

# Flagship News

Aviation is not unsafe but, like the sea, it is terribly unforgiving of any carelessness or neglect.



Vol. I, No. 32

Published Weekly by American Airlines System

January 19, 1946

## CABINET POST FOR AIR NEEDED

### AMERICAN, RAILWAY EXPRESS INTERNATIONAL AIR CARGO AGREEMENT ANNOUNCED

NEW YORK, January 13—Inauguration of an international air express and airfreight service combining the facilities of American Airlines and of Railway Express Agency was announced today by the two companies. The service will become effective immediately to Shannon, Eire; London and Mexico.

International shippers are now offered a through, two-way, pick-up-and-delivery service of coordinated air-mail transportation from the 23,000 REA air and rail express points in the United States to all cities on AA's expanding foreign routes.

The arrangement is not exclusive, and AA may accept international shipments direct.

### Welcome, AOA Readers!

Beginning with last week's issue, the distribution of *Flagship News* has been increased to include all personnel of American Overseas Airlines. This makes a total circulation of well over 13,000.

*Flagship News* offers a hearty welcome to all new AOA readers and promises to do its level best in serving their interests with news of their company and personal activities. As time goes on, we hope that both AOA and AA people will come to know one another better, through the pages of *Flagship News*, and thereby be helped in building an ever greater American Airlines System.

### "Give State Dept. Tools", C. R. Asks Chosen Instrument a "Dead Issue"

MIAMI, Jan. 11—In a speech today before the Associated Press Managing Editors convention at the Columbus Hotel, C. R. Smith, chairman of the board of directors, urged editorial support for the creation of the position of Assistant Secretary for Air in the United States State Department.

C. R. stated that it was "high time that we give the State Department the tools" which it requires to put the United States on a par with other governments when international civil aviation conferences are held.

"If civil aviation is on Cabinet level in Great Britain, it is evidently on third row below Cabinet level in the State Department of the United States," he said.

C. R. urged editors in this country to support such a nationally necessary position.

Our leading place today in civil aviation, an outgrowth of the war, will be jeopardized, Smith believes, unless we apply the same care and effort to maintain our peacetime superiority as we did to retain our wartime leadership.

As to the application of our international civil aviation policy, C. R. hit the "chosen instrument" plan, which is repeatedly reintroduced for legislative consideration.

"It is doubtful," he said, "that we should waste further time on this argument; it has had its day in court and has not won the backing sufficient to give it strength."

"Call it what you like," he continued, "the principle of the 'chosen instrument' involves putting all the overseas operation into one organization, and that in plain English,

has usually been dubbed 'monopoly' in this country."

### Keep U. S. Ahead

"The United States has emerged from the war with the world's greatest air power and many presume that we will retain that leadership. Perhaps so, but air power is neither built nor maintained with presumption alone and it is dangerous to assume that we will retain leadership solely because we are presently ahead.

"During the war, the United States gained undisputed leadership in military air transportation.

"But now the war is over and what are our plans to retain air transport leadership for the United States; what are our policies for international air transportation?"

"The first international civil aviation conference was held in Chicago in November and December, 1944, attended by the representatives of more than 50 nations. From that conference there emerged the framework of a United States international civil aviation policy.

### Policy Outlined

"This proposed policy of the United States became popularly known as the five freedoms and included:

"1. The right to fly across the territory of a foreign country.

"2. The right to land for fuel, repairs or non-traffic purposes.

"3. The right to discharge passengers in a foreign country.

"4. The right to pick up passengers in a foreign country when destined for the home country of the airplane.

"5. The right to transport passengers, and cargo, between foreign countries along any certificated route of a United States air carrier—with comparable privileges to be ac-

(Continued on page 3)

### TULSA MODIFICATION CENTER AND OFFICE BUILDING OBTAINED IN EXPANSION MOVE TO EASE NEW YORK SPACE

TULSA, Jan. 10—American Airlines and the City of Tulsa today completed negotiations whereby the airline will obtain the facilities of the former Douglas modification center at Tulsa Municipal Airport on a long-term lease. The modification center covers approximately 112 acres.

