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Administrative History of the

FERRYING COMMAND

29 May 1941 — 30 June 1942

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PREPARED BY
ASSISTANT CHIEF OF AIR STAFF
INTELLIGENCE
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ARMY AIR FORCES HISTORICAL STUDIES NO. 33

ADMINISTRATIVE HISTORY OF THE FERRYING COMMAND

(29 May 1941-30 June 1942)

The original of this monograph and the documents from which it was written are in the USAF Historical Division, Archives Branch, Bldg. 914, Maxwell Air Force Base, Alabama.

Prepared by
Assistant Chief of Air Staff, Intelligence
Historical Division
June 1945

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FOREWORD

This study of the organizational development of the Ferrying Command was written in the Historical Branch, Intelligence and Security Division, Headquarters, Air Transport Command. It describes and analyzes the decisions leading to the formation of the command; relationships with other AAF agencies, Allied countries, and civil airlines; and the rapid expansion of domestic and overseas activities. The story ends with the reorganization of June 1942 when the Ferrying Command became the Air Transport Command. The AIC Historical Branch is now preparing studies which will carry forward the history of the command since that date.

Readers familiar with the subject matter are invited to contribute additional facts, interpretations, and suggestions. For this purpose, perforated sheets have been placed at the back of the study. This history will be handled in strict compliance with AR 330-5.

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Administrative History of the Ferrying Command
(29 May 1941-30 June 1942)

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Chapter I

THE ESTABLISHMENT OF THE AIR CORPS FERRYING COMMAND

The activities undertaken by the Ferrying Command, even the fact of its initial establishment, reflect decisions extending beyond the military into fields of international relations and domestic politics. The basic factors underlying these decisions must be stated, however briefly, if the foundation of the Command, its mission, and its organization are to be understood.

By the spring of 1941 the purpose of the United States to give all possible help, short of actual combat, to Britain and the remnants of her allies against the Axis powers was clear. The passage of the Lend-Lease Act on 11 March of that year, after prolonged public discussion, provided a means for implementing this intention and impressively demonstrated the considered desire of the Congress and people of the United States.¹ The period of extreme delicacy, when aircraft purchased by the British had to be pushed across the Canadian border in order to protect the neutrality of the United States, had passed.

The idea of developing a regular military service for ferrying aircraft was stimulated by various factors. Aircraft, both for the British and their allies and for the growing American air force, were coming off the assembly lines in increasing numbers. As produced and

1. 55 Stat. 31; Edward R. Stettinius, Jr., Lend-Lease, Keaton for Victory, 71-85.

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ready for delivery at the factory, these aircraft might be flyable and yet require a good deal more work before they were ready for combat service. Armament might have to be installed or one or more modifications made to suit the purpose of the designated recipient. In many cases it was more advantageous to fly the planes to points where the necessary additions were produced, and to have installations and modifications done there, than to move these items and the needed tools and personnel to the factories. Thus, as aircraft production increased, there developed an ever-growing need for movement to various points within the United States of planes destined for the Army Air Forces or the British.

Bombers capable of flying the North Atlantic were delivered by factory pilots to British representatives at designated transfer points in eastern Canada. Manufacturers were charging as much as \$5,000 for the delivery of a single plane from the West Coast to one of these transfer points. From Canada the aircraft were ferried to the United Kingdom by the civilian pilots of the Canadian Pacific Air Service Department, operating after March 1941 under the control of the Atlantic Ferry organization, "Atfero," of the British Ministry of Aircraft Production.

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2. Memo for Chief of Ordnance by CCAC, 27 Jan. 1941, in AAG 452.1, Sale of Planes Abroad; memo for AS/W (Air) CCAC, 29 May 1941, in AAG 373.2A.
 3. Unsigned report, "Summary of Information Covering the Organization of the Atlantic Ferry Bomber Service by the Canadian Pacific," 25 March 1942, inclosed with letter, G. H. Dickins to Lt. Col. Fred C. Morgan, 21 March 1944, in ATC Historical File; see below, 43.

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Under this system flight deliveries of aircraft to the United Kingdom were not large. On 20 May 1941 the Deputy Director General of the British Aircraft Commission reported that "actual arrivals in U. K." to date were 12 B-17C's, 13 B-24's, 49 Hudsons, and 49 FBY flying boats. Other Hudsons had been shipped by water, and additional⁴ FBY's had been delivered by air to Australia and Singapore.

Another of the factors underlying the creation of the Air Corps Ferrying Command was a shortage of multi-engine aircraft for the training of American Army pilots. This in turn was partly due to the diversion of a large part of American plane production to the hard-pressed British. American military crews, meanwhile, according to Maj. Gen. H. H. Arnold, Deputy Chief of Staff for Air, were in need of "the training in navigation, weather and radio flying that a coast-to-coast ferrying service would give them--and on the latest, hottest equipment." On 8 May 1941, 3 weeks before the establishment of the Command, these considerations bore fruit in a note addressed by Sir Gerald Campbell, British Minister at Washington, to Secretary of State Cordell Hull. Sir Gerald, on behalf of his government, consented to the American use of British aircraft for training purposes within the continental limits of the United States. "The scope and extent of such training and the utilization of His Majesty's Government's aircraft in connection therewith were left to the sole discretion of the Government of the United States." It was further agreed that the

4. C. P. Fairey, Deputy Director General, British Aircraft Commission, to Maj. Gen. G. H. Brett, 20 May 1941, in AAG 373.2A.

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British Government would not hold the United States liable for the
"loss of or damage to any such aircraft in the course of such train-
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ing."

On 12 May the Under Secretary of War advised the Chief of the Air
Corps that he was "authorized to utilize for training purposes incident
to cross-country flights such airplanes of the British Government . . .
as may be made available and expressly designated for such purposes by
6
duly authorized agents of the owner thereof."

Throughout the spring months of 1941, the offices of the Secretary
of War and of his assistants, as well as those of high-ranking officers
in the Air Corps, showed serious and growing concern regarding the
existing system of ferrying aircraft for the British. This concern
unquestionably reflected the conviction of the President and his ad-
visers that every measure tending to assure or speed British victory
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was a step in support of vital American interests.

On 12 April Maj. Gen. George H. Brett reported to the Chief of
Staff the development of plans for the construction of a landing field
on the west coast of Greenland for the staging of aircraft via New-
foundland, Greenland, and Iceland to the United Kingdom. He anticipated
that use of this route would make possible the ferrying of medium and
light bombers across the North Atlantic, perhaps before the end of the

5. Sir Gerald Campbell to Cordell Hull, Secretary of State, 8 May 1941, in AAG 452.1. General Arnold is quoted as above in The Aircraft Yearbook for 1942, 50. Cf. Col. Robert Olds to T. W. Braniff, President, Braniff Airways, 29 July 1941, in AAG 373, Ferrying Command; 2d Lt. R. L. Goerder to Chief, Maintenance Command, 10 June 1941, in AAG 321.9, Ferrying Command.
6. Memo for C/AC by US/W, 12 May 1941, in AAG 353.9.
7. Peace and War: United States Foreign Policy, 1931-1941 (U. S. Department of State Publication 1853, Washington, 1942), 96-98.

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summer. Regarding the flight delivery of pursuit planes to the United Kingdom, he was less sanguine and urged that the emphasis be placed on the use of naval aircraft carriers for ferrying this type of aircraft. ⁸

The language used less than a fortnight later by General Brett, as Acting Chief of the Air Corps, in a memorandum addressed to Robert A. Lovett, Assistant Secretary of War for Air, reflects more clearly a desire on the part of the War Department to assist, "under the present understanding with the British, . . . in accelerating the delivery of aircraft to Ireland." He suggested several lines of action which might be followed in promoting this desired outcome. To facilitate the opening of a school in the United States for the training of overseas ferry pilots for the British, arrangements had already been made with Transcontinental and Western Air, Incorporated, to begin training ferry pilot instructors as soon as a B-17 airplane could be made available. Jack Frye, president of TWA, was asking the loan by the Army of two qualified B-17 pilots and a B-17 maintenance crew, to assist in giving transition training to the TWA pilots who were to serve as instructors and to train TWA maintenance personnel. Beyond this, General Brett suggested the establishment of a ferry service to return from Ireland to Newfoundland pilots engaged in ferrying aircraft across the Atlantic. Steps might also be taken, where necessary, he indicated, to supplement the equipment and maintenance personnel "at all airbases used in the transit of aircraft to

8. Memo for Chief of Staff by Maj. Gen. G. H. Brett, 12 April 1941, in AAG 373.2A.

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 Newfoundland."

On 5 May the Training and Operations Division of the Office of the Chief of the Air Corps (OCAC) submitted to General Brett a document listing the estimated number of ferry crews required for the remaining months of the current year both to deliver two- and four-engine aircraft for the British from the factories to the Northeast and to maintain the delivery of planes to American Army air units.¹⁰

On 7 May in a memorandum which clearly foreshadows the establishment of the Ferrying Command, General Brett summarized for Lt. Gen. Delos C. Ermons, Commanding General of the GHQ Air Force, the developments of the past few weeks as far as the ferrying problem was concerned. He reported that the OCAC, at the request of the British government and on orders from the War Department, had developed a plan "for taking over the trans-oceanic ferry of British aircraft by a civilian corporation in this country." This plan, the purpose of which was to release British combat pilots for more active service, had nevertheless been rejected by Air Chief Marshal Sir Hugh Dowding, representing the British Ministry of Aircraft Production. General Brett believed, however, that Sir Hugh's decision was the result of failure to understand the wishes of his home government.

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9. Memo for AS/W by Gen. Brett, 25 April 1941, in 373, ATC Central Files. The proposed TWA school was opened on 1 June 1941 at Kansas City, Mo. and was transferred to Albuquerque, N. M., 23 June. It was termed by the company "the Eagle Nest Flight Center." "Report of All Activities of the Eagle Nest Flight Center for the Period June 1, to August 31, 1941," n.d., in ATC Historical File.
 10. Memo for Gen. Brett by Col. W. F. Kraus, Exec., T&O Div., 5 May 1941, in AAG 373.2A.

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More recently, General Brett continued, the British had asked
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the United States

to take over, with military pilots, the ferrying of British aircraft from factories in the United States, to a point in the eastern part of this continent. This request is based on the premise that such action . . . would release a large number of civilian pilots for duty with the United Kingdom trans-Atlantic service. This latter service is currently extremely short of competent trans-ocean pilots, and it becomes apparent that unless prompt remedial action is taken to accelerate the delivery of British aircraft, that the products of American airplane factories will not be delivered to Great Britain in time to be of any use in the current action in Great Britain.

The War Department has indicated that the British request for United States Army pilots to take over the ferrying of British aircraft in the continental United States will receive sympathetic consideration. It is believed that the GHQ Air Force will very probably be called upon to perform the mission inherent in the British request.

In mid-May, General Arnold issued a directive under which Army crews were to fly 20 transport aircraft to Takoradi on the Gold Coast for the British. These aircraft had been acquired through Lend-Lease from the domestic airlines. General Arnold soon changed his mind, however, and dropped the plan to use Army ferrying crews. Instead, arrangements were made with Pan American Airways to create a subsidiary
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corporation, Atlantic Airways, Ltd., which did the job.

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11. Memo for Lt. Gen. D. C. Emmons by Gen. Brett, 7 May 1941, in ibid. (App., 125-26). It is worthy of note that this memorandum was dictated by Maj. T. H. Alexander who became the first executive officer of the Ferrying Command 3 weeks later.
 12. Maj. T. R. Quesada to Dean G. Acheson, Asst. Secretary of State, 13 May 1941; memo for Chiefs, All Divisions by Col. G. L. Stratemeyer, Exec., CSAC, 13 May 1941; memo for Gen. Brett by D. W. Tomlinson, 15 May 1941; memo for Chief of Staff by Gen. Arnold, 24 May 1941; Gen. Arnold to Juan Triunfo, President, PAA, 27 May 1941, in AAG 373.2A; drafts of agreements, dated 29 May 1941, in 452.1, ATC Central Files. For a fuller account of this subject, see "History of the Caribbean Division, Air Transport Command," Part I, "Early Ferrying Operations Southeast from Florida," 19-29.

Toward the end of the month the War Department, apparently quite as zealous as the British government for the success of the transatlantic ferrying service, came very close to proposing again that the Army Air Corps, with an American officer in full command, assume responsibility for all ferrying of aircraft from factories to the United Kingdom. Upon the recommendation of Brig. Gen. Carl Spaatz, then Chief of the Air Corps Plans Division, this proposal was abandoned.¹³

Instead, it was decided to comply with the more modest request of the British government. This called for the use of military crews to ferry British aircraft from the factories to transfer points in the Northeast. On 28 May the President brought the matter to a head with a brief note addressed to the Secretary of War, a document which must be considered the cornerstone of the Ferrying Command. It is quoted here in full:

Dear Mr. Secretary:

I wish you would take the full responsibility for delivering planes, other than the PBVs, that are to be flown to England to the point of ultimate take-off.

I am convinced that we can speed up the process of getting these bombers to England and I am anxious to cut through all of the formalities that are not

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13. Memo for Brig. Gen. Carl Spaatz by Gen. Arnold, 26 May 1941; memo for Gen. Arnold by Spaatz, 27 May 1941; memo for R. A. Lovett by Gen. Arnold, 27 May 1941, in AAG 373.2A. During much of May, General Brett received a detailed daily report from the British Air Commission on the status of aircraft intended for transatlantic flight delivery. Reports filed in ibid.

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legally prohibitive and help the British get this job done with dispatch.

I think that Lend-Lease funds can be used to some extent in connection with fields in Canada and Bermuda.

For your confidential information I am suggesting that the R.A.F. take the responsibility for the planes at the point of ultimate take-off but whether this suggestion of mine is approved by the British Government or not I want the Army to make sure that these planes are delivered speedily.

Very sincerely yours,

/s/ Franklin D. Roosevelt

The Honorable 14
The Secretary of War.

On the following day, 29 May 1941, Col. Robert Olds, an officer in the Plans Division, OGAO, was called into the office of General Spaatz. It is not clear whether he was given his instructions by General Spaatz or whether he spoke with General Brett. He returned to his office and told his secretary, Mrs. Jennie K. Smith, "Well, we have a new job." He had been directed to establish the ferrying
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service.

On the same day, steps were taken to establish an air transport service, linking the United States with the United Kingdom. As a matter of fact, General Arnold had directed General Brett to take the necessary action to procure aircraft for such a service as early as 3 April. And later in April, General Brett had suggested that it might serve as an

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- 14. "Chronological File of Major Directives," ATC Central Files; original in OS/W.
 - 15. Interview with Mrs. Jennie K. Smith, by Capt. Oliver La Farge, Historical Officer, ATC.

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adjunct to the transatlantic ferrying of aircraft. Meanwhile the British had shown little enthusiasm for a variant plan. This called for a British-operated service, utilizing three airplanes, to be transferred to British ownership under Lend-Lease, and manned by civilian crews provided by the United States through "the discharge of pilots and mechanics" from the armed forces.

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On 29 May there was submitted to the Deputy Chief of Staff for Air a recommendation, prepared in the Plans Division, OCAC, for "the establishment of a ferry service between the United States and England for the purpose of transporting officials of the United States and the United Kingdom" and of returning RAF ferry crews to this continent. The Attorney General had ruled, the communication stated, that military personnel, aircraft, and facilities might be used for this purpose. It was proposed, accordingly, that the service be made a responsibility of the Air Corps Maintenance Command and that Lt. Col. Caleb V. Haynes be rushed from Puerto Rico and placed on temporary duty as commanding officer. The shuttle was to be inaugurated with a B-15, though it was recognized that this four-engine bomber was not fully satisfactory for the proposed operation. As soon as trained crews were ready, B-24 service was to be started with one plane already in the Army's possession and one to be obtained from the British. Bolling Field was

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- 16. R&R, Gen. Arnold to Gen. Brett, 3 April 1941, in AAG 373.2A; memo for AS/W by Gen. Brett, 25 April 1941, in 373, ATC Central Files; memo for DC/S (Air) by OCAC, 29 May 1941, in 321.9, ATC Central Files.
 - 17. Memo for DC/S (Air) by Col. Stratemeyer, 16 May 1941, in AAG 373.2A.

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to be the American terminus; facilities were to be arranged at the Newfoundland airport; and maintenance crews were to be sent to Great Britain.¹⁸

Before this program was put into operation, it was altered by a decision to assign the responsibility to the Ferrying Command rather than to the Maintenance Command. That Colonel Olds, as commanding officer of the newly created organization, had a hand in this decision is suggested by a pencilled notation on a "buck slip" attached to the draft plan.¹⁹ In any event, when the order constituting the Ferrying Command was published on 5 June 1941 the definition of its responsibilities was broad enough to cover the operation of the proposed transport service.

This order announced the constitution and establishment of the Air Corps Ferrying Command, as of 29 May 1941, "under the direct jurisdiction of the Chief of Air Corps." Published substantially as drawn up by Colonel Olds,²⁰ it stated the mission of the new Command in brief but sweeping terms: "... to move aircraft by air from factories to

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18. Memo for DC/S (Air) by OCAC, 29 May 1941, in 321.9, ATC Central Files. No written opinion of the Attorney General of the character indicated in this memorandum has been found. There is, however, an opinion, dated 6 June 1941, in which the Attorney General ruled that there was no legal obstacle to the War Department's employing "Army aircraft piloted by Air Corps officers for the purpose of transporting Army personnel to the British Isles and return." R. H. Jackson, Attorney General, to S/W, 6 June 1941, in AAG 373.
 19. "In view of our conversation this morning should not this service be under the same command that runs the Ferry Service in the U. S.?" S/paatz? to Col. Olds, 2 June 1941, in 321.9, ATC Central Files.
 20. Cf. file copy, initialed "RO /Robert Olds/", of memo for AG by OCAC, 3 June 1941, in Plans Div. files, AFHFI Archives.

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such terminals as may be designated by the Chief of Air Corps, as well as to maintain such special air ferry service as may be required to meet specific situations."

Air Corps personnel and detachments were to be provided by local commanders to the Commander of the Ferrying Command, as follows:

- a. Aircraft ferrying crews in sufficient number to maintain a constant flow of aircraft from factory to destination.
- b. Aircraft crews required to maintain special air ferry service as established by the Chief of Air Corps.
- c. Maintenance detachments to insure adequate maintenance and inspection of aircraft involved in a and b above.

Beyond this, "Chiefs of arms and services, commanding officers of posts . . . and other agencies under War Department jurisdiction were directed to give first priority to the activities of the Air Corps Ferrying Command when assistance or cooperation was required."

Funds would be obtained from military appropriations or from Lend-Lease sources. The Commander was authorized to establish liaison with the British and Canadian governments and other necessary agencies and to deal directly with the Assistant Chief of Staff, G-2 War Department, in matters relating to the activities of his personnel outside
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the continental United States.

Further evidence regarding plans for the Ferrying Command, as conceived by the CGAC and the office of the Assistant Secretary of War for Air, is contained in a summary of the conclusions of a conference held in the latter office on 30 May.

British aircraft were to be moved by the "airplane Ferry Command"

21. AG to CG's, All Armies, et al., 5 June 1941, in AG 320.2 (6-3-41) 1R-11 (App., 127-28).

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from factories to points in the Americas designated by the British for either overseas shipment by boat or ferry overseas by air. In accordance with the President's letter to the Secretary of War, only land planes were involved. Factory pilots were to continue their deliveries until the new ferry service should be fully organized. Pilots finally released were to be encouraged to enroll in Atterro for overseas ferrying. Those who did not join were to be used by the new Command and given military status, as far as possible.

An Air Corps school for ferry pilots would be set up at Barksdale Field, La., taking approximately a hundred trainees from each class of the Air Corps Training Center. Graduates of the Barksdale school were to be "fed in at the bottom" of the ferrying service. Ultimately, when a surplus of ferrying personnel had been accumulated, the more experienced pilots would be released for other activities, especially with the GBQ Air Force. The British Air Commission would cooperate in making possible this training program by providing a number of Lockheed Hudson bombers, generally serviceable for training, though their delivery to England was being held up by a shortage of parts. For the time being, any deficiency of pilots or ferrying crews was to be met by drawing upon the pilots of the Air Corps generally, in accordance with established procedures.

Such are the cardinal facts concerning the immediate background and the basic mission of the Air Corps Ferrying Command. It is now necessary to turn to the development of the organization which performed this mission, and to trace its growth during the succeeding 7 months.

22. Memo for AS/W (Air) by CGAC, 30 May 1931, in 321.9, ATO Central Files.

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Chapter II

THE DOMESTIC PERIOD (29 May 1941 - 30 December 1941)

Early Headquarters Personnel and Organization

A key factor in the early history of the Ferrying Command was the character and personality of its commander. Colonel Olds had behind him a fine military record, extending back to service as a pilot and instructor in the Aviation Section of the Signal Corps in World War I. His peacetime specialization had been in the field of heavy bombardment aircraft.¹ To his new responsibilities Colonel Olds brought unusual experience in long-range flying of military aircraft over both water and various types of terrain. According to those who knew him, he was a man of fire, drive, and courage. These qualities and this experience proved highly useful for the commander of an organization which was to expand in striking fashion, always under the necessity of haste. The situation demanded considerable daring, not merely of flyers and crews, but of those who did the planning and assumed the responsibility for pioneering ventures. This, Colonel Olds had in full measure and beyond it a broad grasp of the national and international significance of his mission.

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1. ACFC Public Relations Office, "[Biographical Sketch of] Brig. General Robert Olds," n.d., in ATC Historical File.

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In dealing with individuals, he was forceful, often abrupt, peppery, intolerant of failure or obstructionism, quite unafraid to express himself strongly to his superiors when he felt that the situation required it. He possessed exceptional ability to win his subordinates' loyalty. He delegated authority successfully, giving a man his assignment and then trusting him to carry it out. He had a talent for inspiring each subordinate with a feeling that his mission was truly important and that his commander had faith in him and would back him up completely. A strong disciplinarian, he combined discipline with a friendly manner² which welded his organization into an effective team.

On the first day of his new duty as Commander of the Ferrying Command, he obtained the assignment of Maj. Edward H. Alexander of the Training and Operations Division, OCAO, as his executive officer. For nearly a month, Major Alexander served also as adjutant. Work was begun at once in the space which Colonel Olds already occupied as an officer of the Plans Division. Within a week the headquarters staff was ready to move to rooms of its own elsewhere in the Munitions Building. These quarters, however, were far from satisfactory, for they were located in the basement and were accordingly dark, badly ventilated, and, in June, very hot. By 5 June orders had been requested for two Regular Army officers, five Air Corps officers then on active duty, one retired officer, and one civilian. The two Regular Army officers, Maj. William H. Tunner, of the Military Personnel Division, OCAO, and Maj. Thomas L. Mosley, of the GHQ Air Force, Langley

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2. Wayne H. Fisher, President, Los Angeles Airport Commission, to Gen. Olds, 21 March 1942, in ibid.; interviews with Col. Robert M. Love, Maj. A. F. duPont, and Mrs. Jennie K. Smith, all of whom served in the Ferrying Command under Col. Olds, by Capt. La Farge.

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Field, reported for duty within a few days and were assigned to key positions. Major Tunner became personnel officer and, on 26 June, adjutant, while Major Mosley became operations officer.³

Meanwhile several other officers whose assignment had been requested reported. Lt. Col. S. S. Hanks, who had served with the Building and Grounds Division, OCAO, became fiscal officer. Lt. Col. Harold Hartney became materiel coordinator, and 1st Lt. Louis T. Reichers, assistant operations officer. 2d Lt. Robert L. Goerder was assigned as liaison officer at Ferrying Command headquarters for the Maintenance Command; Wing Commander A. A. Adams for the Royal Air Force, and U. M. Miller for the British Air Commission. Toward the end of the month 1st Lts. A. Felix duPont, assistant operations officer, and Richard C. Lowman, assistant personnel officer, reported for duty. At about the same time, George F. Brewer joined the organization as special consultant. He soon became chief of the Materiel Section and applied for a commission in the Specialist Reserve. This and subsequent applications were rejected on account of minor physical defects, but Brewer continued to head the Materiel

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3. ACFC to C/AS, 5 June 1941, in ATC Historical File; memo for Major Alexander by Maj. W. H. Tunner, 14 June 1941, in "Activity Reports," Commander's file, ATC Central Files; interview with Mrs. Jennie K. Smith, by Capt. La Farge; ACFC Personnel Orders #1, par. 2, 7 June 1941, in 201 (Alexander), *ibid.*, par. 1; ACFC Personnel Orders #8, par. 1, 26 June 1941, in 201 (Tunner), ATC Central Files.

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Section.

These men constituted most of the officer personnel at headquarters during the first months of the Command's history. It was a small staff, brought together for a job which would later look small when compared with the responsibilities ultimately imposed upon the Air Transport Command. The organization, with its five sections, Operations, Fiscal, Personnel, Materiel, and Liaison, each directly subordinate to the commanding officer and executive, was appropriately simple. As a matter of fact, business was handled very informally. Much was done by word of mouth. Informal notes and documents, carried from one officer to another without thought of filing, were common. 5

The five sections just referred to are those which appear in an organization chart, dated 24 June 1941. An unsigned analysis of the Command organization, prepared during August, reveals the existence of a sixth section, the Administrative. This section, headed by David S. Lehman, a career civilian employee, included a Civilian Personnel Unit, a Mail and Files Unit, and a Stenographic Unit. The Operations Section was divided into an Atlantic Operations Unit and a CAA Opera-

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4. ACFC to C/AS, 10 June 1941, in ATC Historical File; C/AC to AG, 29 July 1941, in AAG 201 (Brewer); unsigned memo for Col. Olds 25 June 1941, in "Activity Reports," Commander's File; ACFC, "Officer Personnel on Duty and Requested for Air Corps Ferrying Command," n.d., in ATC Historical File. Brewer finally received a commission as major, AUS, in February 1942. AG to Maj. G. F. Brewer, 12 Feb. 1942, in AAG 201 (Brewer).
 5. ACFC "Organization and Operations Chart--Air Corps Ferrying Command," 24 June 1941, in ATC Historical File; R&R, Exec. to Chief, Inspection Div., 31 May 1941; R&R, No. 3, ACFC to Chief, Inspection Div., 18 June 1941, in AAG 373.2A; "Officer Personnel on Duty and Requested for Air Corps Ferrying Command," in ATC Historical File. On 25 June the total force on duty at Command headquarters consisted of eight officers and 24 civilians. Unsigned memo for Col. Olds, 25 June 1941, in "Activity Reports," Commander's File.

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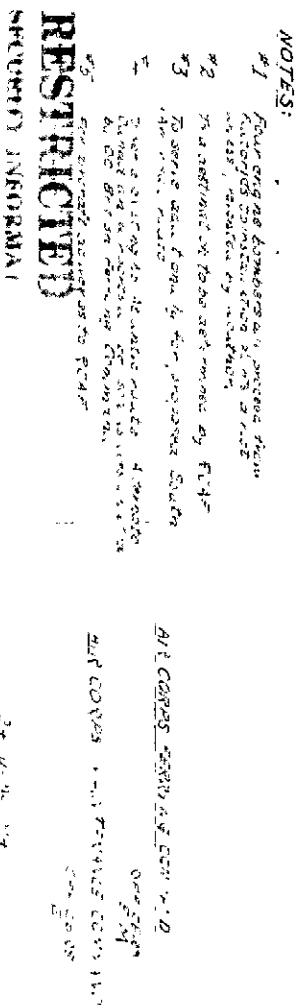
tions Unit. The latter was concerned with domestic ferrying, the former with the Atlantic air transport service to the United Kingdom. The Fiscal Section was not divided and its functions were what one would normally expect, with the addition of its responsibility for liaison with other government agencies relative to Lend-Lease funds. The Materiel section, likewise undivided, was charged with determining the causes of shortages which impeded the production or installation of equipment on aircraft intended for the British government, and with doing everything in its power to eliminate them. The Personnel Section, whose chief served also as adjutant for nearly 4 months, had four subdivisions, the Orders Unit, the Military Personnel Unit, the Military Ferrying Pilot Unit, and the Civilian Pilots Unit.

Early Field Organization for Domestic Ferrying

To carry out the primary mission of the Command, the ferrying of British aircraft from factories in the West to transfer points on the East Coast, it was necessary to establish a field organization and to mark out routes over which the aircraft should pass. As conceived and established in the early days of the Command, the field organization consisted principally of a force of control officers on duty under Ferrying Command jurisdiction at aircraft factories and other control points designated by the Commander.

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6. The unsigned analysis of the Command organization here referred to contains six typewritten pages; it was forwarded with R&R, Administrative Div. to ACFC, 19 Aug. 1941; R&R, No. 2, ACFC to Administrative Div., 19 Aug. 1941, in 321.9, ATC Central Files.
 7. OCAC Circular 55-20, 30 June 1941.

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The obvious starting points, at which planes had to be received, were the several aircraft factories, particularly the Boeing factory at Seattle and the southern California plants of Lockheed, Consolidated, Douglas, North American, and Vultee. To handle the responsibilities of the Ferrying Command in the latter area, the Command established a Western Division, with headquarters initially at Santa Monica, Calif. Until 1 August Lt. Col. Charles E. Branshaw, supervisor of the Western Air Corps Procurement District, a Materiel Division organization, functioned as chief of the Western Division of the Ferrying Command. Serving under him as operations officer for the division was Lt. Col. Ralph E. Spake. Control point officers at the factories reported daily to the Western Division headquarters, giving a statement of aircraft departures and expected aircraft movements for the next 7 days. In addition they were individually responsible for the assignment of crews, the acceptance of aircraft from the Air Corps procurement representative, the preparation of proper clearance forms for aircraft on civil airways, the submission to pilots of weather information for the route to be flown, the control of crews while in the locality, and finally, for the safe arrival of the aircraft at the first intermediate control point on their routes.

