

August 31, 1922

ADMINISTRATIVE POLICIES IN FORCE PRIOR TO JAN. 1, 1922, THEN IGNORED

1 CONTROL OF SOLICITORS

Bonds by American Surety Company required, and so published to all the people. (see herewith) Additionally, receipt books were in stock, printed in triplicate, machine numbered, and charged to, and checked and balanced against the men. MAKE ALL CHECKS PAYABLE TO THE OLD SPANISH TRAIL ASSOCIATION was printed in large type on these receipts. Embezzlement, carelessness, or conversion of checks, was dangerous.

2 MARKING THE OST

Carefully prepare and printed specifications govern this. Drawings illustrate everything and patterns exist for stencils. The brand of paints and methods of application are stated. Men of wide experience spent over a year framing these standards. It is known that marking of late in Texas ignores these standards and must be done over; general inspection would be needed to get at whole condition, and the costs involved. Additionally, markings have been carried on detours of the proper line for some unknown reason.

3 TOURIST LOOPS

A number have been marked on individual judgment; in the main they seem all right. But we should be developing a map and moving carefully. Also seeking first to serve supporting communities, and going slow in giving hand-outs to non-supporting communities.

4 SERVICE TO MEMBERS

Of course we should plan to serve members. The Section Map was intended as a service to members, yet the advertising book just printed (in no sense the section map and travel information publication I instructed) advertises non-members and actually penalizes members of long and faithful standing.

5 MEMBERSHIP RUMORS

I ordered \$500 in November and paid \$250 on; the balance, \$250.00 is still unpaid and the account in the attorney's hands. Apparently \$500 have been distributed in Texas, how well do not know.

6 ~~TRAVEL~~ BOOKS AND ACCOUNTS

Always hitherto keep balanced and all records of easy access. Generally, specially balanced and proved prior to some trip away, in case of accident. In November, when bookkeepers were changed, a special proof was pasted in the cash book. Accounts now are in bad condition.

7 FIELD MEN, commission or salary

Men in the field on commission work for themselves; men on salary work for the organization. A man might solicit straight memberships on commission but the expenses of travel are too great not to use that man to build up service. If on commission he neglects the service in his hunt for commissions and the administrative forces are put to excessive expenses trying to deliver constructive service in return for the memberships paid. Nearly all commission effort has failed; it has never been constructive. Last year I repeatedly resisted urgings to have men tried out on commission. When I left the lid flew off.

8 ADVISORY BOARD

Our directorate heretofore has only functioned by mail vote. I created a local Advisory Board of some 20 members and many meetings have been held. The best how in this direction is for the convention to establish this board more firmly.

9 OST PRIVILEGES

These should not be farmed out to men that they may solicit money in the name of the OST while in reality building up a personal business. No business can survive such policies.

NOTE... Sent for Shreve Thursday and had long conference. He contradicts much heretofore been said respecting him and his contract. A conference within and with Colp together necessary to clear up if possible the differences.

H B A  
August 31, 1922