



NEW YORK WORLD'S FAIR 1939 INCORPORATED

ANNUAL REPORT

AS OF
FEBRUARY 1, 1938

February 14, 1938

**TO THE HOLDERS OF FOUR PER CENT DEBENTURES
AND PART PAID ALLOTMENT CERTIFICATES OF
NEW YORK WORLD'S FAIR 1939 INCORPORATED:**

We have received numerous inquiries as to whether interest on the Four Per Cent Debentures and Part Paid Allotment Certificates of this Corporation is subject to tax. We have been advised by counsel that such interest is not exempt from Federal normal income tax, or Federal surtax, and that such interest, when received by a holder who is subject to New York State income tax, is not exempt from such tax.

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Most impressive of all the many aspects of the progress made by the Fair Corporation during the year 1937, is the list of private firms and corporations which have agreed to participate in the Exhibit Area. This area will be the largest and most important display of the accomplishments of the industrial and commercial enterprises of this country ever shown.

The entire ground area for buildings in the Exhibit Section has been allocated, and substantial progress has been made on the sale of space within exhibit buildings to be constructed by the Fair Corporation.

Present indications are that the income from the sale of ground space in the Exhibit Area alone, will exceed the Pre-Fair Forecast of income from this source by over one-half million dollars.

The list of exhibitors in the Exhibit Area is as follows:

- *Aetna Life Insurance Co.
- *Agfa Ansco
- American Brass Company
- *American Bridge Company
- American Steel & Wire Co.
- Carnegie-Illinois Steel Corp.
- Columbia Steel Co.
- Federal Shipbuilding & Drydock Co.
- National Tube Co.
- Oil Well Supply Co.
- Tennessee Coal, Iron & R. R. Co.
- United States Steel Corp.
- United States Steel Products Co.
- Universal Atlas Cement Co.
- Virginia Bridge Company
- *American Chain & Cable Co.
- *American Express Company
- *American Rad. & Stand. Sanitary Corp.
- Accessories Company, The
- American Blower Corp.
- American Gas Products Corp.
- American Radiator Company
- Campbell Metal Window Corp.
- Church Mfg. Co., C. F.
- Detroit Lubricator Co.
- Fox Furnace Company, The
- Kewanee Boiler Corp.
- Ross Heater & Manufacturing Co.
- Standard Air Conditioning, Inc.
- Standard Sanitary Mfg. Co.
- *American Tel. & Tel. Co.
- *American Tobacco Company
- *Apparel & Accessories Associates, Inc.
- Arden, Elizabeth, Sales Corp.
- *Baker & Company
- American Platinum Works
- Engelhard, Charles, Inc.
- Hanovia Chemical & Mfg. Company
- Irvington Smelting & Refining Works
- Baum, William H., Co.
- *Beech-Nut Packing Company
- *Bethlehem Steel Corporation
- *Borden Farm Products, Inc.
- *Carrier Corporation
- Cherry Burrell Corp.
- *Chicago Flexible Shaft Co.
- *Christian Science Executive Com.
- Ciba Pharmaceutical Prod. Co.
- *Coca-Cola Company
- *Consolidated Edison Co.
- Brooklyn Edison Company
- New York & Queens Electric Light & Power Company
- New York Steam Corporation
- Westchester Lighting Company
- Consumers Union of U. S., Inc.
- *Continental Baking Co.
- *Cook, Thos., Wagons Lits
- *Devoe & Reynolds Co.
- *Dick Company, A. B.
- *Distilled Spirits Institute
- Dorr Co., The
- *Dun & Bradstreet Company
- *duPont, deNemours & Co., E. I.
- duPont Film Mfg. Corp.
- Remington Arms Co., Inc.
- *Eastern R. R. Presidents' Conference
- Ann Arbor R. R.
- Baltimore & Ohio R. R.
- Bangor & Aroostook R. R.
- Bessemer & Lake Erie Ry.
- Boston & Maine R. R.
- Canadian National Rys.
- Canadian Pacific Ry.
- Central R. R. of New Jersey
- Central Vermont Ry.
- Chesapeake & Ohio Ry.
- Delaware & Hudson R. R. Corp.

Delaware, Lackawanna & Western R. R.
 Detroit, Toledo & Ironton R. R.
 Erie R. R.
 Lehigh & Hudson River Ry.
 Lehigh & New England Ry.
 Lehigh Valley R. R.
 Long Island R. R.
 Maine Central R. R.
 New York Central System
 New York, Chicago & St. Louis Ry.
 New York, New Haven & Hartford R. R.
 New York, Ontario & Western Ry.
 Norfolk & Western Ry.
 Pennsylvania-Reading Seashore Lines
 Pennsylvania System
 Pere Marquette Ry.
 Pittsburgh, Shamut & Northern Ry.
 Reading Company
 Rutland R. R.
 Virginian Ry.
 Wabash Ry.
 Western Maryland Ry.
 Wheeling & Lake Erie Ry.
 Eastman Kodak Company
 Edison Electric Institute
 Edison Electric Institute—Shelter Sec.
 *Elgin National Watch Co.
 *Ferro Enamel Corporation
 *Firestone Tire & Rubber Corp.
 Flintkote Company
 *Ford Motor Company
 *Gas Exhibits, Inc.
 Alexandria Gas Company
 Allentown-Bethlehem Gas Company
 Ashland Gas Light Company
 Atlantic City Gas Company
 Battle Creek Gas Company
 Blackstone Valley Gas & Electric Co.
 Boston Consolidated Gas Company
 Bridgeport Gas Light Company
 Bridgeton Gas Light Company
 Brockton Gas Light Company
 Brooklyn Union Gas Company
 Buzzards Bay Gas Company
 Cabot, Godfrey L.
 Central Hudson Gas & Electric Corp.
 Central Illinois Electric & Gas Co.
 Central Indiana Gas Company
 Chester County Light & Power Co.
 City of Charlottesville Gas Dept.
 Claremont Gas Light Company
 Colorado Interstate Gas Company
 Columbia Gas & Electric Corp.
 Binghamton Group
 Cincinnati Group
 Columbus Group
 Charleston Group
 Dayton Group
 Pittsburgh Group
 Columbia Carbon Company
 Connecticut Light & Power Company
 Connecticut Power Company
 Consolidated Edison Co. of N. Y.
 Consumers Gas Company
 Consumers Power Company
 County Gas Company
 Danbury & Bethel Gas & Electric Light Co.
 Delaware Power & Light Company
 Detroit City Gas Company
 East Ohio Gas Company
 Eastern Shore Gas Company
 Elizabethtown Consolidated Gas Co.
 El Paso Natural Gas Company
 Equitable Gas Company
 Grand Rapids Gas Light Company
 Greenwich Gas Company
 Harrisburg Gas Company
 Hartford Gas Company
 Hope Natural Gas Company
 Interstate Natural Gas Co., Inc.
 Jersey Central Power & Light Co.
 Key City Gas Company
 Kings County Lighting Company
 Knoxville Gas Company
 Lebanon Valley Gas Company
 Long Island Lighting Company
 Luzerne County Gas & Electric Co.
 Lynn Gas & Electric Co.
 Madison Gas & Electric Co.
 Michigan Fuel & Light Co.
 Mississippi River Fuel Corp.
 Mt. Carmel Citizens Gas Co.
 Muskegon Gas Company
 Nashville Gas & Heating Co.
 National Utilities Co.
 Natural Gas Pipeline Co. of America
 Newark Consumers Gas Company
 New Haven Gas Light Company
 New York & Richmond Gas Co.
 New York Power & Light Corp.
 New York State Natural Gas Corp.
 Northern Indiana Fuel & Light Co.
 Northern Liberties Gas Co.
 Old Colony Gas Company
 Panhandle Eastern Pipeline Co.
 Pennsylvania Edison Company
 Peoples Gas Company
 Peoples Gas, Light & Coke Co.
 Peoples Natural Gas Co.
 Perth Amboy Gas Light Co.
 Permian Oil & Gas Co.
 Philadelphia Electric Co.
 Portsmouth Gas Company
 Potomac Edison Company
 Providence Gas Company
 Public Service Electric & Gas Co.
 Queens Borough Gas & Electric Co.
 Rochester Gas & Electric Corp.
 Rockland Light & Power Co.
 St. Louis County Gas Company
 Southwest Natural Gas Company
 Springfield Gas Light Co.
 Taunton Gas Light Company
 United Gas Pipeline Company
 Wallingford Gas Light Co., The
 Washington Gas Light Companies
 Washington Suburban Gas Company
 Wisconsin Fuel & Light Company
 Wisconsin Public Service Corp.