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8. ACFC G.O. #2, 13 June 1941; ACFC to C/AC, 16 June 1941, in AAG 373.2A; Lt. Goerder to Chief, Maintenance Command, 19 June 1941, in AAG 373, Ferrying Command; ACFC to Lt. Col. Charles E. Branshaw, 7 Aug. 1941, in "Western AC Procurement Div.," Commander's File; ACFC Operation Instruction, 10 July 1941, in ATC Historical File.

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In mid-July, during an inspection trip to the West Coast, General Brett, Chief of the Air Corps, directed the establishment of a new arrangement. In order to break up an existing bottleneck at the aircraft factories in the vicinity of Los Angeles, the Long Beach Municipal Airport was to be made a concentration point for all aircraft, except B-24's, to be ferried from that area. "Civilian pilots, conducting the final tests on aircraft," were to end their last flight at Long Beach. There the Air Corps procurement representative was to accept the planes and turn them over to the Ferrying Command. The concentration point was designated as Headquarters, Western Division, Air Corps Ferrying Command, and Lt. Col. Raphael Baez, Jr., Colonel Olds' personal choice, was made commanding officer of the division. Unfortunately, delays in the completion of the necessary construction at Long Beach hampered the fulfillment of the program as outlined in July.

The routes utilized in ferrying aircraft from the West Coast changed from time to time, but as initially laid down they were as follows (See Map 1):

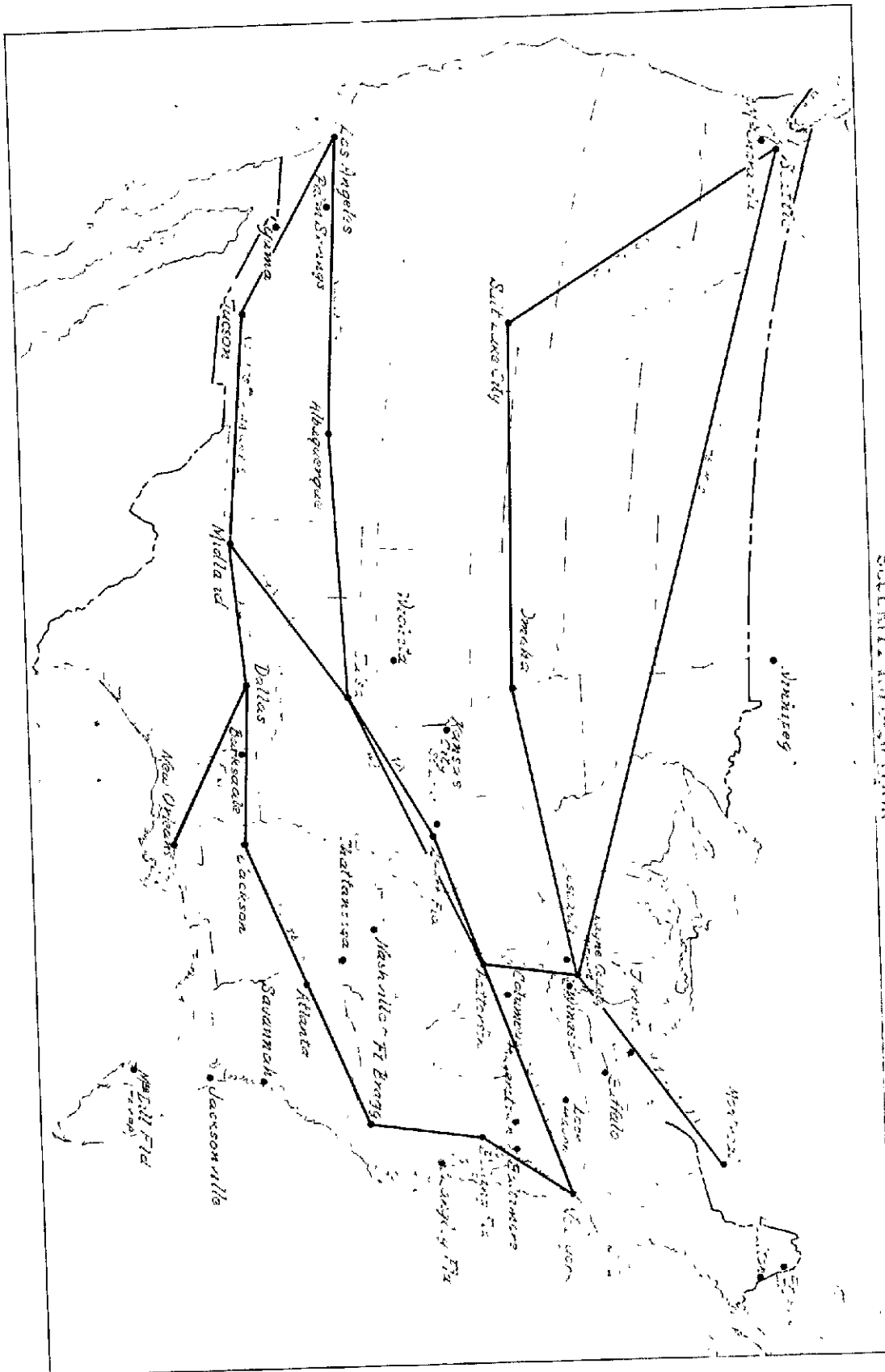
Route One, for heavy-type bombers: Seattle, Wayne County Airport (Detroit) to Montreal;

Route Two, for heavy-type bombers: Seattle, Salt Lake City, Omaha, Wayne County to Montreal;

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9. Message, Gen. Brett to CO to ACFC, 15 July 1941, in "Long Beach," Commander's File; Lt. Col. L. P. Whitten to Chief, Maintenance Command, 23 July 1941, in AAG 373.2A; George E. Baker, City Engineer, to Carl R. Erickson, City Manager, Long Beach, Calif., 18 Sep. 1941, in "Long Beach," Commander's File.

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EARLY FERRYING COMMAND ROUTES — JUNE 1941
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Route Three, for short-range light bombardment-and trainer-type aircraft: Los Angeles, Albuquerque, Tulsa, Patterson Field, and Wayne County to Montreal, with an alternate route, Patterson Field to New York;

Route Four, for short-range light bombardment-and trainer-type aircraft: Los Angeles, Tucson, Midland (Tex.), and Dallas to New Orleans;

Route Four A, for short-range light bombardment-and trainer-type aircraft: Los Angeles, Tucson, Midland, Tulsa, Scott Field, Patterson Field, and Wayne County to Montreal;

Route Four B, for short-range light bombardment-and trainer-type aircraft: Los Angeles, Tucson, Midland, Dallas, Jackson, Atlanta, Fort Bragg, and Bolling Field to New York.

Training-type aircraft for use in Canada were to be delivered only at Winnipeg, Toronto, Windsor, or Montreal, in order to facilitate the return of ferrying personnel on American-operated airlines, which were prepared to honor Army transportation requests.

The terminus of each of these routes was one of the designated transfer or delivery points at which final inspections were accomplished and the aircraft handed over to the authorized representatives of the British Ferrying Command or the British Air Commission. New York and New Orleans, of course, were used for the delivery of planes to be shipped by seagoing vessels. For aircraft capable of proceeding across the North Atlantic under their own power, Montreal continued to serve as the transfer point. The Ferrying Command, however, immediately initiated a program for the development of three large airports in

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10. Lt. Goerder to Chief, Maintenance Command, 19 June 1941, in AAG 373, Ferrying Command; R&R, Exec. to Chief, Inspection Div., 31 May 1941; R&R, No. 3, ACFC to Chief, Inspection Div., 18 June 1941, in AAG 373.2A; ACFC "Organization and Operations Chart--Air Corps Ferrying Command," 24 June 1941; ACFC Operation Instruction, 10 July 1941.

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northern Maine, some 300 miles nearer the United Kingdom. The points selected were Presque Isle, Houlton, and Millinocket, all on the Bangor and Aroostook Railroad. The Millinocket project was soon abandoned, but the Presque Isle and Houlton fields, after prolonged construction delays, were opened for service early in 1942. At each transfer point the Ferrying Command control officer was responsible for the acceptance and delivery of aircraft ferried to his station for that purpose. He was to return ferrying crews to their starting points by air or rail without delay. He was to submit a daily arrival report and consolidated monthly traffic reports and maintain control over personnel in such a way as to preserve good relations with British and Canadian
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nationals.

Patterson Field at Dayton, Ohio, was first picked as the installation point at which all equipment not available prior to the departure of aircraft from the factory might be installed. From the start, however, it was planned to transfer this activity to the Wayne County Airport, near Detroit, as soon as that installation could be made ready, and before the end of July this move was made. Nashville and Chattanooga were proposed as installation points for planes which might in the future

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11. Lt. Goerder to Chief, Maintenance Command, 10 June 1941, in AAG 321.9, Ferrying Command; R&R, ACFC to B&G Div., 20 June 1941, in ATC Historical File; memo for C/AC by ACFC, 23 June 1941, in Commander's Policy Book, ATC Central Files (App., 129-35). ACFC Operation Instruction, 10 July 1941; Presque Isle Air Base, "Weekly Activity Report, Week ending 17th, January, 1942"; memo for CO, Presque Isle Air Base by 1st Lt. Crocker Snow, Commanding, North Atlantic Sector, 14 Feb. 1942, in "Presque Isle," Mosley File, ATC Central Files. For the development of a transfer point at Miami, see below, 49.

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be routed across the Atlantic by way of South America. Control officers at the installation points were responsible for the performance of a long list of duties. Most fundamental, they were to take all possible steps to expedite the clearance of completed aircraft to their transfer points and of crews back to the factories or forward with planes ready to proceed. They were to keep the Maintenance Command informed of expected aircraft arrivals and of the shortages on each, coordinating also the prospective movements of completed planes.¹²

The other points listed in the routes were Army stations designated for ferrying purposes as intermediate control points. Here stops were made for gas and oil, and here Ferrying Command control officers were stationed to clear aircraft to the next stopping place and to represent the interests of the Command generally.¹³

Among the documents relating to the ferrying operations of the Command in 1941, there are a few references to a Northeastern or Northeast Division. Thus an Air Corps Circular of 25 September 1941 summarizes the organization of the Command as follows:

The Air Corps Ferrying Command will consist of a commanding officer and staff with headquarters located in the Office,

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12. Memo for C/AC by ACFC, 23 June 1941, in Commander's Policy Book; ACFC Operation Instruction, 10 July 1941; ACFC Control Office, Wayne County Airport, to CO, ACFC, 2 Sep., 1941, in ATC Historical File. Chattanooga was never used as an installation point, but Installation Unit No. 2 was activated at Nashville as of 30 September 1941. ASC G.O. #9, par. 2, 1 Dec. 1941, quoted in "Historical Record, 316th Sub-Depot, Air Service Command, Army Air Forces, Romulus Army Air Field, from July 18, 1941 to January 1944."
 13. OCAO Circular 55-20, 30 June 1941 (App., 126-37); ACFC Operation Instruction, 10 July 1941; Lt. Goerder to Chief, Maintenance Command, 10 June 1941, in AAG 321.9, Ferrying Command.

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Chief of the Air Corps, Washington, D. C., a Western Division with headquarters at Long Beach Airport, Long Beach, California, a Northeast Division, with headquarters at Presque Isle, Maine, to open approximately the fifteenth of October; control officers at certain intermediate points along the route of flight, adjacent to selected factories, and at transfer and installation points as designated by the Commanding Officer, Air Corps Ferrying Command.

During the latter part of the year, 1st Lt. Crocker Snow, in charge of Ferrying Command interests at Presque Isle, signed a number of documents as "Control Officer, Northeast Division." This Northeast Division was intended to include the transfer points at Presque Isle and Houlton. No document defining its functions has been found, however, nor any evidence to show that anyone was ever appointed to the position of commanding officer. Indeed, by the time the transfer points in Maine were ready for any large amount of traffic, the Command had been re-organized (30 December 1941), and Lieutenant Snow named commanding officer of the North Atlantic Sector of the Foreign Division.

It is true that some installations were prepared for service very slowly and that the operations of the Ferrying Command during 1941 seem small by later standards. Still the Command was justified on 25 September in pointing with some pride to the fact that on the previous day 78 British planes had been in flight toward the Atlantic seaboard, while 41 pilots were returned to the West Coast to pick up additional

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14. Unsigned memo for Col. Olds, 3 July 1941, "Progress Report (June 23-28, 1941)," in ATC Historical File; "Officer Personnel on Duty and Requested for Air Corps Ferrying Command"; ACFC Daily Diary, 6 Nov. 1941, in ATC Historical File; OCAC Circular 55-20, 25 Sep. 1941; Presque Isle Air Base, "Weekly Activity Report, Week ending 17th, January, 1942," in "Presque Isle," Mosley File. See "Presque Isle" and "North Atlantic" folders in Mosley File, ATC Central Files. See below, 69.

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aircraft. At the close of business on 7 December 1941, the Command had delivered the impressive total of 1,331 planes to their final domestic destinations.¹⁵

A basic consideration in the ferrying organization was the character, status, and source of its flying personnel. A major objective of the Ferrying Command was to release as many civilian pilots as possible from service in ferrying aircraft from factories to transfer points, in order to make them available to the British Ferrying Command for transoceanic ferrying. At the same time it was desired to give American combat crews as much experience as possible in flying the latest types of military aircraft.¹⁶ To accomplish these ends, the Air Corps Ferrying Command proposed to utilize military crews drawn from two categories, experienced crews furnished on request by the GHQ Air Force (renamed the Air Force Combat Command, 20 June 1941) and trainees graduated from the advanced two-engine school at Barksdale Field. These crews were to be rotated through the Ferrying Command to the Combat Command as rapidly as the availability of newly trained crews for ferrying duty would permit.¹⁷ Thus the job of domestic ferrying would be done, American Army crews would secure valuable

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15. ACFC Daily Diary, 25 Sep., 1941; "ACFC Daily Flight Report As Of 1800," #140, 6-7 Dec. 1941, attached to ACFC Daily Diary, 6 Dec. 1941. It should be noted that Ferrying Command usage consistently counted flights to Canadian points as "domestic" flights. Alaska, on the other hand, was considered "foreign," or "overseas," destination.
 16. See above, 3, 12-13.
 17. Memo for C/AC by ACFC, 23 June 1941, in Commander's Policy Book (App., 129-35); ACFC Daily Diary, 23 July 1941.

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training, and seasoned civilian pilots would be made available for overseas ferrying.

These objectives were not immediately attained. At late as 1 July not a single plane had been ferried to a transfer point for the British "with strictly Air Corps Ferrying Command personnel," though all such movements since 6 June had taken place under the general control of the Command. Some Army men had functioned as co-pilots in the delivery of Lockheed Hudsons. The big obstacle in the way of a complete personnel shift lay in the failure to resolve the legal difficulties which had arisen between the aircraft manufacturers, the Command, and the British representatives regarding such questions as transfer of titles, state sales taxes, and insurance. On 12 July the President authorized the Secretary of War to accept from the manufacturers title to, and possession of, specified numbers of British aircraft. Army crews of the Ferrying Command thereupon began to take over the domestic ferrying of aircraft destined for the British service. On 20 August the Washington representative of the British Air Commission agreed to inform all aircraft factories that the British government would no longer accept aircraft from pilots other than those assigned to the Air Corps Ferry-
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ing Command.

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18. Memo for Gen. Brett by OAS/W (Air), 3 July 1941; memo for S/W by G/AC, July 1941, in 321.9, ATC Central Files; unsigned memo for Col. Olds, 3 July 1941, "Progress Report (June 23-28, 1941)"; memo for Col. Miller by ACFC, 14 July 1941; Col. W. F. Vollandt, Contracting Officer, to Lockheed Aircraft Corp., 10 July 1941; President Roosevelt to S/W, 12 July 1941; ACFC Daily Diary, 14, 23 July, 20 Aug. 1941; Col. Olds to R. L. Doughton, 18 July 1941, in 373, ATC Central Files. Aircraft delivered to the British under Ferrying Command control, 6 June-4 August 1941, totaled 198

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As early as 16 June the Command, in an effort to procure enough ferrying crews for its needs, arranged to have Hudson bombers for the transition training of GHQ Air Force personnel sent to Burbank, Calif.; McChord Field (Tacoma, Wash.); MacDill Field (Tampa, Fla.); Savannah, Ga.; and Langley Field, Va. Ten crews were qualified on Liberator aircraft in the TWA four-engine school at Albuquerque during July, and other military personnel were trained there later in the year. In addition, the two-engine school at Barksdale Field turned out some 200 pilots for the Ferrying Command between 11 July and 1 November 1941. The Command itself operated a transition school in connection with the headquarters of the Western Division at Long Beach, in order to provide crews with familiarization flights prior to the ferrying of specific types of planes.

Early Air Transport Organization: the Atlantic Division

The discussion in the present chapter has been concerned thus far with the movement of aircraft from factories to American transfer points and with the organization established and training undertaken as a means to the accomplishment of this mission. At the same time the Command was

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- 18 (contd). Lockheed Hudsons, 109 Douglas Bostons, and 123 North American Harvards. Memo for AS/W by ACFC, 5 Aug. 1941, in AAG 373, Ferrying Command.
19. ACFC to C/AC, 16 June 1941, in AAG 373.2A; OCAC to CO, AFS, Barksdale Field, 18 July 1941, in AAG 210, Ferrying Command; OCAC to AG, 18 Sep. 1941, in AAG 352.17, Barksdale; ACFC Four-Engine Transition School, Albuquerque, N. M., to CO, ACFC, 17 Dec. 1941, in AAG 300, Ferrying Command; "Report of All Activities of the Eagle Nest Flight Center . . . June 1, to August 31, 1941," in ATC Historical File; Col. C. T. Phillips to Col. Olds, 31 Oct. 1941, in 452.11, ATC Central Files; R&R, ACFC to C/AC, 26 Aug. 1941, in AAG 373.2B; R&R, ACFC to Reserve Sec., Military Personnel Div., 9 Sep. 1941, in AAG 210, Ferrying Command.

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at work on its other major assignment, the establishment of an air ferry service for the transportation of key personnel and mail between the United States and Great Britain. It may be remarked at this point that during the early months of the Command's history the term "ferry" was used in its correct, as well as its now accepted, charged, meaning. Thus it covered the whole of the Command's mission, as originally laid down. More recently the AAF has adopted the British usage, developed during World War II, by which "ferrying" is distorted to mean a one-way flight to deliver an airplane, while back-and-forth service for the transportation of passengers and cargo--true ferrying--is referred to broadly as air transportation, or more specifically as a "shuttle."

Lt. Col. Caleb V. Haynes, the officer selected to head the transatlantic passenger service, reported for temporary duty with the Ferrying Command by mid-June 1941. He and the small staff at Command headquarters shared in handling the numerous details which had to be cared for before the projected service could be inaugurated. On the morning of 1 July the first flight of the transatlantic shuttle, piloted by Colonel Haynes, took off from Bolling Field. The ship used was a new B-24. Routed by way of Patterson Field, Montreal, and Gander Lake, Newfoundland, it landed at Ayr in Scotland shortly after midnight, local time, on 3 July. On the return run the plane left Scotland early on 8 July and reached Bolling Field on the 10th, after an over-night stop at Montreal. Patterson Field was not on the normal route, and Prestwick, near Ayr, soon became the usual British terminus.

20. Memo for Maj. Alexander by Maj. Tunner, 14 June 1941; unsigned memo for Col. Olds, 25 June 1941, in "Activity Reports," (contd.)

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The crews which carried on this service from July into October without an accident were officers and enlisted men of the Air Force Combat Command, on temporary duty with the Ferrying Command. By November, when regular flights to Cairo and return were replacing the North Atlantic shuttle, their numbers included 23 pilots, 18 navigators, and 25 radio operator-mechanics. They, plus a small force at Bolling Field and tiny detachments at Prestwick and Gander Lake, constituted the personnel of what was variously termed the North Atlantic, the Atlantic, or the Trans-Atlantic Division. All three names were used interchangeably within the Command, and no one can be called more correct than the others. No evidence of formal activation of the division, however named, has been found.²¹

At headquarters the control of the North Atlantic flights was particularly the province of Maj. Thomas L. Mosley, Command operations officer, of Mrs. Nina G. Auchincloss, who was responsible for passengers, and of the assistant operations officer, 1st Lt. A. Felix duPont, who, under Major Mosley, was responsible for operations generally. At the

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- 20 (contd.). Commander's File; trip record maintained in loose-leaf notebook by office of 1st Lt. A. F. duPont, 1 July-19 Dec. 1941, in ATC Historical File; Lt. Col. C. V. Haynes, Pilot's Report #1, in duPont File, ATC Central Files.
21. Memo for CG, AFCC by ACFG, 19 Aug. 1941, in "Atlantic Personnel," Mosely File; Capt. A. C. Keen, Exec., Atlantic Div., to Maj. T. L. Mosley, 23 Sep. 1941, in "Atlantic Division," Mosley File; R&R, T&O Div. to Exec., OCAG, 8 Nov. 1941; R&R, ACFG to C/AC, 11 Nov. 1941, in 321.9, ATC Central Files; Lt. Col. C. V. Haynes, "Instructions to Crews Atlantic Division Air Corps Ferrying Command," n.d., in "Transatlantic," Mosley File; ACFG Daily Diary, 23 July 1941. For a report of the operation of the service through 6 October 1941, see memo for Gen. Arnold by ACFG, 6 Oct. 1941, in ATC Historical File.

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Bolling Field terminus, the division's personnel by October included an executive officer, Capt. Curtis A. Keen, who also reported to Major Mosley, an operations officer, an engineering officer, and a supply officer, in addition to the enlisted personnel engaged in maintaining the Liberators used in the service. By that time a small operations building had been erected at Bolling Field for the use of the division, replacing three machine-shop trailers which had served its needs earlier in the season.

The relationship of Colonel Hynes to the division was hardly a normal command relationship, for he was away from Washington as pilot of a series of important flights during much of the period of his connection with the Ferrying Command. From 1 July until 10 July and from 26 July to 7 August he was absent as pilot of the first and fourth regular flights over the North Atlantic route. From 31 August until 7 October he was engaged in a pioneering flight to Cairo by way of the South Atlantic, with General Brett as his principal passenger. Upon the conclusion of the latter mission, he was relieved from temporary duty with the Ferrying Command and ordered to return to his home station

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22. Memo for Col. Olds by Maj. Mosley, 24 July 1941, in "Trans-atlantic," Mosley File; Capt. Keen to Maj. Mosley, 23 Sep. 1941, in "Atlantic Division," Mosley File; ACFC "Personnel on duty with North Atlantic Division of the Air Corps Ferrying Command (as of August 21, 1941)," n.d., in "Atlantic Personnel," Moseley File; ACFC Daily Diary, 29 Aug. 1941; unsigned draft, "Requirements Reference Movement of Aircraft from Bolling Field to Africa or the U. K.," n.d., in "Instructions," Commander's File.

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in Puerto Rico.

The North Atlantic service was suspended on 18 October 1941, after 20 round-trip flights had been made over what the British termed "the Arnold Line," in honor of the Chief of the Army Air Forces. Conditions encountered as winter approached made further continuance of the service seem almost suicidal. Low temperatures caused the congealing of oil lines and resultant reduction of oil pressure in the un-winterized B-24's making the run. Lack of essential meteorological information made reliable weather forecasting for the east-to-west crossing impossible. Pilots, without adequate weather reports, were forced by stress of weather to fly at levels too high for the available oxygen supply.

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Though the suspension of the service was intended to be only temporary, pending the winterization of aircraft, the installation of additional oxygen equipment, and the provision of adequate communications between Newfoundland and Scotland, no further transport flights over the North Atlantic to the United Kingdom were made under

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- 23. DuPont trip record, 1 July-19 Dec. 1941, in AFG Historical File; memo for Col. Olds by Maj. Alexander, n.d., "Progress Report (October 6-11, 1941)," in "Activity Reports," Commander's File. In recognition of Colonel Haynes' services, Colonel Olds recommended the award of two Oak Leaf Clusters for his Distinguished Flying Cross. ACFC to AG, 14 Oct. 1941; ACFC to AG, 18 Oct. 1941, in 201 (Haynes), AFG Central Files.
 - 24. Memo for C/AAF by ACFC, 23 Oct. 1941, in AAG 373.2B; Lt. Col. J. K. Gowen, Jr., "Gowen's Log," 1:33, 50-51; message, Maj. Alexander to ACFC Control Officer, Gander Lake, Newfoundland, 15 Oct. 1941, in AFG Historical File.

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Ferrying Command auspices until April 1942.

The changing personnel of the Atlantic Division, which had handled the North Atlantic flights, also took responsibility for the operation, beginning 14 November, of a round-trip air transport service between Bolling Field and Cairo. This shuttle, which received General Arnold's approval on 7 November was designed initially to transport personnel and equipment needed at Cairo by the United States Military North African Mission. The service, or the route which it followed, was often referred to as the South Atlantic Division, though this designation was not intended to indicate any formal organization of

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that name.

Relations with Other Air Force Agencies

From the date of its creation until the Army reorganization of 9 March 1942 went into effect, the Ferrying Command, as its full name indicated, was "under the direct jurisdiction of the Chief of Air Corps." In the letter constituting the Ferrying Command he was given the responsibility of selecting the terminals to which aircraft were to be ferried. He was to designate the Commander of the Ferrying

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- 25. ACFC Daily Diary, 18 Oct. 1941; Maj. Alexander to Capt. James Roosevelt, 23 Oct. 1941, in AAG 373.2B; R&R, Foreign Wing, FC to CG, AAF, 31 March 1942; R&R, Foreign Wing, FC to CG, AAF, 1 April 1942, in "North Atlantic," Mosley File.
 - 26. Memo for C/AC by Col. R. A. Dunn, Project Officer, Middle East, 4 Nov. 1941; memo for C/AC by ACFC, 4 Dec. 1941, in 452.1, ATO Central Files; R&R, ACFC to C/AC, 4 Nov. 1941; R&R, No. 3, C/AAF to OCAC, 7 Nov. 1941; R&R, No. 4, Exec. to ACFC, 8 Nov. 1941, in Commander's Policy Book; duPont trip record, 1 July-19 Dec. 1941, in ATO Historical File.

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Command and issue detailed instructions. Headquarters of the Command were to be maintained in Washington, "in close proximity to the Office, Chief of Air Corps." Headquarters and liaison personnel were to be assigned "as authorized from time to time" by that officer. He was the channel through which funds were obtained for the expenses of the Ferrying Command.
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This relationship was no empty form, in spite of the vigor and initiative of the first Commander of the Ferrying Command. Colonel Olds himself had been a member of the Plans Division of the OCAC. Numerous documents testify to the fact of constant supervision and control by the Chief of the Air Corps and his staff and reference to them by the Ferrying Command of numerous questions relating to its day-by-day activities. An official publication of the OCAC in September 1941 provided specifically that
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In carrying out the duties assigned to the Commander, Air Corps Ferrying Command, . . . the services of other divisions of the Office of the Chief of the Air Corps will be utilized to the maximum extent practicable. The issuance of travel orders, estimate of funds required, procurement, disbursement, and accounting for funds shall be accomplished through the channels normal to the Office of the Chief of the Air Corps, except when specific authority may be delegated by the Chief

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27. AG to CG's, All Armies, et al., 5 June 1941, in AG 320.2 (6-3-41) MR-M. (App. 127-28). The first allocation of funds for the Ferrying Command was made on 19 June 1941, when \$197,600 was made available for the "lease of ground and construction of facilities at Wayne County Airport, Michigan." The first large allocation for the over-all needs of the Command was made on 30 June, in the amount of \$31,646,000. President Roosevelt to S/W, 19 June 1941; WD Budget Officer to C/AC, 23 June 1941; President Roosevelt to S/W, 30 June 1941; Fiscal Officer, ACFC to C/AAF, 27 Oct. 1941, in ATC Historical File.
28. OCAC Office Memo 10-10C, 24 Sep. 1941.

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of the Air Corps, and found to be necessary for the efficient operation of the Air Corps Ferrying Command.

Nor did the supervision and control of the Ferrying Command stop with the Chief of the Air Corps. On 20 June 1941, less than a month after the creation of the Ferrying Command, General Arnold was appointed Chief of the Army Air Forces, with responsibility for coordinating the activities of the OACG and the Air Force Combat Command (formerly the GHQ Air Force).²⁹ On more than one occasion General Arnold intervened directly in the affairs of the Ferrying Command, and in many cases matters referred to the Chief of the Air Corps came ultimately to him for decision.

All branches and subordinate commanders in the AAF, and indeed in the Army generally, were enjoined to give the Commander of the Ferrying Command requisite assistance in the performance of his mission. With certain agencies, however, the relationship was particularly close. Thus the Air Force Combat Command was the source from which the Ferrying Command obtained the assignment on temporary duty of most of the officers who flew its transport planes and of many of its ferry pilots, prior to the Pearl Harbor attack in December 1941. Coordination between the two organizations was required concerning the qualifications of pilots and the issuance of the requisite orders to crews. This relationship seems to have worked very well. For a time in the summer the supplying of additional crews was held up, pending the completion of maneuvers. Officers were returned to their proper stations soon after the expiration

29. AR 95-5, 20 June 1941; AAF G.O. #1, 23 June 1941.

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of the 90-day periods for which they had been detailed to the Ferrying
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Command.

