

REPORT TO THE ADVISORY BOARD OF THE OLD SPANISH TRAIL  
AT SAN ANTONIO OCTOBER 17, 1922 BY THE MANAGING DIRECTOR

There has been so much poison spread abroad in recent months, and so many demoralizing influences that are merely demagogic pretense at good for the Old Spanish Trail that as a personal matter I would be willing to give all the facts to the members and the newspapers and let the tribunal of public opinion act. Intrigue and misrepresentation would then soon stop, and the interest of the people in this project would react and give it new life. I had not been back in San Antonio from the eastern work and from the Washington work two weeks before I had all the evidence needed for this policy of publicity.

But there were many in San Antonio who have supported this work since Headquarters has been here, and as San Antonians and as Texans they preferred to work out the situation constructively and prove that San Antonio could be trusted in the leadership of this big nation-building project. I shared this ~~heart~~ feeling, and waived my reasons for reporting promptly to the members, and then to trust the people to drive out the influences that had operated so recklessly in my seven months absence.

In this more constructive policy it was necessary to determine the facts free from all personal considerations, so I appointed a committee of five substantial and successful business men of San Antonio to investigate and report. All these men have been members of the Association from the beginning and four of them are members of the Advisory Board. Their business standing assures their independence. To insure a thorough and impartial investigation the public auditors previously employed by the President, and also the attorneys of the Association, were placed at the command of this Committee. The President accepted this committee as satisfactory and agreed to abide by its conclusions.

This Committee, ~~and~~ <sup>with</sup> the auditors, and the attorneys, spent a month investigating into all activities. A mere audit of books doesn't necessarily show reckless or injudicious disbursements, wasteful policies, stupid methods, illegal conduct or false representation.

This Committee has been ready to report since September 18th. By one excuse and another the meeting of the Advisory Board to receive that report has been delayed. Meanwhile in keeping with my desire to allow the Committee absolute freedom I have refrained from assuming control of affairs. It seems however that the President has taken advantage of this attitude, and instead of awaiting the report and recommendations of the Committee and of this Advisory Board, he has gone on more recklessly than before.

This Committee now unanimously recommends the resignation of the President. The reports show that the policies in force before the period of usurpation were good and the auditors recommend they be made the fixed policies of the Association, and this Committee accepts <sup>as</sup> proper for the business-like conduct of the work.

The President now refuses to resign despite the fact he pledged himself before this Board to abide by the judgment of this Committee. This final act of discredit, coupled with his continued efforts to confuse the issues with demagogic pretenses makes it necessary to give the whole story to the public, for as reputable men we cannot continue to keep