

**Finances -
1921 -
Depression**

Cecil G. Fowler, Esq.,
The National A Fowler Bank,
Lafayette, Indiana.

Finances

Dear Sir:-

Our President, Mr. Carl G. Fisher, has requested that I write you and advise regarding progress made in connection with matters pertaining to the organization and bond issue, etc. of the Flamingo Hotel.

On Saturday, April 24th, a meeting of the Incorporators of the Flamingo Company was held, and immediately thereafter a meeting of the Directors. The Directors and Officers elected for the ensuing year are as follows:

President, Mr. Carl G. Fisher,
Vice President, Mr. Cecil G. Fowler,
Secretary-Treasurer, Mr. Frank O. Van Doren.

As the Company has only three directors the above represent the full Board of Directors, as well as the Officers.

The capital stock of the Flamingo Company is \$1,000,000.00 represented by 1,000 shares at a par value of \$1,000.00 each, Stock was issued in the following amounts as outlined below:

Carl G. Fisher,	28 shares
F. O. Van Doren	1 share
John H. Levi	1 share
Carl G. Fisher	80 shares
Cecil G. Fowler	5 shares
Carl G. Fisher	<u>500 shares</u>

T O T A L 415 shares

The stock was issued in the amounts above outlined for the following reasons: The stock issued Carl G. Fisher, 28 shares, F. O. Van Doren, 1 share, and John H. Levi, 1 share, represents the price which the Flamingo Company paid for the property, which has been deeded to them and is described as follows:

"Lot number Seven (7) of Block numbered Forty-three (43) containing Thirteen (13) acres; and Block numbered Sixty-seven (67) containing three and sixty-eight one hundredths (3.68) acres, of Alton Beach Bay Front subdivision, as the same is shown, marked and designated on a plat of said sub-division, recorded in Plat Book No. 4 at page 125 of the office of the Clerk of the Circuit Court in and for Dade County, Florida."

This amount represents what this real estate was valued at, as carried on the books of the Alton Beach Realty Company, but of course, it is not presumed to represent the actual value of the property as it stands today. The 80 acres issued to Carl G. Fisher, and 5 shares issued to Cecil G. Fowler represent actual cash paid in for stock. Mr. Fisher has requested the writer to obtain from you a statement as to your wishes as to the 80 shares of stock issued in his name. The certificate of which he has endorsed in blank. If you desire this certificate to be forwarded to you, we will, upon receipt of advice to that effect immediately forward same by registered mail.

We are enclosing herewith certificate #7, for 5 shares issued in the name of Cecil G. Fowler.

The 500 shares issued in the name of Carl G. Fisher was issued for services performed, this being a just value as established by the Directors. It is referred to in the Minutes, Resolutions, etc. as 500 shares only, and no particular value is attached to the issue of these 500 shares, as, of course, the actual value of the stock can not as yet be determined.

At the Incorporators meeting a resolution was passed authorizing the Directors to issue First Mortgage Bonds of the Corporation, to the extent of \$500,000.00, and also authorizing the Directors to execute a mortgage of the Corporation upon all or any part of its property, and at the Directors meeting - held subsequently on the same day - and previously referred to, a resolution was passed by the Directors authorizing the President to sign and execute deeds for real estate, mortgages, bonds, etc.

The President was authorized and empowered to issue First Mortgage Bonds to the extent and in the manner above outlined, and to place a mortgage upon the property, as he might determine advisable and necessary and a further resolution authorizing the Secretary to attest and use the Company's seal thereon, and the Treasurer to affix his signature to the coupons, etc., in other words, any and everything necessary in order to provide for the proper execution of papers, documents, etc., and the appointment of Trustees, etc. has been done to expedite the immediate issuance of Flamingo Company Bonds.

The Company's attorneys have been requested to, and have prepared the necessary papers which arrange for five hundred \$1,000.00, 7 1/2% bonds, maturing as follows: to-wit:

25 Bonds numbered 1	to	25 inclusive, due on June 1st, 1922,
25 Bonds numbered 26	to	50 inclusive, due on June 1st, 1923,
30 Bonds numbered 5	to	60 inclusive, due on June 1st, 1923,
30 Bonds numbered 81	to	110 inclusive, due on June 1st, 1923,
30 Bonds numbered 111	to	140 inclusive, due on June 1st, 1926,
30 Bonds numbered 141	to	170 inclusive, due on June 1st, 1927,
30 Bonds numbered 171	to	200 inclusive, due on June 1st, 1928,
30 Bonds numbered 202	to	230 inclusive, due on June 1st, 1929,
30 Bonds numbered 231	to	260 inclusive, due on June 1st, 1930,
30 Bonds numbered 261	to	290 inclusive, due on June 1st, 1931,
30 Bonds numbered 291	to	320 inclusive, due on June 1st, 1932,
100 Bonds numbered 321	to	500 inclusive, due on June 1st, 1933.,

and the Trustee is the United States Mortgage and Trust Co., of New York City. A copy of the Deed of Trust, Form of Bond, etc. have been forwarded to the above named company for their approval. They have also been advised that Mr. Frank E. Shatts, of the firm of Shatts & Bowen, our attorneys, is at the present time in New York, at the Waldorf-Astoria, and if the United States Mortgage & Trust Co. so desire they may get in touch with him and confer with him there. Mr. Shatts is in New York on other than this Company's business, consequently there is no expense involved in connection with the Flamingo Company because of his visit there.

There has also been prepared and forwarded to the United States Mortgage & Trust Co. a copy of the stockholders and directors resolutions.

We found that we could secure some bonds a little cheaper by having them printed here, therefore, we are arranging to have a good-looking bond made up with a steel-embossed border, while this border costs a little more it makes a much better looking bond than if the border were lithographed.

I neglected to mention that these bonds, as you will note are for 12 years instead of 15 years. It was thought best to make them a 12 year bond, as 10 year bonds were a little too short a term bond, and the 15-year bonds a little too long a term bond, considering the present market conditions; also the bonds were put on the 7 $\frac{1}{2}$ % basis because of the higher money rates prevailing and the fact that such corporations as the Pennsylvania Railroad have recently found it necessary to issue bonds on a 7% basis, and 7 $\frac{1}{2}$ % will, of course, make our bonds more attractive to the investor, and we felt that the possibility of sale would be improved by this slight increase in the rate.

The bonds do not cover furniture nor laundry equipment, they simply cover real estate, buildings, etc. The real estate, of course, consists of 16.68 and is previously referred to in this letter.

As quickly as the United States Mortgage & Trust Company approve the form of the bond, the Trust Deed, etc., the bonds will be printed and rushed thru to completion.

If you will be good enough to advise us, in a letter addressed to the attention of the writer, as to your wishes regarding the certificate for 50 shares of stock, or, if there is any further information which you desire in this matter, the writer will be pleased to supply it.

I am attaching herewith Waiver of Notice which we would request you to be good enough to sign, have acknowledged before a notary public, and return to us at your earliest convenience.

Very truly yours,

THE ALTON BRANCH REALTY COMPANY,

(Signed) F. R. Humpage
Auditor.



ESTABLISHED 1896

The Bank of Bay Biscayne

CAPITAL \$ 150,000.00

SURPLUS \$ 150,000.00

JAS. H. GILMAN, PRESIDENT

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

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

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

Miami Florida.

Personal

January 7, 1921.

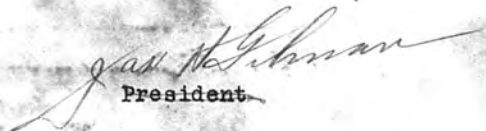
Mr. Carl G. Fisher,

Alton Beach Realty Company,
Miami Beach, Florida.

Dear Mr. Fisher:

When would it be satisfactory to you to ask for payment of your subscription to the Miami Beach Bank & Trust Company? I am asking the other subscribers to pay in their subscription as soon as possible and am very anxious to have them all in by the 15th of February or the first of March, at the latest.

Yours very truly,


President

G-D.

The Bank of Bay Biscayne

CAPITAL \$150,000.00

SURPLUS \$150,000.00



ESTABLISHED 1896

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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.

January 21, 1921.

Mr. Carl G. Fisher,
Miami Beach, Florida. ✓

My dear Mr. Fisher:

Yours of the 10th received, and I will send you a memorandum in a few days in regard to your stock subscription, and about when I think we will need the funds. I think this can be divided into about four payments of 25% each, and extend over a period of from the first of February to first of August. I take it for granted this would meet with your approval, and the same arrangement could be made with the other stockholders who are purchasing any great amount of stock. The smaller ones I am asking to pay in full. That is, subscriptions of less than \$5000.00.

If this meets with your approval, I will ask the others to make settlement on the same basis.

Yours very truly,

G-D.

Jas. H. Gilman
President

Mr. Humphreys was in to day in regard to the above, I was a bit surprised at what he said

The Bank of Bay Biscayne

CAPITAL \$150,000.00

SURPLUS \$150,000.00



ESTABLISHED, 1896

JAS. H. GILMAN, PRESIDENT

S. A. BELCHER
VICE PRESIDENT
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CASHIER

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

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

Miami Florida.

January 28, 1921.

Mr. Carl G. Fisher,

Miami Beach, Florida.

My dear Carl:

Yours of the 24th received, and I have everything in readiness to start actual work on the Bank the first part of February, which I trust will meet with your approval. I do not know who gave you the information that I intended to make the Bank at the Beach a branch. This is fartherest from my thoughts, and I had no such intention at any time. In the first place, I do not think it would be a good thing for the Bank of Bay Biscayne, and I know it would not be the proper thing for the Bank at the Beach. It was my intention to handle them just as distinct and separate as if the Bank at the Beach had been in Jacksonville or some other City. I am glad this meets with your approval.

I will forward you the publication notice in the next day or two for your signature and also have the final plans ready for your approval. I have had a conference with the vault and safe men within the last week and they can now promise deliveries very shortly.

I am very sorry, indeed, if you have been disappointed or criticised on account of the delay in putting up the building, but I honestly believe it will be a good thing in a great many ways and I know the building can now be completed for considerable less than last year.

Yours truly,


President

G-D.

✓

April 4th, 1921.

Frances
1921

Mr. F. O. Van Doren.

-: M E M O :-

I want to send my Speedway stock to the
Speedway Realty Company as security for my loan also my
Globe stock to the Globe Realty Company. Check up my
loan to Allison see what amount it is as I want to give
him a note for any additional amounts that I have not already
taken care of. Give me a memorandum of these amounts right
away.

Carl G. Fisher.

CGF:W

Finances 21

April 22nd, 1931.

Mr. Fred Appel,
c/o Gregory and Appel,
Indianapolis, Indiana :

Dear Fred :

We are just winding up the season here with the complete sale of about \$800,000.00 worth of property - possibly a few more sales will be made, dragging along thru the Summer months. We had a better season than usual in everything except the sale of real estate which, on account of financial troubles in the North, was somewhat restricted.

At the present time we have a \$550,000.00 Bond Issue on the Flamingo. This we wish to increase to either \$650,000.00 or \$750,000.00. The Flamingo cost about \$1,550,000.00 not including the land, which is worth \$350,000.00. The earnings this season for 89 days operation were \$121,000.00 net. The hotel is 85% booked for the entire season next year, and on account of an unusual expense in advertising and opening this season, which we will not have next year, this hotel should show \$145,000.00 net next year, which will be capacity or all that the hotel can earn with the present number of 157 rooms.

We have a number of good customers who are not paying and cannot pay up their notes in full, and this is making an extra hard drag for us to carry some of them. We need \$350,000.00 to clean up everything for the season. We wish to add to the Flamingo one 16-room annex and increase the dining-room capacity sixty people, which will give us an additional earning power for next year of about \$24,000 at a total expense to us of \$45,000.00. Can you handle these bonds for us? At what percent and what will be your commission?

If you cannot handle these Bonds, we have \$500,000.00 worth of completed houses and apartment houses. Could you handle First Mortgage on these for \$300,000.00?

We also have \$700,000.00 worth of Mortgage Notes and Contracts. Possibly these might appeal to you.

We also have \$100,000.00 worth of Kentucky Rock Asphalt 7% Preferred Stock. The Kentucky Rock Asphalt Company made over \$400,000.00 this past season and have orders on hand at the present time which will show a larger profit for this year. Can you handle this Preferred Stock?

I expect to be North in ten days. Have accommodations to arrive on the morning of the 5th. In the meantime, we are discussing with one or two other companies - and I would appreciate a prompt reply by wire.

We also have \$800,000.00 worth of Electric Light Power Plant, Cold Storage, Street Railway Plant combined. Could you use \$400,000.00 worth of First Mortgage Bonds on this Plant if some of the other securities are not practical for you to handle?

CGF:R

Yours very truly,

Finares.

April 22nd, 1921.

Van :

... H e m o ...

In my list of assets, I want segregated the following :

- Flamingo Hotel.
- Electric Power Plant.
- Casino.
- Dade Apartments.
- El Mar Apartments.
- Lincoln Hotel.
- Garage on Lincoln Boulevard.
- Present Bank Building & Store Rooms.
- Tower House.
- Big Bay Front House.
- Bay Shore Stock.
- Boats.
- Home Place at Miami Beach.
- " " " Indianapolis.
- Bonds - and list of same.
- Globe Realty Company.
- Speedway.
- Speedway Realty Company.
- Notes Receivable.
- Fisher Automobile Company.
- Unsold Houses that we have here.
- Peninsula Terminal Co. investment.
- Ocean View investment.
- Purdy Boat Company Works.
- Beach Construction Company Plant.
- Stock in Steamship Company.
- Polo Fields and Barns.
- Golf Course.
- Soldier Key.
- CocoLocho Cay Club.

Also number of lots in Alton Beach and the present value at our present selling prices.

Also an average of the price per acre we have received up to this time; the approximate number of acres sold; and the number of acres remaining in the Alton Beach development.

Also - the same estimate of lots and acreage of the Bay Shore Co. and number of acres in total Bay Shore Company.

Also - receipts from the Polo Fields, - Golf Courses - Bath-House -

And total receipts from - Electric Company.

- " " " - Flamingo Hotel.
- " " " - Lincoln Hotel.
- " " " - Dade Apartments.

Oscar Daniels Company
Ship Builders
Contracting Engineers

Woolworth Building,
New York, April 27, 1921.



Mr. H. R. Duckwall,
Miami Beach,
Miami, Fla.

My dear Mr. Duckwall:

Your letter received regarding the piece of property on the ocean front just south of Fisher's. I believe that as you say, it is a great bargain at \$22,500.00. However, I did not expect to spend much more than half of this amount for a piece of property and was only considering the unimproved property north of Snowden's place at \$16,500.00 on account of having water front both back and front. If the owner of the 150 x 400 feet property will take \$20,000.00 all cash, I will buy this property, subject of course, to seeing the same and will start for Miami immediately and close the deal the day I arrive, provided everything is O.K. This amount is really a great deal more than I expected to spend but I believe as you do, that this piece of property will be more valuable in the future, but, of course, I am not buying to sell; I am buying to build a house for myself. If this cannot be purchased, I believe that I will wait another year before purchasing as I will not be able to get to Miami next winter to live. Am certainly very much indebted to you for your kindness in this matter and if the owner should accept the offer, you can telegraph me and I will start immediately for Miami in order to get the matter closed. I believe as you do that the property is fully worth the asking price, but, as I stated above, the amount is considerably over what I expected to lay out.

(error)
125x400
11-7-16

With best regards to you and your wife, I beg to remain,

Yours very sincerely,

DEB:H

David E. Baxter

F. Fincher

May 5, 1921.

Mr. A. Bennett Gates,
% Severin Hotel,
Indianapolis, Indiana.

My dear Bennett,

I have yours of April 21st and am sending your letter on to Mr. Krom asking him to reply to all of your questions in more detail than the statement gives the information.

I do not think we have had any taxes assessed as yet but our taxes at Miami Beach are very reasonable. The assessment is usually made on about one-third or one-fourth of the value of the improvements.

We had a great many unusually heavy expenses this year that we will not have to have next year, such as transportation of help, advertising, etc., and we also spent considerable for illumination.

The water used was purchased from a local water company and the electric heat and light is purchased from our own company—I believe the price made by our company is five cents, our actual cost. Oil was very high last year and we cannot manufacture light and power cheaply until we get more consumers and cheaper oil. We already have a substantial reduction in the cost of oil but no very great increase in consumers.