With two agencies, subject like itself to the jurisdiction of the Chief of the Air Corps, the relations of the Ferrying Command were decidedly close. These were the Materiel Division and its offshoot, the Maintenance Command. It will be recalled that the Materiel Division permitted Lt. Col. Charles E. Branshaw, Supervisor of its Western Air Corps Procurement District, to serve temporarily in June and July 1941 as Chief of the Western Division of the Ferrying Command, in addition
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to his other duties. The Materiel Division, as the procurement agency for the air arm, was also involved directly in other early problems relating to the domestic ferrying of aircraft. It was agreed in June 1941 that the Materiel Division would keep the Materiel Coordinator on the Ferrying Command headquarters staff informed of the numbers and types of aircraft to be ferried which would require additional installations, and of the estimated time needed to accomplish them. It was responsible, likewise, for "the timely shipment of equipment deficiencies for each aircraft scheduled to arrive at installation points."
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30. AG to CG's, All Armies, et al., 5 June 1941, in AG 320.2 (6-3-41) MR-M; (App., 127-28); AAF Reg. 55-1, 17 Sep. 1941; OCAO Circular 55-20, 25 Sep. 1941 (App., 138-40); memo for Col. Olds by Maj. Tunner, 15 June 1941, in ATC Historical File; memo for Col. Olds by Maj. Alexander, n.d., "Progress Report (Sep. 22-27, 1941)," "Progress Report (October 6-11, 1941)," in "Activity Reports," Commander's File; R&R, ACFC to C/AC, 10 July 1941, in 321.9, ATC Central Files; ACFC Daily Diary, 15 July 1941.
31. Lt. Goerder to Chief, Maintenance Command, 19 June 1941, in AAG 373, Ferrying Command.
32. Memo for C/AC by ACFC, 23 June 1941, in Commander's Policy Book (App., 129-35).

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An even more important responsibility of the Materiel Division was the acceptance of aircraft from the British in the case of British contracts, or from the factory in other cases. At the outset, this function was assigned to the Ferrying Command control officer at the factory in question. It was seen almost immediately, however, that it belonged properly to the Materiel Division. This was recognized in a Ferrying Command Operations Instruction, issued 10 July 1941, and when the basic OCAC circular governing Ferrying Command operations was revised in September the proper change was made therein. This provided plainly that the Ferrying Command representative should receive aircraft only from the representative of the Materiel Division.

The Materiel Division was involved, also in the procurement of unusual equipment required in Ferrying Command operations. Thus, in October and November 1941 it was responsible for securing extra fuel tanks to enable the Command to fly 16 Liberator aircraft to the British in Africa. First proposing to secure the 32 tanks required by a rush order to Consolidated Aircraft, the Materiel Division finally determined to substitute 48 B-26 bomb bay tanks. Again it was the Materiel Division which was responsible for the winterizing of transport aircraft for the North Atlantic run.

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33. OCAC Circular 55-20, 30 June 1941 (App., 126-37); OCAC Circular 55-20, 25 Sep. 1941 (App., 138-40); ACFC Operation Instruction, 10 July 1941; R&R, Materiel Div. to C/AC, 11 July 1941, in "Instructions," Commander's File.
34. ACFC Daily Diary, 30 Oct., 4, 6, 10, 13 Nov. 1941; R&R, ACFC to Chief, Materiel Div., 29 Oct. 1941, in "Liberators (16)," Commander's File.

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With the Maintenance Command, the relations of the Ferrying Command were most intimate. Indeed for a time it was assumed that the Ferrying Command would eventually become a subordinate unit of the Maintenance Command. A closely related issue was the location of Ferrying Command headquarters. On 10 July Colonel Olds submitted to General Brett, Chief of the Air Corps, his recommendation that it be retained in Washington. He urged that "the efficient operation of this Command is dependent upon frequent contacts and complete liaison with" OCAC, headquarters of the Air Force Combat Command, the British Embassy, the Civil Aeronautics Administration, the operations terminal at Bolling Field of the Command's North Atlantic service, the Liaison Branch, G-2, of the War Department General Staff, and the British Air Commission, all of which were located in Washington.

Col. George E. Stratemeyer, Executive to General Brett, in presenting the matter to his superior, admitted some uncertainty in the matter. It was his recollection, however, that the original intention had been to move Ferrying Command headquarters after some months, probably to Patterson Field, "as it would then be a part of the Headquarters Maintenance Command." In reply, General Brett indicated that it should be moved "when well established & after British Contracts are complete." On 23 July Colonel Stratemeyer passed this decision on to Colonel Olds, with the proviso that "when the Command is well established and working, then it is intended to place the Air Corps Ferrying Command under the Maintenance Command for operations." ³⁵ That transfer, of course, never

35. Lt. Goerder to Chief, Maintenance Command, 10 June 1941, in AAG 321.9, Ferrying Command; R&R, ACFC to C/AC, 10 July 1941; R&R, No. 2, C/AC to ACFC, 23 July 1941, in 321.9, ATC Central Files; memo for Gen. Brett by Col. Stratemeyer, 14 July 1941, in Microfilm Reel #1, ATC Central Files.

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took place, nor did the removal of Ferrying Command headquarters from Washington. There is reason to believe that Colonel Olds' force of character and his clear conception of his Command's mission were important factors in preserving it as an independent organization.

It should be understood that the Maintenance Command's functions extended considerably beyond the responsibility, suggested in its name, for third and fourth echelon maintenance of aircraft for Air Corps units within the United States. Broadly speaking, it was the Air Corps supply agency. As such it was responsible for the storage and issue, as well as maintenance and repair, of Air Corps equipment and supplies. Its commander, Col. H. J. F. Miller, exercised command over air depots and sub-depots at stations operating under the control of the Chief of the Air Corps. The Air Corps' freight transport organization, the 50th Transport Wing, whose responsibility it was to convey Air Corps technical supplies from one air depot to another, and elsewhere as required, was
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a vital part of Maintenance Command machinery.

A Maintenance Command officer assigned to headquarters of the Ferrying Command as liaison officer, 2d Lt. Robert L. Goerder, was one of the first officers to report for duty with the new Command. His first report to the Chief of the Maintenance Command shows that as early as 10 June 1941 that Command had notice that it was expected to supply,

36. OCAC to CG, GHQ AF, et al., 14 Feb. 1941, in 323.61, Organization ASC, ASC Central Files; AG to CG, GHQ AF, et al., 29 April 1941, in AG 320.2 Air Corps (4-25-41) M (Ret) M; OCAC to CG's, Training Centers, et al., 28 Aug. 1941, in 323.61, Organization ASC, ASC Central Files; Leonard Eiserer, "Army Air Corps Outhauls All Domestic Carriers in Volume of Freight Shipments," in American Aviation, 1 Aug. 1941, p. 6.

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as far as possible, all shortages of equipment on ferried aircraft.

Two days later Colonel Miller and Colonel Olds reached an accord regarding certain points of mutual concern. They agreed that installations and tear-down checks should be made at the proposed installation point (Wayne County Airport) and that the transfer points should be service and check points for "trouble-shooting any small difficulties developed during flight to those points." A method was arranged whereby the requisite enlisted personnel at transfer points should be made available by the Maintenance Command.

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All this suggests, without stating, the basic responsibility clearly assigned to the Maintenance Command in a circular published on 30 June:

The Air Corps Maintenance Command will be responsible for all maintenance, inspection and installation of equipment being ferried by the ferrying command and will designate such installation and servicing points as are necessary. Such service as is necessary to permit aircraft to continue flight will be rendered at all Air Corps stations.

By way of providing the necessary personnel to carry out these responsibilities, provision was made in August for the activation of one materiel squadron (special), consisting of 10 officers and 348 enlisted men for service at Long Beach, Calif., headquarters for the Western Division, and of one for duty at the Wayne County Airport

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- 37. Lt. Goerder to Chief, Maintenance Command, 10 June 1941, in AAG 321.9, Ferrying Command.
 - 38. Lt. Goerder to Chief, Maintenance Command, 14 June 1941, in AAG 300, Ferrying Command.
 - 39. OCAO Circular 55-20, 30 June 1941 (App., 136-37). Cf. expanded statement in OCAO Circular 55-20, 26 Sep. 1941. (App., 138-40).

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installation point, Detroit. From time to time additional organiza-
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tions of the sort were requested.

By autumn of 1941 some questions had arisen regarding the relative responsibility and authority of the two commands, so far as the personnel at Ferrying Command facilities, present and prospective, were concerned. In this matter the Ferrying Command had from the start taken a very modest position. It desired to have such service organizations as the materiel squadrons placed definitely under the control of the Chief of the Maintenance Command and to have their commanding officers serve as post commanders of the stations to which the units were assigned. Only the Ferrying Command control officer at these stations would report to the Commander of the Ferrying Command. An agreement to this effect had been reached by General Miller of the Maintenance Command and Colonel Olds as early as August, according to the latter's
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understanding. On 8 October 1941, following a series of conferences between General Miller, Colonel Olds, and representatives of the Chief of the Air Corps, the duties of the two commands were divided in a manner substantially as desired by the Ferrying Command. A directive of the
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Chief of the Air Corps provided that:

a. The Air Corps Ferrying Command, among other things, is charged with the responsibility of transferring aircraft from the points of acceptance to points of transfer.

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40. AG to CG, 9th Corps Area, CO, Selfridge Field, 19 Aug. 1941, in AG 320.2 (8-13-41) MR-M-AAF; memo for Chief, Maintenance Command by ACFC, 8 Oct. 1941, in "Air Service Command," Commander's File.
41. ACFC Daily Diary, 21 Aug. 1941; R&R, ACFC to Plans Div., OCAC, 24 Sep. 1941, in AAG 321.9, Ferrying Command; unsigned draft, ACFC to Chief, Western Div., ACFC, et al., 26 Sep. 1941, in 321.9, ATC Central Files. The basic Ferrying Command policy goes back to June. Memo for Col. Olds by Maj. Alexander, 14 June 1941, in "Activity Reports," Commander's File.
42. OCAC to Chief, Maintenance Command and Commander, ACFC, 8 Oct. 1941, in 321.9, ATC Central Files; ACFC Daily Diary, 30 Sep., 8 Oct. 1941.

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b. The Air Corps Maintenance Command, among other things, is charged with the responsibility of operating all bases, stations and other facilities created to meet the requirements of the Air Corps Ferrying Command.

c. The Personnel assigned to the Air Corps Ferrying Command who are "On Duty" at Air Corps Ferrying Command activities operated by the Air Corps Maintenance Command shall while on such duty be attached to the Air Corps Maintenance Command units for administrative purposes. Such Personnel shall remain under the Command jurisdiction of the Commander, Air Corps Ferrying Command.

Shortly after the publication of this decision, a reorganization occurred in which the Air Service Command was created to take over the responsibilities of the Air Corps Maintenance Command and to assume important additional duties. The division of labor between the Ferrying Command and the Air Service Command, however, was the same as that prescribed for the Maintenance and Ferrying Commands. Indeed the definition issued on 8 October was reaffirmed on 4 November without change other than the substitution of the new name.

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To provide a convenient channel for communication between the Ferrying Command and various Air Corps agencies in and around Dayton, Ohio, the Ferrying Command in August 1941 established a liaison office at Wright Field. The liaison officer's duties were as broad as the relations of the Ferrying Command with the rest of the Air Corps. He was particularly responsible for follow-up procedures regarding the progress made by the Maintenance Command in repairing damaged aircraft, thus securing for the Ferrying Command advance notice of completion dates in order to expedite the delivery of ferried planes. Another of

43. AAF Reg. 20-4, 17 Oct. 1941; CGAC to Chief, ASC and Commander, ACFC, 4 Nov. 1941, in 321.9, ASC Central Files.

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Relations with Other Agencies

44. ACFC Daily Diary, 21 Aug., 19 Nov. 1941; ACFC to Lt. Col. R. E. Baez, Jr., Western Div., ACFC, 12 Sep. 1941, in "North Atlantic," Commander's File; ACFC to Liaison Officer, ACFC, Wright Field, 10 Nov. 1941, in 321.9, ATC Central Files; message, Liaison Officer, ACFC to CO, ACFC, 28 Oct. 1941, etc., in "Liberators (16)," Commander's File.

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planes. It maintained at each installation point a representative whose duty it was to pass aircraft as complete, less over-water equipment, before they should be permitted to proceed from installation to transfer points. It was also responsible for accepting aircraft which had been flown from factories to seaports where they were to be dismantled and crated or loaded for shipment by cargo vessels.

Relations with Attero of the Ministry of Aircraft Production and with the RAF Ferry Command were particularly close. In a certain sense these agencies, which were successively charged with the responsibility of ferrying British aircraft across the North Atlantic, were the customers of the Air Corps Ferrying Command. The contact between representatives of the two organizations at transfer points was of vital importance to each.

The transoceanic ferrying of aircraft for the British was first undertaken by the Canadian Pacific Railroad's Air Services Department, under contract with the British Ministry of Aircraft Production. The first delivery by the Air Services Department took place on 11 November 1940. In the spring of 1941 it was determined to transfer direct control of the operation to the Ministry of Aircraft Production. Attero, the agency of the Ministry for this job, actually assumed control as early as March 1941, though the official notice to the Canadian Pacific of the proposed cancellation of that organization's agreement was not

45. Memo for C/AC by ACFC, 23 June 1941, in Commander's Policy Book, ATC Central Files (App., 129-35); R&R, ACFC to C/AC, 10 July 1941, in 321.9, ATC Central Files.

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sent until 27 May 1941. The formal transfer was made on 15 July. On 1 August the RAF Ferry Command, under the command of Air Chief Marshal Sir Frederick W. Bowhill, in turn took over the operation from Atfero. ⁴⁶

As early as June, however, Sir Frederick had been a party, in his official capacity, to a general agreement regarding the movement of British aircraft from factories in England. This understanding clearly contemplated the assumption of Atfero's responsibilities by the RAF Ferry Command, whose chief proposed to establish headquarters, shortly, at Montreal. It was agreed that the "British Ferrying Command's" inspectors should be present at the final inspection of aircraft at each transfer point, prior to the actual transfer of the planes to the British organization. It was agreed, too, that construction at the proposed new transfer points in Maine should be adequate to meet the needs of both the British and the American commands. Each was to provide responsible officers to take charge of its interests at those stations.

It was plainly stated that the first objective of the Air Corps Ferrying Command "from a personnel standpoint is to release as many civilian pilots as possible . . . to the British Ferrying Command for transoceanic movements of aircraft." The RAF Ferry Command agreed to continue the existing arrangements between Atfero and the TWA school for the transition training of first pilots for this service. It also

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46. Unsigned report, "Summary of Information covering the Organization of the Atlantic ferry bomber service by the Canadian Pacific," 25 March 1942, inclosed with letter, C. H. Dickins to Lt. Col. F. C. Morgan, 21 March 1944, in ATC Historical File. Much of the personnel provided initially by the Canadian Pacific continued to serve Atfero and the RAF Ferry Command.

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agreed to stand by the terms of the contracts covering rates of pay
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and conditions of employment for such pilots.

Although the primary objective was not immediately attained, for reasons already stated, the Ferrying Command did not cease to work for a satisfactory solution. An immediate problem was the staffing of the TJA transition school for prospective transoceanic pilots at Albuquerque. Toward the end of June, Rear Admiral John H. Towers, Chief of the Navy Bureau of Aeronautics, objected to using as instructors airline pilots holding Naval Reserve commissions. Nor were the commercial airlines eager to cooperate in providing the school with the necessary personnel. When informed of these obstacles, the Ferrying Command recommended that steps be taken immediately to explain the situation to the naval authorities and to secure assistance from the airlines, if necessary by calling to active duty such of their pilots as were members of the Air Corps Reserve.
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At the same time pressure was brought to bear upon certain reserve officers then flying for the aircraft manufacturers, to accept employment for Atfero work. The alternative presented was the probability of being called to active duty at considerably lower rates of remuneration. Whatever the effect of the several steps taken, the hump seems to have been passed by the end of July. At that time enough civilian pilots

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47. Memo for C/AC by ACFC, 23 June 1941, in Commander's Policy Book, ATC Central Files (App., 129-35). This document, signed by Col. Olds, bears the signed approval also of General Erett, C/AC; General Arnold, DC/S (Air); Robert A. Lovett, AS/W (Air); and Air Chief Marshal Sir E. W. Bowhill.
48. RAR, ACFC to C/AC, 28 June 1941, in 321.9, ATC Central Files. See above, 25-26.

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had enrolled with the TWA school to supply transoceanic ferrying needs
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temporarily.

A new side to the problem was presented to Colonel Olds, early in August, when he flew to Montreal for a conference with Sir Frederick W. Bowhill. There he learned that the RAF Ferry Command had not employed any of the graduates of the TWA school and that none would be employed under the terms of the contract agreed upon between Atfero and the trainees prior to the beginning of their training at Albuquerque. Colonel Olds might, no doubt, have concluded that this was none of his affair. Instead, he urged Sir Frederick to send C. H. Dickins, Atfero operations manager, to Albuquerque at once to explain the reasons for the changed policy and the terms of the contract which the RAF Ferry Command was now prepared to offer. He also recommended that employment under terms of a new contract be offered to those trainees who had already finished their training, and that those who felt unable to accept the new terms be reimbursed in cash for the loss of time and salary they had incurred.

The new terms were far from niggardly. They called for an allowance of \$10 a day to student pilots in training. Graduates rated as first pilots were to receive \$500 for each round trip, with a monthly guarantee of \$1,000; co-pilots, \$400 a round trip; navigators, \$300 a
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round trip.

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49. ACFC to Chief, Western Div., 30 June 1941; ACFC to Chief, Western Div., 29 July 1941, in AAG 210, Ferrying Command.
50. ACFC Daily Diary, 7, 9, 11 Aug. 1941.

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More significant in relation to the assigned mission of the Ferrying Command were its connections with the Civil Aeronautics Administration. Almost as soon as the Command assumed responsibility for domestic ferrying, arrangements were made for the use of CAA teletype circuits 51 and 52 for the transmission of flight plans and other messages pertaining to ferrying operations. During the summer of 1941, too, the Command was repeatedly called upon to ferry to various points within the United States transport aircraft acquired by CAA for transfer to the British under Lend-Lease.

Expanding Responsibilities

During the summer and autumn months of 1941, the interests and activities of the Ferrying Command were multiplied. On 23 July Colonel Olds was in conference with his former colleague, Col. H. A. Craig of the Air War Plans Division, regarding plans for the development of a satisfactory route for the flight delivery of short-range aircraft to Great Britain, a project which had been under consideration as early as April. It was hoped to establish a chain of stations to handle this traffic on a line far enough north to avoid the trough of bad weather between Newfoundland and the United Kingdom. Locations under consideration were Northwest River and Fort Chimo in Labrador; Holstenborg, Julianehaab, and Angmagssalik in Greenland; and Reykjavik in Iceland. The carrying out of such a program, however, was not yet

51. ACFC to C/AC, 16 June 1941, in AAG 373.2A; OCAC Circular 55-20, 30 June 1941 (App., 136-37); OCAC Circular 55-20, 25 Sep. 1941 (App., 138-40). See also the file "Civil Transport," in Commander's File.

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within the competence of the Ferrying Command, and it had to wait in any event for the completion of the necessary surveys. The Command furnished a B-24 and a crew for one survey conducted by Capt. Elliott Roosevelt during the latter part of the summer. Meanwhile steps were taken to establish weather and communications personnel at Fort Chimo,⁵² Frobisher Bay, Cumberland Sound, and Northwest River.

Representatives of the Ferrying Command had a voice, too, in planning the establishment of facilities for the long-range ferrying of land planes over the South Pacific at Canton Island, Suva, and New Caledonia. Informed late in August of the wishes of Air Staff in the premises, the Ferrying Command immediately took steps to secure a sufficient increase in the Ferrying Command budget of Lend-Lease funds to cover the cost of this and of the North Atlantic project for a better ferrying route. The funds secured for the Pacific ferry program, in the amount of \$5,000,000, were allocated to the Commanding General of the Hawaiian Department, Lt. Gen. Walter G. Short. The Hawaiian Department immediately took steps looking to the completion of the minimum facilities on Christmas and Canton Islands by 15 January.⁵³

In August the War Department moved to support British operations in the Mediterranean theater by making a series of contracts with Pan American Airways and with its subsidiaries, created for the purpose,

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- 52. ACFC Daily Diary, 23, 24 July, 2, 21 Aug. 1941; memo for Col. Olds by Capt. J. H. Rothrock, 6 Sep. 1941, in "Transatlantic," Mosley File. See above, 4-5.
 - 53. ACFC Daily Diary, 21 Aug., 11 Oct. 1941; Hawaiian Dept. to AG, 22 Nov. 1941, in 361, ATC Central Files.

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Pan American Airways-Africa, Limited, and Pan American Air Ferries, Incorporated. The latter organization was to ferry British Lend-Lease aircraft from the United States to Khartoum in the Sudan. Pan American Airways-Africa was to provide the necessary route facilities and operate an air transport service across Africa for the delivery of Lend-Lease cargo and the return of the ferry pilots to West Africa, whence they could fly back to the United States to pick up more planes. On 21 October PAA inaugurated a regular transport schedule from Accra to Khartoum. Its personnel were stationed at the primitive airports along the route and were thus in a position to assist the Ferrying Command crews which flew from Bolling Field to Cairo in November and December 1941.

Service of this character was hardly contemplated by the contract. The relationship of the Air Corps Ferrying Command to PAA's new enterprises was at the outset intended to be similar to its relationship with the RAF Ferry Command for aircraft to be ferried across the North Atlantic. It was agreed early in September that the Ferrying Command should establish a transfer point at Miami, where it would turn over to Pan American all aircraft destined for the Mediterranean theater. It was understood, however, that, as soon as possible, the transfer point would be moved southward, ultimately to Trinidad. Pan American proposed to employ civilian pilots and was to be given the same priority as the RAF Ferry Command in procuring them within the United States.

54. Contracts, DA W 535 ac-415 and DA W 535 ac-416, 14 Aug. 1941, in ATC Organization and Contract Supervision Files; 1202d AAFBU CEAD ATC, "Historical Report, January 30, 1942-June 30, 1942," 3-5, and Annex 1-C.

55. ACFC Daily Diary, 5 Sep. 1941.

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Establishing the transfer point at Miami was not as simple as it sounded, and the Ferrying Command and the Contract Section of the Materiel Division became involved in a series of knotty discussions with Pan American, which was seemingly none too eager to share its facilities at the 36th Street Airport. Ultimately a board of officers representing various interested Army agencies was sent to Florida, and came back with a report recommending the use of the International Airport. This report was approved by Colonel Olds on 15 November. By that time a detachment of the 313th Materiel Squadron had been sent to Miami; Capt. Frank N. Nightingale had reported for duty as control officer on 12 November; and the first ferried aircraft were being routed through a transfer point established temporarily at the Municipal Airport.^{EG}

Meanwhile, in its own right, under the terms of its mission as originally stated, the Command became concerned with limited transport operations on the way to the Near East and thence to Russia. Early in October a directive from General Spaatz, Chief of the Air Staff, was received, requiring the establishment of a bimonthly air transport service by the Command between Khartoum and Moscow, effective 15 October. Nothing came of this directive. On 7 November, however, under orders from General Arnold, the Command assumed responsibility for establishing

56. Ibid., 17, 18, 29 Oct., 27 Nov. 1941; Board report on Miami, Fla., approved 15 Nov. 1941, in CRBD Historical File; R&R, ACFC to ASC, 28 Nov. 1941, in "Miami Procurement," S&S QM Branch Files, ATC Central Files; message, Capt. F. N. Nightingale to CO, ACFC, 12 Nov. 1941; ACFC to Control Officer, ACFC, Miami, 19 Nov. 1941, in 201 (Nightingale), ATC Central Files; ACFC Control Officer, Miami to CO, ACFC, 5 Jan. 1942, in "Miami," Mosley File.

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the air transport service linking Washington and Cairo, and a week later
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the first flight left Bolling Field.

It is clear that Colonel Olds, far from taking a passive part in these developments, had an active hand in planning the extension of his Command's mission. It is apparent that he was in frequent communication, not only with OCAC and with the office of the Chief of the Army Air Forces, but also with the War Department General Staff, with the Assistant Secretary of War for Air, Robert A. Lovett, and with
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Edward R. Stettinius, Jr., the Lend-Lease Administrator. With their approbation, toward the end of September he outlined a program which required an extension of the basis of the Ferrying Command's responsibilities, as contained in the presidential directive of 28 May 1941 to the Secretary of War.

He recommended that the Command's authority be expanded to include the delivery of aircraft and the provision of such facilities as staging fields, weather and communications stations, air traffic control points, and installation and transfer points, "where necessary in the interest of our own strategic defense in (a) the Western Hemisphere, including Brazil, Canada, Greenland and Iceland; (b) American possessions, such as Alaska, and the Philippines; and (c) the Dutch East Indies and Australia."

Should such authority be granted, he proposed the inauguration of the previously discussed service to Iceland by way of points in Labrador

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57. ACFC Daily Diary, 6 Oct., 7, 14 Nov. 1941. See above, 32.
58. ACFC Daily Diary, 1 July-7 Dec. 1941, passim. See also documents cited below, 52-54, notes 59, 60, 61, 62.

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and Greenland, which would ultimately permit the flight delivery of relatively short-range aircraft to Britain or Arctic Russia. He urged that the use of such points as Alaska, Hawaii, Wake Island, and the Philippines would greatly speed the delivery of planes to Russia, the Netherlands, China, or Singapore. Further, the extension of authority requested would facilitate "training American pilots in areas which might become the scenes of American military operations."

Supported by a memorandum from Stettinius to Harry L. Hopkins, the draft directive requested went forward to the President and was duly issued, over the President's signature, on 3 October 1941. The Secretary of War was now empowered to deliver aircraft "to any territory subject to the jurisdiction of the United States, to any territory within the Western Hemisphere, the Netherlands East Indies and Australia, on behalf of any country to which I shall have authorized the delivery
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of defense articles under the Lend-Lease Act."

The ink was hardly dry on the presidential directive when another line of planning required a further extension of the Ferrying Command's authority. As early as September, General Brett, then in Cairo, had recommended the diversion of 20 Liberator aircraft to the hard-pressed British forces in Egypt. From London, a fortnight later, following consultation with Prime Minister Churchill and Air Chief Marshal Sir Charles F. A. Portal, he repeated the recommendation, though for a

59. Memo for Harry L. Hopkins by Edward R. Stettinius, 30 Sep. 1941 (App.,141-42); President Roosevelt to S/W, 3 Oct. 1941, in Commander's Policy Book (App.,143).

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reduced total of 16 planes. General Arnold adopted the proposal and at once sought specific authority for the delivery of Lend-Lease aircraft to points in Africa. Again Stettinius submitted a detailed justification through Hopkins. He called attention to the fact that the approach of winter made the northern route to the United Kingdom "dangerous, undependable, and slow"; the opening of a southern route would ease the burden upon it. At the same time, it would hasten the delivery of planes to Africa, including Egypt, "where they are apt to be most needed during the winter," and would give American pilots "further familiarity and trainingⁱⁿ flying in areas strategically important to American defense." The desired directive was signed by the President on 29 October.

Finally, in November the Command requested a still further grant of authority which would enable it "to prepare for such extensions of its present delivery service as it may eventually be called upon to make." With the blessing of the Assistant Secretary of War for Air and General Arnold, the proposal went forward to the President with an approving memorandum by Stettinius. The new directive was broad enough to cover operations the world over. It authorized the Secretary of War to deliver aircraft "to such other places and in such manner as may be necessary to carry out the Lend-Lease program."

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60. Message 105, Brett to Arnold, 29 Sep. 1941; message 752, Brett to Arnold, 17 Oct. 1941, in "16 Liberators," Commander's File; memo for Hopkins by Stettinius, 23 Oct. 1941; President Roosevelt to S/W, 29 Oct. 1941, in Commander's Policy Book.
61. Memo for ACFC Hq. Staff, et al., by CO, ACFC, 14 Nov. 1941, in 321.9, ATC Central Files; memo for President by Stettinius, 24 Nov. 1941, (App., 144); President Roosevelt to S/W, 24 Nov. 1941, in Commander's Policy Book (App., 145).

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Thus a way was opened, even before the shock of Pearl Harbor, for meeting a new wave of demands upon the Ferrying Command. Already, following discussions between the Lend-Lease Administrator, the Assistant Secretary of War for Air, and General Arnold, the Ferrying Command was studying the feasibility of taking full responsibility for all flight deliveries of aircraft to the United Kingdom. On 24 November it rendered a report on this proposal, which, it will be remembered, had been rejected in May. Now Colonel Olds recommended that the burden⁶² be assumed, effective 1 April 1942.

Meanwhile the Command's personnel had expanded somewhat in response to the increasing responsibilities which it had shouldered. Headquarters in mid-November included 20 officers and 70 civilian employees. In domestic ferrying, 262 pilots, 12 navigators, and 41 radio operator-mechanics were engaged. "North Atlantic ferrying," in other words, the Atlantic Division, had a total personnel of 66 men. Sixty-four officers and 22 civilians were employed at the several control points. The materiel squadrons which supported Ferrying Command activities at its more important stations included 53 officers and 900 enlisted men.⁶³

The pressure of expanding responsibilities was felt most severely at Ferrying Command headquarters. There, several changes of importance took place during the autumn months. Early in October the headquarters offices were moved from their cramped quarters in the basement of the

62. Memo for C/AC by ACFC, 24 Nov. 1941, in 321.9, ATC Central Files. See above, 7.

63. R&R, T&O Div. to Exec., CCAG, 8 Nov. 1941; R&R, No. 3, ACFC to C/AC, 13 Nov. 1941, in 321.9, ATC Central Files.

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Munitions Building to the second floor of Temporary Building H, 23d and C Streets, N. W. From 10 October until 12 November Colonel Olds was absent from headquarters, receiving medical treatment at the Army and Navy General Hospital at Hot Springs, Ark. During his absence, the executive officer, Major Alexander, was in charge. On 28 October 1941 Major Tunner was relieved of his duties as adjutant by the appointment of Maj. Robert C. Hamlett, previously an officer in the Infantry Reserve. Major Tunner continued as personnel officer. Shortly after Colonel Olds' return to duty, Major Alexander, by way of a change from his headquarters labors, went out to Cairo as co-pilot of a B-24 transport. He arrived at Cairo on 27 November. General Brett, Chief of the Air Corps, who reached Cairo from England at about the same time, took Major Alexander and his plane on a special mission to Chungking. There he left him on 22 December, in accordance with cable orders from General Marshall, who had directed that Major Alexander be attached to the staff of Brig. Gen. John Magruder, Chief of the United States Army mission to China. Not until 1 December 1942, when he became commanding officer of the Air Transport Command's new India-China Wing, did he return to service in the organization which he had helped create. Meanwhile he was succeeded as executive officer by Major Tunner, appointed to this duty on 25 November 1941. When in September the Command was called upon to report the names of its intelligence officers, Major Tunner was designated for headquarters, in addition to his other duties, as were the several station adjutants in the field. The headquarters responsibility was transferred on 12 December to Capt. Louis S. Gimbel, Jr., of the Materiel Section. Late in October Lt. Col. Philip G. Kemp

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was appointed chief of the newly created Plans Section, and Lt. Col.
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Horace P. Orsady of the Projects Section.