*General Electric Company
 *General Motors Corporation
 *Glass, Inc.
 Goodyear Tire & Rubber
 *Halowax Corp.
 Hansen's, Chr., Laboratory, Inc.
 *Heinz, H. J., & Co.
 Home Insurance Company
 *Hoover Company, The
 *Household Finance Corp.
 *International Bus. Machine Corp.
 Ittleson, Mrs. Blanche, & Assoc.
 Jewelry Group, The
 *Johns-Manville Company
 Karagheusian, A. & M.
 Kraft-Phenix Cheese Corp.
 Lederle Laboratories
 (Pneumonia Exhibit)
 Lederle Laboratories
 (Epidemiology Exhibit)
 *Libbey-Owens-Ford Glass Co.
 Lilly, Eli, Company
 *Link Belt Company
 *Macfadden Publications, Inc.
 Mack Trucks, Inc.
 *Men's Apparel Quality Guild
 Merriam, G. & C., Co.
 *Metropolitan Life Insurance Co.
 *National Biscuit Company
 *National Cash Register Co.
 *National Dairy Products Corp.
 National Electric Products Corp.
 *National Standard Company
 New York City Cancer Com.
 New York City Clearing House Banks
 New York Times Company
 *Petroleum Industry Exhibition, Inc.
 The American Oil Co.
 The Atlantic Refining Co.
 Cities Service Oil Co.
 Gulf Oil Corporation
 The Pure Oil Company
 Richfield Oil Corp. of N. Y.

*Signed Exhibit Agreement.

Ground was broken on January 18, 1938, for the construction work on the first building to be started by an industrial exhibitor, namely, The American Gas Association. Plans and models for a dozen other buildings have already been approved by the Fair Corporation.

During 1938, it is expected that two thousand contractors and fifty thousand workmen will be engaged in construction work at the Site.

The estimated investment of industrial exhibitors in the Fair Corporation is thirty million dollars.

Foreign participation at the Fair has expanded during the year to such an extent that the amount of space allocated to the Government Area and the estimated investment in buildings and exhibits by foreign governments has increased five-fold over the original plans. Sixty-two nations have signified their intentions to accept the invitation of The President of the United States to participate in the Fair and the following nations have officially accepted the invitation:

Shell Union Oil Corp.
 Sinclair Refining Co.
 Socony-Vacuum Oil Co., Inc.
 Standard Oil Co. of New Jersey
 Sun Oil Company
 The Texas Company
 Tide Water Associated Oil Co.
 *Radio Corporation of America
 *Roebling's Sons Co., John A.
 Roy Textile Company
 *Rohm & Haas Co.
 *St. Regis Paper Company
 Sangamo Electric Co.
 Singer Sewing Machine Co.
 *Standard Brands, Inc.
 *Swift & Company
 *Texas Gulf Sulphur Co.
 *Timken Roller Bearing Company
 Tomorrow Town
 American Brass Co.
 Bird & Son, Inc.
 By-Product Coke
 Producers Institute
 H. W. Covert Co.
 Flintkote Company
 Great Lakes Steel Corp.
 Johns-Manville Corp.
 David Levov
 Lightolier Company
 Southern Pine Assn.
 *Underwood Elliott Fisher Co.
 *Wanamaker New York, John
 *Wanamaker Philadelphia, John
 *Westinghouse Elec. & Mfg. Co.
 Western Union Telegraph Co.
 White Sewing Machine Co.
 Whitney, O. J., Inc.
 *Wilbert Products Co.
 *Wilson & Company
 Windsor Wax Company
 *Yale & Towne Mfg. Co.
 *Y. M. C. A.

Albania	Esthonia	Mexico
Argentina	Finland	Morocco
Australia	France	Netherlands
Austria	Germany	New Zealand
Belgium	Great Britain	Nicaragua
Bolivia	Greece	Norway
Brazil	Guatemala	Panama
Canada	Haiti	Peru
Chile	Honduras	Poland
Colombia	Hungary	Portugal
Costa Rica	Iceland	Roumania
Cuba	Iran	Siam
Czechoslovakia	Ireland	Sweden
Denmark	Italy	Turkey
Dominican Republic	Japan	U. S. S. R.
Ecuador	League of Nations	Uruguay
Egypt	Liberia	Venezuela
El Salvador	Lithuania	Yugoslavia

Of the above countries, the following are making plans to erect their own buildings in the Government Area:

Argentina	France	Netherlands
Belgium	Germany	Norway
Brazil	Great Britain	Poland
Canada	Italy	Roumania
Czechoslovakia	Japan	Sweden
Denmark	League of Nations	U. S. S. R.
Egypt	Liberia	

The other foreign nations (together with some of the countries which are also building their own buildings) will be furnished with free space up to a maximum of ten thousand square feet in buildings to be designed and in part financed by the United States New York World's Fair Commission.

The expansion of the area devoted to exhibits of foreign governments necessitated a change in the location originally planned for participation by the forty-eight states of the Union. The new location of the States Area is between the foreign government buildings and the Amusement Section. To date the legislatures of thirty-two states and two territories have passed bills authorizing participation in the Fair. These states are as follows:

Arizona	Massachusetts	Pennsylvania
Arkansas	Missouri	Rhode Island
California	Montana	South Dakota
Connecticut	Nevada	Tennessee
Georgia	New Hampshire	Texas
Illinois	New York	Utah
Iowa	North Carolina	Vermont
Kansas	North Dakota	Washington
Maine	Ohio	West Virginia
Maryland	Oregon	Wisconsin
	New Mexico	Wyoming
	Hawaii	Puerto Rico

The following states now have bills pending, which they are momentarily expected to pass:

Alabama	Mississippi	Virginia
Kentucky	New Jersey	Philippine Islands
Louisiana	South Carolina	

It is expected that all states will have arranged for participation before the opening of the Fair.

The architectural plans for the Halls of States to be built by the Fair Corporation in the States Area contemplate the development of units illustrative of the Georgian, Spanish and French architecture characteristic of the various sections of the United States.

Space in the Halls of States is being sold by the Fair Corporation to the participating states at a minimum rate of five dollars per square foot of exhibit space. The amended Forecast of income included an estimate that \$150,000 would be received from the states for rental of space, whereas the present indications are that \$450,000 will be received from this source, being an increase of \$300,000 over the Forecast estimate. The receipts from the states will reimburse the Fair Corporation for the expense of building the Halls of States and development of the States Area. This will be the first fair in which the states' participation has been placed upon a self-supporting basis.

