

**Flamingo
Hotel
1919-1925**

H. HAWLEY McLANAHAN
RALPH B. BENCKER

PRICE AND McLANAHAN
ARCHITECTS
BELLEVUE COURT BUILDING
1418 WALNUT STREET
PHILADELPHIA

March 22, 1919

Mr. Carl G. Fisher,

Alton Beach, Miami, Fla.

Dear Mr. Fisher:

You may imagine our disappointment, not to say shock, after having carefully studied and developed the chapel design, to learn that this important and necessarily prominent building was to be erected by others who may or may not work in sympathy with us in our effort to produce the general effect contemplated for Alton Beach. Since our drawings have already been mailed, we are hoping there may still be a chance of their being used.

We were delighted to receive newspapers announcing that Mr. Allison had joined you in the hotel enterprise, and that you had concluded to christen it the Flamingo. This name will give us an opportunity to design a stunning emblem for stationery, baggage labels, etc., etc., and we shall submit suggestions.

The booklets will be shipped to you on Monday next, and we trust they will please you.

Very truly yours,

MHMcl

PRICE & McLANAHAN

By

H. Hawley McLanahan

Flamingo

Charles Sterne Raub
Indianapolis

July 14th 1919.

Mr. Carl G. Fisher,
Fisher Auto Company,
432 N. Capitol Ave.,
C I T Y.

My dear Skipper;

With faltering footsteps and eyes downcast, I have just returned from New York after having served as a pall bearer at the death of old King Barleycorn. I missed you during those last wild moments, however will give you a vivid description when I see you.

During my trip east I had the pleasure of staying the the Griswold Hotel at New London, Connecticut for a week. This hotel is being operated by a Mr. C. S. Krom whom I happen to know. No doubt you also know Krom through his connection with the Hotel Bellevue at Belleair Heights, Fla.

Krom is a young fellow, full of pep and judging from the cuisine and service at the Griswold is certainly on to his job.

It seems that John McE. Bowman, who heads the Pershing Square Group, has lately purchased the Griswold and Krom desires to make a change, and ask if I would not suggest his name to you in connection with your new hotel Flamingo at Miami. I advised Krom to write you personally and frankly think he is one of your kind of men, and if you have not already located a manager or assistant manager it might be worth your while to get a line on Krom, who by the way is well known by Lou Wainwright.

I am simply placing this before you for what it is worth and if you are interested will be pleased to talk with you further regarding Krom.

With warm personal regards and hoping to have the pleasure of trimming you at tennis, I am,

Sincerely,

CSR:E

Howdy

July 22nd, 1919.

Mr. Charles Sterne Reinh,
Union Stock Yards,
Indianapolis, Indiana.

Dear Charley :

I have yours of the 14th on highly engraved and highly perfumed stationery. Its a cinch you had to dictate a letter to me after your return from New York. How did you happen to be able to sign checks ? I imagine you are going to be very nervous for some time to come.

We have had some correspondence with Krom ; he has a lot of fellows boosting him. Most of his recommendations, however, are a liability and not an asset - particularly yours. Do you suppose for a minute, you square-headed goop, that we would want a Hotel Manager who would allow a lot of drunks of your calibre around a hotel ? Now if he furnished you the liquor, thats a different matter altogether, and we will take the matter up with him.

Yours -

CGF:R

October 14th, 1919.

Manufacturers Record,
Baltimore, Maryland.

Gentlemen :

Flamingo

Replying to yours of October 11th : At the present time nothing further is being done regarding the Flamingo Hotel at Miami Beach, Florida. The bids on this hotel ran over a million dollars more than we expected on account of the labor conditions in and around Miami and the advance in prices on materials and labor, so we are doing nothing further at this time.

Yours very truly,

CCF:R

Flamingo

November 29th, 1919.

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

Dear Harold :

I am sending you copy of a letter written to Captain Holmes. Our own company is going ahead here with so many expenses that we are finding it quite difficult to finance these various new plans - or at least we will find it difficult to do so within the next six to eight months unless we dispose of some of our property. The renting business causes us a great deal of annoyance and trouble, and we are not going to get into it. I have outlined a plan, however, to Captain Holmes for Mr. LeBoutillier, which I think may appeal to him. The house and grounds offered him are south of the Lincoln on Miami Avenue. The house, to build it today, would cost about \$6000 and the lot is worth at least \$6000. The number of people that Mr. LeBoutillier expects to bring down here would make it very expensive at a hotel for three months, and I think as an investment that this would be the best thing for him to do.

We could rent five hundred houses here on the Beach if we had them and could fill a dozen hotels. In fact it is quite a task to answer the mail and telegrams from the very best people in the United States who want to come here - and we have no houses to rent them and no accommodations.

We expect to let the contract for our new Hotel by December fifteenth - but even this new hotel will only have 150-rooms and wouldn't be a drop in the bucket. We need at the present time here on the Beach about 25 hotels.

I am in hopes, among some of your friends, you will discover a few who want to build a hotel - one they can live in themselves, have all the accommodations and stand for about 20% interest on the investment.

Yours very truly,

CGE:R

M. HAWLEY McLANAHAN
RALPH E. BENCKER

PRICE AND McLANAHAN
ARCHITECTS
BELLEVUE COURT BUILDING
1418 WALNUT STREET
PHILADELPHIA

March 16, 1920

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

Dear Mr. Fisher:

We are in receipt of your letter of the 5th instant, and are much surprised by your attitude concerning our work on the Hotel Flamingo project, and wonder at your statement.

