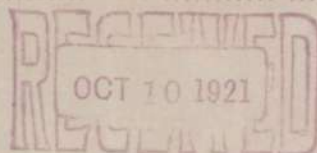


H. L. MENCKEN
1524 HOLLINS ST.
BALTIMORE.



ANSWERED | FILED
October 8th

Dear Governor:-

I'll be delighted to read the Report on State Reorganization. I hear that it is a fine piece of work. We have been running on aimlessly in Maryland, adding wing after wing to the house until it now looks like a train of freight cars. I hope you manage to lop off at least 50 % of the state boards. A board is inevitably inefficient. One man can always do the work better than two, and two better than three, and so on forever.

"A Book of Calumny" is out of print, and will not be reprinted. There is another one that I am tempted to send to you: "In Defense of Women". It is also out of print at the moment, but I have rewritten it and as soon as the new edition is ready I'll dispatch a copy to you. It shows my loftiest flights as a patriot and a Christian.

Now they tell me at the Sun office, in the greatest confidence, that "The Mirrors of Maryland" series was written by Dr. Basil Gildersleeve.

Sincerely yours,

July 19/21

Principles of any Maryland Reorganization Plan.

1. The Maryland governmental machinery has worked, at the least, reasonably well, and no changes should be made in it unless increased efficiency and economy are reasonably clear.

2. Offices and boards should not be combined into Departments merely for the sake of combining them, but only where their work is allied or related, nor should so many be combined into one department as to make it difficult for the department head to supervise properly all the work grouped under him; and the case should be very exceptional where any combination would be justified which does not reduce expenses.

3. Any plan should recognize the advantages of unpaid boards, namely:

(a) they have long been part of the State's governmental machinery, (b) they give public spirited citizens, who would not work on salary, the opportunity for public service, (c) they spread the reputation of and engender interest in the State institutions, (d) they save money; and any plan should also recognize the disadvantage of unpaid boards, namely, the lack of centralized responsibility and full-time service, which cannot be expected without compensation. The best reorganization plan will be one which, as far as possible, combines the advantages of unpaid boards with the advantage of centralized control and responsibility. Speaking generally, this can be attained (a) by means of advisory boards or (b) by placing over the unpaid boards a supervisory director, ~~with power~~, who can let alone what is being well done and correct what is not.

4. Provision should be made for a body known as the Governor's Council, or by some other appropriate name, composed of the heads of the major Departments, which would meet monthly or oftener for the discussion of general policies and finance, thus coordinating the departments with each other and with the Governor; but it would probably be well to continue the Board of Public Works, long a part of our institutions, as a small, easily assembled body to handle bond issues, and such routine as office rentals, insurance and the like.

- ✓ Boards, 3 or 1 - 3, Exec - leg., Exec - jud - adm.
N.Y. 291 1 - adm. - execution of policies
- ✓ Overlapping terms - OK - prevents centralization + politics
- ✓ Minority representation - OK
- ✓ 4 year terms or 2 year terms
- ✓ Full time or part time
- ✓ Paid or unpaid
- ✓ Consent of Senate
- ✓ Jurisdictional depts. omitted - also internal agencies -
- ✓ Unpaid depts heads - Charities - Ed (2) - Health
- ✓ Board of depts heads (Health - Ed - Moral Hygiene -
Hospital depts - They have no fixed terms)

Personal file

October 5, 1921.

H. L. Mencken, Esq.,
1524 Hollins Street,
Baltimore, Maryland.

Dear Mr. Mencken:-

One of the many respects in which I fall hopelessly short is in not reading enough. I imagine I haven't the time, which, of course, is not true at all. I realized this defect the other night, when I read your Book of Calumny, which Jack Cullen loaned me, and I am simply following impulse in writing to tell you how thoroughly I enjoyed it. I am guilty of an ungracious return for a pleasant evening, in sending you a copy of the Report which I have written on the State Reorganization. If you have no room for it among your "literary indencencies", then no reason occurs to me for your preserving it.

Very truly yours,

Governor.

R-E