

national importance of the project -- and where, since, resolutions have been introduced in Congress seeking authority for army engineers to be detailed on certain of the great problems. Following the Washington achievements, civic clubs of the East threw their weight behind the work and assured the finances for the continuance of it.

In three years the Old Spanish Trail system had not only attained a position as one of the few great national highways, but it had carried its tributary trunks to borderland points for international connections, and the people had become ready to unify into one great continental organization.

### INCREDIBLE CONDITIONS OUT OF SAN ANTONIO OFFICE

August 7th the Managing Director returned to San Antonio to find conditions of gross carelessness and waste at Headquarters, and the confidence of the people of Texas and the West abused. 1922 had indeed proven a year of increasing support in Texas. Over \$11,000 00 have been paid the the San Antonio office from January 1 to November 1 -- and it is gone. Instead of the marking and service work being well on toward St. Augustine, grave problems exist now in Texas to burden all work. Over \$5000 00 have been collected in three districts in Texas for the travel maps, 50,000 of which are promised to be issued and distributed. 10,000 worthless booklets (not in any sense the service maps planned) were printed for one district; these were ~~consigned to the waste~~ -- they embodied the greatest collection of ignorance and errors one could hope to encounter in a life-time. It is difficult to estimate what it will cost now to correct the mis-information and get these maps out with some degree of intelligence, and restore the credit of the organization. It is difficult also to estimate the losses because these field men are not finished in Texas, and at work in eastern sections where they are wanted and needed. Additionally, \$2500 00 to \$4000 00 of direct and contingent liabilities are outstanding. These good merchants have not been paid; history booklets, membership emblems, office stationery, rent and other items used in building up this income, are still unpaid. The man who marked the Brownsville division is unpaid, altho considerable ~~were~~ sums were collected as the result of this marking. New claims are filed by field men. Bad checks and accounts of a field man are unpaid, for someone to lose or this organization to come clean. No agreements or definite understandings exist with the field men, and tangles are the result. The men were not bonded as required by regulations. They were allowed to indorse or convert checks to their own use, altho regulations and printed receipts required all checks to be payable to the Association and remitted to the office. No proper accounts are kept altho complete and accurate books were in existence when the Managing Director left for the West. Proofs and balances cannot be obtained, and all figures are given subject to these uncertainties.

In justice to the men still employed it should be said the faults and failures are largely chargeable to the management.

### PRESIDENT ASKED TO RESIGN

*Handling* These conditions were at once evident and prompt measures might have been taken to repairs the damages, but the President, and D.E. Colp, the *man* manager in Texas in the Managing Director's absence, were well pleased with the control they had established. Greatness was being achieved by them. Ten days after the Managing Director's return he appointed a committee of five independent business men, and placed at their command the public accountants and the law firm that have always served the OST, and asked that all business methods and accounts be thoroly investigated, and that they report solely with regard to the welfare of the Old Spanish Trail. The President, ~~instructing~~ *instructing*, accepted this committee as satisfactory, and agreed to abide by its decisions. After a full and open inquiry, ~~lasting~~ *lasting* ~~months~~ this committee decided unanimously that the President should *resign* resign -- and the President failed to either respect his pledged word, or the conclusions of his fellow-citizens.

A President, no matter how incompetent, still has the powers inherent in the office. Many delays ~~followed~~ have followed this effort at orderly and constructive correction of conditions. This committee was appointed August 17th; its report was ready September 18th. To stop further destructive activities an Executive Committee of five was agreed upon, and the President agreed to sign papers conferring upon this committee his powers of administration. In this the Managing Director joined, for

These were the conditions of the organization when the Managing Director returned to San Antonio on August 7th, 1922. The conditions were such that the organization was in a state of chaos and the Managing Director was unable to carry out his duties. The conditions were such that the organization was in a state of chaos and the Managing Director was unable to carry out his duties.