You are in error in stating that you commissioned us to design "a definite building at a definite price." You well knew at the time that it was then impossible to even approximately estimate cost of construction, and it was clearly understood that the cost could only be determined in advance by competitive bidding.

You instructed us to prepare complete drawings and specifications for a hotel containing about 300 rooms, based upon our design and general scheme which had been submitted to and approved by you, and to ask bids from a number of contractors. That bids ran higher than you anticipated was no fault of ours, and it would be most unfair to attempt to saddle us with expenses incident to your abandoned enterprise. As a matter of fact, the cost of constructing the hotel we designed would not have been greater per cubic foot than the work you are now doing.

No, Mr. Fisher, the truth of the matter is that Mr. Allison who reluctantly joined you in this enterprise, afterward regretted his action and was anxious to withdraw and did withdraw, to the surprise and embarrassment of us all.

We believe that you will see the justice of our position.

Very truly yours,

PRICE & McLANAHAN

MHM:CL

By



March 24th, 1920.

Mr. M. Hawley McLanahan,
c/o Price and McLanahan,
Philadelphia, Pennsylvania.

My dear Mr. McLanahan :

I have your favor of March 16th : I don't think there was ever any doubt in the minds of Mr. Allison and myself, or in your mind until you opened the bids, that at least we commissioned your Company to design for us a hotel that would not cost over a million dollars - and at any time while you were drawing these designs for us, if you had ever hinted to us that a building such as you were designing was going to cost us two million or even a million and a half dollars, we would have told you at that time to quit. I think if we could have had bids of \$1,200,000.00 on your hotel, we might have stretched the extra \$200,000 and gone ahead. In fact, I remember quite distinctly when we started on these plans with you that we tried to have you design for us a hotel that would cost about \$750,000.00 - and then after a great deal of talk you finally got us into the mind to consider a million dollars as the limit - but I certainly considered this the limit and I am sure Mr. Allison did too.

We are now building a hotel of 200-rooms that will, in our estimation, be suitable for this work. It will answer the same purpose and be of the construction and type which we expected you to design - and this building is going to cost us within 5 to 10% of our estimate. I am going ahead with this hotel myself and I am building this hotel, which I consider suitable, for considerably less per cubic foot than the design you submitted. I will admit, of course, that this hotel is not going to be as fancy or as expensive as your design, but it is going to be what we earnestly and honestly tried to impress you with as required.

I feel, honestly, Mr. McLanahan, that you really paid no attention whatever to our requests for a simple, practical hotel, but that you did try to design a very fine and complete hotel regardless of what it might cost Mr. Allison and myself. This was not what we wanted : it was not what we asked you to design - and in sending you \$15,000 on the drawings that you did make before the bids were opened and before our eyes were opened to what we were into, I have felt that the error was entirely yours, and so does Jim, and that it is up to you to carry the burden which you should carry in making this error. Rather than have any great arguments about the matter, and knowing that you did spend considerable money in getting out these drawings, I have felt inclined to just forget the \$7500 and chalk it up to experience - but when you undertake to tell either Jim or myself that you were not to blame for the bids on this hotel and that your design was as simple and not more expensive per cubic foot than the design we have adopted, and that you had no definite instructions that the hotel was to cost no more than a million dollars - then

Mr. M. Hawley McLanahan. #2. March 24th, 1920.

we have arrived at the parting of the ways, as far as you are concerned as an architect and our company as a builder is concerned - and needless to say we would rather strongly object to paying any more on this contract than has been paid; and as stated, the writer at least feels that you have been overpaid and that you owe us at least \$15,000 on the Flamingo Hotel drawings as a result of your not following instructions and not paying any attention to the wishes in the matter of costs.

I regret, of course, that this has ended as it has, but I am absolutely satisfied in my own mind of the course we have taken and of the statements made in this letter - and I am a little disappointed that you do not acknowledge your error in the matter without argument.

CGF:R

Yours very truly,

COPY



Patrons
also the

MB biota
April 13th, 1920.

Mr. A. F. Bement,
Lincoln Highway Association,
Detroit, Michigan.

Dear Bement :

I have yours of the 10th and contents carefully noted. I have just wired you as follows : "Cannot possibly be there the seventeenth of April. Have made arrangements two months ago for a big hunt for Flamingos in the Bahama Islands. Impossible to change this date as Flamingos can only be found nesting at this time of year. Writing".

I made arrangements with some moving picture photographers and expert bird photographers to go into the Bahamas on the 18th day of this month in an effort to locate nesting Flamingos. The Flamingos can only be found nesting at this time of year and a great deal of expense and preliminary work has been necessary for this trip.

It is entirely satisfactory with me if we discontinue the efforts of the Lincoln Highway after this year.

Incidentally, if we do discontinue our efforts and you are free, I would be glad to take up with you the matter of taking ahold of part of our work. both down here and in Indianapolis. To get a thorough picture of this country, however, and the work we are doing, you would have to make a trip down here and see it for yourself. Incidentally, we have about a twenty-five million dollar proposition on our hands. Our three operating companies have sold over three-and-a-half million dollars worth of property since the first of January. We have three million dollars worth of construction work going on now.

Let me hear from you.

