

March 5, 1921.

The field secretaries will carry on the detail and promotion work, and the managing director will endeavor to visit the several divisions as much as possible.

We have found we do not make much headway depending alone on volunteer effort. If we are to get a highway finished and in service we must build Headquarters into an active, pushing, intelligent force. I believe we are doing this. To carry on our work we calculate not less than \$50,000 will be needed in 1921.

Our policies and plans, now in varying stages of progress are:

(1) Development of a large, active membership, for we must have the power and influence of a large membership to carry into effect a thousand big and little things needed to make and keep the Old Spanish Trail a great and permanent playground for the Nation.

(2) Cooperation in all communities to get construction actually under way.

(3) Cooperation with state leaders to get increased state aid and good state highway legislation.

(4) Cooperation with federal authorities at Washington, and with Senators and Congressmen, to promote Federal Aid of a character suitable to the South. The continued appropriation of \$100,000,000 per year is vital to us.

(5) Concentration of state and federal aid on vital trunk lines, that the present practice of scattering it all over a state may be stopped. Major trunk lines are being delayed for years. The Highway Departments and the national engineers favor this policy.

(6) A Grand Tour is now in process of organization to begin at St. Augustine and Tampa in June and end at the Pacific Coast. Harry J. Vogel, Field Secretary, is now working eastward preparing for this Tour. It is planned to create national interest in the OST and to foster road-building activities everywhere. We are trying now to finance this.

(7) The issuance of the Magazine, already classed with the Geographic as to character. It is already being used in schools and colleges as text for teaching.

(8) The publication of a historical story of the Spanish occupation of this whole South country. Historical research has been progressing for 18 months. This is in constant demand, for everyone wants the romantic story of the old Spanish days.