Announcement of the lease was made here by O. M. Mosier, vice president of American Airlines, who disclosed that the company will utilize the facilities at the former modification center to meet the needs of its expanding operations.

"American Airlines has leased the modification center from the City of Tulsa because it provides the type of modern facilities needed by our company for immediate needs and for the gradual expansion which we plan for the future," Mosier said.

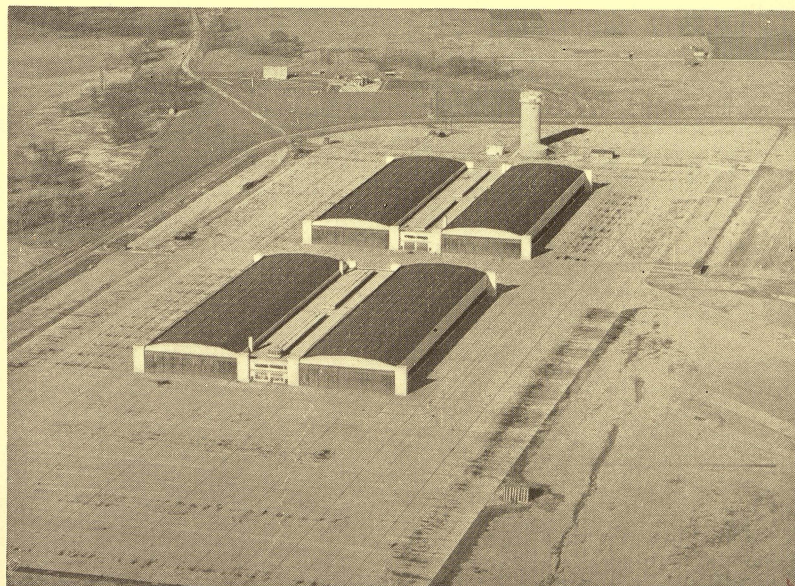
The operation of these facilities in Tulsa will require the concentration of certain administrative and supervisory departments here. However, the movement of those departments to Tulsa will be gradual.

Office space available in downtown New York is not sufficient to take care of the additional requirements of the company. For that reason, approximately 40,000 square feet of floor space in the Boston Building, Tulsa, Oklahoma, is being acquired and additional space required by the Treasury De-

partment will be provided at that location.

The Tulsa center was built during the war at a cost of \$24,000,000, to assemble B-24 components furnished to Douglas by the Ford Willow Run Plant. Douglas did modification work at the plant on various military aircraft, including their A-26 dive bomber and the Boeing B-17. Complete manufacturing of the A-26 was done at Tulsa prior to and after the B-24 work.

An aerial view, looking north, of the hangar and shop buildings which comprise the modification center, leased by AA, at the Tulsa airport.



# Walking On Air

## Engagements:

TZ—Jack Hierling to Theresa Varabieff

## Marriages:

BU—F/O Oliver Pfeil to Betty Jane Jeanneret.

EO—Naomi Busby to Lt. Corkle.

EO—Betty Lanier to Edward Sessions.

LA—Mary Elizabeth Shocklee to Captain John Harper.

## Births:

BU—Captain and Mrs. J. C. Chittick; a girl born December 28.

BZ—Mr. and Mrs. Glenn Horton; a boy born January 6.

CG—Mr. and Mrs. Harold L. Davis; a girl born November 9.

NY—Mr. and Mrs. Richard Greiner; a girl born January 6.

NY—Mr. and Mrs. Glenn Conway; a girl born January 9.

PS—Captain and Mrs. Vernon Brown; a boy.

PS—F/O and Mrs. Carl Virdin; a girl.

WA—Mr. and Mrs. Lorin Randalls; a girl born December 25.

## CREDIT UNION MEETING TO ELECT NEW DIRECTORS

Annual meeting of the shareholders of the Employees Credit Union will be held Monday, January 21, 1946, at 6:30 p.m. in the Hangar 5 Cafeteria, for the election of new Directors and for the transaction of other business.

