

**Collins,
Irving**

Collins

Moorestown, N. J., July 3, 1925.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I arrived home safely after a very very pleasant visit with you.

I felt rather guilty about taking those bucks away from you but we are about even now, and I am only waiting for another fray with you to see who the victor is.

I have been thinking very seriously about the trust company and I am quite enthused with it. I am sure it will be a success and I would like to be counted in with you on that deal.

Pete's record of statistics arrived this morning and I am very glad to get it. I read with much interest the work of the past years on the Beach.

With kind regards, I am

Yours very truly,

Irving P. Collins
I. P. C.

IAC/MLA

July 15, 1925.

Mr. Irving A Collins,
Glacier House,
Glacier, British Columbia.

Collins

My dear Irving,

I have your telegram from Banff Springs Hotel.

I think the other deal with Chapman and Lyon will go thru within the next week or ten days. You remember we offered this piece of property about three years ago for \$90,000, so it has been rather good luck that I took it off the market two years ago and put the price up to \$250,000. I am really frightened at the prices that people are willing to pay for property at the beach, and think that if you will look over our records you will find that we have made more money for out-siders than we have made for ourselves which, in the long run, is a more healthy state of affairs and more than any other real estate company in the world can say for such a short period of time.

I am sorry that you decided as you did on the boat because I believe that you could afford to own and operate the "Shadow H" and I could help you secure a captain who could handle it satisfactorily.

Everybody in this country is getting ready for the big boat races here August 27th to 30th, and I hope you'll be back in time to be here. But you must let me know in time to get you tickets as there is going to be a big shortage of available space to see these races.

We are having quite a fight with the City of Miami to keep them from grabbing Miami Beach harbor bottom, but I think we have them in line at last and willing to cooperate. Several letters that I have received from the commissioners lead me to believe that they are at last commencing to be sensible.

Kohlhepp has been expected here for some time but is held up on account of the battle on the bay bottom deal.

I expected to go to Detroit for a few days but have been held here pending the outcome of the Chapman-Lyon deal.

My mother was down stairs yesterday for the first time in several weeks.

Tom and his family were out the other day to have dinner with us. Unfortunately, the house was full of guests and we couldn't put them up there, altho we offered to put them up here at the office. However, I think they wanted to go to some musical comedy show and they left about 8 o'clock.

Hope to see you when you return. You will probably be very glad to get back to your home in New Jersey.

Yours,

CGF*JJC.

October 27, 1925.

Mr. Irving A. Collins,
Moorestown, N.J.

My dear Irving,

Parties in Miami want to join with Lynch and purchase our share of islands for \$1,750,000 - \$500,000 cash, balance one, two and three years. Lynch was here today with proposition to fill and give us North Island and \$100,000 for expense we were put to. Have deferred any details until I arrive at Miami Beach. I think we had better sell if we can and let the other people worry with the developments. As long as they conform to our plans, as they are now willing to do, we will get everything that we originally wanted and the development will be to our general advantage and the other people can work out a profit for themselves. Lynch can't sell his property on account of income taxes. His income tax would be over 40 percent while our would be 12 percent. Lynch is very anxious now to go ahead and wants to cooperate with us, but I would prefer to make the sale of our property to the Rumsey and Cherbino interests if it can be done on the terms named. If you have any thoughts on the subject that differ, write me or "forever keep your peace."

Hope to see you soon.

Yours,

CGF:JJB.

October 8, 1925.

Mr. Irving A. Collins,
Moorestown, N.J.

My dear Irving,

I have yours of the 3rd.

We stand ready, at any time, to make a deal with responsible people to use our dock facilities. We are not quite ready to offer complete facilities, as you know. We have already bought one small ferry and are looking for another, but they are very hard to find. We principally now, on the terminal property, must look after the Alexander crowd. If they put on a second ship they will practically exhaust our facilities near the causeway. We are in touch now with several companies that look like they will do business. We must, however, be careful to protect deals already made.

Hope to see you soon.

Yours,

CGF*JJG.

Moorestown, N. J., October 3, 1925

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

The shipping facilities in Miami Beach are certainly in a snarl.

Yesterday I was in conference with a Mr. Rice a shipping agent in Philadelphia, who is contemplating changing torpedo boat chasers of the government into Diesel driven freight boats carrying about 450 tons running from New York to Miami in about 5 days. This boat to cost about \$100,000. He has one under construction and after his trip to Miami he may undertake to put on a fleet of five or six. If he can get the order quickly from the government he may have everything ready for action by February first. I took the liberty of telling him about your Penn Terminal, and he thought it could be worked very well since he could put a barge alongside and load much of the cargo, the balance being put on the dock. He is going as soon as possible to Miami to look the situation over.

You have a piece of property between the electric plant and Meteir Transportation Co. as I recollect it. This, I suppose, is where you would land your ferry boat and put up the storage house you spoke of. Would it not be a good advertising proposition to let this land be used by freight boats temporarily until you could get your operation in action.

It does seem to me that anything you could do toward bettering conditions down there would sort of side step some of the hot air of Mr. Sewell about the cotton plant. Also if freight was landed on this strip of ground mention it would show the people how easy it would be to get freight from that point after your operation had started.

I am writing this letter in the spirit of cooperation and hope it will be received as such.

With kind regards, I am

Yours very truly,

Irving A. Collins
Per - G.

IAC/MIA

October 6, 1925.

Mr. Irving A. Collins,
Moorestown, N.J.

Dear Irving,

Yours of the 28th.

Montauk is certainly going stronger
than I anticipated. Will have something
definite to say in about thirty days regarding
our subscription.

Yours,

CGF*JJG.

Moorestown, N. J., Sept. 29, 1925.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I am mailing under separate cover 1700 Miles
in Open Boat. I read this through and enjoyed it
very much, especially as I had time to put in in
waiting for the train at New York and Trenton.

It is needless to say I enjoyed my visit
with you, and I will be glad to hear the progress
of Montauk Point. I am very much interested in this.

With kind regards, I am

Yours very truly,

Irving A. Collins
Per -9.

IAC/MLA

Moorestown, N. J., Sept. 21, 1925.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I was planning to come to New York this week, and yesterday I received a telegram from Kohlhepp saying there was a prospective trip in view of going to Montauk on Thursday.

I am arranging, therefore, to arrive in Port Washington Wednesday afternoon, and I would beg bed and board from you for a day or two. I hope it will be convenient to include me in the party to Montauk.

With kind regards, I am

Yours very truly,

James S. Collins

IAC/MLA

Sept. 17, 1925

Mr. Irving Collins,
Moorestown, N. J.

My dear Irving:

I have yours of the 16th. I understand now the boom is off and nothing doing on sales. Ed Remp was here yesterday, and told me that the Jews got a good trimming of several millions and that a lot of them were still in and cant get out.

We have all papers closed up on Montauk, and are going to let contract to remodel and build a small hotel at once so that we can have some place to go and pleasant surroundings after we get there. I will be glad to take you out there soon.