Yours very truly,

CCF:R

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

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

MIAMI BEACH, FLA. April 28, 1920

Flamingo

Cecil G. Fowler, Esq.,
The National Fowler Bank,
Lafayette, Ind.

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 24, 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 Deren.

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 \$1,000.00@.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 Deren	1 share
John H. Levi	1 share
Carl G. Fisher	80 shares
Cecil G. Fowler	5 shares
Carl G. Fisher	<u>300 shares</u>
Total	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 Deren, 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 numbered 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."

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

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

MIAMI BEACH, FLA.

-2-

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 shares 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 regarding 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 300 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 300 shares only, and no particular value is attached to the issue of these 300 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 Trustee, 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 $\frac{1}{2}$ % bonds, maturing as follows: to wit:

25 Bonds numbered 1 to	25 inclusive, due on June 1, 1922,
25 Bonds numbered 26 to	50 inclusive, due on June 1, 1923
30 Bonds numbered 51 to	80 inclusive, due on June 1, 1925

THE ALTON BEACH REALTY COMPANY

OCEAN AND BAY FRONT PROPERTY

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

MIAMI BEACH, FLA.

	25		22
	25		23
	30	-3-	24
7		30 Bonds numbered 81 to 110 inclusive, due on June 1, 1925	
7		30 Bonds numbered 111 to 140 inclusive, due on June 1, 1926	
7		30 Bonds numbered 141 to 170 inclusive, due on June 1, 1927	
15		30 Bonds numbered 171 to 200 inclusive, due on June 1, 1928	
7		30 Bonds numbered 201 to 230 inclusive, due on June 1, 1929	
7		30 Bonds numbered 231 to 260 inclusive, due on June 1, 1930	
7		30 Bonds numbered 261 to 290 inclusive, due on June 1, 1931	
7		30 Bonds numbered 291 to 320 inclusive, due on June 1, 1932	
70		180 Bonds numbered 321 to 500 inclusive, due on June 1, 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 B. Shutts, of the firm of Shutts & 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. Shutts 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-engraved 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 $\frac{1}{2}\%$ 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 acres and is previously referred to in this letter.

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

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

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

MIAMI BEACH, FLA.

- 4 -

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 80 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 BEACH REALTY COMPANY,



Auditor.

HAMMER MILL
BOND

BOARD

H/W TEL NITE

[Faint handwritten scribble]

[Faint, illegible text]

[Faint, illegible text]

[Handwritten signature]

THE UNION TRUST COMPANY

THE UNION TRUST COMPANY

H/W TEL NITE

H/W

THE

NATIONAL FOWLER BANK

LAFAYETTE, IND.

April 30, 1920.

Flamigo

Mr. Carl G. Fisher,
Alton Beach, Reality Co.,
Miami Beach, Florida.

Dear Carl:

I have just had a letter from Mr. Krom and he tells me that you still have the mural decorations in mind for the Flamingo. I know you are very much interested in having pictures of the Flamingo in the hotel, and I entirely agree with you that we should have some, but am of the opinion that we are making a great mistake if we attempt to put them in as mural decorations. We have employed W. Anamaker to decorate the important rooms, and their experts as well as everybody I have talked to, which includes not only Mr. Rubush, prominent Chicago architects, artists and mural decorators, and they are all against paintings of this kind. They all say we are not building the right type of building. In the first place, with ~~our~~ *our* low ceilings and our Spanish type of architecture, they will be entirely out of place. They say we are making it look like a Dutch saloon or a museum of natural history in place of a fine hotel lobby. They are all very much in favor of paintings of the Flamingo, but they should be hung on the walls as paintings. Your friends Messrs. Beck and LaGorce are fine fellows and mean well and I think by all means we should have plenty of flamingo, but let us not ruin the hotel by plastering them all over the walls. I think we had better take the advice of the decorators and architects and other artists and mural decorators, and do the job in the right manner.

In regard to the men's den in the basement of the hotel, I thought it was definitely decided to have oak walls on which might be hung pictures such as you sent me or pictures of flamingos. You will absolutely spoil the room and change its character altogether if you attempt to put mural paintings on the walls.

I hope you will give this some thought, and don't let Beck and LaGorce talk you in to something that will offend the architectural sense of the majority of your guests. You probably know the class of people we will have at the Flamingo will know the right thing from the wrong thing, and we don't want to make a joke out of our lobby and public rooms.

I understand that at the present time you are over in the Bahamas, and hope you are all having a great time, but I have a picture of you climbing over the rocks to get a glimpse of a flamingo. Kindly let me hear from you when you get back, and I hope you had a good trip anyway.

Yours truly,

C. G. Fowler

May 5th, 1920.

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

Dear Cecil :

I have your two letters of the last few days : I have asked Myers to send you and Jess each a box for the Races as my guests.

Now regarding the oak paneling : Oak is very difficult to get - and we are going right ahead, not stopping at anything, and we are cutting out as many frills as we can. I am perfectly willing to cut out the mural decorations if you are willing to cut out the oak. I was in a Club-House in Hesseu the other day - one of the most beautiful club rooms I have ever seen - and there wasn't a sign of oak.

Further regarding the mural decorations : When you put up the opinion of a man like Rubush and some of your Chicago architect friends against real artists like LaGorce and Fuertes, it is, of course to me some great joke. I would like some time to confidentially tell LaGorce that his artistic ability was compared with Rubush and found wanting. It would be fun to watch him blush.

