Diamond Coal Co., The
 Blaw-Knox Co., Union Steel Casting Div.
 Bohannon Co., The Wilson
 Bond Bros.
 Boston Insulated Wire & Cable Co.
 Boston Iron & Metal Co., Inc.
 Bostwick-Braun Co., The
 Bowsmen Washed Sand & Gravel Co.
 Braeburn Alloy Steel Corp.
 Brake Equipment & Supply Co.
 Briggs & Turvas, Inc.
 Brubaker & Bros. Co., W. L.
 Buckeye Steel Castings Co., The
 Bucyrus-Erie Co.
 Buda Co., The
 Budd Mfg. Co., Edw. G.
 Buffalo Bolt Co.
 Buffalo Brake Beam Co.
 Buffalo Slag Co., Inc., The
 Business Furniture Co.
 Butler Consolidated Coal Co.
 Byers Co., A. M.
 Cambridge Collieries Co.
 Camel Sales Co.
 Canonsburg Coal Co.
 Cardwell Westinghouse Co.
 Carey Co., The Phillip
 Carlin Co., Anthony
 Carnegie Coal Corp.
 Carter Coal Co.
 Central Railway Signal Co., Inc.
 Champion Rivet Co.
 Chase & Co., Inc., L. C.
 Chicago-Hutchins Corp.
 Chicago Malleable Castings Co.
 Chicago Pneumatic Tool Co.
 Chicago Railway Equipment Co.
 Clark Brothers Bolt Co.
 Clark Equipment Co.
 Clarke & Son, Inc., L. A.
 Cleveland Chain & Mfg. Co.
 Cleveland-Cliffe Iron Co., The
 Cleveland Frog & Crossing Co.
 Cleveland Pneumatic Tool Co.
 Coach & Car Equipment Corp.
 Coale Lumber Co., Thomas E.
 Coal Hill Mining Co., Inc.
 Coal Mining Co. of Graceton, Inc.
 Cochran Coal Co.
 Coffin, Jr., Co., The J. S.
 Cohoes Rolling Mill Co.
 Coleman & Co., Inc.
 Collins & Aikman Corporation
 Colonial Sand & Stone Co.

Columbus Bolt Works
 Columbus McKinnon Chain Corp.
 Columbus Paint Mfg. Co.
 Compressed Industrial Cases, Inc.
 Comstock Co., Inc., Edward
 Concrete Products Co. of America
 Conley Frog & Switch Co.
 Consolidation Coal Co.
 Consumers Co. of Illinois
 Continental Diamond Fibre Co.
 Continental Iron & Steel Co.
 Continental Roll & Steel Foundry Co.
 Continental Steel Corp.
 Corning Glass Works
 Cortright Coal Co.
 Costanzo Coal Mining Co.
 Crane Company
 Creepcheck Co., Inc., The
 Creighton Fuel Co.
 Crescent Insulated Wire & Cable Co., Inc.
 Cross, Austin & Ireland Lumber Co.
 Crown Coal & Coke Co.
 Crucible Steel Co. of America
 Cuneo Eastern Press, Inc., of Pennsylvania, The
 Currie & Campbell
 Dale Engineering Co.
 Dalton Foundries, Inc., The
 Davis Brake Beam Co.
 Dayton Malleable Iron Co., The
 Dayton Mfg. Co.
 Dearborn Chemical Co.
 Delta-Star Electric Co.
 Denney Tag Co., The
 Detroit Steel Castings Co., The
 Diehl Mfg. Co.
 Dietz Co., R. E.
 Dixie-Vortex Co.
 Dodge Steel Co.
 Douglas Co., C. J.
 Dravo Corp.
 Dreifus Co., Charles
 Duer & Sons, Inc., John
 Duff-Norton Mfg. Co., The
 Dunlap Printing Co.
 Dunlop Tire & Rubber Corp.
 Dunn, D. A.
 Duquesne Slag Products Co.
 Duryea Corp., O. C.
 Dutton Lumber Co., A. C.
 Dyer Quarry Co., The John T.
 Eastern Coal & Coke Co.
 Eastern Rock Products, Inc.
 Eastern Rolling Mill Co.
 Eastern Tar Products Corp.
 Eaton Mfg. Co.
 Economy Arch Co.
 Edgcomb Steel Co.
 Edgewater Steel Co.
 Edison, Inc., Thomas A.
 Edna Brass Mfg. Co., The
 Egyptian Tie & Timber Co.
 Ehret Magnesia Mfg. Co.
 Electric Storage Battery Co., The
 Elliott Co., B. K.

Emmons Coal Mining Co.
 Ender Coal & Coke Co.
 Enterprise Railway Equipment Co.
 Eppinger & Russell Co.
 Erie Forge Co.
 Erman-Howell & Co., Inc.
 Erman-Howell Car Wrecking Co.
 Etna Forge & Rivet Co.
 Evans Products Co.
 Ewald Iron Co., Inc.
 Falls Hollow Staybolt Co.
 Farrell-Check Steel Co.
 Fisher & Young
 Plagg & Co., Inc., Stanley G.
 Flannery Bolt Co.
 Fleishel Lumber Co.
 Fleming Bros. Lumber & Mfg. Co., Inc.
 Fletcher Lumber Co., E. P.
 Flood & Conklin Mfg. Co.
 Feedisch Coal Co.
 Ford Collieries Co.
 Fort Pitt Bridge Works
 Fort Pitt Steel Casting Co.
 Frampton & Co., D. B.
 France Stone Co.
 Franklin Railway Supply Co., Inc.
 Frieder Co., The Philip W.
 Friedman Co., The M. D.
 Frost Lumber Industries, Inc.
 Gair Co., Inc., Robert
 Garlock Packing Co., The
 General American Transportation Corp.
 General Coal Co.
 General Crushed Stone Co., The
 General Electric Co.
 General Railway Signal Co.
 General Refractories Co.
 General Scrap Iron, Inc.
 General Steel Castings Corp.
 Getty & Co., Inc., R. S.
 Goodall Rubber Co., Inc.
 Gould Storage Battery Corp.
 Granite City Steel Co.
 Graybar Electric Co., Inc.
 Green Bag Cement Co. of Pennsylvania
 Greene Co., Stephen
 Greenheart Lumber Co., The
 Greenville Steel Car Co.
 Gustin-Bacon Mfg. Co.
 Hackmeister, Inc.
 Handlan, Inc.
 Hanna Co., The M. A.
 Hanna Coal Co.
 Hanlon & Wilson Co.
 Harcon Corp.
 Hardy & Sons Co., William A.
 Harmon Creek Coal Corp.
 Harris & Co., Harry
 Harris Structural Steel Co.
 Harrison Steel Castings Co., The
 Hatfield Campbell Creek Coal Co., The
 Henderson Coal Co.
 Heppenstall Co.
 Herman Pneumatic Machine Co.
 Heywood-Wakefield Co.
 Hickman, Williams & Co., Inc.

Hicks Interests (Louis A. Hicks)
 Hilb & Bauer
 Hillman Coal & Coke Co.
 Hindley Mfg. Co.
 Hirschberg Co.
 Hobbs-Western Co.
 Hock & Co., J. F.
 Hodell Chain Co., The
 Home Rubber Co.
 Hoosier Waste Renovating Co.
 Horgan Fuel Co.
 Hubbard & Co.
 Hughes & Co., C. A.
 Humphreys Coal & Coke Co.
 Hunt-Spiller Mfg. Corp.
 Hussey & Co., C. G.
 Hyman-Michaels Co.
 Imperial Coal Corp.
 Indiana & Illinois Coal Corp.
 Indiana Wood Preserving Co.
 Industrial Brownhoist Corp.
 Industrial Paper Co.
 Ingersoll-Rand Co.
 Inland Steel Co.
 International Business Machines Corp.
 International Chain & Mfg. Co.
 International Nickel Co., Inc.
 Iron & Steel Products, Inc.
 Jackson Lumber Co.
 Jamestown Malleable Iron Corp.
 Jamison Coal & Coke Co.
 Jefferson Lumber Co.
 Jenkins Bros.
 Jennison-Wright Co., The
 Johnson & Sons, B.
 Johnson Bronze Co.
 Johns-Manville Sales Corp.
 Johnstown Coal & Coke Co.
 Jones & Laughlin Steel Corp.
 Jones Co., The George M.
 Joseph Co., The David J.
 Joslyn Co., The
 Joyce-Cridland Co., The
 Kalbach & Son, J. E.
 Kaplan Co., M. S.
 Karlan Davis Lumber Co.
 Karpen & Bros., S.
 Kennecott Copper Corp.
 Kerchner, Marshall & Co.
 Kerite Insulated Wire & Cable Co., Inc., The
 Keystone Coal Co.
 Keystone Coal & Coke Co.
 Keystone Grinder & Mfg. Co.
 Keystone Wood Preserving Co., Inc.
 Klaff & Co., Inc., E.
 Knox Consolidated Coal Corp.
 Koppers Coal Co., The
 Koppers Company Tar & Chemical Division
 Kopp Glass, Inc.
 Kramer & Co., H.
 Kress Box Co., F. J.
 K. W. Battery Co., Inc.
 Lamson & Sessions Co., The
 Landis Machine Co., Inc.
 Lanman Co., The F. B.

Larkin Co., Inc.
 Latrobe Electric Steel Co.
 Lebanon Steel Foundry
 Lehigh Structural Steel Co.
 Lima Locomotive Works, Inc.
 Lincoln Electric Railway Sales Co., The
 Lincoln Gas Coal Co.
 Lindsay Coal Mining Co.
 Lockhart Iron & Steel Co.
 Locomotive Finished Materials Co.
 Locomotive Fire Box Co.
 Long, Jr., Co., Chas. R.
 Lorain Coal & Dock Co., The
 Lovell-Dressel Co., Inc.
 Loyal Hanna Coal & Coke Co.
 Lucas Bros.
 Lucas Printing Co., J. D.
 Lukens Steel Co.
 Lumber & Mill Work Co. of Phila., The
 Lundie Engineering Corp., The
 Lunts Iron & Steel Co., The
 Luria Bros. & Co.
 Mack International Motor Truck Corp.
 Madison-Kipp Corp.
 Magnas Metal Corp.
 Magor Car Corp.
 Maintenance Equipment Co.
 Mannheim Mfg. & Belting Co.
 Marble Cliff Quarries Co., The
 Maryland Bolt & Nut Co., The
 Maryland Car Wheel Co.
 Masonite Corp.
 Massachusetts Mohair Plush Co.
 Massey Concrete Products Corp.
 Massillon Steel Casting Co., The
 Mathis Co., John H.
 Mauk Lumber Co., C. A., The
 Maunse Collieries Co., The
 Maust Coal & Coke Co.
 McCreery Lumber Co., R. J.
 McCrosky Tool Corp.
 McKay Co., The
 Merchants Steel & Supply Co.
 Mercury Mfg. Co., The
 Merkin Paint Co., Inc. M. J.
 Milton Mfg. Co., The
 Miner, Inc., W. H.
 Moore & Co.
 Morden Frog & Crossing Works
 Morganite Brush Co., Inc.
 Morris Basin Dry Docks
 Morrison Railway Supply Corp.
 Mountain State Steel Foundries Co.
 Moss The Co., T. J.
 Mount Vernon Bridge Co.
 Mt. Vernon Car Mfg. Co.
 Mowbray & Robinson Lumber Co., The
 Murcott & Campbell
 Nathan Mfg. Co.
 National Aluminate Corp.
 National Cylinder Gas Co.
 National Lead Co.
 National Lime & Stone Co., The
 National Lock Washer Co., The
 National Malleable & Steel Castings Co.

National Railway Appliances Assn.
 National Refractories Co., Inc.
 National Telephone Supply Co.
 Natwick & Co., J.
 Neville Co., The
 New Castle Lime & Stone Co.
 New Haven Trap Rock Co., The
 New York Air Brake Co.
 New York Car Wheel Co.
 New York Coal Co.
 Nixderff Krein Mfg. Co.
 Ogle Construction Co.
 Oglebay Norton & Co.
 Ohio & Indiana Stone Co.
 Ohio Brass Co., The
 Ohio Injector Co. of Illinois, The
 Ohio Steel Foundry Co., The
 Okadee Co., The
 Okenite Co., The
 Old Ben Coal Corp.
 Oliver Iron & Steel Co.
 Otis Elevator Co.
 Otis Steel Co., The
 Oxwold Railroad Service Co., The
 Paige-Jones Chemical Co., Inc.
 P. & M. Co., The
 Pantasote Co., Inc., The
 Peabody Coal Co.
 Peale, Peacock & Kerr, Inc.
 Peerless Chain Co.
 Peerless Equipment Co.
 Penn Iron & Steel Co.
 Penn Steel Castings Co.
 Pennsylvania Coal & Coke Co.
 Perry Lumber Co., J. B.
 Philadelphia Insulated Wire Co.
 Philco Radio & Television Corp.
 Piekands Mather & Co.
 Pilled Co., The
 Pittsburgh & Fairmont Coal Co.
 Pittsburgh & Shawmut Coal Co.
 Pittsburgh Bridge & Iron Works
 Pittsburgh Coal Co.
 Pittsburgh Forgings Co.
 Pittsburgh Plate Glass Co.
 Pittsburgh Screw & Bolt Corp.
 Pittsburgh Steel Co.
 Pittsburgh Steel Foundry Corp.
 Plunkett Webster Lumber Co., Inc.
 Pocahontas Fuel Co.
 Poland Coal Co.
 Pollock, Mayer
 Positive Lock Washer Co., The
 Potosi Tie & Lumber Co.
 Pratt & Lambert, Inc.
 Pratt & Lechworth Co.
 Pressed Steel Car Co., Inc.
 Price-Watson Co.
 Pruet-Schaeffer Chemical Co.
 Pullman-Standard Car Mfg. Co.
 Pureglove Coal Mining Co., The
 Putnam Lumber Co.
 Pyle National Co., The
 Pyrene Mfg. Co.
 Quigley Shipyard, Inc.

