

15: Many San Antonians today are carrying from one to twenty memberships each. Large interests should carry more than one membership. But the small towns have carried the burden; the big cities, except San Antonio, have not done their part. Yet everyone concedes the city business houses, hotels and auto owners have the most to gain. It must also be admitted there are country towns that are confirmed slackers in this work. The country leaders plead continually with us for the leadership and co-operation the cities alone can give to help them work out their problems.

16: Experience proves that for every dollar of cost keeping a man in the field not less than two dollars are necessary at Headquarters to back up and follow up the field work. The country towns will carry the field costs, if the cities will carry Headquarters costs. For four years now all field men have bred deficiencies, largely because Headquarters could not get additional money to back them up. Deficiencies break men and kill results. The remedy and the responsibility in this work lie at the door of the city leaders.

### PLANS FOR STRENGTHENING THE ORGANIZATION

17: A committee from each San Antonio civic club has been requested to thoroughly investigate and report. The result at this time is as follows:

The Real Estate Board committee and the Auto Trades Association have pledged 100% support. The Lumbermen's Association has paid 100% support. The other clubs and committees are proceeding as requested.

Clubs can reach 100% support, for many of their members are already carrying multiple memberships up to ten and more.

18: An Executive Board of five directors was authorized at the New Orleans Convention as the governing power at Headquarters. Now these steps are deemed essential:

a. The civic organizations of San Antonio to vote their adherence to this as a civic work, and to recommend to their membership the importance of giving membership support to the Old Spanish Trail.

b. These organizations to appoint a standing committee of two or more to constitute a council of co-operation with the OST Headquarters in all its work, and to help in any proper way in the membership work that must be inaugurated.

c. The council of committees will be asked to issue a statement to the civic bodies of the other cities seeking co-operation in the financing of the work. They also will be asked to arrange, in co-operation with the other South Texas cities and the Highway Commission, for a South Texas Road Congress, where the highway program needed for the development of the southern territory may be considered and its construction hastened.

19: The development of the Old Spanish Trail is of so much importance we must show our ability to carry it through to success in spite of the difficulties. National Headquarters should go on, like the traffic departments of a railroad, promoting service to travelers and thus bring traffic and development to the Old Spanish Trail territory.