

WHAT ARE THE REMEDIES?

1 Johnston and Colp must get out. Personal exploitation must stop, and the protective and constructive policies must be restored. A nationwide understanding must govern the activities of the Association, and all states ~~must be given~~ <sup>consideration</sup> and sections receive due consideration.

2 This Executive Committee of citizens can stand guard against any more looseness, or personal exploitation. And until this committee proves its capacity to ~~assist~~ insure proper administration, friends should consider carefully the disposition of their funds. (ind)

3 The civic and commercial organizations of San Antonio will be ~~asked~~ <sup>con-</sup> asked to at once appoint representatives to a meeting to plan for their co-operation. San Antonio is the logical city for the Headquarters, and San Antonians have honored themselves in the past in the support they have given. Henceforth, IT SHOULD BE LAID DOWN AS JUST THAT THE HEAD-QUARTERS CITY SHOULD, THRU HER CIVIC ORGANIZATIONS, HELP THE EXECUTIVE COMMITTEE AND THE MANAGEMENT WORK OUT THE COMPLEX PROBLEMS AND POLICIES IMPLICATED IN A PROJECT OF THIS MAGNITUDE, AND BE GUARANTEED TO ALL MEMBERS OF ALL STATES AN HONEST ADMINISTRATION.

4 A meeting of the Texas Directors with the Executive Committee and the Managing Director will be sought for Friday or Saturday, November 24 or 25, at San Antonio, and all councilors, members and friends of the Old Spanish Trail will be invited to meet in San Antonio for conference at that time.

5 A national convention must be held. A program, embracing many questions of importance, is ready and waiting the action of the membership; questions that should not be settled by individuals. According to the constitution the annual convention should be held in November, but the conduct of the President has made that impossible. A convention, when held, must have good representation from all districts and states, and legislate in the interest of the project as a whole. March 1922 a Four-State Conference was held at Mobile, largely attended by officials and people of Florida, Alabama, Mississippi and Louisiana. That Conference, on invitation from the civic organizations of New Orleans, is to meet early next year at New Orleans. The civic organizations of that general section are all of them actively forging the Old Spanish Trail into a continuous program commanding primary attention. The Washington results grew out (ion of that work. Those people are planning the next conference to not only carry eastern work far ahead, but they want the highway leaders of Washington, and army officials, and the officials of all CST states with them. If the annual convention can be joined with this eastern conference at New Orleans, it would bring a mighty force together, and wise conclusions would be reached. any such convention will require this or more months to build up.

6 The Chamber of Commerce of San Antonio thru its Highway Department can, and it is believed will, render valuable service. Travel is now good westward all winter, and the whole United States should know it. An automobile expedition from San Antonio to Phoenix, Arizona, would probably be joined at Phoenix by Californians under the lead of the San Diego Chamber of Commerce. Rotary, Kiwanis and other civic clubs, can officially participate in this expedition, as such clubs have done in the East, and work of far-reaching value to the Old Spanish Trail, and for the Convention, and for national publicity, will result.

In Brief:

Thru this Executive Committee and the San Antonio civic organizations San Antonio's part will be settled -- and San Antonio will do her full part.

Thru this gathering of Texas members, Texas conditions can be settled and the work start on thru the other states.

Thru this annual convention, and this eastern conference, and this western expedition, national interests will be handled.

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ANY MOVE TO DIVIDE THIS CST PROJECT INTO A WESTERN AND AN EASTERN SPHERE TO ACCOMMODATE PERSONAL INTRIGUE OR AMBITION, OR FOR ANY REASON, AND ANY OFFICIAL WHO FAILS TO LIVE UP TO THE PRINCIPLES OF A PUBLIC TRUST, MUST BE CONDEMNED WITHOUT RESERVATION OR MERCY, AND ANY ADMINISTRATION THAT CANNOT UNDERSTAND CONDITIONS IN ALL STATES WILL SOON DIE FROM LACK OF RESPECT AND SUPPORT.

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Please advise me if you and others will attend a state conference, if called.

Gunter Hotel, San Antonio,  
November 1, 1922

H. B. Ayres,  
Managing Director.