



U.S. GRANT, JR., PRESIDENT.  
J. D. SPRECKELS, FIRST VICE PRES.  
A. G. SPALDING, SECOND VICE PRES.  
L. S. MCLURE, THIRD VICE PRES.  
G. A. DAVIDSON, FOURTH VICE PRES.  
L. G. MONROE, SECRETARY.  
F. W. JACKSON, TREASURER.  
C. A. RICHARDSON, AUDITOR.  
D. C. COLLIER, DIRECTOR GENERAL.

File  
JW  
D



DIVISION OF WORKS  
FRANK P. ALLEN, JR.  
DIRECTOR OF WORKS

SAN DIEGO, CALIFORNIA,  
OLIVESTED BROTHERS

AUG 9 - 1911

RECEIVED

AUG 14 3 00 PM -11

ACK'D \_\_\_\_\_ BY \_\_\_\_\_  
ANS'D JK BY JCV  
READ BY JCV

Mr. John C. Olvested,  
Brookline, Mass.

My dear Mr. Olvested,

I have sent you to-day a telegram (with letter) as follows: -

"Park Road won't yet approve work on any of our recommendations, neither Palm Canyon nor any other planting, none of our roads nor exposition plazas. Allen asks me to prepare for them plan to revise west side drive and Juniper, Maple, Quince entrances with elaborate planting, rotten rock surfacing. He wishes to get this approved Monday. His crews need work. Waugenheim wants it, will begin but want your instructions regarding this drive. Consulted Marston. Important meeting Monday. May bring results!"

I asked Mr. Marston about the arrangement for paying Olvested Brothers for my services. Mr. Dawson

tried to get that settled before he left; but did not succeed owing to Mr. Waugenheim's opposition. He thinks the salaries per month are too big an item. As far as I know that is his only objection. No.

Marston says this will come up at a very important meeting <sup>to be held this</sup> Monday and will be settled. He thinks in our favor. Personally I should like to return <sup>here</sup> this fall and wait until matters are more settled, and farther along; because the amount of work we are accomplishing is very little; - almost nothing - and also it is very unsatisfactory having them complain that we are drawing big salaries and showing hardly any work for it. In reality we have worked up plan after plan and they are all blocked so that no work gets done.

I believe we could handle a great deal of this work from our office. I am afraid the different cliques in this exposition are in a very serious deadlock and that this is the reason we are not allowed to do any work.

Mr. Marston says that Monday's meeting must settle these disputes and begin serious work or else there will be a very serious shake up in the organization.

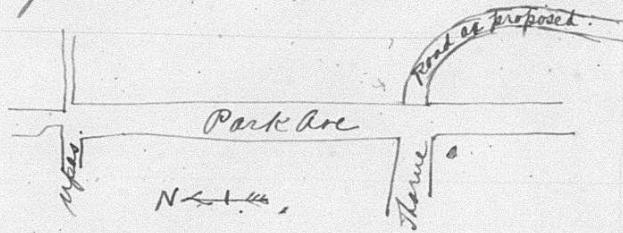
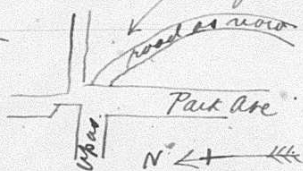
He is thoroughly dissatisfied with the <sup>five</sup> running expenses of the last ~~six~~ months showing ~~so~~ such little results.

Mr. Marston has great influence with Mr. Waugenheim but Mr. Waugenheim has some - motive underneath which always prevents his deciding the questions we present to him for his approval. He is not <sup>w</sup> bent on spending all the money possible on the



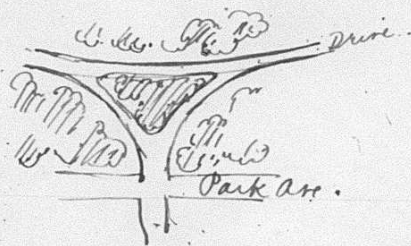
West side and so wants to have that road done all over again. It may be influence of real estate values.

I have made a little study of this just now and it seems to me that all the curves in fact the whole line will have to be changed keeping it, for economy's sake, about where it is, <sup>now</sup> but improving the curves and changing entrances at all the streets. It seems to me the Upper St. entrance is very bad because at a corner of the park meet 2 narrow streets, one running north, & one east. <sup>and this area</sup> I therefore think Lower St. much better, thus:-



At the other entrances perhaps thus:

I hope this meets your approval as it will probably be up for discussion Monday. I told Mr.



Marston that they would have the benefit of your advice if they would just refer the matter to you before acting. Mr. Marston would like to conduct matters in that way, but cannot control the others as much as we wish he could. I am hoping it does not come to the point of Mr. Marston's resigning, because he is our staunch supporter, but he spends so much time on this expo. and gets no results. It is going to urge that we get to work on planting the Palm or Cabrillo Canyon right away, which is what Mr. Dawson especially urged just now. Very truly yours,  
Harold Hill Brown