Rail & River Coal Co.
 Rail Joint Co., The
 Railroad Accessories Corp.
 Railway & Industrial Engineering Co.
 Rainey, Inc., W. J.
 Ralston Steel Car Co., The
 Rand McNally & Co.
 Reitz Coal Co.
 Reliance Coal Mining Co.
 Remington Rand, Inc.
 Reppert Coal Co.
 Republic Creosoting Co.
 Republic Steel Corporation
 Revere Copper & Brass, Inc.
 Rice Miller Coal Corp.
 Ripley & Sons, David—W. Frank Hop-
 ping, Inc.
 Rochester & Pittsburgh Coal Co.
 Rochester Iron & Metal Co.
 Rockbestos Products Corp.
 Rome Cable Corp.
 Rotter-Speer Co., The
 Rubio Brush Manufacturers, Inc.
 Russell, Burdiss & Ward Bolt & Nut
 Company
 Russell, Mfg. Co., Inc., John M.
 Safety Car Heating & Lighting Co.
 Sahara Coal Co.
 Schaefer Equipment Co.
 Schiavene Bonomo Corp.
 Schreiber & Sons Co., The L.
 Schwarzenberg Co., The E. A.
 Scientific Production Corp.
 Scovill Mfg. Co.
 Scullin Steel Co.
 Sears, Roebuck & Co.
 Sharon Steel Corp.
 Shawmut Coal & Coke Co., The
 Sherburne Co.
 Sherwin-Williams Co.
 Shield Electric Co.
 Shubuta Tie & Timber Co.
 Sidford & Green, Inc.
 Simplex Wire & Cable Co.
 Simpson Creek Collieries Co., The
 Sitnek Fuel Co.
 Siver Steel Casting Co.
 SKF Industries, Inc.
 Solomon Co., Max
 Standard Coal Co.
 Standard Forgings Corp.
 Standard Nut & Bolt Co.
 Standard Railway Equipment Mfg. Co.
 Standard Railway Fuses Corp.
 Standard Slag Co., The
 Standard Stoker Co., Inc., The
 Standard Varnish Works
 Steamship Fuel Corp.
 Steers, Inc., Henry
 Sterling Coal Co.
 Sterling-Wasser Box Co.
 St. Louis & O'Fallon Coal Co.
 St. Louis Car Co.
 St. Pierre Chain Corp.
 Stucki Co., A.

Sturm & Dillard Co., The
 Sumner & Co.
 Sumter Lumber Co., Inc.
 Sunbeam Electric Mfg. Co.
 Sunday Creek Coal Co.
 Superheater Co., The
 Stuydan Co., M. B.
 Swank's Sons, Hiram
 Symington-Gould Corp., The
 Talmage Mfg. Co., The
 Tar Distilling Co., Inc.
 Taylor Chain Co., S. C.
 Taylor Fibre Co.
 Taylor Lumber Co., Gardner W., The
 Taylor-Wharton Iron & Steel Co.
 Templeton Coal Co.
 Tennessee Tie Corp.
 Terre Haute Gravel Co.
 Timken Roller Bearing Co., The
 Titan Metal Mfg. Co.
 Townsend Co.
 Trent-Mantke Co., Inc.
 Triplex Screw Co., The
 Tucco Products Corp.
 Turner & Seymour Mfg. Co.
 Turtle & Hughes, Inc.
 Twin Harbors Lumber Co., Inc.
 Tyler Co., The W. S.
 Ulster Iron Works
 Union Asbestos & Rubber Co.
 Union Collieries Co.
 Union Lumber Sales Co.
 Union Metal Products Co.
 Union Switch & Signal Co., The
 Unitcast Corp.
 United Mine Workers of America,
 Dist. 6
 United Railway Signal Co.
 United States Coal Co., The
 United States Metallic Packing
 Co., The
 United States Steel Corp.
 Valley Camp Coal Co., The
 Valve Pilot Corp.
 Vanadium-Alloys Steel Co.
 Vanderbilt Coal & Coke Co.
 Vermilion Equipment Co.
 Vermont Tap & Die Corp.
 Virginia & Pittsburgh Coal & Coke
 Co., The
 Virginia Bridge Co.
 Vulcan Crucible Steel Co.
 Vulcan Iron Works
 Wagner Quarries Co.
 Walker Lumber Co., R. D.
 Walworth Co., Inc.
 Ward Co., D. L.
 Warner & Co., Inc., W. H.
 (Warner Collieries Co.)
 Warner Co.
 Wasson Coal Co.
 Watson-Standard Co., The
 Waugh Equipment Co.
 Wayne Tool Co.
 Weaver & Co., J. H.
 Weir Kilby Corp.
 Weirton Steel Co.

Western Chain Products Co.
 Western Railroad Supply Co.
 Western Railway Equipment Co.
 Westinghouse Air Brake Co., The
 Westinghouse Elec. & Mfg. Co.
 Westmoreland Mining Co.
 Weston, Dodson & Co., Inc.
 West Virginia-Pittsburgh Coal Co.
 Weyerhaeuser Sales Co.
 Wheeling Steel Corp.
 Whitehead & Kales Co.
 White Oak Coal Co.
 Wieman & Ward Co., The
 Williams & McKeithen Lumber Co.
 of Va., The
 Winslow-Knickerbocker Coal Co.
 Woodhouse Chain Works
 Woodings-Verona Tool Works
 Wood Preserving Corp., The
 Wood Steel Co., Allan
 Worthington Pump & Machinery Corp.
 Worth Steel Co.
 Wright Bros., Inc.
 Wyoming Tie & Timber Co.
 Youghiogheny & Ohio Coal Co.
 Youngstown Sheet & Tube Co.
 Youngstown Steel Door Co., The
 *Eastman Kodak Company
 *Electric Utilities Exhibit Corporation
 Empire State, Inc.
 *Elgin National Watch Company
 Subsidiaries:
 Elgin Watchmakers' College, Inc.
 Canadian Elgin Watch Company, Ltd.
 Equitable Life Assurance Society of the
 United States
 Exposition Publications, Inc.
 Ferro-Enamel Corporation
 Fiat Metal Company
 *Firestone Tire & Rubber Company
 B. Fischer & Company, Inc.
 Subsidiary:
 West Tea & Coffee Company, Inc.
 Flush Metal Partition Corporation
 *Ford Motor Company
 Co-exhibitors:
 Sidney Blumenthal & Company
 Essex Wire Corporation
 Lyon, Incorporated
 Thompson Products, Inc.
 The Edison Institute
 The Fuller Brush Company
 *Gas Exhibits, Inc.
 Co-exhibitors:
 American Gas Products Division,
 American Radiator Corporation
 American Stove Company
 Bryant Heater Company
 Cleveland Heater Company
 Cribben & Scton Company
 Detroit Michigan Stove Company
 Estate Stove Company
 General Gas Light Company
 Glenwood Range Company
 Mueller Furnace Company
 Roberts & Manner Stove Company

Robertshaw Thermostat Company
 Roper Corporation
 Ruid Manufacturing Company
 Serval, Inc.
 Surface Combustion Corporation
 Tappan Stove Company
 Welsbach Company
 John Wood Manufacturing Company
 *General Cigar Company, Inc.
 Subsidiary:
 General Cigar Company of Cuba, Ltd.
 *General Electric Company
 Subsidiaries:
 General Electric X-Ray Corporation
 General Electric Vapor Lamp Corporation
 *General Motors Corporation
 Participating Divisions:
 A. C. Spark Plug Division
 Delco Brake Division
 Delco Products Division
 Delco-Remy Division
 Guide Lamp Division
 Harrison Radiator Division
 Hyatt Bearings Division
 Inland Manufacturing Division
 Moraine Products Division
 New Departure Division
 Saginaw Malleable Iron
 Saginaw Steering Gear
 G. M. A. C.
 G. E. I. C.
 Delco-Frigidaire Conditioning Corp.
 General Motors Research Section
 General Motors Customer Research
 Section
 Chevrolet Motor Division
 Cadillac Motor Car Division
 Buick Motor Division
 Oldsmobile Division
 Pontiac Motor Division
 Fisher Body-Division
 Detroit Diesel Engine Division
 Ethyl Gasoline Corporation
 Allison Engineering Division
 North American Aviation, Inc.
 Frigidaire Division
 Electro Motive Corporation
 A. C. Gilbert Company
 Gimbel Brothers
 *Glass, Incorporated
 Co-exhibitors:
 Corning Glass Works
 Owens-Illinois Glass Company
 Pittsburgh Plate Glass Company
 *B. F. Goodrich Company
 Grolier Society, Inc.
 Hafner Associates, Inc.
 Subsidiaries:
 Walmae Fabrics, Inc.
 Buco, Inc.
 Chr. Hansen's Laboratory, Inc.
 H. J. Heinz Company
 Hershey Machine & Foundry Company
 The Hoover Company
 Household Finance Corporation

Subsidiaries:
 Household Finance Corp. of America
 Central Finance Corporation
 *House of Jewels, Inc.
 Sponsors:
 Black, Starr and Frost-Gorham, Inc.
 Cartier, Inc.
 Tiffany & Company
 Marcus & Company
 Udall and Ballou
 The Diamond Corporation and Producing Companies (of South Africa)
 The Howell Company
 Independent Order of Foresters
 International Business Machines Corp.
 *Johns-Manville Sales Corporation
 S. Karpen & Bros.
 Keasbey-Mattison Company
 Kem Card Sales Corporation
 Keystone Mfg. Company
 Lederle Laboratories, Inc.
 E. H. Lilly and Company
 Link-Belt Company
 Loose-Wiles Biscuit Company
 Macfadden Publications, Inc.
 R. H. Macy & Company, Inc.
 Marchant Calculating Machine Co.
 Marsh Wall Products, Inc.
 *Men's Apparel Quality Guild
 Co-exhibitors:
 The Alligator Company
 Bachrach Company
 Botany Worsted Mills
 Cheney Brothers
 Cluett-Peabody Company
 Cohan, Roth & Stiffson
 H. C. Cohn & Company
 Cycle Trades of America, Inc.
 W. L. Douglas Shoe Company
 Goodall Company
 William P. Goldman & Bros., Inc.
 Hart, Schaffner & Marx
 Holeproof Hosiery Company
 Hansen Glove Corporation
 Interwoven Stocking Company
 Cyril Johnson Woolen Company
 The Frank H. Lee Company
 Manhattan Shirt Company
 The Metcalf Neckwear Company
 Monarch Manufacturing Company
 McCurrigh Organization
 Louis Meyers & Son, Inc.
 David D. Doniger & Company
 Phillips-Jones Corporation
 Puritan Knitting Mills
 The Rabhor Company, Inc.
 William Skinner & Sons
 The Weisbaum Brother-Brower Co.
 Wemby, Inc.
 Goodall Company
 Stehli Silks
 Stadium Manufacturing Company
 Nunn-Bush Shoe Company
 G. & C. Merriam Company
 Metropolitan Life Insurance Company
 The Mosler Safe Company
 National Biscuit Company

Subsidiaries:
 Canadian Shredded Wheat Co., Ltd.
 Christie, Brown & Company, Ltd.
 The Shredded Wheat Company, Ltd.
 *National Cash Register Company
 *National Dairy Products Corporation
 Subsidiaries and Co-exhibitors:
 Kraft-Phenix Cheese Corporation
 Sheffield Farms Company, Inc.
 National Standard Company
 Divisions:
 Worcester Wire Works
 Athenia Steel Company
 Charles Wagner Litho Machinery Company
 Subsidiaries:
 National Standard Company, Ltd.
 National Standard Company of Canada, Ltd.
 The New York City Cancer Committee
 New York Institute for the Blind
 P. A. North Piano Company
 Subsidiary:
 Lester Piano Company
 Olson Rug Company
 Otis Elevator Company
 Ozalid Corporation
 *Palestine Exhibits, Inc.
 Parke, Davis & Company
 Perfumery and Cosmetics Exhibits, Inc.
 Sub-lessees:
 Jacqueline Cochran
 Etablissements Rigand, Inc.
 Revlon Nail Enamel Corporation
 Ogilvie Sisters Sales Corporation
 Peggy Sage, Inc.
 Northam Warren Corporation
 Pearson Pharmaceutical Company
 Coty, Inc.
 Bourjois, Inc.
 Barbara Gould Sales Corporation
 Chanel, Inc.
 Rallet Corporation
 Marie Earle, Inc.
 Pinaud, Inc.
 Les Parfums Corday
 Roger and Gallet
 Mary Dunhill, Inc.
 *The Petroleum Industry Exhibition, Inc.
 Subscribers:
 The American Oil Company
 The Atlantic Refining Company
 Cities Service Oil Company
 Gulf Oil Corporation
 The Pure Oil Company
 Richfield Oil Corporation of N. Y.
 Shell Union Oil Corporation
 Sinclair Refining Company
 Socony-Vacuum Oil Company, Inc.
 Standard Oil Company of New Jersey
 Sun Oil Company
 The Texas Company
 Tide Water Associated Oil Company
 Phillips Petroleum Company
 Ethyl Gasoline Corporation
 John B. Pierce Foundation

Planters Nut and Chocolate Company
 Subsidiary
 Planters Edible Oil Company
 Quarrie Corporation
 Queensboro Tuberculosis and Health Association
 *Radio Corporation of America
 Co-exhibitors:
 National Broadcasting Company, Inc.
 R. C. A. Communications, Inc.
 Radio Marine Corporation of America
 R. C. A. Institutes, Inc.
 R. C. A. Manufacturing Company
 Refreshment at the Fair, Inc.
 Remington Rand, Inc.
 John A. Roebling's Sons Company
 Rohm and Haas Company
 Saks Fifth Avenue
 Saks 34th Street
 Dr. Scholl's Foot Comfort Shops, Inc.
 S. A. Schonbrunn & Company, Inc.
 Shipton & Company, Ltd.
 The Show Globe, Inc.
 Lessees:
 The Schering Corporation
 Kalak Water Company, Inc.
 Lambert & Feasley, Inc.
 Emerson Drug Company
 Bristol-Myers Company
 Charles H. Phillips Chemical Co.
 The Pepsodent Company
 Miles Laboratories, Inc.
 The Silex Company
 Subsidiary:
 Hartford Products Company
 Southern Railway of England
 Sperry Gyroscope Company, Inc.
 *Standard Brands Incorporated
 Stern Brothers
 *Swift and Company
 *Temple of Religion
 Texas Gulf Sulphur Company
 Tilo Roofing Company
 Tinken Roller Bearing Company
 Underwood Elliott Fisher Company
 Underwood & Underwood Illustration Studios
 United States Potters Association & The National Brotherhood of Operative Potters
 *United States Steel Corporation
 Participating Subsidiaries:
 American Bridge Company
 American Steel & Wire Company
 Carnegie-Illinois Steel Corp.
 Columbia Steel Company
 Federal Shipbuilding & Dry Dock Co.
 Michigan Limestone & Chemical Co.
 Pittsburgh Limestone Corporation
 National Tube Company
 Oil Well Supply Company
 Scully Steel Products Company
 Tennessee Coal, Iron & Railroad Co.
 United States Steel Products Co.

