

Finances - 1920

January 7th, 1920

Mr. James H. Gilman,
Bank of Bay Biscayne,
Miami, Florida.

Dear Sir :

Confirming our conversation of yesterday regarding a Bank over here : You may be interested to know that a hundred and fifty thousand dollars worth of property has been sold at the Beach since I saw you last. The Stutz home sold for \$65,000 yesterday to a Miami home holder; the Collins Avenue shuttered house, opposite Newby's, was sold to Mr. Cummins of Cleveland at \$30,000 -and six lots on Collins Avenue and four lots on James Street have been sold this morning.

I mention this to give you an idea of the way things are coming over here. I spoke to Allison about investing some in a new bank over here ; he said he would be very glad to take a small block of stock, as I will, and as we can probably get several other wealthy investors - but the main thing is to get the bank up and in operation, and then it will be no trick for us to make up quite a list of investors as well as a list of depositors.

I want very much for you to decide to go ahead and do this - to get quick action on it and get the building up and completed ready for next season. I would like to meet you over here to show you what I have in mind and to show you a location.

I am enclosing you copy of the new Flamingo Hotel, which has just come in. We are now buying materials for this and are going to try and have it to the fifth story in three months.

Yours very truly,

CGF:R

February 22nd, 1920.

Mr. James Gilman, President,
Bank of Bay Biscayne,
Miami, Florida.

Dear Jim :

I saw Mr. Seiberling today - and you can put
him down for ten thousand in the Bank. Mr. Seiberling
will make us a dandy man.

Yours very truly,

CGF:R

Francis 20
Flamingo
Bond

February 25th, 1920.

Mr. S. A. Fletcher, President,
Fletcher American National Bank,
Indianapolis, Indiana.

Dear Stought :

We have started on the Flamingo Hotel at Miami Beach - plans by Rubush and Hunter. The Hotel proper, without furnishings, will probably cost \$600,000.00. The Hotel is located on a very fine piece of ground on the Bay front, with 600 feet frontage and about 700 feet in depth. We have sold property on both sides of this Hotel, before the Hotel was even started, at \$200 per front foot. The building of this Hotel on this property will easily give the Hotel a ground value of \$300 per foot. In fact - we will be selling property on both sides of it at \$300 per foot within the next six months.

We want to issue five hundred thousand dollars worth of bonds on this Hotel property. Have you a Bond Company that could handle these bonds and at what percent? Let me hear from you.

Our Company has sold over five hundred thousand dollars worth of real estate since the first day of January. The Ocean View Company, adjoining us, has sold over two hundred and fifty thousand since the first of January. A total on the peninsula of about a million, three hundred thousand has been sold in the last sixteen days. Most of these sales, however, are on two, three and four-year payments with one-fourth down.

I have no doubts and have about \$300,000 to \$350,000 in the bank now - but the building program I am carrying thru will call for an expenditure of about a million dollars in the next twelve months.

Yours very truly,

CGF:R

This letter was dictated over three weeks ago, but on account of the illness and absence from the office of Mr. Fisher's Secretary, was not written until today.

Finances
1920

March 31st, 1920.

Honorable James P. Goodrich,
Governor of the State of Indiana,
Indianapolis, Indiana.

Dear Mr. Goodrich :

The other day I sent you a map of the entire peninsula showing the various property holders. We have three large companies operating here on the peninsula, namely :

The Miami Ocean View Company - which also owns Star Island. I have about a third of the stock of this Company, and this Company has paid out and has about two-and-a-half million dollars worth of property on hand as profit on a four year operation. They own the land next to the Causeway - and this part of the peninsula will probably be used as a business center because it will be necessary for any future harbor we have to use the property at the southern end of the peninsula or nearest to the Government opening to the Sea. This will give a very hearty demand for the Ocean View property for a business center.

The next property north is the Alton Beach Company - which belongs to me. I have no associates or stockholders and I have invested in this property about two-and-a-half or three million dollars, and have a profit in sight on about 400-acres of six to ten million dollars.

The Miami Beach Improvement Company, who formerly owned a big portion of the property north of the canal and north of the Alton Beach property, have been practically absorbed by the Miami Beach Bay Shore Company. The Miami Beach Company retain about 150-acres of land which comprises their grove, and about a half mile of water front : the balance has all been taken in the Bay Shore Company - and on the Bay Shore property we will have about ten miles of water front when our plans are completed.

I would like very much to have you take some stock in the Bay Shore Company if you can, as it is going to be a very large company with an unusual profit. Our sales are continuing quite strong in all of our companies, even after most of the guests have gone home. Sales at this office have been running about as follows : March 30th, \$26,500; March 29th, \$28,500; March 18th, \$19,000; 17th, None; 20th, \$15,500 and also on the 20th one lot sale, 100 x 320, on the Bay front, \$40,000, to H. E. Talbott of Dayton, Ohio; 22nd, None; 26th, \$19,500, 2nd, \$15,000; March 1st, \$47,000 - \$30,000 of which was in the Bay Shore Company's new subdivision; March 3rd, \$38,000 at our office and \$8,000 on the Bay Shore. So far, we have sold a total of something over \$225,000.00 since the first of January in the Bay Shore subdivision - and we should have a very large sale on the Bay Shore property next Winter. At the

Governor James P. Goodrich. #2. March 31st, 1920.

present time we can offer nothing more in this company's real estate on account of the fill being delayed and so much general improvement going on that it is impossible to get teams and help.

I enclose you herewith a statement of the Bay Shore Company holdings - which shows the amount of land, amount of cash put into the company, the sales, and cash on hand at the present time.

You will be interested to know that we have made arrangements for the first Steamship to operate between here and Havana, commencing this run some time in November.

Yours very truly,

OGF:R

COPY

Frances

April 1st, 1920.

Mr. Cecil G. Fowler,
Fowler National Bank,
Lafayette, Indiana.

Dear Cecil :

Krom came back very enthusiastic about the furniture and other arrangements you two had made, and I am glad you are both well pleased with the deal.