There are about ten apartment houses being put up at the Beach now, these were started after you left and the prices range from \$40,000 to \$150,000 each.

There is no rent to be paid to the Flamingo Company and the \$121,000 net was without depreciation and without any interest charge on the investment.

Our advance bookings this year will give us a heavy patronage from the first day of January which we did not have last season and we believe our net returns based on the same estimate as given you this year will show \$150,000 for the coming season.

We are going to turn away twice as many people at the hotel next year as we did this. With the new building prices it is a fact that a very substantial and elegant hotel three stories high with about two hundred rooms and covering considerable ground having a great many walks and arcades could be built for about \$300,000 less than our cost. With this saving you could have a splendid return on your investment.

I will be very glad to go into the points that I am posted on with you myself or have Mr. Krom go into the matter with you at any time and I am asking him to reply to these questions by return mail.

A.B. Gates #2.

I believe I told you that our company would be very willing to make a most unusual offer to another Hotel Company if we could be assured that a new hotel could be started this winter. In other words, we would be perfectly willing to chip in a very substantial piece of ground at a very low price and take stock for the ground which would very rapidly increase in value.

Very truly yours,

GGF:ED

COPY TO MR. KROM

May 5, 1921.

Mr. James H. Snowden,
437 Fifth Avenue,
New York City.

My dear Jim,

I have yours of May 2nd.

In spite of the financial depression in other parts of the country Miami is still making considerable headway. All building records are being smashed. The building records at Miami Beach are almost the same as the city of Miami. In other words, \$1,145,000 for the City of Miami and \$1,125,000 for the City of Miami Beach.

While our operating companies did not sell a great deal of land this winter, the actual sales at the beach and resales are probably 35% greater than last season's sales would total. A great many people that we had sold to and also that you had sold to have resold their property. Some at a slight advance and others at about the price they gave for it but I have not heard of anyone selling under the price at which we sold except in a very few cases and then only at a discount of five to ten percent.

If it is at all possible to do so, I think you should start a couple of houses on your Indian Creek property which will stimulate greater sales there next winter.

All of the property north of you has been graded and matches up with your property and is now being planted to grass and if we can get two or three houses going up in that direction I think we are going to find a ready sale for them and also a ready sale for our vacant property.

Very truly yours,

GGF-ED

May 13th, 1921.

Mr. James H. Snowden,
437 Fifth Avenue,
New York City.

Dear Jim :

We have, as you know, just cleaned up a big building campaign, including the Electric Light & Power Company and the Flamingo, besides houses, etc - and I find myself hustling again for funds in order to clean up all outstanding odds and ends. In order to get some ready funds in a short time I am going to have to make a good many sacrifices, which I am fully prepared to do.

I am going to offer my Ocean View stock to you for two-and-a-half to one, for immediate acceptance. According to the books, the stock in the Ocean View Company is worth three for one. I offer it to you for $2\frac{1}{2}$ to 1 in hopes you will consider that my only reason for selling same is that I want to make some quick sales of collateral in order that I may be able to clean up present bills and continue with scheduled arrangements on the Bay Shore and Alton Beach properties.

Needless to say, I will continue to give you every assistance I can with the Ocean View Company. In fact, it is quite necessary for all of our companies to closely co-operate in order to make a complete success of our undertaking, and for this reason I would very much prefer that you purchase the stock. We can make satisfactory arrangements for you to give me, say, one-half cash and the balance distributed over a period of a year, which would give you plenty of time to go thru next years selling campaign - and I am satisfied that next years sales would considerably more than take care of all the cash you would have invested in the purchase of this stock.

The building of the Hotel, Theatre and Street Car Line, together with the Bay Shore improvements, have been a big load on me for the past year, and it will be a big help to me if you can take over this stock - and it will also be a good thing for all of our companies to keep our interests as closely tied together as we have had them in the past.

Yours very truly,

CGF:R

If you shouldn't want this stock, please offer it to Mr. McSwensy as I don't know his address.

Finances - Summary

May 14th, 1921.

Mr. Harold Talbott,
Dayton-Wright Airplane Company,
Dayton - Ohio.

Dear Hal :

I am enclosing you herewith a list of my assets : In putting in the land values I am putting in the figures at which we are selling and have been selling during the past year. Every new improvement to our property adds to these values. I consider a conservative estimate of my total values on these properties at Miami Beach to be at least five to seven million dollars more than these figures estimate.

I would like to borrow two million dollars for three years and will pay \$500,000.00 interest on this sum, all of this money secured to be used in retiring present liabilities marked on the attached sheet. I will select any amount of collateral security up to five million dollars, to secure the loan.

I have actually invested in cash \$675,000.00 in the Bay Shore Company, and the other stockholders have invested practically the same amount, so that we have a paid-in capital of about \$1,300,000.00 in the Bay Shore, and total liabilities in the Bay Shore of about \$200,000.00.

If it is only possible to secure the loan of two million dollars for two years, I will pay 15% interest for the money if I can get it in a lump sum, say, \$500,000.00 cash and the balance in equal monthly payments so that the total of two million dollars will be paid to me within eight months. I would rather make these sacrifices now in a lump sum rather than continue to realize funds in smaller amounts and be worried with the matter for the next seven months.

I consider my equity in the Bay Shore Company, according to present selling schedules and values, to be worth at least five million dollars.

The actual book value of my equity in the Ocean View Company is at least \$350,000.00.

The actual book value of my equity in the Globe Realty Company, the Speedway Realty and the Indianapolis Motor Speedway - a great deal more than the figures represented.

Yours very truly,

GEFR

Flamingo
May 16th, 1921.

Mr. F. R. Humpage,
Miami Beach - Florida.

Dear Humpage :

First, regarding finances : I have already written you that I am stabbing around right and left and offering some big bargains in stocks and other assets, but finding the principal reason for no sale is that the size of the bargains I have for sale is most too big, and we have to look after special customers. However, I have a wire from Mr. Kendall that he thinks he can sell the Flamingo. I am willing to take a very heavy loss on the Flamingo in order to get cash - and I have been thinking also that it would be a very good thing if we could sell the Street Car System and Electric Plant to Tatum and a crowd of Miami people and let a large number of real estate people purchase this car line, as I believe I wrote you. We have accomplished our purpose and I would be willing to take a loss of a couple of hundred thousand dollars on the thing if necessary, for cash. If we had to sell the plant and retain an interest in it, it wouldn't be worth while to take such a great loss, but for cash I would be willing to do so.

I have also offered Jim Snowden my interest in the Ocean View Company at 25 to 1 - and I think he ought to purchase at this figure if he has enough money.

I have a letter from Wood in regard to the Kentucky Rock Asphalt Company. He says other people are after the company and he thinks there will be something doing in sixty or ninety days - but this again puts the matter off. If we can just make some terms in a short time, we will have enough to take care of Gilman and get rid of that.

The Golf Caddy-House can be moved where you think best.

I wrote you that if you could get \$75,000.00 for the Tower House to let it go - and if we can get \$125,000.00 for the DeCarmo house on the Bay front, we will let that go. These are both unusually low prices and I have no doubt they will sell next winter at these prices or better.

It is alright on the coconuts - and I am wiring you today to let Witcher have a couple of acres if he wants to go ahead.

We are cleaning up the Fisher Automobile Company but it will be at least two months before this company is entirely cleaned out, and we will probably have left out of the odds and ends only about \$20,000, maybe \$25,000 - and some of this may be hang-over book accounts. They have been losing money here right along. In spite of the fact that I wrote them to cut off their help and expenses, and wrote them in the strongest language I could use, I came on here and found 45 people on their pay-roll.

Mr. F. R. Humpage. #2. May 16th, 1921.

I have let Bacheller go the first of the month and the rest of them are hopping around trying to clean up the company.

Business is very tight here and not getting better very fast. Some little improvement is seen but money in large quantities is hard to secure.

We might make a Summer rate of \$1.00 per day on the Golf Course, if you can get enough to make it pay.

If the Panceasts and Collins want to take out insurance to about \$30,000 on the Dairy Farm, possibly this would be alright to do - but I am against insurance generally, and the Bay Shore Company is a big enough company not to need it. You can soon dab around and pay insurance bills at the rate of four or five hundred dollars each job per year until in the short space of five years you would have paid out more than enough to take care of an ordinary loss. We do not need insurance on any of the houses.

Yours very truly,

GGF:R

May 17th, 1921.

Mr. James Cousens,
Mayor of Detroit,
Michigan.

Finances 21

Dear Mr. Cousens :

I am stabbing around rather wildly in the dark these days, trying to dispose of several pieces of property at Miami Beach, in order that I may not have to borrow any more money to go thru this years program, and also that I may promptly the interest on some that I have already borrowed. I am going to have to make several sacrifices on some of my investments there - and it occurred to me that you might be interested in the Italian Villa on the Bay, built by Walter DeGarmo, architect.

This is the first house south of the Flamingo on 200-foot of water frontage by about 350 to 400 foot depth east and west. We sold the first house south of this property to Mr. Platt of New London, Connecticut, for \$75,000.00 this past Winter - and the second house south of this property was sold to Mr. Lyman B. Kendall of New York, for \$65,000.00. This particular house is the finest building we have ever attempted to erect at the Beach and is almost completed now. It has approximately eight bedrooms, most of them with bath or shower. The living-room is about 60 x 20, as I remember, I don't happen to have the plans here at this minute. The garage has two or three rooms with bath on the second floor; a laundry, one servant's room and space for two cars on the first floor. There is a great deal of fine tile work on the first floor of the house - and the patio is being finished up in first class shape.

Our cost on this house up to the present time is about \$80,000 to \$85,000.00, and it will take probably \$15,000 to \$18,000.00 to finish the house. The grounds at \$300 per front foot, which is a very reasonable price and at which we have sold property both north and south of this location, would amount to \$60,000.00 - but cost prices right now for the next ten days do not particularly interest me, other than to make a price from them - and I am writing several people regarding this house and offering it for \$110,000.00, which is a good \$40,000.00 less than its actual value and less than our asking price will be if we are compelled to carry it over into next season.

It is hard to tell these days just who would be interested in a purchase of this kind. If it should appeal to you I would be glad to send on to you complete plans and specifications and hold it for you for a few days until you could look over the plans.

I am in hopes that you will get located some time at Miami Beach, but if you are not particularly interested in a house of this kind, it will not even be necessary to answer this letter.

Mr. James Couzens. #2. May 17th, 1921.

I will be at the Belmont Hotel, New York, Wednesday,
Thursday and Friday - if you wish to wire me.

Yours very truly,

CCF:R

OFFICERS:

JAMES H. SNOWDEN, PRESIDENT
JOHN H. LEVI, VICE-PRES. AND TREAS.
CHAS. E. CLARK, SECRETARY

THE MIAMI OCEAN VIEW COMPANY
OWNERS OF STAR ISLAND

OFFICE FIFTH STREET AND ALTON ROAD
ENTRANCE TO CAUSEWAY

MIAMI BEACH, FLA.

DIRECTORS

JAMES H. SNOWDEN
JOHN H. LEVI
CARL G. FISHER
HENRY MCGWENNEY
FRANK B. SHUTTS
H. R. DUCKWALL
RALPH POLK

May 19, 1921

Mr. Carl G. Fisher,
434 N. Capitol Boulevard,
Indianapolis, Ind.

Furness '21

Dear Carl:

I have just received a copy of your letter of May 13th to Jim Snowden. I am anxious to hear what Mr. Snowden says. I am just writing him to-day. Mr. Newby was in for a couple of hours yesterday. We went over the books roughly and he figured that, putting a conservative estimate on the property, it would show a profit of three for one. At the same time he remarked that he would like to sell his for cash at two for one.

I would like to get permission from our directors to discount, at as high as ten per cent, some of our paper to our lot owners who have bought under contract. The bank charges us eight per cent interest for a loan, plus two per cent commission, and then we have to endorse the notes. I think it would be much better to offer, in a quiet way, to our contract holders to allow them ten per cent if they wanted to pay up and get a deed; then we would be through with the notes.

We have just heard the news this morning that the Fidelity closed its doors, but haven't heard any particulars. We did not have any money there, but I suppose now that when payments come due everybody who owns a lot at the Beach will say he had money in the Fidelity and cannot pay up.

I might mention that I run up occasionally to the North Bay Shore property, and I am somewhat surprised at the looks of our beans - they all seem to come up two or three inches and stop. However, we had a good rain yesterday and it might help them along. I am just wondering whether they are going to be as successful as we thought they were. I have not talked it over with Andrews yet.

I would like to see you and talk over matters with you, and as soon as we get straightened out on some of our loans I will run up. Let me hear from you soon.

Very truly yours,

John H. Levi

JHL-K

May 25th, 1921.

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

Dear John :

Replying to yours of the 19th : I don't think you need permission from your Directors to discount papers from your customers. Go ahead and discount the paper, is my advice, and don't wait for instructions. These kind of Times are certainly Hell, and wherever you have customers who can give cash, it is the proper thing to do. I think, however, you can manage to get along with 8% instead of 10/ Ten percent is a big discount unless it is on two and three year paper.

Why don't you come up to the Race ? I would like to talk a lot of things over with you.

Yours very truly,

CGF:R

Finances 1921

May 25th, 1921.

Mr. George L. Denny,
660 Lemke Annex,
Indianapolis, Indiana.

Dear George :

I enclose you check for one-half your bill. Everyone in the United States who owes me any money only pays me one-half of what they owe me - and I am now having to do the same thing.

If you happen to worse broke than I am and absolutely must have the balance, rather than see you actually starved to death, I will dig it up for you somehow.

Yours very truly,

CGF:R

May 25th, 1921.

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

Dear Jim :

Just received a letter from Mr. Humpage with a memorandum of the arrangement he has made with you for some of the extensions of notes coming due - and am much obliged to you for your assistance.

I have just today returned from New York where I found things very tight - but still, I have two good sized deals going thru which will probably take twenty or thirty days to get cleaned up - but am satisfied these deals will go thru and this will give me ample working capital for the season, and also to take care of a very large part of the notes I have in Miami.

It is almost impossible to sell anything of any size in New York, except at a terrific rate of interest. However, some of the best men in the business seem to think that things will brighten up considerably in a very short time.

Yours very truly,

GGF:R

Same letter to Miami Bank & Trust Co.

MIAMI BEACH REALTY COMPANY

MIAMI AND BAY FRONT PROPERTY

MIAMI BEACH, FLA. May 25th, 1921.

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

Mr. Carl G. Fisher,
Indianapolis, Ind.

My dear Mr. Fisher:

Attached herewith is note of J. W. Esterline and D. J. Angus for \$5,000.00 dated November 1st, 1919, due November 1st, 1924, with interest at the rate of 6% from date. Interest was paid on this note up to November 1st, 1920. Will you please advise what arrangements were made regarding this note, that is the discount allowed, etc. so that we may make proper entries on our books.

I received your wire authorizing me to go ahead and negotiate with the Tatum. I thus far have been unable to get in touch with them. I recently discussed this matter with Romfh. He says that there isn't enough money available in and around Miami to pay \$500,000.00 and that the Tatum haven't any money. That won't necessarily prevent me from discussing the matter with Tatum, but I won't mention price to him until we get further along in the discussion. I had an appointment with Tatum but he cancelled it as he was obliged to leave town. I will see him when he returns. Won't write anything to anybody unless they first submit a proposition in writing.

I believe that Lummus is the best bet. In other words, I think he can do more to put it over than any one else that we have considered, provided he is in condition to talk intelligently. He hasn't been behaving himself very well recently. I will keep right after this.

I have carefully read your memorandum to Mc Duffee, outlining your ideas regarding sale, method of handling transaction, and what you would require in the way of the operation of street cars over an extension to the North end of our property, etc., and we will act accordingly.

Frank Shutts and Ed. Romfh won't be able to get to the races on Monday. Romfh is tied up here. The Fidelity suspension has changed his plans somewhat. Mr. and Mrs. Shutts and Mrs. Romfh are leaving for the North on Saturday. I understand that they are going to spend a couple of weeks at Ffrench Lake.

I take it that you have had a rather strenuous time in New York. I hope that you will be successful in putting over something worth while.

It is quite true, as you state, that the bargains which you have for sale are most too big for the ordinary fellow to handle.