Universal Atlas Cement Company
 Virginia Bridge Company
 Utility Mfg. Company, Inc.
 Wagner Baking Company
 G. Washington Coffee Refining Co.
 West Disinfecting Company
 Subsidiary:
 General Paper Company
 Western Pine Association
 *Westinghouse Electric & Mfg. Co.

White Sewing Machine Corporation
 Subsidiary:
 Domestic Sewing Machine Co., Inc.
 Wilbert Products Company
 Subsidiary:
 Certified Extracts, Inc.
 Winthrop Chemical Company, Inc.
 The Yale & Towne Manufacturing Co.
 York Safe & Lock Company
 *Young Men's Christian Association of the
 City of New York

IV

CONCESSIONS

As of December 28, 1938, fully 86.78 per cent of the 2,452,321 square feet in the Amusement Area was under contract or in process of negotiation, leaving only 13.22 per cent still to be assigned during the final period of development.

All told, approximately \$600,000 of Concessions contracts, or one-third of the total, remained to be negotiated during the final four months. Negotiations for store concessions have just been initiated, with the result that only \$3,780 of \$106,596 of revenue from this source was received prior to 1939. Slightly less than half the restaurant rental, \$148,156 out of a total of \$330,299 was under contract; as were \$547,277 out of \$608,105 in stand rental, \$423,555.64 out of \$693,000 in Amusement Area ground rent, and \$25,001 out of \$176,700 in miscellaneous privilege charges.

The outstanding remaining problems are (1) the restaurants and (2) completion of the Amusement Area. Negotiations must be undertaken for additional restaurant capacity. Present status of the restaurant program indicates approximately 50 restaurants, with a seating capacity of 36,000 persons (of which 20, with a seating capacity of 7,000 to 9,000 will be in the Government Area). Early studies indicated minimum requirement to be 43,200 seats, and we are addressing ourselves to the problem. It should be noted, however, that our restaurants, both as to architecture and decoration and as to cuisine, will be one of the high points of interest of every discriminating visitor's Fair experience, because the visitor can, if he chooses, "dine around the world at the New York World's Fair."

The Amusement Area will contain approximately 100 different projects where visitors may be entertained, from Billy Rose's Show in the Amphitheatre, to a Music Hall production, to eight "villages," 17 new rides and amusement devices, an exciting Children's World, more than a dozen restaurants, some with floor shows, and a variety of other presentations, offering in a modern setting, many attractions of proved drawing power, and several never before presented. It is axiomatic, insofar as an amusement area is concerned, that its construction is always undertaken during the last stages of the pre-Fair period; we are no exception in this regard; but the nature of construction is such that there is ample time to complete the Amusement Area before Opening Day.

More than 400 individual concession stands, arranged in batteries, have been awarded for the sale of carbonated beverages, root beer, dairy products,

frozen custard, guide books, postcards, souvenirs and novelties, at specified prices and qualities that safeguard the interests, both of the public and of the Fair Corporation. We are confident that these concessions will set a new standard.

The problem of transportation within the Fair has been met by award of the intra-mural bus concession, involving the operation of at least 100 specially designed and constructed buses, operating between 32 stations. Contracts have also been drawn for the operation of tractor trains, to move on the Fair streets, hand-driven wheel chairs and electrically-operated miniature taxis.

In addition to these concessions, the Fair Corporation has also granted 33 concessions to Exhibitors permitting them to sell their products, or souvenirs characteristic of their products or of their exhibit, and the Fair Corporation is receiving up to 28 per cent of the gross receipts from such sale. This is a source of revenue untapped by most previous expositions. In one case, a concession has been granted (to Eastern Presidents' Conference) for a "railroad opera" or transportation pageant, to be operated in conjunction with the Exhibitor's project.

It is anticipated that the per capita expenditure at concessions inside the Fair grounds will be in excess of one dollar. The Fair Corporation had anticipated an average of 12½ per cent participation in the gross receipts of such operations. Contracts already signed and under negotiation assure the realization of this participation.

A list of signed Concessions Contracts as of December 28, 1938 follows:

Atwood Cafeterias, Inc.	Infant Incubator Company, Inc.
Harry C. Baker	International Mutoscope Reel Co., Inc.
Ballantine Gardens, Inc.	International Parachuting, Inc.
Norman Bartlett	Jungleland, Incorporated
Bartlett Rides, Inc.	Kaplan & Bloom
M. W. Billingsley and Idena Powell	Little Miracle Town, Inc.
The Borden Company	Messmore & Damon, Inc.
Children's World, Inc.	Messmore & Damon, Inc. & George Jessel
Childs Company	Leo McDonald
Cuban Village, Inc.	Nyzos Corporation
Dale Fifth Avenue, Inc.	Refreshment at the Fair, Inc.
Dodgem Corporation	Richardson Corporation
Doughnut Corporation of America	Sanitary Berlo Concessions, Inc.
Ray E. Dunlap	F. & M. Schaefer Brewing Company
Ray E. Dunlap Frozen Custard Co., Inc.	The Schless Construction Co., Inc.
The Enchanted Forest, Inc.	Jack Sheridan
Exposition Greyhound, Inc.	Star Popcorn Products, Inc.
Exposition Grounds Catering Corp.	Strange As It Seems Oddities, Inc.
Exposition Publications, Inc.	Sutter Candy Company
Exposition Souvenir Corporation	Harry G. Traver
Fuber, Coe & Gregg, Inc.	Harry G. Traver and Harry C. Baker
Jack Fine—Circus Cabaret, Inc.	Triangle Restaurant Co.
Gale Enterprises, Inc.	Underwood & Underwood Illustration
Frank Galland	Studios, Inc.
Theodore Goldstein	Cliff Wilson
Gotham Productions, Inc.	Winter Wonderland, Inc.
Heineken's on the Zuider Zee, Inc.	Norman Yule
Hortus, Incorporated	

U. S. GOVERNMENT, NEW YORK STATE AND NEW YORK CITY PARTICIPATION

These three governmental units have supported the program of the Fair in many different ways. Their participation may be divided roughly into three classifications:

- (a) Building of certain structures on the Fair grounds and equipping them with exhibits for the edification of Fair visitors.
- (b) Processing of certain permanent improvements in the vicinity of the Fair site of immediate benefit to the Fair but of permanent benefit to the general public.
- (c) Passage of other legislation designed to assist the Fair Corporation and to protect visitors to the Fair.

The total cost of all Fair projects including those permanent improvements which had already been planned but were advanced in schedule to provide better facilities for World's Fair visitors is as follows:

U. S. Government	\$ 3,377,044.00
New York State	6,896,047.98
New York City	39,960,457.21
	<hr/>
	\$50,233,549.19

As a result of legislation passed by Congress in 1937 creating a United States New York World's Fair Commission and appropriating \$3,000,000, the construction of the Federal Building in the Government Area is progressing satisfactorily and the Halls of Nations for housing foreign government exhibits, which are partially financed by funds allotted by the Commission, are nearing completion. Plans for exhibits to be located in the Federal Building are practically completed and construction of the exhibits is in progress but as yet the building is not ready for occupancy.

The membership of the Commission responsible for arranging this participation follows:

UNITED STATES NEW YORK WORLD'S FAIR COMMISSION

Henry A. Wallace, Secretary of Agriculture, Chairman
 Edward J. Flynn, U. S. Commissioner General
 Theodore T. Hayes, Executive Assistant U. S. Commissioner
 Charles M. Spofford, Assistant U. S. Commissioner

Sam D. McReynolds James W. Wadsworth, Jr.
 Matthew J. Merritt Robert F. Wagner
 Frances Perkins Wallace H. White, Jr.
 James M. Mead

The United States Government is also participating in the Fair through the Works Progress Administration by means of exhibits to be installed in a W. P. A. Building now under construction in the "Community Interest" Area of the Fair. The Army, Navy and Marine Corps are also planning an encampment of 800 men on the shore of Fountain Lake. Although all plans

for the camp had been virtually completed before the end of 1938, construction work was not started until the end of January.

The New York State World's Fair Commission, acting on authority of legislation passed by the State Legislature in 1937, has virtually completed the Water Amphitheatre and the adjacent State Exhibit Buildings. The permanent Amphitheatre with a capacity of 8,000 spectators becomes available to the Fair Corporation during the Fair period, while the State Exhibit Buildings are to house a variety of interesting state exhibits now under construction. The membership of the Commission responsible for arrangement of this participation follows:

NEW YORK STATE WORLD'S FAIR COMMISSION

John J. Dunnigan, Chairman
 Joseph D. Numan, Jr., Secretary

Thomas F. Burchill	John J. Leddy
Ashley T. Cole	Abbot Low Moffat
Mrs. Marie F. Conroy	Harold J. O'Connell
*Robert J. Crews	Perley A. Pitcher
*Daniel E. Fitzpatrick	Irwin Steingut
James A. Foley	Charles H. Strong
Leonard W. Hall (Vice Chairman)	Jeremiah F. Twomey
Oswald D. Heck	Arthur H. Wicks

*Appointed during 1938.

The New York City World's Fair Commission by virtue of authority granted in legislation passed in 1936 has brought the construction of the New York City permanent exhibit building to a final conclusion and has planned a series of exhibits to show the functions of the various city departments. The membership of the Commission bearing the responsibility for the building and its exhibits is as follows:

NEW YORK CITY WORLD'S FAIR COMMISSION

Mayor Fiorello H. La Guardia, Chairman
 George U. Harvey, Vice Chairman
 Miss Fannie Hurst, Secretary
 George Spargo, Executive Secretary
 Hon. Robert Moses, Executive Officer
 Murray W. Stand, Director

*Andrew R. Armstrong	*Charles E. Keegan
Warren Ashmead	Oscar A. Lewis
*James A. Burke	James J. Lyons
William M. Calder	Joseph D. McGoldrick
Harry Woodburn Chase	George Meaney
Miss Mary Dillon	A. Newbold Morris
Mrs. Louis A. Dreyfuss	*John P. Nugent
*Mrs. Genevieve B. Earle	Joseph A. Palma
Mrs. Walter S. Gelliffe	Mrs. Peter Sammartino
Raymond V. Ingersoll	*Frederick Schick
Stanley M. Isaacs	*Joseph T. Sharkey

*Appointed during 1938.

On the site of the World's Fair and in adjacent territory permanent public improvements of major importance have been planned. These improvements, aimed to prepare the site for public use and to increase its accessibility, have been financed to a large extent by the United States Government, New York State and New York City. The large majority of them were completed or nearing completion at the end of 1938 as indicated by the following lists:

PERMANENT CONSTRUCTION BY THE U. S. GOVERNMENT

<i>Item</i>	<i>% Complete</i>
Dredging of a twelve-foot channel from deep water in the East River to Flushing River, together with a turning area and an eight-foot mooring basin for small boats	100%

PERMANENT CONSTRUCTION BY THE STATE OF NEW YORK

<i>Item</i>	<i>% Complete</i>
Fountain Lake Amphitheatre	95%
Bulkhead and paving at Boat Basin	100%
Paving of East Service Drive, Northern Boulevard	100%
Paving bridges carrying Northern Boulevard, Roosevelt Avenue and Long Island Railroad over the drive	100%
Paving West Service Road, Horace Harding Boulevard, Lawrence Street and Rodman Street, 69th Road and a section of the parkway	100%
Bridges over Flushing River at Horace Harding Boulevard and 69th Road	100%
Dredging channel of river under these structures	100%
Dredging Boat Basin	100%

PERMANENT CONSTRUCTION BY THE CITY OF NEW YORK

<i>Item</i>	<i>% Complete</i>
Grading of site	100%
Excavating the lakes and river	100%
Making top soil, placing fill and depressing Parkway across Section I	100%
Tide gate and dam	100%
Storm Sewers	100%
Water mains	100%
The shores of the bay bulkheading	100%
Relocating Queens Asphalt Plant	100%
New Bridge to carry Northern Boulevard over Flushing River	90%
Preparing Roosevelt Avenue elevated structure for express service	100%

Increasing capacity of Willets Point Station	100%
Paving and widening parkways and streets surrounding Fair..	100%
Construction of Tallman's Island and Bowery Bay Sewerage Disposal Plants ahead of original schedule	90%
Building eight sewage pumping stations to divert raw sewage from Flushing Bay to treatment plants	70%
Extending Independent Subway from Kew Gardens to Amusement Area of Fair	95%
Construction of New York City Building	100%
Rodman Street Overpass	Started Jan. 1939
Development of North Beach Airport	75%
City Parking Field	100%

Assistance extended to the Fair Corporation by the Nation, State and the City has not been confined to the planning and construction of exhibit buildings and exhibits, or to the imposing list of permanent improvements recorded above. Unusual cooperation has been received from these legislative bodies, city and state officials and department heads in the processing of the Fair program. In addition to legislation passed in prior years, the following was passed during 1938:

New York City Legislation

LOCAL LAW No. 21—Amendment of sales tax law to grant exemption to exhibits and materials used in constructing exhibits on Fair site.