Hope you can get down here in the near future.

Yours,

CGF/AMCoV



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· PHILA ·

MOORESTOWN, N.J. September 16, 1925

Mr. Carl G. Fisher
Port Washington
New York

Collins

Dear Carl:

I am home from a very interesting although a very hot trip to Miami Beach. I want to try to arrange to get over to see you early next week so that I can relate to you my experiences better than I can write.

I am very much interested in Mantauk and hope I can be fortunate enough to see the place with my own eyes soon. I will be interested in hearing how the project is going along.

I am,

Very truly yours,

IC/EG

Moore town, N. J.
Aug. 26, 1926

Mr. Carl G. Fisher
Port Washington
Long Island, N. Y.

Dear Carl:

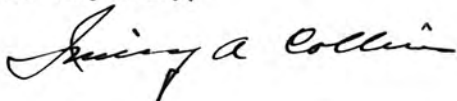
That was a grand meeting we had yesterday, questions were asked and decisions made, suggestions offered and either declined or accepted. It put me in mind of the way things used to be done in Florida, and it showed me that you had still the fighting spirit, and strictly on the job.

I admit I have been somewhat worried about the future of Montauk, but I am now convinced if we can have more of those cooperation meetings and have your presence and advice, doubt no longer exists in my mind.

Your attendance and attitude yesterday put courage and determination in the rest of us, and I hope those meetings may be continued in the future.

With kind regards, I am,

Yours very truly,



IAC/ILT

September 10, 1926

Mr. Irving Collins
Moorstown
New Jersey

Dear Irv:

I have just returned from ten days in Detroit. I met a great many old friends and customers and I picked up two new prospects; one goes to Montauk today and one will be here next week.

We are handicaped here by having offices in New York and Fort Washington so far from the job. This will be eliminated next season.

We had a prospect customer in this morning for a half a millon dollars of ocean front property and I think the deal will go through.

Nearly everyone in Detroit knows something about Montauk and our greatest trouble now is to get some place for the people to eat and sleep. The quarters here are too small and inconvenient.

We are trying to get a meeting for Tuesday. John Levi can't come but the rest can get together as Jim is here. There are several important questions to be discussed. Get here Tuesday as I am going to Montauk Wednesday with some additional prospects.

Yours,

CGF:JD

Moorestown, N. J., October 21, 1926.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

Your wire stating the sales fills me with thrills. I think these sales are wonderful to have been made without any advertising or soliciting. I still have great hopes in the property if we can just get enough money to fix up the picture ready for inspection next Spring. I feel the sales will be very complementary.

I hope we have had all the hard luck we are going to have in Miami Beach, and hope the hurricane I read about in Havana right now does not reach us.

I am expecting to leave Saturday afternoon for the Beach, returning in about a week. I have had plans prepared for my lodge that I want to get started so we may show the people that some of us still have faith and are going ahead.

With kind regards, I am

Yours very truly,

Erving A. Collins
E.A.C.

IAC/MLA

Moorestown, N. J., November 18, 1926.

Mr, Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

I suppose you have arrived at the new home by this time and feel settled.

Up to this moment I have not heard a word from Talbott, nor have I written him or had any communication with him, as per our understanding when last we met. This I am passing on to you in the way of the latest news.

I will be glad to hear from you after you get settled and look the ground over as to the conditions in Miami.

With kindest regards, I am

Yours very truly,

Irving C. Collins
Rx-9.

IAC/MLA

November 26, 1926

Mr. Irving A. Collins
Moorestown
New Jersey

Dear Irv:

The Beach is getting cleaned up, but they are
laging some on the job now.

I think we can make up our mind to have a slow
winter, but it will be alright for next year.

Have a fine letter from Walter regarding the
attitude of the Railroad Company.

Hope to see you soon.

Yours,

CGF:JD

Moorestown, N. J., December 15, 1926.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

I was over in New York yesterday and visited with Mr. Kohlhepp and Mr. Haught. Mr. Haught is a cracker jack and strikes from the shoulder. I heard his proposition, of which Mr. Kohlhepp was to telephone you and get your idea on the matter at the present time.

Personally, I feel it is the very best we can do and while there are some disagreeable features about it, I think it is the only thing to do. The other thing would be to shut down, which would be disastrous in every way, shape and form and it would take a great deal of time and money to get it back to where it is now, so I hope you will agree with the plan as laid down by Mr. Kohlhepp, as received from Mr. Haught and have Kohlhepp to proceed with negotiations to bring about the vital points as soon as possible.

There is one little subject that concerns me a little and that is the Stuck Construction Co. I don't think they are anywhere near perfect, but I do believe it would be best to work along with them until we get our work done and then lay them off if there is nothing else to do.

I have thought very much about the garage doors, and feel it was a wise thing to do to get 2 pr. of stock doors rather than put the other doors in some mill and have them matched. Of course the delay in the mechanic about the hinges was not excuseable.

The Struck Construction Co. have their faults and I told Deliel on my house to get on his toes and see that the foremen got on their toes. There was a time when they have 84 jobs running and it was almost a physical impossibility to get enough superintendents to take care of those jobs. They certainly have done a good job at the Pencoast Hotel, although there was some lost labor there. I know you are annoyed by these people, but I ask you to get together with them if possible, as I think the skeleton of the crew is the very best proposition we could get and gradually we could work out something else.

Mr. Carl G. Fisher,

Sheet #2

I wish I was down there in the balmy south, as we are having snow and rain up here. I would be glad to have a line from you at your convenience along the financial lines as mentioned above, and also the present status of the Struck Construction Co.

With kind regards, I am

Yours very truly,

Irving A. Collins
I.A.C.

IAC/MLA

December 20, 1926

Mr. Irving A. Collins
Moorestown
New Jersey

Dear Irv:

I have yours of the 15th.

Walter expects to be here in a few days. I am in hopes the proposition will be okay, as you seem to think.

I have appointed Mr. Smart in charge of the entire building operations here. We are allowing the Struck Company to finish some of the ^{work} they are on. They don't want to bother with small jobs and we do not want them to bother with any when their present work is done. I realize a lot of jobs are done in "slip shot" methods and there is no reason for some of their superintendents pulling off some of the very poor construction methods which they use. They can do a large job much better than a small job, and our best bet is to keep a small gang of our own. I have laid off about forty men since I came down.

I have a very good possible deal with Belcher Company for one hundred fifty thousand dollars on Peninsula Terminal. Also made a good deal the other day with Clarke Steamship Company to run from Terminal Docks between Palm Beach, Nassau and Havana. I am going to try and get the Bahama Government to cut out the New York subsidy of one hundred seventy-five thousand dollars a year, and operate by way of Miami direct from Nassau, both passenger and mail lines. This will mean a lot to us.

I sold Albert Champion another one hundred thousand dollars worth of stock the other day, but won't get the money for it for twelve months.

Hope to see you soon. Merry Christmas.

Yours,

CGF:JD

January 8, 1927.

Dear Irv:

I just sent you the following telegram which I did not want to make too intelligent to various telegraph operators.