In 1937, the Congress of the United States passed, and The President signed, the following bills:

1. Bill to establish the United States New York World's Fair Commission and authorize it to arrange for participation of the government of the United States; and appropriating three million dollars therefor.
2. Bill appropriating five hundred and five thousand dollars for the widening and deepening of the channel in Flushing Bay and the incidental improvement thereof.
3. Bill to authorize importation of exhibits and materials from foreign nations, free of duty, with provisions for customs inspection at the Site of the Fair, all subject to rules and regulations of the Treasury Department.
4. Bill to give added patent and copyright protection to foreign merchandise during the period of the Fair.

The Fair Corporation also received certain tax exemption privileges from the Federal, State and City Governments, by reason of the fact that it is a non-profit, non-stock corporation with a provision in its charter that the ultimate profits of the enterprise shall be paid for such charitable or educational purposes as the Legislature of the State of New York and the Municipal Assembly of the City of New York may in equal parts respectively designate.

The legislature of the State of New York during the year 1937, passed the following World's Fair legislation:

1. Authorizing use of World's Fair name on automobile license plates.
2. Exempting the Fair Corporation from sales tax, personal property tax, unemployment insurance tax and income tax; and also providing that the Fair Corporation may sell and distribute water, gas and electricity without rate supervision from any public agency.

3. Authorizing construction of Eighth Avenue subway spur into New York World's Fair Site.
4. Authorizing preferential treatment for court actions involving violation of World's Fair Building Code.
5. Appropriating two million two hundred thousand dollars to New York State World's Fair Commission for construction and maintenance of Water Amphitheatre and State Exhibit Building, for state exhibits, and other expenses of the State Commission.
6. A bill to provide for changes in the Alcoholic Beverage Control Law, to assist the Fair Corporation in granting concessions; validating any possible technical irregularities in the Lease between the City and the Fair Corporation; allowing City officials to act as directors of the Fair Corporation; prohibiting unauthorized use of the name and official insignia of the Fair Corporation; authorizing the enactment of a special code of licenses; suspending the powers of the City Art Commission on the Fair Site until the termination of the Fair; and giving the Fair Corporation exclusive control over signs on the Fair Site during the period of the Fair.

The City of New York, by action of the Mayor, the Comptroller, the Board of Estimate and the various department heads, continued to give full cooperation and assistance to the World's Fair enterprise during the year. Outstanding among the legislative acts of the City Government were the appropriations of moneys for the building of a spur of the Eighth Avenue Subway into the Fair Site; for expediting the program for the water supply and sewage disposal system to serve the Fair area; for widening certain highway approaches to the Fair; for developing the North Beach Airport; and for construction of the City Exhibit Building under the auspices of the City World's Fair Commission. A World's Fair Zoning area was established surrounding the Site to prevent unsightly billboards and advertisements, undesirable amusements and unregulated parking and trailer camps adjacent to the Fair.

The Lease between the City of New York and the Fair Corporation was amended to define further the permanent improvements to be contributed by the Fair Corporation to the park program of the City. The Fair Corporation under the Lease will, to the extent provided therein, construct its landscaping, its sewage disposal system, water system and certain other improvements in such a manner that they will fit into the park program of the City for the permanent improvement of Flushing Meadow Park.

The building program of the Fair Corporation is proceeding on schedule. The following buildings are actually under construction and have reached the completion stage shown in the following table:

S-1 Administration Building	Complete and occupied.
U-6 Trylon and Perisphere	Foundations are complete Paving and pool drainage complete Contracts let for escalator and moving platforms Steel is being fabricated; erection thereof to commence March 15.

R-2 Communications Building	Foundations are complete Superstructure including plumbing and ventilating is complete Interiors and electric wiring are under construction.
South Pylons	Under construction.
Star Pylons	Steel is being fabricated Invitations for bids on general construction are in preparation.
N-6 Shelter Building	Foundations and superstructure complete Interiors under construction.
P-6 Mining and Metallurgy Building	Foundations are complete Superstructure is practically complete Interiors are under construction.
N-5 Medicine and Public Health Building	Foundations are complete Superstructure is nearing completion.
U-3 and U-4 Business Administration Building	Foundations are complete Superstructure is under construction Interiors under construction.
O-5 Consumers Building	Foundations are complete Superstructure is under construction Invitations have been mailed for bids on interiors.
L-1 Textile Building	Foundations are complete Superstructure is under construction Invitations are being prepared for bids on interiors.
N-7 Food Building	Foundations are complete Superstructure is under construction Invitations have been mailed for bids on interiors.
O-7 Food Focal Building	Foundations are nearing completion Steel is being fabricated Invitations have been mailed for bids on both superstructure and interiors.
J-5 Shelter Building	Foundations are complete Steel is being fabricated Invitations have been mailed for bids on superstructure and interiors.
O-6 Fisheries Building	Foundations are complete Steel is being fabricated.
V-3 Electrical Production Building	Foundations are complete Steel is being fabricated.
Q-7 Chemicals and Plastics Building	Foundations are under construction Steel is being fabricated.

V-7	Distribution Building	Foundations are under construction Steel is being fabricated.
Z-1	Marine Transportation Building	Construction of foundations has started Steel is being fabricated.
Y-1	Motor Transportation Building	Construction of foundations has started Steel is being fabricated.
	World's Fair Club	Building is under construction.
	Park Boat House	Construction of building is practically complete.
	Park Field House	Construction of building is complete.
	Permanent Utilities Building	Construction of building is practically complete.
	North and South Substations	Foundations are complete and transformers are being installed.
	Police, Fire and First Aid Stations	Two police, fire and first-aid stations have been completed and are occupied.

The architects, designers, mural painters and sculptors for the Fair have been selected upon recommendation of the Committee on Architecture and Physical Planning and the members of the Board of Design, who are as follows:

Stephen F. Voorhees, Chairman

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

A list of those selected and their assignments, is as follows:

Commissioned Architects

Administration Building S-1

Harvey Stevenson
Eastman Studds
Gerald A. Holmes
John A. Thompson
Edgar I. Williams
Richard A. Kimball
Ellery S. Husted

Theme U-6

J. Andre Fouilhoux
Wallace K. Harrison

World's Fair Club

Thomas Harlan Ellett

Community Arts J-4

Frederick L. Ackerman
Joshua D. Lowenfish
John V. Van Pelt

Shelter Materials J-5

Robert W. McLaughlin, Jr.
Arthur C. Holden
Stamo Papadaki
John C. B. Moore
Jean Labatut

Commissioned Architects (Continued):

Textiles L-1

Frederick G. Frost, Sr.
Frederick G. Frost, Jr.
Ward Fenner

Health N-5

Francis L. S. Mayers
O. H. Murray
Hardie Phillip

Home Focal N-6

Dwight James Baum

Foods No. 1 N-7

M. W. del Gaudio
Henry Titus Aspinwall
Paul F. Simpson

Consumers O-5

Frederic C. Hiron
Peter Copeland

Fisheries O-6

Leonard M. Schultze
Archibald M. Brown

Foods Focal O-7

Eric Kebbon
Philip L. Goodwin
Morris Ketchum, Jr.
Edward D. Stone
Richard Boring Snow

Metals P-6

William Gehron
Benjamin W. Morris
Robert B. O'Connor

Chemicals and Plastics Q-7

Joseph H. Freedlander
Maximilian Bradford Bohm
Charles W. Beeston

Cosmetics R-1

John Walter Cross
Eliot Cross
John Hironimus

Communications Focal R-2

Leonard Dean
Francis Keally

Distribution Focal U1-U5

Pleasants Pennington
George Lyman Paine, Jr.
I. Woodner-Silverman

Business Administration U3-U4

Eric Gugler
John B. Slee
Robert H. Bryson

Electrical Production V-3

A. Steward Walker
Leon N. Gillette

Distribution No. 2 V-7

Harvey Wiley Corbett
William H. MacMurray
Robert W. Cutler

Transportation Focal Y-1

James Gamble Rogers

Aviation Z-2

William Lescaze
J. Gordon Carr

Commissioned Architects (Continued):