LOCAL LAW No. 28—Amendment to personal property law granting exemption to exhibit buildings and exhibits on Fair site.

LOCAL LAW C. No. 150—Local law changing name of Horace Harding Boulevard to World's Fair Boulevard.

New York State Legislation

CHAPTER 584 OF THE LAWS OF 1938—Subway Bill—Amendment to Enabling Act to provide that \$1,750,000 be paid to the City of New York for construction of subway spur prior to distribution of profits to City and State for charitable and educational purposes.

CHAPTER 316 OF THE LAWS OF 1938—Amendment to Alcoholic Beverage Control Law to permit display of alcoholic beverages on Fair site, without usual permit for storage thereof.

VI

STATE PARTICIPATION

The number of states and territories that enacted favorable legislation for participation in the Fair is forty. Of this number, three states and two territories withdrew their participation for one reason or another, therefore making a total of thirty-four states and one territory that have agreed to participate in the Fair.

The number of states and territories that have already signed States' Participation Agreements is nineteen states and one territory. The number of states where contracts are now in the hands of the Commissions for signature is four.

It is impossible to say at this time the number of states which will actually participate and take space in the Court of States buildings by the opening day of the Fair. Intensive work is now being done by the four Commissioners of this department in the field in an effort to induce the states that have already agreed to participate to take space in the Court of States buildings, in the states that failed to enact favorable legislation in the 1937 and 1938 sessions, as well as in the states that passed bills creating a Commission but carrying no appropriation, to have bills introduced carrying a sufficient appropriation for the financing of those states' exhibits at the Fair. In 1938, efforts were made in the states where legislation was passed creating only a Commission, to make a drive on industry to secure contributions for the financing of an exhibit, but up to the present time industry has responded in three states—Arkansas, North Carolina and Georgia.

It is expected that all of the space in the Court of States buildings being erected by the Fair Corporation will be rented. The following data shows the space that has already been rented, space now under option to various states, and space that is available for rental purposes, as well as the states that have signed States' Participation Agreements for building sites on which they will erect their own pavilions.

The following states have signed contracts for building sites on which to erect their own pavilions:

Missouri	35,350 sq. ft.
Florida	102,000 " "
New Jersey	14,901 " "

The following states have signed contracts for space in the Court of States buildings:

Arkansas	3,000 sq. ft.	\$ 15,000.00
Illinois	7,500 " "	46,500.00
Maine	4,500 " "	25,500.00
North Carolina	4,500 " "	25,500.00
Ohio	6,000 " "	36,000.00
Pennsylvania	10,307 " "	66,149.00
Tennessee	3,000 " "	15,000.00
Utah	3,000 " "	15,000.00
Virginia	3,000 " "	15,000.00
Washington	6,000 " "	36,000.00
West Virginia	3,000 " "	15,000.00
Puerto Rico	4,500 " "	25,500.00
New England combined exhibit	12,000 " "	66,500.00

Contracts are now in the hands of Commissions awaiting signature in the following states:

Wisconsin	6,380 sq. ft.	\$ 38,660.00
Arizona	2,000 " "	10,000.00
New Mexico	3,000 " "	15,000.00
Nevada	2,000 " "	10,000.00

The following states have options on space in the Court of States building:

Pennsylvania	6,314 sq. ft. @ \$7.00 per sq. ft.	\$ 44,198.00
	1,773 " " " 3.50 " " "	6,205.00
Total	8,087 sq. ft.	\$50,403.00
Georgia	6,000 sq. ft.	\$ 36,000.00
Texas	7,500 " "	46,500.00

The following states appropriated funds for participation but have not as yet taken any action towards appointing a Commission and taking space in the Court of States:

Louisiana	\$ 35,000.00
Kentucky	35,000.00

The following states will hold legislative sessions beginning in January, and every effort will be made to have bills passed carrying appropriations for financing of exhibits:

Montana	South Dakota	Kansas	Maryland
Idaho	Minnesota	Oklahoma	Indiana
Colorado	Iowa	South Carolina	Michigan
North Dakota	Nebraska	Delaware	Alabama

There are 8,500 sq. ft. of unallocated space in the Court of States buildings with a rental value of \$45,000.

Up to the present time only a few states that have already signed contracts for space have submitted plans of their exhibits for approval by the Fair Corporation. It is expected that each state will exhibit the particular activities or processes in which the state excels, having in mind the type of exhibit which will produce the greatest advantages to the state as a return on its investment.

VII

FOREIGN GOVERNMENT PARTICIPATION

The situation of the foreign government participants on December 31, 1938, may be described as highly satisfactory. The various phases of pre-Fair participation have been carried out by the respective foreign countries in such manner as to reveal a definite result at the end of 1938 and a clear schedule of remaining work to be accomplished before the opening of the Fair.

Of the 55 foreign governments which will participate in a distinctive manner at the Fair, 44 have signed final contracts, including the League of Nations. The Pan American Union signed on January 13, 1939, a contract which will include the exhibits of eight Latin American countries. There remain three final Agreements to be signed and a possible Agreement for a new participant in the Halls of Nations. It is expected that all contracts will be complete by February 20, 1939.

Together with the contracts, the appointment of Commissioners General gives evidence of the careful program which foreign participants elaborated. To date 42 Commissioners General have been appointed and are officiating for their governments. This number does not include the resident delegates, whose offices are liaison between the Fair Corporation and the respective governments. Every participant has a representative who is active in preparing plans for his exhibit.

The Department has also accelerated measures necessary for foreign governments to complete their buildings, and it is satisfactory to note that all construction contracts concerned with the erection of foreign buildings were signed as of December 31, 1938, with the exception of two which were finally signed in the first fortnight of January.

The major portion of the work during the three months before the opening of the Fair is concerned with the elaboration of particular programs by the respective foreign governments and completion of details for decoration of interiors and installation of exhibits.

The reports received by this Department from the various commissioners reveal that construction of all foreign buildings will be complete by March 31 and interiors during the first week of April.

The following participants are constructing their own buildings:

Argentina

Commissioner General Juan de Marval, whose building will cover some 15,000 sq. ft. on a 20,000 sq. ft. plot, states that his exhibit will reveal every phase of life and activity in Argentina embellished by programs of music, cinemas and art. Up to the present, \$750,000 has been allocated by Argentina for its participation.

Belgium

The Belgian building will be one of the largest on the Fair grounds, having an area of 63,000 sq. ft.

\$700,000 has been appropriated by the Belgian Government as its share of the cost of participation. This is exclusive of amounts contributed by manufacturers and by the colonial governments.

The Belgian exhibit will be devoted to applied arts, industrial and colonial features.

In addition to a salon d'honneur, a carillon of 35 bells, a de luxe restaurant, a motion picture theater, and elaborate gardens will be included. One interesting feature will be a short pictorial history showing how the first Belgian colonists arrived and founded New Belgium in the 17th century.

Brazil

The Brazilian building, under the direction of Dr. Armando Vidal, Commissioner General, will be located on an area of some 48,000 sq. ft., of which some 25,000 sq. ft. will be given to building space. The Brazilian government has allocated \$400,000 to date.

The Brazilian exhibit will endeavor to place before the visitors the huge area of their territory, the untold possibilities of agriculture, mineral wealth and stock raising, the exports of coffee, maté, oranges, oils, castor oil beans, fibres, rubber, cotton and timber. Brazil's silk, cotton, packing, wine industries and social legislation program will be adequately portrayed.

A special program of music, dancing and art display will be a feature of Brazil's participation.

Canada

Canada, whose building, on a plot of 40,000 sq. ft., has proved inadequate to the demand for exhibit space, has recently taken 2,500 sq. ft. in the Hall of Nations building adjoining her plot.

Canadian participation will include exhibits showing Canada's natural resources, industrial possibilities, forestry and tourism.

According to Mr. A. T. Seaman, Commissioner General, emphasis will be laid upon the "Canada of tomorrow" by showing the opportunities for development.

Chile

The Chilean building, located on a 25,000 sq. ft. plot, will comprise an area of 13,000 sq. ft. One of the features will be a replica of a Chilean patio where a musical program typical of the country will be given and where a picturesque bar will offer national wines and relishes served under orange trees.

Emphasis on the natural beauties of the country will be revealed through murals and dioramas. Industrial, cultural and social program exhibits will form the basis of Chile's presentation. Indian art and ethnological history, together with replicas of Chile's most famous mines, will be exhibited.

The original appropriation voted by Chile was \$150,000.

Czecho-Slovakia

The Czecho-Slovak building will cover 24,000 sq. ft. on the 50,000 sq. ft. of ground space available.

The history of the country, its early origin and what it may expect in the future will be dramatized pictorially.

Commissioner General Hugo Vavrecka has been appointed by his government.

An exceptional restaurant under the management of the Pilsener Urquell Company will be one of the attractions.

Native folk dances, folk songs and national costumes will be included in the program.

In addition to the building it is erecting, Czecho-Slovakia will also have an exhibit in the Halls of Nations.

France

France, whose building is located on one of the largest foreign government plots, has divided her exhibit on two floors and placed a terrace restaurant on the roof.

The main floor will be devoted to "art, luxury and elegance" and contain a theater with about 500 seats. The second floor will reveal the effort of the French people in the evolution of civilization. Another restaurant will be located on this floor.

The French Colonial Empire, its development and hopes, will have exhibits in a smaller building beside the main pavilion.

In addition, France will have an exhibit in the Halls of Nations.

Great Britain

The British Pavilion will include two main sections—the Hall of Honor and the Hall of Achievement, the first recalling past history, the second devoted to modern developments and plans for the future.

Sir Louis Beale is acting as Commissioner General.

Special exhibits by the Minister of Health, Labor and the Board of Education will reveal the development of social services in the United Kingdom; a maritime section will show the progress of the British in sea transport; and an art exhibit will contain work by contemporary artists.

A typical English garden, where the Bands of the Coldstream Guards, the Argyll and Southern Highlanders will play, will be adjoined by a bar and tea room.

The British sections comprise 100,000 sq. ft. of ground area and about 60,000 sq. ft. of actual building space.

Ireland

The Irish Building, under the direction of Commissioner General Leo T. McCauley, is unique in building structure in that it is in the shape of a shamrock.

Irish participation will be confined to exhibit features only. Its historical exhibits will be mounted in panels of pale green Connemara marble. In this building will be commemorated the functions of the Irish State and the ideals underlying contemporary development in all phases of national life. Industrial products of all kinds will be exhibited in the Irish section.

In addition to the Irish Building, Ireland has also taken space in the Halls of Nations.

Italy

Italy is planning to spend \$4,500,000 for its participation at the New York World's Fair.

Under the direction of Vice Admiral Giuseppe Cantu, Commissioner General, Italy is constructing on a plot of 100,000 sq. ft. a 75,000 sq. ft.

building, three stories in height, surmounted by a replica of the statue of ROMA. From the base of the pedestal a broad cascade of more than 200 ft. will foam down sweeping steps into a pool below, in the center of which will be a statue dedicated to Marconi. The use of vitreous glass in the pool will give a prismatic spectacle at night.

The ground floor is devoted chiefly to Italian handicraft; its most striking exhibit will be an actual demonstration of the manufacture of "Lanital", a wool made of skimmed milk.

The first floor will reveal the history of industrial advancements of the Italian Empire, by displays of mechanical industries, naval, aeronautic and electro-technical exhibits, together with perfumes, toiletries and textiles. Modern and ancient books, including rarest examples of the Middle Ages will be seen.

On the second floor activities of the Italian colonies will be portrayed. An elaborate restaurant and cosmopolitan night club will be located on the second floor.

In the Italian section of the Halls of Nations a "Salon d'Onore" dedicated to Il Duce will contain a statue of Mr. Mussolini and a marble and copper map of the Italian Empire.

Japan

The Japanese building is modeled after the ancient Shinto shrine, Shimeizukuri, and including the Japanese garden planned, will cover an area of more than 50,000 sq. ft.

Kaname Wakasugi is acting as Commissioner General, in charge of Japanese participation.

The pavilion will be air-conditioned and only artificial lighting will be used inside. The design is typically Japanese, red, black and gold lacquer being the ornamental scheme.

The exhibit will be divided in three sections—one for art products, the second for a silk exhibit and the third dedicated to the long history of friendship between the United States and Japan.

In the Halls of Nations, where the Japanese government has reserved a unit, what is described as the largest photo-mural ever made will be displayed and show a photographic panorama of the Japanese countryside with Mount Fuji in the background.

League of Nations

The League of Nations building, located on a plot of 24,000 sq. ft., has been under the supervision of Mr. Arthur Sweetser, a member of the staff of the Secretariat of the League.

To date, \$275,000 has been appropriated as the first allotment for the League's participation.

The League of Nations exhibit will issue no propaganda, but will be confined to objective portrayals of what has been done in the fields of eco-

nomics, finance, communications, welfare, drug control, mediation and disarmament.

Fifty-odd nations have united together to build on American soil this contribution to the "World of Tomorrow."

Netherlands

The Netherlands building, under the supervision of Commissioner General A. C. de Graeff, will be located on an area of 100,000 sq. ft. Considerable space will be devoted to a Dutch garden, with flowers blooming continually throughout the period of the Fair.

The Netherlands exhibit will portray the trinity whose component parts are the realm of Queen Wilhelmina—divided into exhibits of Holland proper, the Netherlands East Indies and the colonies in South America.

Holland's struggle with the seal will be dramatized in a very effective exhibit, in addition to the colorful exhibits which have been gathered from all parts of the Netherlands realm.

Music, dancing and sculpture peculiar to the Netherlands colonies will be on the program of Netherlands participation.

