

men and other national leaders joined in signed declarations asserting the national importance of the project -- and where, since, resolutions have been introduced in Congress seeking authority for army engineers to be detailed to service on certain of the great problems. Following the Washington achievements the civic clubs of the East threw their weight behind the work, and assured the finances for the continuance of it. The East paid her own expenses, contributed to the San Antonio office, paid the Washington expenses, and has money for continuing her work.

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 to 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 the work. Over \$5,000 00 have been collected in three districts in Texas for the travel maps, 30,000 of which are promised to be 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 and information out with some degree of intelligence and restore the credit of the organization. It is also difficult 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 sums were collected as the result of this marking. Now claims are filed by field men. Bad checks and accounts of a field man are unpaid, for someone to lose or for 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 increase 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 East. Profits and balances cannot be obtained, and all figures given are 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

These conditions were at once evident and prompt measures might have been used to repair the damages, but the President and D.E. Coip, the manager in Texas in the Managing Director's absence were well pleased with the control they had accomplished. 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 thoroughly investigated, and that they report solely with regard to the welfare of the Old Spanish Trail. The President, in meeting accepted this committee personnel as satisfactory, and agreed to abide by its decisions. After a month of full and open inquiry, this committee decided unanimously that the President ~~must~~ resign -- and the President failed either to 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 have followed this effort at orderly and constructive correction of conditions; This committee was appointed August 17th; it was ready to report September 18th; the President's promise to resign, if the committee so concluded, had been given previously.

To stop further