Plaza III	Alfred Fellheimer Steward Wagner
Hospitality Building	Harold Sterner Richard S. McCaffery, Jr. Maurice Gauthier Ides van der Gracht Walter H. Kilham, Jr.
Building, State Sector	James K. Smith Lawrence G. White Frederic R. King
Building, State Sector	Edgerton Swartwout
Building, State Sector	Philip Sawyer Louis Ayres L. M. Franklin
Marine Transportation Z-1	Ely Jacques Kahn William Muschenheim Morrison Broun
Building K-1	Everett F. Murgatroyd Palmer H. Ogden Leon Levy Lionel Levy S. Brian Baylinson Frederick Pavlicek, Jr. Robert H. Newstead F. P. Platt Charles C. Platt
Additional Wings, Government Pavilion Theatre	Howard L. Cheney L. Andrew Reinhard Henry Hofmeister Lewis G. Adams T. Merrill Prentice Almus Pratt Evans Lawrence Moore Frederick J. Woodbridge Henry Otis Chapman, Jr. Harold W. Beder Verna Cook Salomonsky Perry M. Duncan Edwin M. Loye A. Lawrence Kocher Henry S. Churchill Verner W. Johnson Phil Birnbaum Carl Landefeld Don E. Hatch Frederick M. Godwin George R. Thompson Howard S. Patterson Cameron Clark James C. Mackenzie James W. O'Connor
Houses, Model Village	

Landscape Architects

Northwest Section, Main Exhibit Area	A. F. Brinckerhoff
Northeast Section, Main Exhibit Area	Charles D. Lay
Section 2	Charles N. Lowrie
Central Mall	William Platt Geoffrey Platt

Commissioned Sculptors

Central Mall	Paul Manship James E. Fraser Leo Friedlander Albert Stewart Joseph E. Renier Joseph Kiselewski George H. Snowden Carl L. Schmitz Gaetano Cecere Edmond Amateis Robert Foster Dudley Talcott C. P. Jennewein William Zorach Malvina Hoffman John Gregory Chester Beach Gleb W. Derujinsky Waylande Gregory Rene Chambellan Benjamin Hawkins Augusta Savage Brenda Putnam Sidney Waugh Walker Hancock Chester Beach—Collaborator Raymond Barger Leo Lentelli Gertrude V. Whitney Mahonri Young Raoul Josset Anthony de Francisci Olympio Brindesi Marshall Fredericks Lawrence Tenney Stevens
Administration S-1	
Communications Focal R-2	
Business Administration U3-U4	
Consumers O-5	
Metals P-6	
Home Focal N-6	
Health N-5	
Textiles L-1	
Foods Focal O-7	
Pylons, South End of Plaza VI	
Court, Business Administration U3-U4	
Court, Distribution Focal U1-U5	
South End Plaza No. VI	
Transportation Section South Plaza	
Transportation Section North Plaza	
Plaza No. III	
North Entrance from 111th Street	
South Entrance from 111th Street	
Community Arts Center	
Court, Consumers O-5	
Plaza End of Street No. 18	
Court, Fisheries O-6	
Court, Communications Focal R-2	
Plaza V	
Plaza west of New York State Bldg. State Sector	
Court, Metals P-6	
Position of sculpture piece to be determined at a later date	

Commissioned Mural Painters

Business Administration U3-U4	Dunbar Beck John Sitton
Consumers O-5	Francis S. Bradford
Health N-5	Hildreth Meiere
Home Focal	J. Scott Williams
Communications Focal R-2	Eugene Savage James O. Mahoney
Metals P-6	Andre Durenceau
Foods No. 1 N-7	Pierre Bourdelle Carlo Ciampaglia
Transportation Focal Y-1	Henry Billings
Fisheries O-6	Domenico Mortellito David Fredenthal
Distribution No. 2 V-7	Herman Van Cott
Electrical Production V-3	Martha Axley
Textiles L-1	Stuart E. Eldredge L. Helmholz Junker
Distribution Focal U1-U5	Michael Loew William de Kooning
Chemicals and Plastics Q-7	Eric Mose
Foods Focal O-7	Witold Gordon
Community Arts J-4	Arthur Covey
	CONSULTANTS
Acoustics	Electrical Products Institute
Amusements	Albert Johnson Laurence Stallings
Architecture	Paul Cret Jacques Greber
Aviation Exhibits	Major C. C. Mosely
Color	Julian E. Garnsey
Decoration	Nathan J. Amster Margaret McElroy Miriam Minor
Educational Exhibits	James H. Hart Dr. Otto Neurath Elmer Schlesinger
Electrical Power	Willits Sawyer
Engineering	Parsons, Klapp, Brinckerhoff & Douglas Madigan & Hyland

CONSULTANTS (Continued):

Exhibit Architecture	Skidmore & Owings George W. McLaughlin
Exposition Engineering Foundations	T. C. Forrest, Jr. Moran, Proctor & Freeman N. A. Richards Lazarus White
Industrial Design	Will Funston Raymond Loewy
Landscape	A. F. Brinckerhoff Clarence C. Combs Charles D. Lay Charles M. Lowrie
Lighting	Bassett Jones Morgan, Hamel & Engelken
Marine	Victor Anderson
Mechanical	Meyer, Strong & Jones
Medical Exhibit	Amer. Public Health Association Homer N. Calver
Murals	Ernest Peixotto
Radio	J. H. Appel, Jr.
Recreation	Esther C. Johnston
Science	Gerald Wendt
Sculpture	Lee Lawrie
Shelter	Otto Teegan
Social Science	Philip McConnell
Sports	Christy Walsh
Structural	Purdy & Henderson
Transportation	W. C. Dunlop John C. Evans Parsons, Klapp, Brinckerhoff & Douglas Robert Ridgway Daniel L. Ryan
Water Displays	Jean Labattut

In accordance with the general plan and theme of the Fair, the Exhibit Area of the Fair is divided into zones or sections as follows:

Business Administration and Communication
Clothing and Cosmetics
Foods
Medical and Public Health
Production and Distribution
Shelter
Transportation
Welfare

The exhibits of private exhibitors are grouped according to this general plan and theme. At the center or focal point of each such section, the Fair Corporation will design and display a non-commercial focal exhibit, dramatizing the contribution of the part of the community shown in that section of the Fair, to the welfare of the community as a whole. A list of the focal exhibits together with the designers thereof, is as follows:

Theme Exhibit—Theme Building	Henry Dreyfuss
Transportation Focal Exhibit—Building Y-1	Raymond Loewy
Food Focal Exhibit—Building O-7	Russell Wright
Community Interests Focal Exhibit—Building N-6	Gilbert Rohde
Communications Focal Exhibit—Building R-2	Donald Deskey
Production and Distribution Focal Exhibit—Building O-5	Egmont Arens
Medical and Public Health Focal Exhibit	Designer not yet selected

The staff of the Fair Corporation has increased correspondingly with the development of the program of the Fair. Following is a list of the administrative staff:

Administrative Assistants to the President	Howard A. Flanigan Thomas J. Donovan Julius Cecil Holmes J. Peter Hoguet, M.D.
General Manager	W. Earle Andrews
Chief Engineer and Director of Construction	John P. Hogan
Financial Director	G. Vincent Pach
Chairman of Board of Design	Stephen F. Voorhees
General Counsel	Lord, Day & Lord Herbert Brownell, Jr., of Counsel
Auditors	Arthur Andersen & Co.
Director of Advisory Committees	Charles C. Green
Director of Women's Participation	Monica Barry Walsh
Director of Press	Perley Boone
Director of Promotion	Robert J. Flood
Director of Fashions and Merchandising	Marcia Connor
Director of Research and Library	Frank Monaghan
Director of Radio	John S. Young
Acting Director of Entertainment	John Krimsky
Director of Exhibits and Concessions	Maurice Mermey
Director of Exhibits	Leslie S. Baker

Director of Concessions	Rowland P. Bardell
Director of Public Safety	John J. Sullivan
Director of Foreign Government Participation	W. H. Standley
Director of States Participation	Dennis E. Nolan
Office Manager	Katherine B. Gray
Director of Purchase	Richard W. Greve
Director of Personnel	Mary Stewart Fickett
Director of Housing and Welfare	Henrietta Additon
Technical Advisor	George D. McCaffrey
Comptroller	Edward F. C. Parker
Director of Budget	Ernest W. Cobb
Director of Insurance	Harold Hyer
Director of Methods and Planning	J. William Schulze
Revenue Control Supervisor	Frank E. Gates

The total number of employees as of December 31, 1937, was eight hundred and ninety-four on the regular payroll and three hundred temporary field force. The bulk of these employees was moved from the temporary offices of the Fair Corporation in the Empire State Building to the new Administration Building at the Site on August 15, 1937.

In the fall of the year the Corporation commenced to grant concessions and also license agreements for the use of the name, insignia and copyright material of the Fair Corporation. The following table shows the status as of January 20, 1938, of concession and license agreements:

CONCESSION AGREEMENTS EXECUTED

	<i>Description</i>	<i>Proposed Basis of Participation</i>
Refreshment at the Fair, Inc. (Coca-Cola)	Sale of carbonated beverages at fifty-nine stands	Space charges—\$58,893.80 (Paid) Percentages—10, 15, 20

CONCESSION AGREEMENTS APPROVED BY EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS FOR EXECUTION

American Tobacco Co.	Sale of cigarettes in Exhibit Building	12% of gross receipts
Cuban Village Promoting Corp.	Village Type Operations	Space charges—\$28,450 Percentages—50% of gate receipts
Horticulture Societies	Horticulture Exhibit	Space charges—\$35,000 Percentages—15% of gate receipts on first 28,000,000 paid admissions, 25% thereafter
Household Finance Corp.	Sale of booklets in Exhibit	Privilege charge—\$500
Faber, Coe & Gregg	Sale of cigars, cigarettes and candy	Space charges—\$26,880 Percentages—12% of gross receipts

CONCESSIONS APPROVED BY EXECUTIVE COMMITTEE AND BOARD OF DIRECTORS FOR PUBLIC BIDDING.

FRANKFURTER, HAMBURGER, COFFEE, TEA AND MILK STANDS
(Returnable February 1, 1938)

The following persons, firms and corporations were invited to bid for the concession, after having been prequalified on the basis of their experience and financial standing:

Minimum Basis of Participation

Armour & Co.	
Childs & Co.	
Feltman Bros.	
Franham Distributors	
Hygrade Food Products Corp.	As outlined in
Adolph Gobel, Inc.	
Interstate Company	proposal covering
Island Refreshment Corp.	
Edward Levine	this concession.
Charles J. Muller & Son	
Nathans Famous, Inc.	Space charges—\$125,440
Nedicks Stores, Inc.	
Stahl-Meyer, Inc.	Percentages—12½, 17½, 28
Harry M. Stevens, Inc.	
Swift and Company	
Waldorf System, Inc.	
White Tower Management Corp.	

INTRA-MURAL BUS TRANSPORTATION SYSTEM
(Returnable February 15, 1938)

The following persons, firms and corporations were invited to bid for the concession after having been prequalified on the basis of their experience and financial standing:

American Car & Foundry Company	Ford Motor Company
Bee Line, Inc.	Fruehauf Trailer Company
Brockway Motor Company	Garden State Lines
Brooklyn Bus Corp.	General Electric Company
Cagney Brothers	General Motors Truck Co.
Casale, Inc., John J.	Gray Line Motor Tours, Inc.
Central Greyhound Lines, Inc., of New York	Green Bus Lines, Inc.
Chevrolet Motor Company	Greyhound Corp.
Children's Bus Service, Inc.	Highway Trailer Company
Chrysler Corporation—Fargo Division	International Harvester Company
Comprehensive Omnibus Corp. & East Side Omnibus Corp.	Jamaica Buses, Inc.
Eastern Greyhound Lines of New England	Liendorf Bus and Truck Transportation Co.
Edison Storage Battery Company	Mack-International Truck Company
Electric Storage Battery Company	Manhattan & Queens Bus Corp.
Fifth Avenue Coach Co.	Mercury Manufacturing Company
Fleetwheels—Coates Trailers	N. Y. City Omnibus Corp. (includes Madison Ave. Coach Co., Inc. and Eighth Avenue Coach Corp.)

North Shore Bus Co., Inc.	Stone & Webster
Parmalee Bus Service	Surface Transportation Corp. of N. Y.
Passenger Transportation Co.	Trailer Company of America
Pennsylvania Greyhound Lines, Inc.	Triboro Coach Corporation
Public Service Interstate Transportation Co.	Twin Coach Company, The
Queens-Nassau Transit Lines, Inc.	Vollmer Transportation Co.
Rickenbacker Transportation Co.	Ward La France Truck Company
Rosoff, S.	Westinghouse Electric & Manufacturing Co.
Royal Blue Line	White Company, The
Staten Island Coach Co., Inc.	
Steam Motor Company	

LICENSE AGREEMENTS EXECUTED

	Description	Basis of Participation
Duplex Envelope Co.	World's Fair Savings Club Plan	\$1
Rogers-Kellogg Stillson	Publication—"New York, The World's Fair City"	\$200 down payment Royalty one cent per copy published
The Levins	Window Displays	\$100 down payment 10% royalty

LICENSE AGREEMENTS APPROVED BY EXECUTIVE COMMITTEE FOR EXECUTION

	Description	Basis of Participation
Ames Safety Envelope Co.	Manufacture and sale of decalomania, window stickers, water-way	\$1 on signing of agreement
Associated Printing & Lithographing Co., Inc.	Manufacture and sale of decalomania, window stickers, water-way transfers, lacquer transfers and slide-offs	10% royalty on established selling price. \$1 down payment
	Printing, selling and distribution of window, counter and promotional displays	10% royalty. \$1 down payment
Consolidated Lithographing Corp.	Printing, selling, distribution of window, counter and promotional displays, gummed stickers, labels, etc.	10% royalty on established selling price. \$1 down payment
Everready Label Co.	Printing, selling, distribution of labels and gummed tape.	10% royalty on established selling price. \$1 down payment
Milton C. Johnson Co.	Manufacture and sale to bank customers of World's Fair Savings Club forms	\$1 on signing of agreement
Latham Lithographing Co., Inc.	Printing, selling, distribution of tags, labels, seals, box wraps, strips, etc.	10% royalty on established selling price. Down payment \$1
Paris Art Label Co., Inc.	Printing, selling, distribution of tags, labels, seals, box wraps, strips, woven labels, embossed and printed foil papers	10% royalty on established selling price. Down payment \$1
Platt, F. C. & D. W.	Window Displays	15% royalty. Down payment \$100

	Description	Basis of Participation
Rayner Consolidated Decalcomania Co.	Manufacture and sale of decalcomania, window stickers, water-way transfers, lacquer transfers and slide-offs	10% royalty on established selling price. Down payment \$1
Tablet and Ticket Co.	Printing, selling, distribution of tags, labels, seals, box wraps, strips, woven labels, embossed and printed foil papers	10% royalty on established selling price. Down payment \$1
Tiffany & Co.	Silver spoons	\$100 privilege payment, in lieu of royalties
Whitman Pub. Co.	Children's coloring book	¼ of 1 cent royalty for each copy printed. Down payment \$500
	Board of Education text books	10% royalty on established selling price. Down payment \$1,000

During the year, the plan of the Amusement Section of the Fair was developed by Mr. Albert Johnson and it is expected that contracts for concessions and amusements in this area will be let shortly.