A first allotment of \$825,000 has been appropriated.

A unit in the Halls of Nations has been taken by Netherlands also.

Norway

The Norwegian building will cover 11,000 sq. ft. on a plot of 20,000 sq. ft. The building will be of modern design, featuring some of the interesting motifs used in old Norwegian houses.

Commissioner General Frederick Odffjell is in charge of Norway's plans. \$325,000 has been appropriated as the first allotment for participation.

Impressive allegorical murals will portray scenery and industrial activity in Norway. Relief sculpture and painting will depict Norway's contribution to art, literature, music and discovery. Exhibits of handicraft, sculpture and painting will be housed on the second floor. Social welfare and industrial development will be portrayed on the main floor. A cinema and restaurant will also be located in the Norwegian building.

Poland

The Polish building, located on a plot of 70,000 sq. ft., will cover some 40,000 sq. ft., not including a restaurant building recently added to the plans.

Poland's exhibit is under the jurisdiction of Baron Stefan de Ropp, Commissioner General. Approximately \$1,000,000 has been appropriated by the government.

The exhibits will reveal traditional bonds between Poland and America, what has been accomplished in the past and what she hopes for the future are. Historical mural paintings, Polish inventions, development of her maritime power, as well as an exceptional restaurant, managed by a prominent food company of Poland, will be part of the exhibit.

Excellent music and folk dancing will be important parts of the program.

Portugal

The Portuguese building, under the direction of Commissioner General Antonio Ferro, will contain an exhibit showing the little-known power of Portugal and its colonies by an evocation of the past, demonstration of the present and contemplation of the future. Portugal's products and natural resources will be displayed.

In addition to a building on a plot of approximately 26,000 sq. ft., Portugal will have an exhibit in the Halls of Nations.

Rumania

"Romanian House", under the direction of Professor Dr. Demetri Gusti, is the direct result of King Carol's personal interest in having a fine Rumanian exhibit at the New York World's Fair. \$1,000,000 will be spent for Rumania's participation.

Lavish use of Rumanian marble, relief sculpture and columns of typical Rumanian style will make it an outstanding building at the site.

Development of Rumanian industrial activities, her natural resources and handicraft will be represented in the exhibits. Social advancement and legislation, art and music, and folk dancing will be features of the exhibits and ceremonial programs.

A very fine Rumanian restaurant will be found in this building.

Rumania will also have an exhibit in the Halls of Nations.

Sweden

Sweden's building, located in the Industrial Area, will be located on a plot of 50,000 sq. ft., and will be of one-story construction. The architecture will be completely functionalistic.

According to the statement of the Commissioner General, Count Folke Bernadotte, the exhibit will "show how Sweden lives along the 'Middle Way.'"

A typical Swedish courtyard with birch trees and flagstones around a fountain will contribute to the national atmosphere. Swedish decorative arts, the history of her progressive social legislation and a tourist exhibit will be the main features. A small moving picture machine will show films continuously, giving scenes of Swedish life and natural attractions.

A restaurant with a unique revolving table of smorgasbord, larger than ever used before, will be found in Sweden's pavilion.

Switzerland

The Swiss building, one of the last to be decided because of previous lack of space, will be the most impressive effort that Switzerland has made in foreign expositions. 1,500,000 Swiss francs has been appropriated as the first allotment.

Together with a section in the Halls of Nation, the exhibit will contain facts about Switzerland and the commercial progress of their industries. A cheese cellar and a smaller "old fashioned Swiss stube" will open on a beer garden.

Swiss artists will be seen in dances and a series of concerts. Drummers and fife players will be imported for special occasions.

Dr. Victor Nef, Commissioner General, states his exhibit will symbolize a country where democratic simplicity and quality rule.

Joined to the Swiss building by a bridge, the Swiss will have a unit in the Halls of Nations across the road.

Turkey

The Turkish exhibit building, located in the Industrial Exhibit Area, will contain exhibits revealing modern Turkey and its aspirations for the future. Natural resources and its various products will be on display. A Turkish restaurant and bazaar will be important features.

The new Commissioner General, Nizamettin Ali Sungursav, has just arrived and taken charge of preparations. An initial allotment of \$400,000 has been made for Turkey's participation.

Turkey's building is being erected on a plot 22,000 sq. ft. in size. In addition, Turkey will have an exhibit in the Halls of Nations of the Government Area.

U. S. S. R.

The U. S. S. R. pavilion will be one of the largest on the site.

In addition to 53,000 sq. ft. of floor space devoted to exhibits, there are a restaurant serving typical food and liquors, and a cinema.

The main portion of the building is circular in form, two stories high. Soviet granite has been imported for the court. A Pylon rising to the height of a fifteen-story building, surmounted by a lofty statue of stainless steel, will dominate the structure.

Exhibits will show how the various peoples of the Soviet Union live and work, study and take their recreation. One exhibit will illustrate Arctic explorations. Two exhibits are planned which will be rather extraordinary, one a model of the Palace of Soviets in semi-precious stones and another a mosaic map of the Soviet Union in semi-precious stones.

Fine examples of art, peasant handcraft, drama, motion pictures and ballet are planned as part of the Soviet participation.

The building will be air-conditioned and have escalators between the two floors.

Venezuela

Venezuela's building will be located on an area of 24,000 sq. ft. and will comprise some 16,000 sq. ft.

Venezuela's plans for exhibits in its pavilion have not yet been presented to us.

PART II HALLS OF NATIONS

PARTICIPANTS

In addition to the foreign governments which will have exhibits both in their own buildings and in the Halls of Nations, thirty-three governments will confine their participation to exhibits in Halls of Nations surrounding the Court of Peace. 10,000 sq. ft. of exhibit space was made available to each foreign participant in these buildings.

The following governments will have exhibits in these buildings only:

Albania's exhibit is due to the personal decision of King Zog who has appointed Count de Montale as Commissioner General. Murals of Albanian history and scenery have been prepared personally by Count de Montale. The little known opportunities for tourism and various handicraft products will comprise the exhibit. A national restaurant will also be located in this section. \$25,000 has been allocated for Albania's participation.

Australia's government has appointed Mr. L. R. Macgregor as Commissioner General. Australia has endeavored to secure maximum results in the space available and concentrate on three special aspects to portray present development and potential progress of the southern continent. An information office and specially trained attendants will be available to deal with all inquiries. The diversity of Australia's resources and production, and the background of her industries, producing \$900,000,000 worth of products per year, will be one of the major features. A museum containing unique birds and animals will be located in this section. Air conditioning will be installed.

Cuba's participation is under the direction of Dr. Luis Machado, President of the Cuban Participation Committee. This exhibit will include products of Cuba's soil, manufactured products, accomplishments in science, fine arts display and touristic display. A small restaurant and bar, typical of the country, will be a part of the Cuban section.

Denmark will have an exhibit confined principally to a pictorial history of her country. No commercial products, other than the world-famous porcelain, silverware and Danish arcraft will be shown. The general scheme of decoration will be harmonized to reveal a picture of Denmark as it is today. Mr. Roger Nielsen is Commissioner General and an initial appropriation of \$200,000 has been made. A Danish restaurant is planned. An extensive program of folk dancing, music and folk songs is being drawn up.

Dominican Republic has voted an appropriation of \$50,000 for its exhibit. The section will be divided in three parts, presenting "yesterday, today and tomorrow." President Rafael E. Trujillo has had active supervision and preparations, which are in charge of Mr. Charles Wanzer, Commissioner General. This participant's exhibit will emphasize the untold possibilities of its geological strata, plants and animal life. A large model of the Columbus Memorial Lighthouse will be displayed.

Ecuador has prepared a brilliant exhibit under the direction of Mr. Carlos Dousbedes and Mr. H. Roman, in collaboration with Professor Egas, Commissioner of Fine Arts. Special postage stamps commemorating the World's Fair will be issued by this government. The exhibit will reveal little known aspects of the country as concerns mineral resources, natural beauties and industrial potentialities. \$60,000 was the first appropriation.

Finland has voted an initial appropriation of \$250,000. The Commissioner General is Professor K. T. Jutila of the University of Helsinki. In planning this exhibit the Finnish Commission has kept three main objects in mind: (1) Showing the distinctive improvements and achievements of modern Finland in the realms of material and spiritual progress; (2) revealing that Finland, although old in civilization, is capable of rapid progress in cultural, social and economic wealth; (3) portraying the touristic development of the country. A distinctive part of this exhibit will be a "symphony in wood" designed by the architects, Mr. and Mrs. Alvar Aalto, depicting the land of forests. A small restaurant will be located on the mezzanine.

Greece has allocated \$150,000 for its participation. Its exhibits will include products of modern Greece and displays showing the glories of her great past. It is planned to cover the exterior of this exhibit with the famous marble of Greece. Poetry, art, science, sculpture and drama will be comprised in the Greek exhibit, as well as the industrial and agricultural progress since 1918. The famous statue of the Marathon is intended as the unique feature of the exhibit. The Honorable Demetrios Scilianos is officiating as Commissioner General.

Hungary has dedicated her exhibit to serve the dual purpose of harmonizing with the general theme of the Fair and presenting the vivid and highly individual background of the Magyar state. A fine arts section, handicraft and a travel exhibit will be outstanding in this section. A colorful restaurant will also be included. Baron Karolyi de Kruchina has been appointed Commissioner General.

Haiti will build its exhibit around the various woods and mineral resources of the country. Handicraft will also be included. The Republic of Haiti's program is under the direction of the Minister of Foreign Affairs, Leon Laleau, and an appropriation of \$50,000 has been reported.

Iceland has made a special effort, under the supervision of Commissioner General Vilhjalmur Thor, to reveal to the public its little known history and achievements. Its Republic, dated from 930 A. D., will be portrayed in three sections devoted to the discoveries of the Vikings, the Icelandic Parliament and old Icelandic literature. \$70,000 has been voted by the Parliament.

Iraq, according to the statement of its Commissioner General, Shaikh Mustafa al Ibrahim, will have one of the most colorful exhibits at the Fair. It will include a model of the famous hanging gardens, the Tower of Babel and interesting archaeological pieces. Representatives of the famous Sabean tribes, whose traditional profession is silversmithing, will be imported to demonstrate their art. Technicolor films will reveal the touristic and agricultural phases of the country.

Lebanon, whose republic dates from January 1, 1938, has appointed Mr. Charles Corm as Commissioner General. \$150,000 is reported as the appropriation for its exhibit, which will give the history of the Liban, and contain samples of early Phœnician relics and products indigenous to the country.

Lithuania has made available an appropriation of \$62,000 for its exhibit. This country is the only one to appoint a woman Commissioner General—Miss Madeleine Avicetenaite of the Ministry of Foreign Affairs. The Hall of Honor will depict Lithuania's past, whose focal point will be the gigantic statue of the Grand Duke Vytautas. The Halls of Culture and Education will reveal the progress of Lithuania during recent years of independence and will have sections devoted to literature, music and the theater. A Hall of Folk Art will display Lithuanian activities in this field. An elaborate program of folk songs and dances is planned. A chorus of 2,000 singers will be present on Lithuania's National Day.

Luxemburg's exhibit will have displays showing economic and social progress; and a tableau will reveal the natural beauties of the country. Outstanding murals will be an important feature. William H. Hamilton has been appointed Commissioner General and an initial appropriation of \$25,000 made.

Mexico, in some 9,000 sq. ft. of exhibit space, will reveal the relics of her past, progress in national life and the skill of her artisans. The official architect, Vicente Mendiola, is assembling the exhibit, while Consul General de la Colina is acting as representative for the government.

Morocco—Under the supervision of France's Commissioner General, Marcel Olivier, Morocco will be represented by a vivid exhibit portraying the progress made since the origin of the country, and reveal for the first time in America its natural resources.

New Zealand's exhibit has been supervised by R. M. Firth, Trade Commissioner. Revealing a general picture of this country, an item of interest will be a reproduction of the world-famous Sutherland Falls. Scenic glories of New Zealand will be given prominence, as well as the opportunities for sport.

Nicaragua's exhibit, located in a Pan-American wing of the Halls of Nations, will display all that the country has achieved in the past and will contain samples of her products—industrial, agricultural and handicraft. Plans include a native restaurant, music and dancing.

Pan-American Union—Grouping the exhibits of

Bolivia	Guatemala	Paraguay
Colombia	Honduras	Uruguay
Costa Rica	Panama	

The Union will portray the varied aspects of national life and progress in these countries. The presentation will show the inter-dependence of the Americas and the achievements of the Union as a medium of American civilization.

Peru—Extensive effort has marked the activities of the Peruvian Commission, headed by Dr. Manuel Llosa, Commissioner General. \$600,000

will be spent by the Peruvian Government. Peruvian architecture in its various stages will be exhibited in the interior of the section. A Hall of Honor will reflect the archaeological and historical background of the country. A presentation of mummies will reveal a rival to Egypt's famous religious practices. The display will be one of the most lavish in the Halls of Nations; comprising sections for the Empire of the Incas, natural beauties, natural resources, industries, commerce and specialized artisan products, as well as Peru's remarkable progress in the fields of Education, Social Welfare and Legislation.

Siam—Participation of this country was inspired by the fact that Siam was the first Oriental country with whom the United States signed a treaty—March 20, 1833. The exhibit has been planned by the Minister of Foreign Affairs, Industry and Commerce. Phya Abhibal Rajamaitri, Siamese Minister, is the delegate for liaison with the Fair Corporation. Interiors will be in national architectural style. Color films will reveal the natural beauties of the country. Models of temples, palaces, exquisite and exotic handicrafts will be displayed, as well as precious stones.

Southern Rhodesia—A small but comprehensive exhibit of this country will show for the first time in America all phases of activity in Southern Rhodesia. Norman Yule has been appointed Commissioner General.

Spain—Efforts will be made to show a composite picture of Spanish life in all its phases. Painting, sculpture, literature, folk art and music will be important features. Original, ancient documents will be on display. Don Roberto Fernandez Balbuena was appointed Commissioner General on October 12, 1938.

