

SAN ANTONIO HOTEL MEN'S ASSOCIATION  
SAN ANTONIO, TEXAS

April 5th, 1933

Dear Mr. Ayers:-

The decalomania people are writing me about a balance of \$90 due them which should be attended to. In your letter I have had no statement from you in regard to finances and you seem to assume the position that it isn't necessary for you to make a report to me. However, I should very much like to know whether or not you are meeting with any success in raising funds for the OST over there and just how we stand. It is not right that our creditors wait for money due them simply because you hatch out a theory in your mind that you aren't being treated as you should be or that this office is suffering from presidentitis. This office is being handled in a thorough business manner and in a way that is satisfactory to the Advisory Board, and I don't assume that I must look to you for any advice since the first day of April nor previous to that time should I not consider it of importance to the organization and the betterment of the Old Spanish Trail. I had hoped that you would be in here by the first of April so that we might discuss matters and see if there was no chance at all for us to work in harmony, for if there isn't one of us will be compelled to go in so far as the management of this organization is concerned. For your information will state that I have been to the Valley with Mr. Colp and found everything down there working in peace and harmony and those people are perfectly willing to co-operate with us in every manner. We have the marking crew East of Houston and I expect to have them across the other states as soon as a trip has been made by someone with authority who can locate this route. Your management of the Florida people goes hand in hand with the way you have treated me, and they deserve more attention from this organization than you have given them, but I see no necessity of telling you this but will talk it over with you when you arrive in San Antonio. However, I want you to distinctly understand that my letter to you in regard to the money and the publicity work went in to effect on April 1st and of course I shall expect you to assist me in every manner possible in raising the money to pay you your salary each month should you accept the publicity department as I wrote you. The Old Spanish Trail has outgrown some of your ideas and the mere fact that you think that you can dictate the entire policy of all the people all the time doesn't meet with my approval and I figure that we should take into consideration and have closer to us at all times not only the board of directors but the advisory board as well.

I understand thru Mr. Colp that you have sent Mr. Tyrrell a check to apply on the rent for which I thank you, but get the idea out of your head, Mr. Ayers, that the mere fact that you refuse to sign checks and send them to us will in any way tie up what money we have in San Antonio. Some times I think you forget you are a full grown man and act more like a child than a grown person.