We have some very beautiful drawings of cottages for the Hotel but I cannot see how it is possible to put up more than six at this time. In fact, we are having so much trouble in trying to get rock for our numerous projects that we are now trying to interest somebody else in the rock business to help us out. The cottages will cost four, five and even six thousand dollars apiece, but none of them will rent for less than \$2500 for the season.

There is so much lumber around, hauling and running over the property at this time that there is no possible chance of planting now - but we can do an enormous amount of planting in two months.

I do not agree with you in regard to wood cottages. It would cheapen our property. They must be of stucco - and anyway, it would be cheaper to construct them of stucco than to repaint them every season. This country is very hard on paint, and even if you used the finest enamels you would have to paint them every season.

I will turn your letter over to Van - about the bonds. We will also see that your boat is put away.

We are still selling considerable property - not going quite as fast as we were, however. A good many people are leaving now, altho' we are having perfectly beautiful weather.

Drop in and see Governor Goodrich the first time you are in Indianapolis and see if he doesn't want to take \$100,000.00 in the Bay Shore Company.

Regarding the tile floor in the hotel : In addition to the extra expense, this wouldn't fit this climate at all and wouldn't be as practical as a good looking wood floor with very fine carpet runners - and the particular reason why I am afraid to think of the tile floor is on account of the Labor

Mr. Cecil G. Fowler. #2. April 1st, 1920.

Union. We are going to have enough trouble to tile the bath-rooms and we are in such shape that if we can't get the tile we will use a keen cement in the bath-rooms but we couldn't use this in the dining-room floor - and if we were to get up to the dining-room floor and couldn't get it done, then we would have to do it all over again.

Yours very truly,

CGF:R

Finances

May 3rd, 1920.

Mr. Cecil G. Fowler,
c/o National Fowler Bank,
Lafayette, Indiana.

Dear Cecil :

I have yours of the 29th - Don't worry a bit about Little John as he is alright. The dears you refer to, I don't know anything about, but probably they were made of tan buck pigskin and bound in brass. A telephone will cost you twenty dollars here that only costs sixteen up North - you can depend upon that. In fact, we can buy panama hats in Indianapolis for about half what we have to pay for them here. However, I will see John and have another talk with him - but I am satisfied that he is alright.

They are going along with the house the best they can. I went over to see it yesterday and went all thru it. It is going to be a beauty. The specifications for this house are making a damned fine place - and I doubt if you realize what a fine outfit you have there.

I will have Mr. Humpage write you all about the Hotel Bonds. We are going ahead with the Hotel and we are making speed. The first floor is all poured except a little piece in the center, which is probably being poured this afternoon, and they are already taking some of the forms off for the second floor. They think they will have it all poured by the middle of August.

I don't think I could get away to drive East about May 17th - in fact I know I couldn't - but I wish you could be down East about the 15th to the 20th and get those 52 cases of liquor going to be down there about that time. I enclose you herewith a list of the liquor. The fellow who is going to bring it down will have it on a boat and deliver it to the Consolidated Shipbuilding Corporation - but you want to keep close mouthed and don't tell even your best friend about it, as it might leak out - but there should be some way to get this liquor out to Indianapolis.

I hope you will sell out that Aurora Hotel and put the money in the Bay Shore. It is the best bet there is in the United States.

I am quite sure, and have known for some time, that finances are going to be bad - in fact, I have worried a great deal about it, but we are in a funny position - if we let the dredges go off the Bay Shore work, we couldn't let the contract again for less than double what we are now paying, and if we stop our improvements, we stop the sale of real estate. All of our companies are continuing to sell. For instance - last week we sold \$68,000 worth of Alton Beach Property while I was off

Mr. Cecil G. Fowler. #2. May 3rd, 1920.

hunting Flamingos. The Bay Shore Mid-Golf Subdivision is entirely sold out and we have nothing to offer right now.

I can see where I can get my hands on about a million dollars but I really need about \$1,400,000.00 to carry the job thru in good shape and avoid being worried - and this will leave our companies in wonderful condition for the sale of property next year. We have some 1500 men at work now and we are making big progress. You won't even know the place when you come down here in June. I expect to come down about the 15th of June and will be glad to have somebody come along with me.

I am not starting anything new - am just finishing up what we already have started. We can't stop on the Hotel and we can't stop on the Street Car Line; can't stop on the harbor for the Steamship "Miami" and can't stop building roads and completing our houses which we have started and which are now almost three-fourths finished - so the best thing for you to do, as I see it, is to get rid of all the miscellaneous stuff you have up there and shove the money into the Bay Shore Company. This is going to pay the damndest biggest dividends of any company you ever heard of, within the next three years.

Yours very truly,

CGF:R

8

Finances 1920

May 5th, 1920.

Commodore Chas. W. Kotcher,
Kotcher Lumber Company,
Detroit, Michigan.

Dear Commodore :

Am glad to hear from you.

Purdy has a big job cut out, but he will get away with it somehow or other. I think if you could get the old Shadow and spend about \$5000 on it, you would have a really good boat. You could probably take out the 8-cylinder motors and have them overhauled and then sell them for enough money to buy a new pair of Sixes. The old Shadow would be a much better boat with 6-cylinders than she is with Eight's. She would be much lighter in the head.

Sales continue to go. Our April sales were \$445,500.00 - and that is going some, this late in the season.

By the way : does that Bank that you are interested in want to purchase some first class real estate notes, backed up by the Alton Beach Realty Company with any kind of collateral they want, at about 9% discount ? I am enclosing you a confidential trial balance sheet which you might want to show to some of your Directors or stockholders.

I am coming home about the 17th and will expect to see you at the Races as usual.

We were over at Andros Island and got some good pictures of Flamingos - but don't say anything about it yet.

Yours -

CGF:R

May 23rd, 1920.

Mr. James H. Gilman,
Bank of Bay Biscayne,
Miami, Florida.

Dear Jim :

I have yours of the 17th : I shall be glad to get the wash drawing of the Bank.