Finances

~~Am~~

NO
EW

W. L. ... BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

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

John Levi doesn't seem to think that Snowden will purchase the Ocean View Co. stock. He intimates that Snowden is having some trouble himself, getting money.

I guess Newby has made it rather unpleasant for John, found considerable fault. John told me that Newby had told some real estate people that last year the Ocean View Co. had \$150,000.00 in the bank and this year they owe \$80,000.00, and he has been trying to find out where all the money went. He has been all over the books with John but still doesn't seem satisfied.

If you can hold on to your Kentucky Rock Asphalt Stock for a little while, I think you will make some money out of it. I have had a feeling all along, as I guess you have, that Wood hasn't been telling everything that he knew. I imagine that the negotiations have been on for some time past. We can sell the notes or put them up as collateral and get enough on them that would be the way to handle it and let the stock ride for awhile and see what happens. The only way that you could get real value out of the stock in the near future, will be for some one to buy it at a good price because they want it more than you or Wood and his crowd.

When money conditions ease up, I don't think they will have difficulty in making the deal with somebody at a good price. The notes which you hold will never be worth any more than par, the stock has speculative possibilities.

I have arranged with Witcher to have two acres of ground which you authorized.

It is unfortunate that The Fisher Auto Co. were not able to cut down their expenses. I cannot imagine the necessity of having 45 people on the pay roll, particularly after you had emphasized the necessity of "cutting to the core". I hope that in the final clean up it won't be quite as bad as you state. It certainly is a shame, after having built up the business as you have, not to have any more left.

I haven't changed the rate on the Golf Course and will not do so until June 1st.

I note what you say regarding insurance on the Dairy Farm and I am going into this very carefully. I am getting full details as to rates, etc. Am having John Claussen see if he can't get a special rate up there.

Generally speaking, I agree with you regarding insurance. There are, of course, exceptions.

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

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

#3

I have been cleaning up a lot of small outstanding accounts including your personal accounts as well as the companies!

The attached letter from Budge indicates a small balance due them of \$3.30 against Mrs. Fisher. If correct, and you so desire, I will pay it. Please advise and return invoices and letter.

The mosquitoes are getting thick and the weather is pretty hot.

I know just how you feel regarding finances. Am having the same experience on a smaller scale. I am prodding all those who owe us and haven't paid, pretty hard. We have got to do something with this fellow Geiger. He never is going to be able to pay up the way he is going. His property is all advertised for non-payment of taxes. He is continually taking over property from somebody else and taking on additional liabilities and getting deeper and deeper in the hole. He bought some lots over on Palm Island. He owes The Fidelity Bank approximately \$8,000.00 and if they don't reopen and he is called upon to pay his loan he won't be able to pay it. If they force him he is going into bankruptcy. There is no other way out for him.

As I see it, he owes us considerable money and has for months past, but is doing nothing to liquidate it, and interest continues to accumulate and he is just plain gambling on the future to an extent far and way beyond any possible means of ever being able to pay unless we have a very good selling season next year. As I said before, he isn't satisfied with being in bad, but he continues to get deeper and deeper into the mire.

There are some others such as Elwood and Wallace who are just infringing upon our good nature and make no attempt whatever to pay up. They don't even answer our letters or come in to see us. They not only owe the principal, but even the interest payments which are due and past due don't seem to worry them, at least, not to the extent of paying it.

Personally I don't think we would lose caste or that it would be any reflection on us if we should go to the mat with these fellows and start in and take the property back. I am not cold-blooded or hard-hearted enough not to appreciate what it means to be in trouble, and I think we ought to assist every person as far as possible, who have entered into contracts with us in good faith and who are doing their level best to meet their contract obligations, even if it is only by making small payments periodically, but there are a number of people who are plain speculators and gamblers and who think that we will never force an issue and are almost insolent when we ask them to pay up, and I would like to have you consider the situation and advise whether or not you are willing that I should go after these fellows with a sharp stick and force the issue. I think it would have a beneficial effect on some of the rest,

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

OFFICE
MIAMI AVENUE and
COLN ROAD
for all communications
Company

#4

if we made an example of one or two of them.

Please let me have your ideas on the subject.

In thinking about the sale of your stock in the Ocean View Co. and casting about for some one to purchase it who would be agreeable to all interests, I recalled having overheard Frank Shutts make a remark to Ed. Romfh that Le Blond of Cincinnati was still flush and that there was a possibility of being able to get some more of Le Blond's money for investments down here. I understand that Le Blond is a good business man, very congenial and broad-minded, in other words, stacks up pretty well. So I suggested to John that he go over to see Frank Shutts before Shutts went away, which would be the end of this week, and as Shutts was going to Cincinnati to see Le Blond, find out if Shutts cared to take the matter up with Le Blond and try to interest him.

John has been over to see Shutts, and he, Shutts, has asked John to write him a letter which he could use as a basis for his talk with Le Blond.

I don't know how well you know Le Blond, but as I recall it, you have met him and have probably had a chance to size him up. The crowd around the First National Bank and Shutts both speak very highly of him.

I imagine John will write you fully on this subject and advise you just what he has done and will also write you in regard to correspondence which he has had with Snowden, talks which he has had with Newby, etc.

Lack of stenographical help, etc. has delayed my correspondence with you somewhat. I will do my best to catch up and will take up other subjects in my next letter.

A great deal of my time has been devoted to interviewing people who have failed to pay their notes, interest, etc., keeping in touch with Romfh and rearranging our collateral as usual an everyday occurrence so that when I collect anything we keep the money instead of depositing it in the sinking fund. It doesn't sound very hard nor a very long job, but it is because Romfh won't permit any substitution of collateral except that I handle the matter personally and take it up with him. Then there were a number of notes which fell due and have not been paid by the customers when and as they became due and this has required the taking up of the notes which were past due and putting in other notes in their place because the bank won't carry any past due paper regardless of whether this discounted paper ~~is~~ collateral, and as we now have up with

WALTON BEACH REALTY COMPANY

OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

OFFICE
MIAMI AVENUE
COLN ROAD
all communications
Company

#5

The First Trust and Savings Bank something over \$300,000.00 of customers' notes as collateral to the balance of our \$400,000.00 loan, you can readily appreciate that there are a very considerable number of notes which have to be shifted about.

I recently got them to discount some of our customers' notes which were put up as collateral to some of our other notes, and by so doing I succeeded in raising approximately \$15,000.00 extra. Every one of these moves takes time and requires very close study and has to be handled absolutely right, otherwise our records, etc. would become badly mixed up, but up to this minute everything has been accomplished in a manner entirely satisfactory to Romfh and with absolute correctness of records in our own place so that we know just where we stand every minute of the day and every move made is recorded so that there is no possible chance of any mix up either now or for the future.

Very truly yours,

FRANK O. VAN DEREN

Fursey 21

Dictated -
May 25th, 1921.

Mr. Edward G. Routh,
First National Bank,
Miami, Florida.

Dear Ed :

Am just today back from New York : I called on the National City Bank and am negotiating a \$350,000.00 loan there, which I want them to carry for at least eight to twelve months. I want to give them some real estate notes for collateral.

I am also negotiating a million dollar loan in New York with some large real estate people, and will probably make a deal giving them the Flamingo as collateral. I think this million dollar loan will go thru but it may take thirty or sixty days to get it thru. Everything is very tight in New York and people are looking only for loans with big interest.

I was not successful in interesting anybody in the purchase of the Electric Light & Power Plant. It occurred to me that if the Tatum and other real estate holders in and around Miami want to increase the value of their real estate to double its present worth, they might be the logical buyers for the Street Car Line and Power Plant. I would be very willing to sell the plant to responsible people at a very substantial loss to ourselves, inasmuch as we have accomplished our purpose in getting a car line over to the Beach. Do you think the Tatum and associates could handle a sale of this kind? I would be willing to give them a price of approximately \$600,000.00 on the Street Car Line and Plant. Its cost was \$800,000.00, to say nothing of the land value. I would retain a \$100,000.00 interest in the \$600,000.00 of the company if the company was well put together.

Yours very truly,

CGF:R

Finances 21

May 25th, 1921.

Mr. Harold Talbott,
Dayton - Ohio.

Dear Hal :

Enclosed find copy of the statement of the Miami Ocean View Company. This statement is whittled down to the bone.

I recently offered my stock at 2 $\frac{1}{2}$ for 1, and that I was selling it cheap. Snowden, however, is deep in some oil well matters and wants to sell their interests at two for one. If Heckscher or any of our real friends want to take this stock at 2 for 1 - pay only 30% down and distribute the balance at 7% over eighteen months, there is every possibility that the sales next year will probably take up one-third of the entire purchase price. Last year the sales were over \$300,000.00 for the Ocean View Company.

I certainly don't want to see the property fall into hands that would not be friendly to us as our interests are so closely linked together. I would not consider selling my stock at 2 for 1 - and I will ride with anybody who purchases Snowden's stock. Snowden and McSweeney own a little over half. It would require a total of approximately \$625,000.00 to purchase their stock.

Yours very truly,

CCF:R

Finances 21

May 25th, 1921.

Mr. Harold Talbot,
Dayton - Ohio.

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Yours very truly,

CGF:R

The Bank of Bay Biscayne

CAPITAL \$ 150,000.00

SURPLUS \$ 150,000.00

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 30, 1921.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Carl:

Yours of the 25th received, and I assure you that we are very glad, indeed, to extend all of your paper that we possibly can during the summer and it is with sincere regret on the part of our Directors, including the writer that it was necessary for us to ask you to even reduce your line during the summer months, and we made it just as little as we possibly could. You know very well we have always been glad to accommodate you and will continue to do so to the extent of our ability.

A great many people do not realize that our deposits fluctuate a great deal between our spring and summer business and that it is absolutely necessary to reduce our loans during the summer months, which you can readily appreciate. I know things are very tight North and I hardly look for them to change to any great extent until fall. The outlook is much better, however here, and if it had not been for the failure of the Fidelity we would have had a very good summer in Miami. But, the closing of this Bank puts an added burden on all the other banks here as you well know, and we are not disposed to let good people fail for the want of a little temporary help, if they are in good condition, and this necessitates our taking care of a great many people we had not expected to look after.

I have your letter in regard to the oil tanker and I will take this matter up with Mr. Belcher this afternoon and will then write you or have him do so.

Remember me very kindly to Jane and with kindest regards to you, I am

Yours very truly,


President

G-D.

Francis 21

May 31st, 1921.

Mr. Harold E. Talbott,
Dayton-Wright Airplane Co.,
Dayton, Ohio.

Dear Hal:

As soon as you return to Dayton Call me up and if possible run over. I want to have you meet both Mr. Baxter and Mr. Daniels sometime when you are in New York and go into with them the possibility of interesting the Standard Oil Company in storage space on the Terminal property. Surely the Standard Oil Company has some engineer or mechanic who is long headed enough and far sighted enough to know that they should have a storage supply space at Miami and on deep water.

Mr. Baxter can introduce you to the proper people in the Standard Oil Company.

I am also anxious to know how we are getting along with our loan with Heckscher. The \$250,000 loan in New York and the \$60,000 sale at Miami is going to tide me over nicely for sixty days but the million dollar loan I regard as necessary to feel easy and know that we can go right ahead with our plans and keep the new golf course, which is going to be a big drawing card for the sale of the property at Miami Beach.

Yours,

CGF:EM

ESTABLISHED 1853



EMORY W. CLARK, PRESIDENT
 WILLIAM J. GRAY, VICE PRESIDENT
 W. T. DEGRAFF, VICE PRESIDENT
 FRANK G. SMITH, VICE PRESIDENT
 EDWARD C. MAHLER, VICE PRESIDENT
 JOHN H. HART, VICE PRESIDENT
 WALTER G. NICHOLSON, VP & CASHIER
 W. A. McWHINNEY, VICE PRESIDENT

ASSISTANT CASHIERS
 F. F. CHRISTIE, A. W. T. MEYERS,
 RUSSELL E. SMITH, GEO. H. MAHLER,
 JAMES A. WILSON, EDWARD E. DEAN,
 BYRON W. CLUTE, FREDERIC J. PARKER,
 HENRY J. BRIDGMAN, W. R. BROUGHTON,
 CHAS. H. WAGAR, A. V. McCLELLAN,
 CHAS. H. MICHAEL,

FIRST AND OLD DETROIT NATIONAL BANK
 CENTRAL SAVINGS BANK AND
 FIRST NATIONAL COMPANY
 UNDER ONE OWNERSHIP

L. F. MERZ, MGR. FOREIGN EXCH. DEPT.

CAPITAL AND SURPLUS \$7,500,000

FIRST OLD DETROIT NATIONAL BANK
 DETROIT, MICHIGAN.

Finances 21

June the Second,
 1 9 2 1.

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

Dear Mr. Fisher:

I duly received your letter of May 25th in reply to my request for a check in payment of your first quarter's pledge to the Lincoln Highway Association, and note that your reserve in the bank is somewhat depleted at the moment, and that this condition may continue for the next four months, which is sad news for the Association, which is also hard up for ready cash, as their budget was figured down to the quick in estimating running expenses, and I do not see how we can quite get along for nine months without any payment whatever from you.

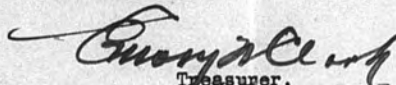
The first quarterly payment of the underwriters' share for this year's business was theoretically due January 1st, the second April 1st, the third July 1st and the fourth October 1st, so that if we waited on you until October 1st, there would be due \$5,500, and our receipts would be behind requirements just that much for the first nine months. This the Association is not in a position to stand.

We cannot let the program of the year fail, and I am sure, with this explanation, that you will dig up at least the \$1375 necessary to the first payment and let us have it without delay.

Your very early attention will oblige

Carl G. Fisher, Miami Beach, Fla (2)

Very truly yours,

A handwritten signature in cursive script, appearing to read "E. W. C. Fisher".

Treasurer,

THE LINCOLN HIGHWAY ASSOCIATION.

EWC/FHF

MONAHAN GEORGE RICHARDSON
ATTORNEY AT LAW
1000 W. WABASH ST.
CHICAGO, ILL.
TELEPHONE 4-1111

June 11th, 1921.

Mr. E. W. Clark,
1st & Old Detroit Nat'l Bank,
Detroit, Michigan.

Dear Mr. Clark:

I have yours of the 2nd. I particularly noted that clause in the third paragraph about digging up \$1375.00.

"Digging Up" is all I have been doing for some time and the digging has been thru rather hard soil for the past sixty days.

I think my very first duty is to dig up for some of the very necessary accounts at this end of the line and I am in hopes that the Lincoln Association will manage to get along without my subscription until some time later in the season and I will then take pleasure in sending you a check for the entire amount.

Very truly yours,

CGF:EM

OFFICERS

JAMES H. SNOWDEN, PRESIDENT
JOHN H. LEVI, VICE-PRES. AND TREAS.
CHAS. E. CLARK, SECRETARY

THE MIAMI OCEAN VIEW COMPANY
OWNERS OF STAR ISLAND

OFFICE FIFTH STREET AND ALTON ROAD
ENTRANCE TO CAUSEWAY

MIAMI BEACH, FLA.

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JAMES H. SNOWDEN
JOHN H. LEVI
CARL G. FISHER
HENRY McWHEENEY
FRANK R. SHUTTS
H. E. DUCKWALL
RALPH POLK

-2-

C. G. Fisher - June 2, 1921.

For the last three days we have had
mosquitoes, but just as many in town as at the Beach.

Sorry I could not get up to the races.
Regards to all.

Very truly yours,

JHL-K

A large, stylized handwritten signature in cursive script, appearing to read "John". The signature is written in dark ink and is positioned to the right of the typed name "John" in the signature block.

U
THE MIAMI OCEAN VIEW COMPANY
MIAMI BEACH, FLORIDA
JUNE 7th, 1921.

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

My dear John:

Replying to yours of the 2nd. Snowden offered me his stock 2 to 1. It is very reasonable at this price. Perhaps Plus and some of his outfit could come in and take half of it, however, Snowden is in duty bound if he sells this stock to give us the opportunity to purchase enough of it for control. I can't imagine him selling this to others without giving us this chance.

You might be able to buy the stock from Snowden and agree to do no more building on the property for a year and to advance him all of the money which comes in from the sale of the property for the first year with a guarantee that it will equal at least \$200,000.