However, we are going to have some great pictures of Flamingos and incidentally, possibly a real bird. We were probably the third bunch of white men who have ever seen these Flamingos on Andros Island - certainly nobody has seen any in the last ten years. It was the most beautiful sight I have ever seen and I wish you could see it. It wouldn't do for Louise to see it - she would want to snatch all the feathers out and jam them on her hat.

We have a lot of cement now - in fact, we have all there is in this part of the country and are going good. We are even loaning some to the other fellows.

As I wrote you, the Bay Shore Company is stepping thru the dew. We are going to shut down on the clearing on June 1st as we will have practically all of the Bay Shore Company's high ground cleared, plowed and planted in para-grass - then we're going to take our gang and hop on the roads.

Yours very truly,

CGF:R

RESIDENT
VICE PRESIDENT

J. M. FOWLER, CHAIRMAN OF THE BOARD
No 5889.
CAPITAL \$ 100,000.
SURPLUS & PROFITS \$ 150,000.

B. BROCKENBROUGH, CASHIER
R. D. RESER, ASST. CASHIER

THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

May 1st, 1920.

Mr. Carl G. Fisher,
Alton Beach Realty Co.,
Miami Beach, Florida.

Dear Carl:

I have just had the enclose letter from Mr. Myers, I am very anxious to get two boxes, one for myself and the other for Jess and his friends, and thought you might possibly be able to pull some strings and secure these for me. I will instruct Mr. Myers to hold the two in the padlock stand until we hear from you. I am taking some Lafayette friends over to the race and Jess is expecting some guests from the East, one of them being a great prospect for Miami Beach.

Hoping to hear from you on your return from your trip, I remain,

Yours truly,



THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

May 8th, 1920.

Flamingo

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

Dear Carl:

Yours of the 5th at hand and I note you have ask Myers to send Jess and I each a box. Now it wasn't my intention to have you do this. I merely wanted to see if we couldn't get our boxes in the right location. However, we certainly appreciate it and want to tell you that we will have a fine chicken lunch which we hope you will come around and help eat up. I will no doubt be over to Indianapolis before the races to see you anyway, as we expect to be back from New York about the 25th.

I am glad you had such a fine time on the island and hope I can have a chance some day to look over the Flamingo. Louise wants to know if you brought her any feathers. Also glad to hear that everything is going on so well with the Bay Shore and hotel.

In regard to the mural decorations you don't get my idea. I know that LaGorce and Fuertes are artists, but they are not architects and probably know nothing about the construction of the interior of the building. I think they would be as much displeased as anybody to see some fine work put in the wrong place or hung in the wrong way. I have talked to people who have done lots of mural decorating and they agree with Wanamaker decorating department that

C. G. FOWLER, PRESIDENT
 J. D. GOUGAR, VICE PRESIDENT

J. M. FOWLER, CHAIRMAN OF THE BOARD
 No 5889.

B. BROCKENBROUGH, CASHIER
 R. D. RESER, ASST. CASHIER

CAPITAL \$ 100,000.
 SURPLUS & PROFITS \$ 150,000.

THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

- 2 -

there is no chance for mural decorations in a lobby or club room such as we have designed. In regard to the wood trim that, of course, is up to you, but it is the sense of everybody I have talked to that it will improve the room an awful lot. I am enclosing a letter from Rubush.

Hope to hear from you before I go East in regard to the furniture you want me to ship out from New York.

Yours truly,

C. G. Fowler

C. G. FOWLER, PRESIDENT
J. D. GOUSAR, VICE PRESIDENT

J. M. FOWLER, CHAIRMAN OF THE BOARD
No 5889.

B. BROCKENBROUGH, CASHIER
R. D. RESER, ASST. CASHIER

CAPITAL \$ 100,000.
SURPLUS & PROFITS \$ 150,000.

THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

- 2 -

there is no chance for mural decorations in a lobby or club room such as we have designed. In regard to the wood trim that, of course, is up to you, but it is the sense of everybody I have talked to that it will improve the room an awful lot. I am enclosing a letter from Rubush.

Hope to hear from you before I go East in regard to the furniture you want me to ship out from New York.

Yours truly,



Flamingo

May 12th, 1920.

Mr. Cecil G. Fowler,
c/o Plaza Hotel,
New York City.

Dear Cecil :

I am asking Mr. Myers to send you and Jess four Guest Badges for Race Day - which will bring you and Jess and two of your men friends over to the Judges Stand where I spend the day. On the day of the Race I am so damned busy I don't get a chance to do much visiting or to leave the stand at all - but you can come over and at least say "Hello" and then after the Race we will all adjourn to my house where we will have something to eat - and I am going to try and take North with me a few bottles of select liquor.

Tell Louise I didn't get any feathers for her but I know where they are and some of these days I will get her a couple. (Believe there is only a fifty dollar fine for wearing them). You might say to her that I got a few million mosquitoes for myself.

I think you can rest easy now about the murals. LaGorce and Fuertes are about as artistic people as I have ever seen and really know about those things. The whole cost won't amount to anything - in fact I think it is going to be about \$1000. Fuertes is going to do so much more for us in helping to catch some live birds. He is the most finished bird catcher in the world. He is wonderful at it. He can sit down on a log and imitate anything from a crocodile to an elephant. You and Louise will be glad to meet him - you will like him. He is a regular fellow - will stand all kinds of hardships and do most anything - go thru most anything - just to do something.

