

March 5, 1921.

(9) A Log-Book to contain all sorts of information for tourists is in preparation but it will take the Field Secretaries many months to get this out even by divisions.

(10) The marking of the highway, the signing of historical places, the selection of campsites and planning the conveniences and numerous other items are under way. We must finance this also.

The work is large. We are continually under-organized to meet demands. Developing men to carry it on is slow, and often disappointing. We are growing. We are paying our bills but we need continually more and more money to keep pace with growth. We are incorporated. Our Field Secretaries are bonded. Our office accounts are periodically audited by a certified accountant. In a word, we are trying to build a worth-while organization and in a business-like way.

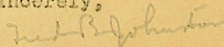
I hope you will pardon so long a letter but this probably will be the quickest way to get an intelligent understanding, even of fundamentals. We have planned with broad foundations and should build for permanence. This whole South country should be made and kept inviting to the travelers of the world.

Personally, I appreciate being again elected President, but my private affairs demand all my time. I have asked the Advisory Board here to submit a recommendation to the Directors for a successor to me, and this Board has unanimously agreed upon Dr. Fred E. Johnston, of San Antonio, and I ask that you give him your vote.

Dr. Johnston is President of the Hotel Keepers' Association of San Antonio and financially is able to give time to this work, and I am sure he also will take time to travel the highway and give service based on intimate knowledge of conditions. He attended the Convention at Gulfport. He is interested in the larger development of the work, and he likewise enjoys business and other connections in various states that will be an asset. If accepted he will immediately assist in some of the larger financing now so essential.

With best wishes, I am,

Very sincerely,



President.

HBA:W

Encl. Minutes Annual Convention, and summary financial report.
" Meeting of Board of Directors.
List of Divisions - The Old Spanish Trail.