"CLOSED BEL DEAL PEN COMPANY TODAY. C. C. F. HER.

We sold the Belcher Company fifty feet frontage for seventy-five thousand dollars, and agreed with them to build a slip five hundred feet long surrounded by steel piling and dug to a depth of twenty-five feet, each of us to share the expense of digging and putting in the sheet piling on a fifty-fifty basis.

This will give us a splendid slip without any cost to ourselves and some little profit.

Yours,

CCF:T

January 8, 1927.

Mr. Irving Collins,
Moorestown, New Jersey.

My dear Irv:

I received your wire and acknowledged same regarding the stock. I think in spite of the figures which we went over the other day that it will be necessary for me to borrow at least a million dollars in connection with Montauk rather than have them suffer from too great loss of time and shut-down, and I am now working on a plan to borrow this money with some of my securities here and Montauk stock security, but without making it necessary to add other members to the Board or tying up the future of the stock.

Hope you will be down soon and we can talk the matter over at that time.

Yours,

CGF:T

Howard Weiss

Moorestown, N. J., January 8, 1927.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

I received the wire this morning in answer to mine. I just cannot figure out your attitude in this matter. If it is expressed for sympathy, fearing I was sorry I had gone into Montauk and regretted it and wanted my money back, there is nothing to it. But if it is that you are dissatisfied with my suggestions or interferences in any way, shape or form, then I will be only too glad to take my money and get out.

The reason I went into Montauk was a desire to help, the desire to be associated with you and help in any way, shape or form I could. Of course I expected to and always will object to anything I see that is wrong, and will try to put it in a nice shape and manner, but if my presence has been a hindrance to you in any way please do not hesitate to so express it and we can still be as good friends as ever. But I want to assure you right now that if I draw out of Montauk financially it will be for well and good and forever.

I am writing these few lines that you may be in possession of same. I will leave here on the 11th and be with you in Miami on the 13th, and see you then. I trust you will give me your candid answer as to the future of my relations with Montauk and with yourself.

Yours very truly,

Howard Weiss

IAC/MLA

January 11, 1927.

Mr. Irving Collins,
Moorestown, New Jersey.

My dear Irving:

I have yours of the eighth. The reason I got option on your stock was because I believed that you were sorry that you had gone into Montauk, and I was sorry that you had been influenced to interfere with the management. I do not care to have in any organization that I am connected with a dissatisfied stockholder, and where possible I always try to relieve the stockholder and myself of an embarrassment of this kind.

It was principally at your suggestion that we shut down at Montauk until better weather and I believed that we would save money on the hotel by shutting down on the hotel until spring opens up. However, we would lose a great deal in sales in the spring, and I dislike very much to think of shutting down in the building program if it can be avoided.

However, I do not care to put a large sum of money into Montauk and a large amount of my security back of this to have any Board of Directors make decisions for me as to what I will do with my own money. You and Walter went to New York with the distinct understanding that you were going to shut down the works until spring; and now in your telegram of the eleventh you state, "providing a suitable Board of Directors functions and their decision is adhered to." You are one of the Board of Directors, and the principal one to function. I would rather lose what money I have put in the proposition than to continue as we have been going for the past three months.

I will make no loan with Hayden Stone Company passing control to them or any change in the conditions which are not more favorable than those formerly suggested; and I do not care again to put myself in the position where one of my Directors can either make or break a very substantial business transaction.

Mr. Irving Collins.
January 11, 1927. Page 2.

I think that your advice here was well meant, and if we can pull through with only the shut down on the hotel, I do not believe we would suffer any great loss in sales until spring, providing, of course, we go ahead immediately in the spring with not only the hotel but with our complete program.

If you remember, you yourself were more afraid of additional members on the Board and dictation from additional members, and I certainly agreed with you on that point. Now in your wire of the eleventh, you advise making some arrangement where "a suitable Board of Directors functions and their decisions adhered to", so that I am forced to believe that you have entirely changed your mind and position since you left here; and just why you have done so I am not able to tell.

I would much prefer that we could talk the matter over and see if it is possible for us to get entirely straightened out or untangle the situation.

Yours,

GGF:T

Moorestown, N. J., March 30, 1927.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

I arrived home safely about a week ago. The roses you so kindly gave me stayed fresh until we arrived home and were very much appreciated, especially by Mrs. Collins.

I found my business in pretty good shape when I got home but my thoughts were still with you and Florida, and I think we have made wonderful progress during the past winter, but still much is needed to perfect the picture.

I am arranging to come back to Florida to be there a few days before you leave for the North, to get your views on several items toward the completion of Miami Beach. If you will advise me when you will leave I will arrange accordingly.

With many kind regards, I am

Yours very truly,

IRVING A. COLLINS
a.

IAC/MIA

Moorestown, N. J., April 14, 1927.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I have your message from Reed in reference to suggestion of Tyndall reducing the lots in Harbour Terminal property to the straight out of 25%.

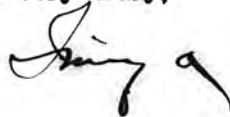
This was mentioned last winter in Miami Beach and I expressed then, and I wish to emphasize it now that I think it would be the greatest mistake in the world to do this. We are going on record to admit we charged too much for these lots and if we make this out it will start a stampede on the rest of our property by setting this up as a precedent.

I think each lot buyer in Penn Terminal should be treated fairly and if a small concession or reduction can be made for them to pay all the lot we might do it under the extenuation circumstances. These people bought these lots with their eyes open and at that time they were cheap and had they offered them for sale since that time they would have made money on them at a fair price above their purchase price, but they saw fit to hold them out for a higher price and I don't feel we are responsible for them now to such an extent as to make a general reduction in the purchase price.

In conclusion I feel this would set a very bad precedent for the collection of our properties and I don't feel it would be a wise move.

With many kind regards, I am

Yours very truly,



IAC/MLA

Moorestown, N. J., April 21, 1927.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I wish I had received your letters yesterday before I had gone to New York, so we could have discussed them.

In reference to Penn Terminal, perhaps the reduction will necessarily have to be made on these lots, but I do not approve of a circular letter being sent out, but a letter to each one of them saying if they could raise some money we might make a reduction on the last payment. But if they are going to ignore the obligation and it is necessary for us to foreclose to get possession, we might as well let the original contract stand without any reduction. Your policy has always been fair and square and if we do make a reduction of 10 to 25% to any one, we should likewise credit those who have paid in full at list price.

I would suggest that if we do that, that this excess money that is paid be applied on other lots in Penn Terminal. For instance, if a person bought 3 lots at \$12,000 each and they paid for them, and we make a reduction of 25%; then give them another \$9,000 lot on Penn Terminal.

I have written Tyndall for further information and will take it up with you later.

I certainly like and appreciate being in the activity of things, and have always appreciated being allowed to be on the Montauk board, but I do believe my investment is so small it would be advisable for you to replace me with one of larger investment. My wishes will be with you just the same, and this will relieve to a certain extent so I can put my efforts in Miami Beach. I believe for quick returns for the next two or three years Miami Beach will be our source of income, and we should fertilize that and cultivate those accounts so they will produce dividends which will help us both in future investments.