I really don't care what they do with the wood trimming - just so they don't do anything that holds the Flamingo up. They are making good progress now and one-third of all the concrete has been poured. We have already rented two of the cottages at almost enough rent - well - don't show this to anybody, but two seasons will pay for the cottages.

When I wrote you about a frieze, all the trouble started, because I didn't really know the difference, was probably in a hurry and used the first word I thought of. I might just as easily said we were going to trim the Flamingo with lingerie or lace, if I had been in a little greater hurry. Don't let Rubush's letter scare you. I would Fuertes up against Rubush any time. Rubush has certainly designed the damndest stairway entrance in this hotel that anybody could imagine. It looks like the back stairs to a ratskellar. It is simply impossible to consider it - so in order to make good on it we have had to design a stairway ourselves, forty or fifty feet wide, so people in looking down the big front avenue can see some place to enter.

Yours very truly.

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

MIAMI BEACH, FLA.

11 East 32nd St.,
New York City, N. Y.
May 26, 1920.Mr. Carl G. Fisher,
Indianapolis, Indiana.*Flamingo*

My dear Mr. Fisher:

Although I have not been very communicative since leaving Miami Beach I can assure you I have been thinking and talking the Flamingo a good deal. About the first thing I did after my arrival in town was to spend the better part of two days working out all the details for our kitchen layout with the kitchen equipment people and have sent to Floyd complete blue prints showing all electric, steam and water connections for same. The kitchen equipment is all to be shipped in July or August so it will be sure to be there in ample time.

I have already spent quite a bit of time at Wanamaker's and shall probably put in quite a lot of time there in connection with their work and getting all the odds and ends ordered. Of course I saw Mr. Fowler when he was in town, and met Mr. Lundberg at Wanamaker's today and took up the Lincoln things with him, he is coming in again next week when we expect to get his stuff cleaned up. I shall send you a complete list of his requirements with the cost of same.

While at Black, Starr and Frost's, the jewelers who have taken one of the shops I interested Mr. Clifford Black in one of the bungalows for next winter and believe he will take one. I don't believe it was definitely decided what rental we would get for the bungalows. It is my understanding that they will cost \$7500. to build and I have limited Wanamaker's decorator to \$2000. each for the furnishings, this will bring the total

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

MIAMI AVENUE and
LINCOLN ROAD
Address all communications
to the Company

cost of a furnished bungalow to almost \$10,000, and I think we should get \$2500. per season rental, will you please advise me of your views on same.

Mr. Fuerte's sent to our decorator a few days ago a sketch of his idea for the mural and fireplace treatment. I am very enthusiastic about the murals over the fireplaces but I will be frank and say that I do not like the idea of having the flamingo plaster casts at the sides of the fireplaces or the flamingo andirons. It seems to me that they detract from the central and the important thing and that is the mural itself. The plaster casts and the andirons sort of draw ones eyes down to them when I think we really want the eyes focussed on the mural itself. I wrote to Fuertes asking him what he thought of leaving out the plaster casts at the sides and the flamingo andirons but have not heard from him yet.

Mr. Beck called in to see me this morning and we cleaned up our order for stationery, menu cards, trunk labels, etc. Beck asked me to send him the sketch which Fuertes had made and said he might bring it out to show you. I don't think the sketch is drawn to scale as it was my understanding that the fireplaces were to be higher than Fuertes has shown them. I would hate to express in writing what I think the andirons look like. I have seen some of Wyeth's murals and they are going to be great. I also believe Fuerte's murals will be O. K. but I do want to go on record as not favoring the flamingo andirons or plaster pilasters.

Have been keeping the Casino proposition in mind and have seen two men who were possible candidates to be in charge of the place but am afraid they are not either of them just the right men for the place. I am expecting to see a man before long who has been in Bermuda all winter and believe he is a much more likely prospect. Will advise you as soon as I get a line on someone whom I feel is the right man.

Here's hoping the races will be the best ever and with very kind regards in which Mrs. Krom joins me,

Cordially,

C. Krom

May 29th, 1920.

Mr. C. S. Krom,
c/o Stratford House,
New York City.

Dear Mr. Krom :

Replying to yours of recent date regarding the cottages : We certainly cannot afford to rent any of the cottages for less than \$2500 - and some of them should go as high as \$3500 and \$4000. When it comes to furnishings, interest on your investment, up-keep, etc, you can't afford to rent these cottages for less than 25% - and \$2500 for a \$10,000 cottage, without consideration of the land value, is not 25%.

Regarding the Puertes sketch : I would like to have the murals over the fire-place, the plaster casts at the sides of the fire-place, and the Flamingo irons - so I have already given Puertes an order for them and they are coming thru.

We are going to have a big crowd for the Races. Wish you and Mrs. Krom could see them.

Misc Rossiter is leaving for the East in a few days and I expect to be in New York within the next two or three weeks - and I'll look you up and we'll all get together long enough to talk over some plans for next year.

With kindest regards to Mrs. Krom -

Yours very truly,

CGF:R

C. G. FOWLER, PRESIDENT
J. D. GOUGAR, VICE PRESIDENT

J. M. FOWLER, CHAIRMAN OF THE BOARD
No 5889.

B. BROCKENBROUGH, CASHIER
R. D. RESER, ASST. CASHIER

CAPITAL \$ 100,000.
SURPLUS & PROFITS \$ 150,000.

THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

June 12th, 1920.

Flamingo

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

Dear Carl:

I have sold a bunch of the Flamingo bonds here in town. The amount will run from ten to thirty thousand, and I am in hopes I will be able to dispose of an equal amount next month. I offered the bonds four points discount and as the bonds will be purchased by a widow woman, they requested that you and I guarantee the payment, as this will save an investigation in Florida. I think in this case it is alright to guarantee the bonds, and they will keep the matter entirely confidential.

When we are in Florida, I don't see why we can't dispose of small blocks of these bonds, say twenty or thirty thousand each to the different banks and trust companies in Miami where you are doing business.

I wired Humpage and have had no reply yet. Expect to hear from him this afternoon. I will be over Wednesday next and hope to see you while in the city.

Yours truly,

C. B. Fowler

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

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

MIAMI BEACH, FLA.

June 21, 1920.

THE-0-6-21-10.

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

Dear Mr. Fisher:-

Enclosed please find statements of the Alton Beach Realty Company and Miami Beach Bay Shore Company for week ending June 19, 1920.

I would call your attention to the fact that although the bank balance of the Alton Beach Company is rather low, i. e. approximately \$15,000.00, we have outstanding something like \$220,000.00 in certificates. We still have \$100,000.00 coming to us on account of the sale of the \$400,000.00 notes, \$50,000.00 of which is payable on July 15th and \$50,000.00 on August 15th, and I expect to have the papers all prepared and notes printed, etc. in connection with the \$150,000.00 loan which I have already negotiated with the First National Bank, so that we will receive about \$50,000.00 from them on July 1st and another \$50,000.00 on August 1st, and the balance about September 1st.

In answer to a telegram sent to the printer in regard to the Flamingo Bonds, have just received reply stating that they will forward the bonds on Wednesday of this week. Immediately upon their receipt they will be forwarded to the United States Mortgage & Trust Company, New York, for certification. They should receive them on Saturday. They will probably require a few days to attach their signatures, prepare their records, etc. but they should be ready for distribution about the first of July. I am keeping right after them, and you may rest assured that there will be no unnecessary delay in putting them through.

I am trying to obtain a definite statement from both Romfh and Gilman as to what they are going to take. You will recall that Romfh stated that he could use \$100,000.00 and Gilman stated that he could use \$50,000.00. Later Gilman stated that he would take \$20,000.00 and try to sell \$30,000.00 additional. Romfh stated that he would take \$50,000.00 and felt confident of selling \$50,000.00 additional, possibly more. I have asked both of them to state definitely just what they will take. It is very essential that we know exactly what they propose doing. I anticipate getting some kind of definite response by Wednesday of this week. In my talks with them I assumed that they will stand by their original agreement as I understand it, namely: that Gilman will take \$50,000.00 and Romfh \$100,000.00, without any reservation. If there are any changes in conditions I will advise you

6/21/1920
HAMMER
BOND

promptly.

If there is any information which you desire in addition to that furnished in the financial statements attached, please advise and I will see that it is forthcoming without delay.

We have had so much hot and dry weather that I advised Leak to dispense with his grass planting, and this crew have all been paid off.

I am right behind Bastian on his clean up work and will keep continually after him.

The night watch service is operating satisfactorily and there have been no indications of attempts to cause damage to any of the company's properties. Anyone having any inclination to loiter about the properties at night are investigated, regardless of their business or pleasure, and are requested to move on. If they must loiter they are asked to do it in some other place than about our buildings. A very careful watch is being kept over the company's properties. Floyd felt that he needed a man on days, and I have let him have the best night watchman that we had, a man who has an excellent reputation. He is going to patrol the Flamingo properties in the day time so as to keep the business agents and other undesirables away from the Flamingo Company's properties.

Waldeck was to have a dredge in operation this morning at the Peninsular Terminal, but has not gotten it on the ground yet. I asked Mr. Dickey to get after him today so as to get that work started, as time is getting short.

We have made big cuts in all expenses and are now going through the process of weeding out the best that is left.

We are having the dickense of a time checking up Bastian's books. They are in horrible shape. We have to ferret out everything. His method of bookkeeping has not been of the best. As an instance, he had the cost of two porticos distributed over three jobs. His books may check out all right but he surely has a peculiar way of compiling his records and charges. I am not prepared at this time, however, to say that his books will check out satisfactorily.

I wrote you a few days ago in regard to two men by the name of Smith. One is working as foreman and the other spends a great deal of his time here in the office. I haven't heard anything from you in regard to this matter, but I do know that we have no outside work that we can use the office Smith on, and he has not had any experience in office work, and so I have suggested that he look for another job and that if next fall and winter we can use him

6/21/1920

to advantage we can then arrange with him to come back. There is no use of your paying out good money when we cannot use the services of any of these men, unless it is someone whose services are of such a character that you wish to retain them in the organization, but this man Smith's services have not been of such a character as would warrant his being placed in that category. There is absolutely nothing against him. He has done what he has been asked to do willingly, and he has a certain degree of ability. He is honest and loyal, but on account of his health he wants outside work and as we have nothing of that kind to give him and can't place him elsewhere to advantage, there is only one thing to do, as I see it, and that has been done.

I learned from W. P. Smith yesterday that up to that time they had received no actual cash from the Cubans. He has received a letter from a banker there saying that \$5,000.00, which was the banker's own subscription, was ready, but that the other \$16,000.00 which has been promised has not as yet been delivered to him.