I have only been home a few days but find a very serious situation here in the North that we people in Miami hardly appreciate. There is a terrible shortage of coal cars and a lot of the mines in this country are only working two days a week. There is a tremendous shortage of steel and a good many of the factories in the next two or three days and go on half time. Here in the city we can only get gas a part of the time. I had been reading some regarding this trouble in the papers, but really had no idea how serious the situation was until I arrived home.

I also find the money market very stiff and it is difficult to get money in any sums to amount to anything - and I would like to have you give me an idea of just about how much of our notes or bonds in the Flamingo Hotel Company, or short time real estate notes you can handle during the next seven or eight months. My partner, Allison, and I, are interested in several large pieces of real estate here that we have been endeavoring to sell - and there is a possibility of one or two of these pieces being sold as we are offering them at very reasonable figures - but there is also a possibility that they may not be sold. If all three pieces that we are offering are sold, I will have sufficient funds to carry out all my plans at Miami without any further call on you and Ed Kempf - but if these properties are not sold I will want to be able to get something around \$600,000.00 within the next seven months. Drop me a note and let me know your best advice in the matter.

If you and Gladys are coming up this way any time soon, let me know and we will have a little party. I still have a couple of bottles of Scotch and a couple of bottles of Gin up here.

We are having a tremendous advance sale for the Races on the 30th. It is the largest sale we have ever had in advance and it looks like we will have a hundred thousand crowd. If you are thinking of being up in this country near the first of June, make it at least the 31st of May for Race Day.

Yours very truly,

CGF:R



ESTABLISHED 1896

The Bank of Bay Biscayne

CAPITAL \$100,000.00

SURPLUS \$100,000.00

JAS. H. GILMAN, PRESIDENT

S. A. BELCHER,
VICE-PRESIDENT
T. E. JAMES,
CASHIER

E. B. DOUGLAS,
VICE-PRESIDENT
M. W. HALLAM,
ASSISTANT CASHIER

F. W. FUZZARD,
VICE-PRESIDENT
E. P. DUNCAN,
ASSISTANT CASHIER

Miami, Florida.

May 25, 1920.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Carl:

I received yours of the 23d, which I have read carefully, and have been well aware for some time past that conditions in the North were much more serious than they looked from the distance of Miami. I have seen things come to pass that I did not expect, and it has borne out what I have been looking for. Prices on merchandise have been going off and some of the merchants are going to be caught very badly with a large stock on hand which they are compelled to sell at reduced prices.

In regard to additional loans, you know very well, if there is anything we can do for you at any time we will certainly take care of you to our limit. In the last two weeks we have taken from Mr. Humpage, \$50,000.00 of paper, which takes care of the amount we promised him some time ago, and also takes care of the amount that I suggested we could loan you at the time we discussed the matter with Fowler and yourself.

I do not know just what to say in regard to notes or Flamingo Bonds. It all depends on the condition of the financial market during the next two or three months as to what we are going to be able to do for you. At Mr. Humpage's request, I have been trying for the last two or three weeks to float a loan for you of \$500,000.00, secured by your Alton Beach contracts, and endorsed by you personally. I am enclosing a copy of the final letter which I received from my friend in the North who has been trying to handle this for me. You can see what he says. It is the same old story, - they would be glad to do it, the security is ample, the rate attractive, but they simply do not have the money. That sounds like a story, but it is a fact, and if you will look at the statements of the big banks in the East and the Middle West, you will find they are all borrowing very heavily.

In regard to rate of interest, - we have been taking care of you at seven percent, letting the interest run with the note and payable semi-annually. This is the very best rate

C. G. F.

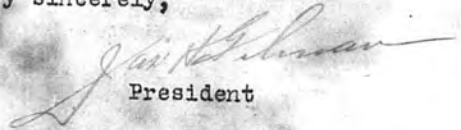
we are making any body, even secured by Liberty and Victory Bonds. We have any quantity of paper offered us each day that will pay us anywhere from $7\frac{1}{2}$ to $8\frac{1}{2}$ percent.

I only wish I could accept your invitation and bring Gladys up to the races. It is impossible for me to get away just at the present time as I am very anxious to get the Bank building at the Beach started and in good shape, and have had any amount of trouble in getting it started on account of advance in cement and other building materials. A little change would certainly be very welcome. There is nothing I would like to see more than the Indianapolis Races but I will have to put it off for another time. Am very glad to learn however, that the advance sale is beyond your expectations and I only hope you will have the crowd you expect.

I wish you would drop me a line whenever you have an opportunity and let me know how you find conditions.

With kindest regards, I am

Very sincerely,


President

G-D.

Copy

"I have taken up the matter of the proposed loan you suggested in your letter of the 8th, with two large companies here, that, in normal times, would be interested, and find, owing to general stringent conditions, they are not taking on any new loans.

I doubt if financing of that nature could be handled on anything like reasonable terms in either Chicago or New York, just now.

The great shortage of railroad cars seems to be at the bottom of the present situation. We are hearing it from every side. The bankers here feel we have passed the peak and that conditions will seem improved from now on."

Frances 21

June 1st, 1920.

Mr. John H. Levi,
Miami Ocean View Company,
Miami Beach, Florida.

Dear John :

I have yours of the 29th : Just wrote you this morning regarding the hold-up on the check to the Steamship Company. Crosby was here yesterday with Harold Talbott. Talbott's took \$50,000 and they may take some more stock. Hal is going to call up some friends in New York today and see if they will take \$100,000.00. You see, the Cubans fell down on their subscription from \$200,000.00 to probably \$20,000 or \$40,000. However, the Steamship Company can no doubt put a mortgage on the boat for the balance of \$185,000, which is just as good as selling the bonds - and it might be better for us not to sell stock for this balance, which would leave that much more to the original stockholders after the mortgage is paid off.

The only trouble now with raising money in the East is that there is a terrible shortage in cash - all the banks are frightened - and it is almost impossible to get ahold of any large sums. Everybody is wondering just what is going to happen. I wish that we didn't have quite so many things started at the Beach, altho' the starting of these various projects undoubtedly had a very big influence on the sales this past Winter - but we are certainly not going to start any more construction work or building. We are just going to clean up what we have going.