Therefore, when you form the new board I would appreciate it if you would relieve me of the new board.

I will be very much interested to hear from you in reference to Kessler with the Nautilus Hotel.

Mr. Carl G. Fisher

Sheet #2

There was another matter I wanted to discuss with you and that was this. Back in 1923 when we paid up our share in Bay Shore we reckoned the interest on the delayed payment at 10% and at that time the interest was paid to your account, a matter of about \$43000, which I thought was in full, but an error has been discovered in computing this interest so that now our company owes you about \$23,000 on this interest. I am instructing Mr. Pancoast to pay that over to your account at once. This \$23,000 is a small matter to you but I thought it might be vest pocket money for you for a little while.

With kind regards, I am

Yours very truly,

A handwritten signature in black ink, appearing to be 'J. G. Fisher', written over a horizontal line.

IAC/MLA

April 22, 1927.

Mr. Irving A. Collins,
Moorestown, New Jersey.

Dear Irv:

I have yours of the twenty-first and am sending a copy to Bob Tyndall and telling him I certainly agree with your second paragraph; in fact, I agree with your entire letter.

But in the third paragraph of your letter the difficult point is this, that a lot of these people bought lots on speculation, and giving them an additional interest in other lots is not going to do them any particular good. There are a certain number that will accept this proposition and a certain number are going to let their lots come back on us anyway. The big point is, just what are we going to say to those who paid cash and our English friends, for instance? Nobody ever made any money and got any place without treating their customers just exactly as they would want to be treated themselves. I think the big point in this job is not so much allowing this reduction as it is just how we are going to do it. Of course I agree with you that no such thing as a circular letter should be sent out. Each letter should be very personal.

Suppose you try to draft a letter on this subject, and suppose Tyndall tries to draft one and let Walter try to draft one, and I will try to draft one and see what we can make out of the thing. We can easily make a bad break and on the other hand it is easy for us to do the right and proper thing and make a lot of staunch supporters and friends of our customers.

We will let the board matter go for the present until I see you. I don't want you to get off unless there is something that bothers you.

Mr. Irving A. Collins.
April 22, 1927.
Page 2.

Thanks very much for discovering the \$23,000. I am very much pleased with the compliment when you mention that this is a small matter to me. Don't think for a minute that I am going to carry \$23,000. in my vest pocket these times. I am going to hide it under the garage for ham and cabbage money next winter.

Made a nice trip to Montauk yesterday and got started a very good deal with Lafe Page's father. Gayness' crowd in a big Rolls Royce that was to meet us got bawled up as the Rolls Royce broke down and they all had to come back to Wheatley Hills in Gayness' little Chrysler.

Yours,

CGF:T

Copy to Gen. Tyndall.

Moorestown, N. J., May 19, 1927.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I have a copy of letter of April 28th you sent Kohlhepp in reference to the Engine Co. I will take this up more thoroughly with you when I see you the next time.

I will be perfectly willing to help on this deal financially, but there are so many calls for money right now one hardly knows which way to turn.

I have a very appealing letter from Miss Ryan this morning saying she would like to sell her equity back in the school for \$50,000. Assuming the contract she has and this \$50,000 it would make it a very cheap property, and I only wish I could raise the money for her to take it over. I think it could be rented to some one in the district for a private school to bring back a fair return on the money.

I also have your letter of May 12th, in reference to swimming pool for the Nautilus. I agree with you this would be a wonderful proposition, and almost an imperative proposition, but I don't know how we could finance it this year, as Walker estimated up to the end of September it would require \$1,116,000 to run the companies in Miami Beach, at that time he had about \$300,000 in notes. Of course we hope collections will come in, and that the notes now out can be met to a certain extent. He based this on 10% reduction on the notes. I hope, however, Kessler will come across and release us with this expense and put new blood in this Nautilus, which I think is very much needed.

Will see you soon. With kind regards, I am

Yours very truly,

IRVING A. COLLINS

IAC/MLA

To: Mr. Irving Collins.

May 20, 1927.

I have yours of the 19th. Perhaps you could get Gar Wood to tackle the school proposition. I think an investment of this kind might appeal to him.

I have rather given up hope of Kistler. He is in quite a jam in Washington and this seems to worry him. Hugh tells me they are going to sign up on the Sands Point house today.

It looks like we could go out and cut down a lot of expenses if we just go right after them. I am going to see what I can do at this end. However, if we chop too much on our expenses, we chop on our income.

CGF:T

Moorestown, N. J., May 19th, 1927.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I met Cecil Fowler in New York the other day and he was very desirous of getting some quick cash, and I bought 40 shares Bay Shore stock at $3\frac{1}{2}$ to 1, and gave him \$35,000 in cash, \$35,000 due June 1st., \$35,000 due June 13th, and \$35,000 due July 1st.

I will be glad to split this stock up with you and if you will advise me of your desires I will so act.

Sometimes I feel if he had received 3 to 1 for this stock he would have been well paid and satisfied. I hope, however, it will work out to nearer 6 to 1 than $3\frac{1}{2}$ to 1. Time and luck only will tell.

With kind regards, I am

Yours very truly,

IRVING A. COLLINS
a

IAC/MLA

May 20, 1927.

Mr. Irving A. Collins,
Moorestown, New Jersey.

Dear Irv:

Replying to yours of the 19th. I note what you say regarding Fowler's stock. I wish you had taken some of the stock in cancellation of what he owes me.

I see by this morning's tickets that Kohlhepp has completed the sale to Adams of about \$145,000 worth of Belle Isle property. I understood the sale was all cash but see now that only \$25,000 was paid in cash.

You and Kohlhepp can operate with the Alton Beach cash account as much as it can stand but I will probably have to have \$10,000 or \$15,000 from the Alton Beach Company, and perhaps more than that, to help me out up here. Work out from the Alton Beach cash account how I can help out in the matter of this stock and let me hear from you.

Yours,

CGF:T

Moorestown, N. J., June 17, 1927.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl;

I have a long wire from Fowler urging us to bid for more of his stock. I feel we paid a plenty for the other stock, namely $3\frac{1}{2}$ to 1, and I suggested $2\frac{1}{4}$ to 1 was enough to pay now, although the book value does show 3 to 1. If everything goes along all right, this is dirt cheap, but if anything happens it would be some trouble to get even par out of it, especially if we shrink more assets such as the laundry company.

Personally I am pretty well tied up in loans right now and would be in no position to take more stock unless a long time note could be given for the same.

Will you please drop me a line giving your expression as to what you think about buying more of his stock.

With kind regards, I am

Yours very truly,

Erving A. Collins
EAC-4.

IAC/MLA

June 22, 1927.

Mr. Irving A. Collins,
Moorestown, New Jersey.