I do not know whether I have advised you in a previous communication of the length of time required by the Bowers Southern to complete the fill at Memorial Island. In any event, from the time they left the previous job until the time they were back on that job, was seventeen days.

As I understand it, Van Deren is sending you pictures every week showing progress made at the Flamingo Hotel, and has written you in connection with the character of the water obtained at the new well, and other matters of similar character. As a consequence, there is no need of my duplicating.

If there is any further information which you desire in addition to that which is being supplied, if you will be good enough to advise me I will see that it gets to you immediately.

Very truly yours,

J. R. Hunsay

1920

CARL G. FISHER
INDIANAPOLIS
AND
MIAMI BEACH, FLORIDA

Letter of July 16th from Mr. G. S. Krom.

My dear Mr. Fisher:-

Replying to yours of the 12th inst note that you think Floyds suggestion in regard to your rooms on the eighth floor with the little balcony is satisfactory. As soon as I get Plans from Floyd showing the changes in these rooms I will take up in detail the furnishings for the rooms. I understand that you want Oriental rugs and the walls, hangings, etc on a yellow toned order. I should imagine that you would want one of the rooms as an office with easy chairs etc. around but I am going to ask Miss Rossiter to get your ideas in regard to how you wish these three rooms arranged and write me somewhat in detail.

I agree with you that the suite of rooms with the balcony on the North side will be very choice but if you will refer to the plan you will notice that there are only two rooms on the North side and these are both small rooms, one, 11x15, the other 10x19. It would be my idea to have one of these rooms as a sitting room and the other as a bed room. For the two rooms with one bath for two people we should get from \$60 to \$75 per day.

In regard to rates, I quite agree with you that we should get high rates. Certainly as high as hotel in Florida, but I do feel that for the first year until the people have seen the place and know the kind of hotel it is we might hurt the thing if we put our rates too high. I believe that our minimum rate should be \$15.00 per day even for the 10th floor rooms without bath. I would say that our rate for Single room and bath for two persons should be from \$16 to \$22 per day. Double room and bath for two persons from \$30 to \$40 per day. I have been making inquiries from leading summer resorts in New England such as Poland Springs, Bretton Woods, etc. and they all quote from \$20 to \$30 per day in August which is the height of their season. At the Florida East Coast office they say at Palm Beach rates are from \$24 to \$36 per day. The above are for double room and bath, two persons. Which brings their rates

CARL G. FISHER
INDIANAPOLIS
AND
MIAMI BEACH, FLORIDA

-2-

from \$12 to \$18 per day per person. I know that Henry Plant had two of their best rooms on the corner at the Royal Palm last winter for three people at \$45 per day. If they quote from \$12 to \$18 per day per person I think from \$15 to \$20 about right for the Flamingo the first season.

For meals only I think we should charge the bungalow occupants either \$42 or \$45 per week. And I do not think we should rent any of the bungalows for less than \$3000. For separate meals like luncheon and dinner we should get either \$4 or \$5 per meal. I will be very glad to have an expression from you as to what you think of my suggestions. I want the place to make money at the same time I want to see it full the first year and have them anxious to get in another year.

Very truly yours,

C. S. Krom.

MIAMI
BEACH

FLORIDA'S FINEST RESORT HOTEL
The Flamingo
Under the Management of
C.S.KROM

11 East 32nd St.,
New York City, N.Y.
July 19 1920.

FLORIDA

Mr. Carl G. Fisher,
Indianapolis, Ind.

My dear Mr. Fisher:

Floyd wrote me recently that you had authorized the building of rooms over the Laundry for Chauffeurs use. At first I felt that this might not be a good idea as a bunch of chauffeurs around a resort hotel usually have too much idle time on their hands which might have an evil influence on our employees if they were so close together. Naturally the chauffeurs would be devoting some time to entertaining our waitresses but perhaps this will help make them contented. Then too a crowd of chauffeurs are usually great gamblers and this influence would not be too good but Floyd writes that there would only be 19 rooms so I don't think there will be enough of them to trouble very much.

I am going ahead and ordering furnishings for these rooms as soon as I get the plans from Floyd. Will order something like we are getting for the dormitory and it will not cost over \$ 125 per room including bed linen towels etc.

I can't begin to tell you the details there have been in connection with all the furnishings and equipment for the Flamingo but have practically everything cleaned up now and I am glad to say that I feel certain we have kept within the estimate. Our entire order at Wanamaker's will run about \$165000. This includes all furniture for the hotel, dormitory and bungalows. It includes all linens, silver, glassware, carpets, window shades, curtains, all

MIAMI
BEACH

The Flamingo

Under the Management of
C.S.KROM

FLORIDA

Porch chairs, Tea Garden tables, chairs etc, all dining room chairs serving tables etc, all furniture for various public rooms and also includes all lighting fixtures for all bungalows, for lobby, dining rooms, sun parlor, club room, lower lobby and porches. In fact practically everything for the complete furnishing of the hotel, bungalows, dormitory etc is covered in our Wanamaker contract even to Koken Barber Shop and Manicure Parlor equipment. The only other outside contracts are for China \$5000. Kitchen Layout \$13500 Laundry Layout \$24000.