If Snowden would give us two years time on the balance at 7%, possibly we could get up a little crowd - you, myself, and Plus and one or two others - to take this stock over. You could give Jim some good mortgage notes to use at the bank and he could probably sell these notes and get a good bunch of ready cash.

We tried out Jim's boat day before yesterday and it's a bear. You can't hear the engines. It shows 26½ miles per hour and runs very smoothly.

Yours,

CGF:EM

OFFICERS:

JAMES H. SNOWDEN, PRESIDENT
JOHN H. LEVI, VICE-PRES. AND TREAS.
CHAS. E. CLARK, SECRETARY

THE MIAMI OCEAN VIEW COMPANY
OWNERS OF STAR ISLAND

OFFICE FIFTH STREET AND ALTON ROAD
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DIRECTORS

JAMES H. SNOWDEN
JOHN H. LEVI
CARL G. FISHER
HENRY MOSWENY
FRANK E. SHUTTS
H. R. DUCKWALL
RALPH POLK

June 2, 1921.

Mr. Carl G. Fisher,
434 N. Capitol Boulevard,
Indianapolis, Ind.

Frances 1921

Dear Carl:

Your letter just received relative to discounting some of our paper. I had a letter from Snowden in the same mail, telling me not to do it except to the extent that I was permitted to borrow, which was \$30,000. That amount I had already borrowed from the First National Bank. However, I am writing him to-day to try to persuade him to give me permission to use my judgment in discounting some of this paper, even as high as ten per cent if necessary, although I think a great deal of it can be accomplished at eight per cent.

Your note regarding Ed Ballard received. I could probably meet him shortly in New York. I am wondering what boat you had picked out and what her name was originally. It is possible I know her. I do not think I shall leave here until after the 15th, as I have some important matters to attend to in connection with the company and also City affairs.

I am wondering what Snowden offered you his stock for, as I had a letter from him in which he stated he had offered to sell you his stock. I would certainly hate to see the control of the company get into the hands of some outsiders, such as this little Roney. If Snowden did not want too much for his stock, it seems as if we could get enough of us together to pay a good payment down on it. I will go to see him as soon as I go to New York; I think I could persuade him to give me a better proposition than he would give anyone else.

The storm warnings are up; it is said there is a storm near Cuba. It seems a little early, and I hope it blows over or goes in some other direction. There used to be a time when I wished I could see one, but not any more.

The Beach looks like a park since we have trimmed all the trees high and trimmed all the palms. Old man Davis' gang is doing great work. When they got to the Golf Links I told them to go ahead and trim that too, as we have it figured out that crowd can do it much cheaper than our own; I am speaking of the nine-hole golf links. For the tree trimming and cleaning up it is only costing something like eighty cents a lot. I have let them do all the Ocean View property.

Oscar Daniels Company
Ship Builders
Contracting Engineers

Tampa, Florida,
June 13, 1921.

Mr. Carl Fisher,
Indianapolis, Ind.

Dear Mr. Fisher:

I assume that Mr. Baxter has replied to your letter of June 7th, although he did not tell me whether he had done so in sending me your letter.

I am sorry to note that you cannot see your way clear to accept our offer for the lots in Block #28 at Miami Beach. You state that you will accept Twenty-five Thousand Dollars cash for these lots. This sum is more than we would like to pay. As you know, money is very scarce and hard to get on account of the depression which we are going through all over the country. Therefore, if you will come back with a tempting offer, we shall be glad to consider it.

We expect to be in Miami Beach for at least a part of the coming winter, and shall be pleased to get in touch with you then.

I beg to remain,

Yours very truly,

Oscar Daniels

OD.KW

June 15th, 1921.

Mr. Oscar Daniels,
c/o The Oscar Daniels Company,
Tampa, Florida.

Dear Mr. Daniels :

I have yours of June 13th and I hope you will reconsider the offer I made for the lots in Block Twenty-Eight. This is the only corner left on the entire Beach which will in any way approximate the beauty, setting, etc, offered by this piece of ground. I am satisfied that this same piece of ground which I am offering you will sell for \$75,000.00 within the next few years. The heavy growth of coconut trees in front of this property are between 45 and 50 years old, and I don't believe there is any better lot of trees anywhere in the entire South than just at this spot.

We realize that cash is difficult to get ahead of these days - and that is just one reason why we named you \$25,000.00 on these lots. You will make a very big mistake not to take them at this figure. It is really as low as we can afford to sell the lots. For your purpose, either for a home or for an investment, I am quite sure that I don't know of any better investment any place than this particular corner.

We are very glad to have you and Mr. Baxter located at Miami Beach. It is a wonderful, coming place and there is enough to do in both sports and work - and I am very anxious to meet you there some time and talk over the possibilities of the Peninsula Terminal Company. I think you will see the great opportunity that this piece of property offers - and I would be very glad to make some very good offers to men of your ability to either come in with me in the development of this property or in the forming of a company to handle it.

Yours very truly,

CGF:R

Oscar Daniels Company
Ship Builders
Contracting Engineers

Tampa, Florida,
June 20, 1921.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Mr. Fisher:

I am in receipt of your letters of June 15th and 16th, referring again to the lots in Block 28. You stated in your telegram that you would take \$24,000.00 for these lots. I felt that the price was a little too high on account of conditions of the money market, which will probably last a considerable time yet. However, if you would accept Twenty Thousand Dollars, I shall consider it.

The reason that I was thinking about the purchase of these lots is that I may sell the property I have already bought, although it is a lovely place. However, I would rather build a place to suit ourselves. If you should happen to have some friends that would give me an offer on the property which I have already purchased, I would be glad to hear from you. I would not be particular about getting the purchase price in cash, but would be willing to take a large mortgage.

As I am leaving for New York Sunday, June 26th, I will be in my office in the Woolworth Building on the 28th. If you would care to write me any further on this subject, I should be pleased to hear from you.

Regarding the Peninsular Terminal Company which you refer to in the last paragraph of your letter, I am not familiar with this proposition, and do not know whether I would be interested in a development of that kind. Nevertheless, I have no objection to talking the matter over with you. If not before, I shall be pleased to see you at Miami Beach this Fall.

I beg to remain,

Yours very truly,

Oscar Daniels

OD.KW

June
24th
1921

Mr. Oscar Daniels,
Woolworth Building,
New York City, N. Y.

Dear Mr. Daniels,

I have your letter of June 20th and contents noted. Only the condition of the money market and the fact that we wish to continue our program of improvements would allow us to even consider price named you on the corner. As stated to you in previous letters, this corner should easily bring, in normal times, \$250.00 or \$300.00 per foot for the first hundred feet, including the corner. The balance of 50 feet should easily bring \$200.00 to \$225.00 per foot.

We have sold a year ago considerable of this property at better than \$200.00 per foot. You and Mr. Baxter seem to be good customers of ours and we want to get you located at the Beach and you are entitled to make a profit off of your investments there, made at this time, but we must figure very carefully on the fact that there are only two corners left in this highly restricted development and surely there will be fifteen or twenty people who will want these corners within the next year or two.

We are paying about 10% for money now and I have already discounted the price of this property to you, however, I will make another discount and give you a price on it of \$22,500.00. This is the very best price we can make you and it is our last concession. We can afford to pay 10% for money rather than shade this price lower on this particular piece of property.

I asked Mr. Bumpage, who is now in New York, to stop in and see you Monday. We have just arranged for a very substantial loan in New York which will allow us to continue right on thru until January 1st with development work and after this time, I feel that we will have heavy sales of real estate at the Beach as we have never had so many inquiries as at this time.

We have no doubt but what we can sell your house for you at a good substantial increase. We had the place sold to one buyer last season at \$110,000.00 but on rather long terms, however, this deal fell thru, on account of the money crisis. We also had another deal practically closed at \$100,000.00 and the money crisis together with advice from Northern banks spoiled this deal. / The property is very reasonable at \$100,000.00 and we will sell it for you at a better price either next season or the following season.

I would like very much to have you stop out this way for a day with me as you return to Florida. If you will wire me in advance, I will secure your accommodations from here on thru to any destination you want. I would like to spend an hour or two with you, going over the Peninsula Terminal property plan and explaining same to you. It is a very wonderful development - offers unusual profits - practically no risk and I will eventually put the plan thru.

The Peninsula Terminal Property Plan ought to be put thru while dredges are available at a low price as well as cheap labor and oil. The best dredge in the country for the work is now at Miami Beach.

We have had enough preliminary figuring with large oil companies and lumber companies to know safe customers for this property. As soon as developed, this property would have 175 acres and over 4,000 feet of bulk-head on deep water. This piece of property is over three miles nearer to deep water than the property across the bay.

I am laid up now with a badly sprained ankle received in a polo game at Dayton last Saturday and it wont be possible for me to travel around very much for at least three weeks so if you could possibly arrange to stop off here for an afternoon, I would like to go over maps and plans and make a proposition to you, which I think would be profitable to you if you would accept.

Very truly yours,

CGF:EM

July
19th
1921

Mr. Oscar Daniels,
Woolworth Building,
New York City.

Dear Mr. Daniels:

I have your letter of the 13th - am sorry that you will not be able to stop here for a day on your way South. I wanted particularly to talk with you about a very fine piece of property on Grosse Isle, which is eighteen miles south and west of Detroit.

Part of this property is low but it is a very easy fill, and offers some very unusual possibilities. I have had an option for over a year on six hundred acres for \$350,000.00. There is an additional four hundred acres, however, that should be purchased which will cost about \$400,000.00. The two pieces of property will give about four miles of water front and at a very low estimate. This water front property will sell readily at \$150.00 per front foot with the improvements made which I have in mind, and which will cost about \$400,000.00 additional. In other words, \$1,200,000.00 will complete the property. I have one friend who will invest \$200,000.00, and I, myself, am prepared to carry along \$350,000.00.

I am very anxious to live in Detroit in the summer time from this time on. Indianapolis is too hot and I have hay fever here during August and September. I could not be satisfied in a place to live that is not somewhat in keeping with the surroundings of Miami Beach and the property which I refer to is almost identically the same except that the dredging, of course, would be hardly worth comparison with the job we have done at the Beach. I had intended to purchase this property and do the job myself, but funds have been slack this year and may be the same for another year or two and I don't want to tackle Detroit by myself at this time. I have owned property in and around Detroit for several years and I am familiar with the values there and I don't know of any other piece of property in America that would work out in the same manner that this piece will. There should be two or three million dollars profit in the proposition most of which can be gotten back in three years.

I am sending you a map showing the property I refer to and I am taking a long chance that you might be interested, if not, just return the map and forget it and I will cast around among three or four other people I know who have had experience in dredging work and understand the possibilities of same. I have driven over almost every square mile of property within forty miles of Detroit and with the work I had in mind, completed, there is no residential property any place around Detroit that will compare with this piece of property. Just the same as there is no other piece of property in the entire state of Florida that will compare with Miami Beach.

Grosse Isle is already beautifully developed and has at least ten million dollars worth of improvements, including fine homes, fine concrete roads, golf club, etc., but the most beautiful part of the entire property is undeveloped for the reason that the banks run into soft swale mud and grass. You can see from the map how easy it would be to straighten this property up and what an unusual amount of shore line would be reclaimed. You will notice Elba Island, which is the home of R. E. Olds. He has one of the finest homes in Michigan on the island. Hickory Island is already subdivided and well built up with moderately priced homes. The option I have from Olds is for all of that property marked Olds on the map, for \$350,000 or about \$500.00 an acre. All of the adjoining property can be had at an average price of about \$300.00 per acre, which price I consider very cheap.

About half the property is covered with beautiful trees and the only work necessary for a high grade development is to reclaim the banks and bulk-head them - put in the roads - a couple of polo fields - and a small hotel. At the present time there are over seventeen hundred owners of boats around Detroit who have no place to keep their boats - in some instances the rental for a boat house will quite exceed a thousand dollars per year and then only on five year leases. For a total distance of eighteen miles the Detroit water front is worth and sells for all of the prices from \$80.00 to \$8,000.00 per front foot.

Detroit is growing larger faster than any other city in the world, not excepting New York City. More than three million dollars profit is poured into the city of Detroit every working day and as long as people use automobiles these profits will continue to pour into Detroit.

The size of this job is the only reason it has not been handled long ago but it is really only in the last two years that any reclaiming work has been done in Detroit.

If you are at all interested in the matter, I will be glad to go into further details with you and in the mean time do not let any of these letters annoy you. I must go to Detroit to live and I don't want to live any other place except on Grosse Isle if I can help it and I do want to live where I can have some polo fields, some swimming pools, and meet people who are alive and happy and able to eat three square meals every day. Aside from the profit in this property, I would thoroughly enjoy seeing it one of the beautiful spots of America and it is so easy to accomplish that I am surprised somebody hasn't tackled the job a long time ago.

Yours,

DAYTON WRIGHT COMPANY
DAYTON, OHIO
U. S. A.

DIRECTORS
H. E. TALBOTT, JR.
C. F. KETTERING
A. P. SLOAN, JR.
R. W. ZIMMERSCHIED
D. H. WILLIAMS

Frances

OFFICE OF PRESIDENT

August 1st, 1921.

Mr. Carl G. Fisher,
Indianapolis, Ind.

Dear Carl:-

I have a new thought in connection with the financing in the South, which may, or may not, work out. Briefly, it is to take ten men and from a syndicate - say such men as George Mead, Kettering, Heckscher, Bacon, Allison, or men of a type and position who will be strong boosters for and acquisitions to Miami Beach. Let this Syndicate borrow from a bank or trust company \$750,000.00 or a million, each man being responsible for \$75,000.00 or \$100,000.00. The bank would make a two-year loan to this syndicate on a basis of somewhere between 7½ and 10% I should imagine. This syndicate would loan the money to the Alton Beach Realty Company, or to you, and take as security the street car line, Hotel Lincoln, or such real estate as would seem advisable. The syndicate members for their profit in the deal could be paid in real estate. If we could pick ten men of the right sort who would be willing to do this, they would immediately become strong boosters and their names as property owners would also be helpful.

Bob Bacon has gone abroad, but I will talk this over with Heckscher and also with a man named Stauffer who is one of the Vice-Presidents of the New York Trust Company, and see what they think of a proposition of this kind. You think the matter over also and see whether it appeals to you, and if so, possibly you can suggest some men who would be interested in a deal of this sort. You will get this letter tomorrow morning and I will not go to New York before

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G. M. WILLIAMS

OFFICE OF PRESIDENT

- 2 -

August 1st, 1921.

C.G. Fisher,

the afternoon train, so will call you after you receive this and have had an opportunity to give it a little thought. If it does not strike you as a proposition that might work out, do not hesitate to say so. We would also have to think of the question of how much profit we would be willing to let these syndicate members make, Of course it would not have to be in cash, but would be in terms of so much real estate, the market value of which would equal a sum which we would call profit.

You probably have given some consideration to a chartered accountant report, and you may have reasons for not wanting to bother to have such a report made up, but I feel that it would be well worth the money to have a well recommended firm of chartered accountants make up a complete statement of your affairs as of July 1st, 1921. If we were going to handle a big loan it would save a lot of time in making the arrangements, if we could present information as furnished and certified by a well known accounting firm. I should guess this work would take three or four weeks; perhaps a week in Indianapolis and two in Miami.

Sincerely yours,

*N. E. Talbot & Co.
Pres.*

HET-JR/IH

Finances 21

August 16th, 1921.

Mr. P. Murphy, Vice President,
Arthur E. Dorr & Co., Inc.,
Boston, Massachusetts.

Dear Sir:-

Replying to yours of the 2nd - we had a very successful season with the Flamingo last year making a net profit of \$121,000 on 89 days operation. The hotel is much heavier booked this year and should show a profit of about \$160,000 for ninety six days operation.

We are also owners of the Lincoln, photographs of which I am sending you under separate cover. We have a price on the Flamingo of \$1,500,000.00 and on the Lincoln of \$300,000.00. The Lincoln wasn't quite finished last season in time for early booking but should show a profit this year of around \$45,000 or \$50,000. We wish to dispose of these hotels - either of them at less than the actual cost in order that we can build other hotels and help take care of the people who wish to stay at Miami Beach.