Dear Irv:

Regarding Fowler's stock. Every time we get a little money ahead we seem to have to spend it. I don't see any particular reason why we should load ourselves down with Fowler's stock at this time. I have advised him to keep it as it will some day be very valuable to him.

I am, like yourself, well tied up with loans at the present time and don't like to assume other obligations. We might let the matter drag along for another few months or until the next selling season is on and then see how we stand.

Hope to see you soon.

Yours,

CGF:T

June 22, 1927.

Mr. Irving A. Collins,
Moorestown, New Jersey.

Dear Irvi:

I have yours of the seventeenth regarding the Gulf Stream Club. This has been the main thought in my mind, that we must be careful and get the proper frame up that is both legal and equitable.

I think one of the first things to do is to get proper control of Coccolobe Club and then transfer it to Bay Shore Company. The Club is now breaking about even and should commence to make a little money, possibly this next year. As long as I have been putting up the money for the Club, I don't see any reason why we should not use it for the best interests of all our property. However, I wish you would think the matter over and let me have your advice.

The Club idea is going over big. I am certain if I can ever get Davis and Sheedy lined up and get the whole proposition cleaned up where we can go to work for members, that we can get all the members we want, and then we will have considerable money to spend on the various properties and for club purposes. If you will stop to realize, we control at this time the greatest out-of-door organization of clubs and sports in existence but we are not using our weapons to the best advantage. This we must do this summer.

Just finished a trip with Secretary of Labor Davis and some friends of his. They were tremendously enthusiastic about Montauk. Gave Mr. Davis a couple acres as a present to the Loyal Order of Moose and he is going to build a home of some kind on this for Moose headquarters. This will certainly give us a lot of publicity among hundreds of thousands of Moose and it ought to give us a lot of business. Mr. Davis is going to do everything he can to assist us and he is right now one of the most powerful and able men in Washington.

It will be a load off my mind if you and Walter attend to the laundry and the handling of the stock. Any arrangement you make is satisfactory with me.

Yours,

July 12, 1927.

Mr. Earl Anthony,
Los Angeles.

My dear Anthony:

One of our big stockholders in Miami Beach and Montauk, Mr. Irving A. Collins, is coming west for the first time to see California.

Mr. Collins is a Quaker, does not drink and is not liable to get into any trouble. I told him if he did get into trouble of any kind to go and see you.

I hope that if you are down east this season you will be able to run out and see Montauk.

Yours,

CGF:T

Carl
Caffrey

Moorestown, N. J., Sept. 29, 1927.

Mr. Carl G. Fisher,
Port Washington, L. I.

Dear Carl:

Your letter of the 27th, arrived on this, my fifty-fifth birthday. I am not bragging about it, but I am glad I have boasted the good die young, and I am also glad my health is as good as it ever was, and I have nearly as much pep as I ever had.

I am sort of glad you can make arrangements to keep the Montauk Manor open all winter. If this can be done without too much loss there will be beautiful days this winter that will lead to the observation of the property by visitors and should result in some sales.

I am arranging to come over next week, and I am glad Walter is coming up as there are a few things we want to get finally and definitely settled.

I note Caffrey has resigned. It is very annoying to have to put in a new manager all the time, as I know from experience, but I also know a change is best if the party is not satisfactory. I am surprised to know that Caffrey lasted as long as he did as a manager. This picking managers is no easy job and I hope you will be able to get a good one sooner or later.

Reference to selling your house, Carl, it seems an awful loss to take, but I do believe it would be better for you to take the loss and get a home at Montauk, than it would be to hold on to Sands Point house. The loss you would receive from the sale of the house would soon be forgotten in the reduced expenses that you would get from a pleasant home built in Montauk. I am referring to taxes, upkeep, repairs and help.

I read the copy of your letter to Walter, and I hope after he gets all his grooming done, such as hair cut manicure, etc. his mind will be keen so he might help in the conference. I don't know of a man better fitted for his position than Walter, but I do believe it is necessary for you and I to sit in with him and be sort of a guiding factor for his energies.

Carl G. Fisher Sheet #2

In your letter of the 24th, you speak of the marble. I have seen this and it looks very pretty. Do you feel sure of it's durability, and has this been tested out in salt water, and do you figure the square foot cost laid of 30¢ is correct and dependable?

I am I will be glad to see you, and with kind regards,

Yours very truly,

Irving T. Collins
Per - A

IAC/MLA

Irving Collins

Moorestown, N. J., October 19, 1927.

Mr. C. G. Fisher,
Port Washington, L. I.

Dear Carl;

I have your letter of the 15th, and regret it does not positively announce the sale of your home at Sands Point. I expect that is just what they will pull over on you, but I hope when that offer comes you will be in a position to tell them to go to h---.

The idea of selling the two ferries to the Key West crowd is very good, and I know Walter will consummate the sale if possible, because he knows exactly how we feel about it.

I note you expect to leave for the south around the 15th of November. I am planning to go to Florida about the same time, or get back in time for Thanksgiving, so most likely I will see you there.

I hope you can pull something over on Kistler, and if we have an active season together with is financial luck he has had, we may pull something over at that time.

Yesterday I wired them to go ahead with my home in Florida. It will cost about \$65,000. I didn't feel I had the money, but I felt it the best thing to do to show faith in the Beach. Surely the price quoted is much below what it will be built for in the future, and almost half what it would cost about a year or so ago. I may come to you for some money, but we are all working together and will do the best we can to pull the fat out of the fire.

I had a letter from Fowler a few days ago renewing the request to loan him \$35,000. on his stock. I told him there was no show at all, but if he got desperate with his back to the wall I would not say definitely but I would try desperately hard to buy some more of his stock at 3 to 1, but I hoped he could get along without it.

I don't find business conditions here very much to my liking, and I am keeping my nose pretty well to the grindstone to get some collections in and get ready for the winter, reducing inventory, etc., and I may and may not see you before you go to Florida.

With kind regards, I am

Yours very truly,

Irving A. Collins

IAC/MLA

THE CARL G. FISHER PROPERTIES

MEMO TO Mr. Fisher
Copy to Mr. Collins

FROM Mr. Kohlhepp

DATE October 29, 1927.

SUBJECT Pancoast Hotel

Dear Mr. Fisher:

Arthur and T. J. Pancoast were in yesterday and described their difficulty in securing funds from the banks to cover the opening expense of the Pancoast Hotel.

For the past two years the Citizens National Bank & Trust Company, of which he is a director, has accommodated them but in the past few months the Citizens arranged a large loan in New York and one of the conditions of the loan was that Ed Romfh was to represent the New York banks in checking the affairs of the Citizens National Bank & Trust Company; therefore, Ed passes on all loans and is practically managing the affairs of the Citizen. This prevented Arthur getting a loan through his usual channel.

They made application to the Miami Beach 1st National Bank and Ed Romfh has just agreed to approve the loan through that bank, provided we will give him the endorsement of the Miami Beach Bay Shore Company, the loan to be paid for in February.