## The Eagle's Nest



Sp(v)1/c JIM HENDERSON, NATS—Served over three years as transport airman at Washington, Norfolk, Patuxent River, Maryland; and Olathe, Kansas. Back on November 27 as Stock Clerk, Supply and Maintenance, NY.

Cpl. JOHN PELLEGRINI, ATC—Over two years in service with ATC and was assigned to Traffic and Priorities at Ft. Nelson, B. C. Back in NY as Ground Serviceman November 29.

A/C JOHN B. BODDIE, AAF—Returned as Supervisor of Procedure Application, Traffic, at NY, December 1, after 19 months' service; twelve of them in Texas. He attended Pre-Flight School at San Antonio and B-29 Flight Engineering School at Amarillo.

M/Sgt. WILLIAM L. NORTON, AAF—Served 33 months, principally in England and France with Troop Carrier Command. Was awarded the Air Medal and seven Campaign Stars. Back on December 1 as Junior Mechanic at Los Angeles.

S/Sgt. BILL RIEGEL, AAF—Returned as Reservations Agent Student at New York December 3 after 33 months' service. Flew his first 12 missions in B-24's, and 34 in B-25's in Australia, New Guinea, Netherlands East Indies and the Philippines for which he received the Air Medal with Cluster. Also wears Asiatic-Pacific Theatre, Philippine Defense, American Defense and Victory Ribbons.

### EAGLE'S NEST

Lt. PAUL A. DILLARD, AAF—Over three years' service. Became Bombardier Cadet in 1942, and served as Schools Officer until October, 1943. Paul was a Flight Bombardier at Blythe, California and later became a Bomb Scoring Officer before being relieved from active duty. He returned as Passenger and Cargo Agent, December 1, at San Antonio.

Lt. (j.g.) ARVEN SAUNDERS, USNR—Returned to AAL after having served from December 1942 to October 1945 in the Merchant Service aboard troop ships in the Mediterranean area. Before leaving for duty, Arven worked in Boston reservations, Space Control, Ramp and Ticket Offices.

Capt. FRANK FARNELL, AUS—In service since March 1941, Frank rose to his present rank in the infantry. He received the Silver Star, Bronze Star and Purple Heart Medals for actions in France and Germany. Before entering on active duty, Frank was in Boston Reservations. Returned to AA October 29, 1945.

Lt. HOWARD FLETT, AAF—In NY Reservations before being called to service. Howard returned to AA from the Air Corps in which he had served since April 1941, spending sixteen months overseas in Cairo as an ATC pilot.

Lt. Col. BASIL F. WARNOCK, AAF—See story Page 3.

Lt. JOSEPH A. BURNS, USNR—Served from December 15, 1942 to November 4, 1945 in the Naval Air Transport Service as Flight Control Officer. Before joining the Navy, Joe was in Operations and Reservations in Providence, Boston, Washington, and New York.

Sgt. ELMER SNOW, AUS—A medical corpsman from June 1941 till October 1945 in both the European and Pacific Theaters. Returned to Reservations, Boston. Gives no further information.

Sgt. LOWELL GARDNER, AAF—Joined American in 1941 and left for duty in the Army Air Forces in 1943. Returned to Reservations, Boston. No further information given.

S/Sgt. RAY LASEY, AAF—Served over four years at Mitchell, Eglin, Will Rogers, Seymour Johnson Fields and in Iceland doing photo reconnaissance work. Tested new and experimental equipment at Eglin. Returned to American as Junior Mechanic.

Lt. PHILLIP FOGG, AAF—Came to American in 1939, and flew with the Military Division in '42 and '43 to England and Africa. Left ATC in '43 to join Army Air Forces. Back to AA in Boston December 3.

Lt. Comm. ART HETHERINGTON, USNR—In service from June 1941 till October 1945, Art put in almost two years as Senior Aerological Officer for the NAS at Kodiak, Alaska. Returned to New York in the same capacity until relieved from duty. Now returned as Passenger and Cargo Agent at Detroit, November 6.