I don't know what the changes are in the contract, that you speak about. I had a talk with Fowler yesterday and he wants to go down there in a couple of weeks, and I would like to go with him, but I have only been home a couple of weeks and dislike the thought of turning around and going right back. I told him, however, that I thought I would go down some time in July.

Sorry you are having a lot of mosquitoes. Drop me a note whenever you get time and tell me how things are going.

Oh yes ! The Steamship Company have an offer from a very desirable concern in Washington to run the boat on the Chesapeake - Washington to Alexandria, Virginia, which Mr. Crosby thinks would be an easy run. It would give them \$50,000 for the season and would put the boat in first class shape by the end of the season. Crosby thinks they should accept this proposition. They can get slightly more than this for use on the Great Lakes, but Crosby thinks there would be no harm in this Chesapeake run and the boat would be covered by insurance. I understand that he compromised finally at somewhere about \$340,000 or \$350,000 on the job and that they now have a thorough first class boat.

GGF:R

Yours very truly,

June 2nd, 1920.

Mr. James H. Gilman,
Bank of Bay Biscayne,
Miami - Florida.

Dear Jim :

I am enclosing herewith a check for \$150,000.00 -
to credit the Alton Beach account. Mr. Humpage will come
over and talk to you and make the best arrangements he can
with you for Time Certificates.

I am also sending the First National a check for
\$100,000.00 and the Southern Bank \$25,000.00. Money is just
a little easier here now but I am afraid it is going to tighten
up again. I dislike very much to let go of some of our securities
that we have in this part of the country at the recent scandalous
prices - but it does seem to be hard to get hold of people who
have any large sums of money.

Our Bonds for the Flamingo Hotel will soon be ready
to issue and I am in hopes that you will be able to handle some
of these thru some of your customers. There should be a very
good sale for them as they are highly protected and pay good
revenue.

Yours very truly,

CGF:R

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

OFFICE
MIAMI AVENUE and
LINCOLN ROAD
Address all communications
to the Company

MIAMI BEACH, FLA.

June 28, 1920.

FH11-C-6-28-20

Mr. Carl G. Fisher,
434 N. Capitol Avenue,
Indianapolis, Indiana.

Dear Mr. Fisher:

I am enclosing herewith financial statements of the Alton Beach Realty Company and the Miami Beach Bay Shore Company, both statements being from June 21st to June 28th. Both statements are self-explanatory for the most part, but I would call your attention particularly to the following:

ALTON BEACH REALTY COMPANY

Regarding the item of \$15,000.00 received from Levi on account of the Miami Beach School Building, you are aware that this amount was given to the Alton Beach Realty Co. on account of an agreement made at the time the Alton Beach Realty Company and the Miami Ocean View Company arranged for the building of the Miami Beach School.

Under "Disbursements" you will note that we have paid Bowers Southern Dredging Company \$3,000.00 more on account of filling at Memorial Island. The amount earned by them was \$6,832.00. We have paid them approximately \$6,200.00. This includes amount advanced the Bowers Southern prior to the time they had completed the work. In other words, we still owe them approximately \$800.00 on account of work which they did on Memorial Island.

The \$2,815.00 on account of the Peninsular Terminal Company represents note of W. E. Brown given to Frank Osborn, which fell due on June 24th, for \$2,500.00 plus accrued interest of \$300.00, which note was paid by us.

MIAMI BEACH BAY SHORE COMPANY

We had to use an additional \$10,000.00 on a line of credit arranged for with the Bank of Bay Biscayne, so that the \$25,000.00 has now been used up. In other words, we have borrowed on account of the Miami Beach Bay Shore Company \$25,000.00 from the Bank of Bay Biscayne.

There has been advanced to the Bowers Southern Dredging Company another \$3,400.00. Clark now tells me that every-

thing is fixed so that Bowers Southern will paddle their own canoe after July 1st and that we will not have to make any more advances. They want us to pay them some cash each month, we to use approximately one-third of what they owe us each month in liquidating their present indebtedness to us. In other words, by the end of this month we will have advanced them approximately \$36,000.00. If their earnings are \$30,000.00 they want us to pay them \$18,000.00 in cash and carry one-half the balance for thirty days, and the other half for sixty days, so that by September 10th they will have worked out their total indebtedness to us. In the meantime we will not be called upon to make any further advancements to them or become responsible for any material which they may have to purchase. It looks as if this is about the only way in which the thing could be worked out without embarrassing them, although I shall try and arrange for one-half payment each month so that the amount of cash which we will have to put out will be considerably less than what they desire.

Any further information which you desire in connection with these items will be supplied upon request.

Very truly yours,

J.R. Humpage

Francis 1921

July 20th, 1921.

Richard Hardy, Esq.,
Chattanooga, Tenn.

Dear Mr. Hardy :-

I have about Two Million Dollars worth of contracts and work in progress at Miami Beach and lately I have had several big deals for real estate fall down on account of the money situation. I don't wish to cancel or slow up too much on the work at Miami. After cutting out the non-essential work there in the next six months, I still have about Two and a Quarter Million Dollars worth of contracts that should be finished - including the new FLAMINGO HOTEL, which is now 80% completed, and the new Electric Light & Power Company which is 85% completed, and considerable sidewalks, roads, etc., that are nearing completion.

I can get considerable assistance from the banks here, but it is necessary to raise at least \$400,000.00 from outside sources on my collateral. I have at Miami about \$500,000.00 worth of new houses that have just been completed and a \$300,000.00 Lincoln Hotel just completed, and I would like to borrow about \$400,000.00 on this collateral - or, I have about \$500,000.00 worth of 7% bonds on the new FLAMINGO HOTEL which I would like to sell. The FLAMINGO will cost a total of about \$2,225,000.00; already more than \$500,000.00 has been paid on this amount, and unless something unusual turns up, the FLAMINGO will be opened in January.

If you can use any part of these FLAMINGO Bonds at 95, or if you can use a part of any of the other collateral mentioned on a basis of 8% net to you, kindly let me hear from you.

Yours very truly,

GCF:EM

Finances 1910

July 20th, 1920.