We get our profit from the sale of land but we must have well filled hotels to give us a maximum number of land purchasers. We were compelled to refuse at least three thousand guests last season and I am sure this year we will have to refuse a larger number. I am sending you some Florida booklets under separate cover. Both these hotels occupy large blocks of land which in a few years will be worth as much as we are asking now for the hotel and land.

I would be very glad to go into actual cost, figures, etc., further with you or your clients if you are interested. For your information the Lincoln hotel has, I think, sixty six or sixty eight guest rooms with bath. With another building back of the hotel for servants quarters. The addition to the hotel was made large enough to eventually take care of hundred and twenty rooms.

The dining room is also large enough at this time to take care of this addition to the hotel property. All of the rooms in this hotel are very large and beautifully furnished, in fact, some of the rooms and furniture were not completed in time to be used last year until the latter part of the season.

As stated, I will be very glad to go into actual costs with you and name you some very attractive prices.

Yours very truly,

CCF:EM

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

Finances before 1920

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

MIAMI BEACH, FLA. Sept. 1, 1921.

Alton Beach

Dear C. G.

The income tax field agents have been working on the books of the Alton Beach Realty Co. and those of your own. They have gone back on your books to the organization of the Prestolite Company to get the cost of the original P o L stock and bonds and I have had to call on Langston for a lot of data as no two people have ever figured the cost of the P o L stock the same. We have Johnson's figures, Langston's figures, the Revenue Man who figured Jim's books and the Local Man's figures and no two are alike. It means a lot and we are doing all we can to help out.

Regarding the Alton Beach Co. We have always figured the money you put in the company in excess of the \$500,000 capital as paid in surplus and used this in the income tax reports as invested capital. Now the United States Revenue man says that every dollar you get back from the Alton Beach Company is a dividend out of earned surplus to the limit of this account and that all money you received should be reported as dividends in your personal returns. We maintain that there was no money ready for distribution by the Alton Beach Company and that the money paid in and taken out by you and on your account was simply an increase and decrease of Invested Capital as Paid In Surplus and we hope to get by on this- in any event we can appeal to the

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTYOFFICE
MIAMI AVENUE and
LINCOLN ROAD
Address all communications
to the Company.

MIAMI BEACH, FLA.

-2-

Department at Washington on any ruling these field agents may
make.

F. O. Van Deren.

P.S. - 5³⁰ P.M.

Just got wire from St. John
that you agreed to accept \$1,000
on \$25,000 note due to-day. This
note was discounted at First
Natl. Bank so I will have to pay
them \$15,000 to-morrow and lift
his note endorsed by us. His
sinking fund will take care
of fire truck note due today.

Van

Frances

September 7th, 1921.

Mr. Frank O. Van Doren,
Miami Beach, Florida.

Dear Van:

Replying to yours of the 1st. The report of the field agents regarding dividends is absolutely ridiculous. I have had no dividends out of the company, as you know. In fact, I have mortgaged about everything I own to put money back in the company and when these field agents talk about dividends, they are off the track entirely and if they will look at our books at the investments and expenses etc. and see what these moneys have gone for, they will have no trouble in getting the matter straightened out. I want some very first class advice on this matter and I think that probably old man Sjoström is as good as we could get. I certainly don't want you or Humpage to presume to pass on these subjects without first consulting me and without getting some thorough advice. I don't think that either you or Humpage are qualified to dig into these details and definitely settle just what concession we are entitled to.

I told Mr. St. John that we would hold up the balance of his note for a few days. Certainly, it will only take a few days for him to get the balance of the money. I am writing him and telling him to take up the balance immediately.

Yours,

GCF:EM

Carl G. Fisher.

-2-

Business Connections : Practically sole owner of Alton Beach Realty Company of Miami Beach, Florida, Continental Realty Company of Indianapolis, Indiana; with James A. Allison of Indianapolis, Indiana, interested in Indianapolis Motor Speedway Company, Globe Realty Company, Highway Tractor Company (now defunct), Prestolite Company, Union Carbide Company, Union Carbide and Carbon Company, Speedway Realty Company, Wayne Sewer and Drain Company, all of Indianapolis or Speedway City, Indiana. Also interested in Miami Beach Ocean View Company, Miami Beach Bay Shore Company, and Flamingo Hotel Company, Miami Beach, Florida. Stockholder in various other corporations.

Date of Reports on Other Businesses: Revenue Agent Kirkpatrick is now making the examination of the consolidated case of the Alton Beach Realty Company and the Consolidated Realty Company. Taxpayer was examined for 1913 and probably subsequent years by the Indianapolis Indiana Division.

Exemption: Married and living with his wife during all years under examination. No dependents.

Wife, Jane Fisher, filed no return so far as I am able to ascertain. I could find no income that she received.

Stock Dividends received in October 1916 and January 1917 from Union Carbide Company. Received 443 shares each of these dates. See cost of Prestolite and Union Carbide Stock, Exhibit A and B.

Changes discussed with Mark H. Holeman and changes were explained to him.

Waiver for 1917 not previously furnished and not secured due to absence of taxpayer.

Pages covered--	1 to 28
Schedules-----	1 to 8
Exhibits-----	A to E
Enclosures-----	Transcripts of 1916 and 1918

Respectfully,

Homer G. Graham

Internal Revenue Agent.

Carl G. Fisher.

-3-

1917

Schedule No. 1.

Amended return of 3/10/20 filed on form 1040, (1918 form).

Block Adjustments.

	Original	Additions	reductions	Corrected
Block B.	8,333.35	1,666.65		10,000.00
Block D.	82,949.29	6,281.60		89,230.89
Block G.				
Int. Bonds	3,219.20		266.76	2,950.44
Bank Dep.	11,554.58	268.85		11,823.43
Disc.	00	108.61		108.61
Block H.	106,056.42	8,325.71	266.76	114,113.37
Block I.	<u>50,064.32</u>		<u>5,935.36</u>	<u>44,128.96</u>
	55,992.10			69,984.41
Block K.				
a-	<u>146,223.42</u>		<u>4,298.00</u>	<u>141,925.42</u>
Net Inc.	202,215.52	9,694.31		211,909.83

Exemption	2,000.00	
Dividends	<u>141,925.42</u>	<u>143,925.42</u>
Balance		67,984.41
Additional Exemption		<u>2,000.00</u>
		65,984.41

2% Tax	1,359.69
2% Tax	1,319.69
Super Tax	45,706.64
E. P. Tax	<u>320.00</u>
	48,706.02

Previously Assessed	<u>44,426.11</u>
Tax Due	4,279.91

Miami, Florida,
September 13, 1921.

Re-Carl G. Fisher,
Miami Beach, Florida.

Examining Officer	Examination Commenced	Examination Completed	Days spent on Examination
Homer G. Graham,	August 1.	September 17	23 $\frac{1}{2}$ days.

Internal Revenue Agent in Charge,
Atlanta, Georgia.

An examination of the books and records of the above named taxpayer for the years 1917 to 1920 inclusive disclosed the following tax liability:

	Additional Tax	Refund
1917	\$4,279.91	
1918	6,871.16	
1919		\$3,901.34
1920	<u>20,042.64</u>	
Total	31,193.71	
Less	<u>3,901.34</u>	
Net	27,292.37	

Authority for Examination: Transcripts of returns for 1916 and 1918 furnished and which are returned herewith.

Basis of Comparison: Transcript of 1918 and retained copies of 1917, 1919 and 1920. For 1917 and 1918 original and amended returns were filed. Comparison made with amended returns.

Nature of Business: President of Alton Beach Realty Company and of Continental Realty Company. Income from salaries, dividends and profits in stocks.

Copy of original for C.G. Fisher
Van

Carl G. Fisher

-4-

Schedule No 2

Explanation of Changes 1917.

Amended Return was filed on Form 1040 amended for 1918 returns and for convenience this form has been followed.

Block B. Salary for November and December 1917 later credited G. G. F. on books of Prestolite in sum of \$1,666.67 thereby making salary for 1917 \$10,000.00.

Block D.	Original shows following -		
	Prestolite sold	125,966.11	
	cost	<u>82,523.50</u>	43,442.61
	Union Carbide sold	99,693.75	
	cost	<u>72,735.80</u>	26,957.95
	Real Estate		
	Livermore sold	16,250.85	
	cost	<u>12,701.50</u>	3,549.35
	Real Estate		
	Sailors sold	15,000.00	
	cost	<u>6,000.62</u>	<u>8,999.38</u>
			82,949.29
	As Amended shows following -		
	Prestolite sold	125,966.11	
	cost	<u>81,094.70</u>	44,871.41
	Union Carbide sold	99,550.00	
	cost	<u>72,030.00</u>	27,520.00
	Union Carbide Rights		<u>4,290.75</u>
	Real Estate,		
	Livermore sold	16,250.85	
	cost	<u>12,701.50</u>	3,549.35
	Real Estate,		
	Sailors sold	15,000.00	
	cost	<u>6,000.62</u>	<u>8,999.38</u>
			89,230.89

See supplemental schedule for cost of Prestolite and Union Carbide.

Block G. Certain income was shifted from interest on bonds to ordinary interest, the net difference being only 9 cents. Discounts received of \$108.61 were added as income.

Block H.	Original	Additions	Reductions	Corrected
Interest	4,076.12	55.91		4,132.03
Taxes	2,106.80		1,226.17	880.63

Carl G. Fisher.

Schedule No 2 continued

Explanation of Changes 1917 (continued)

Block H. (continued)

<u>Losses</u>	Original	Additions	-Reductions	Corrected
Raven & Shadow llll	6,002.13			6,002.13
Kramer Brake	13,013.79			13,013.79
Liberty Bonds	345.00			345.00
Auto Compass	92.75	.90		93.65
Bad Debts		107.05		107.05
Operation Bath House	<u>2,522.60</u>		<u>2,522.60</u>	
	21,976.27	107.95	2,522.60	19,561.62
 <u>Expense</u>				
Office	6,279.89			6,279.89
Com. Paid	760.00			760.00
Legal	973.31			973.31
1/3 Auto	1,173.97		1,173.97	00
1/2 Boat	2,290.25		2,290.25	00
Dep. Office Equipment	<u>0</u>	<u>56.59</u>		<u>56.59</u>
	11,477.42	56.59	3,464.22	8,069.79
 <u>Contributions</u>				
See Schedule attached	10,241.05	923.84		11,164.89
 <u>Excess Profits Tax</u>				
	186.66	133.34		320.00

Explanation.

- Interest - Increased \$55.91 from discount account.
- Taxes - Decreased \$1,226.17 an account of taxes on Continental Realty Company property being charged to C. G. Fisher personally.
- Losses - Raven and Shadow cost \$36,002.13, sold \$30,000.00 to U. S. Government, \$6,002.13 loss. New boats no depreciation on same.

Kramer Brake, this was an experiment by Messrs. C. G. Fisher and J. A. Allison - invention not a success, money expended a total loss.

Liberty Bonds - Loss on sale of subscription to bonds.

Auto Compass - Another experimental proposition of Fisher and Allison, not a success, total loss.

Carl G. Fisher.

-6-

Schedule No 2 (continued)

Explanation of changes 1917 (continued)

Explanation - continued.

Losses - continued.

Bad Debts. \$65.00 note of F. W. Bogler, sundry accounts
\$42.05

Bath House Operation. This was Alton Beach Realty Company's property and operation, not C. G. Fisher's; disallowed.

ExpenseOffice salaries and expenses of carrying on business.Commission Paid, on sale of real estate.Legal, proper expense in his business.Auto, considered a personal item and disallowed.Boat, considered a personal item and disallowed.Depreciation, 10% on office furniture of \$565.90

Contributions, Increased \$923.84. See schedule. Included in this amount is \$318.99 excess of amount expended over amount received from the United States Government in locating and marking an Aerial Route from Dayton, Ohio, to Indianapolis, Indiana. In reality it is a donation to the government to promote flying of aeroplanes. This is an unusual item in contributions and I believe it is allowable. The United States Government is a corporation organized to promote the general welfare of the people. The allowance of this item is passed to the bureau. Another item is \$1,192.90 to highways. Of this amount \$2.00 was to the Central Florida Highway Association and \$1,190.90 to the Lincoln Highway Association. As I understand it, the Lincoln Highway Association was organized to secure a good direct road across the United States. Whether this association can be classed as scientific or educational is passed to the bureau. Other larger contributions to highways were made in later years.

Excess Profits Tax, Salary increased to \$10,000.00 per annum so tax at 8% on excess over \$6,000.00--\$4,000.00 is \$320.00.

Carl G. Fisher.

-7-

Schedule Number 2. continued

Explanation of Changes, 1917, Continued.

Summary of Block H.

	Original	Additions	Reductions	Corrected
Interest	\$ 4,076.12	\$ 55.91	\$	\$ 4,132.03
Taxes	2,106.80		1,226.17	880.63
Losses	21,976.27	107.95	2,522.60	19,561.62
Expenses	11,477.42	56.59	3,464.22	8,069.79
Contributions	10,241.05	923.84		11,164.89
E. P. Tax	<u>186.66</u>	<u>133.34</u>		<u>320.00</u>
	50,064.32	1,277.63	7,212.99	44,128.96

Block K. a. Dividends reduced by dividend of \$7.25 on life insurance, not a paid up policy; also by sale of rights to subscribe for Union Carbide stock of \$4,290.75, this later item being transferred to Block D.

Carl G. Fisher

-8-
1918
Schedule No. 3.

	Original	Additions	Reductions	Corrected
Block C. (Loss)	(57,061.88)		1,055.56	(56,006.32)
Block G.				
Bonds	1,253.44			1,253.44
Mtg. etc.	<u>1,878.71</u>	<u>1,359.32</u>		<u>3,238.44</u>
Block H. (Total)	(53,929.73)	1,359.32	1,055.56	(51,514.85)
Block I.				
Interest	23,131.88		8,474.62	14,657.26
Taxes	1,099.92		874.70	225.22
Losses (Fire)	00			00
Contributions	3,393.36	6,821.98		10,215.34
Other	<u>44,881.09</u>		<u>34,416.86</u>	<u>10,464.23</u>
	72,506.25	6,821.98	43,766.18	35,562.05
Block K.				
a	144,352.50			144,352.50
b	<u>1,312.54</u>		<u>701.18</u>	<u>611.36</u>
	<u>145,665.04</u>		701.18	<u>144,963.86</u>
Net Income	19,229.06			57,886.96
		Super Tax	7,519.48	
		Previously Paid	<u>648.32</u>	
		Tax Due	6,871.16	

Carl G. Fisher

-9-

Schedule No. 4.

Explanation of changes.

Block C.

The losses in this block are through sales of stock in Union Carbide and Carbon, Gates McClellan Hotel Company and Liberty Bonds.

Union Carbide-	cost	400,400.53
	sold	<u>349,021.24</u>
	Loss	51,379.29
McClelland Hotel	sold	3,600.00
	cost	<u>3,000.00</u>
	Profit	600.00
Liberty Bonds	cost	136,697.22
	sold	<u>131,470.19</u>
	Loss	5,227.03
Union Carbide Loss		51,379.29
Liberty Bonds Loss		<u>5,227.03</u>
Total Loss		56,606.32
McClelland Hotel Profit		<u>600.00</u>
Net Loss		56,006.32

See supplemental sheet for calculation of cost of Union Carbide and Carbon stock.

Block G. Interest on Bonds correct.

Interest on bank deposits, mortgages etc. increased \$1,359.32. This was checked with books, unable to explain how difference occurred.

Block I.

Interest

Originally reported could not be verified. The total amount paid per books \$27,730.11 is reduced by \$3,591.90 paid for Continental Realty Company and \$9,480.74 paid for Globe Realty Company, Speedway Realty Company and Wayne Sewer and Drain Company, leaving the amount of \$14,657.47 actually paid on his own indebtedness.

Taxes.

The original amount is reduced by taxes in the amount of \$874.70 paid on the Continental Realty Company property and other taxes not owned by the taxpayer.

Losses, fire etc.

Nothing claimed under this item. Losses on some items are claimed and will be explained under Other Deductions.

Contributions.

S/

Carl G. Fisher.

1918
Schedule No. 4 continued.

Explanations of Changes continued.

Block I - continued.

Contributions

See list attached, contributions limited by 15% clause in the law.

Other Deductions.

