

OFFICE MANAGER

1. BOOKS AND AGES.

2. MEMBERSHIP ATTENTION. Membership record book out of date. Records this year worthless. The membership principle shot to pieces--the people solicited for advertising. Proper record of members needed, reports and bulletins to them, and publicity.

3. CORRESPONDENCE FILES. Jammed. Disorderly. Best plan, store away, begin new. Filing system is simple--all counties are numbered. Correspondence, records, ledgers, everything handled according to those numbers. Necessary only to find county to get to any record. Supplementary file for records outside of counties.

4. COUNTY BOOK. With sheet for each county, memoranda of mileage, road conditions, names of local people and of local organizations, county officials, engineers, newspapers, editors, circulation, when published, population, bank resources, county seats, road construction program, etc.etc. This too is "dead."

All new records should be re-numbered beginning east and going west; they now begin west and go east, and that is wrong.

There isn't much correspondence. Country people do not write. City people absorbed in personal affairs. Construction program matters between local people and highway officials. OST administration must justify itself by personal contact. A systematized and statistical office backing the men on the road, is the need; then personal contact is intelligent. Back this with printed matter and bulletins, or membership renewals fail.

4. FIELD MEN. Four field men, running the roads, as in Texas, is a stupid waste. One intelligent field man, on a salary, can attend to memberships, secure material for the service maps, supervise marking, and build up morale. He can handle whole highway provided constructive leadership precedes him. Such a man can work in the Eastern Department now. There are three Departments, (1) Eastern, (2) Central or Texas, and (3) Western. The Departments embrace the divisions, with a vice-president for each division. Divisions: Florida, Alabama, Mississippi, East Texas, West Texas, Mexican Borderland, and Western, and Louisiana.

5. TEXAS AFFAIRS. Some man must go over the whole 1500 ms. with power to adjust, and intelligence to secure the information planned, and needed if the maps are to be of service to travelers.

6. PUBLICITY. Later. People want it, will pay for it, and necessary.

7. ADMINISTRATION PRINCIPLES. Field men must be bonded, and salaried. Official receipt books necessary; those in stock correct, if any are left. Checks payable to, and remitted to the Association. All funds thru official bank.

8. HISTORY BOOKLETS. All gone. More necessary; repeat order. Cost 10,000 about \$175 00 \$151 50 last December; less now if type is in stock, as planned.