Throughout the year the Charter Members continued to give valuable assistance to the Fair enterprise. The list of present Charter Members is as follows:

Alfred L. Aiken	Frederick L. Cranford
Winthrop W. Aldrich	Paul D. Cravath
Frank Bailey	Lincoln Cromwell
Henry de Forest Baldwin	F. Trubee Davison
Philip A. Benson	Joseph P. Day
Philip Berolzheimer	Cleveland E. Dodge
Frederick Berry	Robert E. Dowling
James G. Blaine	Frederick H. Ecker
Cornelius N. Bliss	John Erskine
Edward C. Blum	Harris Fahnestock
George Blumenthal	Harry Harkness Flagler
Henry Breckinridge	Leon V. Fraser
George A. Brownell	Harvey D. Gibson
Henry Bruère	Joseph P. Grace
Mortimer N. Buckner	Peter Grimm
John S. Burke	Harry F. Guggenheim
George W. Burreleigh	Edward S. Harkness
Charles C. Burlingham	Charles E. Hughes, Jr.
John R. Burton	Pierre Jay
James Byrne	Percy H. Johnston
Newcomb Carlton	Ralph Jonas
Pierre C. Cartier	Louis W. Kaufmann
Harry Woodburn Chase	De Lancey Kountze
Colby M. Chester	Claude W. Kress
Walter P. Chrysler	Wilfred Kurth
Louis K. Comstock	Richard W. Lawrence
Martin Conboy	George Le Boutillier

Sam A. Lewisohn	James H. Post
Jonas Lie	Lewis H. Pounds
Ercole H. Locatelli	William A. Prendergast
George MacDonald	Samuel W. Reyburn
Clarence H. Mackay	Jackson E. Reynolds
Frederick A. Macnutt	Dr. A. Hamilton Rice
Percy C. Magnus	Charles H. Ridder
George F. Mand	William O. Riordan
George McAneny	Francis E. Rivers
George V. McLaughlin	Nelson A. Rockefeller
George McNeir	Oliver W. Roosevelt
George Meany	Joseph P. Ryan
Charles C. Meyer	David Sarnoff
Albert G. Milbank	William Jay Schieffelin
Cyrus C. Miller	Clarence J. Shearn
Christopher C. Mollenhauer	Alfred P. Sloan, Jr.
Henry Morgenthau, Sr.	Alfred E. Smith
Lewis Spencer Morris	James Speyer
Malcolm Muir	Percy S. Straus
David B. Mulligan	Henry W. Taft
George W. Naumburg	Myron C. Taylor
William Church Osborn	Walter C. Teagle
W. Francklyn Paris	Cornelius Vanderbilt
Thomas I. Parkinson	Thomas J. Watson
James H. Perkins	Grover A. Whalen
Charles C. Pettijohn	Frederick E. Williamson
Lewis E. Pierson	Louis C. Wills
Frank L. Polk	Matthew Woll
Dr. Eugene H. Pool	Clarence M. Woolley
Almerindo Portfolio	Owen D. Young

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

Charles Hayden	Ogden L. Mills
Edward E. Loomis	Morgan J. O'Brien
Felix M. Warburg	

The membership on the Board of Directors at the beginning of the year 1937, was as follows:

*Class "A" Directors	*Class "B" Directors	*Class "C" Directors
James G. Blaine	George McAneny (Chairman)	Philip A. Benson
Sol Bloom	Winthrop W. Aldrich	Edward C. Blum
George A. Brownell	Mortimer N. Buckner	William F. Brunner
William M. Chadbourne	Floyd L. Carlisle	John R. Burton
John J. Dunnigan	Frederick H. Ecker	F. Trubee Davison
Cornelius F. Kelley	Harvey D. Gibson	Cleveland E. Dodge
Fiorello H. LaGuardia	**Morgan J. O'Brien	Basil Harris
Alfred E. Smith	William Church Osborn	Louis W. Kaufmann
Frank J. Taylor	Bayard F. Pope	Thomas H. McInnerney
Thomas J. Watson	Percy S. Straus	W. Francklyn Paris
	Grover A. Whalen	David Sarnoff
	Matthew Woll	

*Class "A" Directors—Term expires February, 1939.

Class "B" Directors—Term expires February, 1938.

Class "C" Directors—Term expires February, 1940.

**Deceased.

During the year 1937, the following were elected to membership on the Board of Directors:

<i>Class "A" Directors</i>	<i>Class "B" Directors</i>	<i>Class "C" Directors</i>
John A. Brown	Arthur V. Davis	Joseph P. Kennedy
Lewis H. Brown	Charles G. Meyer	William S. Paley
M. W. Clement	Gordon S. Rentschler	Gerard Swope
Bernard F. Gimbel	Andrew G. Robertson	Richard Whitney
Oswald D. Heck	Clarence M. Woolley	

Hon. George McAneny acted 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, 1937, is as follows:

Executive Committee of the Board of Directors

Mortimer N. Buckner (Chairman)	
Winthrop W. Aldrich	Thomas H. McInnerney
Floyd L. Carlisle	Bayard F. Pope
John J. Dunnigan	Percy S. Straus
Harvey D. Gibson	Frank J. Taylor
Fiorello H. LaGuardia	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	Thomas I. Parkinson
Mortimer N. Buckner	Bayard F. Pope
Floyd L. Carlisle	John M. Schiff
Thomas L. Chadbourne	James Speyer
Cleveland E. Dodge	Myron C. Taylor
Walter S. Gifford	Grover A. Whalen
Thomas H. McInnerney	George Whitney
Frederick E. Williamson	

During the year Mr. Charles Hayden, member of the Finance Committee, died and a resolution of condolence and appreciation of his services to the Fair Corporation was adopted by the Executive Committee and the Board of Directors.