The amount of \$44,881.09 was composed of the following items:-

	Original	Corrected
Commission	913.37	742.32
Office expense	6,059.49	6,059.49
Legal Expense	1,658.13	1,658.13
Traveling expense	2,209.08	
1/3 Auto expense	1,272.82	
1/2 Boat expense	1,820.50	
Kramer Brake Loss	1,255.09	1,255.09
Highway Tractor Loss	29,000.00	
Miami Beach Tr. Co. loss	692.61	692.61
Depreciation	00	56.59
	44,881.09	10,464.23

Commission was reduced \$171.05 as this amount could not be verified. The amount allowed is commission on sale of stocks.

Office expense is a proper deduction, consisting of salaries and sundry expense.

Legal expense verified and found correct.

Traveling expense disallowed as there was nothing to verify the fact that this was a necessary expense of his business.

Auto expense. This is one third of his total auto expense and is disallowed as it does not appear necessary. It is very possible that part of this would be a proper deduction from the income of the Alton Beach Realty Company and the other companies in which he is interested but his personal business is not such as requires automobile expense.

Boat expense, disallowed for the same reason as automobile expense. There is no doubt but what Mr. Fisher uses his boats and his automobiles to show visitors over the properties he controls on Miami Beach, but as this property belongs to various corporations it is not a necessary expense to him as he owns only his own home individually.

Carl G. Fisher. -11-

Schedule No. 4 continued.

Explanation of Changes, continued.

Kramer Brake Loss. In report of 1917 a loss of \$13,013.79 was taken. It was thought this was the entire loss but later claims came in and are allowed in the sum of \$1,255.09. These claims were not known when the first loss was taken.

Highway Tractor. This was an experimental proposition of Messrs. Fisher and Allison, the total loss and final settlement of this concern was not made until 1919 so the partail loss is disallowed in 1918 and allowed in full in 1919.

Miami Beach Transportation Company. This was a bus line operated from Miami to Miami Beach. Organized about 1914 by Mr. Fisher and dissolved in this year, net loss of \$692.61.

Depreciation of 10% allowed on Furniture and Fixtures, totaling \$535.90.

Block K.

- a. Dividends correctly reported.
- b. Interest on Liberty Bonds. Amount received from 3rd. \$811.36 exemption allowed 4% on \$500,000, or \$200.00 net taxable \$611.36. Received from 4th. \$381.79 all exempt. No Liberty Bonds held at the close of the year so further exemption does not extend to 3rd. by virtue of holding the 4th. issue.

Carl G. Fisher.

-12-

1919

Schedule No. 5.

	Original	Additions	Reductions	Corrected
Block A.	(26,894.43)		(26,894.43)	00
Block D.	109,168.22		4,841.94	104,326.28
Block G.				
Int. Bonds	9,067.16		8,987.24	79.92
Other Int.	514.49	10,243.16		10,757.65
Other	<u>1,602.31</u>		<u>1,602.31</u>	<u>00</u>
Block H.	93,457.75			115,163.85
Block I.				
Interest	12,489.36		2,515.89	9,973.47
Taxes	1,146.98		550.74	596.24
Contributions	10,795.00			10,795.00
Bad debts & other De ^d .	<u>81,695.28</u>		1,510.28	<u>80,185.00</u>
Total Block I.	106,126.62			101,549.71
Block J.	(12,666.87)			13,614.14
Block K.				
a.	146,673.00		33,255.50	113,417.50
b.	<u>7,864.46</u>		<u>4,009.30</u>	<u>3,855.16</u>
Net Income	141,868.59			130,614.14
Subject to Normal Tax				13,614.14
Exemption				<u>2,000.00</u>
Balance				11,614.14
Taxable at 4%				<u>4,000.00</u>
Taxable at 8%				7,614.14
Normal Tax 4%		160.00		
Normal Tax 8%		609.13		
Super Tax		<u>39,571.14</u>		
Total		40,340.27		
Paid		<u>44,241.61</u>		
Refund Due		3,901.34		

Carl G. Fisher

-13-
1919 Continued
Schedule No. 6

Explanation of Changes.

Block A.

The expenses of \$26,984.43 should not have been shown in this block. The items have been transferred to Block I- Other Deductions- and will be discussed in that block

Block D.

The sales originally reported were Union Carbide and Carbon stock through Thompson and McKennon; Easterline Company stock; Pier to Paul Chaflin; Automobiles through Fisher Auto Co., Wisconsin Motor.

The profit as amended is detailed below.

Union Carbide and Carbon-	sold	1,628,600.59
	cost	<u>1,515,228.80</u>
	Profit	<u>113,371.79</u>
Easterline Company	sold	26,043.24
	cost	<u>25,293.61</u>
	Profit	749.63
Liberty Bonds	cost	40,000.00
	sold	<u>39,760.00</u>
	Loss	240.00
10th. Street Pier	sold	600.00
	cost	<u>345.48</u>
	Profit	254.52
Union Carbide & Carbon Rights	Sold	33,255.50
Isko Company	Cost	143,065.16
	sold	<u>100,000.00</u>
	Loss	43,065.16
Union Carbide and Carbon		113,371.79
Easterline Company		749.63
10th. Street Pier		254.52
Union Carbide and Carbon Rights		<u>33,255.50</u>
		147,631.44
Liberty Bonds Loss	\$ 240.00	
Isko Company Loss	<u>43,065.16</u>	
		<u>43,305.16</u>
		104,326.28

See supplemental schedule for cost of Union Carbide and Carbon Stock

-14-

Carl G. Fisher.

1919 continued

Schedule No. 6 continued.

Explanation of Changes continued.

Easterline Company, profit in accordance with figures on books.

Loss on Liberty Bonds, originally reported in Block I, Other Deductions, Loss Verified.

Tenth Street Pier, original cost had been charged off to P. & L. previously, though not deducted in returns. Cost is actual therefore profit reduced to \$254.42.

Union Carbide and Carbon Rights were rights to subscribe certain additional shares below market price. Originally included in dividends.

Isko Company, stock cost \$143,065.16 sold for \$100,000.00 loss \$43,065.16. This loss is according to figures shown on books.

Automobiles sold through Fisher Auto Company were old automobiles sold over the amount at which inventoried when set up on books. In previous years losses similar to these profits were ignored as estimated and personal expense. The original cost of these machines cannot be determined, all were pleasure cars and it is reasonable to presume that all were sold below cost less depreciation. For this reason the profit thereon has been eliminated.

Motor (Wisconsin) \$1,250.00. This was a boat motor built to order for Mr. Fisher. Cost cannot be ascertained. Sold for \$1,250.00. It is my belief that this motor was sold for less than cost so I have eliminated it from the income. The books of Mr. Fisher prior to 1918 were rather poorly kept. Many autos, boats etc. were owned by him (all pleasure vehicles) which were not on his books. At one time an inventory was made and after that actual cost of boats, autos etc. was carried. Later a car or boat would be sold which was never on his books. The P. & L. would be credited with the entire sale price.

Block G.

Interest on Bonds.

This was reduced from \$9,067.16 to \$79.92 actual interest received on bonds, net reduction \$8,987.24.

Other Interest.

Increased from \$514.49 to \$10,757.65 a net increase of \$10,243.16.

Carl G. Fisher.

1919 continued

Schedule No. 6 continued.

Explanation of Changes, continued.

In explanation of the above I wish to state that all interest paid and received is carried in one account. This account also contains debit and credit adjustments of interest. The account has been analyzed and the figures reported are agreed on as being correct. This explanation likewise covers interest paid and interest received on U. S. Obligations.

Other Income.

Isko settlement \$368.16 has been taken as a reduction of the loss of \$1,190.26 Ice Machine Loss. (Machines purchased from Isko Company)

U. S. Government Recovery \$1,234.15. This was adjusted in 1917, see Aerial Route item.

Block I.

Interest reduced from \$12,489.36 to \$9,973.47, a net reduction of \$2,515.89. See explanation of interest received. The taxpayer's representative agrees that all interest figures for this year are correct.

Taxes reduced \$550.74 which includes taxes paid for Continental Realty Company.

Contributions, correct as reported. See list attached.

Bad debts and Other Reductions.

The total of \$81,695.28 is composed of the following items:-

	Original	Additions	Reductions	Corrected
Highway Tractor	11,116.07	29,000.00		40,116.07
Ice Machines	1,190.26		368.16	822.10
Speedway Team	22,604.09			22,604.09
Isko Stock	43,065.16	(Trans. to Blk D)	43,065.16	
Liberty Bonds	240.00	(" " Blk D)	240.00	
Autos	261.30		261.30	
Boats (Gift)	200.00		200.00	
Raven II	3,007.90		3,007.90	
M. B. Trans Co.	10.50			10.50
Office salaries	00	6,529.25		6,529.25
Office expense	00	2,522.28		2,522.28
Auto "	00	(Claimed Blk. A 2,065.90)		
Boat "	00	(Claimed Blk. A 7,686.11)		
Commissions	00	3,419.71		3,419.71
Legal	00	3,642.57		3,642.57
Traveling	00	518.43	(claimed 1,028.61)	518.43
	81,695.28		(Block A.)	80,185.00

Carl G. Fisher.

-16-

1919 continued

Schedule Number 6 continued.

Explanation of Changes, Continued.

The loss of the Highway Tractor Company was \$27,000.00 in stock of the company and \$13,116.07 notes. The total investment was a loss according to the taxpayer's books.

Ice Machines, this loss was a loss on the purchase and sale of refrigeration machines manufactured by the Isko Manufacturing Company. Mr. Fisher, being one of the stockholders in that company purchased and sold some of the machines, the machines proved unsatisfactory so the money was refunded by him to the purchasers; the reduction of \$368.16 was a refund by the company which covered only a part of the loss.

Speedway Team Company, this was a loss of \$6,200.00 in stock and \$16,204.09 in money advanced on open account. Messrs Fisher and Allison were the main stockholders in the Indianapolis Motor Speedway and the Speedway Team Company was organized to buy racing motor cars, hire drivers etc. to compete in the races. The equipment was sold and the corporation dissolved with the loss stated above. This is as shown by his books.

Isko Company, this was a loss of \$43,065.16 transferred to Block D. where it is explained.

Liberty Bonds were also transferred to Block D.

Automobiles, this was a loss on automobiles and as these cars were all pleasure cars and the cost cannot be definitely ascertained it has been disallowed.

Boat. Gift of sail boat valued at \$200.00 disallowed.

Raven II Loss on boat sold less than the inventoried value. Original cost cannot be ascertained, disallowed for that reason.

Miami Beach Transportation Company, penalty paid by Mr. Fisher on transportation tax of that company. Corporation dissolved during 1918. Paid to Collector of Internal Revenue, allowed.

The balance of the expenses now listed in this block are those transferred from Block A in the total amount originally claimed of \$26,894.43. This amount has been reduced to \$16,632.24.

Carl G. Fisher

-17-

1919 continued.

Schedule No. 6 continued.

Explanation of Changes continued.

Office salaries, correct as reported

Office expense, correct as reported

Auto Expense of \$2,065.90 disallowed as in 1917 and 1918 on the ground that it is not a business expense.

Boat Expense, disallowed in the amount of \$7,686.11 claimed for the same reason as the Auto Expense was disallowed.

Commissions of \$3,419.71 correct being commission on the sale of stocks.

Legal expense, correct as reported.

Traveling expense reduced from \$1,028.61. The reduction is \$518.43, expenses of Carl G. Fisher and Party, not shown to be a business expense. Balance is expenses of employees on his personal business.

Block K.

Dividends reduced by \$33,255.50 transferred to Block D. This is from the sale of rights to subscribe to Union Carbide and Carbon stock.

Liberty Bond Interest. The total received was \$7,864.46 less accrued interest paid on the purchase of bonds in the amount of \$3,771.81 leaving net interest \$4,092.66. All Victory Bonds and Treasury Certificates. Exemption of 4 3/4% on \$5,000.00 U. S. Certificates allowed leaving taxable interest of \$3,855.16.

Carl G. Fisher

1920
Schedule No. 7.
Block Adjustments.

	Original	Additions	Reductions	Corrected
Block A.	(<u>\$48,695.42</u>)	(To Block K)	(<u>\$48,695.42</u>)	.00
Block B.	35,000.00			35,000.00
Block D/	95,203.80		27,865.43	67,338.37
Block G.				
Interest	14,292.10		5.62	14,297.72
Block H.	<u>36,043.02</u>	\$26,759.79		<u>62,802.81</u>
Block J.	131,843.50			179,438.90
Block K.				
Interest	36,408.99	137.64		36,546.63
Taxes	1,766.58			1,766.58
Losses	56,669.26		53,669.26	3,000.00
Bad Debts	1,601.25			1,601.25
*Expense	<u>48,695.42</u>	(From Block A)	7,980.90	<u>40,714.52</u>
	96,446.08			83,628.98
Block L.	<u>35,397.42</u>			95,809.92
Block M.	650.00	1,500.00		<u>2,160.00</u>
Block N.	34,747.42			93,649.92
Exemption		2,000.00		
Dividends		<u>62,802.81</u>		<u>64,802.81</u>
Subject to Normal Tax				28,847.11
Subject to 4% tax				<u>4,000.00</u>
Subject to 8% tax				24,847.11
Normal Tax at 4%			160.00	
Normal tax at 8%			1,987.77	
Super Tax			<u>20,532.46</u>	
Total tax			22,680.23	
Previously assessed			<u>2,637.59</u>	
Tax Due			20,042.64	

*Not added in the total under Block K. Already considered in arriving at total Block J.

Carl G. Fisher.

-19-
1920 continued
Schedule 8.

Explanation of Changes.

Block A.

The expenses in this block have been transferred to Block K.

Block B.

Florida.

This is salary from the Alton Beach Realty Company of Miami Beach,

Block D.

Sales of stock and other property as follows:-

		Original	Corrected
Union Carbide and Carbon	sold	\$650,280.00	650,280.00
	cost	<u>560,331.15</u>	<u>558,066.00</u>
	Profit	89,948.85	92,214.00
Automobiles	sold	14,762.50	2,600.00
	cost	<u>9,507.55</u>	<u>2,207.55</u>
	Profit	5,254.95	392.45
Union Carbide Rights			117.18
Globe Realty Co., Prf.	sold		379,800.00
	cost		<u>400,000.00</u>
	loss		20,200.00
Mars Hill Lots	sold		1,350.00
	cost		<u>4,124.13</u>
	loss		2,774.13
Federal Bonds	sold		42,966.48
	cost		<u>45,327.61</u>
	loss		2,361.13

Summary of corrected:

Union Carbide and Carbon	gain		92,214.00
Automobiles	gain		392.45
Union Carbide and Carbon rights	gain		<u>117.18</u>
Total			92,723.63
Globe Realty Stock	loss	\$20,200.00	
Mars Hill Lots	loss	2,774.13	
Federal Bonds	loss	<u>2,361.13</u>	
Net profits corrected			<u>67,338.37</u>

Union Carbide and Carbon. The cost of this stock is shown on schedule attached.

Carl G. Fisher.

-20-

Schedule No. 8 Continued

Explanation of Changes, continued.

Automobiles. The gain reported is merely the sale price over an estimated inventory. These cars were pleasure cars and it is unreasonable to suppose that there was an actual gain over cost less depreciation. One car was inventoried at \$2,000.00 when the automobile account was started and sold in this year for \$5,000.00. This was a Packard Roadster and certainly cost over \$2,000.00. One car was actually sold over cost and this profit is reported above. I do not believe there was any other profits on automobiles.

Union Carbide and Carbon sale of rights to subscribe. Originally in dividends, transferred to this block.

Globe Realty Company preferred stock Loss of \$20,200.00 is a rather peculiar transaction and one which I doubt has ever come up before. Mr. Fisher is the owner of the Alton Beach Realty Company and is also largely interested in the Flamingo Hotel Company and the Mismi Beach Bay Shore Company. He has advanced to these companies large sums of money which has been used to develop land at Miami Beach, build the Flamingo Hotel and for other purposes. During the past year it has been very hard to negotiate large loans unless excellent security is available for collateral. Messrs Fisher and Allison are now and have been for years practically partners in many corporations. At this time they owned the Globe Realty Company which company owned property in Indianapolis, Indiana far in excess of their capital stock. Mr. Allison consented to an issue of preferred stock of the Globe Realty Company of \$400,000.00, all of the expense necessary of issuing stock etc. to be paid by Mr. Fisher. When issued the entire \$400,000.00 in stock was turned over to Mr. Fisher and merely charged to him on the company's books. Mr. Fisher also agreed to pay the dividends on this stock.