They require \$18,000.00, \$5,000.00 of which is to take care of past due interest on their first mortgage bond held by Miller. As this interest matured on October 15th, it is necessary that Arthur secure this loan in the next week or so, or Miller will undoubtedly try to make it embarrassing for him. Miller is rather peeved at Arthur as Arthur would not pay him a bonus of \$2,000. or \$3,000. last year when he paid up the old items of past due interest and principal and is apparently not willing to help stretch the matter out as he did last winter.

Arthur & T. J. are extremely anxious to finance the hotel over the winter as they feel confident that with a good winter's receipts they will be able to re-finance the whole hotel on terms that they will be able to meet.

I have sent Mr. Collins a copy of this memorandum and will await advice from both of you before giving T. J. and Arthur an answer.

W.A.Kohlhepp.

WAK:E

Pancoast Hotel.

To: Mr. W. A. Kohlhepp.

November 1, 1927.

Regarding the Pancoast: Whatever Irving Collins wants to do in this matter is all right with me.

CGF:T

Copy to Mr. Collins.

October 15, 1927

Mr. Irving A. Collins
Moorestown
New Jersey

Dear Irv:

I waited until today to write to you about the proposed sale of the house. The other day, a very wealthy and influential man came out to see the Sands Point House, his purpose being to use it for a club. He expressed complete satisfaction with the lay-out, and said he would let me hear from him in a few days, but I have not heard from him yet. I do not know what their plans are, in as much as they cannot use it until next Spring, but they will probably do as I did...wait until winter set in and snow drifts all over the place and then make an offer of \$35,000. less than it had been priced for....and I believe this is exactly what they will do.

I have asked Walter to sell the two ferries to the Key West crowd, and if that deal comes through, it will give us \$180,000. to immediately apply toward our interests in Miami Beach. I have no use for this money here, and we can immediately send this ferry south. It will take care of the situation, and will also save us from selling the ferry at a big discount. It would be difficult to get another ferry like this one built at the discount we got. I doubt if Monroe County can find any ferries more suitable for their needs than the ferries at Miami Beach, so I am in hopes the sale will go through.

On account of the big boom in real-estate on Long Island, the entire Island is suffering sort of a relapse. Real-estate on Long Island last year, went through a period similar to the real-estate boom in Florida. No doubt, we have done more at Montauk than any other concern in this country. I believe we are going to have a very good season there next year; I am only worrying about hotel accommodations.

As I see things now, I can get away from here not before the fifteenth of November or about that date. Hope to see you before I get away for the south. When do you expect to go.

I am going to try to sell Kistler the Nautilus in one more attempt. He is in a much better financial con-

Mr. Irving A. Collins
Page #2
10-15-27

dition now than he was this summer. Also, I believe his family affairs are straightened out. If he gets these affairs straightened out in good shape, we have a good chance to make a deal with him.

I am writing all of our hotel managers to get busy and make money this year or we will make a change.

Yours,

CGF:d

Moorestown, N. J., December 20, 1927.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

Fowler got me on the 'phone this morning, and I bought 10 shares of his Bay Shore stock for \$2,750 per share. Five of these shares are for you if you want them.

He seemed to be in a desperate hurry to get this money and I am sending a check endorsed to the bank to be delivered on surrender of the 10 shares of stock. I offered to buy 20 shares so he would be able to pay up the family installment due Bay Shore, but he said he wanted them to pay their own installments and that some of it would be paid after the first of the year. However, he did say that if they did not pay by the first of February he would sell more stock and clean it up at that time.

I am not worried about Fowler, but when you or I control this stock I will feel much better satisfied.

With kind regards, and wishing you a Merry Christmas, I am

Yours very truly,

Erving A. Collins
A.

IAC/MLA

December 24, 1927.

Mr. Irving A. Collins,
Moorestown, New Jersey.

Dear Irv:

I have yours of the twentieth.
I will take my share of that stock just
as soon as I can get a hold of some cash.

We are working on a plan now to
refinance the Flamingo and the Lincoln,
which will help some.

Hope to see you soon.

Yours,

CGF:T

Moorestown, N. J., December 27, 1927.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

Of all the nice Christmas cars of originality I received this year I think your's heads the list. The foot print of Routy designating his mark is certainly original, and I accept with great pleasure the greetings on the card and wish to return the same to you and Margaret.

As I wrote you, I have consummated the sale of 10 shares of Miami Beach Bay Shore stock at \$2,750 per share with Fowler. I borrowed \$30,000 and sent him my check. Half of this is yours if you want it.

Along this line in reference to the appraisal of the property in your name. I don't feel you should be put to any expense in appraising the Miami Beach Bay Shore property or any of those sales, as I feel the value of this stock held by you should be set up as this sale from Fowler to me, even if this is much lower than the other 40 shares I bought at \$3,500 per share. I don't feel any appraisal they should make would be any improvement as set up by this sale. Of course, they perhaps may increase the value of the stock by enhancing the value of the real estate unsold. On the other hand, they would have to depreciation the Notes Receivable to a certain extent, which would offset that and drop back pretty close to 3 to 1.

In reference to garages in the rear of the Boulevard Hotel. This might be a good idea for our company to put up some private garages there, say 10 or 12, if we have the room to do it. You will remember this hotel is on a lot that is not very large and perhaps the hotel covers the whole lot, but if it does not, I think it would be advisable and a good income to put up some neat garages there and rent them out to individuals. I do not think a public garage or public storage room is necessary at that point.

Time is growing very short for this Northern cold climate for us and we will soon be with you.

Yours very truly,

Waring J. Collins

IAC/MLA

W. J. Collins
See me

THE CARL G. FISHER PROPERTIES

MEMO TO Mr. Irving A. Collins

DATE June 6, 1929.

FROM Paul Kunschik

SUBJECT _____

I have your letter of the 4th instant with reference to Mr. Muir. This is the first information I have that he wrote to Mr. Fisher and you on the subject of my memo to him, a copy of which I had sent to both of you without comment.

Mr. Muir received from me the original of the memo and, therefore, had full knowledge of everything I presented to you on the subject, but he did not extend to me the courtesy of supplying me with a copy of his letter to Mr. Fisher and has offered no explanation of nor excuse for his attitude in the specific cases set forth by me.

As I have not seen his letter, I have, of course, no comment to make, except the above, and will be glad to discuss the matter further with you when you get here.

In the meantime, in order that there can be no argument about the subject matter, form of request or time of presentation, I am submitting all legal matters in writing, retaining copies.

I want to repeat what I have previously told you that all other departments are giving me the most friendly and willing cooperation and I assure you I would be happy to be the first to make this statement include all departments.

PK:MKH

Paul Kunschik
PAUL KUNSCHIK

COPIES TO: Messrs. Fisher ✓
Muir

Collins

August 16, 1939.

Mr. G. W. Watson,
Montauk Downs Golf Club,
Montauk.

Dear Mr. Watson:

This will introduce to you
Mr. Irving A. Collins, a large
stockholder both at Montauk and
Miami Beach. Kindly extend the
courtesies of the Club to Mr.
Collins and his family during
their stay here over the week-end.