As far back as 8 August, an Air Corps Reserve officer, already on active duty, was ordered transferred to the Ferrying Command to serve, beginning 15 October, as control officer for the proposed transfer point at Houlton, Me. This was 1st Lt. Robert M. Love, who was to become one of the most important figures in the history of the Command. When it became apparent that the Houlton base would not be open to traffic at the designated date and that additional officers were gravely needed at Washington, the Command on 30 October sought to have him transferred to headquarters. The Military Personnel Division of the OCAC objected, however, on the ground that the quota of officers for duty in the OCAC was filled. Colonel Olds thereupon requested the establishment of a separate quota for Ferrying Command headquarters under approved manning tables. He also requested that provision be made for two assistant executive officers, "in view of the added requirements and missions presented to the Air Corps Ferrying Command for accomplishment on recent dates." Finally, he repeated his request for the transfer of Lieutenant

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64. OCAC Personnel Orders #234, par. 8, 6 Oct. 1941; Army and Navy General Hospital to CO, ACFC, 8 Nov. 1941, in 201 (Olds), ATC Central Files; ACFC Daily Diary, 12 Nov. 1941; Atlantic Div., ACFC, Operations Order #147, 21 Nov. 1941, and other documents in 201 (Alexander), ATC Central Files; duPont trip record, 1 July-19 Dec. 1941; "Gowen's Log," I:119, 129, 150, 153, 182-83, in ATC Historical File; ACFC Personnel Orders #57, par. 1, 28 Oct. 1941, in 201 (Hamlett); #62, par. 2, 25 Nov. 1941; #68, par. 1, 12 Dec. 1941; OCAC to Intelligence Officer, ACFC, 19 Sep. 1941, and 1st Ind., ACFC to Chief, Intelligence Div., OCAC, 26 Sep. 1941, in 201 (Tanner), ATC Central Files; memo for Col. Olds by Maj. Alexander, n.d., "Progress Report (October 27-1 [Nov.], 1941)," in "Activity Reports," Commander's File.

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Love to "relieve the tremendous load now placed on the Executive."

After some delay, Colonel Olds won his point, and Lieutenant Love's
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transfer to headquarters was officially ordered on 4 December.

The entry of the United States into the war as an active belligerent after the Pearl Harbor attack on 7 December 1941 inevitably confronted the Command with a host of new demands and changed materially the nature of its work. Planning for operations the world over was speeded up. It was decided that all aircraft on hand and scheduled for December delivery should be retained by the United States to meet immediate requirements of the Army and Navy. The Ferrying Command, whose major mission hitherto had been the domestic ferrying of aircraft destined for British service, now changed the direction of its flights and assumed control of the delivery of aircraft from factories to AAF combat organizations. Liberators originally intended for flight delivery to the British in Egypt were ferried instead to the West Coast for flight across the Pacific by American combat crews. Arrangements were made for control points at Karachi, to handle aircraft moving to the

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number of pilots which the Ferrying Command would need to fulfill its expanded mission. For a few days in the latter part of December, the Command, as directed, conducted an office which handled priorities for traffic on domestic and foreign airlines. On 30 December, however, this responsibility was transferred to G-4 of the War Department General Staff.⁶⁶

It was immediately obvious that the emergency needs for air transportation could not be met without recourse to the services of the civil airlines. On 12 December the Assistant Secretary of War for Air and General Arnold directed Colonel Olds to take control of the execution of all air transport contracts between the War Department and the civil air carriers. On 16 December, the Command began a series of discussions with TWA, looking to the assumption of overseas transport responsibilities by that corporation, and a contract was signed and approved on 24 December. Meanwhile, on 13 December 1941 PAA had agreed to extend its transport and base services from Africa to Teheran or to a point, possibly in Russia, to be agreed upon subsequently by PAA and the contracting officer. A similar extension was made in the routes over which Pan American Air Ferries was to deliver aircraft. Ferrying of planes to the Chinese and Russian governments, as well as to the British, was now contemplated. On the same day the War Department entered into a new contract with Pan American for transport service between the United States and Singapore, via either Lagos or Leopoldville (Belgian Congo),

66. ACFC Daily Diary, 9-13, 17, 20, 21, 29, 30, Dec. 1941; ACFC "Staff Meeting," 8, 22 Dec. 1941, in "Staff Meetings," Mosley File.

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Karachi, Jodhpur, Calcutta, and Rangoon. This service was to be rendered with PAA's fleet of eight Boeing B-314's and two Martin M-130 Flying Boats, which PAA agreed to sell to the government. Almost immediately, however, an informal agreement was reached between the War and Navy departments, under which the Martin Flying Boats and all but three of the Boeing planes were transferred to the Navy. Those retained in Army service were dispatched almost at once to the Far East. The first carried a cargo of P-40 parts, while the others were loaded chiefly with .50-caliber ammunition. Because of the advancing Japanese offensive, they never flew beyond Calcutta. Following the initial flights to India, their normal use was on the route from New York, via Miami and Natal, to Lagos, with an extra shuttle or two between Lagos and Natal before returning to New York for overhaul.⁶⁷

Against this background of new responsibilities and frantic emergency planning, a program for the reorganization and expansion of the Ferrying Command, now essential to its efficient functioning, was pushed forward. An informal division of labor had already been worked out at headquarters, whereby Major Kosley was handling overseas operations and Major Tunner, domestic. This arrangement furnishes the key to the proposed reorganization. Major Tunner, assisted by a small staff, was to take

67. ACFC Daily Diary, 12, 16, 17, 20-31 Dec. 1941, 1 Jan.-8 March 1942; minutes of Special Aviation Committee, 14 Dec. 1941, in ATC Historical File; Contract, DA W 535 ac-914; Supplemental Agreements, 13 Dec. 1941, to Contracts, DA W 535 ac-415, DA W 535 ac-416; Supplemental Agreement, 17 Dec. 1941, to Contract, DA W 535 ac-914; Contract DA W 535 ac-1062, 24 Dec. 1941; memo for Chief, Navy Bureau of Aeronautics by C/AS, 17 Feb. 1943, and inclosure, in ATC Organization and Contract Supervision Files; memo for Lt. Comdr. C. H. Schildhauer by ACFC, 22 Dec. 1941, in 452.1, ATC Central Files. For the earlier contracts between PAA and the War Department, see above, 48-49.

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charge of the Domestic Division; Major Mosley, of the Overseas or Foreign Division. Command headquarters proper would be expanded and brought under a conventional Army manning table. The proposed organization chart and manning table were submitted to the Chief of the Air Corps and to the Air Staff on 23 December.

Approval of the manning table by the Chief of the Air Staff was delayed until 10 January 1942, but on 30 December the basic elements of the reorganization plan were put into effect, with the publication by Colonel Olds of General Orders No. 3:

The Air Corps Ferrying Command is hereby reorganized to include a General Headquarters and two subordinate divisions, Domestic Division and Foreign Division. The Headquarters of the Air Corps Ferrying Command and the Headquarters of the Domestic and Foreign Divisions will be located in Washington, D. C. The Domestic and Foreign Divisions will be organized as deemed necessary by the Commanding Officers of those divisions, which organization will be published under orders of the divisions concerned.

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68. Interviews with Col. R. M. Love By Maj. La Farge, 27-28 July 1944, notes in ATC Historical File; B&R, ACFC to C/AC and Air Staff, 23 Dec. 1941, in AAG 321.902.
69. Manning Table, "Air Corps Ferrying Command," indorsed, "Approved by Chief of Air Staff 1/10/42 SSH/hanks/," in ATC Historical File; ACFC G.O. #3, 30 Dec. 1941. This is a corrected order. The first edition, published earlier the same day, used the term "Overseas" instead of "Foreign" Division. Major Tunner actually assumed command of the Domestic Division on 29 December. Major Mosley did not assume command of the Foreign Division formally until 30 December, but he signed, as Division Commander, a set of instructions to control officers of the Foreign Division, dated 29 December. Domestic Div. G.O. #1, 28 Dec. 1941; Foreign Div. G.O. #1, 30 Dec. 1941, in 300.4, ATC Central Files; Foreign Div. to ACFC Control Officers, Foreign Div., 29 Dec. 1941, in "Directives," Mosley File.

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Chapter III

WAR EXPANSION (30 DECEMBER 1941-30 JUNE 1942)

The second half year of the Ferrying Command's history, like the first, was a period of tremendous expansion. New responsibilities were imposed upon the organization, and new personnel somehow procured to fulfill them. The total accomplishment of the Command, measured in terms of aircraft ferried, personnel, mail, and materiel transported, shot up correspondingly. During 1941, the Command flew to their final domestic destinations a total of 1,469 aircraft. During the first half of 1942 a total of 12,104 planes was similarly ferried. During the same 6 months 633 aircraft were delivered to foreign destinations in contrast with a mere handful the previous year. The total number of military personnel assigned or attached to the Command rose from 1,443 on 13 November 1941 to over 11,000 at the end of June 1942. Far and away the greater portion of the 1,920 tons of cargo, mail, and passengers transported by the Command during the first fiscal year of its existence¹ was carried during the months following 1 January 1942.

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1. ACFC "Daily Flight Report As Of 1800," #160, 31 Dec. 1941, attached to ACFC Daily Diary, 31 Dec. 1941; memo for Maj. Love by Air Transport Sec., 13 June 1942, in ATC Historical File; ATC to CG, AAF, 21 July 1943, in 320.2, ATC Central Files; R&R, T&O Div. to Exec., OCAC, 8 Nov. 1941; R&R, No. 3, ACFC to C/AC, 13 Nov. 1941, in 321.9, ATC Central Files; Statistical Control Div., ATC, "Total Cumulative Deliveries of Ferried Aircraft to Final Destination," 20 June 1944, in Summary of Operations of the Air Transport Command, S5.

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The New Organization in Operation

Though the period opened with a formal reorganization of the Ferrying Command, the atmosphere in which its personnel operated continued throughout to be thoroughly informal. During the first weeks of the new year the organization was still small. The manning table, as approved on 10 January 1942, called for a total of only 39 officers in Command headquarters proper, plus 12 and 15, respectively, in the headquarters of the Domestic and Foreign divisions.² All were then housed in half of the top floor of Temporary War Department Building "H", at 23d and C Streets, N. W. The organization was obviously small enough to permit a good deal of freedom. The Commanding General was accessible to all his subordinates, and business was most often transacted by means of personal contacts within the rather cramped quarters occupied. Apparently, too, none of the men who held key positions in the Command was by nature inclined to think in terms of organizational charts and a rigid distribution of functions. Emphasis was placed on getting a job done, and the structure of the organization which did it³ was a secondary consideration.

The set-up provided by the manning table followed conventional lines. Headquarters of the Ferrying Command was to include the Commander, an

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2. Manning Table, "Air Corps Ferrying Command," [approved 10 Jan. 1942], in ATC Historical File.
 3. Memo for All FC Military Personnel by FC, 23 June 1942, in ATC Publications File; interviews with Col. Love by Maj. La Farge, 27-28 July 1944, notes in ATC Historical File; interview with T/Sgt. Lawrence Navarra, NCO in charge of ATC Central Files, by 1st Lt. Frank H. Heck, 31 July 1944. Sergeant Navarra was a civilian employee of the Ferrying Command in 1941-1942.

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executive, and an assistant executive. The Commander was to be advised by a general and a special staff. The general staff was to include a Plans Division, in addition to S-1, S-2, S-3, and S-4. The special staff was to include an adjutant, and ordnance, medical, fiscal and budget, communications, signal, engineering, legal, quartermaster, inspection, and liaison officers.⁴

When the manning table was approved the headquarters personnel was still incomplete. Colonel Olds, who was promoted to the rank of brigadier general on 20 January, continued as Commander, with Lieutenant Love as acting executive. Lieutenant Love also doubled as S-3. Capt. Richard C. Lowman was S-1 and Capt. Louis S. Gimbel, Jr., S-2. The position of S-4 was occupied by George F. Brewer, whose commission as major, AUS, was not issued until 12 February. Maj. Robert C. Hemlett was adjutant and Lt. Col. Rowland W. Fixel functioned as legal officer. Lt. Col. S. S. Hanks continued as fiscal and budget officer only until 21 January when he was returned to duty in the Buildings and Grounds Division, OCAC. His successor as budget and fiscal officer, Lt. Col. Paul N. Montague, had served as his assistant since November. Lt. Col. Frederick Pillet was communications officer. Col. James F. C. Hyde, GE, had not yet reported for duty as engineering officer.⁵

The newly created Domestic Division was responsible only for domestic ferrying, but its functions within this sphere were very broad.

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4. Manning Table, "Air Corps Ferrying Command," in AEC Historical File.
 5. Information contained in this paragraph is based on a "Headquarters Roster," dated by internal evidence between 28 February and 11 March 1942, in AEC Historical File, and on scattered documents in the 201 files of the officers concerned.

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After 15 January it was to ferry all Army aircraft from factories to units stationed within continental United States. Meanwhile it was charged with the domestic ferrying of all multi-engine Army aircraft and all British and Lend-Lease aircraft, and with monitoring all movements of troops by domestic airlines. For the performance of this mission, the division was authorized, in addition to the small staff at headquarters in Washington, 600 ferrying crews, as well as 122 officers and 2,720 enlisted men for operational and administrative duties in the field. These totals included the 307th, 311th, 313th, and 314th Material Squadrons, whose transfer from the Air Service Command to Ferrying Command control was now desired. The field personnel was to be divided between the old Western Division, with headquarters at Long Beach, Calif.; six transfer points, Montreal, West Palm Beach, Presque Isle and Houlton, Me., Savannah, and New York City; three installation points, Wayne County Airport at Detroit, Jacksonville, Fla., and Nashville, Tenn.; and three intermediate points, Hensley Field, ~~66-1~~ Palm Springs, Calif., and Yuma, Ariz.

On 3 January 1942, however, a week before the approval of the manning tables, the OCAO had published a circular dividing the Domestic Division into six sectors, and Maj. William H. Tunner, division commander, had named their commanding officers. The sectors, with their

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6. Manning Table, "Air Corps Ferrying Command," in ATO Historical File; ACG Staff Meeting, 22 Dec. 1941, in "Staff Meetings," Mosley File. See above, 39-40; below, 71-72.

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headquarters and commanders, were as follows:

Northwest Sector, Boeing Field, Seattle, Wash., Capt.
Lloyd Wright Earle

California Sector, Municipal Airport, Long Beach, Calif.,
Lt. Col. Ralph E. Spake

Midwest Sector, Hensley Field, Grand Prairie, Tex., Maj.
Thomas D. Ferguson

Nashville Sector, Municipal Airport, Nashville, Tenn.,
Lt. Col. Eugene Stevens

Detroit Sector, Wayne County Airport, Detroit, Mich.,
1st Lt. Joel Y. Ledbetter

Northeast Sector, Logan Field, Baltimore, Md., Maj.
Robert H. Baker.

The California Sector served the Consolidated, North American, Vultee, Douglas, Lockheed, Ryan, Northrop, and Vega factories in California. The Midwest Sector was responsible for ferrying the product of the Boeing, Cessna, and Beech plants at Wichita, Kan., the Douglas plant at Tulsa, Okla., the North American factories at Dallas and Kansas City, the Consolidated plant at Fort Worth, and the Martin factory at Omaha. The Northeast Sector served the Martin plant at Baltimore, the Fairchild factory at Hagerstown, Md., the Piper concern at Lock Haven, Penn., and the Grumman and Republic plants on Long Island. The Detroit Sector took deliveries from the Curtiss Wright establishments

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7. OCAC Circular 55-20A, 3 Jan. 1942 (App., 146); memo for All Personnel, Domestic Div. by Domestic Div., ACFC, 17 Jan. 1942, in AEC Historical File. Domestic Div. S.O. #1, pars. 1-2, 30 Dec. 1941, which antedates the OCAC circular, does not include the Northwest Sector and indicates that Northeast Sector Headquarters was located temporarily at Bolling Field. This document is in 300.4, AEC Central Files.

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at Columbus, Ohio, and Buffalo, the Ypsilanti plant at Ypsilanti, Mich., and the Bell factory at Buffalo. The Northwest Sector was responsible for ferrying Boeing aircraft from Seattle, while the Nashville Sector handled Vultee planes produced at Nashville and Curtiss Wright aircraft from St. Louis.⁸

The circular which provided for the establishment of the sectors authorized the commanding officer of each to "designate transfer, installation and intermediate control points in his Sector for the delivery of aircraft from factories to destinations assigned," and to "assign a representative at each of these points who will be responsible for the submission of arrival and departure notices, the issue of necessary operations orders, the clearance of aircraft, and the administration of personnel of the Air Corps Ferrying Command stationed in or passing through his Sector."⁹

On 20 January the Command requested the official constitution and activation of a very modest sector headquarters organization, totaling eight commissioned officers for each sector of the Domestic Division, now referred to as the Domestic Wing. A similar request was made for Foreign Wing sector headquarters at West Palm Beach, Presque Isle, Bolling Field, and Sacramento. Also proposed was the establishment of 21 Air Corps ferrying squadrons, 9 for the Foreign Wing, and 12 to be

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8. Domestic Div. to Sector Commanders, 7 Jan. 1942, in ATC Historical File.
 9. CCAC Circular 55-20A, 3 Jan. 1942 (App., 146). It is clear that the intent was to give the sector commanders control over Ferrying Command personnel at existing Ferrying Command stations, as well as at such new points as they might have occasion to designate.

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distributed among the several sectors of the Domestic Wing; of an air base squadron for each Domestic Wing sector except the Northwest Sector; and of air base squadrons for West Palm Beach, Houlton, and Presque Isle.¹⁰

Less than a month later the War Department took official action, redesignating the Foreign and Domestic divisions as wings, constituting and authorizing the early activation of the 6 Domestic Wing sectors and 2 of those requested for the Foreign wing, as well as the 21 ferrying squadrons. Of the latter, three each were assigned to the California and Midwest sectors, two each to the Detroit and Northeast sectors, and one each to the Nashville and Northwest sectors. Of those intended for the Foreign Wing, three each were to be activated at West Palm Beach and at Sacramento, and one each at Bolling Field, Houlton, and Presque Isle. The sector headquarters authorized were activated officially on 11 19 February 1942.

The Foreign Wing had a far more imposing mission than did the Domestic Wing. Its responsibilities included the ferrying of aircraft overseas; the operation of transport services to the United Kingdom, Egypt, the Middle East, and the Far East, and of special missions as

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10. Memo and attachments for C/AAF by Gen. Olds, 20 Jan. 1942, in ATC Historical File.
 11. AG to CG, ACFG, 14 Feb. 1942, in AG 320.2 (1-13-42) MR-M-AAF/A-1; AG to CG, ACFG, 18 Feb. 1942, in AG 320.2 (2-9-42) MR-M-AAF/A-1; ACFG to CO's, Foreign Div., Domestic Div., 13 Feb. 1942, in AAG 321.9; memo for CO, Foreign Div. by ACFG, 21 Feb. 1942, in 321.9, ATC General Files. See below for the activation of the ferrying squadrons. The official activation documents here cited use the term "Middle East" rather than "Midwest" sector.

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required; the supervision of the operation of PAA and TWA contracts with the War Department for overseas transport; the monitoring of all troop movements by domestic airlines outside the United States, and of all movements of combat planes over the Command's overseas routes.

For this breath-taking assignment the manning table allowed the Foreign Division 100 ferrying crews, a small headquarters contingent, and a total of 127 officers and 660 enlisted men for operational and administrative duties in the field. Aside from 10 officers and 348 enlisted men at Bolling Field, they were to be scattered in tiny control groups of 3 officers and 8 enlisted men at each of the 39 foreign stations. Most of these locations ultimately became stations of the Ferrying Command or the Air Transport Command, though some, like Singapore and Soerabaja, shortly fell into enemy hands, while others, like four unnamed fields in northeastern Siberia, never came under United States control. The list, however, included such places as Frestwick in Scotland; Natal in Brazil; Accre, Khartoum, and Cairo in Africa; Karachi and Bangalore in India; Christmas Island, Canton, and New Caledonia in the Pacific--stations through which vast numbers of Army ferry-
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ing crews and aircraft were to pass in the months ahead.

Plans for the Foreign Division, like those for the Domestic Division, had reached beyond the framework contained in the manning table by the time that document was approved. On 15 January 1942 Lt. Col. Thomas L. Mosley, commanding officer of the Foreign Division, announced

12. Manning table, "Air Corps Ferrying Command," in ATC Historical File.

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a list of seven sectors, which in name at least foreshadowed several of the wings into which the Command was ultimately to be divided. The
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sectors and their headquarters were as follows:

North Atlantic Sector, Presque Isle, Me.
South Atlantic Sector, West Palm Beach, Fla.
Trans-Atlantic Sector, Bolling Field, D. C.
Pacific Sector, Sacramento, Calif.
West African Sector, Accra, British Gold Coast
East African Sector, Khartoum, Anglo-Egyptian Sudan
Indian Sector, Karachi, India.

One is not justified, however, in assuming that General Olds and Colonel Mosley, in thus outlining the organization of the Foreign Division, actually envisioned the imposing structure of wing and subordinate stations which ultimately developed. Intra-command correspondence and other evidence indicates that their intent was to send control officers as soon as possible to key points on the routes leading to the several combat zones. Officers at the most critical control points were designated as sector commanders. Thus Lt. Col. Philip G. Kemp, who had been serving as chief of the Plans and Projects Section at Ferrying Command headquarters, was assigned as control officer at Accra and as control officer or sector commander of the West African Sector, including
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Freetown, Sierra Leone, Monrovia, Takoradi, Accra, Lagos, and Kano.

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13. Foreign Div. G.O. #2, 15 Jan. 1942, in "Directives," Mosley File. A still earlier plan, superseded by G.O. #2, called for the first four sectors here named and for an Alaskan sector, with headquarters at Seattle. Foreign Div. G.O. #1, 2 Jan. 1942, in ibid.
 14. Memo for Col. Olds by Foreign Div., 14 Jan. 1942; memo for Capt. R. C. Lowman, S-1 by Col. Olds, 14 Jan. 1942, in "Military Personnel," Mosley File; interview with Col. Love by Maj. La Farge, 27 July 1944.

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Other sector commanders, as announced on 23 January 1942, were Lt. Crocker Snow for the North Atlantic Sector, Lt. Col. Paul E. Burrows for the South Atlantic Sector, Lt. Robert A. Ping for the Pacific Sector, Lt. Col. Raphael Baez, Jr., for the Indian Sector, and Maj. George P. Champion for the Trans-Atlantic Sector.

The informal nature of the Foreign Division and the tentative character of its plans are indicated by the fact that the War Department order of 14 February 1942, which called for the activation of all six of the Domestic Division's sectors, provided for only two of those already announced for the Foreign Division. These, the South Atlantic and Trans-Atlantic sectors, were named the West Palm Beach and Bolling Field sectors, respectively, quite contrary to the intention of Colonel Mosley and General Olds. Two weeks later the Ferrying Command, having asked that these designations be rectified, also requested the official activation of headquarters for the North Atlantic and Pacific sectors.

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15. Foreign Div. S.O. #3, 23 Jan. 1942, in 201 (Burrows), ATC Central Files. Colonel Baez was taken sick on the day of his arrival at Karachi and never served as commander of the Indian Sector. Though he was returned to the United States as soon as possible, he was not formally relieved as sector commander until 22 April. Col. Baez to Col. Olds, 26 Jan. 1942; Foreign Wing S.O. #35, par. 1, 22 April 1942, in 201 (Baez), ATC Central Files.
 16. AG to CG, AGFC, 14 Feb. 1942, in AG 320.2 (1-13-42) MR-M-AAF/A-1; R&R, AGFC to G/AG, 26 Feb. 1942, in 321.9F, ATC Central Files; R&R, AGFC to Military Personnel Div., OCAG, 28 Feb. 1942, in 320.2, ATC Central Files. The Trans-Atlantic Sector was in fact the direct successor of the Atlantic (or Trans-Atlantic, or North Atlantic) Division, whose military crews had flown the Command's pioneer transport flights during the second half of 1941. 26th Transport Group, "January 1944 Historical Report," 1-2, in ATC Historical File; folder, "Atlantic Division, Bolling Field," in Mosley File. See above, 27-32.

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The misnamed sectors were officially redesignated on 4 April 1942, and on 14 April 1942 there appeared a War Department order for the activation of headquarters of the Pacific Sector. Apparently this was the last of the sectors to be established by War Department authority. When in May 1942 the Ferrying Command requested authority for the establishment of five wings, it asked the disbandment of its North Atlantic, South Atlantic, and Pacific sector headquarters. The War Department order provided in due course for the constitution and activation of the organizations proposed, but for the disbandment of only the South Atlantic and Pacific sectors. No evidence has been found to indicate that the North Atlantic Sector was ever officially constituted or activated. It was a going concern, however, and on 13 March 1942 its commanding officer issued a directive outlining its organization and functions.¹⁷

A step in the direction of fuller autonomy for the Ferrying Command was taken on 3 February 1942. At that time all Air Corps facilities at the Wayne County Airport, Romulus, Mich. (except Installation Unit No. 1); at the Municipal Airport, Nashville, Tenn. (except Installation Unit No. 2); at Fresque Isle and Houlton, Me.; at Long Beach, Calif.; and at the Municipal Airport, Miami, Fla., were transferred from Air Service Command to Ferrying Command control. The two installa-

17. AG to CG, ACFC, et al., 4 April 1942, in AG 320.2 (4-3-42) MR-M-AF; AG to CG, ACFC, 14 April 1942, in AG 320.2 (4-12-42) MR-M-AF; FC to CG, AAF, 25 May 1942, in 320.2, AFG Central Files; AG to CG, FC, 12 June 1942, in AG 320.2 (6-12-42) MR-M-AF; memo for Hq., Fresque Isle Air Base, et al., by North Atlantic Sector, 13 March 1942, in "Fresque Isle," Mosley File.

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tion units became subdeposits, and accordingly remained under the control of the Air Service Command. At the same time the several materiel squadrons which had been established to provide maintenance and repair personnel for Ferrying Command installations were also transferred to the control of the Commanding General of the Ferrying Command. These were the 307th, 308th, 311th, 312th, 313th, and 314th Materiel Squadrons. With them was transferred the Headquarters and Headquarters Squadron of the 94th Air Base Group, Presque Isle. These transfers represented a reversal of the policy formerly advocated by the Ferrying Command, which had avoided the assumption of station command. A few months' experience with the system of divided control had led, however, to its abandonment as wasteful and ineffective. As a matter of fact the two commands had agreed upon the change as early as 22 December 1941.¹⁸

Meanwhile a development of larger significance in the history of the Ferrying Command, and of the AAF generally, occurred, with the activation during March and April of the dozen ferrying squadrons which had been assigned to the Domestic Wing and of the nine intended originally for service with the Foreign Wing. A distinctly new type of flying organization, inspired by the needs of the moment, now took its place within the Army framework. For the first time, too, the Ferrying Command had under its control a series of subordinate flying units, organized and

18. OCAO to CG's, ASC, FC, 3 Feb. 1942, in AFG Personnel Files; report by Maj. Gen. H. L. George, "Discussion of AAF No. 75," [20 Aug. 1942], in AFG Historical File; ACFC Staff Meeting, 22 Dec. 1941, in "Staff Meetings," Mosley File. See above, 39-40.

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designated in accordance with normal AAF nomenclature.

At overseas stations the situation was confused throughout the first half of 1942. Air transportation and some ferrying operations were conducted by civil airlines under contract with the War Department, nominally subject to the supervision of the Ferrying Command. Ferried aircraft came through, flown by combat crews, perhaps with Ferrying Command personnel in lead planes. The Ferrying Command itself utilized both military and civilian pilots. Some of the latter were awaiting commissions.

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19. Trans-Atlantic Sector G. O. #1, 1 March 1942, in 300.4, ATC Central Files; Houlton Air Base G. O. #3, 23 Feb. 1942; Presque Isle Air Base to CG, Foreign Wing, 7 March 1942; Pacific Sector to CG, Foreign Wing, 27 April 1942, in ATC Personnel File; R&R, Domestic Wing to AFFP, 14 April 1942, in 320.2, ATC Central Files.