David Joyce, Esq.,
Chicago, Illinois.

Dear Mr. Joyce:-

I have about Two Million Dollars worth of contracts and work in progress at Miami Beach and lately I have had several big deals for real estate fall down on account of the money situation. I don't wish to cancel or slow up too much on the work at Miami. After cutting out the non-essential work there in the next six months, I still have about Two and a Quarter Million Dollars worth of Contracts that should be finished - including the new FLAMINGO HOTEL, which is now 80% completed, and the new Electric Light & Power Company which is 85% completed, and considerable sidewalks, roads, etc., that are nearing completion.

I can get considerable assistance from the banks here, but it is necessary to raise at least \$400,000.00 from outside sources on my collateral. I have at Miami about \$800,000.00 worth of new houses that have just been completed and a \$300,000.00 Lincoln Hotel just completed, and I would like to borrow about \$400,000.00 on this collateral - or, I have about \$500,000.00 worth of 7 1/2% bonds on the new FLAMINGO HOTEL which I would like to sell. The FLAMINGO will cost a total of about \$1,225,000.00; already more than \$500,000.00 has been paid on this amount, and unless something unusual turns up, the FLAMINGO will be opened in January.

If you can use any part of these FLAMINGO Bonds at 95, or if you can use a part of any of the other collateral mentioned on a basis of 8% net to you, kindly let me hear from you.

Yours very truly,

OGF:EM

Frances 1920

July 20th, 1920.

Mr. L. B. Kendall.
Deal - New Jersey.

Dear Mr. Kendall :

I have about two million dollars worth of contracts and work in progress at Miami Beach and lately I have had several big deals for real estate fall down on account of the money situation. I don't wish to cancel or slow up too much on the work at Miami. After cutting out the non-essential work there in the next six months, I still have about two-and-a-quarter million dollars worth of contracts that should be finished - including the new FLAMINGO HOTEL, which is now 80% poured, the new Electric Light & Power Company, which is 85% completed, and considerable sidewalks, roads, etc, that are nearing completion.

I can get considerable assistance from the banks here, but it is necessary to raise at least \$400,000.00 from outside sources on my collateral. I have at Miami about \$500,000.00 worth of new houses that have just been completed and a \$300,000 Lincoln Hotel just completed, and I would like to borrow about \$400,000.00 on this collateral - or, I have about \$500,000.00 worth of 7 1/2% bonds on the new FLAMINGO HOTEL, which I would like to sell. The FLAMINGO will cost a total of about \$1,225,000.00 : already more than \$500,000.00 has been paid on this amount and unless something unusual turns up, the FLAMINGO will be opened in January.

~~If you can use thru any of your connections or Banks in the East any part of this collateral for a loan, kindly let me hear from you.~~

Yours very truly,

GGF:R

If you can use any part of these FLAMINGO Bonds at 95, ninety-five or if you can use a part of any of the other collateral mentioned on a basis of 8% net to you, kindly let me hear from you.

Yours very truly -

Frances 1920
July 20th, 1920.

Mr. Thomas J. Pancoast,
Miami Beach Improvement Company,
Miami Beach, Florida.

Dear Mr. Pancoast :

Have just had Mr. Humpage here, going over our financial situation, and find that we have a total program at Miami Beach that will call for about two-and-a-quarter million dollars within the next six months. Several good big deals that we had almost completed have not gone thru, and the money situation is fierce, so I am telling Mr. Humpage that we must trim our sails now very quickly and cut down our expenses so we can pull thru.

Unfortunately the FLAMINGO and the Electric Light and Power Company, representing the two largest items, just must be finished up - so we are making arrangements here to get the funds to go thru with this program but trimmed down considerably for the next six months.

If the boys down at Mecrestown can dig up a hundred thousand dollars, it will help out a lot. In fact, every hundred thousand that we can get ahold of is going to help just that much.

We must have the roads on the Bay Shore property - this is very essential - and some planting - and we must keep at least two dredges on the job. The rest, however, can be laid off.

Humpage is leaving tonight for Detroit and New York and will probably be back down there in about five days.

Yours very truly,

GCF:R

Frances 1920
July 20th, 1920.

Mr. Thomas J. Hancock,
Miami Beach Improvement Company,
Miami Beach, Florida.

Dear Mr. Hancock :

Have just had Mr. Humpage here, going over our financial situation, and find that we have a total program at Miami Beach that will call for about two-and-a-quarter million dollars within the next six months. Several good big deals that we had almost completed have not gone thru, and the money situation is fierce, so I am telling Mr. Humpage that we must trim our sails now very quickly and cut down our expenses so we can pull thru.

Unfortunately the FLAMINGO and the Electric Light and Power Company, representing the two largest items, just must be finished up - so we are making arrangements here to get the funds to go thru with this program but trimmed down considerably for the next six months.

If the boys down at McCreestown can dig up a hundred thousand dollars, it will help out a lot. In fact, every hundred thousand that we can get ahold of is going to help just that much.

We must have the roads on the Bay Shore property - this is very essential - and some planting - and we must keep at least two dredges on the job. The rest, however, can be laid off.

Humpage is leaving tonight for Detroit and New York and will probably be back down there in about five days.

Yours very truly,

GCF:R

Finances
1921

July 25, 1920.

Mr. Thos. J. Ranscast,
Miami Beach Improvement Co.,
Miami Beach, Florida.

My Dear Mr. Ranscast:-

Mr. Humpage will be in Miami Monday and will have a talk with you regarding our work on the Bay Shore property. I am anxious to hear from you and to know about how much money the boys can help out with.

I have made arrangements here for approximately \$2,000,000 to carry on and finish up the work now in progress which must be finished by January 1st. However, this will not allow of any new ventures because we must have the roads into the Bay Shore property finished.

We find here that it is necessary to get out some bonds, preferred stock issue, on a lot of our property at very high rates of interest in order to get funds. Some big deals I had have fallen down one after the other on account of the money stringency. There is no occasion for alarm over the situation at Miami Beach. None of us are supposed to get our heads under a log as many other financial men are doing in the North, but it will be necessary for us to let some of our pet projects carry over until next season. Mr. Humpage has a revised set of figures of what we must get finished.

