

**PENSACOLA**

THE NATURAL  
DEEP WATER HARBOR  
OF THE GULF

**CHAMBER OF COMMERCE**

PENSACOLA, FLORIDA  
GENERAL OFFICES--BRENT BUILDING

June 11, 1922

**PAUL P. STEWART**  
PRESIDENT

**J. B. MORROW**  
ASSISTANT TO THE PRESIDENT AND  
INDUSTRIAL COMMISSIONER

**M. G. HOFFMAN**  
FIRST VICE-PRESIDENT

**MAX L. BEAR**  
SECOND VICE-PRESIDENT

**F. W. MARSH**  
THIRD VICE-PRESIDENT

**GEO. J. EMMANUEL**  
FOURTH VICE-PRESIDENT

**J. H. MCCORMACK**  
FIFTH VICE-PRESIDENT

**E. R. MALONE**  
TREASURER

**J. V. PRICE**  
SECRETARY

**P. W. REED**  
TRAFFIC MANAGER

—\*

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BEAR, MAX L.

BINGHAM, F. F.

CARY, R. M.

DIFFENDERFER, W. C.

EMMANUEL, GEO. J.

GANT, T. L.

HOFFMAN, M. G.

HUTCHINSON, CLARENCE H.

MCCORMACK, J. H.

MACDONNELL, LEE

MALONE, E. R.

MARSH, F. W.

WHITE, EDW. T.

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**INDUSTRIAL COMMISSION**

**PAUL P. STEWART**  
CHAIRMAN

**NAVAL STORES DIVISION**

**R. F. MITCHELL**  
CHAIRMAN

**FOREIGN TRADE BUREAU**

**J. B. MORROW**  
SECRETARY

**TRAFFIC AND FOREIGN  
TRADE CLUB**

**ROSCOE WALLACE**  
PRESIDENT

Mr. Harrell B. Ayers,  
C/o ELKS CLUB,  
Washington, D. C.

My dear Mr. Ayers:

We take pleasure in giving you the assurance that the Organizations of Escambia County are solidly behind your work in the interest of the Old Spanish Trail, and the development of this great transcontinental system of highways.

As you know, we have co-operated with you in every effort you have made towards the upbuilding of not only your organization, but the planning of road programs from year to year. I trust your work in Washington may be fruitful of great benefit in awakening interest affecting this great road system, and we are only too willing at any time to co-operate with you in every way.

Very respectfully,

*F. W. Marsh*

3d VICE-PRESIDENT

**PENSACOLA**

FLORIDA'S GREATEST  
"THE YEAR ROUND"  
TOURIST RESORT