Yugoslavia—A commission has been actively at work preparing this exhibit abroad since April, 1938. The history of the peoples in this Kingdom, their achievements and products will be presented.

Amounts of appropriations available to foreign governments for participation in the New York World's Fair, and not including any evaluation of exhibits, are today totaled at more than \$30,000,000.

In addition to their plans for exhibits, the following countries have to date advised the Department of Foreign Government participation that naval vessels will be present in New York during the Fair:

Australia	Cuba	Great Britain
Belgium	Denmark	Mexico.
Canada	France	

VIII

OTHER ATTRACTIONS

In comparison to the attractions to be offered to visitors by commercial exhibitors and concessionaires, the special attractions sponsored by the Fair and by other non-profit participants do not occupy as much space but they are, none the less, important. Furthermore, these features, for which the Fair bears the major responsibility, are under more positive control and are in general more nearly completed.

Mural artists, landscape artists and sculptors carefully selected and commissioned by the Board of Design have contributed to a program of Fair One hundred and five murals of various sizes and executed in many different materials will serve to enliven the Fair buildings which would otherwise present to the visitors a wide expanse of windowless walls. Notwithstanding that there is a slight risk of damage due to severe changes in weather conditions, 50% of the mural paintings have already been executed. Due to the time requirement, the work could not be scheduled in a short space of time before Opening Day. World's Fair murals, which are listed below, will be supplemented by murals of participants.

COMMISSIONED MURAL ARTISTS

<i>Building</i>	<i>Artist</i>
Electrical Products Building	Martha Axley
Food Building No. 2	Carlo Ciampaglia
	Pierre Bourdelle
Home Furnishings Building	J. Scott Williams
Hall of Industrial Science	Eric Mose
	(Collaborator: Jose Ruiz)
Metals Building	Andre Durenceau
Home Building Center	Louis Bouche
	Allen Saalburg
	Everett Henry
Consumers Building	Francis Scott Bradford
Hall of Fashion—Apparel and Accessories	Stewart Eldridge
	L. Helmholz Junker
Eighth Avenue Independent Subway Station	Louis Ferstadt
Food (Focal) No. 3 Building	Witold Gordon
Production and Distribution Building	Herman Van Cott
World's Fair Music Hall	Winold Reiss
United States Post Office Building	Paul C. Robertson
Heinz Dome and Academy of Sports Building	Domenico Mortellito
	David Fredenthal
Communications Building	Eugene Savage
	James Owen Mahoney
Marine Transportation Building	Lyonel Feininger
Entrance to Court of States	Ezra Winter
Medical and Health—Science and Education Building	Hildreth Meiere
Business Systems and Insurance Building	Dunbar Beck
	John M. Sitton
Contemporary Art Building	Arthur Covey
Court of States	A. Champanier
Hall of Pharmacy	Michael Loew
	William de Kooning
	Stuyvesant Van Veen
Aviation Building	Arshel Gorky

Art in everyday life is again given emphasis by the Fair in the sculptural program, which is well along toward completion. Thirty-eight sculptural pieces will be found on the Fair Grounds covering a variety of subjects and executed in many different materials and sizes. The figure of George Washington, by far the largest single piece, in a commanding position on the Central Mall will be within five feet of the height of the Egyptian Sphinx. Sculptors taking part in this program who have been advised, directed and commissioned by the Board of Design, are as follows:

COMMISSIONED SCULPTORS

<i>Location</i>	<i>Artists</i>
On Constitution Mall	
"The Astronomer"	Carl Milles
"Time and the Fates of Man"	Paul Manship
"The Moods of Time"	Paul Manship
"George Washington"	James Earle Fraser
"Four Freedoms"	Leo Friedlander
North and Northwest of Constitution Mall	
"Builders of the Future"	William Zorach
"Time"	Joseph Kiselewski
"Speed"	Joseph Renier
"Benevolence, Humility and Efficiency"	Edmond Amateis
"Stone Cutter" and "Runner"	Joseph Renier
"Dolfin"	Walker Hancock
"Industry" and "Agriculture"	Mahonri Young
"Textiles"	Robert Foster
"Fountain of the Atom"	Waylande Gregory
"American Manhood" and	
"American Womanhood"	
"The Harp"	Gaetano Cecere
"The Tree of Life"	Augusta Savage
	Lawrence Tenny Stevens
South and Southeast of Constitution Mall	
"Sea Maid"	Raymond Barger
"Golden Sprays"	Leo Lentelli
"The Crest"	Brenda Putnam
"The Four Victories of Peace"	John Gregory
"Baboon Fountain"	Marshall M. Fredericks
"Labors of Man"	George H. Snowden
"Prometheus and Man" and	
"Vulcan and Man"	
"The Gathering of Various Types of Food"	Carl L. Schmitz
"Dances of the Races"	Dudley V. Talcott
	Malvina Hoffman
Transportation Zone	
"Manhattan"	Sidney Waugh
"Riders of the Elements"	Chester Beach
"Samson and the Lion"	Benjamin Hawkins
"Spirit of the Wheel"	Rene Chambellan
"Europa"	Gleb W. Derujinsky

COMMISSIONED SCULPTORS (Continued)

Government Area	
"Don Quixote de la Mancha"	Olimpio Brindesi
"St. George Slaying the Dragon"	Anthony de Francisci
"Celestial Sphere"	Paul Manship
Amusement Zone	
"Wings"	
"The Four Elements"	Mrs. Gertrude Whitney
"Sculpture"	C. P. Jennewein
	Raoul Josset
Administration Building	
"Mithrana"	Albert Stewart

The main focal point of the Fair Grounds is the Theme Center dominated by the Perisphere and Trylon. The exhibit to be presented to the visitor, visible from the moving platforms around its circumference, is planned to be the high point in the Fair's dramatic effort. The model of "Democracy" with the accompanying motion pictures and sound track are fully planned and under construction.

The other focal exhibits which are the contribution of the Fair to the enlightenment, education and entertainment of Fair visitors correspond in character to the zone in which they will be placed.

<i>Focal Exhibit</i>	<i>Designer</i>
Communications	Donald Deskey
Community Interests	Gilbert Rhode
Food	Russell Wright
Production and Distribution	Egmont Arens
Transportation	Raymond Loewy

The Fair has donated a prominent site for the erection of a Temple of Religion which will be a gathering place for assemblies of a spiritual and inspirational character. Although the full amount required for the building, the gardens, the equipment and the operating expense has not been raised, sufficient progress has been made with the financial program to warrant proceeding with construction. As of the end of 1938, the foundations were complete and the steel framework was erected.

Two important structures will be devoted to Art, one a Fair-built building to house eight hundred works of Contemporary American Art chosen by impartial judges under the direction of our committees on Art from thousands of works submitted by artists throughout the country and the other, for which the Fair donated the site, to house a well-rounded exhibit of masterpieces of European Art. The Contemporary American Art Project is fully planned and operating according to schedule under the control of Fair personnel. The contract for the European Masterpieces Project has not been signed because the full financial arrangements are not yet completed, but the success of the Project is so well assured that the foundations have been laid and plans are being processed.

A three hundred-seat theatre for the showing of educational and scientific movies is planned as part of the Science and Education Exhibit. The sponsorship of this Exhibit by the American Association for Adult Education is now assured. Education and Science are by no means confined to the one spot in the Fair. Every Exhibit and even some concessions have educational, as well as entertainment, value.

By cooperation with the Advisory Committee on Medicine and Public Health and with the American Museum of Health, Incorporated, the exhibits in the Hall of Man have been planned and are in process of execution. The various exhibits present in a realistic manner the physiology of the human body and the effects of the diseases which attack it. The revelation of the modern methods used to treat and control disease are somewhat overshadowed by the graphic presentation of ways and means to conserve health by the prevention of disease.

Five and one-half acres of land were allotted by the Fair to Children's World, Incorporated, for the construction of a major attraction for the little folks in the Amusement Area. Completed construction plans for this area are evidenced by the wood superstructure of all of the important buildings. A main feature of this attraction is the "Trip Around the World", which will enable the small traveler to learn the dress, customs, toys and habits of children of other nations. Supervised playgrounds accommodating twelve hundred children will appeal to the older folks as a proper place to leave their children while touring the site.

The group responsible for "Gardens on Parade" has developed a project which will intrigue every garden lover. Flowers and shrubs of many varieties will be on display in settings of all descriptions—from the humblest backyard variety to the most formal of estate gardens. The buildings to house the indoor exhibits, which consist largely of demonstrations of experimental research work, are substantially complete, and many shrubs are in place.

In addition to the attractions of special interest listed in the foregoing paragraphs, which will be in operation continuously throughout the Fair period, many other attractions and events have been planned for individual days for periods of short duration. Opening Day ceremonies have received special attention from the Promotion Department, the plan being built around the visit of President Roosevelt, which has been assured. These Opening Day ceremonies initiate a long series of special days, which are being designed specially to promote the attendance on those days which might otherwise be comparatively slack. The visit of the King and Queen of England in June is expected to attract a mass of visitors which will tax the capacities of the transportation facilities and the grounds.

IX

PROMOTIONAL ACTIVITIES

During 1938, the entire efforts of this division were concentrated upon stimulating local, national and world-wide interest in the New York World's Fair to the end that a large attendance be assured. Every department contributed to this activity through its logical contacts, but the major efforts

of the entire personnel of this division were spent on the following series of events:

1. THE WORLD'S FAIR PREVIEW—A celebration exactly one year in advance of the opening day of the Fair. Spectacular activities for this occasion were spread over three days:
 - a. April 29—Featured by the Junior League Ball at the site.
 - b. April 30—The motorcade viewed by an estimated one million people who lined the route through Manhattan and Queens to the site where the five-mile-long procession, including one hundred eighty elaborate floats and twenty-five bands were seen by an additional half million more and reviewed by many dignitaries.
 - c. May 1—The Music Festival at the site. Attendance during the day approximated six hundred thousand visitors.
 - d. May 2—Leaving the grounds in a body, the thirty-day Goodwill Tour of forty-nine automobiles traveled separately to the Capitol at Washington and the forty-eight states conveying special greetings to the President, the respective Governors and the Mayors of all cities of five thousand or more population throughout the country. This tour covered over one hundred forty thousand miles, enjoying generous collateral advertising, radio and newspaper publicity at virtually every stop.
2. FEDERAL BUILDING DEDICATION—With appropriate ceremonies that were broadcast to the nation on June 30, the cornerstone of the United States Government Building was laid by the President of the United States.
- 2A. NATIONAL EDUCATIONAL ASSOCIATION CONVENTION—Also on June 30, the final session of this body was held at a different location on the grounds. This meeting was presided over by Mrs. Roosevelt, introducing the President, whose speech was again broadcast. Newspapers and newsreels featured these events. The attendance of some twelve thousand teachers on this occasion has been productive of their heartiest support in publicizing the Fair through schools in all parts of the country.
3. HOWARD HUGHES FLIGHT—This fifteen thousand-mile airplane trip around the world in a special plane named "The New York World's Fair 1939," engaged the interest of the entire civilized world from July 10 to 14, inclusive. Bidden farewell by the Mayor of New York and the President of the Fair, the progress of the plane remained front page news throughout the flight. Newsreels carried pictures of the take-off; radio remained in constant communication. The successful conclusion of this spectacular event culminated in a typical Manhattan welcome at which the principals, accompanied by the President of the Fair, were fittingly feted by New York's millions. Both local and out-of-town press featured this event, many devoting the entire front page and multiple additional columns to the story, while newsreels again pictured the landing and rousing reception.

4. **HERALD TRIBUNE FORUM**—Through the cooperation of Mrs. Ogden Reid, the final session of this annual Forum was held on October 27, 1938, in the Business Systems Building of the New York World's Fair. Between thirty-five hundred and four thousand women from all over the country attended. In addition to the regular program, World's Fair officials were asked to unfold many of the interesting phases of this undertaking. Portions of the program were also broadcast to the nation.
5. **COURT OF PEACE DEDICATION**—November 11, 1938, marked the twentieth anniversary of Armistice Day. This day was chosen to dedicate the imposing Court of Peace at the New York World's Fair. Attended by thousands, it also marked the last occasion on which the public was invited to the site prior to the operating period. Colorful ceremonies, appropriate speeches and music were broadcast from the grounds to the entire world, and special significance was given the event by the press of the nation.
6. **NEW YEAR CELEBRATION**—Marking the advent of the year 1939—the year of the New York World's Fair—a spectacular "Dawn of a New Day" celebration was staged throughout the city.
 - a. A few days prior to this event the Fifth Avenue Association dedicated the windows of its members' shops to the Fair at a colorful unveiling ceremony in which the Mayor and the President of the Fair participated. Store windows throughout all important shopping areas were trimmed with World's Fair flags and bunting in World's Fair colors, as were the lobbies and marquees of the principal hotels, night clubs, theatres and movies.
 - b. At midnight on New Year's Eve, the crowds in Times Square were introduced to the "Girl of Tomorrow" at a unique ceremony; every motograph sign in the metropolitan area carried a dedicatory message; World's Fair "Dawn of a New Day" parties were held at important hotels and clubs where the nationally famous name orchestras played the World's Fair theme song, "Dawn of a New Day," at exactly 12:01 A. M. Their music was broadcast over all the radio chains from coast to coast. An elaborate fireworks display was simultaneously staged at the Fair site and viewed by thousands from surrounding vantage points. Every passenger liner cruising at sea dedicated its New Year's Eve party to the New York World's Fair, providing World's Fair licensed merchandise as favors to guests. Their orchestras also played the Fair theme song greeting the New Year.
 - c. On Sunday morning, January 1st, Radio City Music Hall was the scene of an impressive "Dawn of a New Day" religious service. An overflow audience greeted this ceremony at which the pertinent messages of important speakers and appropriate music were again broadcast nationally.
 - d. At 1:30 P. M. on New Year's Day, the first of a series of weekly international broadcasts known as the "Salute of the Nations" emanated from Finland. The schedule of this series includes programs at which the crowned heads and Premiers of principal for-

eign nations send greetings to the New York World's Fair. These impressive programs will continue throughout the pre-Fair period, reaching an audience of millions over the broadcast chains of the United States and Canada, and short-wave to Europe and South America.