Drop me a line.

Yours -

GCF:EM

Frances

July 20th, 1920.

Alexander Winton, Esq.,
Cleveland, Ohio.

Dear Mr. Winton:-

I have about two million dollars worth of contracts and work in progress at Miami Beach and lately I have had several big deals for real estate fall down on account of the money situation. I don't wish to cancel or slow up too much on the work at Miami. After cutting out the non-essential work there in the next six months, I still have about two and a quarter million dollars worth of contracts that should be finished - including the new FLAMINGO HOTEL, which is now 80% completed, and the new Electric Light & Power Company which is 85% completed, and considerable sidewalks, roads, etc., that are nearing completion.

I can get considerable assistance from the banks here, but it is necessary to raise at least \$400,000.00 from outside sources on my collateral. I have at Miami about \$500,000.00 worth of new houses that have just been completed and a \$500,000.00 Lincoln Hotel just completed, and I would like to borrow about \$400,000.00 on this collateral - or, I have about \$500,000.00 worth of 7 1/2% bonds on the new FLAMINGO hotel which I would like to sell. The FLAMINGO will cost a total of about \$1,225,000.00; already more than \$500,000.00 has been paid on this amount, and unless something unusual turns up, the FLAMINGO will be opened in January.

If you can use any part of these FLAMINGO Bonds at 95, or if you can use a part of any of the other collateral mentioned on a basis of 8% net to you, kindly let me hear from you.

Yours very truly,

CGF:EM

July 25, 1920.

Mr. James Gilman,
Bank of Bay of Biscayne,
Miami, Florida.

My dear Gilman:-

We have cut our program of approximately spending \$5,000,000 at the beach in the next six months, to \$2,000,000. We have arranged here to get these funds. Needless to say, that we had to pay considerably more money for money than we have been in the habit of paying. We would like to feel that your bank can take care of us for about \$150,000 either with notes or Flamingo Stock. We find not a very good demand in the North for the Flamingo bonds. Our own property here in Indianapolis, however, is negotiable and we are going ahead with these arrangements.

Yours very truly,

GGP:EM

Finances

July 23, 1920.

Mr. Ed. Romph,
Miami Beach, Fla.

My Dear Romph:-

We have out our program of approximately spending \$2,000,000.00 at the beach in the next six months to \$2,000,000. We have arranged here to get these funds. Needless to say that we had to pay considerably more money for money than we have been in the habit of paying. We would like to feel that your banks either with notes or with Flamingo Stock can take care of us for about \$150,000.00. We find not a very good demand in the North for the Flamingo bonds. Our own property here in Indianapolis, however, is negotiable and we are going ahead with these arrangements.

Yours very truly,

GGP:EM

August 4th, 1920.

Mr. James G. Gilman,
Marble Head Neck, Mass.

My dear Sir:-

I was over to Dayton the other day and had a talk with Mr. Talbott and he said that his crowd over there would take \$150,000.00 worth of bonds if Strauss and Company in Chicago could take the balance of the bonds. Their man is in Chicago today trying to make arrangements for the sale.

We have left out \$60,000 for you and have made the price to read at 90 and want you to correct your price to read the same.

If we can put thru the balance of the bond sale and some other deals we have here we feel that everything will be first class under the circumstances of the financial stringency and while it is a big price to pay for money it has to be done.

I am enclosing you a picture of the Fleming as it appeared on the 24th. All of the furniture has been purchased and is being shipped now.

Very truly yours,

CGF:EM

August 4th, 1920.

Mr. Ed. Roma,
Miami Beach, Fla.

My dear Ed:-

I have your letter of the 1st. We are making headway in digging up sufficient funds so that we can go ahead with our plans at the beach but it is certainly hard work. We have some fourteen hundred thousand dollars in sight distributed over the next three months. We had been hoping that the carbide market would get in such shape that some carbide stock could be brought on the market at par value but today the market is almost three points off of yesterday, however, we are coming through and don't want to slow down too much.

We want the new hotels opened and the Electric Light Plant finished in another four weeks and we want to start our new golf club and new theater in December. I am sending Van Doren another check today for \$25,000, for deposit in your bank, also one to Gilman, and asking them to not let their balances run too low. It is necessary that we carry a big part of our bank balance up here, under the existing conditions, since we are borrowing the money here.

Yours very truly,

CGP:EM



The First National Bank

CAPITAL \$ 150,000.00 SURPLUS AND PROFITS \$ 100,000.00

UNITED STATES DEPOSITORY

E. C. ROMPH
PRESIDENT

Miami, Fla.

Finances

August 9th, 1920.

Mr. Carl G. Fisher,
Indianapolis, Indiana.

Dear Carl:

I have your letter of the 5th, and note that you are sending us \$25,000, and I am keeping the Bank open at nights awaiting for the arrival of the check.

I believe that we have been successful in disposing of \$30,000 of the Alton Beach Realty notes through a trade, but I have it scheduled to take place August 15th. I suggested a way to Humpage whereby he can get about \$50,000 out of the School Board. They recently sold \$300,000 in Bonds, and there was a deposit arrangement whereby they only get the money in installments.

OK

We bought part of the deposit and I told Humpage if he would pay us just what we paid for the money he could get his claim against the School Board cancelled, otherwise, he may have to wait twelve months.

I have enjoyed the record you sent very much, and last night I mixed up some "Presidentie" cocktails with the bunch and they we played the record in your honor.

There is plenty of "moonshine" to be gotten through the Southern states, but in as much as I had a couple of quarts of "Four Roses", I did not accept of the numerous invitations, -- in fact I told them I was opposed to taking a drink (I meant of that kind of liquor).

I hope to be able to dispose of more notes, and will take them up just as fast as we can find a place for them.

With kind regards, I am,

Very truly yours,
E. C. Romph

ECR:MR

August 14th, 1920.

Mr. E. C. Romfh,
First National Bank,
Miami, Florida.

Dear Mr. Romfh:-

I have yours of the 9th inst. We have at last accumulated quite a substantial bank account here in Indianapolis but since we had to borrow it up here we have to keep it here.

