

mark the Meridian Highway, in which Mr. Colp claims interest.

Another man is given 25 per cent for collecting memberships, and he furnishes his own car. This man could also do the work of the 75 per cent man, and render better service to the people. Multiplicity of automobile travel and commission expense is one of the elements of waste. This man submits a bill for over \$800.00, claiming the office so mis-handled his work while he was in the field he lost in time, expense and opportunity, and that therefore this is a just claim.

All organizations have a fixed membership period, and a fixed amount for membership dues. The OST By-Laws state "all memberships shall run according to the calendar year," and in January 1921 the minimum membership was fixed at \$10.00. But these provisions also are violated despite the fact they are constitutional regulations and necessary to the protection of all members. The travel service maps were intended as aids to members and to give value to memberships, but the booklet printed (the only advertising material checked) is a mere advertising jumble; most of which is from non-members, and follows principles calculated to increase the 75 per cent commission collections instead of increasing membership and membership-values for the Association.

Today the problems faced are complex—an empty treasury; these accumulated liabilities and abused faith; the intelligent preparation and the costs of the map service for the thousands of dollars collected; the attempt to produce orderly book-keeping and accounts from the mass of transactions since last March; and the problems of securing further contributions from Texas for these purposes and for running expenses until a sound basis is again reached. These damages so far have been confined to Texas, except for some bad checks passed. Other states obviously will not knowingly support such conditions, and in view of the continuance of these practices responsible officers are censurable if they fail to give the people the facts.

Where the Money has Gone—San Antonio Office
January 1—November 1

RECEIPTS

Cash Balance, January 1, 1922.....	62.26
Net Amount sent from East by H. B. Ayres, (See eastern statement).....	845.53
D. M. Shreve collections for travel maps, about.....	4,200.00
E. Reddrick collections for travel maps.....	870.00
R. B. Thompson collections for memberships, about.....	3,850.00
Sundry memberships, etc.....	1,333.83
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	\$11,161.62

DISBURSEMENTS

Commissions to Shreve, Thompson, Reddrick, about.....	4,500.00
D. E. Colp, salary, \$2,2447.17—expenses, \$1,330.67.....	3,577.84
Office help, rent, incidentals.....	1,845.97
Sundry items, other help, etc.....	756.44
H. B. Ayres, January, traveling expenses to East and acct. services.....	200.00
Rent paid Gunter Hotel by H. B. Ayres, (not entered on books).....	250.00
Printing letterheads, eastern funds, (not entered on books).....	50.00
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	\$11,180.25

(No correct balance sheet is possible from the present

state of the records. Various audits and analyses have been made, without harmonizing or proving results. The figures relating to the field men are based on several audits and statements—only approximate results are reached. About \$10.00 in bank November first)

Imposing on the East

Eastern funds were remitted to Headquarters in January and February. Drafts against these for Headquarters work were justified until western moneys came in, then it was the expectation the East would be reimbursed, for those funds were subscribed on the promise of service in that section. The territory was unorganized and had been neglected, due to the long-continued work in the West. Yet the Managing Director undertook to meet all expenses in the East, freeing the San Antonio office and leaving to that office all the resources of the Association. No attempt however has been made to reimburse eastern work; on the contrary policies were pursued to embarrass eastern work. This is another instance of biting the hand that feeds! About March 1st suspicion arose as to the conduct of the San Antonio office, and eastern funds then were kept in the East to protect eastern subscribers and work. April 3d a distress telegram was received from Colp by Ayres at Mobile respecting rent for the San Antonio office, and despite the fact the Managing Director was blind as to conditions, proper statements to him having long since failed, he immediately sent a bank draft for \$250.00, using personal funds. Records now show that in ten months but four months rent has been paid by the San Antonio office. There were also notes of personal distress in Colp's letters, so on April 14th a personal check of H. B. Ayres was sent to Colp for \$150.00. This loan to Colp was straightway entered on OST books as OST funds; later Ayres was repaid from eastern funds—a further injustice to those people. The \$250.00 rent item is still due H. B. Ayres, for neither actually nor equitably could eastern funds stand all these demands. The Managing Director's hand was also bitten!

While financial assistance was being sent from the East, moneys received from Texas were being deposited in another than the duly authorized bank, and disbursed on the President's signature alone, violating the constitution and by-laws and the authorizations of duly constituted officers—and this illegal banking still continues. Propaganda was spread in Texas that western territory had been turned over to Johnston and Colp; at the same time merchants who wanted their accounts paid were told to write to the Managing Director—and his address was kindly given. Yet these accounts were for service and supplies in Texas.

The Managing Director himself took but \$750.00 in 1921 for services, giving all his time; that that the OST might live thru that period of depression. For this year 1922 he has had \$1,300.00 (\$100.00 from San Antonio funds) and is still unpaid \$250.00 rent money, and has spent over \$450.00 since returning to San Antonio in normal expenses seeking the proper conduct of this work. These newcomers have been quick to capitalize for their personal interest the confidence and opportunities built by three years of struggle!

When the Managing Director returned to San Antonio, Mississippi, Alabama and Florida stood ready to pay their allotments of memberships, and it was supposed the work in Texas was in shape for the immediate development of the Louisiana situation. So satisfactory were eastern conditions, over two thousand dollars in memberships have been voluntarily pledged since the Managing Di-