Mr. Percy S. Straus continued to act as Chairman of the Committee on Architecture and Physical Planning, together with the other members of that committee, who are:

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

In addition to the above mentioned standing committees of the Board of Directors, thirty-three local Advisory Committees have been appointed by the President and were of material assistance to the Corporation during the year in meeting specialized problems within their respective fields and providing

contact with the public in the preparation of the Fair's program. A list of committees, which in itself indicates the broad scope of the Fair Corporation's program, is as follows:

	<i>Chairman</i>
Advisory Committee on Accounting	Rodney S. Durkee
Advisory Committee on Apparel and Accessories	Joseph Love
Advisory Committee of Automobile Executives of Greater New York	Lee J. Eastman
Advisory Committee on Aviation	Thomas A. Morgan
Advisory Committee on Ceremonials	Maj. Gen. William N. Haskell
Advisory Committee on Communications	Walter S. Gifford
Advisory Committee on Consumer Interests	Mrs. Bert W. Hendrickson
Advisory Committee on Cosmetics	Herman L. Brooks
Advisory Committee on Distribution	John S. Burke
Advisory Committee on Education	Dr. Harry Woodburn Chase
Advisory Committee on Electrical Industry	C. E. Stephens
Advisory Committee on Entertainment	John Golden
Advisory Committee of the Fisheries Exhibition	
Advisory Committee on Foreign Participation	Thomas J. Watson
Advisory Committee on Goodwill and Peace of the New York World's Fair	John E. Otterson
Advisory Committee on Hotels	T. Elliott Tolson
Advisory Committee on Information and Research	W. Francklyn Paris
Advisory Committee on International Fire Congress	Hon. John J. McElligott
Advisory Committee on Labor Relations	Matthew Woll
Marine Advisory Committee	Robert C. Lee
General Advisory Committee on Medicine and Public Health	Victor Heiser, M.D.
Advisory Committee on Music	Allen Wardwell
National Advisory Committee on Science	
Advisory Committee on Patriotic and Historical Societies	Dr. Nicholas Murray Butler
Advisory Committee on Public Information	Colby Chester
Realty Advisory Committee	Chas. F. Noyes
Advisory Committee on Recreation	Mrs. Arthur Hays Sulzberger
Advisory Committee on Sports	Christy Walsh, Director
Advisory Committee on States' Societies in New York City	Thomas Ewing
Advisory Committee on Trade Associations and Civic Affairs	Willis H. Booth

Advisory Committee on Transportation	John Henry Hammond
Veterans' Advisory Committee	Milton Solomon
Welfare Committee	Mrs. Sidney C. Borg
Advisory Committee on Women's Participation	Mrs. Vincent Astor

In addition to the above local committees, there are two National Advisory Committees, with chairmen in each state of the Union, as follows:

National Advisory Committee:

National Chairman	Winthrop W. Aldrich
Alabama	Oscar Wells
Arkansas	Grover T. Owens
Arizona	Hersch Collins
California	Frank G. Belcher
Colorado	Ira K. Young
Connecticut	Samuel H. Fisher
Delaware	Thomas W. Wilson
Florida	Edward Ball
Georgia	Clark Howell
Idaho	Guy Graham
Illinois	Rufus C. Dawes
Indiana	Arthur V. Brown
Iowa	B. F. Kauffman
Kansas	George Godfrey Moore
Kentucky	E. J. O'Brien
Louisiana	E. F. Creekmore
Maine	Dr. Owen Smith
Maryland	Dr. Hugh H. Young
Massachusetts	Charles F. Adams
Michigan	H. M. Taliaferro
Minnesota	B. M. Peyton
Mississippi	R. E. Kennington
Missouri	Tom K. Smith
Montana	James E. Woodard
Nebraska	deEmmett Bradshaw
Nevada	W. W. Hopper
New Hampshire	Edmund F. Jewell
New Jersey	Charles L. Farrell
New Mexico	Henry G. Coors
New York	Winthrop W. Aldrich
North Carolina	Robert March Hanes
North Dakota	Prof. T. H. Hopper
Ohio	E. A. Deeds
Oklahoma	James F. Owens
Oregon	Charles T. Haas
Pennsylvania	Andrew W. Robertson
Rhode Island	John Quinn, Jr.
South Carolina	Mayor Burnet R. Maybank
South Dakota	J. M. Foster
Tennessee	P. D. Houston
Texas	Jesse Jones

Utah	E. O. Howard
Vermont	Stanley C. Wilson
Virginia	Jay W. Johns
Washington	B. H. Kizer
West Virginia	William T. Williamson
Wisconsin	Ralph Kingsley
Wyoming	Jay W. Ouder Kirk

National Advisory Committee on Women's Participation:

National Chairman	Mrs. Vincent Astor
Arizona	Mrs. Hubert H. d'Autremont
Arkansas	Mrs. Rufus N. Garrett
Colorado	Miss Anne Evans
Connecticut	Miss Annie Burr Jennings
Delaware	Mrs. Alfred V. duPont
District of Columbia	Mrs. Charles Carroll Glover
Florida	Mrs. T. V. Moore
Georgia	Mrs. John K. Ottley
Idaho	Mrs. Margaret Cobb Ailshie
Illinois	Mrs. Kellogg Fairbank
Indiana	Mrs. Meredith Nicholson, Jr.
Iowa	Mrs. Hiram C. Houghton, Jr.
Louisiana	Mrs. Joseph E. Friend
Maine	Mrs. Clinton W. Davis
Massachusetts	Mrs. Robert W. Lovett
Michigan	Mrs. Fred T. Murphy
Minnesota	Mrs. John S. Dalrymple
Mississippi	Mrs. Ellen S. Woodward
Missouri	Mrs. George Gellhorn
Montana	Mrs. Thomas J. Walker
Nebraska	Mrs. Ellery Davis
New Jersey	Mrs. Reeve Schley
New Mexico	Miss Erna Fergusson
New York	Mrs. Vincent Astor
North Carolina	Miss Beatrice Cobb
North Dakota	Mrs. John Alexander Jardine
Ohio	Mrs. Myron A. Wick
Oklahoma	Mrs. J. Wood Glass
Oregon	Dean Hazel P. Schwering
Pennsylvania	Mrs. Barclay H. Warburton
Rhode Island	Mrs. John Nicholas Brown
South Dakota	Mrs. Karl Mundt
Tennessee	Mrs. Abby Crawford Milton
Texas	Mrs. Oleta Culp Hobby
Utah	Mrs. George S. Eccles
Vermont	Mrs. W. H. Beardsley
Virginia	Mrs. Henry Fairfax
Washington	Mrs. S. B. L. Penrose
West Virginia	Mrs. John A. Kennedy
Wisconsin	Mrs. Robert A. Uihlein
Wyoming	Mrs. Oliver Wallop
Hawaii	Mrs. Stanley Kennedy

The membership of the Federal, State and City World's Fair Commissions, which were charged with the responsibility of arranging participation of their respective governments in the Fair, is as 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

Daniel C. Roper	Royal S. Copeland
Frances Perkins	James W. Wadsworth, Jr.
Robert F. Wagner	Sam D. McReynolds
Wallace H. White, Jr.	Matthew J. Merritt

NEW YORK STATE WORLD'S FAIR COMMISSION

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

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

NEW YORK CITY WORLD'S FAIR COMMISSION

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

Warren Ashmead	Stanley M. Isaacs
William M. Calder	Oscar A. Lewis
Harry Woodburn Chase	James J. Lyons
Miss Mary Dillon	Joseph D. McGoldrick
Mrs. Louis A. Dreyfuss	George Meaney
Mrs. Walter S. Geliffe	A. Newbold Morris
Raymond V. Ingersoll	Joseph A. Palma
	Mrs. Peter Sammartino

At the beginning of the year 1937, the following were the officers of the Corporation, all of whom served throughout the year:

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

On September 27, 1937, the Executive and Finance Committees of the Corporation voted to elect Grover A. Whalen as President of the Corporation for a period from October 1, 1937, to the close of the Fair Corporation's activities, at a salary to be fixed by the Executive Committee, it being understood that Mr. Whalen would sever all administrative and executive business responsibilities during such period and would devote his entire time and attention to his duties as chief executive and administrative officer of the Fair Corporation. This action was approved at the meeting of the Board of Directors on September 29, 1937. A salary of One hundred thousand dollars per annum was fixed by the Executive Committee pursuant to the foregoing resolution.

The Bond Sales Campaign of the Corporation which had been commenced late in the year 1936, met with most gratifying support from the business and industrial interests of the United States. The amount of the four per cent. debentures which the Fair Corporation authorized to be issued was \$27,829,500.