We put out a couple of preferred stock issues on some of our real estate here and the largest of \$400,000 is payable the 1st of September. Our Flamingo bonds are apparently hard to get rid of. They are 7 $\frac{1}{2}$ % bonds and we decided to put them on the market at 90. This looks like a good buy but in this state there is really no sale for them because they are taxable. We thought for a while that Strauss might take them but they fell down. We now have the sale up with some Cleveland people and hope they will go thru with it. In the meantime we are going to finish the hotel just the same.

I am going to write to Humpage to take your advice and get hold of the school money immediately. There is no reason why we should be financing school buildings down there especially when we are hard up.

I am getting a little exercise every day. Allison said the other day he had watched me ride recently and that I was making considerable improvement. That I was no longer ridiculous just funny. Jane is still in Europe. She decided to make a complete loop which set me back several thousand and probably furnished the American Express and Steamship companies considerable amusement.

Yours very truly,

CCW:EM



The Bank of Bay Biscayne

CAPITAL \$100,000.00

SURPLUS \$100,000.00

JAS. H. GILMAN, PRESIDENT

S. A. BELCHER,
VICE-PRESIDENT
T. E. JAMES,
CASHIER

E. B. DOUGLAS,
VICE-PRESIDENT
M. W. HALLAM,
ASSISTANT CASHIER

F. W. FUZZARD,
VICE-PRESIDENT
E. P. DUNCAN,
ASSISTANT CASHIER

Miami, Florida.

September 2, 1920.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Mr. Fisher:

I received your telegram yesterday afternoon and I immediately answered in a way which I trust is satisfactory to you. Not having any information as to the time we could use this deposit or amount of withdrawals, it was almost impossible for me to figure on an equitable rate,—one that would be satisfactory to you and still fair to us.

We are perfectly willing to leave the rate to you as you are well aware of conditions and what money is worth at the present time. If you think favorable of sending us a substantial deposit, I assure you it will be greatly appreciated,—and if you will give me a memorandum of the withdrawals or the time the funds will be available for our use, I will make you a rate that will be entirely satisfactory.

I have just returned from a very pleasant trip North, although I am sorry to say I was unable to do several things which I anticipated when I left Miami. I tried very hard to sell the Improvement Bonds of Miami Beach, but was unsuccessful at any decent price. Am trying to make a deal here, however, so that the Bonds can be sold and the work go ahead, immediately, as Mr. James is very anxious that the City be able to continue this work and complete the improvements as quickly as possible.

I spent considerable time while North in trying to sell some of your Flamingo Bonds, but the market is in such condition that it is almost impossible to sell anything in the East. But, I still have one or two prospects which I have not heard from, but I was not successful in selling any amount of them. Upon my return, I immediately advised Mr. Humpage that we were ready to take the amount of Bonds that I agreed to take from you the day you were in the Bank with Mr. Fowler.

I trust everything is going along nicely with you and that we shall have the pleasure of seeing you in Miami very shortly.

September 5th, 1920.

Mr. James H. Gilman,
Bank of Bay Biscayne,
Miami - Florida.

Dear Jim :

I sent you two hundred thousand dollars yesterday. Five percent seems to be the general price for daily bank balances of considerable size, particularly if you have to pay a Bank 8% commission on loans - so if 5% doesn't bring tears to your eyes, we will let it go at that figure.

I may have another considerable amount of money to send down soon - but most of this money will be paid out within the next three months. After that time there should be a gradual accumulation from sales.

On account of our getting most of our money here in the North, it is necessary for us to carry considerable balance here to keep our banker friends here from being jealous.

Yours very truly,

CGF:R

The Bank of Bay Biscayne

CAPITAL \$100,000.00

SURPLUS \$100,000.00

JAS. H. GILMAN, PRESIDENT

S. A. BELCHER,
VICE-PRESIDENT
T. E. JAMES,
CASHIER

E. B. DOUGLAS,
VICE-PRESIDENT
M. W. HALLAM,
ASSISTANT CASHIER

F. W. FUZZARD,
VICE-PRESIDENT
E. P. DUNCAN,
ASSISTANT CASHIER

Miami, Florida.

September 7, 1920.

Mr. Carl G. Fisher,
Indianapolis, Indiana.

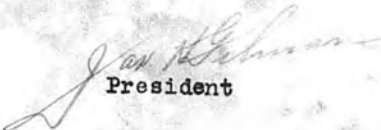
Dear Mr. Fisher:

Yours of recent date received, enclosing check for \$200,000.00, which we have credited to the Alton Beach Realty Company's account, as per enclosed receipt.

We take it for granted you are taking this matter up with your representative here and that he will advise us in regard to your withdrawals and we will adjust the rate of interest at that time.

Wish to thank you very much for this deposit.

Yours very truly,


President

G-D.
(Enc.)



ESTABLISHED 1896

The Bank of Bay Biscayne

CAPITAL \$100,000.00

SURPLUS \$100,000.00

S. A. BELCHER,
VICE-PRESIDENT
T. E. JAMES,
CASHIER

JAS. H. GILMAN, PRESIDENT

E. B. DOUGLAS,
VICE-PRESIDENT
M. W. HALLAM,
ASSISTANT CASHIER

F. W. FUZZARD,
VICE-PRESIDENT
E. P. DUNCAN,
ASSISTANT CASHIER

Miami, Florida.

September 10, 1920.

Mr. Carl G. Fisher,
% Fisher Automobile Company,
Indianapolis, Ind.

Dear Carl:

Yours of the 5th received, and we will be very glad, indeed, to allow you 5% interest on your balance and have made proper notation on our books, and have so advised Mr. Humpage.

I certainly appreciate your consideration, and if you have any additional money you care to send us on the same basis, even though for a short time, we will be very glad, indeed, to have it.

While we are not as large as some banks, we have tried to take care of you to our best ability and our legal limit, and I do not think you will find we have ever charged you a commission on any of your loans.

We are only too glad to accommodate you for all we can take care of whenever you need it. You certainly have been very considerate of us.