The 3d, 6th, and 13th Ferrying Squadrons were activated at Pope Field, Fort Bragg, N.C., on 7 March, instead of at West Palm Beach as originally ordered. Before their activation they were transferred from the jurisdiction of the Ferrying Command to that of the 1st Ferrying Group, which in turn was constituted by the Adjutant General on 3 March 1942. The 1st Ferrying Group and its three ferrying squadrons were destined for transport service in the China-Burma-India theater and left the United States by boat on 17 March. They arrived in India in May and thereafter operated under the control of the Commanding General of the Tenth Air Force until the establishment of the India-China Wing of the Air Transport Command on 1 December 1942. AG to CG, Pope Field, 3 March 1942, in AG 320.2 (2-28-42) MR-M-AAF/A-1; AG to CG, ACFC, 3 March 1942, in AG 320.2 (3-3-42) MR-M-AAF; "History of Station No. 6, ICWATC, APO #622,"; "History of Station #9, ICWATC, APO #490,"; "History of Thirteenth Squadron, Station #7," in ATC Historical File; "History of the 2nd Ferrying Group, Ferrying Division, Air Transport Command," 15.

20. Gen. Olds to Brig. Gen. E. E. Adler, 14 Feb. 1942, in ATC Historical File; Col. O. J. Kelly, AAF Technical Supervisor, to CG, AAF, 28 March 1942, in 321.9, ATC Central Files; memo for AG by ACFC, 5 March 1942, in AAG 300, Ferrying Command.

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The fields and facilities themselves were often inadequate for the demands placed upon them. Some, like Basra and Cairo, were under British control, with the Americans present only by sufferance. At other points, such as the Pacific stations at Honolulu, Palmyra Island, Canton Island, Suva, and Noumea, the Ferrying Command had no permanent personnel, but was dependent upon the services of the Navy or of the Hawaiian Defense Command. Still other fields, such as Takoradi, Accra, and Khartoum, constructed and managed by a civil airline, were operated with more concern for the future plans of the corporation than for the program of the AAF. Airline personnel were frequently disposed to act independently of sector commanders and station control officers, taking²¹ orders only from their superiors within the airline organization.

Theater and area commanders often commandeered planes and crews and otherwise interfered with Ferrying Command activities. As late as 9 February 1942, Brig. Gen. Elmer Adler, Chief of the Air Section of the Military North African Mission, assumed that all Air Corps activities in Africa, including those of the Ferrying Command and of Pan American

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21. AGFC to Northeast Airlines, 3 Feb. 1942, in 361, ATC Central Files; A. A. Berle, Jr., Asst. Secretary of State, to S/W, 7 Feb. 1942, in AAG 373.2B; Control Officer, Wadi Seidna to CO, Foreign Wing, 14 April 1942, in "Khartoum," Mosley File; memo for CG, AAF by FC, 12 May 1942, in 320.2, ATC Central Files; Intelligence Sec., FC, "Interrogation of Captain E. Funk on Mission to Australia: Leaving Bolling Field, Washington, D. C. on December 6, 1941 and Returning March 31, 1942," 1 April 1942, especially "Daily Report of Trip"; Lt. Col. P. H. Montague, "Report on Special Assistant's Trip Through Caribbean Wing and South Atlantic Wing (July 23 to August 20, incl., 1942)," in ATC Historical File; interview with Col. F. M. Eyerly, pioneer Ferrying Command officer in Africa, by Maj. La Farge, 11 June 1944, notes in ATC Historical File.

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Airways-Africa, Ltd., were under his control.

The Command found it exceedingly difficult to procure qualified control officers. In many cases traffic had been passing through a control point for several weeks before a control officer put in his appearance. Most of the control officers lacked enough military aviation experience to qualify them for the grave responsibilities which were theirs. Command headquarters, fully aware of their shortcomings, sent them out reluctantly and as a temporary expedient. It did not prove possible, however, to relieve them during the period under consideration.

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The division of responsibility between sector commanders and station control officers was not clearly marked. Control officers were on more than one occasion instructed to exercise jurisdiction over crews at their station and to report directly to headquarters of the Foreign Wing without any reference to their several sector commanders. Direct communication between Foreign Wing headquarters and control officers

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in the field was more nearly the rule than the exception. One officer

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- 22. Interview with Col. John de P. T. Hills, detachment commander at Frestwick, Sep. 1941-Jan. 1943, by Maj. Arthur J. Larsen, 26 Jan. 1945; interview with Col. Byerly by Maj. La Farge, 11 June 1944; Lt. Col. P. G. Kemo to CO, Foreign Div., 9 Feb. 1942; Lt. Col. Kemp to CO, Foreign Div., 11 Feb. 1942, in "Accra," Mosley File; memo for Chief of Staff by AAF, 29 May 1942, in AAG 321.9, Ferrying Command.
 - 23. ACFC Daily Diary, 18 Feb. 1942; memo for Gen. FitzGerald by Foreign Wing, 6 May 1942, in "Memos, Major Mosely-Outgoing," Mosley File.
 - 24. Memo for ACFC Control Officers by ACFC, 26 Jan. 1942, in "Directives," Mosley File; message, Gen. Olds to Col. Jasper W. Bell, Control Officer, Boringen Field, P.R., 26 March 1942; Lt. Col. Mosley to Bell, 7 April 1942, in "Puerto Rico," Mosley File; Lt. Col. Mosley to Capt. H. P. Borden, Control Officer, Keno, 7 April 1942, in "Keno," Mosley File. See also letters, same date, to other control officers, in Mosley File.

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in Africa became involved in conflicting orders emanating from Colonel Mosley, Foreign Wing commander, and his sector commander, Colonel Kemp. Colonel Mosley himself apparently forgot that Colonel Kemp had been appointed sector commander as well as control officer at Accra, for on 7 April he wrote, accusing him of overstepping the bounds of his authority in acting as sector commander. In reply, Colonel Kemp was able, of course, to cite the orders in which he had been appointed commanding officer of the West African Sector. Steps were accordingly taken to revoke those orders, leaving him, however, as control officer at Accra. Colonel Mosley ultimately took the position that Colonel Kemp's orders as sector commander were merely the result of an inadvertent slip for which he (Colonel Mosley) had no responsibility.

No evidence has been found which would suggest that Colonel Burrows of the South Atlantic Sector or Lt. Col. Karl Truesdell, Jr., of the Pacific Sector exercised any command authority beyond the bounds of Morrison and Hamilton fields, respectively. At Morrison Field, it was often difficult to draw the line between Colonel Burrows' activities as base commander and as sector commander, for he served in both capacities. Although he maintained separate base and sector staffs, there was no

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25. Interview with Col. Everly by Maj. La Farge, 11 June 1944; Foreign Wing to Control Officer, Accra, 7 April 1942, and 1st Ind., Hq., West African Sector to CO., Foreign Wing, 22 April 1942; AG to Lt. Col. Kemp, 14 Feb. 1942, in AG 210.482 (1-20-42) OA; Foreign Wing S.O. #35, par. 2, 22 April 1942; R&R, FC to AFMFP, 23 April 1942, in 201 (Kemp), ATC Central Files; memo for Gen. FitzGerald by Foreign Wing, 6 May 1942, in "Memos, Major Mosley-Outgoing," Mosley File.

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clear-cut division of functions between them.

The situation in the North Atlantic Sector was even more anomalous. The section commander, Crocker Snow, a first lieutenant at the time of his appointment, was promoted to a captaincy during the spring. First and last, however, he was definitely junior to the Presque Isle base commander, Lt. Col. Henry J. Weltner, a veteran National Guard officer who had had no experience with the AAF until he reported at Presque Isle. Lt. Snow was an aggressive officer who not unnaturally became involved in controversy with Colonel Weltner. This led Ferrying Command headquarters to issue a directive, dated 2 February 1942, which was intended "to relieve the confusion of command of Presque Isle and Houlton Air Bases." The position of the base commanders was first stated, as follows:

The ranking officer on duty at Presque Isle or Houlton regardless of branch of service will be the commanding officer of that base and will be responsible in so far as existing army regulations are concerned as to the duties and responsibilities of a commanding officer of an army base.

The directive then indicated that Lt. Snow was the Ferrying Command's

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- 26. Preliminary Draft, "History of the Caribbean Division, AFG," chap. 4; "The West Coast Wing, AAF Air Transport Command (Originally the South Pacific Wing; Later the Pacific Wing), a History," 1-32, in AFG Historical File; interview with 1st Lt. J. D. Carter, CRBD Historical Officer, by Capt. Heck, 26 Dec. 1944. Colonel Truesdell replaced Lieutenant Ping as commanding officer of the Pacific Sector several weeks before its formal constitution and activation. "The West Coast Wing . . . a History," 13-14, 20.
 - 27. Officers Questionnaire, Lt. Col. H. J. Weltner, in 201 (Weltner), AFG Central Files; Lt. Col. Weltner to CG, AFGC, 31 Jan. 1942; memo for Chief, Foreign Wing by 1st Lt. Crocker Snow, 6 Feb. 1942, in "Presque Isle," Mosley File.

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appointee as sector commander and proceeded to outline his status:

This officer is responsible for the movement of aircraft under ACFC jurisdiction through Presque Isle and Houlton Air Bases. His duties consist of matters that are relative only to the ACFC. The Commanding Officer of these bases . . . will cooperate in so far as possible with any reasonable request submitted by the ACFC Sector Commander relative to the movement of aircraft through subject bases.

This document points up two rather significant aspects of the thinking of Ferrying Command leadership regarding the sectors. In the first place, although the commanders of the Presque Isle and Houlton air bases were under Ferrying Command control, that organization's chiefs left the sector commander, whom they made responsible for the movement of Ferrying Command aircraft through those bases, to treat with the base commanders virtually as though the latter were the representatives of an entirely separate command. In the second place, there is no suggestion that the sector commander's responsibilities extended beyond the Presque Isle and Houlton bases.

Relations with the Civil Airlines

It is apparent that the relations of the Ferrying Command with airlines under contract to furnish air transportation services to the War Department were far from satisfactory. They were, however, of vital importance. On 12 December 1941, it will be recalled, the Command had

28. Message, ACFC to CO, Presque Isle Air Base, 2 Feb. 1942, in "Presque Isle," Mosley File. Cf. memo for Hq., Presque Isle Air Base, et al., by North Atlantic Sector, 13 March 1942, in ibid.

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been charged with controlling the execution of all air transport contracts between the War Department and the civil air carriers. On 14 January 1942, with the concurrence of the Ferrying Command, there was "established under the immediate direction of the Chief of the Army Air Forces an office for the coordination of War Department relations with civil aviation and for liaison with other Government Agencies responsible for civil aviation activities." In charge, as Military Director of Civil Aviation, was Brig. Gen. Donald H. Connolly. In spite of the implications of this title, General Connolly's organization was essentially a liaison office, the establishment of which by no means relieved the Ferrying Command of its responsibility for supervising the execution of contracts between the War Department and the civil airlines.

At the opening of the new year such contracts were in effect only with Pan American Airways, Inc. and its subsidiaries, and with Transcontinental & Western Air, Inc. During the following months additional contracts were drawn for service by Northeast Airlines, Inc. and Northwest Airlines, Inc. Without a contract, the Consolidated Aircraft Corporation inaugurated a transpacific service on behalf of the Ferrying Command. Provision for a degree of control and supervision by the Ferrying Command over the operations contracted for at its instance was incorporated into the contracts with TWA, Northeast Airlines, and Northwest Airlines. In each case considerable authority was reserved to the contracting officer, Col. W. F. Vollandt, Assistant to the Chief

29. Memo for Col. St. Clair Streett by ACFG, 3 Jan. 1942, in AFG Historical File; AAF Reg. 20-5, 14 Jan. 1942.

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of the Materiel Division, his successor, or authorized representative. He might specify in detail the exact service to be rendered under various provisions of a rather generalized contract. In each case, too, the commander of the Ferrying Command was designated as an authorized representative of the contracting officer. ³⁰ Finally, three officers of the Command, Col. James F. O. Hyde, Major Brewer, and Lieutenant Love, in addition to General Olds, were designated as purchasing and contracting officers. Thus authorized, General Olds and Lieutenant Love, as the occasion arose, issued a series of directives calling upon the contract airlines to do various specific things under the general authority of the contracts. In addition, General Olds authorized at least one sector commander in the Foreign Wing, Colonel Kemp, to direct Pan American to undertake such improvements to runways and construction for housing personnel and technical equipment as might be required to support the movement of aircraft over the route under his jurisdiction. ³¹

The TWA contract, signed and approved 24 December 1941, was a sweeping document, providing for transport service anywhere in the world

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30. Contracts DA W 535 ac-1062, 24 Dec. 1941--DA W 535 ac-1476, 20 Jan. 1942--DA W 535 ac-1766, 20 Feb. 1942, in ATC Organization and Contract Supervision Files; Frank Watson, Consolidated Aircraft Corp. to Gen. George, 1 Aug. 1942, in "Correspondence File for Contract #33779," ATC Organization and Contract Supervision Files. On the contractual situation to 1 January 1942, see above, 48-49, 58-59.
31. R&R, Exec., CCAC to Materiel Div., 26 Feb. 1942; R&R, No. 3, Exec., CCAC to CG, ACFC, 27 Feb. 1942, in ATC Organization and Contract Supervision Files; msg., Gen. Olds to Col. Fern, 21 Feb. 1942, in "Accra," Mosley File. See numbered directives filed with contract DA W 535 ac-1062, in ATC Organization and Contract Supervision Files.

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and for the sale to the government of the five Boeing Stratoliners with which the service was to be initially provided. Two months later the first TWA flight under Ferrying Command auspices took off from Washington with Cairo as its destination, thus inaugurating a through, round-trip service. Complying with a Ferrying Command directive under the same contract, TWA-operated aircraft restored the transport service to the United Kingdom with the coming of spring. Three of the Stratoliners operated regularly thereafter over the North Atlantic and two on the Washington-Cairo run.

On 31 January 1942 a contract with Northeast Airlines for service through Presque Isle to Newfoundland, Labrador, and points in Canada to be specified at a later date by the contracting officer was approved. The contract stipulated that the government should furnish the contractor with the requisite aircraft. The early flights under the contract served to move from Moncton, New Brunswick, to Goose Bay, Labrador, contractor's personnel and supplies essential to the construction of an airport adequate for the flow of traffic which, it was expected, would soon be routed that way. Meanwhile Northeast's service furnished a regular link connecting the United States and the American forces in Canada, Newfoundland, and ultimately, Greenland and Iceland.

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32. Contract, DA W 535 ac-1062, 24 Dec. 1941, and Directive No. 9, 4 April 1942, in AIC Organization and Contract Supervision Files; TWA Public Relations Office, "TWA's Contribution to the War, 1. The Intercontinental Division," 1-5 in AIC Historical File.
33. Contract, DA W 535 ac-1476, 20 Jan. 1942, and Supplemental Agreement No. 1, 27 June 1942, in AIC Organization and Contract Supervision Files; memo for Col. Anderson, AWPB, by Gen. Olds, 3 Feb. 1942, in AAG 373.2A.

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Toward the end of February a contract was made with Northwest Airlines for service from Fargo, N. D., to Fairbanks, Alaska, and points in Canada. As early as 2 March the contemplated operations began, with the first of a series of shuttles between points along the route for pilot familiarization and the distribution of personnel and materials. 34

Meanwhile a desperate demand for scheduled air transport service to move badly needed ferrying crews and materiel over the Pacific crossing to Australia led to the inauguration of regular operations by the Consolidated Aircraft Corporation in April 1942. The selection of Consolidated for this responsibility was logical in view of the fact that its pilots had gained considerable experience during the previous year in ferrying aircraft across the Pacific. The new transport service was begun and continued for several months without a contract, though on 16 April Col. Harold L. George, who had assumed command of the Ferrying Command on 1 April, addressed to the company a letter of intent 35 covering the operation.

In the day-by-day relations between the contract airlines and the Ferrying Command there were numerous occasions for friction. Airline

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- 34. Contract, DA W 535 ac-1765, 20 Feb. 1942, in AIC Organization and Contract Supervision Files; Frank Caldwell to Maj. Love, 22 April 1942, in ATR 319.1, Reports, General, AIC Central Files; inter-office communication, NWA, E. S. Roe to R. E. Geror, 21 April 1942, in AIC Operations File.
 - 35. Memo for C. A. Van Dusen by F. A. Learman, Consolidated Aircraft Corp., 1 Dec. 1941, in AAG 361D, Air Routes; Col. George to Consolidated Aircraft Corp., 16 April 1942, in 161, Consolidated, AIC Central Files; Frank Watson to Gen. George, 1 Aug. 1942, in "Correspondence File for Contract #33779," AIC Organization and Contract Supervision Files. On Colonel George's appointment and promotion, see below, 89.

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personnel were sometimes resentful of what they termed interference by Army men and were often cocksure of their own superior qualifications. The advantage of the airlines and the convenience of their employees seem on occasion to have been the controlling factors in the determination of policy and the performance of duty by airline representatives in the field, if not in the home offices. The personal behavior of some airline pilots seems to have been consistently offensive. Ferrying Command officers, for their part, were by no means blameless. Contractors complained that unauthorized personnel frequently issued instructions to the carriers on matters which properly required a directive from one of the Command's four contracting officers. So serious did the matter become that on 25 April 1942 Command headquarters issued a memorandum on the subject, stating that any telephonic instructions issued to the contractors should be supported by letter directives from one of the contracting officers.

This memorandum serves in a measure to clarify the relationship of the Command to the contractors and to the Materiel Division. The final paragraph reads:

Due to the fact that all auditing and official administration of contracts drawn by the War Department on

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36. Lt. Col. G. A. Brownell to H. M. Bixby, Vice President, PAA System, 21 March 1942, in 161, PAA, ATC Central Files; U.S.A. National Censorship, extract from letter, PAA System to W. I. Morrison, 18 May 1942, in 311.7, ATC Central Files; interview with Col. Byerly by Maj. La Farge, 11 June 1944; Lt. Col. Montague, "Report on Special Assistant's Trip . . . , " in ATC Historical File; Control Officer, Wadi Seidna to CO, Foreign Wing, 14 April 1942, in "Khartoum," Mosley File; report for CG, FC by Lt. Col. Louis S. Gimbel, Jr., 3 May 1942, "Survey Trip from Washington to Karachi, India . . . , " in "Miscellaneous (Reports)," I&S File, ATC Central Files.
37. Memo for All Concerned by FC, 25 April 1942, in 161, ATC Central Files.

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behalf of the Ferrying Command is through the Materiel Division at Wright Field, such instructions to contractors as involve directives should be sent to an absolute minimum, except in case of an emergency. These directives must in all cases be coordinated with the Contract Section of the Materiel Division, and any major requirements against the contracts should be originated directly by the Contract Section of the Materiel Division on the basis of appropriate R&R's or memoranda from this Command.

In view of the requirement that all important instructions on behalf of the Ferrying Command to the contract airlines be issued by the original contracting officer in the Materiel Division or by one of the four contracting officers in the Ferrying Command, it is noteworthy that Colonel Mosley, commanding officer of the Foreign Wing, was not one of the four. Possessing broad responsibility for the foreign transport operations of the Command, and more specific responsibility for supervising the operations of the FAA and TWA contracts, he was not in a position to take remedial action in his own right but was obliged to appeal to one of the four named officers. When, however, the airlines had queries, requests, or complaints in connection with their contract operations, they addressed them sometimes to Colonel Mosley, sometimes to General Olds or General George, and often to the contracting officer in the Materiel Division, Colonel Volandt.

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38. Manning Table, "Air Corps Ferrying Command"; memo for Col. Hamlett by Maj. A. G. Dingwell, Adjutant, Foreign Wing, 4 April 1942, in "Miscellaneous," Mosley File.
39. See, for example, H. M. Bixby to Col. Mosley, 7 March 1942, and reply by Capt. Love, 19 March 1942, in 361, ATC Central Files; PAA and FAA-Africa, Ltd., to Col. W. F. Volandt, 23 April 1942, in 161, FAA, ATC Central Files; msg., [George] Gardner, NWA, to Gen. Olds, 5 March 1942, in 361, ATC Central Files.

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As early as February 1942 General Olds received instructions from General Arnold to "provide complete military control over all parts" of the Ferrying Command operations. Shortly thereafter a War Department order was issued, providing in somewhat greater detail for the termination, within 6 months at the outside, of all War Department overseas contracts and the militarization of contract activities, except in the Atlantic bases, Greenland, South America, Hawaii, Panama, and Alaska.⁴⁰

With reference to the Ferrying Command route from Miami to Karachi, General Olds and his staff were ready with an elaborate program for militarization, though they proposed that Pan American be permitted to continue a limited commercial operation over portions of the route in order to provide a "means whereby other than United States Government personnel and cargoes involved in the prosecution of the war and commercial mails may be transported at normal commercial rates and not at the total expense of the United States Government."⁴¹

The carrying out of the program was dependent, however, upon the training and shipment to Africa of a considerable number of ferrying groups and squadrons and the commissioning or enlistment of much of the Pan American personnel in Africa. The time limit was extended by the War Department in July 1942, and the project was not actually completed

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40. Memo for Gen. Olds by DC/S (Air), 12 Feb. 1942, in "Chronological File of Major Directives," ATC Central Files; AG to CG's, Field Forces, et al., 18 Feb. 1942, in AG 160 (2-15-42) MSC-D-M.
41. Memo for AS/W (Air) by Gen. Olds, 13 Feb. 1942; memo for Col. Brownell by FG, 10 March 1942, in 361, ATC Central Files.

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until December.

Redefinition of the Command's Mission

Through the winter and spring of 1941-42, emergency conditions resulting from the fact of global war and the successes of the enemy in many theaters kept Army personnel everywhere, certainly in the Ferrying Command organization, working at a feverish pace. Changing conditions nevertheless required a reconsideration of the division of responsibility between AAF and other War Department agencies. On 9 March 1942, the sweeping reorganization which established three Army branches--Army Ground Forces, Army Air Forces, and Services of Supply--went into effect. This realignment, among other things, eliminated the OCAC and left the Ferrying Command, now officially termed the "Ferry Command" for a period of 3 weeks, directly subordinate to General Arnold as Commanding General of the AAF.

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Within the next few days serious thought was directed toward bringing about a more efficient and rational division of labor in the utilization of the admittedly limited personnel and facilities for the ferrying of aircraft and the air transportation of men and materiel. In this connection it should be pointed out that when the United States became directly involved in hostilities the Air Corps already had in

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42. FC to AG/S, G-1, 20 May 1942, in AAG 210, Ferrying Command; AG to CG's, AAF, SOS, 17 July 1942, in AG 160 (7-16-42) MS-D-M; AMEV to CG, ATC, 22 Dec. 1942, in "Correspondence File for Contract #415," ATC Organization and Contract Supervision Files; Franklin Gledhill to Col. Volandt, 11 Aug. 1942, in AAG 373, Persons; Gledhill to Lt. Col. Merrick, 17 Dec. 1942, in 161, FAA, ATC Central Files.
43. WD Circular No. 59, 2 March 1942; FC Office Memo 40-13, 9 March 1942. See App., 122-23.

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operation a well-established domestic transport service, which in the first half of 1941 had flown more freight than all the commercial air carriers within the United States. This operation was carried on by the 50th Transport Wing, whose planes were flown by military pilots, under the control of the Air Service Command. Its major functions included the transportation of technical Air Corps supplies, such as engines, propellers, ^{government-} ~~and~~ furnished aircraft equipment, between the several Army air depots, as well as furnishing transport aircraft and ⁴⁴ pilots for use in training parachute troops and airborne infantry.

At one stage of the discussion in March 1942, General Arnold seems to have been about to assign the Air Service Command full responsibility for all air transportation and ferrying within the Western Hemisphere, leaving to the Ferrying Command operations overseas. At a series of meetings on 20 and 21 March, however, representatives of the Air Staff, Ferrying Command, and Air Service Command arrived at another division ⁴⁵ of responsibility. Their agreement, with slight changes, was on 24 March embodied in a directive from General Arnold. The transporta- ⁴⁶ tion mission of the Air Service Command was stated as follows:

Hereafter the Air Service Command will transport by air such aviation technical supplies as facilities permit to

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- 44. Leonard Eiserer, "Army Air Corps Out hauls All Domestic Carriers in Volume of Freight Shipments," in American Aviation, 1 Aug. 1941, 6; excerpt from letter, R. E. Hotz, Public Relations Br., to Chief of Staff, ASC, 14 Feb. 1942, in AER 320, AIC Central Files.
 - 45. Memo for CG, FC by Capt. Love, "Daily Activity Reports, March 19th, March 20th, March 21st 1942," in "Activity Reports," Commander's File; memo for C/AS by FC, 23 March 1942, and inclosed redraft, "Tentative Agreement for Division of Duties of Air Service Command and Ferry Command and the Utilization of Commercial Airlines," in 321.9, AIC Central Files.
 - 46. Memo for Col. George by CG, AAF, 24 March 1942, in "Chronological File of Major Directives," AIC Central Files (Aop., 147-48).

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units or bases in the Western Hemisphere including Iceland, Greenland, Trinidad, and the Caribbean area on the East, and Alaska on the West. As soon as possible air ferry service for supplies and personnel will be opened up with Honolulu.

The responsibilities of the Ferrying Command, in turn, were summarized as follows:

The Ferry Command will operate, either directly or by contract, all transport lines extending beyond the Western Hemisphere. It will gradually militarize all of its personnel outside of the limits of the United States. Such action will be coordinated with the State Department. For the time being, it will ferry all airplanes within the United States and those going to destinations outside of the United States. Materiel destined for stations outside of the United States will be delivered by the Air Service Command to the Ferry Command at points mutually agreed upon.

Each command, in fulfilling its duties, was to make maximum possible use of American airline personnel and experience. The Ferrying Command was directed to make a special study looking toward the operation of a ferry line between the United States and Australia. The Air Service Command was also assigned the duty of building up transport squadrons capable of carrying out missions with airborne infantry, glider troops, and parachute troops.⁴⁷

It should be noted that the mission assigned to the Ferrying Command by General Arnold's directive of 24 March lacked a note of finality. The basic function of ferrying aircraft within the United States and overseas was limited by the phrase, "for the time being." The Air Service Command's proposed "air ferry service for supplies and personnel" to Honolulu was actually in contravention of the Ferrying Command's broad

47. Ibid.

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responsibility to "operate . . . all transport lines extending beyond the Western Hemisphere." In point of fact, the duties of the Ferrying Command remained substantially what they had been previously. Still the somewhat confused situation, while by no means finally settled, was partially clarified by the issuance of a single authoritative statement redefining the mission of both the Ferrying Command and the Air Service Command.

Steps toward Reorganization of the Command

Through the spring months of 1942, schemes for the internal reorganization of the Ferrying Command were much under discussion. On 13 March General Olds, accompanied by Colonel Hyde, engineering officer, Maj. Thomas Hitchcock, chief of the Air Transportation Section, and Col. H. C. Barber of the War Plans Division of the General Staff, departed on a special mission to South America. Shortly before General Olds' departure, General Arnold assigned Col. Harold Lee George, Assistant Chief of the Air Staff, Air War Plans Division, to temporary duty with the Ferrying Command. General Olds at once made him deputy commander, leaving him in full charge during his absence. During that period the threatened change in the Command's mission was met and the redefinition of its functions obtained on 24 March. Two days later, AAF special orders were issued, naming Colonel George as commanding officer, in succession to General Olds. On 1 April he assumed command, and before the month was out his promotion to the rank of brigadier general was announced.

48. FC S.O. #25, par. 1, 9 March 1942; AAF G.O. #5, 9 March 1942; WD S.O. #110, par. 1, 28 April 1942; FC G.O. #3, par. 1, 1 April 1942.

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In the course of his Army career between two wars, General George had been closely identified with the development of the techniques and doctrines of aerial bombardment and had made a record which marked him as an officer of outstanding ability. From July 1941 until his assignment to the Ferrying Command, he occupied the important post of Assistant Chief of the Air Staff for Plans. He was not yet 49 years of age when he took over the Ferrying Command.

General Old's relief from the Ferrying Command did not imply any dissatisfaction with his service. He was shortly promoted to the rank of major general and appointed Commanding General of the Second Air Force. By way of recognition for his accomplishments in organizing the Ferrying Command, he was awarded the Distinguished Service Medal.

In the meantime, General Arnold had approved a sweeping new plan for the reorganization of the Command on 26 March. This program contemplated the domestic ferry of military aircraft and the operation of both scheduled services and the ferrying of military aircraft in the South Atlantic, North Atlantic, Alaska and Northwest, and Pacific areas, as well as a comprehensive training program to be carried on as a part of these operations. The plan, based on the accumulated experience of the commercial airlines, proposed also that key leaders in air transportation be commissioned for service on the operational staff of the

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49. Memo for CG, AAF by Maj. Gen. L. S. Kuter, AC/AS, Plans. /11 147 1944/, in AAG 201 (George). Cf. official record forms, in *ibid*.
 50. AAF S.O. #130, par. 2, 29 May 1942; "Citation for Distinguished Service Medal," n.d., and other documents, in AAG 201 (Olds). General Olds died at Tucson, Ariz., of Libman-Sacks syndrome disease, 28 April 1943. He was then only 47 years of age. Station Hospital, Davis-Monthan Field to CG, AAF, 30 April 1943, in *ibid*.

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Ferrying Command, at headquarters and in the field. Tentative assignments for a long list of names were included. Thus, Thomas O. Hardin of the United Aircraft Company was to be in charge of operations in the South Atlantic; George Gardner, operations manager of the Northwest Airlines, in the Northwest; Jack Joynes of the Civil Aeronautics Administration in the North Atlantic; and either Harold Harris or Douglas Campbell, vice-presidents of Pan American-Grace Airways, in the Pacific. Colonel Tunner was to retain direction of domestic ferrying. Each of the geographic sectors was to be set up as a self-contained operating unit, to the fullest extent practicable, and for each sector men were listed for flight supervision, aircraft ferrying, maintenance, ground service, and communications.