Sgt. ROBERT J. LONGE, AAF—Back to AA as Reservations Agent, New York, December 3. Served over 40 months in meteorological forecasting. Spent two years and eight months overseas at Cairo and in the China-Burma-India Theater.

Lt. JOHN S. SHIRK, USNR—Served 54 months. Commissioned April 1942. Duties varied as Flight Instructor at Corpus Christie, Asst. Chief Flight Instructor at Bunker Hill, student in NATS Pilot Training during summer of 1944. Flew for NATS in Squadrons VR-3, VR-11 and VR-1 until discharged. Back with AA as Reservations Agent December 3, at Philadelphia.

T/Sgt. GEORGE E. WENTZELL, AAF—Spent 16 of his 33 months of service overseas in Italy as bomb sight mechanic with the 484th Heavy Bomb Group. Besides the European Theater ribbon with seven campaign stars, George also wears the Presidential Citation Badge with Oak Leaf Cluster. Returned to AA December 3 as Junior Mechanic, New York.

Capt. AGNEW FISHER, AAF—During 43 months of service, served in the photographic section of the Public Relations Departments at Maxwell Field and in the Continental Air Forces Headquarters, Washington. Now on terminal leave till January 21. Back with AA December 3 as Photographer Specialist, Public Relations, New York.

S1/c DANA HODGKINS, USN—Back to AA as Senior Mechanic December 4 at New York after thirteen months in the Navy. Was staff mechanic and flew to Honolulu with Squadron VE-3.

*BIG SPRING, December 22—Two Christmas parties, one for the children and the other for the adults at the Settles Hotel, marked the climax of the AA Christmas season. Gifts, Santa Claus, ice cream and cake were the highlights of the former. Grown-ups enjoyed a dinner-dance later.*



*ST. LOUIS, December 21—Gifts and refreshments for all is the principle followed in St. Louis' annual AA children's party. Here Walter J. Baeppler, Ticket Agent, resuming his role as Santa Claus, is surrounded by pensive, gay, wondering admirers.*



## CABINET POST FOR AIR NEEDED

(Continued from page 1)

corded air carriers of other nations.

### Rate Question

"Another problem of policy worthy of your attention is the matter of controlling the rates to be charged for international air transportation. You will notice that the principles involved in the Five Freedoms permit the operation of transport aircraft but do not include provisions with respect to the rates to be charged for transportation on such services.

"It is obvious that the British, the Russians, the French, the Scandinavians, the Dutch and all principal nations of the world will want to, and will, participate in the operation of international air transportation services. Companies representing the principal nations will be operating to and from the United States and they will be competing with United States air carriers operating comparable services.

"There is reasonably unanimous agreement among the principal nations of the world that cut-throat competition, rate wars and subsidy races should, to the fullest extent possible, be avoided. There is presently a world demand for the opportunity of operating international air services at rates which are fair and reasonable, rates which will permit the operators to conduct their services at fair economic levels. Many vehicles for achieving sensible rate structures have been proposed.

### Agency Proposed

"At the Chicago conference, Great Britain and Canada proposed an international regulatory agency, patterned to some extent on the Civil Aeronautics Board of the United States, with authority delegated by the nations to such agency to fix and establish fair and reasonable rates for international air transportation. The United States took the position that it was neither willing nor ready to delegate the rate fixing authority of its government to an international agency. Other nations expressed the same viewpoint and the proposal died from lack of support.

"The next proposal was that rates should be fixed by agreement between the participating nations, acting through an international organization created for that purpose and operating at government level. The position of the United States was that this form of organization inherited too many of the disabilities of the international regulatory agency and this proposal, also, died from lack of support.

### Operators' Parley

"Keeping in mind the necessity of having some forum or organization by which international air rates could be established at economic level, the next proposal was that the rates should be set by discussion among the air line operators, acting through an organiza-

tion to be known as International Air Traffic Association, commonly called IATA. The membership of this association would be composed of the airlines of the world operating in international service.