With kindest regards, I am

Yours very sincerely,

J. H. Gilman
President

G-D.

September 28th, 1920.

Mr. James Gilman,
Bank of Bay Biscayne,
Miami - Florida.

Dear Jim :

What do you think about starting the Bank by
the first of December ? We talked about a Bank last
year and we must have a Bank. Say we start it the
middle of December ?

Yours very truly,

OGF:R

The Bank of Bay Biscayne

CAPITAL \$100 000.00

SURPLUS \$100,000.00

JAS. H. GILMAN, PRESIDENT

S. A. BELCHER,
VICE-PRESIDENT
T. E. JAMES,
CASHIER

E. B. DOUGLAS,
VICE-PRESIDENT
N. W. HALLAM,
ASSISTANT CASHIER

F. W. FUZZARD,
VICE-PRESIDENT
E. P. DUNCAN,
ASSISTANT CASHIER

Miami, Florida.

October 9, 1920.

Mr. Carl G. Fisher,
Fisher Automobile Company,
Indianapolis, Indiana.

Dear Mr. Fisher:

Yours of the 28th received, and I will be very glad, indeed, to try and start the Bank at the Beach by the middle of December.

I am going North the first of next week, and will be gone a week or ten days, and upon my return I will call upon the Stockholders for their subscriptions and go right ahead. The only reason I have not done anything further about it was due to the fact that all of the subscribers did not care to pay out any money until after the first of January, and I thought possibly we could let the matter stand until then. I do not know how things are in Indianapolis, but they are rather tight here, and it is very hard to get anybody to part with anything that they are not compelled to take care of at present.

As I told you before, I would gladly have taken care of this in the Bank, but the demand on us has been extremely heavy from our customers, and there are some things that we have been compelled to take care of on account of future development in this section. The Miami Beach Improvement Bonds for rebuilding of two or three of their main roads were up for sale the 20th of last month, and they were not able to get a buyer at any price. As the bonds could not be sold for less than 97 and accrued interest, it was impossible to dispose of them on this market. After going over this with Mr. James, who is Financial Committeeman, we decided to buy the bonds at 97 and accrued interest, which is a losing proposition for us, but on your account and our own interest in the Beach, we were willing to take these on and let the work go forward, with the expectation that in the near future we will be able to sell the bonds, or at least a part of them, without too large a loss. I just mention this to show you how things are here at present, and

Mr. Carl G. Fisher.

some of the things that we are compelled to take care of.

Things are really going along very nicely here, and I think conditions are about as good in Miami as they are anywhere in the country. I am quite positive that there is more building here than in any town in all New England, as I was up there about five weeks.

Yours very truly,



JHG-SER

*Went over to see your farm yesterday
looks pretty good*

Oct. 13th, 1920.

Mr. Jas H. Gilman,
Bank of Bay Biscayne,
Miami, Florida.

Dear Mr. Gilman:-

I have yours of the 9th inst. Things are easing up a little bit here. There are many money matters tight again but regardless of tight money I believe we are going to have a big season at Miami. Miami is in a very peculiar, unique and wonderful position from the fact that hard times for the majority mean good times for the minority and we can always draw a large percentage of the minority to invest at Miami.

I note what you have done in regard to the Beach bonds and this is fine. In fact, take it all in all the people in Miami and at the beach have pulled pretty well together.

Very truly yours,

GCP:EM

Mr. Jas. H. Gilman,
Bank of Bay Biscayne,
Miami, Fla.

Oct. 13th, 1920

Finances

State of _____ }
County of _____ } 33.

Carl G. Fisher, being duly sworn, on his oath says that his Income Tax for the year 1920 was \$44,241.61, which amount has been paid in full thru the office of James H. Cathcart, Collector for the Jacksonville District.



Sworn to and subscribed before me this _____ day of
March, 1921.

Notary Public State of Florida.
My Commission Expires _____

G. G. FISHER NOTES OUTSTANDING.

From Notes Payable Register.

1920.

June 20,	<u>MID WEST ENGINE CO.</u>	
	9 Notes for \$50,000.00 each	\$450,000.00
	1 " "	33,333.00
	1 " "	16,667.00

All 6 mos. with privilege of renewal for two additional periods of 6 mos. each - 8%.

GLOBE REALTY CO.

	Preferred Stock Issue 9/1/20	400,000.00
	7% and <i>quarterly</i>	
July 23,	Demand Note 7 1/2%	34,000.00
Oct. 14,	" " 7 1/2%	15,000.00

FIRST NATIONAL BANK.

Nov. 16,	3 Notes - 4 mos.	<u>15,000.00</u>
		\$964,000.00

INDIANAPOLIS MOTOR SPEEDWAY

July 23,	Demand Note 7 1/2%	35,000.00
" 28,	" " 8%	10,000.00
Aug. 3,	" " 7 1/2%	25,000.00
Oct. 14,	" " 7 1/2%	7,000.00
July 23,	Speedway Realty, 8%	25,000.00
" 28,	" " 8%	12,500.00
Oct. 14,	" " 7 1/2%	8,000.00

FIRST NATIONAL BANK.

Nov. 3,	3 - 4 mos.	Disc.	25,000.00
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BANK OF BAY BISCAYNE.

Nov. 3,	3 - 4 mos.	Disc.	25,000.00
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FLETCHER AMERICAN

Oct. 12,	90 days	Disc. 7 1/2%	30,000.00
" 19,	90 days (Renewal)	" 8 1/2%	40,000.00
" 19,	90 days	" 7 1/2%	30,000.00
" 27,	90 days	"	30,000.00
Nov. 1,	90 days	"	30,000.00
" 15,	90 days	"	<u>25,000.00</u>

Open Account - J. A. A.

1,321,500.00
135,000.00
\$1,456,500.00

There is no note for the Preferred Stock issue of \$400,000.00 that I know of.

No note for \$135,000.00 to J. A. A., although one will probably be given.

The only thing that may be reduced or wiped off is the Mid West half million, which may be cancelled Dec. 26, 1921.

Copy to Humpage.

Vau