First copy to Fund

WHAT ARE THE REMEDIES?

1. The President must resign.

Colp is an employee. His sold-exploitation and blundering are going to stop, now -- even a President shall not continue such things.

2. This Executive Committee of citizens can stand guard against any more looseness, or personal exploitation. And until this committee proves its capacity to ~~control~~ insure proper administration, friends should consider carefully the disposition of their funds.

3. The civic and commercial organizations of San Antonio will be asked to at once appoint representatives to a meeting to plan for their co-operation. San Antonio is the logical city for the Headquarters, and San Antonians have honored themselves in the past in the support they have given. Henceforth, IT SHOULD BE LAID DOWN AS JUST THAT THE HEAD-QUARTERS CITY SHOULD, THRU HER CIVIC ORGANIZATIONS, HELP THE EXECUTIVE COMMITTEE AND THE MANAGEMENT WORK OUT THE COMPLEX PROBLEMS AND POLICIES INHERENT IN A PROJECT OF THIS MAGNITUDE, AND HELP GUARANTEE TO ALL MEMBERS OF ALL STATES AN HONEST ADMINISTRATION.

4. A meeting of the Texas Directors with the Executive Committee and the Managing Director will be sought for Friday or Saturday, November 24 or 25, at San Antonio, and all councilors, members and friends of the Old Spanish Trail will be invited to meet in San Antonio for conference at that time.

5. A national convention must be held. A program, embracing many questions of importance, is ready and waiting the action of the membership; questions that should not be settled by individuals. According to the constitution the annual convention should be held in November, but the conduct of the President has made that impossible. A convention, when held, must have good representation from all districts and states, and legislate in the interest of the project as a whole. March 1923 a Four-State Conference was held at Mobile, largely attended by officials and people of Florida, Alabama, Mississippi and Louisiana. That Conference, on invitation from the civic organizations of New Orleans, is to meet early next year at New Orleans. The civic organizations of that general section are all of them actively forging the Old Spanish Trail into a construction program commanding primary attention. The Washington results grew out of that work. Those people are planning the next conference to not only carry eastern work far ahead, but they want the highway leaders of Washington, and army officials, and the officials of all OST states with them. If the annual convention can be joined with this eastern conference at New Orleans, it would bring a mighty force together, and wise conclusions would be reached.

6. The Chamber of Commerce of San Antonio thru its Highway Department can, and it is believed will, render valuable service. Travel is now good westward all winter, and the whole United States should know it. An automobile expedition from San Antonio to Phoenix, Arizona, would probably be joined at Phoenix by Californians under the lead of the San Diego Chamber of Commerce. Rotary, Kiwanis and other civic clubs, can officially participate in this expedition, as such clubs have done in the East, and work of far-reaching value to the Old Spanish Trail, and for the Convention, and for national publicity, will result.

In Brief:

Thru this Executive Committee and the San Antonio civic organizations San Antonio's part will be settled -- and San Antonio will do her full part.

Thru this gathering of Texas members, Texas conditions can be settled and the work start on thru the other states.

Thru this annual convention, and this eastern conference, and this western expedition, national interests will be handled.

Gunter Hotel, San Antonio,
November 9, 1922

Harral B. Ayres,
Managing Director.

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Please advise me if you and others will attend a state conference, if