"It is intended that the membership of IATA would periodically meet and endeavor to reach agreement upon the structure of rates for international operation. The principle and organization of IATA provided two things, designed for the protection of the operators and for the protection of the nations and the national publics.

"First, rates structures could be established only by unanimous consent and agreement. This prevented any individual operator, or the operators of a nation, from being bound to a schedule of rates against their will. Second, any agreements reached at meetings of IATA were subject to the later sanction of the regulation agency of the government of the individual nations. In the case of the United States, if the United States operators participated in agreements at a meeting of IATA, the rates there established could not be made effective by the U. S. air carriers until the agreement, and the rates covered by the agreement, had been sanctioned by the Civil Aeronautics Board.

### Protection Urged

"At a meeting of IATA, if any individual member votes against a proposal, no agreement can be reached and no rates can be made effective by agreement. Thereafter, until and unless subsequent agreement is reached, each air carrier can, insofar as IATA is concerned, institute any rates which the carrier deems appropriate.

"By requiring unanimous agreement, the air carriers are afforded protection, and, by requiring subsequent approval of agreements by the Civil Aeronautics Board, the public and the air carriers are both protected.

"The United States discarded the principle of an international regulatory body. Next it discarded the principle of fixing rates by agreement at government level. The third alternative is the fixing of rates by discussion among the operators, subject to later sanction, or lack of sanction, of those agreements by the Civil Aeronautics Board.

"Let's do away with this nonsensical talk about 'cartels.' No United States air carrier has ever been in favor of cartels; no cartel could operate effectively under the rules, regulations and principles of IATA, and IATA, in my opinion, is no cartel.

"On the form of participation in international aviation by the United States air carriers, you have heard long and confusing debate. This argument will be readily identified by you as the 'chosen instrument.' Some have been unkind enough to say that this dignified sounding name was chosen in preference to the more descriptive title

## FEATHERING IDEA IS TOPS AMONG 19 SUGGESTIONS

Jan. 8—Today's meeting of the Suggestion Committee resulted in a total award of \$175 to nineteen suggestors. Herb Hancox, Fort Worth Flight Operations, collected \$25, his fifth award, for a suggestion which resulted in the establishment of a pre-flight Maintenance check of the electric feathering system on DC-3A's and DC-4's.

The following is complete list of award winners:

### \$25

Herb Hancox—FV—Flight Operations—(5th)

### \$15

Santo Stabile—NY—Eng. Install.—(1st)

Virginia Mullane—NY—Personnel (1st)

### \$10

Nicholas Cappucci—NY—Airplane O'Haul—(2nd)

Alan Drey—CG—Sales—(1st)

Walter Velgot, Jr.—NY—Eng. O'Haul—(8th)

Albert H. Backus—BW—Flight Operations—(6th)

Clinton Russell—NY—Eng. O'Haul—(1st)

Henry Hollriegel—NY—Eng. O'Haul—(1st)

Arthur VanBuren—NY—Eng. O'Haul—(2nd)

Paul Steinkraus—NY—Arpl. O'Haul—(1st)

David Wrights—NY—Arpl. O'Haul—(1st)

Harriet Roberts—DO—Reservations—(1st)

Porter Sherman—NY—Sales—(1st)

James Brown—NA—Flight Operations—(1st)

Margaret Moran—NY—Psgr. and Cargo—(1st)

Jack Ward—NA—Flight Operations—(1st)

William Diosey—NY—Eng. O'Haul—(2nd)

Roland Stanley (two)—Eng. O'Haul—NY—(3rd, 4th)

of 'monopoly,' but that is a matter of opinion.

### Complex Subject

"International civil aviation is a broad and complex subject; it has many problems and difficulties but at the same time it has great opportunity for national and international public service. The benefits which will come from the sensible utilization of air transportation will do much to bind up the wounds of war and permit the citizens of the world to live peacefully together. Where the opportunity is great the responsibility of accomplishment is equally great. We have, therefore, great responsibility to see that air transportation is made available, is utilized, and is utilized for the common good.