Mr. Fisher sold the stock at a loss of \$20,200.00 and has also claimed in Block K (As amended by me) commission of \$4,000.00 on the sale and \$3,184.00 expense of issuing the stock, insurance on buildings etc. in the same block. These items have been allowed subject to the ruling of the bureau.

Mars Hill Lots, books show cost of these lots at \$4,124.13 sold for \$1,350.00.

Federal Bonds, cost \$45,327.61 sold for \$42,966.48. This item was through the Wayne Sewer and Drain Company of Indianapolis so details cannot be given.

Block G.

Interest reduced by \$5.62, evidently an error in calculation.

Carl Fisher.

-21-
1920 Continued
Schedule No. 8 continued.

Explanation of Changes continued.

Block H.

Dividends reduced by \$117.18 representing the sale of Union Carbide and Carbon rights and increased by \$26,876.97 dividend from Continental Realty Company. The Continental Realty Company had a large paid in surplus from date of organization. During the year 1920 it disposed of one of its properties at a profit and also disposed of other properties at losses. The net earned surplus at the close of the year was \$26,876.97 which is treated as a dividend. After this company had disposed of several of its properties, Mr. Fisher, who was the sole owner of the corporation appropriated to his own use sums greatly in excess of the surplus, treating those withdrawals as a return to him of the paid in surplus. It is my understanding of the law of 1918 that all withdrawals must be first from earned surplus and then from capital. For that reason I have treated the withdrawal as a dividend.

Block K.

Interest paid increased \$137.64 to the amount shown on his books.

Taxes, correct as reported.

Losses. The original return showed losses of \$56,669.26 itemized below:

Detroit Engineering Company	\$3,000.00
Globe Realty Company	20,000.00
Mars Hill Lots	2,774.13
Federal Bonds	2,361.13
Purdy Boat Company	25,900.00
Wayne Sewer & Drain Co.	<u>2,434.00</u>
Total	56,669.26

Detroit Engineering Company. The books show that this stock cost \$3,000.00 in 1916 and became worthless in 1920, entire loss. This is the only item in the above list that was allowed in this block.

Globe Realty Company loss, transferred to Block D. and there explained.

Mars Hill Lots, transferred to Block D.

Federal Bonds, transferred to Block D.

Carl G. Fisher.

-22-

Schedule No. 8 continued

Explanation of Changes continued

Purdy Boat Company, loss of \$25,900.00; company dissolved in 1921 and loss should be taken in this year in the amount of his actual loss.

Wayne Sewer and Drain Company, not a loss. Partial liquidation of company. The company has other assets so loss not yet determined.

Expenses. The expenses in the amount of \$48,695.42 were originally deducted in Block A. The amounts originally deducted and as allowed are as follows:-

	Original	Corrected
Salaries	\$ 7,074.97	7,074.97
Office	1,769.53	1,769.53
Auto ($\frac{1}{2}$ total)	1,741.78	00
Boat ($\frac{1}{2}$ total)	1,492.55	00
Legal	378.70	378.70
Traveling	3,551.39	304.82
Highways	1,500.00	00
Commission	28,002.50	28,002.50
Globe Realty Co.,	<u>3,184.00</u>	<u>3,184.00</u>
Total	48,695.42	40,714.52

Salaries, correct as reported.

Office expense, correct as reported.

Automobile expenses, one-half of the total amount and is disallowed as being purely personal and not a necessary business expense.

Boat expense was disallowed for the same reason as automobile expense.

Legal expense, correct as reported.

Traveling expense, reduced to the amount expended by employees. Amounts expended by Mr. Fisher not shown to be expense of his business.

Highways. The amount contributed to the Lincoln Highway Association of \$1,000.00 and to the Dixie Highway Association of \$500.00 transferred to Contributions. If allowable at all these amounts are allowable as contributions.

Commissions were paid on large loans and on stock sales. Included in this amount is \$4,000.00 commission on sale of Globe Realty stock, the sale of which is explained in Block D.

Carl G. Fisher

-23-
1920 continued

Schedule 8, continued.

Explanation of Changes continued.

Globe Realty Company. The amount of \$3,184.00 is the cost of issuing \$400,000.00 preferred stock of this company (being the same stock sold, see Block D.) Included in this amount is the cost of insuring the buildings owned by this company which was necessary when the stock was issued. As all of the stock was issued to Mr. Fisher and for his accomodation all cost was charged to him.

Block M.

Contributions were made as per exhibit attached. The amount originally claimed was increased \$10.00 and \$1,500.00 donations to Highways. The later item was allowed subject to a ruling from the bureau.

-24-

Carl G. Fisher Exhibit A

Prestolite Company, (New)		Shares	Cost	Average Cost	Selling Price.	Profit
Jan. 1, 1917	On Hand	17,878	\$1,631,009.94	\$91.25		
	Gift	<u>2</u>	<u>182.46</u>			
	Balance	17,876	1,630,827.48	91.23		
1917	Sales	<u>890</u>	<u>81,094.70</u>	91.23	\$125,966.11	\$44,871.41
	Balance	16,986	1,549,732.78	91.23		
1917	Purchases	<u>2,300</u>	<u>230,003.60</u>	100.00		
	Total	19,286	1,779,736.38			

The above shares traded for 9,643 shares of Union Carbide Stock.

1917 Add'l Purchases 361 36,100.00 100.00
 The above shares (361) traded for 722 shares of Union Carbide & Carbon Stock.
 (Note- Union Carbide & Carbon is a different corporation from Union Carbide)

Union Carbide Company.

Feb. 16, 1916	Purchase	1,107 ¹ / ₂	166,678.04			
Feb. 16, 1916	Purchase	1,107 ¹ / ₂	300,719.48			
Oct. 1, 1916	Stock Div.	<u>443</u>	<u>00</u>			
	Total	2,658	467,397.52	175.84		
1916	Sales	<u>650</u>	<u>114,296.00</u>		130,831.45	
	Balance	2,008	353,101.52			
Jan. 1 1917	Stock Div.	<u>443</u>	<u>00</u>			
	Balance	2,451	353,101.52	144.06		
1917	Sales	<u>500</u>	<u>72,030.00</u>		99,555.00	27,520.00
	Balance	1,951	281,071.52			
From Prestolite	Trade	9,643	1,779,736.38			
Purchased under rights		<u>2,318</u>	<u>231,800.00</u>			
	Total	13,912	2,292,607.90			

The above shares traded for 34,780 shares of Union Carbide & Carbon Stock.

Union Carbide & Carbon Co.						
From Union Carbide Trade		34,780	2,292,607.90			
From Prestolite Trade		<u>722</u>	<u>36,100.00</u>			
	Total	35,502	2,328,707.90	65.60		
1918	Sales	<u>6,103</u>	<u>400,400.53</u>		349,021.24	(51,379.29)
	Balance	29,398	1,928,307.37			
1919	Sales	<u>23,098</u>	<u>1,515,228.80</u>		1,628,600.59	113,371.79
	Balance	6,300	413,078.57			
1919	Purchases	<u>3,640</u>	<u>145,600.00</u>			
	Total	9,940	558,678.57	56.20		
1920	Sales	<u>9,930</u>	<u>558,066.00</u>		650,280.00	92,214.00
		10	612.57			

So far as possible the first stock purchased has been taken as the first stock sold. This was not possible in all cases due to the fact that the trades were made and also due to the stock dividends.

Carl G. Fisher.

-25-

Exhibit B

Cost of Prestolite Stock (New)

Capital stock of old company	10,000.00
Surplus April 30, 1913	2,559,806.44
Special dividend, declared \$225,000.00	
Value of good will	<u>4,500,000.00</u>
Total	7,069,806.44
Less dividend (above) unpaid	<u>225,000.00</u>
Total assets represented by stock in old company	6,844,806.44
Fisher, Allison et al assumed indebtedness	525,000.00
Paid commission in cash	41,250.00
Paid commission in bonds at 90	<u>22,500.00</u>
Total	7,433,556.44
Received \$2,000,000.00 par value of bonds at 90	<u>1,800,000.00</u>
Received 61,750 shares Prestolite (new) for	5,633,556.44
Value per share	\$91.23.

The item of Good Will is based on net earnings for four years and eleven months to January 31, 1913 of \$3,981,020.59. You are referred to claim for loss on Prestolite stock filed with the original or amended return for 1916.

The bonds received were all sold for 90 so far as I can ascertain.

Carl G. Fisher

-26-

Exhibit C.

Contributions for 1917.

Y. M. C. A. Miami	\$ 125.00
Belgian Relief	25.00
Belgian Soldiers Tobacco	10.00
Y. M. C. A.	125.00
Committee of 100	1.00
Y. W. C. A. Indianapolis	1,250.00
Childrens aid	50.00
Belgian soldiers tobacco fund	10.00
Fatherless children of France	73.00
Williard W. C. T. U.	3.00
Red Cross	60.00
Red Cross	3,125.00
Red Cross	3,125.00
Y. W. C. A.	1,250.00
Flag Robt. Tyndall	5.00
Committee of Mercy	5.00
Food Conservation	100.00
Committee of Mercy	10.00
Sympathy Saturday	100.00
Miami Band Fund	100.00
Tobacco fund 150th. artillery	100.00
Franch Face and Jaw Hospital	1.00
	<hr/>
	9,653.00
U. S. Govt. Aerial Route	318.99
Highways	1,192.90
Total	<hr/>
	11,164.89

Carl G. Fisher

-27-

Exhibit D

Contributions 1918.

Red Cross, Indianapolis and Miami	\$ 9,250.00
Indianapolis War Chest	5,000.00
Y. M. C. A.	10,000.00
Belgian Soldiers Tobacco fund	10.00
Juvenile Protective Assn.	25.00
Childrens Aid Assn.	20.00
Indianapolis Humane Society	20.00
Liberty Loan Advertising	85.40
Blind Soldiers Fund	50.00
Simpson Chapel	10.00
Indianapolis Day Nursery	25.00
Berkshire Industrial Farm	50.00
United War Work	500.00
Lincoln Highway	<u>11,190.00</u>
	36,235.40

WATERMILL
BONDS

Carl G. Fisher

-28-

Exhibit E.

Contributions 1919

Y. M. C. A.	\$ 200.00
Relief Near East	100.00
Boy Scouts	100.00
Indianapolis War Chest	3,000.00
United War Work	500.00
Colored Charity Hospital	20.00
Lincoln Memorial University	1,000.00
Roosevelt Memorial	100.00
Mt. Zion Baptist Church	5.00
Miami Y. M. C. A.	<u>100.00</u>
	1,795.00

Contributions 1920

Jenkins Orphanage	50.00
Orphanage Relief	100.00
Central School Mother Assn	10.00
Trinity Guild	5.00
Juvenile Protective Assn	20.00
Trinity Guild	150.00
Orphans Home	25.00
Mothers Aid Society	100.00
Jones Tabernacle	100.00
Colored Y. M.C. A.	50.00
Jones Tabernacle	50.00
Dixie Highway	500.00
Lincoln Highway	<u>1,000.00</u>
	2,160.00

OFFICERS:

JAMES H. SNOWDEN, PRESIDENT
 JOHN H. LEVI, VICE-PRES. AND TREAS.
 CHAS. E. CLARK, SECRETARY

THE MIAMI OCEAN VIEW COMPANY
 OWNERS OF STAR ISLAND

OFFICE FIFTH STREET AND ALTON ROAD
 ENTRANCE TO CAUSEWAY

MIAMI BEACH, FLA.

DIRECTORS

JAMES H. SNOWDEN
 JOHN H. LEVI
 CARL G. FISHER
 HENRY MORSENEY
 FRANK H. SHUTTS
 H. H. DUCKWALL
 RALPH POLK

September 23, 1921.

Mr. Carl G. Fisher,
 454 Capitol Boulevard,
 Indianapolis, Ind.

Fishes

Dear Carl:

I have been back several days. I felt that I should not stay away any longer. However, I would have enjoyed a trip to Indianapolis very much. I got Mr. Snowden's boat started down for Miami and left her after I got her into the canal at New Brunswick, and came on the train. I do not know what has happened to her since, as I have not heard. It looks as if all these captains are alike.

The weather is nice and the Beach looks especially well. The clearing up was a great benefit, as to both appearances and the breeze.

I was all through the new Bay Shore property yesterday; things look very nice up there, but the beans do not seem to be a howling success.

Money is coming in very slowly to the Ocean View Company. I had to get Ed Romfn to loan us another \$10,000.00 to pay our September instalment of the income tax, as Lumms could not loan us any more; and Ed loaned us that for only thirty days. McDuffee says he had a wire from George Browne yesterday asking whether I was in Miami and stating that he wanted to come down to see me. I wired Browne yesterday that his note is due and that we are greatly in need of funds. I do not intend to make any extensions; I understand he has had quite a prosperous year. His note was due yesterday. He owes us altogether about \$20,000.

Mr. Snowden is anxious to start on the yacht club and have it built for next year, but I think money is too tight and that we had better let it ride now; maybe we can use it a little and make it instrumental in selling lots over there. What do you think?

With best regards, I remain

Very truly yours,

John H. Snowden

JHL-K

September 26th, 1921.

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

Dear John:

I have yours of September 23rd - my experience with Browne isn't, of course, particularly satisfactory to me and Browne has had the best of the deals which have been made there with him and there is no reason why he should not pay his account without further delay and I think it is up to you to tell him so.

I would advise that you build the garage to the Yacht Club and the wall right away, which will give the place the appearance of a residence of the old Spanish style and I don't think it will cost more than six or eight thousand dollars to build the garage and this will give a fine entrance gate and I certainly would do that much and do it quick.

We have had several inquiries for a big place such as the Young and Fowler house and I believe we are going to have a very good season.

It is quite chilly here and we are all anxious to get down.

Yours -

OGF:EM

John H. Levi

September 29th, 1921

Finances

Mr. Frank O. Van Doren,
Miami Beach, Florida.

Dear Van:

I wish you would take this matter of additional taxes up with both Shotts and Sjostrom. I don't think it is right for them to assess us these additional taxes particularly, for things relating to boats and automobiles.

Before I got into the business at Miami Beach, I owned one automobile and one 40 foot boat and one automobile that cost \$2,500. This was all the boats and automobiles I needed then. The boats at Miami Beach are an especial necessity that have been used for prospective purchasers at the Beach. Also, I must have the automobiles to loan to friends as a part of my expense. I want to fight this game to a finish with the assessors who have no right to presume to this extent.

Take the matter up with Shotts and Sjostrom and I will also hand this letter to George Denny here and see what he has to say about it.

Yours -

CCF:EM

October 6th, 1921.

Mr. F. R. Humpage,
Alton Beach Realty Co.,
Miami Beach, Florida.

Dear Humpage :

On the 11th of May Mr. Hollingsworth gave you a check for \$1,252.20 payable to the Alton Beach Company. It appears this check has not showed up in "Cash on Hand" and I am wondering what has become of it. It may be laying around on your desk or mislaid. Anyway - we want to dig it up. Kindly let me hear from you.

Yours -

P. S. Cecil Fowler was in the other day and he needs \$10,000 for about thirty or forty days and he needs it very much so I told him that I would get \$10,000 worth of Kentucky Rock Asphalt bonds and let him have them. You will no doubt remember that he dug up about \$200,000 for us at the time when we needed money. When he gets on his feet again, some of these days he will invest more money at the Beach. While I realize that we are having a hard time to help ourselves, it will only be for about a month or little over.

I had quite a shock from the Indiana National Bank. The Fisher Automobile Company which has been liquidating its assets have finally gotten notes down to about \$60,000. We should have about \$7,000 in the bank and have two notes of \$5,000 each, coming due tomorrow. The President of the Indiana National seemed to be considerably miffed at the way all this had I have been doing with the Fletcher Bank. Otherwise, I can see no reason for the rapid action. The Fisher Automobile Company have about enough assets here to clean up the entire business but we will have to wait until we can sell this property and several automobiles on hand. We have about \$8,000 in automobiles on hand together with about \$30,000 equity in this property, and other things, which will come within \$8,000 towards cleaning up this account. - also, Mr. Wood has written me as per the enclosed copy and I am telling him that it is satisfactory to go ahead on this basis and sell out. We have a possibility of selling Mr. Tim Hurley of the Monmouth Garage, Spring Lake N. J. the Lincoln Garage. I have given him a price of \$30,000 on the garage.