Other promotional activities pursued throughout the year, which will be vigorously maintained up to and into the operating period, are:

Collateral Advertising—This phase of Fair activities has assumed proportions far beyond the most sanguine estimate. Sponsoring no advertising campaign of its own, the Fair Corporation has enlisted and encouraged the active cooperation of literally thousands of interests. The forms this promotion has taken include all media—magazine and newspaper advertising, radio "commercials", outdoor boards, car cards, window displays, direct mail literature, shipping cartons, bank checks, business forms, letterheads, etc. In addition, there have been numerous special folders prepared by transportation and tourist interests with circulation aggregating millions.

Promotional Literature—Closing the year 1938, two million lithographed posters and one million four-colored offset folders were provided so that pertinent information on the Fair would be available. Distribution of both posters and folders is being carefully organized to insure complete coverage.

Advisory Committees—Throughout the year these groups were kept informed of developments as a prime outlet for Fair promotion in their individual communities. Their services were also frequently enlisted when the cooperation of local officials was essential. In legislative matters affecting the participation of states, the influence of these committees has often been particularly effective.

FEATURE PUBLICITY—During the latter half of 1938, this department provided articles for forty-odd major publications. A number of publications exerting vast influence in their respective fields will dedicate complete single issues to the World's Fair during 1939. Six of these (McCall's, Harper's Bazaar, Iron Age, Esquire, Mademoiselle and London Illustrated News) have already set the dates of issue, and others are projected during the operating period.

SPEAKERS' BUREAU—Approximately eight hundred and fifty speeches were made to greatly diversified groups during 1938. The attendance totalled upwards of two hundred thousand. Since the turn of the year, this schedule has been accelerated to an average of eight speeches daily by volunteer members of the Fair personnel and other organizations. The efforts of this bureau during 1939 are being directed toward arranging for speeches at all conventions meeting in New York prior to and during the Fair period. A drive aimed at students in grade, high and parochial schools throughout New York and adjacent states is also being vigorously pursued.

SPECIAL EVENTS—A great many preliminary ceremonies were held during the latter half of 1938. These took the form of dedications, corner-

stone layings, etc., some assuming special importance, as in the case of foreign government buildings, and those of large corporations exhibiting here. These occasions invariably made the columns of the daily press and many were broadcast over the radio.

PRESS—A summary of results from July, 1936, to October 11, 1938, shows that space obtained in newspapers, magazines, periodicals and other publications both at home and abroad has reached an estimated total of 7,285,690 column inches, or 63,033 pages. During the first eight months of 1938, this department made and distributed 90,410 pictures on Fair subjects to periodicals, exhibitors and allied interests. World's Fair publications such as the "Bulletin" and the "World" distributed approximately six hundred thousand copies in the aforementioned period, giving a total reader circulation of over three million. Of the more than three thousand American publications which have been supplied with textual and pictorial material, our records for this period include over twenty-five hundred articles as having been published with total space amounting to 532,770 lines.

RADIO—This department of Promotion played an important rôle in every major event staged by the Fair and its exhibitors. Through its efforts, the cooperation of the three major broadcasting chains and many lesser groups has been repeatedly enlisted. Programs of international significance have also been scheduled over powerful short-wave stations reaching European, Asiatic, Australian and South American audiences.

A partial summary of time obtained on the air follows:

Preview: 5,297 broadcast periods including local, national and international chains.

Hughes Flight: Half-hourly broadcasts on three networks throughout the flight. General Electric and Westinghouse national short-wave stations also reported progress of the flight at the same frequent intervals day and night.

"Dawn of a New Day"—8,663 station periods devoted to sustaining programs; 4,816 station periods on commercial programs.

For 1939, the spectacular "Salute of the Nations" programs scheduled for seventeen consecutive Sundays has been previously mentioned in this report. In addition, a special Government Series has been arranged at which the various members of the national cabinet will be the principal speakers. This series will be broadcast from coast to coast by the NBC from 7:00 to 7:15 P. M., Sundays, February 5 to April 23, inclusive. An agreement has been made with the Amateur Radio Relay League whereby the New York World's Fair Radio Club will have its exclusive amateur radio station at the Fair Grounds. Some forty thousand amateur radio operators in the United States and sixty thousand others throughout the world will cooperate. The first program, a greeting from the President of the Fair, was broadcast on December 31. This activity will be the means of disseminating interesting information throughout the nation, and abroad.

Newsreel—During 1938, the World's Fair had fifty-three subjects on one or more newsreels released throughout the United States and Canada. Of

these subjects, thirty-nine were released to thirty-one foreign countries. American newsreels have been shown at approximately sixteen thousand theatres and viewed by approximately ninety million persons. Those shown in foreign countries cover twenty, thousand theatres with an attendance estimated at one hundred ten million persons for every subject.

Since January first there have been two releases:

- (1) A general showing of construction progress at the site, and
- (2) The dedication of the French Government Building which will be released here and in other European countries as well.

For the remainder of the pre-Fair period, twenty-four subjects have been definitely programmed for newsreel coverage. The March of Time will have a special feature on the Fair, and a two-reel short feature production by the Fair on the opening will be released by RKO-Pathé. M-G-M, Twentieth Century Fox and Warner Brothers are all planning superproductions to be made in conjunction with the Fair during the year.

Sports—The major publicity obtained in this field during 1938 was through the three New York major league baseball clubs, playing to a combined attendance of five million. The uniforms of these clubs displayed the Trylon and Perisphere throughout the season, and it is anticipated that they will continue this through 1939. The New York National League Club has already produced seven hundred thousand admission tickets and twenty-five thousand schedule booklets carrying the World's Fair symbol for the 1939 season.

The World's Fair has also sponsored a national ballot by prominent sports writers and coaches to select the amateur athlete who contributed most to sport during 1938. During the Fair operating period, the winner will be presented with a suitable trophy. This event will be featured by the sports writers of all newspapers with tremendous national coverage. Newsreels and radio will give the occasion still wider circulation.

World's Fair Savings Clubs—In forty-two states, this plan is operating in four hundred and twenty-three banks, and there are forty-nine participating banks in nineteen foreign countries. The club memberships run as high as nine thousand in a single bank.

Credit unions circularized by the Fair during 1938 have developed eighty participating units in nineteen states. The membership in these organizations range from small groups of fifty to as high as twenty-two hundred employees in one plant.

Children's Promotion—Activities in children's promotion during the last year were centered on schools. High spots were the big N. E. A. meeting addressed by President Roosevelt at the Fair Grounds on June 30, mentioned elsewhere in this report, and the inclusion of data on the Fair in the curriculum of the New York Public Schools and those of several nearby cities. Under the sponsorship of the New York Public Schools about twenty-five thousand children have visited the Fair Grounds since December first. Just off the press are the first four of a series of lesson outlines for teachers prepared by a member of the teaching staff of the New York Public Schools under the joint direction of the Board of Education and the Fair.

ATTENDANCE ESTIMATES

Voluntary surveys conducted by the New Yorker and Fortune Magazines and the Ross Federal Research Corporation in the fall of 1938 indicate that admissions to the Fair will probably exceed the estimates of sixty million made by Fair executives. Evaluating the results of these surveys on a conservative basis, it may be concluded that they indicate admissions in the neighborhood of ninety million, computed on a basis of three to four admissions per visitor.

A recent survey conducted by the Gallup Poll of Public Opinion gives further substantiation of this estimate and in view of the fact that our basic financial calculations have indicated that an attendance of 40,000,000 will enable the Corporation to pay off virtually all of its financial obligations, the goal of financial success appears attainable.

Our first positive indication of public approval will be available when our advance tickets are offered for sale. This campaign, which was originally planned for the last quarter of 1938, was intentionally delayed until February of this year so that it might be properly timed to match our promotion program.

The evils of a liberal admission pass privilege are known to those having had experience with a public venture such as this. The Management hopes to profit by the experience of others and rigidly enforce the rules already laid down—that free admission passes will be issued only to members of the visiting Press and to persons actually employed on the Fair Grounds.

XI

OPERATIONS FACILITIES AND SAFEGUARDS

The operations facilities and safeguards to be offered to our millions of visitors have received careful attention of the Management. Although plans are not fully perfected and will not be until shortly before the opening day, a great deal of progress has been made and it is safe to say that reference to the experience of other Fairs indicates that no important problem is being overlooked.

Transportation and Parking

The capacity of the transportation lines leading to the Fair has been carefully studied and terminals have been provided within the grounds to permit their use to maximum capacity, which is approximately as follows:

	<i>Persons per hour</i>
I. R. T.-B.-M. T. Subways	40,000
Independent Subway	40,000
Long Island Railroad	20,000
Trolley	15,000
Buses, Taxis	28,000
Automobiles	17,000
Total	160,000

It will be noted from the above table that the two most important means of transportation are the two subway systems. The I. R. T.-B.-M. T. station at Willets Point connects by an overpass to the main Exhibit Area, while the Independent Subway Terminal opens directly into the Amusement Area. Excellent service is promised on both of these subway systems, the I. R. T. having a third track for express service on the Corona branch.

The Port Washington branch of the Long Island Railroad will probably be the fastest means of transportation from the city. Express service by special trains to the World's Fair will make the run in approximately ten minutes for a fare of ten cents.

Regular bus lines operating from Manhattan, Bronx, Brooklyn and Long Island will bring visitors to the Fair, and provisions will be made to unload and load passengers at various bus terminals located on the east and west sides of the Fair Grounds while chartered buses bringing visitors from outlying towns will be parked in a field at the north side of the grounds.

A channel 12' deep and 200' wide has been dredged from Rikers Island (East River-Long Island) to allow excursion boats and large craft to come into Flushing Bay and land at the World's Fair dock and a mooring area is being constructed within the World's Fair Boat Basin which will accommodate about 300 yachts. Fast water taxis will run from various points in Manhattan, Westchester, New Jersey and vicinity to the Boat Basin. Visiting yachts and water taxis will have a supply service available and a continuous policing of the mooring area will be maintained.

For visitors arriving by plane at North Beach Airport, which is located about one mile from the World's Fair Grounds, the several methods of transportation now in use will be available during the Fair operating period.

During the operation of the Fair, six parking fields will be provided. Five of these parking fields will be operated by the World's Fair and one by the Park Department of the City of New York. The five operated by the Fair will have a total capacity of 18,250 cars. The field operated by the Park Department will have a capacity of 12,000 cars. Because of the location of some of these fields in relation to the Fair proper pick-up buses will be provided to transport patrons from the parking fields to one of the entrances to the Fair.

Negotiations are under way to place specially designed World's Fair road markers on all important roads leading to the Fair within the city limits.

Public Safety

A building formerly used by the City for a public school on 111th Street near the Corona gates has been remodeled to meet the requirements of a headquarters building for the Division of Public Safety. There will be two other precinct headquarters, one near the Administration Building and the other at the Arrowbrook Club on Jewel Road.

The police force has been growing gradually with the increased requirements and will be built up to a force of five hundred with accompanying sergeants, officers and detectives at Opening Day. It is anticipated that there will be twenty-four mounted men for special duty. Rules and regulations covering the duties of the police and their methods of operation have already been

issued and ample protection for the Fair and the public is assured. Assignment of special details of city police for emergency duty are anticipated if the occasion requires such action.

Protection from fire has been given the serious attention it deserves. Fire-fighting apparatus purchased by the Fair Corporation has already been installed at strategic positions on the grounds and is being operated by personnel of the New York City Fire Department. The World's Fair force of fire guards patrols the entire grounds, Exhibitors' buildings as well as Fair-owned buildings. The Safety Council which was appointed in 1938 has taken the responsibility of dealing with all problems pertaining to safety. It will continue to function during the Fair period.

Housing

During the latter part of 1938, an attempt was made to interest a non-profit civic housing group in organizing and operating a central housing bureau to serve visitors to New York during the World's Fair. It is believed necessary that a plan which provides for a Manhattan housing headquarters and information service be worked out. A bill has been proposed to the City Council for the licensing and inspection of rooming houses as an emergency measure to be effective during the tenure of the World's Fair, and if this bill becomes a law, it will be of material assistance in solving the housing problem.

The Housing Bureau is dealing with the Hotel Association and rooming house operators and now maintains, on the Fair Grounds, temporary files of vacant rooms for the convenience of the employees of the Fair Corporation and the employees of the Exhibitors and Concessionaires.

Information Service

The need of a separate information section was made evident by public demands for information of all kinds in the fall of 1938. Such a unit was organized and started to function before the end of the year and has subsequently completely taken over the preparation and dissemination of accurate information from day to day.

This same unit is planning for the heavy demands which will be placed upon it during the Fair period in giving out information to the public by telephone and by mail and in furnishing information in proper form for ready reference of clerks in information booths on the Fair Grounds and in New York City.

Sanitation

Arrangements have been made whereby the Fair Corporation will work in close cooperation with the City Health and Sanitation Departments for the protection of the public health. Men's and women's comfort stations will be located at convenient points throughout the grounds, each station including both free and pay areas. Buildings and grounds will be maintained in a clean, sanitary condition at all times and during closed hours all garbage, rubbish and other waste materials will be collected and trucked to City incinerators. Special precautions will be taken to keep the grounds free from rodents and insects and through cooperation of the City Departments areas surrounding the Fair will be similarly controlled. Food handling establishments will be inspected at regular intervals and required to live up to the special World's Fair Sanitary Code.