"Let us then clear the decks for the job ahead. Let us give the people in our State Department the aid, prestige, and assistance which they require. Let's bury the old issues and not waste our time digging them up each year. Let us realize that air transportation is now international and that we can-



## WARNOCK NAMED NEW AOA SUPT. FOREIGN STATIONS

NEW YORK, December 31—Basil F. Warnock, former Manager of Operations and Training at New York, has been granted a leave of absence from AA to accept appointment as Superintendent of Foreign Stations with AOA, effective today.

Warnock returned to American only in mid-December, after completing more than three years of active duty with the Army Air Forces. Serving first as operations officer at Washington and New York, he went overseas for a 27-month period. He was assigned as Operations Officer at Marakech, French Morocco, and in November, 1943, was sent to Calcutta and Assam, India, where his duties as Operations Officer, Executive Officer and Deputy Wing Commander for the India-China Division, ATC, won him considerable recognition.

Lt. Col. Warnock was awarded the Presidential Citation with Oak Leaf Cluster and the Bronze Star Medal. He also wears the Asiatic-Pacific Theater and the African-European Theater ribbons with four campaign stars.

## FLAGSHIPPERS TO TACKLE LONG ISLAND UNIV. FIVE

NEW YORK, Jan. 15.—The AA Flagshippers are taking time out of their Industrial League fight on Jan. 22 to tangle with Long Island University, one of the best college fives in the country, at the Brooklyn College of Pharmacy. The AA quintet broke the fourth place deadlock and continued to streak to third place in the Industrial League by smashing Link Radio. As of today, Hudson-American stands first, Scradler & Sons second and AA third.

not engage in international commerce unless we are willing to contribute our time, our experience, and our prestige to undertakings designed to be of aid to orderly international commerce.

"The world looks to us for leadership and we must behave like leaders."

# Flagship News

Published in the Interest of Keeping AA People the Best Informed in the Industry

## AMERICAN AIRLINES SYSTEM

100 EAST 42ND STREET, NEW YORK 17, N. Y.

Department of Public Relations

Editor, ARNOLD G. WEHMANN

Reporters for this Issue are:

Irv Bailey—HT  
Virginia Irwin—BZ

Joe Robb—EO  
Dorothy Thomas—BU

Rosemary Todt—TZ  
Gard Wilcoxon—CV

### RULISON MAKES NEW APPOINTMENTS IN TREASURY

NEW YORK, January 15—Details of the changes in title, new appointments and promotions which became effective January 1 in the Treasury Department were furnished by Treasurer H. K. Rulison to FLAGSHIP NEWS today. Functions within the department have been realigned, Rulison disclosed, in preparation for the anticipated rapid growth of the Company and great increase in the work of the Treasury Department.

Five new managerial posts have been established under Assistant Treasurers P. G. Larie and V. J. Long, both of whom will continue to report directly to Rulison. Larie, as Comptroller, will have three of the new Managers responsible to him for general and special accounting, and stock control while Long, in the fiscal side of the department's work, will have two Managers reporting to him on auditing and fiscal services.

The new organization of the Treasury Department is contained in the chart reproduced below.

New Managers are:

- L. E. Glasgow...General Accounting
- T. O. English...Special Accounting
- W. F. Sear...Stock Control
- W. F. Calliott...Auditing
- J. C. McCormick...Fiscal Services

McCormick's appointment is a promotion from his previous post as Head of the Payroll Section. Photos of all five Managers will appear in next week's issue.