Yours truly,

T

IRVING A. COLLINS
MOORESTOWN, NEW JERSEY

April 17, 1930.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

We arrived home safely this morning, found no improvement in my brother, hardly a chance of his recovering.

As I tried to tell you over the telephone before I left, you should not have given me that stock for Montauk, because I am just as loyal and good a friend of yours without it as with it. I am for you 100%. Your good deeds are guided by your good will and only under those conditions I accept the stock. *WILL*

I was looking for a telegram from you saying you had sold the Brennamen house to Neuly. Perhaps you have not pulled that over yet. I hope you will.

Will be glad to hear from you, and with kind regards, I am

Yours very truly,

Irving A. Collins

~~IAC/MLA~~

TREIBER DIESEL ENGINE CORPORATION
CAMDEN, NEW JERSEY

Collins
April 19, 1930.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Mr. Fisher:

On April 8th I addressed a letter to Tyndall outlining the present share holdings of all stockholders of the Treiber Diesel Engine Corporation, together with information as to their subscription rights.

In the first paragraph, page one, I outlined my understanding as to what Irving Collins had agreed to do, namely, take \$50,000.00 worth of stock. He has already paid in \$11,700.00 which leaves a balance of \$38,300.00 yet to be paid. For the \$11,700.00 which he has paid, he ultimately received 360 shares of stock which cost him \$32.50 per share.

Irving came in late yesterday afternoon and looked the place all over carefully. He seemed to be well satisfied with what he saw. Before he left I asked him for the additional \$38,300.00 which I understood he had agreed to put in. He told me that he had assumed several obligations recently which he had not anticipated at the time he told you that he would put in \$50,000.00. In other words, he was not flush right now. However, I kept after him for a definite commitment and he then stated that he thought he should have a greater portion of the \$32.50 per share stock and asked that I telephone you last night and find out if you were agreeable to selling him some more of your stock at that price. He figured that he should buy 293 shares of the old stock at \$65.00 a share or 586 shares of the new stock at \$32.50 a share but I finally persuaded him that his figures were incorrect and that he should be privileged to buy only 255 shares of the old stock at \$65.00 or 510 shares of the new stock at \$32.50, provided, of course, you were agreeable to selling him any of your stock at that price. If you sold him 255 shares of the old stock or 510 shares of the new stock, you would receive \$16,575.00. You would then, in turn, subscribe for an additional amount of the new stock at \$50.00 per share and would receive for that amount 331 shares of stock. You would have given up 510 shares and the difference you are actually giving up, which would be 179 shares.

I don't just understand why Irving did not take this matter up with you himself prior to his leaving for the North.

If you are agreeable to the transaction as outlined, will you please wire me on Monday as Collins wants to do some financing and is anxious to complete it immediately, so he says?

Summarized, it means just this: The Treiber Diesel Engine Corpor-

4/19/30

ation will receive the same amount as originally intended, i.e., \$38,500.00. If you sell Collins 510 shares of the new stock at \$32.50, you will receive \$16,575.00. You purchase new stock at \$50.00 a share and you get 331 shares. you will have given up 510 shares to Collins so you have ^{actually} given up 179 shares of stock. With Collins 360 shares which he now has and the 510 shares that he would obtain from you, he would have a total of 870 shares. That entitles him to subscribe to 435 shares of the new stock at \$50.00 a share, costing him \$21,750.00, which he will do. He will pay you \$16,575.00, as above mentioned, so that he will have paid \$38,325.00, together with the \$11,700.00 already paid in, making a total of \$50,025.00, the amount he agreed to pay.

I should not have attempted to telephone you last night if Collins had not insisted upon my doing so.

With kindest regards, I am

Very truly yours,



F. R. Humpage.

FRH:FB

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	CABLE LETTER
NIGHT LETTER	WEEK END LETTER

Patrons should check class of service desired; otherwise message will be transmitted as a full-rate communication.

WESTERN UNION

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

NO.	CASH OR CHG.
CHECK	
TIME FILED	

Send the following message, subject to the terms on back hereof, which are hereby agreed to

FI 16 CGFP FI MIAMI BEACH FLO APRIL 21 1930

F. R. HUMPAGE TREIBER DIESEL ENGINE CORP. CAMDEN NEW JERSEY

SATISFACTORY TO MAKE DEAL WITH COLLINS ON MY STOCK AS
OUTLINED IN YOUR LETTER OF NINETEENTH

CGF:T

C. G. FISHER.

IRVING A. COLLINS
MOORESTOWN, NEW JERSEY

April 29, 1930.

Mr. Carl G. Fisher,
Miami Beach, Fla.

Dear Carl;

I have your kind letter of the 28th. I note you hope to get \$80,000. from the Bath Club. This I presume is the two lots north of their present site and south of the two lots we sold to the Gulf Stream Apartments.

Now, Carl, don't get soft. Don't sell them these two lots for less than what the Gulf Stream Apartments paid for those two lots just north of the two lots the Bath Club want. The Bath Club has done a lot of good for the Beach, but don't forget early in the game we practically gave them their present site.

Hope by this time you have landed Newby but he is such a hard one I don't believe you will.

I note that you have transferred \$25,000. more to Fletcher bank, and \$10,000. to Camden. It is needless to tell you because you already know, we have a hard budget to meet for the coming year and we will have to be saving on our cash. While we have plenty of money now, there are committments coming on that we will need our money later in the year, so don't get too far out on the limb.

I will see you early Friday morning to go over these different affairs.

Yours very truly,

Irving A. Collins

IAC/MLA

IRVING A. COLLINS
MOORESTOWN, NEW JERSEY

June 6, 1930.

Mr. Carl G. Fisher,
Montauk, L. I.

Dear Carl;

I am glad to know you received your money from the Indianapolis real estate. I think the sale was a good loss now, it will do you more good than later on.

I note Uncle Vic will be there about the 4th or 5th. I am leaving tonight for Florida and return Friday, June 13th. I am planning now to be out to your home the night of June 19th, and hope Uncle Vic can be there at that time.

We certainly are accumulating a lot of money. I don't know of any safe advancement on any liability we have. We will need all this money for expenses from now until the first of February.

There is some doubt in my mind as to our ability to liquidate in cash those bonds we will get for the golf links, so we cannot count on those items too strongly as a cash item.

I can hardly see it would be advisable to pay any cash dividends right now. However, I will talk this over carefully when I see you on the 19th.

Yours very truly,

Irving A. Collins

IAC/MLA

June 7, 1930.

Mr. Irving A. Collins,
Miami Beach,
Florida.

Dear Irv:

Your memo on dividends is the only voice I have heard in that direction, so the idea must have occurred to you in your sleep. We are not thinking of dividends up here; we are trying to accumulate cash to take care of coming liabilities and have a substantial bank balance on hand.

It is just a question of how much necessary funds we have that we should put on small deposit interest.

However, will talk this over with you when I see you next week. (19th)

Yours,

CGF:T

August 27, 1930.