A report of the Chairman of the Finance Committee made on January 28, 1938, summarizes the status of the Bond Sales Campaign as follows:

Actually signed subscriptions to the Four Per Cent Debentures have been received in the amount of \$17,775,400. In addition to these subscriptions, the Fair Corporation has commitments to buy \$7,143,200 of Debentures, the greater part of which are contingent upon the entire issue being disposed of. While some of the commitments which we have will probably not result in the actual sale of Debentures, such amount will be small. Debentures will be subscribed for by members of the Club to be located on the Fair Site and some of the more important concessionaires will be required to subscribe in varying amounts. We believe that the total subscriptions of these two groups will be sufficient to make up the difference between the total of signed subscriptions and contingent commitments and the total amount of the Debenture issue of \$27,829,500.

As of December 29, 1937, your Corporation has invested in real and personal property, as shown on the balance sheet presented herewith, the sum of \$19,867,516.60. 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, City of New York, leased from the City of New York, and the erection of buildings and structures thereon. In the year ended December 29, 1937, expenditures have been made for the promotion of the Fair, for the development of the Site, and for the construction of buildings and structures thereon and for all general expenses in connection therewith, and these expenditures amount to \$7,896,169.51. In addition to the expenditures actually made, commitments were incurred which, as of December 29, 1937, amounted to \$2,413,870.59.

Expenditures for direct construction from inception to December 29, 1937, amount to \$4,296,866.16 and commitments in connection with construction amount to \$2,378,991.08. All of these expenditures and commitments have been made within the limits prescribed by the Construction Forecast as adjusted and within such specific appropriations as have been made by the Executive Committee and the Board of Directors. Under consideration at the present time are plans to vary the Construction Forecast by increasing the amount to be spent for buildings to house the foreign government exhibits, and for fountain displays.

Expenditures, other than construction, from inception to December 29, 1937, amount to \$4,713,599.69 which, together with commitments of \$30,811.36 made as of December 29, 1937, equal \$4,744,411.05, as compared with the approved Budget Forecast of \$5,108,472.81. These expenditures and commitments are therefore \$364,061.76 less than the approved Budget Forecast, this difference representing to some extent the deferment of certain planned activities, the balance representing savings.

The total expenditures from inception to December 29, 1937, for direct construction and for other than construction were \$9,010,465.85. The difference between this figure and the total investments of \$19,867,516.60 is represented by the following items:

Cash	\$ 3,937,531.88
Accounts Receivable	6,809,917.18
Deposit with City of New York	100,000.00
Miscellaneous Receivables, Petty Cash Funds, etc. ..	9,601.69
	<hr/>
	\$10,857,050.75

Attached to this report is a duly certified balance sheet of the Corporation, as of December 29, 1937.

/s/ GROVER A. WHALEN
President

/s/ BAYARD F. POPE
Treasurer

(Acknowledgments of the signatures of the President and the Treasurer appear on the original of this report.)

ARTHUR ANDERSEN & CO.

67 WALL STREET
NEW YORK

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 29, 1937. In connection therewith, we reviewed the accounting methods and examined or tested accounting records of the Corporation and other supporting evidence, including minutes of the meetings of Charter Members, Board of Directors and Executive Committee, for the period from October 22, 1935 (date of incorporation) to December 29, 1937.

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 29, 1937.

/s/ ARTHUR ANDERSEN & Co.

New York, N. Y.,
February 17, 1938.

NEW YORK WORLD'S FAIR 1939 INCORPORATED

BALANCE SHEET—DECEMBER 29, 1937

ASSETS AND PRE-EXPOSITION EXPENDITURES

CASH IN BANKS	\$ 3,937,531.88	
DEBENTURE SUBSCRIPTIONS RECEIVABLE:		
For Part Paid Allotment Certificates (in- cluding \$101,600.00 subscribed for but unissued)	\$5,932,690.00	
For debentures subscribed for but unissued	288,600.00	6,221,290.00
ACCOUNTS RECEIVABLE—Exhibitors' rentals		588,627.18
MISCELLANEOUS ACCOUNTS RECEIVABLE		3,709.77
DEPOSITS AND PETTY CASH FUNDS		5,891.92
FOUR PER CENT. DEBENTURES DEPOSITED WITH THE CITY OF NEW YORK UNDER TERMS OF AGREEMENT OF LEASE...		100,000.00
DEFERRED CHARGES AND PREPAID ITEMS—Expenditures for operation of employee service units (less revenues), in- ventory of office supplies, etc.		37,217.56
CONSTRUCTION EXPENDITURES (Direct Cost), including in- ventory of construction materials \$53,872.23		4,296,866.16
PRE-EXPOSITION EXPENDITURES (Exclusive of direct cost of construction):		
Executive Division	\$ 271,054.14	
Committees Division	501,298.28	
Press and Promotion Division	307,623.59	
General Manager Division	1,781,130.54	
Government Participation Division	197,510.99	
Service Division	333,740.88	
Treasury Division	258,743.83	
Financial and General Expense	1,031,819.69	
Total	\$4,682,921.94	
Less—Cash discounts on purchases ...	6,539.81	4,676,382.13
		<u>\$19,867,516.60</u>

NEW YORK WORLD'S FAIR 1939 INCORPORATED

BALANCE SHEET—DECEMBER 29, 1937

LIABILITIES AND PRE-EXPOSITION REVENUE

ACCOUNTS PAYABLE AND ACCRUALS:

Accounts payable	\$ 201,489.53	
Accrued under construction contracts	206,524.70	
Accrued pay roll	31,890.92	
Construction costs retained	164,659.02	
Contractors' deposits	4,150.00	
Accrued professional fees, etc.	62,532.23	\$ 671,246.40

RESERVE FOR NEW YORK CITY SALES TAX 1,637.96

FOUR PER CENT. DEBENTURES, DUE JANUARY 1, 1941:

Authorized—\$30,000,000.00		
Issued and outstanding (including \$11,635,100.00 Part Paid Allotment Certificates)	\$17,485,200.00	
Subscribed for but unissued (including \$101,600.00 Part Paid Allotment Certificates)	390,200.00	17,875,400.00

PRE-EXPOSITION REVENUE:

Exhibitors' rentals (applicable to Fair Period)—less time and cash discounts:		
Ground rentals	\$757,338.25	
Building rentals	549,590.30	\$ 1,306,928.55
Concessions participation		221.25
Sales of specifications, etc.		12,082.44
		<u>1,319,232.24</u>

CONTINGENT LIABILITIES AND COMMITMENTS REPORTED:

(See following page)

\$19,867,516.60

CONTINGENT LIABILITIES AND COMMITMENTS REPORTED:

Under Employment Agreements:

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

Under Other Contracts:

For construction projects (including \$203,914.31 for architectural designs, etc., on basis of fixed fee subject to termination upon payment of certain amounts as described in the contracts) \$1,885,805.19

For other pre-exposition expenditures:

"Round-the-World" flight—payable at time of take-off	\$12,000.00	
Engineering design	4,200.00	
Other	550.00	\$ 16,750.00

Commitments:

Purchase orders for materials which had not been received at December 29, 1937, etc., applicable to:

Direct cost of construction	\$ 465,686.89
Pre-exposition expenditures (exclusive of direct cost of construction)	12,543.63
Inventory of stationery and supplies	1,214.51
Cafeteria consumable equipment	303.22
Services of sculptors, architects, etc., for which contracts had not been executed at December 29, 1937	27,499.00
	<u>\$ 507,247.25</u>

Under Purchase Agreements:

Commitments under blanket purchase orders for the purchase of furniture, equipment, etc. \$ 4,068.15

Under Letter of Credit \$ 1,500.00