In view of the fact that the men named in the plan had not been approached regarding the assignments for which they were designated, it is not surprising that some of them never entered military service and that some of those who were commissioned ultimately took over Ferrying Command positions quite different from those for which they were here recommended. On the other hand, General Arnold personally selected for the position of executive officer of the Command an outstanding airline executive, Cyrus R. Smith, president of American Airlines, whose name was not included in the plan. Upon General Arnold's request, the board of directors of American Airlines made Smith's services available, he was commissioned with the rank of colonel, and on 14 April 1942

51. R&R, H.H.A./Arnold/ to Gen. Harmon, 26 March 1942, and inclosed "Plan of Organization," in AAG 321.9, Ferrying Command.

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reported for duty with the Ferrying Command.

With the coming of Colonel Smith and certain other officers to the Command in April 1942, the staff organization of Command headquarters was augmented and altered. Maj. Robert M. Love, who had been serving as executive officer, was named The Assistant to the Commanding General. Colonel Smith became Executive for Operations and Training, while Col. John M. Davies, previously of the Air Service Command, was named Executive for Personnel and Materiel. The chiefs of the various general staff divisions were now designated as assistant executives. Thus Major Lowman, S-1, became Assistant Executive for Personnel, Colonel Gimbel, S-2, Assistant Executive for Intelligence, and Major Brewer, S-4, Assistant Executive for Materiel. Capt. Lawrence G. Fritz, formerly vice president of TWA in charge of operations, was made Assistant Executive for Operations, S-3, the position for which Paul Richter of the same company had been earmarked in the plan approved on 26 March. Colonels Smith and Davies and Major Love, who shared the highest staff level, were to report directly to the Commanding General. Likewise reporting directly was Maj. James H. Douglas, Jr., who, upon being ordered to active duty in April, was assigned to the Ferrying Command and given the newly created post of General Counsel. At the same time the position of Inspector was elevated to a similar status.

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52. Ibid.; memo for Gen. Fechet by Col. George, 11 April 1942, in ATC Historical File; WD S.O. #86, par. 20, 14 April 1942, in 201 (Smith, C.R.), ATC Central Files.
53. AAF Personnel Orders #60, par. 19, 11 March 1942, in 201 (Davies, John M.); FC S.O. #59, pars. 6-12, 21 April 1942, in 201 (Love); FC S.O. #62, par. 1, 24 April 1942, in 201 (Douglas); FC S.O. #67, par. 6, 30 April 1942, in 201 (Fritz), ATC Central Files. Cf. undated organization chart approved by Gen. George, "Air Forces Ferrying Command Plan of Organization," in 321.9, ATC Central Files.

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On 7 May Colonel Mosley was relieved from duty with the Foreign Wing and appointed Executive for Operations. Other changes followed during the succeeding weeks, and on 22 May a new alignment was announced. Colonel Davies had been transferred to the Technical Training Command, at the request of the commanding general of that organization. Colonel Smith was now termed The Executive, and Major Love, Administrative Executive. Though the nomenclature does not make this clear, Colonel Smith's position now approximated that which he later occupied as Chief of Staff, while Colonel Mosley and Major Love might well have been termed deputy chiefs of staff. Lt. Col. George F. Brewer was made Special Assistant to the Commanding General, with the primary duty of monitoring the development of the "Crimson" route for North Atlantic Ferrying. Major Douglas, whose functions remained those of a legal adviser with special reference to airline contracts, was also designated as a Special Assistant to the Commanding General. Col. Newton W. Speece was appointed Inspector General. Colonel Brewer's former position as S-4 was given to Colonel Hyde, previously engineering officer. Colonels Lowman, Gimbel, and Fritz were retained as S-1, S-2, and S-3, respectively.

One other change in the headquarters organization should be mentioned. In February a small Air Transport Section was established under

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54. FC S.O. #73, par. 6, 7 May 1942, in 201 (Mosley); FC S.O. #85, pars. 5-15, 22 May 1942, in 201 (Love), AEC Central Files; memo for FC General and Special Staff by FC, 22 May 1942, in "North Atlantic Wing," Mosley File; draft, FC, "Organization," n.d.; FC to Members of Staff and Special Staff, 3 June 1942, in AEC Historical File.

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the direction of Maj. Thomas Hitchcock, well-known sportsman and former member of the Lafayette Escadrille. This section, which reported directly to General Olds, was responsible for supervising the handling of passengers and freight throughout the Ferrying Command air transportation system. It assisted passengers in securing passports, dispensed information regarding clothing and health precautions required, and kept records of passengers carried. Freight loading was supervised on the basis of conformity with civilian airline practice. On 8 May 1942 the section was assigned to the Foreign Wing—a logical step, since the Command was as yet responsible for overseas transport only. Meanwhile, Maj. Clifford W. Henderson had succeeded Major Hitchcock as section chief on 17 April and the personnel of the section, like that of headquarters generally, had expanded.

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While plans for headquarters reorganization were being formulated, it was natural that the experience accumulated in many months of domestic ferrying operations should result in a proposal for the reorganization of the Domestic Wing. As early as January, the Command had recommended the establishment in each sector of one or more ferrying squadrons, and for all except one sector, an air base squadron. By March the plan had been somewhat enlarged by the proposal of a group headquarters and head-

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55. ACFG Personnel Orders #43, par. 10, 28 Feb. 1942, in 201 (Hitchcock); FC Personnel Orders #32, par. 5, 17 April 1942; FC S.O. #74, par. 1, 8 May 1942, in 201 (Henderson); memo for Capt. C. D. Wagner by Lt. M. P. Blake, 11 May 1942, in 201 (Blake), ATC Central Files; interview with Maj. M. P. Blake, formerly an officer in the Air Transportation Section, by Lt. Heck, 13 June 1944; report, "Functioning of the General and Special Staff of the Ferrying Command," n.d., [probably April 1942], in 321.9 ATC Central Files.

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quarters squadron for each sector. During April the ferrying squadrons,
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requested in January and authorized on 18 February, were activated.

On 29 April the scheme of organization, somewhat further developed, was presented to the Chief of the Air Staff. Attention was called to the fact that the sector headquarters had necessarily been established at airbases to facilitate transition training and that they had to be located at points where ferrying flights originated. The argument continued:

This requires that each of these locations, of which there are now six, be established similarly to any other Air Force station in the country. Each location must have an organization which will satisfactorily maintain the post and care for its attendant administration, and also conduct the Ferrying Command operations. It is, therefore, requested that a base unit be authorized at each of the sectors as noted in the attached chart.

As further explained in the chart, it was proposed to inactivate each existing sector headquarters, substituting for it a ferrying group headquarters and headquarters squadron. Also to be inactivated were the 307th and 303th Materiel Squadrons, stationed in the California and Detroit sectors, respectively. The activation of an air base group, with certain deletions of personnel not required, was requested for each sector except the Northwest. On 14 May the Command modified its own request by proposing the substitution of a new type unit, the air
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base headquarters and air base squadron, for the modified air base groups.

56. See above, 66,72. Cf. Organization Chart, "Draft 2, Mar. 20, 1942, Domestic [Wing]," in ATC Historical File.

57. Memo for C/AS by FG, 29 April 1942; R&R, FG to AEDMR, 14 May 1942, in 320.2, ATC Central Files.

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As thus altered, the Ferrying Command's program received War Department authorization in the form requested. The sector headquarters were redesignated as headquarters and headquarters squadrons of a series of numbered ferrying groups, as follows:

Northeast Sector	2d Ferrying Group
Detroit Sector	3d Ferrying Group
Nashville Sector	4th Ferrying Group
Midwest Sector	5th Ferrying Group
California Sector	6th Ferrying Group
Northwest Sector	7th Ferrying Group

On 28 May 1942 this nomenclature was put into effect, with an official announcement from headquarters of the Domestic Wing.⁵⁸

Meanwhile plans for the reorganization of the Foreign Wing were under consideration. The general program approved by General Arnold on 26 March, called for a division of the Ferrying Command into substantially self-contained operating units, presumably responsible directly to headquarters of the Command. By the middle of April, however, it had been decided to retain the Domestic and the Foreign Wings, and to strengthen each by the assignment of newly commissioned airline executives.⁵⁹

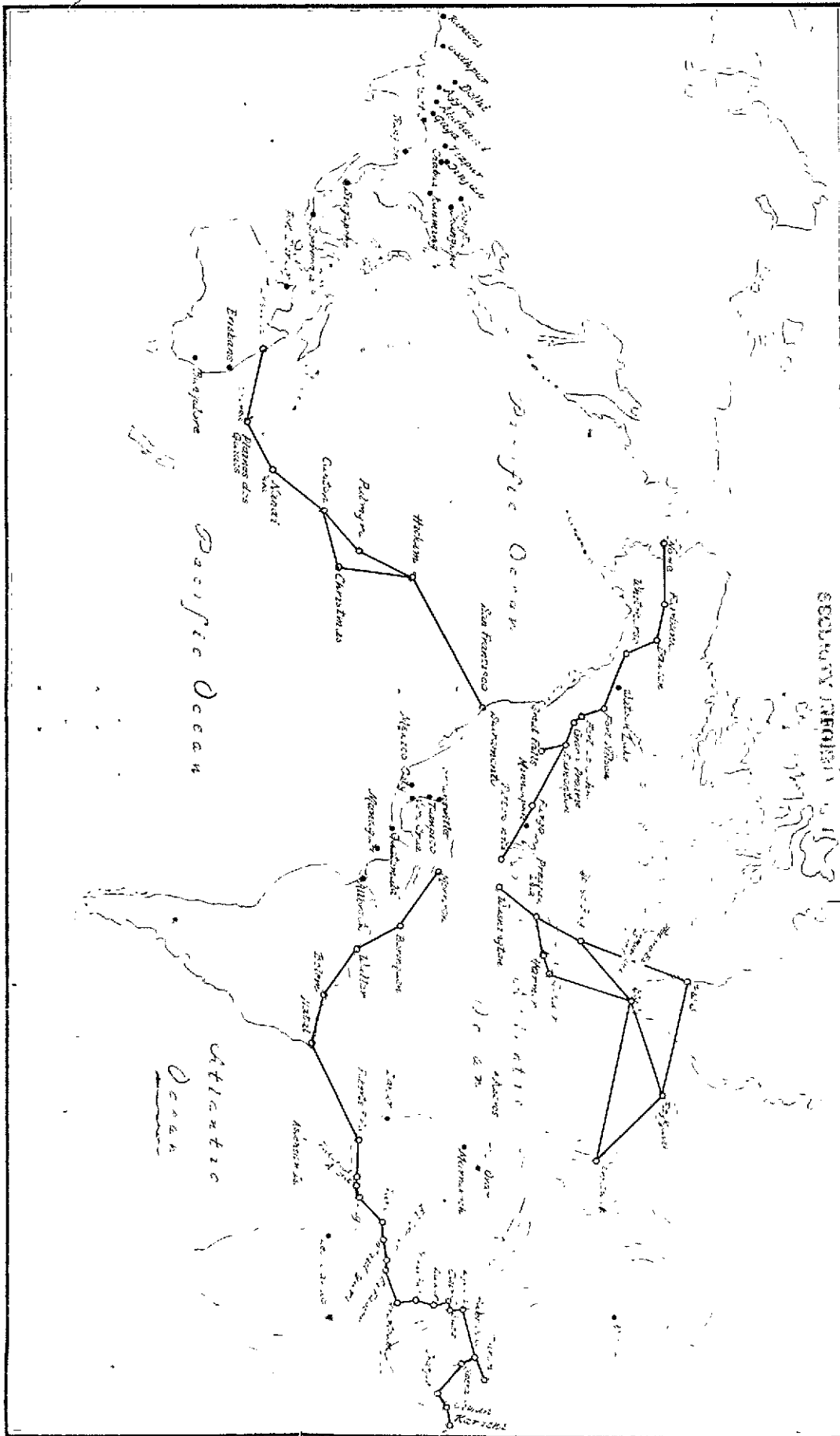
This decision, too, was shortly reversed. Before the month was out, General George dispatched a veteran air transport man, Thomas O. Hardin

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58. AG to CG, FG, 26 May 1942, in AG 320.2 (5-22-42) MR-M-AAF; WD T/O 1-422S, 22 May 1942; Domestic Wing G.O. #1, 23 May 1942, in 300.4, AEC Central Files. For the 1st Ferrying Group, see above, 73 n.19. The air base headquarters and air base squadrons assigned to the Command were numbered from 344 to 348, inclusive.
59. R&R, H. H. Arnold to Gen. Harmon, 26 March 1942, and inclosed "Plan of Organization," in AAG 321.9, Ferrying Command; Col. C. R. Smith to Col. Mosley, Col. Tunner, 18 April 1942, in "Military Personnel," Mosley File.

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of the United Aircraft Manufacturing Company, to make a survey of the ferrying and transport situation in Africa, the Middle East, and India. On 3 May headquarters received the following positive recommendation,
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which Hardin had sent the previous day from Khartoum:

A much better field organization must be perfected as quickly as possible providing clear cut orders and clearly established authority vested in field headquarters and running down through sector and station control officers under whom highly qualified supervisors will coordinate each phase of operations. . . .

Within 6 days a plan for attaining this objective had been prepared.

Two drafts of this reorganization plan, both dated 9 May 1942, have been found. Each called for the establishment of five "Wing Commands." The North Atlantic Command was to extend from Presque Isle to, and including, the United Kingdom and other North Atlantic destinations; the Caribbean Command from Morrison Field to, but not including, Trinidad; the South American Command from Trinidad, including all South American points, but not including the West Coast of Africa; the Africa Middle East Command, including all of Africa to, but not including, Karachi in India; the Pacific Command, from the West Coast of the United States to, but not including, Australia.

In addition the plan provided for the establishment of base commands, reporting directly to the Commanding General of the Ferrying Command. The five mentioned in the earlier draft were reduced in the latter to

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60. Msg., T. O. Hardin to EC, 2 May 1942, in "Bold," Mosley File; msg., Gen. Arnold to Maj. Gen. L. H. Brereton for T. O. Hardin, 25 April 1942; Gen. George to Eugene Wilson, President, United Aircraft Manufacturing Co., 27 April 1942, in 201 (Hardin), ATO Central Files. Hardin was appointed lieutenant colonel, AUS, 9 May 1942. WD S.O. #121, par. 20, 9 May 1942.

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two--the Presque Isle area, including Presque Isle and Houlton; and the West Palm Beach area, including Jacksonville, West Palm Beach, Miami, and Homestead.

Each wing commander was to be responsible for the "safe and expeditious movement of aircraft through their [sic] designated Wing," and for "adequate weather, communications, maintenance and inspection facilities throughout his Wing area." Each was to "exercise full operational control of Military aircraft until aircraft in question have completed the flight through the Wing area," and "to issue necessary orders in connection with personnel changes and the movement of aircraft and equipment within his Wing area in order to facilitate the efficient operation of his Wing."

Base commanders were to comply as fully as possible with wing commander's requests for personnel, materiel, and equipment for wing route operations, furnishing "necessary servicing and maintenance of aircraft as required by Wing commanders for aircraft operating through their respective bases." Within the base areas, wing commanders were to be responsible only for wing operations. They were specifically warned against interfering with base operations.

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61. Unsigned drafts of letter to base and wing commands not including Domestic Wing, 9 May 1942, in "Procedure," Mosley File. The 9 May drafts are the earliest papers found in which the term "Wing" is used. In a memorandum of 4 May, Colonel Mosley referred to a "Route Commander," but the context makes it clear that he had in mind an officer with functions similar to those proposed for the "Wing Commander" on 9 May. Memo for Col. Davies by Col. Mosley, 4 May 1942, in "Memos-Major Mosley, Outgoing," Mosley File.

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In harmony with this plan, the Foreign Wing on 16 May 1942 requested orders for the appointment of the following commanding officers for wing and base commands: North Atlantic Wing Command, Maj. Tallmadge A. Boyd, former assistant chief pilot of American Airlines; Caribbean Wing Command, Maj. Frank N. Nightingale, S-3 of the South Atlantic Sector; Africa Middle East Wing Command, Brig. Gen. Shepler W. FitzGerald; Pacific Wing Command, Lt. Col. Karl Truesdell, Jr., commanding officer of the Pacific Sector; Fresque Isle Base Area Command, Col. Raphael Baez, Jr.; West Palm Beach Base Area Command, Col. Paul Burrows, commanding officer of the South Atlantic Sector. ⁶² It is noteworthy that the officers proposed for the two base commands were distinctly superior in rank to those proposed for the related wing commands.

Before the request for orders had been complied with, the proposals contained in the second draft of 9 May were submitted for comment to at least one officer, Captain Snow, who had served from January until May as commanding officer of the North Atlantic Sector. Captain Snow's comments, dated 23 May, raised several serious questions regarding responsibilities to be imposed on wing commanders. How, he asked, can they "be responsible for weather and communications service on the North Atlantic route, when all weather and communications personnel and facilities are a part of . . . the 8th Army Air Forces Communications Squadron

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62. Memo for Maj. Dudley by Foreign Wing, 16 May 1942, in 201 (Baez), ATC Central Files. General FitzGerald and Colonel Truesdell eventually assumed command of the Africa-Middle East and South Pacific wings, respectively. Colonel Burrows became the first commanding officer of the Caribbean Wing. 26th AAF Ferrying Wing G.O. #1, 27 June 1942; 25th AAF Ferrying Wing S.O. #1, 23 June 1942; 27th AAF Ferrying Wing G.O. #1 (Corrected), 19 June 1942.

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or the 8th Army Air Forces Weather Squadron, neither of which are
[sic] . . . subject in any way to the Ferrying Command"? He pointed
 out, too, the probability, based on his experience during the previous
 months, that conflicts would arise between the authority of the wing
 and base commanders. While he did not specifically recommend the elimi-
 nation of the semi-independent status of the base commander, his argument
 strongly supported such a step. In conclusion, he stated:

I believe it would be extremely difficult to effectively
 assume responsibility without having control over the neces-
 sary personnel, materiel and facilities. Furthermore, effective
 operations are entirely dependent upon the quality of the aero-
 nautical facilities available. This includes airports, communi-
 cations, lights, navigational facilities, airdrome maintenance,
 snow removal, etc. Any arrangement must assure that those
 charged with the responsibility of the entire operation can
 obtain immediate and effective action with regard to deficiencies
 in the above.

Whatever influence Captain Snow's comments may have had, the fact
 is that 2 days later the Ferrying Command issued special orders formally
 establishing a North Atlantic Wing, transferring to it the Ferrying
 Command bases at Presque Isle and Houlton, relieving Colonel Baez, who
 had earlier assumed command of the Presque Isle Army Air Field, from
 all previous duties and appointing him wing commander.

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63. Memo for Col. Mosley by Capt. Snow, 23 May 1942, in "North Atlantic Wing," Mosley File. Snow was relieved as sector commander by the appointment of Colonel Baez to that position, 22 April 1942. Colonel Baez, however, did not arrive at Presque Isle until 7 May 1942, and on 23 May the order appointing him sector commander was revoked. Foreign Wing S.O. #35, par. 3, 22 April 1942; Foreign Wing S.O. #56, par. 1, 23 May 1942; msg., Lt. Col. Weltmer to CO, Foreign Wing, 7 May 1942, in 201 (Baez), ATC Central Files.
64. FG S.O. #37, pars. 7-8, 25 May 1942, in 201 (Baez), ATC Central Files.

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This was done without waiting for formal authorization from higher authority, but at the same time an official request was made for the activation of five wing headquarters and headquarters squadrons, one at the headquarters of each of the five wings proposed in the 9 May draft. No mention was made of the base commands, but when official instructions for the North Atlantic and Caribbean Wing commanders were finally drawn, their authority over the proposed base command areas was clearly stated. ⁶⁵

Meanwhile the War Department General Staff, on 21 May, had directed the Commanding General of the AAF to designate a brigadier general (Air Corps) to command the South American Wing and to perform a variety of duties in connection with American military and naval interest in Brazil, the Guianas, and adjacent waters. Col. Robert L. Walsh of the Air Staff was immediately designated for this very responsible assignment, and he in turn proceeded to organize a staff, preparatory to taking it over. ⁶⁶ On 31 May Col. Benjamin E. Giles was designated, in War Department orders, as commander of the North Atlantic Wing, and he ⁶⁷ assumed command on 8 June.

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65. FC to CG, AAF, 25 May 1942, in 320.2 ATC Central Files; ATC to Col. P. E. Burrows, 31 July 1942; ATC to Col. B. F. Giles, 5 Aug. 1942, in ATC Publications File.
66. Memo for CG, AAF by WDGS, 21 May 1942, and 1st Ind., AAF to CG, FC, 22 May 1942, in 320.2, ATC Central Files; R&R, FC to AFMFP, 31 May 1942, in "South American Wing," Mosley File. On 9 June the Command indicated its preference for the term "South Atlantic" rather than "South American" Wing. Memo for AC/S, OPD by FC, 9 June 1942, in ATC Historical File.
- Colonel Walsh accepted his appointment as brigadier general on 26 June. Msg., Walsh to Gen. George, 27 June 1942, in "South American Wing," Mosley File.
67. EAW G.O. #1, par. 1, 8 June 1942, in ATC Historical File.

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The particular problems of the North Atlantic Wing were by no means solved with the War Department's appointment of a wing commander. To assure the success of the wing in its primary mission, the "expeditious movement of all U. S. Army aircraft destined for Great Britain," General George sought a specific grant of authority. Accordingly he personally carried to General Arnold's office a draft, which was signed for General Arnold by Brig. Gen. L. S. Kuter, Deputy Chief of the Air Staff, on 4 June. The text of the relevant portion of the document follows:

The Commanding General, Army Air Forces, is charged with the expeditious movement of all U. S. Army aircraft destined for Great Britain. In order to meet this responsibility adequately and properly, it is necessary for the Army Air Forces to exercise complete control over all the facilities and personnel connected therewith. To this end, you will organize a North Atlantic Wing of the Army Air Force Ferrying Command and develop without delay the establishments, facilities and control required to carry out this mission. You are authorized to exercise operational control of the Weather and Communications Regions in this area and recommend the disposition of the control of such additional Air Force agencies as you consider necessary.

Thus supported by AAF headquarters and the War Department, the Ferrying Command had given partial effect to the new scheme even before the issuance of the official letter establishing the wings. That document, published on 12 June 1942, constituted the wings, not with the geographical names desired, which was contrary to Army policy, but as numbered organizations. The new wings, with their respective stations of activation, follow:

23d AAF Ferrying Wing, Hq & Hq Sq	Presque Isle, Me.
24th AAF Ferrying Wing, Hq & Hq Sq	Georgetown, British Guiana

69. AAF to CG, FG, 4 June 1942, carbon copies with notations indicating the history of the document, in 321.9, ATC Central Files.

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25th AAF Ferrying Wing, Hq & Hq Sq	Hamilton Field, Calif.
26th AAF Ferrying Wing, Hq & Hq Sq	Cairo, Egypt
27th AAF Ferrying Wing, Hq & Hq Sq	Morrison Field, West Palm Beach, Fla.

Upon the earnest protest of General George, however, the desired geographical names were quickly substituted for the numerical designations.
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Relationship of Ferrying Command to Theaters Defined

The Commanding General of the AAF was competent to resolve any conflicts which might occur between the Ferrying Command and other agencies under his command. More serious was the problem, as old as American participation in the war, of the appropriation and diversion by theater commanders of Ferrying Command aircraft and crews. It was recognized, to be sure, that situations would inevitably arise when commanders in the field would be obliged to utilize Ferrying Command facilities to meet special combat emergencies. It was clear, however, that the interference which occurred during the early months of 1942 had caused a great deal of confusion and had delayed the movement of some combat units, as well as other personnel and materiel of high priority. Accordingly a War Department letter, designed to define the Ferrying Command's relationship to the commanders of theaters of operations, was sought. This letter, published by the Adjutant General on 6 June 1942, included the following statements covering the basic issue

69. AG to CG, FC, 12 June 1942, in AG 320.2 (6-12-42) MR-X-AF; AFG to CG, AAF, 30 June 1942, in 325.455, AFG Central Files; AG to CG, AFG, 5 July 1942, in AG 320.2 (7-4-42), MR-X-AF.

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involved:

3. Command and control of the activities and facilities of the Army Air Forces Ferrying Command are vested in the Commanding General, Army Air Forces, who is the War Department agent for this service. Operational activities in the Army Air Forces Ferrying Command within a Theater of Operations must of necessity at times be modified to conform with the existing combat situation. In all such cases responsible Theater Commanders will make every effort to minimize interference with the efficient operations of the Army Air Forces Ferrying Command. Any necessary modification which develops because of special situations should normally be effected by local cooperation between agencies of the interested commands.

4. It is realized that Theater Commanders may be required to appropriate for combat use the facilities of the Ferrying Command during a specific emergency. However, when such action is required, Theater Commanders will report immediately by the most expeditious means of communication to the War Department the action taken and the necessity for such action.

The Air Transportation Problem

One more major issue affecting the very nature of the Ferrying Command was settled during the month of June 1942. That settlement presented the Command with broad new responsibilities for air transportation at home and abroad, and presented it to the world with a new name, the Air Transport Command. The issue and its settlement can be understood only in the light of the directive issued on 24 March, which redefined the functions of the Ferry Command and the Air Service Command. ⁷¹

At that time the Air Service Command was "completing the necessary arrangements with the commercial airlines for . . . an air freight service

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70. Memo for Operations Div., WDGS by AAF, 15 May 1942; memo for C/S by AAF, 29 May 1942, in AAG 321.9, Ferrying Command; AG to Commander in Chief, Southwest Pacific Area, et al., 6 June 1942, in AG 322.2, AAF Ferrying Command (5-29-42) MO-F-M. See above, 74.
71. See above, 87-89.

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between our depots and the various sub-depots and bases." This service was to operate on a regular schedule basis, using aircraft to be furnished by the airlines and converted for cargo carrying. The maximum use of the new service was urged, "in order to free the equipment of the 50th Transport Wing for tactical operations with the parachute troops, airborne infantry, the air transportation of GFE and supplies, and depot-to-depot operations."⁷² The 50th Transport Wing and the responsibility for organizing and training transport units for the tactical operations mentioned were transferred to the Air Transport Command (later renamed the Troop Carrier Command), which was established ad hoc on 30 April 1942.⁷³

Contracts were ultimately drawn for service on a number of domestic routes by American, Pennsylvania-Central, Eastern, Braniff, and United airlines. Arrangements were also made whereby United Airlines undertook a regular contract air cargo service to Alaska, Braniff Airlines to Guatemala City and Panama, Eastern Airlines to Puerto Rico and Trinidad,⁷⁴ and American Airlines to Newfoundland, Greenland, and Iceland. To administer these operations the Air Service Command created its Contract Air Cargo Division, manned by officers drawn from civilian life, with Lt. Col. Robert J. Smith, formerly vice president of Braniff Airways, as chief.⁷⁵

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- 72. ASC to Asst. Chief, ASC, Wright Field, 25 March 1942, in AAG 3730.
 - 73. AG to CG's, AAF, ASC, FC, ATC, 30 April 1942, in AG 320.2 (4-30-42) MR-M-AF; AAF G.O. #8, 20 June 1942. (App., 161-62).
 - 74. Memo for Gen. Arnold by ASC, 31 March 1942, in AAG 361; L. V. Pogue, "Memorandum Concerning War Aviation Transportation Services," 15 June 1942, in AAG 210.69E (App., 154-60).
 - 75. ATR to CG, ATC, 23 July 1942, in ATR 210.2, ATC Central Files.

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With some inevitable hitches, the Contract Air Cargo service was duly inaugurated. Thirty-one planes were in domestic operation under the new organization by the close of the first week in May 1942, and during June the daily average was 40. The cargo handled, 2,000 tons in May and 2,500 tons in June, far exceeded the best record previously made by the 80th Transport Wing. New AAF regulations required by the change from that organization's air freight service to the scheduled and special mission flights of the Contract Air Cargo Division were prepared and promulgated. A suitable directive, with copies of the existing schedules, was distributed to the participating airlines and to all activities of the Air Service Command, the best, though not the only, customer of the new service. Arrangements were made to utilize the services of Ferrying Command control officers in clearing Contract Air Cargo Division flights from points served jointly by the two commands.

In spite of such efforts to effect economies in the utilization of personnel and to coordinate the operations of the Air Service Command and the Ferrying Command, there was some friction between the two

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76. Lt. Col. E. J. Smith to W. W. Braznell, American Airlines, 7 May 1942, in AAG 3730; Contract Air Cargo Div. to CG, ASC, 17 June 1942; AIR to CG, ATC, 19 July 1942; graph DER, "Goods Cargo and Mail Carried (Domestic and Pan-Am Routes), January 1941 Through November 1943," in ATC Historical File. See above, 86-87.
77. Maj. M. F. Stallter to Chief, Contract Air Cargo Div., [May 1942], in AIR 319.1, Reports, General, AEC Central Files; Contract Air Cargo Div. to Lt. Col. Mosley, 25 May 1942, in AAG 373, Ferrying Command; memo for CG, ASC by Capt. F. S. Blair, 15 May 1942, in AAG 3730; Contract Air Cargo Div. Memo 42-1, 13 May 1942, and covering letter, Contract Air Cargo Div. to all activities ASC, all contract airlines, 12 May 1942, in AIR 320, ATC Central Files.

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organizations. It soon became apparent to General Arnold that the division of responsibility between the two agencies had "resulted in substantial duplication of effort and a confusing dual responsibility."⁷⁸

An even more serious view of the situation was taken by L. M. Pogue, chairman of the Civil Aeronautics Board, who approached the question from the angle of the conflicting demands made upon the airlines by various agencies within the armed forces. "Their equipment and key and technical personnel have been demanded and taken by the services in a steady stream," he wrote on 15 June 1942.⁷⁹

First one command of the Army, then another, then the Navy calls for the cream of the executive and operating personnel of the airlines for some special task or assignment. Additional demands are being made on the airline organizations to train pilots and technical personnel of all kinds, to conduct extensive repair and overhaul operations for the Army, and to modify bombers and other military aircraft as may be required. It is believed that the airlines have proved to be very valuable to the Army in this connection. The point here is that, in view of all of the demands being made upon the airlines, either the flow of key and technical personnel into the Army and the Navy will have to stop soon and an effective control established over conflicting demands upon the airlines, or the airline organizations will collapse. . . .

