

OFFICE OF
WILLIAM RANDOLPH HEARST
LA CUESTA ENCANTADA
SAN SIMEON, CALIFORNIA

Feb. 7, 1931.

Dear Miss Morgan :

✓ We have got to make some economies on account of the dull times. I think we can condense our various forces as much as possible. Furthermore, we must have as much cooperation as possible between the departments, so that fewer men will do the work.

We do not want to overwork anybody but conditions require a little more care and attention.

I think Mr. Summers, with one reliable man, can take charge of the warehouses and save quite a lot of money and do everything there carefully.

He is right on the ground and there is really not a great deal to be done.

The warehouses are pretty full and have to be watched and properly protected.

This is Mr. Parks suggestion and I approve of it under the circumstances.

✓ Mr. Keep is an awfully good man but he likes to pay his people above the wages that prevail in similar departments. He has made it a little disturbing for us in good times. That policy would be worse now. I am going to try to get him to adopt the prevailing scale of wages and to run as small a force as possible until things improve.

✓ I think the household is being well managed. Mrs. O'Brien is very economical and I have given her absolute authority over Albert and the others so she will keep them in check.

✓ I think our gardner is disposed to be careful in expenses, and if you speak to Mr. Rossi we will keep that department within bounds also.

✓ I guess that covers the whole situation.

✓ I am enclosing a check for \$15,000. Will you let me know about what you will require this month?

Sincerely,

W R Hearst
JH