In the new Supervisor categories:

- E. S. Pelzer...General Accounting
- G. J. Grams...Disbursements
- J. J. Perry  
Labor and Material Accounting
- J. B. Fenwick...Property Accounting
- J. V. Dooley

- Budgets and Cost Control
- S. P. Zubawicz...Tax Accounting
- L. P. Montine

- Special Projects Accounting
- C. G. Huke...Contract Admin.
- M. Sues...Stock Records
- L. M. Gorjance...Stock Procedures

For Fenwick, Perry and Huke, the appointments are promotions; Dooley who is also promoted, is

still on military leave and R. Hensler will serve as Acting Supervisor of Budgets and Cost Control until Dooley's return from Service. Zubawicz joined the Company on January 1. E. A. Carlson (military leave) has been promoted to Supervisor of Investigations reporting directly to the Treasurer. A. A. Willandt, Jr., Supervisor of Treasury Procedures, has been appointed Acting Supervisor of Investigations until Carlson returns.

New Fiscal Supervisors are:

- H. L. Guimond...Psg. Rev. Audit
- L. E. Shea...Cargo Revenue Audit
- E. F. Udeen...Statistical Audit
- F. Friedli...I.B.M. Operations
- F. C. Whitney...Payroll
- V. A. Schott...Service Groups
- A. A. Carlson...Insurance
- H. M. Wilcox...Cashier

Whitney and Schott take over their new duties as promotions.

Named as Assistant Supervisors:

- R. W. Woods...General Accounting
- M. N. Behar...Disbursements
- R. Hensler

Budgets & Cost Control

- W. H. Huskamp...Tax Accounting
- R. L. Spurgeon...Contract Admins.
- L. E. Easter...Stock Records
- P. Van Dyk...Psg. Revenue Audit
- J. D. Gasparro...Payroll

The appointments are promotions for Woods, Behar, Hensler, Huskamp and Gasparro. No appointments to the post of Assistant Supervisor in the Labor & Material Accounting and Statistical Audit sections have been made as yet; however, W. Price is acting as Assistant Supervisor of Labor & Material Accounting.



Final ATC crew catch up on the news in the Pilots' Lounge before going their separate ways. (Left to right) Front row: Engineer L. G. Hyde, First Officer Stan Ballard, Captain Art Caperton. Rear row: Navigator John McLaughlin, Radioman J. L. Osborne.

### CALIFORNIA VILLAGE DMITRI CONNOISSEURS

LOS ANGELES, December 5—"We saw your calendar in the post office, and can you send me one" is the basic theme of over 25 requests already received by Los Angeles Sales from residents of Angwin, Napa County, a hamlet of some 1,000 souls.

It all started with the postmaster, J. K. Battin, whose public service includes 164 PO boxes... yes, and a rural route, too. He wrote the LA office asking permission to keep the 1946 copy of the AA calendar addressed to one Pablo Dionisio at Angwin. Pablo had returned to South America leaving no forwarding address. Battin, a determined individual when he sees something he wants, suggested it might be more sensible and time-saving if he kept the calendar rather than return it postage due and have to write for one for himself.

The twelve Dmitri views now form the artistic motif of the Angwin post office... and all Angwin is intrigued. We wonder what might have come to pass if Pablo had received his calendar.

### McLAUGHLIN, FIRST-LAST ATC NAVIGATOR

John McLaughlin, navigator of the final AA ATC trans-Atlantic flight, set a record. He was also navigator for the first such flight with Captain Bill Dunn, October 8, 1942. Mac had originally been listed as a passenger for the last crossing when Captain Art Caperton, the veteran two-war pilot who brought the C-54 into LaGuardia Field at 1:54 p.m., January 4, drafted him for the job.

McLaughlin is a 16-year man with American, and had previously been Assistant to the Chief of Military Operations. When ATC flights were originally contemplated, Mac learned navigation for the operation.

Marking the end of a dramatic 39-month chapter of American's history, the crew picked up the plane at Santa Maria, Azores Islands, flew to Paris, back to the Azores, and hence to LaGuardia by way of Stephenville, Newfoundland. Not being a "relay" flight, the plane laid over at rest stops with the crew, so the flight which started Wednesday did not terminate at the New York base until Friday afternoon.

AMERICAN AIRLINES, Inc.  
ORGANIZATION CHART  
TREASURY DEPARTMENT  
1/1/46