He pointed further to the natural tendency of any command having control of air transport facilities to send everything by air, regardless of urgency. Continuing, he said:

The result is confused and wasteful. . . . operations by the different commands of the Army run over parallel routes

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78. RAR, FC to ASC, 23 May 1942, and attached memo for CG, FC by ASC, 13 May 1942, in 452.11, AIC Central Files; CG, AAF to C/AS, 12 June 1942, in AAG 310.69H (App., 151-53).
79. L. M. Pogue, "Memorandum Concerning War Aviation Transport Services," 15 June 1942, in AAG 210.69H (App., 154-60).

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in some cases. . . . there is no assurance that only materiel which must be transported by air is being shipped that way and at present it is impossible to avoid situations where the airplanes of one command upon reaching their destination with a load of materiel or persons or both return empty or only partly loaded whereas another command may be sending airplanes to the same or a nearby place only partly loaded to return full.

Fogge's conclusion was that the only sound solution was to place all war air transport operations, aside from a few carefully defined exceptions, under the control of a new command, independent alike of the Army and the Navy, and responsible directly to the President as Commander in Chief. Recognizing, no doubt, the obstacles in the way of establishing such an organization, he suggested an alternative, namely, the unification under one command of all air transport services within the Army. This alone, he believed, would be a great step forward, "provided all other commands and branches of the Army were required to present their demands for services of airline organizations to such a unified Air Force Transport Command and to abide by its decisions."

General Arnold's memorandum of 12 June and Fogge's of the 15th were both submitted to a board of officers appointed on the 17th to consider the whole problem. Brig. Gen. Hume Peabody, Assistant Chief of Air Staff, A-2, was appointed president, and the other members of the board were the commanding generals of the Ferrying Command, General George, and of the Air Service Command, Maj. Gen. Henry J. F. Miller.

80. 1st Ind. (CG, AF to C/AS, 12 June 1942), C/AS to AG/AS, A-2, 16 June 1942; JAG to Brig. Gen. Hume Peabody, 17 June 1942, in ibid.

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Before this board could make any official report, however, General Arnold had reached a decision, and on 20 June a general order was issued which substantially followed Pogue's alternative recommendation. The Ferrying Command was renamed the Air Transport Command, while the earlier organization of that name was redesignated the Troop Carrier Command. The new Air Transport Command was charged with sweeping
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responsibilities:

a. The ferrying of all aircraft within the United States and to destinations outside of the United States as directed by the Commanding General, Army Air Forces.

b. The transportation by air of personnel, materiel, and mail for all War Department agencies, except those served by Troop Carrier units as hereinafter set forth.

c. The control, operation, and maintenance of establishments and facilities on air routes outside of the United States which are, or which may be made, the responsibility of the Commanding General, Army Air Forces.

By this means the division of responsibility within the Army Air Forces for air transportation was ended and the burden placed directly upon the Ferrying Command, renamed in such a fashion as to emphasize its responsibility in the air transportation field. Several adjustments were required, however, to carry the provisions of the new order into effect. Of particular importance were the future relations between the Air Service Command and the newly designated Air Transport Command. On 21 June General George was directed to confer directly with General Miller with reference to the air transportation requirements of the Air

81. R&R, S/AS to AAG, 26 June [1942], in *ibid.*; AAF G.O.#8, 20 June 1942 (App., 161-C). A draft of G.O. #8, written 18 June 1942, is found in AAG 300.4, G. O. #8, 7-2-42. What appears to be a still earlier draft, in the form of a proposed memo for the Chief of Staff by the AAF, n.d., is found in 321, ATC Mission File, ATC Central Files.

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Service Command. He was to see to it that

by continuation of existing contracts and accomplishment of new contracts, and by making available to the Commanding General, Air Force Service Command, the facilities of transport units or individual airplanes operated by the Air Transport Command, that the maximum provision be made consistent with overall military requirements, to meet the requirements of the Air Force Service Command for air transportation of essential supplies.

At a conference held the next day in the office of A-3, "it was agreed that, provided the ASC received virtually the same service as they had previously, the transport division of that command would be transferred to the AFG." The duties which the Air Service Command was performing in such matters as loading and unloading, "incident to the operations of the domestic airlines," were left to that Command.

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One additional step was necessary to put into effect even the more modest of the alternatives proposed in the Pogue memorandum. That was the transfer to the new Air Transport Command of the functions relating to air transportation already and potentially exercised by the Transportation Service (later Transportation Corps) of the Services of Supply. The Transportation Service's Air Division, which had been renamed as recently as 4 June, had thus far concerned itself only with the assignment of priorities for air travel on commercial and military aircraft. As a matter of fact, however, the Services of Supply had proposed to institute an independent air transport service. Had this step, which was imminent in June, been taken, the confusion and duplication

82. Memo for CG, AFG by C/AS, 21 June 1942, in AFR 320, AFG Central Files.

83. Memo for Gen. George by Maj. Love, 23 June 1942, in Love File, AFG Central Files.

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to which Mr. Fogue objected would have been further increased.

The whole matter was quickly resolved during the last 10 days of June. The Services of Supply agreed to transfer to the AAF not only the priorities function of the Transportation Service but, more broadly, all "responsibility of the Services of Supply for the transportation by air of personnel, material, and mail of all War Department agencies." The burdens thus transferred went automatically, in view of General Orders No. 8, to the Air Transport Command. The new order of centralized responsibility for Army air transportation and ferrying services received the final seal of official approval in a War Department circular dated 1 July 1942.

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- 84. Unsigned and undated memo, "Army Air Cargo Equipment Pool," in ATR 320; memo for C/AS by ASC, 17 June 1942, in ATR 320, ATC Central Files; Air Priorities Br., Transportation Service, SCS, "Historical Record," n.d., in ATC P&T File.
 - 85. Memo for Gen. George by Maj. Love, 23 June 1942, in Love File, ATC Central Files; memo for AG by Transportation Service, 25 June 1942; memo for AG by AAF, 29 June 1942, and amended memo for record, in AAG 321.9, Ferrying Command; WD Circular No. 211, Sec. III, 1 July 1942.

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Chapter IV

SUMMARY

The Ferrying Command worked under that designation for a little more than a year prior to its redesignation as the Air Transport Command. It was created on 29 May 1941 for the limited mission of ferrying aircraft for the British from American factories to transfer points near the eastern seaboard and of operating an air service for transporting essential personnel and mail to the United Kingdom. Within the year its responsibilities were expanded gradually, in response to the demands of the war situation, to include the delivery of aircraft to American and United Nations forces wherever found and the operation, directly or by contract carriers, of a system for transporting personnel and supplies by air to Great Britain, to Australia, to Cairo, and to the threshold of India. In the crisis which followed the Pearl Harbor attack, pilots of the Command also flew vital materiel into airports in Burma, the Malay Peninsula, the Netherlands East Indies, and even the Philippines; they evacuated hundreds of military and civilian personnel from those gravely threatened areas.

During the first 6 months of the Command's existence, it served primarily as an agency for facilitating the delivery of aircraft to the beleaguered British, and for maintaining a limited flow of key personnel and mail between the United States and London and Cairo. At the same time it provided a considerable number of Army flight crews with

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invaluable training and experience in ferrying and transport operations both at home and abroad. The tremendous demands which were placed upon the organization following the Japanese attack of 7 December 1941 required a vast increase in personnel, and a change in the character of that personnel. The Command received some of the Air Corps Reserve officers who were recalled to active duty, as well as certain officers from other branches of the Organized Reserve. It was reinforced, too, by the commissioning of considerable numbers of experienced airline men, to serve as ferrying and transport pilots and to fill the necessary positions at Command headquarters. By the end of June 1942 the Command, which had started 13 months earlier with two officers and one civilian secretary, could muster a total of over 11,000 officers and enlisted men, in addition to its civilian employees and those of the several civil air carriers which operated under its supervision.

The contract carriers included Pan American Airways, Inc. and its subsidiaries, which were flying to and through Africa; Transcontinental and Western Air, Inc., whose Stratoliners were flying the North Atlantic route to the United Kingdom and the South Atlantic route to Gairo; Northeast Airlines, Inc., which served construction contractors and American troops in Labrador, Newfoundland, Greenland, and Iceland; and Northwest Airlines, Inc., which was pioneering the route from Minneapolis to Fairbanks, Alaska. In addition, Consolidated Aircraft Corporation was flying the Command's transport route in the Pacific.

As the responsibilities and the field personnel of the Command expanded, its headquarters organization necessarily grew also. A succession

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of reorganizations sought to make both more responsive to the needs of the growing Command for direction, and to the more basic needs of the Army for the ferrying of aircraft and the transportation by air of critical cargo and personnel. The situation at the end of the period required a further reorganization, and the necessary steps to accomplish it had already been taken when the Ferrying Command was redesignated as the Air Transport Command on 20 June 1942. The domestic ferrying function, under the direction of the commanding officer of the Domestic Wing, was being handled by six newly established ferrying groups, with headquarters located at key points, near which large ferrying assignments originated. A system of five wings, each designed to direct ferrying and transport operations on a particular overseas route, was authorized just before the redesignation took place. The plan called for the establishment in each wing of one or more ferrying groups, each of which, in turn, was to embrace subordinate ferrying squadrons.

The Ferrying Command was established, initially, in the Office of the Chief of the Air Corps and remained under the jurisdiction of that officer until his command was abolished in the Army reorganization of March 1942. Thereupon its commanding general became directly responsible to the Commanding General of the Army Air Forces. Early in the history of the Command, it was assumed that it would ultimately become subordinate to the Maintenance Command. No such subordination of the Ferrying Command was ever put into effect, however, either as regards the Maintenance Command or its successor, the Air Service Command. Several troop organizations, activated in 1941 for the Ferrying Command, were assigned to the Air Service Command. In February 1942, however, all such organi-

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zations whose personnel worked under the direction of the Ferrying Command were transferred to Ferrying Command control.

The Air Service Command inherited a military air freight service, linking the several air depots and sub-depots within the continental limits of the United States. This service was taken over in the spring of 1942 by the civil air lines, acting under contract with the War Department, and the Contract Air Cargo Division of the Air Service Command was organized to supervise their operations. The Contract Air Cargo Division also administered some contracts for service outside the United States but within the Western Hemisphere.

When it was recognized, in June 1942, that this decision of responsibility for air transportation within the AAF was both confusing and wasteful, a decision was made to transfer to the Ferrying Command, renamed the Air Transport Command, full responsibility for "the transportation by air of personnel, materiel, and mail for all War Department agencies, except those served by Troop Carrier units"

The accomplishments of the Ferrying Command during its 55 weeks under that name were substantial. Its pilots had ferried 13,513 aircraft to final domestic destinations. A total of 638 planes was ferried to final foreign destinations under Ferrying Command control. The then impressive total of 1,920 tons of cargo, mail, and passengers was transported by the Command during its first fiscal year. Routes were laid out and the fundamental pioneering work done, on the basis of which the Air Transport Command was to multiply its achievements during the years which followed.

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GLOSSARY

ACFC	Air Corps Ferrying Command
AFPMF	Military Personnel Division
AFS	Advanced Flying School
AFMW	Africa-Middle East Wing
ASC	Air Service Command
AS/W	Assistant Secretary of War
AEC	Air Transport Command
Atfero	Atlantic Ferry, British Ministry of Aircraft Production
B&G	Buildings and Grounds Division
C/AAF	Chief of the Army Air Forces
C/AC	Chief of the Air Corps
C/AS	Chief of Air Staff
CRBD	Caribbean Division
DER	Domestic Transportation Division
DC/S	Deputy Chief of Staff
ICWAC	India-China Wing, AEC
NAW	North Atlantic Wing
OCAC	Office of the Chief of the Air Corps
OS/W	Office of Secretary of War
SSS	Supply and Services
T&O	Training and Operations Division
US/W	Under Secretary of War

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* 201
* 201, Ferrying Command
* 210.69H
* 300, Ferrying Command
300.4, General Orders #3, 7-2-42
* 321.3
* 321.9, Ferrying Command
352.17, Barksdale
353.9
361
373
* 373, Ferrying Command
373, Persons
* 373.2A
* 373.2B
373.2C
452.1T
* 452.1, Sale of Planes Abroad

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161, Consolidated
161, PAA
* 201

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- * 320.2
- * 321, ATC Mission File
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- 210.2
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Commander's File--A subject file maintained in the office of the Commander of the Ferrying Command. An invaluable supplement to the material available in the Decimal File collection. Files marked * were found particularly useful.

- * "Activity Reports"
- * "Air Service Command"
- "Civil Transport"
- * "Commander's Policy Book"
- * "Instructions"
- "Liberators (16)"
- "Long Beach"
- "Western AC Procurement Division"

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I&S File--File maintained in the office of the Chief, Intelligence Division, Ferrying Command.

Love File--File maintained in the office of Maj. Robert M. Love, executive officer, Air Corps Ferrying Command. A useful supplement to material available in the Decimal File collection.

Mosley File--File maintained in the office of Lt. Col. Thomas L. Mosley, successively operations officer and commander of the

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- * "Atlantic Division"
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- "Hold"
- "Kano"
- "Khartoum"
- * "Memos-Major Mesley-Outgoing"
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- "North Atlantic Wing"
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Personnel File--Subject File maintained in Personnel Office, Ferrying Command.

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Appendix 1

Changes in Command Nomenclature

From its inception until 9 March 1942, the Command was known officially as the Air Corps Ferrying Command. On 24 December 1941, however, the CCAC issued an office memorandum outlining its own composition and briefly stating its functions. In addition to the Chief, his Executive Assistant, Adjutant General, Inspector General, Judge Advocate General, and Fiscal Officer, five officers responsible directly to the Chief were listed. They were the Assistants, respectively, for Procurement Services, for Supply and Maintenance Services, for Personnel and Training Services, for Army Air Traffic Services, and for Ferrying Services. The functions of the latter were stated as follows:¹

ASSISTANT FOR FERRYING SERVICES will perform the duties now charged to the Commanding Officer of the Air Corps Ferrying Command, and such other functions as may be prescribed from time to time by the Chief of the Air Corps.

An Air Corps circular of 3 January 1942 makes it clear that this language, whatever it might seem to mean, was not intended to abolish the Air Corps Ferrying Command as such.² As Assistant for Ferrying Services, General Olds functioned substantially as an assistant to the Chief of the Air Corps, "maintaining the proper coordination between the various Divisions of the Office Chief of the Air Corps" and assisting in the determination of policy. To aid him in performing these functions, Lt. Col. Dudley W. Watkins was made his Executive Assistant and provided with office space in the Munitions Building. As Commanding General of the Air Corps Ferrying Command, General Olds was responsible for the functioning of the Command. In this assignment his duties were primarily operational and his executive was Robert M. Love, successively first lieutenant, captain, and major.³ Communications for General Olds' signature were prepared with whichever title seemed more appropriate in a given situation.

In the reorganization of the War Department, effective 9 March 1942, the CCAC was abolished, and with it the position of Assistant for Ferrying Services. At the same time the name of the Command was changed to "Ferry Command." Although this, apparently, was a typographical error, it was officially binding. The renamed organization

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1. CCAC Office Memo 10-10D, 24 Dec. 1941.
 2. CCAC Circular 55-20A, 3 Jan. 1942 (App., 146).
 3. Memo for All Personnel by ACFG, 26 Feb. 1942, in "Misc.," Mosley File.

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immediately requested correction at the earliest possible moment. Until that was accomplished, however, on 31 March, the term "Ferry Command" was used.⁴

From 31 March 1942, the organization was variously called the "Ferrying Command," the "AAF Ferrying Command," or the "Air Force Ferrying Command," until its redesignation on 20 June 1942 as the "Air Transport Command."⁵

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4. Ferry Command Office Memo 40-13, 9 March 1942; FC to CG, AAF, 10 March 1942, in 321.9, ATC Central Files; AAF Reg. 20-1, 31 March 1942.
 5. AAF Reg. 20-1, 31 March 1942; AG to CG, FC, 26 May 1942, in AG 320.2 (5-22-42) MR-M-AAF; AAF G.O. #3, 20 June 1942 (App., 161-62).

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Appendix 2

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Nov 7, 1941.

MEMO For Lieutenant General John T. Leland.

Subject: Summary of British Airports.

1. Some weeks ago a directive was received from the War Department calling for the development of a plan by which the personnel of British aircraft from the United States to the British Isles could be accommodated by American civil aircraft. The British Government indicated that if a large number of American single-engine and multi-engine pilots could be provided for the trans-Atlantic ferry of British aircraft, and for the ferry of British aircraft to and from remote bases in the British Isles, that a most assistance would be rendered Great Britain. It was indicated that the furnishing of ferry pilots could reduce the great number of British combat pilots for active service.

2. A plan was developed by the Office, Chief of Air Corps for taking over the trans-Atlantic ferry of British aircraft by a civilian corporation in this country. The plan was based on the moral to take over the trans-Atlantic ferry for the British Government, as proposed by Air Marshal Sir John Dowling. It is believed that the objection on Sir Dowling's part arose out of a lack of information with respect to the desires of his home Government in London for aid in this matter. The inability of high representatives of the British Government in Canada, the United States and London to reach the same conclusion has resulted in great confusion in the matter of establishing a trans-Atlantic ferry line.

3. In view of the suspended action regarding the initial plan to assist the British Government in delivering British aircraft to Great Britain through the use of civilian volunteer pilots, the War Department requested the British Government to be furnished a request to our Government to take over, with military pilots, the ferrying of British aircraft from England to the United States, to be used in the operation of this operation. This request is based on the fact that such action on the part of our Government would release a large number of civilian pilots for duty with the United States trans-Atlantic service. This latter service is currently extremely short of or almost trans-Atlantic pilots, and it became apparent that not only our military pilots in fact would be the delivery of British aircraft, but the emergency of American military pilots will not be delivered to Great Britain in this time of need in the current action in North Africa.

4. The War Department has indicated that it is British request for United States ferry pilots to take over the ferrying of British aircraft

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in the enclosed initial studies will receive sympathetic consideration. It is believed that the 4th Air Force will want to be called upon to support the Union interest in the initial request.

5. The group is limited for more information.

(Enc I) See the 3rd of the 4th Air Force:

Attachment 17
Com. 1. 2nd Lt.
1. 1st Lt. 2nd Lt. 3rd Lt.
1. 4th Lt. 5th Lt. 6th Lt.

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100-116011
The following personnel office
is hereby:

17 200.2 (6-2-41)

June 5, 1941.

Subject: Constitution of the Air Force - Fortification - General.

To: The Commanding General,
All Arms, CFB Air Force,
Communications and Control Wing.
The Chief of Staff, CFB; and The
Communications Officers of Mounted
Stations.
The Commander, Air Force Training
Centre.
The Chief of Air Force.
The Assistant Chief of Staff, 3-2.

7. The network is set up for the collection and establishment as of May 23, 1961, of the Air Force Department's official liaison function of the Chief of Air Corps. The duties of the American General are to serve aircraft by air force personnel to which he will be assigned by the Chief of Air Corps, as well as to maintain such aerial air force carriers as may be required to meet specific directions. The headquarters of the Air Corps Training Command is established and will be established and maintained in Washington, D. C., in close proximity to the Office, Chief of Air Corps. The Commander of the Air Corps Training Command will be designated by the Chief of Air Corps, who will issue detailed instructions.

2. The following 'in Gang' personnel and detainees will be made available by land or water to the Commander of the 'in Gang' Carrier Group and subject to orders to be issued by his headquarters:

g. Aircraft Powering engine is sufficient such as to maintain a constant flow of aircraft from source to destination.

3. Aircraft costs required to maintain special air ferry service as established by the Chief of Air Corps.

c. "Interchangeability" - The concept of interchangeability is a key concept in the design of a product. It refers to the ability of a part to be replaced by another part without affecting the function of the product. This is achieved by ensuring that the parts are made to the same specifications and are interchangeable.

3. Development of staff and liaison personnel will be assigned and authorized procedure to time for the Office of Liaison.

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~~TOP SECRET~~
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4. Chiefs of arms and services, commanding officers of posts, areas and stations and other personnel under the command and jurisdiction are directed to give their attention to the activities of the Air Force Command. Any violation or transgression is prohibited.

5. The Commander, Air Force Command, is authorized to issue such special orders as may be necessary in order to insure the safety of personnel and property available to his command and to employ such civilian personnel as may be required to accomplish his mission.

6. Funds involved will be obtained by the Chief of Air Force Command, Air Force Command, from other military organizations or from the Treasury Department and placed at the disposal of the Commander, Air Force Command.

7. The Commander, Air Force Command, is authorized to establish and maintain such liaison and communication with the British and Canadian governments and with other agencies as may be necessary in the official execution of the Air Force Command. He is also authorized to deal directly with the British High Commission, London, in matters pertaining to personnel and activities of personnel of his command while abroad in connection with the United States.

8. All flights conducted by personnel in aircraft under their command will conform with orders issued by the Commander of the Air Force Command. These orders shall be followed and no other orders.

Approved and the signature of the:

/s/ J. L. Moore
 Major General,
 Air Force Command.

Chief of Staff:

The Chiefs of Staff, Services and Commands;
 and the Directors of the various
 Staffs.

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NOT FOR PUBLICATION

129

[in lat] Copy 21

Office of the Chief of the Air Corps
Washington

June 23, 1941.

TO: THE CHIEF OF THE AIR CORPS:

Subject: General plan for removal of British aircraft from factories in England.

1. AIR CORPS REMOVAL PLAN:

a. Removal of aircraft.

All aircraft destined for delivery to the British will be inspected and accepted at factories by Air Corps factory representatives and British Air Commission inspectors, in accordance with the specifications furnished by the British Air Commission, while still on the airfield, before they leave the factory. These aircraft will be loaded to the Air Corps Ferrying Command for transport to transfer points as set by the Air Corps Ferrying Command, during which time the Air Corps will receive the maximum benefit on the type of airplane involved. Personnel of the Air Corps Ferrying Command will coordinate the maximum number of acceptance test flights at factory as may be consistent with the availability of ferrying crews, in accordance with the objective to reduce the maximum number of civilian crews for transportation duty.

b. Routes.

Definite routes between factories and Air Corps ferrying Command installation points have been discussed with Air Corps Ferrying Command representatives and agreed upon. It is suggested that definite routes between factories and installation points be made necessary of all flights and to set in motion arrangements for a regular meeting of crews, repair of aircraft, etc. enroute.

c. Installation points.

Based on an anticipated volume of traffic approximately 1000 transcontinental movements of between 100 and 2000 aircraft per month, the following installation points are being established:

(1) Patterson Field (for temporary use until permanent installation points are in operation).

(2) Wayne County Airport, Detroit (to be in full operation on or about June 1, 1941).

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REF ID: A66117

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(3) Nashville, Tennessee (tentative selection; to be in full operation on or about September 1, 1941).

(4) Chattanooga, Tennessee (tentative selection; to be in full operation on or about September 1, 1941).

(5) Birmingham, Alabama (tentative selection; to be in full operation on or about July 1, 1941).

At each installation point, aircraft will receive 10-hour inspections and will be fitted with all items detailed in the specification for incorporation at this stage to correct equipment deficiencies existing at time of acceptance of aircraft at factory. In other words, British aircraft will not proceed from installation to transfer point unless classified by the British Air Commission representative at each installation point as a complete airplane less over-water equipment, which normally will be installed at transfer points. Personnel necessary to accomplish 50-hour inspections and the installation of equipment will be provided by the Air Corps Maintenance Command, detailed specifically to perform these duties incident to the operations of the Air Corps Ferrying Command. In Air Corps Ferrying Command installation point control officer will be stationed at each installation point. Direct telephone connections between installation points and the Headquarters, Air Corps Ferrying Command, will be established.

d. Transfer points.

The following transfer points are in operation or are being established to accommodate the new movement of aircraft traffic:

(1) Montreal (or alternate available fields in Canada): All British aircraft capable of being flown across the Atlantic are now being ferried under the control of the Air Corps Ferrying Command to Montreal, Canada, at which point such aircraft are turned over to the British.

(2) Arizona, Idaho, Oregon and Washington, since: Each of these localities has been surveyed as to suitability for utilization as a transfer point by the Air Corps Ferrying Command. At least a 3,000 x 2,000 foot rectangular runway will be constructed at each locality within 120 days. Projects are now being executed to accomplish the following construction considered adequate to meet the requirements of the Air Corps Ferrying Command as well as the British Ferrying Command:

(a) Graded runway of sufficient size to permit the simultaneous final inspection of six B-24 type aircraft.

(b) Hard-surfaced parking aprons to permit the simultaneous parking of not less than one hundred medium transport aircraft.

REF ID: A66117

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(c) Plan-to construction of aircraft in the hangars to accommodate the requirements for maintenance, operations, officers, communications sections, staff officers, ground, personnel, aircraft maintenance, operations, communications, etc.

(d) Personnel barracks at Baginbun (ile of sufficient size to accommodate one hundred Air Corps Ferrying Command crews and one hundred British Ferrying Command crews.

(e) Barracks at Millinocket and Houlton of sufficient size to accommodate one hundred Air Corps Ferrying Command crews and one hundred British Ferrying Command crews.

(f) Barracks accommodations at each transfer point for approximately one hundred and fifty mechanics and officers of the Air Corps Ferrying Command required to perform the services outlined, as well as accommodations for about thirty officers and men of the British Ferrying Command.

At each transfer point, aircraft will be given final inspection by Air Corps Ferrying Command personnel in the presence of instructions provided by British Ferrying Command and by each aircraft factory concerned. Operational special equipment, such as life rafts, maps, communication, etc., will be placed aboard each aircraft at transfer points rather than at factories and installation points. The complete schedule will then be transferred from the Air Corps Ferrying Command to the British Ferrying Command. Direct telephone connection between each transfer point, Montreal and the Baginbun Airport at Quebec, will be established in order to facilitate complete communication. When information can be available to Ferrying Command and the Baginbun Airport of such aircraft can be accurately coordinated by the integrated schedule, as well as the complete communication system. In all cases, where possible, the communication will be established at transfer points, all leading to the final destination of Baginbun in order that the complete communication system can be coordinated. In order to avoid any mechanical difficulties arising shortly after the departure from transfer points of aircraft enroute to Quebec, it is anticipated that pilots will return to transfer points for minor repairs. Otherwise, the main line of communication will be utilized. An Air Corps Ferrying Command control officer will be stationed at each transfer point and will be responsible for the British Ferrying Command will be responsible for the British Ferrying Command. The communication and control of the aircraft will be the responsibility of the British Ferrying Command and the Air Corps Ferrying Command. The communication and control of the aircraft will be the responsibility of the British Ferrying Command and the Air Corps Ferrying Command.

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SECURITY INFORMATION

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(1) minimum required by the relevant business

(c) James Burdette, son of John and Mary Burdette.

[illegible][illegible]

2. unstable equilibrium

Director of the Life Sciences Program, Department of Health and Human Services, Washington, D.C.

(1) On 5/10/1961, the following information was received from the City of New York:

[illegible][illegible][illegible]

- (1) It's better.
- (2) It is better in some ways.
- (3) It's been very good.

(1) The increase will be equivalent to the increase in the number of

— 1034 —

[illegible]

1. *Phragmites australis* (Cav.) Trin. ex Steud.

RESTRICTED
SECURITY INFORMATION

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2. **BRITISH AIRCRAFT.**

a. **Locations of aircraft.**

All British aircraft shall be in available stock at all times and the British Transport Commission shall be responsible for the maintenance of the aircraft. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission.

b. **Transfer.**

The British Transport Commission shall be responsible for the maintenance of the aircraft. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission.

In accordance with the current regulations of the British Transport Commission, the aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission.

c. **Routes.**

The British Transport Commission shall be responsible for the maintenance of the aircraft. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission. The aircraft shall be maintained in accordance with the requirements of the British Transport Commission.

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SECURITY INFORMATION

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SECURITY INFORMATION

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d. Supply and maintenance.

The British Transport General will provide at specified points such logistic aids (equipment as may be required for the operation of aircraft across the ocean, such maintenance personnel as may be required to effect repairs, aircraft radio equipment, spare parts, instruments, etc. of aircraft determined upon, any other required aircraft from the Air Corps Transport Command.

/s/ Robert Old
 Lt. Col. OLD,
 Colonel, Air Corps,
 Transport, Air Force, Transport
 Command.

141207 0:

/s/ J. G. Smith
 J. G. Smith, Major General, R. A.,
 Chief of the Air Corps.

/s/ H. J. Arnold
 H. J. Arnold, Major General, R. A.,
 Deputy Chief of Staff, (Air).

/s/ Robert A. Lockett
 Robert A. Lockett,
 Capt. 3 Squadron of the Air Force.

/s/ J. G. Smith
 Air Chief Marshal Sir J. G. Smith,
 Commander, British Air Force Command.