Mr. Irving A. Collins,
Moorestown, New Jersey.

My dear Irv:

I wish to immediately take over your stock in the Treiber Diesel Engine Corporation and I figured out the following idea:

To give you a First Mortgage on either the El Mar property for the cost of your stock plus seven per cent, or an ocean front lot which you were about to deed to me, possibly you have already done so. At any rate, either of these pieces of property are safe for your investment.

I wish, however, you to retain this stock until such time as the Company is straightened up. It may be necessary to have your vote as a heavy stockholder in some important transaction.

In response to ten letters that were sent out a few days ago, Treiber got an urgent telegram to come to Chicago and confer on selling the entire business. It may or may not go through. In the meantime, however, I think it is quite proper that we go ahead with our transaction and I would rather you would draw the papers just as you think they should be and forward them to me for signature.

Hope to see you soon.

Yours,

CGF:T

P.S. LeBoutillier sold his house for \$52,000. cash last week, giving him a profit of about \$16,000.

In Collins

THE CARL G. FISHER PROPERTIES

MEMO TO Mr. Carl G. Fisher
Copy: Mr. Collins
FROM Paul Kunschik

DATE September 6, 1930
SUBJECT _____

I submitted to you budget of The Alton Beach Realty Company, The Carl G. Fisher Company and Carl G. Fisher. I have just discovered that I failed to include in this budget a note for \$65,000.00 payable to IRVING A. COLLINS, which is due October 4th with interest. This represents money advanced by Mr. Collins to purchase the stock of C. G. Fowler in Miami Beach Bay Shore Company, of which you were to take half and Mr. Collins half. When Mr. Collins sees you next week you might discuss this subject with him and advise me what agreement you reach with him on this subject.

PK:MKH

Paul Kunschik
PAUL KUNSCHIK

September 9, 1930.

Mr. Paul Kunschik,
The Carl G. Fisher Properties,
Miami Beach, Florida.

Dear Paul:

I think a day or two ago I wrote you that the Improvement Company would deed to the Alton Beach Realty Company a certain lot on the ocean at or about the intersection of Nineteenth Street extending to the ocean, commonly known as the Poindexter lot. I wrote Mr. Pancoast that this deed should be prepared. Please cooperate with him that this deed is prepared, proper survey of it made, appropriate and sufficient brief of title brought up to date, and have this lot transferred on the books from the Improvement Company to Alton Beach Realty Company.

It is Mr. Fisher's desire to give me a mortgage on this lot to the amount of the money I put into the Treiber Diesel Engine Corporation, with seven per cent interest. I will forward you the date of these certificates and the amount of money I paid so that this interest can be computed and added to the principal sum that I paid for these Treiber Diesel certificates. Have a mortgage drawn in the name of the Irving A. Collins Corporation with seven per cent interest, one year.

Yours truly,

Irving A. Collins
Irving A. Collins
Carl G. Fisher
Carl G. Fisher

IAG:T

Moorestown, N. J., October 7, 1930.

Mr. Carl G. Fisher,
Montauk, L. I.

Dear Carl;

I saw Humphage yesterday and he was complaining about a stomach ache and was not feeling very well. I know his wife's condition troubles him a great deal. After talking with him I wrote a letter to Jacobs, as per enclosed copy, to get the latest angle on it and as soon as I receive his reply I will forward you a copy.

In trying to adjust the value of the Pancoast Hotel Bonds now held by the Miami Beach Bay Shore Co., which are ultimately to be taken over by the stockholders of the Miami Beach Bay Shore other than yourself, I hear a rumor that the Pancoast crowd thinks we should transfer these bonds at 85; that they said you made the statement any time they could pay it off they could pay it off at 85. What are your recollections on such a statement?

It seems to me that some people never appreciate a friend or help when they get it. Arthur Pancoast was down and out in 1925 when we took over these bonds and had we not done so he would have been sheriffed out. We did it from a spirit of cooperation and help; also to save the reputation of the Beach at that time.

He has never paid any interest on these bonds since they were issued, and many times have we wished we had the face of those bonds in the Bay Shore treasury. He sold his first mortgage bonds at 85 at 8%. We then took \$191,500. general mortgage bonds at the same rate. Likewise he sold eighty or ninety thousand dollars worth on the outside at this same rate. Since which time he has been scalping them in at any price he could get around 85.

Personally, I don't think he is entitled to have these back at 85, neither do I think we are called upon to sell them at 85. I adjusted the price at 93.2 which is the computed average time they have run to what they will have to run, namely; 1935.

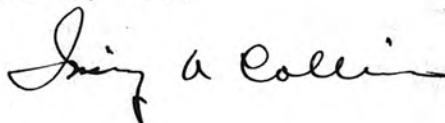
All of these bonds are due and past due with the exception of a few thousand in 1931. We have made no effort to call these bonds, but sort of waived him the interest, and would let them run until refinancing as he positively must refinance in 1935.

Mr. Carl G. Fisher Sheet #2.

I have endeavored to adjust this matter between man and man from a business point of view and not from a sentimental viewpoint.

I wish you would give me your reply in regards to this matter, and with kind regards, I am

Yours very truly,

A handwritten signature in cursive script, reading "Irving A. Collins". The signature is written in dark ink on a light-colored paper.

IAC/MLA

IN Collins

November 3, 1930

Mr. C.M.Keys,
39 Broadway
New York City

My dear Clem:

Mr. Irving Collins, whom you met at Port Washington, and probably know, represents the greatest interest next to myself in the Fisher Properties and my closest advisor in all my business relations, will leave here Tuesday, arrive home Thursday, and get in touch with you immediately by phone for an appointment with you.

Will you please accept him as my most direct representative and tell him things you would tell me frankly. He will ask you several questions and your answers to him will be exactly the same as if you were discussing the matter with me, and I am asking him to call on you as a direct representative and not one that might be considered as an employee on the payroll.

Yours,

CGF:A

From Steve Hannagan

Collins

VIENNA AUSTRIA AUGUST 00:

"For want of a shoe the horse was lost", runs part of a wag that was changed here today to "for want of his trousers, a prominent man was embarrassed."

Irving A. Collins, Miami Beach, Florida, capitalist, arrived here in a sleeping car this morning minus his trousers which were stolen from his compartment during the night.

With all baggage save his toilet articles, carried in a small case, being transported by express, Mr. Collins was compelled to wait in his sleeping car, holding up the train many moments while the station master rushed to a nearby clothing store and snatched up a pair of trousers.

In his misfit raiment, Mr. Collins went to his hotel where his baggage already had preceded him.

Vienna was smiling all day at the amusing plight of the good natured American, who received no less than fifty apologies from railway executives.

It is more attention than I have had paid to me any place in Europe", smiled Mr. Collins, "and I am seriously considering making arrangements to arrive in each new city without trousers. "The situation brought about more attention than a visiting diplomat would receive. Still, it is a diplomatic venture, indeed, to travel from one's sleeping car to a local hotel sans trousers."

-----sjh-----