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DICTATED BY J. D. [unclear]  
TYPED BY [unclear]  
READ AND CHECKED BY [unclear]  
SIGNED BY [unclear]  
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BEFORE MAILING  
BY .....

1 April, 1911.

Mr. Carl U. Fohn,

Glen Eyrie, Colorado Springs, Colorado.

Dear Fohn:

I received a few days ago a letter from Mr. George Bromley and also one from you suggesting that he go out to San Diego to work with Cumming. I have delayed answering these on account of certain developments in relation to Cumming and I have the unpleasant task to tell you that Cumming has not made good at all. His position has been reduced to that of a foreman and it would be my advice to him, as well as to those over him, to pull out. This letter must be strictly confidential as I do not want to make it any harder for Cumming, - on account of the people who know him and know that he went out there to fill a big position, - than is necessary, but as you know him so well and recommended him I think you should know the circumstances. When I saw you and talked to you about Cumming I was in hopes he would improve rapidly as he became familiar with the work. Before

I left he seemed to stagger under the weight of responsibility and I talked with him every night after he came in from his work and tried to lay out a system for him to follow and help him to improve so he would be successful. About two weeks before I left I was surprised to have him tell me that one of his weak points was that he could not remember and I told him at the same time that a man of his age should not be troubled in that way and that he should train himself to remember, and from that time on I gave him written instructions as much as possible and asked him to return these instructions with a check to indicate that he had attended to them. None of these, however, was ever done but I thought but little of it because I had a great many things to look after before I was leaving, but at the same time I could go around and see for myself. It seems that as soon as I left and he was put on his own responsibility with the other heads of the departments and with the crew of men he had he went all to pieces and acknowledged that he was a poor handler of men. I was mighty sorry to have this happen as the Exposition people cannot help but feel that I picked a poor man, and it was a tremendous surprise to me because when I saw him on the Potter place handling the work of wall construction, grading, house building, etc., all at once

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and from plans, and taking into consideration his age and previous training and experience together with your strong recommendation of him, I felt that we had found a fine man and that he would develop into a much stronger one with more experience. He seems to be all right with a single crew under his personal direction, but a letter of yesterday, which is about the fifth which I have received on the subject, says he seems to be utterly useless in picking his men and directing different gangs and foremen and directing work in an economical way, - three extremely important points of the make-up of a good superintendent. As soon as I heard of this break, which was after I returned home, I persuaded Mr. Olmsted and Blossom to let Cumming go as I felt that it would be mighty embarrassing to him and be no good to the Exposition to keep him, and at the same time I could have placed him on a smaller piece of work where he probably would get along all right but he has stayed on there a little against his own wishes, for which I am sorry. I will write you later as to what the outcome of this is, but in the meantime I suggest that you persuade Bromley not to go to San Diego merely for the sake of saving Cumming from a humiliating position which does not seem necessary.

Yours very truly,