LICENSING OF WORLD'S FAIR MERCHANDISE

The Merchandise Department, which was organized in January, 1938, and at the time of the last report had three licensed manufacturers with twelve further License Agreements in process of completion, now has a record of four hundred and forty-four licensees, with two hundred and five applications passed by the Executive Committee but not yet completed by the Applicants.

The revenue collected from this operation has reached the figure of \$104,578.84, represented by \$80,196.06 in down payments and \$24,382.84 in royalties. The completed License Agreements cover over 4,000 items in all branches of industry. They can, however, be divided into two general classifications: the obvious tie-up whereby a manufacturer, producing a souvenir, places upon it the insignia of the Corporation, the Trylon and Perisphere, with the legend "New York World's Fair 1939" around it; and the imaginative merchandise tie-up whereby the manufacturer uses the designs, such as the copyrighted murals or sculptures of the Fair Corporation, making an item of beauty and appeal which is inspired by the New York World's Fair 1939, but is in no way a souvenir.

A merchandise License Agreement is granted to any approved manufacturer on a non-exclusive basis. However, the designs submitted for approval by each licensee are carefully registered by the Design Consultant of the Fair Corporation, thus preventing duplication of design and unfair competition between one manufacturer and another.

There is a royalty charge based on the wholesale selling price of the merchandise and a down payment required at the time the License Agreement is signed. This down payment is not an additional fee but a guarantee of volume against which 25% of each month's royalties is credited until the amount is cleared.

The licensing operation is primarily one of raising revenue but it also has a high promotional value due to the wide distribution of the licensed merchandise. Buyers of merchandise throughout the country have not only recognized our merchandising program but have eagerly accepted it. They have found that the charging of a royalty for the privilege of using copyrighted designs or the name and insignia of the Fair Corporation has made the merchandise more desirable and of stronger promotional value than if the use of such designs were allowed without charge or restrictions.

The promotion work with retail stores is along four lines of approach: (1) the strictly merchandising approach of interesting them in handling New York World's Fair merchandise, (2) the fashion approach of interesting them in the fashion appeal of the Fair inspired by its designs, color and cultural aspects, (3) the use of window displays inspired by World's Fair merchandise, and (4) interesting the stores to set up information booths whereby complete information can be given to prospective visitors to the Fair.

All these four approaches interest the retailer because they definitely help to increase his dollar volume and therefore retailers are eagerly adopting them. Advertising plans already presented by licensees show that a large total of lineage will be devoted to New York World's Fair licensed merchand-

dise, hence bringing the name of the New York World's Fair 1939 before millions of readers in all parts of the country.

It is interesting to note that the sale of New York World's Fair licensed merchandise will not only be on the Fair Grounds and in the Metropolitan Area of New York but has spread all over the nation, into South America, into Great Britain and into France. Several chain store companies have informed us that their San Francisco branches are requesting stocks of New York World's Fair merchandise.

/s/ GROVER A. WHALEN

XIII

ANNUAL REPORT OF THE TREASURER

As we approach the end of our pre-Fair period (April 30, 1939) and have paid for a substantial part of our construction and met a substantial part of our pre-Fair expenses, it is incumbent upon the Treasurer to report to you a summary of the results to date and give you an indication of the financial outcome of this pre-Fair period.

Two years ago, after estimating pre-Fair revenues and costs and expenses, including working capital, a balancing figure was arrived at which was decided upon as the amount of the bond issue necessary to be sold. As the Fair developed, many adjustments and transfers among the original items that went to make up this estimate have been made, but assuming that anticipated revenues are received and expenses and cost from now on are as estimated, the original pre-Fair estimates are still substantially correct and it is believed that we can complete our task reasonably close to the limits of our original financial set-up. Some additional expenditures have been made or are planned, which will result in additional income either in the pre-Fair or the Fair period. It is impossible to estimate accurately these additional revenues, but it is probable that any excess of expenditures in the pre-Fair period will be compensated for by additional receipts in the Fair period.

Construction Forecast

The Original Construction Forecast has been adjusted from time to time by both the addition and elimination of certain items. The Contingency Reserve originally provided to meet the problem of increasing costs of raw material and labor, has been appropriated from time to time to provide for such important new items as a remarkable Fountain Display, the Hospitality Center, the Terrace Club, enlarged plans for the Trylon and Perisphere, and many other needed projects. While today we no longer have a Reserve for Contingencies, we have long since had assurance that our estimates of cost were sufficiently accurate to transfer to necessary projects the amount originally provided as a reserve.

Operating Expense Forecast

The Original Operating Expense Forecast has also been adjusted many times to meet new developments as the scope and requirements of the Fair developed. Our expenditures have been and continue to be within the amounts provided for in this adjusted Forecast and it is possible that we will reach April 30 with some saving from this source.

Advance Ticket Sale

Originally we planned a campaign for the advance sale of tickets to be inaugurated in the fourth quarter of 1938. It was subsequently decided that the campaign would be more effective if carried on within a brief period immediately prior to the opening of the Fair, and we shall shortly present, particularly for the benefit of residents of the metropolitan area, a series of combination souvenir books, season tickets, and multiple admission tickets which will be sold at prices representing substantial savings to the users.

Cash Position

As the bond issue was not sold as promptly as originally planned, a substantial saving in interest paid has been effected and temporary bank borrowings have resulted.

Investments and Expenditures

As of December 28, 1938 your Corporation has invested in real and personal property, as shown on the Balance Sheet presented herewith, the sum of \$30,484,405.21. These investments represent, in addition to the necessary working capital, expenditures made in connection with the development and promotion of the Fair Site at Flushing, Borough of Queens, leased from the City of New York, and the erection of buildings and structures thereon. The direct and indirect construction expenditures and the administration and promotion expenses during the year ended December 28, 1938 totalled \$19,040,665.76.

Construction Expenditures

Expenditures for direct construction from inception to December 28, 1938 amounted to \$17,858,369.67, and commitments in connection with construction for ourselves and for the account of others amounted to \$3,291,256.19. For the year ended December 28, 1938 construction expenditures were \$13,561,503.51 (excluding \$53,872.23 direct cost previously carried as inventory).

Operating Expenditures

Expenditures other than construction from inception to December 28, 1938 amounted to \$10,192,761.94, and commitments other than construction, including commitments for the account of others, amounted to \$249,356.06. For the year ended December 28, 1938 similar expenditures amounted to \$5,479,162.25.

Total Construction and Operating Expenses

The total expenditures from inception to date are as follows:

For Construction	\$17,858,369.67
For Other Expenses	10,192,761.94
	<hr/>
	\$28,051,131.61

The difference between this figure and the total of investments referred to above (\$30,484,405.21) is represented by the following items:

Cash	\$ 387,898.79
Accounts Receivable	1,852,571.77
Deposit with City of New York	100,000.00
Other Deposits	92,803.04
	\$2,433,273.60

All expenditures and commitments have been made within the limits provided by authorized budgets and construction appropriations.

Debenture Subscriptions

As of the present time, we have in hand actual subscriptions, plus agreements to make loans secured by Debentures, totalling \$26,093,700.

We have what are believed to be good commitments, but for which subscription blanks have not actually been signed or loans made, totalling \$685,000.

The Governors of the Terrace Club have undertaken to turn in a total of \$2,500,000 in subscriptions. Thus far there have been received from this source and included in the above totals, \$1,415,000, leaving a balance to come through the Terrace Club of \$1,085,000. We have every reason to believe that this amount will be received.

The total of subscriptions already in hand, plus good commitments, plus the additional amount to come through the Terrace Club, therefore equals \$27,863,700. The amount of the Original Debenture issue was \$27,829,500, or \$34,200 less than this total.

It may be considered, therefore, that the sale of the original issue of \$27,829,500 is assured.

(Signed) BAYARD F. POPE
Treasurer

February 7, 1939

ARTHUR ANDERSEN & CO.

67 Wall Street
New York, N. Y.

To the Board of Directors,

NEW YORK WORLD'S FAIR 1939 INCORPORATED:

We have made an examination of the balance sheet of the New York World's Fair 1939 Incorporated as at December 28, 1938. In connection therewith, we reviewed the accounting methods and examined or tested accounting records of the Corporation and other supporting evidence for the period from October 22, 1935 (date of incorporation) to December 28, 1938.

In our opinion, based upon such examination, the accompanying balance sheet fairly presents the financial position of the New York World's Fair 1939 Incorporated at December 28, 1938.

/s/ ARTHUR ANDERSEN & Co.

New York, N. Y.,
January 28, 1939.

NEW YORK WORLD'S FAIR 1939 INCORPORATED
BALANCE SHEET—DECEMBER 28, 1938

ASSETS AND PRE-EXPOSITION EXPENDITURES

CASH IN BANKS	\$	387,898.79	
DEBENTURE SUBSCRIPTIONS RECEIVABLE (Pledged as collateral to notes payable to banks, per contra)		533,180.00	
ACCOUNTS RECEIVABLE—Participants' rentals	\$1,290,281.49		
Less—Reserve for uncollectible items ...	64,368.79	1,225,912.70	
MISCELLANEOUS ACCOUNTS RECEIVABLE		93,479.07	
FUNDS DEPOSITED BY PARTICIPANTS, per contra		92,803.04	
FOUR PER CENT. DEBENTURES DEPOSITED WITH THE CITY OF NEW YORK UNDER TERMS OF AGREEMENT OF LEASE ..		100,000.00	
DEPOSIT PREMIUMS ON CASUALTY INSURANCE (Less reserve for claims and expenses—\$103,248.26)		56,751.74	
DEFERRED CHARGES AND PREPAID ITEMS		196,783.60	
CONSTRUCTION EXPENDITURES (Direct Cost)		17,858,369.67	
PRE-EXPOSITION EXPENDITURES (Exclusive of direct cost of construction):			
Executive Division	\$	909,060.08	
Committees Division		701,199.83	
Press, Promotion and Radio Division ...		917,947.78	
Operating and Construction Division ...		3,698,099.52	
Government Participation Division		315,425.30	
Service Division		760,552.45	
Treasury Division		624,160.15	
Financial and General Expense		2,035,149.46	
Total	\$	9,939,226.60	
Less—Cash discounts on purchases		22,367.97	
		<u>\$30,484,405.21</u>	

(Continued on following page)

NEW YORK WORLD'S FAIR 1939 INCORPORATED
BALANCE SHEET—DECEMBER 28, 1938

LIABILITIES AND PRE-EXPOSITION REVENUES

NOTES PAYABLE TO BANKS (Secured by debenture subscriptions receivable, per contra, and commitments to subscribe to debentures)		\$	635,025.00
ACCOUNTS PAYABLE AND ACCRUALS:			
Accounts payable	\$	373,032.13	
Accrued under construction contracts ...		808,567.16	
Construction costs retained		379,342.58	
Accrued interest		407,417.74	
Accrued payroll		92,366.38	
Accrued professional fees, etc.		178,045.69	
Deposits for contract performance		1,500.00	
			2,240,271.68
EQUIPMENT NOTES AND ACCOUNTS PAYABLE (4%), Due not earlier than December 30, 1939			176,639.92
FOUR PER CENT. DEBENTURES, DUE JANUARY 1, 1941:			
Authorized—\$30,000,000			
Issued and outstanding (including \$12,599,400 Part Paid Allotment Certificates)	\$21,562,300.00		
Subscribed for but unissued (including \$600 Part Paid Allotment Certificates)		314,900.00	21,877,200.00
PARTICIPANTS' SERVICE DEPOSITS, per contra			92,803.04
DEFERRED CREDITS:			
Deposits—Unexecuted revenue contracts ..	\$	110,674.20	
Other		37,105.41	147,779.61
PRE-EXPOSITION REVENUE:			
Advance rentals—less time and cash discounts, and provision for uncollectible items:			
Ground rentals	\$1,255,717.33		
Building and stand rentals	3,573,086.15		
Town of Tomorrow participation	182,573.14	\$	5,011,376.62
License of copyright materials, concession privilege charges, etc.		130,560.51	
Miscellaneous credits		172,748.83	5,314,685.96
CONTINGENT LIABILITIES AND COMMITMENTS REPORTED: (See following page)			<u>\$30,484,405.21</u>

(Continued on following page)

CONTINGENT LIABILITIES AND COMMITMENTS REPORTED:

Under Employment Agreements:

Agreements have been made with the President and a consultant of the Corporation covering their employment to the termination of the Fair; with the Chairman and six members of the Board of Design to a date one week after the opening of the Fair, and with a consultant to May 1, 1939.

Under Other Contracts Applicable to:

Construction projects	\$2,710,542.76
Construction for others	129,397.96
Equipment rental (for use by participants)	37,300.00
Casualty insurance deposit premiums (pre-exposition period)	40,000.00
Other pre-exposition expenditures (equipment rental, designs, etc.)	88,487.21
Exposition expenditures (maintenance services)	8,386.96
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Commitments:

Purchase orders for material which had not been received at December 28, 1938, etc., applicable to:

Construction projects	\$ 361,967.17
Construction for others	89,348.30
Undistributed charges	31,977.15
Other pre-exposition expenditures	43,204.74
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Under Lawsuits and Claims:

Certain litigation against the Corporation had been instituted at December 28, 1938, and other threatened litigation or claims were pending at that date. In the opinion of counsel to the Corporation, it is impossible to ascertain the ultimate liability of the Corporation with respect to such lawsuits and claims.

Other Contingent Liabilities:

- (1) Under a certain Act of Congress approved August 16, 1937 (Public Resolution Number 61), the Corporation is contingently liable for the customs duty on articles imported from foreign countries for purpose of exhibition or use in constructing, installing or maintaining foreign buildings or exhibits at the Fair, in the event that such articles are not withdrawn as provided under such Act. At December 28, 1938, the customs duty on such articles amounted to approximately \$129,500. This amount is covered by insurance with the exception of customs duty on articles imported for the Corporation's own use.
- (2) Under agreements with Exhibitors, the Corporation is obligated to perform certain construction work, the amounts for which are included in the forecast but are not included in either the liabilities or construction commitments shown above at December 28, 1938.