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 SECURITY INFORMATION

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 Page 1

55-20)

Das Lit. Depot "Kriegs- und Heimatdienst"

2. U.S. T-100. The Air Corps Personnel General will consist of a commander and staff with ten positions located in the Office, Chief of the Air Corps, Washington, D. C., Central Office, and in the jurisdiction of the Commander, Air Corps, New York, and directed to aircraft operations and control points to be established by the Commander, 1933.

c. Acceptance of Liner-It. The acceptance of Liner-It will be the responsibility of the JCS G Staff Liaison assigned to the Customs and will be done in accordance with existing instructions.

b. Director of Aircraft from point of acceptance. The Central Office at the point of acceptance will be responsible, in accordance with existing instructions, for the ordering of all materials and engines, and the proper routing of aircraft over prescribed routes.

g. Control point. The Director, CGO, will designate control points. At each designated control point, there will be assigned a control point officer and sufficient personnel in one position, minor maintenance, removal, or disposal of signs or other objects at a control point. The Control Officer will be responsible for the

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2 pages
Page 2

submission of arrival and departure notices; security of aircraft; the clearance of aircraft as to the avoid of the flying, climb flying and weather minimum; and the conduct of personnel while under his jurisdiction.

d. Communications. Licensed personnel to the 1073 will, whenever possible, be transmitted by telegraph utilizing circuit 51 or 52, Civil Aeronautics Communications Net. Written communications will be addressed to The Chief of the Air Corps, Washington, D. C.

e. Maintenance. The Air Corps maintenance command will be responsible for all maintenance, inspection and installation of equipment being received on the ferrying command and will determine such installation and aircraft condition as necessary. Such command or its personnel to permit aircraft to continue flight will be required at all Air Corps stations.

f. Flights. All flying will be in accordance with Army Regulations, Air Corps instructions, and Civil Aeronautics Authority regulations, with the following exceptions:

- (1) All flights will be contact flying.
- (2) All flights will be made during the hours of daylight. Aircraft will be flown over designated route unless otherwise directed by control officers. Variance from designated route will be avoided except in an emergency.
- (3) Operation of aircraft will be in accordance with technical instructions concerning the particular type of aircraft and engine being flown.
- (4) The carrying of passengers is authorized by Army Regulations will not be permitted, except in extreme cases of emergency and by direction of the control officer.

Signature of the Chief of the Air Corps:

/s/ G. A. ...
Major ...
Colonel, Air Corps,
Executive.

1073, D.C.

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1. The first step in the process of the investigation is the identification of the problem. This is done by the investigator who is responsible for the study. The investigator must first identify the problem that is being studied. This is done by the investigator who is responsible for the study. The investigator must first identify the problem that is being studied. This is done by the investigator who is responsible for the study.

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RESTRICTED

SECURITY INFORMATION

1. The following information is being furnished to you for your information only. It is not to be distributed outside your organization without the express approval of the source of the information.

a. Director of Plans - The Director of Plans is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations. He is also the principal staff officer for the Joint Air Force in matters relating to the planning and execution of the Joint Air Force's operations.

b. Chief of Staff - The Chief of Staff is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations. He is also the principal staff officer for the Joint Air Force in matters relating to the planning and execution of the Joint Air Force's operations.

c. Chief of Staff, Air Force - The Chief of Staff, Air Force, is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations. He is also the principal staff officer for the Joint Air Force in matters relating to the planning and execution of the Joint Air Force's operations.

d. Chief of Staff, Air Force - The Chief of Staff, Air Force, is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations. He is also the principal staff officer for the Joint Air Force in matters relating to the planning and execution of the Joint Air Force's operations.

e. Chief of Staff, Air Force - The Chief of Staff, Air Force, is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations. He is also the principal staff officer for the Joint Air Force in matters relating to the planning and execution of the Joint Air Force's operations.

(1) The Chief of Staff, Air Force, is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations.

(2) The Chief of Staff, Air Force, is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations. He is also the principal staff officer for the Joint Air Force in matters relating to the planning and execution of the Joint Air Force's operations.

(3) The Chief of Staff, Air Force, is the principal staff officer for the Joint Chiefs of Staff in matters relating to the planning and execution of the Joint Air Force's operations. He is also the principal staff officer for the Joint Air Force in matters relating to the planning and execution of the Joint Air Force's operations.

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SECURITY INFORMATION

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DECLASSIFIED
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SECRET - INFORMATION

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CONFIDENTIAL

10 October 1971

TO: Mr. James F. Jackson

FROM: Admiral J. B. Stennis

SUBJECT: United States Policy on Air Force Base Closures

1. The primary responsibility of the United States is to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States.

2. United States policy on air force base closures should be based on the following principles: (a) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (b) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (c) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States.

3. In the Atlantic area, the United States should maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States.

4. In the Pacific area, the United States should maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States.

5. United States policy on air force base closures should be based on the following principles: (a) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (b) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (c) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States.

6. United States policy on air force base closures should be based on the following principles: (a) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (b) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (c) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States.

7. United States policy on air force base closures should be based on the following principles: (a) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (b) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States; (c) the need to maintain a strong and effective defense posture in the Atlantic and Pacific Oceans and to maintain a strong and effective defense posture in the United States.

CONFIDENTIAL
SECRET - INFORMATION

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SECRET INFORMATION

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9. Attached is the proposed confidential directive sought by the lower General. General Smith has not yet initiated a counter order of this directive.

9. In Mr. Boyle's opinion the answer could be level. I feel that it is definitely in danger.

10. Do you agree?

(Level) General W. Stokkinius

Attachment: 01:06

~~RESTRICTED~~
SECRET INFORMATION

October 2, 1947

In my letter of May 27 and June 30, 1941 I authorized you to take responsibility for delivering aircraft, other than C-47's, which are to be flown to Ireland, to the point of ultimate delivery, to establish again the American Lines organization in conformity therewith, including the staffing, equipping and operation of the aircraft and engine units within the American Line's base and the delivery and in the initial period of loading fields necessary for that company.

I hereby extend your authority to command you to deliver presents to our territories subject to the installation of the United States, to our territories within the eastern hemisphere, the Philippines and Oceania, on behalf of our country to which I shall have authorized the delivery of defense articles under the Lend-Lease Act.

In execution of the authority conferred herein, you are empowered with the construction, staffing, equipping and maintenance of aviation fields, airfield and communication stations and other necessary facilities, including such improvements of aviation fields as may be required, and the establishment, staffing, equipping and operation of air traffic control points and installation and maintenance of aids necessary to carry out this program. The authority conferred on this command shall be exercised only in territories within the Western Hemisphere, and in the otherlands of the United States and Australia.

You are authorized to use for this program funds made available to the Air Corps Army District for communications contained in the L-1000-114 Unidentified Information List, 1941, except that none of the funds may be used for the acquisition of land, the erection of structures or improvements to real estate which are not employed exclusively for land-line communications.

quantities of funds for all purchasing of food and it may be that there is outside the United States and a statement of income outside the United States shall be subject to prior approval of the Federal Administrator.

Minneapolis, Minn.,

1.1. הצהרה זו, המכילה את כל התנאים וההגבלות, תהיה חלק מהסכם זה.

the 'sensitive'

הנהגתו של השר לא תהיה כרוכה

DECLASSIFIED
EXEMPT FROM AUTOMATIC
DECLASSIFICATION

10/2/77

MEMORANDUM FOR THE DIRECTOR

From: J. R. Stettinius, Jr.

Subject: The Air Corps Training Command

The authority of the Air Corps Training Command to deliver instruction on behalf of countries receiving help in civil air has been extended several times within the past six months and as a result of the last extension.

The Training Command now finds it impossible to deliver instruction on behalf of countries for such part of its year of delivery service as it is unable to call upon its staff. In order to accomplish this the Training Command requests a further extension of its authority.

The attached letter for your signature will give the Training Command the necessary authority. The letter contains a sufficient amount of authority to enable the Training Command to carry out its present and future operations for the future without need for further extension of its authority.

It is understood, of course, that the authority needed in the attached letter would be needed only within the limits of such general policies as may be decided upon or will later be decided upon.

Respectfully, J. R. Stettinius, Jr. and General Leach approve this submission.

(Signed) J. R. Stettinius, Jr.

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DECLASSIFICATION

RESTRICTED
SECTION 100-10-1

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AT WASHINGTON 31

1941

November 27, 1941

My dear Mr. Secretary:

In my letters of May 22, June 20, October 2 and October 20, 1941, I authorized you to deliver aircraft to certain aircraft named in the letters upon behalf of our nation receiving Lend-Lease aid.

I hereby authorize you to extend such delivery services to such other aircraft and in such manner as may be necessary to carry out the Lend-Lease program.

You will also arrange with the Lend-Lease Administration for obtaining such additional aircraft and parts as may be required to carry out the authority contained in this letter.

Very sincerely yours,

/s/ Franklin D. Roosevelt

The Secretary

The Department of War

RESTRICTED
SECTION 100-10-1

Office of the Chief of the Air Force
 Ministry of Defense

55-2788

6. April 3, 1972

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78-211A)

1. 2. 3.

Attn: Mr. George Ferris, General

(This Circular is similar to Bureau Circular 55-20, dated 2 October 25, 1941)

2. USA, T&AT. The Air Materiel Command will consist of a commander, OFFICER and a staff with headquarters located in the Office of the Chief of the Air Materiel Command, O.C., a Foreign Division, and a Domestic Division. This will be divided into six sections with the headquarters of the commander, officer of each section at the place designated upon each section. (Ref: 3)

Northport Sector.....Tacoma Field, Seattle, Washington.
California Sector.....Los Angeles original lineup, Los Angeles, Calif.
Highway Sector.....Tombler Field, Dallas, Texas.
Nashville Sector.....Nashville original lineup, Nashville, Tenn.
Intensiv Sector.....San Clemente Airport, California, Michen.
Northport Sector.....Albany, N.Y.

[illegible]

g. Inspector, in telephone and follow-up contact with
the Government officials of each sector of the American Division will describe
function, installation and internal field control points in his sector for
the delivery of aircraft for the mission of destruction against it. He will
assign responsibility for each of these points and will be responsible
for the submission of arrival and departure notices, for the submission of aircraft
on each mission, the delivery of aircraft, and the administration of
a record of the life cycle of each aircraft and its maintenance through
his sector.

By order of the Chief of the Air Corps:

Colonel, J. H.,
Adjutant General.

The above certificate is the same
as a copy of one of our
/ / million / /
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Cent. / /

THIS PAGE Declassified IAW EO12958

Journal of Management Studies, 19(1), 67-80.

March 21, 1972

Subject: Registration of Lin Service Co and not incorporated
 Co. reg.

Dear Sir:-

[illegible]

The anti-air mission of the Air Cavalry Group is to kill no matter what, all mobile targets, even our missions with air-borne infantry, light armor and commando troops, and to establish a solid defense and air mobile position in case of attack. A maximum possible use will be made of available personnel equipment and supplies to insure this anti-air mission.

7. מחירי השוק המזון

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...the Commission has decided to call for a new study of the
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RESTRICTED
SECURITY INFORMATION

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1. The following information is being furnished to you for your information only. It is not to be used for any other purpose without the express written consent of the Department of Defense.

2. This information is being furnished to you for your information only. It is not to be used for any other purpose without the express written consent of the Department of Defense.

3. This information is being furnished to you for your information only. It is not to be used for any other purpose without the express written consent of the Department of Defense.

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5. This information is being furnished to you for your information only. It is not to be used for any other purpose without the express written consent of the Department of Defense.

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7. This information is being furnished to you for your information only. It is not to be used for any other purpose without the express written consent of the Department of Defense.

8. This information is being furnished to you for your information only. It is not to be used for any other purpose without the express written consent of the Department of Defense.

9. This information is being furnished to you for your information only. It is not to be used for any other purpose without the express written consent of the Department of Defense.

RESTRICTED
SECURITY INFORMATION

~~CONFIDENTIAL~~

SECRETARY OF DEFENSE

1. (U) The Air Force is requested to provide the following information:

a. The number of aircraft which are currently in the inventory of the Air Force.

1. The number of aircraft which are currently in the inventory of the Air Force, including those which are in the inventory of the Air Force but are not in the inventory of the Air Force.

2. The number of aircraft which are currently in the inventory of the Air Force, including those which are in the inventory of the Air Force but are not in the inventory of the Air Force.

3. The number of aircraft which are currently in the inventory of the Air Force, including those which are in the inventory of the Air Force but are not in the inventory of the Air Force.

1. (U) The Air Force is requested to provide the following information:

a. The number of aircraft which are currently in the inventory of the Air Force.

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2. The number of aircraft which are currently in the inventory of the Air Force.

1. (U) The Air Force is requested to provide the following information:

a. The number of aircraft which are currently in the inventory of the Air Force.

- a. The number of aircraft which are currently in the inventory of the Air Force.
- b. The number of aircraft which are currently in the inventory of the Air Force.
- c. The number of aircraft which are currently in the inventory of the Air Force.
- d. The number of aircraft which are currently in the inventory of the Air Force.
- e. The number of aircraft which are currently in the inventory of the Air Force.

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2. The Government will at all times consult with the Commission on the most favorable and equitable terms possible, and will not permit the Commission to be prejudiced or to be in a position of disadvantage in the negotiation of any of the matters mentioned herein.

3. The Government will at all times consult with the Commission on the most favorable and equitable terms possible, and will not permit the Commission to be prejudiced or to be in a position of disadvantage in the negotiation of any of the matters mentioned herein.

4. The Government will at all times consult with the Commission on the most favorable and equitable terms possible, and will not permit the Commission to be prejudiced or to be in a position of disadvantage in the negotiation of any of the matters mentioned herein.

5. The Government will at all times consult with the Commission on the most favorable and equitable terms possible, and will not permit the Commission to be prejudiced or to be in a position of disadvantage in the negotiation of any of the matters mentioned herein.

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THEY DO: none of functions of the 1st major branch and the 2nd major branch of

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1. The first part of the document is a list of names and titles, including "The Hon. Mr. Justice" and "The Hon. Mr. Justice".

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CONFIDENTIAL

which would be a violation of the provisions of the law.

2. The following division of responsibilities for the various activities of the Bureau is proposed:

- (a) To permit the Bureau to maintain a collection of information, statistics and data for the Bureau to use in its various activities.
- (b) To provide the Bureau with a collection of information, statistics and data for the Bureau to use in its various activities.
- (c) To provide the Bureau with a collection of information, statistics and data for the Bureau to use in its various activities.

3. Accordingly, it is recommended that the Bureau be authorized to:

- (a) To provide the Bureau with a collection of information, statistics and data for the Bureau to use in its various activities.
- (b) To provide the Bureau with a collection of information, statistics and data for the Bureau to use in its various activities.

4. The Bureau should be authorized to:

- (a) To provide the Bureau with a collection of information, statistics and data for the Bureau to use in its various activities.

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~~SECURITY INFORMATION~~

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and personnel, in order to pick up transport and to see air transport of high priority personnel and material.

/s/ [Signature]
 [Name],
 Lieutenant Colonel, U.S.A.
 [Title]

1st Ind.

Chief of the Air Staff, June 16, 1960 - (to: Assistant Chief of Air Staff, 1-2 (Civil. General Service)).

1. Basic communication is being furnished you as follows information on this subject.

2. Orders are issued from the Air Staff, General Service, and all officers of which are, all be identified, whose functions will be to study this matter, and to report on the General Service, and the Air Staff, and to report on the General Service, and to report on the General Service, and to report on the General Service.

3. It may be pertinent in your study for your own to call in consultation the Chairman of the Civil Service Council, and to call for your consideration in a study reported on the Civil Service Council, and to call for your consideration in a study reported on the Civil Service Council.

/s/ [Signature]
 [Name],
 Major General, U.S.A.
 Chief of the Air Staff.

1st Ind.
 O. A. [Name], 6/17/60, re
 General Service Council Service.

1st Ind.

/s/ [Signature]
 [Name],
 1st Ind., Air Staff.

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Spoken word or air transport

This is the first year in which the transportation for the year of any substantial amount of alcohol and narcotics has been undertaken. The reaction necessary for this year is a total ban of foreign exportation as a long scale has only possibly be a further suggested. Whereas in former countries each officer is expected to take care of own business in manner control of all forms of exportation within his country, it is no longer such in this world-wide year has been and similar of aircraft and goods sent abroad as the 1934-1935 year would to one to each of our nations as far as it is possible to be given the same concern. In our case, the exportation necessary for having a more and air transport facilities available to carry alcohol and narcotics is to be used all points in the world including and parts of the world as established fact. It means to South America, Africa, India, Greenland, Iceland, Ireland, the U.S., Australia, and the other parts already mentioned the occurrence of the situation.

[illegible]

1. Article 10 of the Convention is aimed at ensuring the same under conditions equal of operation with all? each one of them within the limits.
2. The Convention (covering GCM and (L G) on aspects of transport negotiations.
3. Amongst private companies, with which it has contracts, the airline within the United States to maintain outside the company's jurisdiction, to a limited extent, to maintain within the United States. (Note: In some cases the company has also which are used to the as noted; and in some cases special handling is carried from some in available.),
4. In some cases other may be used as a method of the same company.

CONFIDENTIAL - COMINT
- BY AUTHORITY OF THE DIRECTOR

1. The following information is being provided to you for your information only. It is not intended to be used for any other purpose.

[illegible]

Accordingly, both the HQ and the 1st Division in the
Thames have a 1st Battalion which includes the 1st, 2nd, 3rd, 4th, 5th, 6th, 7th, 8th, 9th, 10th, 11th, 12th, 13th, 14th, 15th, 16th, 17th, 18th, 19th, 20th, 21st, 22nd, 23rd, 24th, 25th, 26th, 27th, 28th, 29th, 30th, 31st, 32nd, 33rd, 34th, 35th, 36th, 37th, 38th, 39th, 40th, 41st, 42nd, 43rd, 44th, 45th, 46th, 47th, 48th, 49th, 50th, 51st, 52nd, 53rd, 54th, 55th, 56th, 57th, 58th, 59th, 60th, 61st, 62nd, 63rd, 64th, 65th, 66th, 67th, 68th, 69th, 70th, 71st, 72nd, 73rd, 74th, 75th, 76th, 77th, 78th, 79th, 80th, 81st, 82nd, 83rd, 84th, 85th, 86th, 87th, 88th, 89th, 90th, 91st, 92nd, 93rd, 94th, 95th, 96th, 97th, 98th, 99th, 100th, 101st, 102nd, 103rd, 104th, 105th, 106th, 107th, 108th, 109th, 110th, 111th, 112th, 113th, 114th, 115th, 116th, 117th, 118th, 119th, 120th, 121st, 122nd, 123rd, 124th, 125th, 126th, 127th, 128th, 129th, 130th, 131st, 132nd, 133rd, 134th, 135th, 136th, 137th, 138th, 139th, 140th, 141st, 142nd, 143rd, 144th, 145th, 146th, 147th, 148th, 149th, 150th, 151st, 152nd, 153rd, 154th, 155th, 156th, 157th, 158th, 159th, 160th, 161st, 162nd, 163rd, 164th, 165th, 166th, 167th, 168th, 169th, 170th, 171st, 172nd, 173rd, 174th, 175th, 176th, 177th, 178th, 179th, 180th, 181st, 182nd, 183rd, 184th, 185th, 186th, 187th, 188th, 189th, 190th, 191st, 192nd, 193rd, 194th, 195th, 196th, 197th, 198th, 199th, 200th, 201st, 202nd, 203rd, 204th, 205th, 206th, 207th, 208th, 209th, 210th, 211th, 212th, 213th, 214th, 215th, 216th, 217th, 218th, 219th, 220th, 221st, 222nd, 223rd, 224th, 225th, 226th, 227th, 228th, 229th, 230th, 231st, 232nd, 233rd, 234th, 235th, 236th, 237th, 238th, 239th, 240th, 241st, 242nd, 243rd, 244th, 245th, 246th, 247th, 248th, 249th, 250th, 251st, 252nd, 253rd, 254th, 255th, 256th, 257th, 258th, 259th, 260th, 261st, 262nd, 263rd, 264th, 265th, 266th, 267th, 268th, 269th, 270th, 271st, 272nd, 273rd, 274th, 275th, 276th, 277th, 278th, 279th, 280th, 281st, 282nd, 283rd, 284th, 285th, 286th, 287th, 288th, 289th, 290th, 291st, 292nd, 293rd, 294th, 295th, 296th, 297th, 298th, 299th, 300th, 301st, 302nd, 303rd, 304th, 305th, 306th, 307th, 308th, 309th, 310th, 311th, 312th, 313th, 314th, 315th, 316th, 317th, 318th, 319th, 320th, 321st, 322nd, 323rd, 324th, 325th, 326th, 327th, 328th, 329th, 330th, 331st, 332nd, 333rd, 334th, 335th, 336th, 337th, 338th, 339th, 340th, 341st, 342nd, 343rd, 344th, 345th, 346th, 347th, 348th, 349th, 350th, 351st, 352nd, 353rd, 354th, 355th, 356th, 357th, 358th, 359th, 360th, 361st, 362nd, 363rd, 364th, 365th, 366th, 367th, 368th, 369th, 370th, 371st, 372nd, 373rd, 374th, 375th, 376th, 377th, 378th, 379th, 380th, 381st, 382nd, 383rd, 384th, 385th, 386th, 387th, 388th, 389th, 390th, 391st, 392nd, 393rd, 394th, 395th, 396th, 397th, 398th, 399th, 400th, 401st, 402nd, 403rd, 404th, 405th, 406th, 407th, 408th, 409th, 410th, 411th, 412th, 413th, 414th, 415th, 416th, 417th, 418th, 419th, 420th, 421st, 422nd, 423rd, 424th, 425th, 426th, 427th, 428th, 429th, 430th, 431st, 432nd, 433rd, 434th, 435th, 436th, 437th, 438th, 439th, 440th, 441st, 442nd, 443rd, 444th, 445th, 446th, 447th, 448th, 449th, 450th, 451st, 452nd, 453rd, 454th, 455th, 456th, 457th, 458th, 459th, 460th, 461st, 462nd, 463rd, 464th, 465th, 466th, 467th, 468th, 469th, 470th, 471st, 472nd, 473rd, 474th, 475th, 476th, 477th, 478th, 479th, 480th, 481st, 482nd, 483rd, 484th, 485th, 486th, 487th, 488th, 489th, 490th, 491st, 492nd, 493rd, 494th, 495th, 496th, 497th, 498th, 499th, 500th, 501st, 502nd, 503rd, 504th, 505th, 506th, 507th, 508th, 509th, 510th, 511th, 512th, 513th, 514th, 515th, 516th, 517th, 518th, 519th, 520th, 521st, 522nd, 523rd, 524th, 525th, 526th, 527th, 528th, 529th, 530th, 531st, 532nd, 533rd, 534th, 535th, 536th, 537th, 538th, 539th, 540th, 541st, 542nd, 543rd, 544th, 545th, 546th, 547th, 548th, 549th, 550th, 551st, 552nd, 553rd, 554th, 555th, 556th, 557th, 558th, 559th, 560th, 561st, 562nd, 563rd, 564th, 565th, 566th, 567th, 568th, 569th, 570th, 571st, 572nd, 573rd, 574th, 575th, 576th, 577th, 578th, 579th, 580th, 581st, 582nd, 583rd, 584th, 585th, 586th, 587th, 588th, 589th, 590th, 591st, 592nd, 593rd, 594th, 595th, 596th, 597th, 598th, 599th, 600th, 601st, 602nd, 603rd, 604th, 605th, 606th, 607th, 608th, 609th, 610th, 611th, 612th, 613th, 614th, 615th, 616th, 617th, 618th, 619th, 620th, 621st, 622nd, 623rd, 624th, 625th, 626th, 627th, 628th, 629th, 630th, 631st, 632nd, 633rd, 634th, 635th, 636th, 637th, 638th, 639th, 640th, 641st, 642nd, 643rd, 644th, 645th, 646th, 647th, 648th, 649th, 650th, 651st, 652nd, 653rd, 654th, 655th, 656th, 657th, 658th, 659th, 660th, 661st, 662nd, 663rd, 664th, 665th, 666th, 667th, 668th, 669th, 670th, 671st, 672nd, 673rd, 674th, 675th, 676th, 677th, 678th, 679th, 680th, 681st, 682nd, 683rd, 684th, 685th, 686th, 687th, 688th, 689th, 690th, 691st, 692nd, 693rd, 694th, 695th, 696th

[illegible]

Naturell and there is available to a person the availability of this in the form of a system for acid, high quality, type of tree - production of this, the best way to be and essential for air on a through with planning and good management, and essential for production of alcohol and a material could be available for use in the form of a tree production, this solution is essential for the best work and this is an essential system of the world.

The majority of the population of the United States is of European descent, and the majority of the population of the United States is of European descent.

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that way and at present it is impossible to avoid situations where the airplanes of one country upon reaching their destination with a load of material on a return or both return empty or only partly loaded because another country or a third country sends to the same or a nearby place only partly loaded or return full. In addition, it is almost certain that we will not have the amount of coordination between the Army and the Navy operations which is necessary to provide for the efficient use of this very limited air transport facility.

Parallelism and Duplication Services

The proposed situation with respect to parallelism and duplication in aviation transport services (and which are not coordinated) are essentially as follows:

1. United States - South America - Africa.

- a. Pan American Airways (PAA) is operating Marine Corps' Glippers as "Special Missions" for the Army VTC from Miami to Natal with shuttle service between Natal and Freetown later, Liberia.
- b. PAA is operating for the Army VTC between Miami and Natal to provide daily service to connect with the above mentioned shuttles between Natal and Freetown later.
- c. Transcontinental & Western Air (TWA), under Army VTC contract, is operating a service from Washington to Karachi, India, by way of Natal and Cairo, Egypt. (Note: This service has, on national day announcements, been issued a temporary certificate of public convenience and necessity (C.P.C.N.) authorization to carry commercial traffic. However, it is believed that to date only Army (and no commercial) services have been undertaken.)
- d. Eastern Airlines (EA) is operating a service from Miami to Trinidad under contract with the Army VTC.
- e. PL Air Service (a separate corporation) is engaged in the ferrying of various military and transport airplanes from Miami to points in Mexico, the Middle East, and the West.
- f. AIA Africa (a company to be formed), under contract with the Army VTC, operates an air transport service across Africa from points on the West coast to Cairo and Karachi, with a weekly flight from Miami to Freetown.

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1. PAV contracts for the following 27 non-mail services:
 - (1) A 1-time monthly service from Miami to Leopolisville, Bolson Centro, via hotel under a contract for \$1.
 - (2) A service called an "80" service from New York to Lima and return over the following route: New York, Panama, La Paz, Lima, Pisco, San Juan, La Paz, Panama, New York. Alternately over the service runs in reverse direction.
 - (3) A daily service from Lima to Rio de Janeiro and thence over the "out-80" over the interior of Brazil; a weekly service along the Brazilian coast from Lima to Rio de Janeiro; and an additional weekly service along the Brazilian coast from Lima to Valparaiso connected with a service which carries to Brazil to Rio.
2. United States - Mexico City and the Canal Zone.
 - a. Transatlantic Airways, under contract with the Army AG, operates a daily service from Manzanillo, Mexico, to the Canal Zone.
 - b. AG operates a 3 day special service from Manzanillo, and a one-time 6 day commercial operation from Lima to the Canal Zone.
 - c. AG operates a 3 day special service from Manzanillo (Mexico) on a 3 day commercial service from Manzanillo (Mexico) to Mexico City, San Francisco, and Mexico City, and Manzanillo to Mexico City.
 - d. American Airlines will soon operate a commercial 6 day round-trip service from Manzanillo to Mexico City.
3. Service to the Northwest.
 - a. Transatlantic Airways, under contract with the Army AG, operates a service from Reno, Fort Worth, to Seattle, Alaska, and points en route, via Anchorage, Alaska.
 - b. United Airlines, under contract with the Army AG, operates a service from the western coast of the United States through Alaska, Seattle, and on to Vancouver, Alaska, and points en route.
 - c. AG operates a 3 day special service from Seattle to Alaska for by way of Tacoma, Alaska, and Fairbanks, Alaska.

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1. Sample in the subject.

- [illegible]

3. Service in the Pacific.

- c. The last paragraph provides as aforesaid in this case to an unknown client.
- d. Finally, a subsidiary of General Electric, Inc., a radio communications company, makes contracts in this case with the client in this case in connection with the same.
- e. If, under contract with the Navy, General Electric is required to make contracts with the client in this case in connection with the same.

[illegible]

100-1079

There were no significant differences in the results of the analysis of variance for the different groups of subjects. The results of the analysis of variance for the different groups of subjects are shown in Table 1. The results of the analysis of variance for the different groups of subjects are shown in Table 1. The results of the analysis of variance for the different groups of subjects are shown in Table 1.

[illegible]

The information obtained in this case is that all of the information regarding the activities of the various groups and individuals mentioned in this report is being furnished to the appropriate authorities for their consideration and action.

[illegible]

1-1 1. 10 100

$$A = \begin{bmatrix} 1 & 2 & 3 \\ 2 & 3 & 4 \\ 3 & 4 & 5 \end{bmatrix}$$

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June 22, 1950.

1. The following information is being furnished to you for your information and guidance:

1. To ensure the efficient utilization of the personnel and facilities of the various units, the following information is being furnished to you for your information and guidance:

2. The following information is being furnished to you for your information and guidance:

- a. The Personnel Division,
- b. The Training Division,

and will be processed as follows:

a. The following information is being furnished to you for your information and guidance:

b. The following information is being furnished to you for your information and guidance:

c. The following information is being furnished to you for your information and guidance:

3. The following information is being furnished to you for your information and guidance:

4. The following information is being furnished to you for your information and guidance:

5. The following information is being furnished to you for your information and guidance:

RESTRICTED
DEFENSE INFORMATION

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high importance of the program to the Air Force Command.

1. The order shall become effective on this date for the re-
 classification of records and all remaining provisions shall apply retro-
 active to 1-1-1972.

in command of Lieutenant General W. C. C. C.

/s/ W. C. C. C.,
 Major General, U.S. Army,
 Chief of the Staff.

RECEIVED:

/s/ W. C. C. C.,
 Major General, U.S. Army,
 Chief of the Staff.

RECEIVED:
 W. C. C. C.

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Subject: Critique of Army Air Forces Historical Studies:
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