

Contributors to this advertising are complaining, members are complaining, and Mr. Cole says the solicitor was to pay half the cost of the silence in the face of these actions.

It has been the policy of this organization to bond all field men; to require all checks to be made payable to the Association and remitted to the office; to have clearly defined contracts with the men; to enter all transactions on the Cash Book and to ledgerize the accounts; to deposit and disburse the moneys according to the constitution of the Association; to use the assets and income of the Association to pay its obligations; to mark the Highway according to carefully prepared specifications; to build up a service for members and for the traveling public; and to keep clear of all advertising schemes and exploitation of friends.

In this period of usurpation these policies have been ignored. Whether this has been because of business stupidity, or from more discreditable motives I will not attempt here to prove. Data on this subject is in hand.

A few illustrations will be sufficient here:

Before I left for the East last January we had planned for Section Maps to be issued containing all needed travel information. This was simple information and travel maps of other parts of the country, so handy for use, if prepared as planned, would have cost \$90.00 for printing 10,000, and the additional cost of a man over the route-section gathering the travel information and enough revenue to pay costs. There are calls from all over the country for such information, and travel will be attracted to the Highway when it is available. The OST is not yet ready for a complete Log Book.

The Section Maps for the Texas Main Line should have been ready for last summer's travel, and all Texas and Louisiana should have been ready for the fall tourist movement. There is nothing difficult about these section map plans for any intelligent man.

A man was started out in March and given 75% commission on his collections and the OST car. On my return in August I found an advertising abortion just off the press representing to be this section map for the San Antonio--Orange section. It contained no travel information. The crude maps were wrong inaccurate. The printing was full of errors, and amateurish, and a reproach to the organization. Three-fourths of the advertising is from non-members, yet this work was intended to develop a service to members by bringing them and the travelers into touch and by proving that the organization was working for them. Not possessing intelligence enough to get out the travel information planned this advertising stuff was printed in the expensive colored covers of the History Booklet. By phone, the printing office stated the account due as about \$580.00. When the auditors tried to check up this solicitor's accounts a long list of adjustments were found necessary of items not on the books of the office, amounting to several hundred dollars. The advertising copy for the section, San Antonio--El Paso is probably in the same mixed up condition.

to the national defense and asked for its construction according to the best Federal standards as a military necessity.