C.G.F.

GCF:EM

Frances
1921

October 19th, 1921.

Mr. E. D. Purdy,
c/o Purdy Boat Co.,
Trenton, Michigan.

Dear Ned:

I have yours of the 17th. I was under the impression that you would get \$5,000 from Newby by Tuesday or Wednesday of this week. We hear, incidentally, at this end of the line a good many complaints Newby is making and certainly, he is showing up as a very poor sport under the circumstances, however, you will deliver his boat as quickly as you can and we will then try and forget the matter. He certainly is a bad actor when it comes to buying boats.

Personally I am so very hard up right now to even scare up any small funds that are absolutely necessary. We have a lot of prospects for big sales in the South but they wont go thru for some time and I am hoping that this \$3,000 they are wiring you from the South together with the \$1,000 I have already advanced you here, will carry you thru until you get something from Newby or the others.

I will not get to use Shadow F this winter so you might as well cut down your payroll on it as much as you can and let it drag along. If you could get a job from Webb Jay it might keep you busy this winter, also, I was in hopes that you would design some sort of a V-bottom fast runabout for these 300 H. P. Flats which you might be able to make and get it down South in time to sell.

I realize that you can't go ahead without funds but I had no idea that you were running so close. In fact, I had forgotten the loss on the Newby boat.

I think you should carry a small advertisement in regard to the yacht Clover and I would not buy a motor for this boat but I would just clean it up and wash it and probably paint it at the present time and let the purchaser select his own motor. You can, of course, take up the steam machinery now on the boat and dispose of it. If the boat is cleaned up and painted, it will sell. It will not sell, however, if it lays around and looks bad.

Let me know about how you are coming out with this total of \$4,000 advanced you for the next sixty days. I wont be going away from here until about the 5th of November.

Yours,

James

October 24th, 1921.

Mr. Stoughton A. Fletcher,
Fletcher American National Bank,
Indianapolis, Indiana.

Dear Stought :

This is just a tip : The Stearns Automobile Company of Cleveland are selling ten cars a day fitted with a Knight engine, and they have about three million dollars in cash in the Bank. They are figuring on some kind of an enlargement for getting out a small Knight with a small Knight engine to sell for about \$800. They might or might not need a big plant for this work, and they might or might not kick out any representative that you would even send up there to talk to them about it.

But the fact that they have this much money in the Bank has already given me a headache !

Yours -

CCF:R

October 24th, 1921.

Mr. F. R. Humpage,
c/o Waldorf Hotel,
New York City.

Dear Humpage :

I have your several letters of the 19th ; I would be very glad to sell Romfh the Ocean front property at a reasonable figure, but don't particularly like the idea of selling the property at such an enormous sacrifice at this time under the conditions. Romfh has made a good many profits off of us - and in this case we are willing to make a concession, but not to the point of giving the property away. Some day he will undoubtedly live at Miami Beach ; it is going to be the residential section of southern Florida.

I am in hopes that some time within the next twenty days I will receive \$50,000.00 on the Kentucky Rock Asphalt common stock. Inside information received last week informed me that the Company should have paid about a 30% dividend this year.

I have been hoeing very close to the lines here and had expected to sell something of some size here this season, but have not been able to do so.

Your letter of the 19th explains fully the handling of the Bank stock - which is satisfactory. If you want to go ahead and sell some more of it, you can do so, and I can always buy it back by paying a little higher price for it.

I just wired you that the engine deal has been cancelled - that is, as far as Allison, Harry Stutz and I are concerned. We thought we saw an opportunity to make a hundred thousand dollars at least on these motors within the next thirty days, but have finally decided that we will not take this risk.

I have several of our old automobiles here that I am trying to dispose of before leaving for the South, and as far as I know now, all of our requirements from your end are taken care of.

I wired you today as follows regarding the street car situation :
"Your letter of twenty-first received, stop. If White and Company are seriously interested in the purchase of the line with the new addition of Miami tracks then I would advise going ahead and operating the line for one year or eighteen months as you suggest." Undoubtedly our liabilities for accidents will be greatly increased in operating street cars in the City of Miami, proper - and I am very much afraid of these liabilities. One or two accidents would cost us more than we could make in the entire year ; then another thing - we only have a year and a half to operate, and it will be difficult to interest a purchaser except with

Mr. F. H. Rampage. 42. October 24th, 1933.

a thirty-year franchise, and as I understand, you have no assurance from the Commissioners that any such franchise will be given after a year and a half under the present contract expires. Our operating the street cars for Miami will greatly benefit the real estate business there on the outskirts, some of which will be to our disadvantage, which is neither here nor there, except that I dislike very much being put in the position of pulling chestnuts out of the fire for Miami for a period of eighteen months. However, if White and Company show any interest at all in the situation, there is no reason why you shouldn't go ahead and try it out, but I wouldn't be greatly disappointed if the whole deal falls thru. I don't think there is \$18,000 profit in the job a year - or anywhere near that much. However, I don't want to be a dog in the manger and will help out in any way I can, just as long as we get a fair deal. In most of the other cities in the country the jitneys are being run off the streets. Most jitneys only operate in fair weather and when there is a crowd, and it seems that in a great many cities the people ask the street cars to run during rough weather and at night so that jitney drivers can have time to sleep and be on the job during the most profitable time of the time.

I haven't had a report from Ellis for I don't know how long I am going to tell him once more to send me a regular report and if he doesn't do it, then I am going to find out why.

I hope you have no mosquitos when Fleischman comes down.

My plans are made now to leave here on the 5th.

Yours very truly,

CGF:R

October 25th, 1921.

Mr. Stoughton A. Fletcher,
Fletcher American National Bank,
Indianapolis, Indiana.

Dear Stought :

I am negotiating with The Brown Company of Portland, Maine, formerly the Berling Mills Company, for the sale of a very valuable piece of dock property, the price of which is \$400,000.00.

This Company is supposed to have a surplus of \$26,000,000.00 : Confidentially, they have bought several hundred thousand acres of land back of Miami and have made experiments in the past two years in raising peanuts. They want dock property which will handle a 400-foot boat - and I have the only property suitable. They are supposed to have two-and-a-half million dollars in cash and Three Million, Six Hundred Thousand in United States Bonds, War Savings Stamps, etc. They are supposed to own large paper mills in the United States and Canada - and their pulp mill is said to be the largest pulp mill in the world.

I would like to have you give me a line on these people if you can thru your subterranean passages - and tell me if, in the event we sacrifice this piece of property for \$400,000.00 and in the event that they only will pay me \$100,000.00 cash, could I sell their notes at a reasonable discount without endorsing them myself? In other words, would it be possible, if all these statements about this Company are true - and I have no doubt that they are - to sell their paper on the present market and at what discount and without my endorsement?

This information wanted without cost or other legal complications.

Yours -

CGF:R

*The National City Bank
of New York*

CAPITAL FULLY PAID \$ 40,000,000
SURPLUS & UNDIVIDED PROFITS \$ 64,000,000
CABLE ADDRESS "CITIBANK"

New York October 26, 1921

IN REPLYING PLEASE QUOTE INITIALS CR-L

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

Dear Sir:

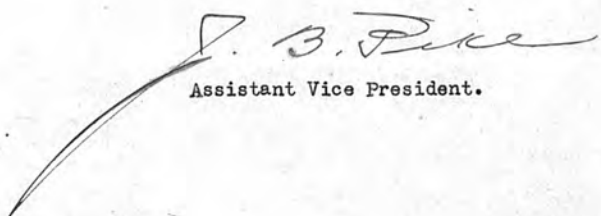
We thank you for your letter of the 24th enclosing a new note for \$240,000.00.

We are accordingly returning herewith the two notes which were sent previously, together with your \$250,000.00 obligation which matured on the 17th.

We observe that Mr. Humpage will send us a check to cover the discount, and we presume this will come to hand in a few days.

With kindest regards, we remain

Very truly yours,


Assistant Vice President.

Enclosure.

ESTABLISHED 1863



EMORY W. CLARK, President
 WILLIAM J. GRAY, Vice President
 W. T. DEGRAFF, Vice President
 FRANK G. SMITH, Vice President
 EDWARD C. MAHLER, Vice President
 JOHN H. HART, Vice President
 WALTER G. NICHOLSON, V.P. & Cashier
 W. A. McWHINNEY, Vice President

ASSISTANT CASHIERS
 F. F. CHRISTIE, A. W. T. MEYERS
 RUSSELLE E. SMITH, GEO. H. MAHLER
 JAMES A. WILSON, EDWARD E. DEAN
 BYRON W. CLUTE, FREDERIC J. PARKER
 HENRY J. BRIDGMAN, W. R. BROUGHTON
 CHAS. H. WAGAR, A. V. MCCLELLAN
 CHAS. McMICHAEL

FIRST AND OLD DETROIT NATIONAL BANK
 CENTRAL SAVINGS BANK AND
 FIRST NATIONAL COMPANY
 UNDER ONE OWNERSHIP

L. F. MERZ, Mgr. Foreign Exch. Dept.

CAPITAL AND SURPLUS \$7,500,000

FIRST OLD DETROIT NATIONAL BANK

DETROIT, MICHIGAN.

November 9th, 1921.

Mr. Carl G. Fisher,
 727 North Capitol Blvd.,
 Indianapolis, Ind.

Dear Mr. Fisher:

In the absence of a reply from you to my letter of October 19th, regarding the possibility of your remitting the unpaid balance of your pledge to the Association for 1921 by December 1st, we are unable to plan on the financing of the Association for the balance of the year.

If you would drop me a line in connection with this matter and definitely inform me that we cannot expect this money this year, we could make plans for raising it elsewhere, if necessary, negotiating a loan to tide the organization over until such time as next year's income is available. I would dislike to have the Association borrow money for its operating expenses if there is any possibility of your remitting either in full or in part.

The fact that the Association's budget was based on an assured, predetermined income from our underwriters and founders, and that, as a result, the Association is operated at a monthly expense of about \$4,000, explains why we will reach December 1st with a shortage in our available funds almost exactly equal to the amount of your unpaid pledge, which is the amount required for a month's operation.

If you would advise me in regard to this matter, it would greatly facilitate our plans.

Very truly yours,

Emory W. Clark

Treasurer,
 The Lincoln Highway Association.

EWC/FHF

November 13th, 1921.

Mr. Emory W. Clark,
First & Old Detroit Nat'l Bank,
Detroit, Michigan.

Dear Mr. Clark:

Replying to yours of the 9th. I will certainly have to give you the medal for being a dandy little collector and ordinarily, I don't need a second notice of past due accounts but this has been an unusually hard season on my part guest accounts, even though they are liability of the first class, should make way for the more important liabilities.

There isn't a chance that I can see for you to get this money until some time in the Spring. We have a large number of sales that we will probably close during this coming winter and we have several sales of large properties that are slowly working to a point where they can be closed up but in the meantime, I am doing some tall hustling to keep sufficient funds for pay-rolls, so I will appreciate it if you will lay off of me until I have some surplus cash.

I don't care particularly where you get the money to take the place of this subscription for the time being, but I have no doubt that you can get it and it will be a great favor to me.

Very truly yours,

CGF:M

After November 14th, please address all correspondence to Miami Beach, Florida.

Finances 21
November 13th, 1921.

Mr. Emory W. Clark,
First & Old Detroit Nat'l Bank,
Detroit, Michigan.

Dear Mr. Clark:

Replying to yours of the 9th. I will certainly have to give you the medal for being a dandy little collector and ordinarily, I don't need a second notice of past due accounts but this has been an unusually hard season on me and it has occurred to me that guest accounts, even though they are liability of the first class, should make way for the more important liabilities.

There isn't a chance, that I can see, for you to get this money until some time in the Spring. We have a large number of sales that we will probably close during this coming winter season and we have several sales of large properties that are slowly working to a point where they can be closed up, but in the meantime, I am doing some tall hustling to keep sufficient funds for pay-rolls, so I will appreciate it if you will lay off of me until I have some surplus cash.

I don't care particularly where you get the money to take the place of this subscription for the time being, but I have no doubt that you can get it and it will be a great favor to me.

Very truly yours,

GGF:M

After November 14th, please address all correspondence to Miami Beach, Florida.

Star-Hyatt Hall
North Portage Path
Akron, Ohio

December 7, 1921.

Finances 1921

Mr. Carl Fisher,
Miami, Fla.

My dear Mr. Fisher:

I am taking the liberty of writing you in regard to the stock sale of the new Seiberling Rubber Company. I dare say rumors have reached your ears from time to time concerning the business plans of my father. The plans have at last materialized and he is coming to the people now with what I consider the best conservative speculation in the rubber business today.

He has organized the Seiberling Rubber Company which is to be a holding and operating company. This company will hold all of the common stock of the Portage Rubber Company and of the Lehigh Rubber Company. He bought the Portage Rubber Company from the creditors for \$800,000 in preferred stock in the new Portage Rubber Company which he has organized. This gives him the plant at a little over half its lowest assessed value. All of the common stock of the Portage plant he places in the treasury of the Seiberling Rubber Company. In the same way he turned over to the Seiberling Rubber Company, the Lehigh Rubber Company, the assessed valuation of which is \$750,000, in exchange for \$750,000 in common stock in the new company. Thus he has secured two going concerns of good name and established reputation, valued at two million and a quarter dollars, without having expended a dollar of the money resulting from the sale of this issue of stock. As he starts at the bottom of the price scale instead of the peak, he has a remarkable advantage over the other rubber companies which have heavy fixed charges to write off each year. This issue of stock is for working capital only and is to be put into rubber, fabric and organization. He intends to manufacture the Portage and Lehigh brands of tires and very shortly to introduce the new Seiberling cord tire, which he hopes to be able to sell as cheaply as a fabric tire, having a quality equal to that of the best cord tire on the market today.

But outside of the financial scheme, he has assembled the finest and most experienced organization that any new rubber company ever started business with. They are all men of proven ability and of demonstrated capacity to work together successfully. After all, the success of any undertaking, in the last analysis, depends upon the organization, and if this is true, the organization that he has gathered means success from the very beginning. I believe that you know my father well enough to know his ability as a rubber manufacturer. For twenty years he has been a leader in this business and brings to this new undertaking, his experience and those qualities which make for the success that he has had and ought to make for a still greater success.

This issue of stock is practically a cash sale, 20% of the subscription being demanded at the time of subscription and the rest subject to call on or before February 1922. It is to be sold in blocks of \$250.00, consisting of two shares of preferred stock at \$100.00 a share and five shares of common stock at \$10.00 a share, with the option of converting half of the preferred stock into common stock, dollar for dollar, any time before January 1, 1923, if so desired.

If you can and care to subscribe, I urge upon you to do so at the

December 7, 1921.

earliest possible moment as I believe that this limited offering of stock will be over-subscribed by January 1st. If you intend to subscribe, I would consider it a favor if you would send your subscription directly to me at the above address as it will enable me to simplify my bookkeeping.

Although I have never had the privilege of meeting you, I have heard a great deal about you from my brothers, Willard and Frederick, and from various members of the family who have had the opportunity of meeting you. I will never forget the great ride that I enjoyed in your boat, "Shadow IV", when it was staying at our summer home. It is without a doubt one of the finest boats of its kind that I have ever seen.

Believe me,

Very truly yours,

Penfield Seiberling

JPS:DM

December 15th, 1921.

Mr. Penfield Seiberling,
Stan-Hymet Hall,
North Portage Path,
Akron, Ohio.

My dear Mr. Seiberling:

I have yours of the 7th: There isn't a possible chance for me to do any subscribing this year for stocks or investments. I am having a particularly hard jam right now to get thru with my program here.

I am well acquainted with your Father's ability and if I had a chance in the world to throw in a large sum of money to help him out, I would be very glad to do it. We feel that we are rather well off in the value of our lands but they are not particularly productive right now except in small sums. We did manage to make one large sale last week but possibly the next two or three weeks will go by without much in the way of returns.

I am in hopes that some of these days I will be in much better shape to co-operate with your Father in some of his plans.

Yours very truly,

CGF:R