I am sure you are going to be pleased with the wonderfully attractive furnishings for all public rooms as well as the lighting fixtures. And the tea garden with a dance floor and the gaily painted chairs and tables and china with the waitresses in stunning Jap costumes I really think will be a big hit.

The thing now is to keep right after them to get the stuff shipped and this I am doing. All the bed room furniture will be ready in three weeks time. Kitchen equipment is promised for shipment next week. They all require a lot of following up though.

Will write you more fully in another letter about the Lincoln goods. This is running higher than I had expected and will come close to \$40000 I think. Some of it however is to take care of their shortage on linen, china etc from last year. The big item is carpets for the immense amount of corridor space.

With kind regards,

C.S. Krom

MIAMI
BEACH

FLORIDA'S FINEST RESORT HOTEL

The Flamingo

Under the Management of
C.S.KROM

FLORIDA

1920

New Years. As you know a lot of the people who spend money and add life to a place do not come down until in January. The people who come earlier are usually these who have homes there.

You never did tell me what you thought of my suggestions in regard to rates. I write you at some length on this subject and suggested \$30 to \$40 per day for double room and bath, two people with \$16 to \$22 for single and bath, one person. I also suggested \$3000 and up for bungalow rentals, with a charge of say \$42 or \$45 or \$49 per week for meals to bungalow occupants.

Wish you would let me know what you think about my going to Florida for a week or so the latter part of August, also what you think about rates, and the opening date.

At present I am sitting on the people for shipments and all our kitchen equipment is scheduled to go next Wednesday, a lot of furniture between now and the 15th. Carpets are coming in from the factory but cannot be made up until they are nearer ready for measurements at the hotel. I have this in hand with Floyd and the carpet man both. I see no reason why I should not plan on going down for good around Oct. 15th as I hope to see all furnishings sets on its way by that time. Have you any suggestions to make?

Have had framed Miami Beach Birdseye pictures placed in Atlantic Coast Line offices here and in Washington also in the Resort Information Bureau of Boston Herald in Boston. Will get others placed.

Very truly yours,

C. S. Krom

Fall 1920

Flamingo

Mr. Paul R. Gray,
915 Hammond Bldg.,
Detroit, Michigan.

Dear Mr. Gray:-

I am sending you herewith a snap shot of the new Flamingo showing the progress we are making on this hotel; its total investment in hotel, grounds, etc. will be about \$1,500,000.

We are issuing \$500,000 worth of 7 $\frac{1}{2}$ % bonds on this hotel and I would like to sell them to you at a net price of 90. We had all of our arrangements made for the sale of these bonds some three months ago but first one delay then another came up then the financial stringency arrived and our customers were lost. The investment is an unusually good one and if you are in a position to take these bonds it will help us considerably at the present time.

We are going to open the Flamingo Hotel on January 1st. All of the furniture has been purchased and a part has been shipped. If you are interested I will be very glad to come up and talk the matter over further with you, giving you further details. The bonds have been issued by the United States Savings & Trust Ass'n as trustees. There is a total issue of only \$600,000. We have \$80,000 worth of these bonds spoken for at Miami Beach and we can place \$100,000 worth at Dayton. If you did not care for all of the bonds we would of course, be glad to sell you \$320,000 worth or give you the entire issue.

Let us hear from you.

Yours very truly,

CGP:EM

C. G. FOWLER, PRESIDENT
J. D. GOUGAR, VICE PRESIDENT

J. M. FOWLER, CHAIRMAN OF THE BOARD
No 5889.

B. BROCKENBROUGH, CASHIER
R. D. RESER, ASST. CASHIER

CAPITAL \$ 100,000.
SURPLUS & PROFITS \$ 150,000.

THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

Aug. 3, 1920.

Fleming

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

Dear Carl:-

I enclose a letter from George Boldt and you will note that he will have all the information we will want. We are still planning on leaving here the 22nd or 23rd. Wish you would let me know if anything has come up that would cause you to change your mind.

I also find that I can get one-half of that money I spoke of, September first and the balance of it probably about the first of October. I have nothing encouraging to offer in the way of bond sales, but am still working on it. Wish you would let me know if Humpage had any success in Detroit and New York.

Jess invited me to join him tomorrow on a trip to Michigan City to a neck tie party tomorrow night and I told him "nothing stirring". How would you like to go?

Yours truly,

C. G. Fowler

August 4th, 1920.

Mr. C. G. Fowler,
Lafayette, Ind.

Dear Cecil:-

I have yours of the 3rd. As far as I know the 22nd and 23rd will be all right, if Mrs. Fisher returns by that time, and if she does not, we will go any way.

Hampage was only in New York one day and in Detroit one day. No success so far with the bonds. Our prices are way too high. However, we have some people in Dayton who will take \$150,000.00 worth of bonds and their representative is calling on Strauss to see if he will take the bonds today. I expect to hear from him tomorrow.

God knows I don't want to go to Michigan City to a neck tie party. "Nothing Stirrin'" is right.

Yours -

CGF:EM

Flannery

Oct. 5th, 1920.

Mr. Charles B. Sommers,
c/o D. Sommers Co.,
C I F Y.

My dear Charles:-

We have just completed at Miami Beach a hotel twelve stories high of which I am sending you a photograph under separate cover, taken July 20th. This hotel now is 80% completed entirely, including the grounds, servants quarters, walks, etc. Two or three carloads of furniture have arrived. The hotel will open January 1st. We will have a total of about \$1,250,000.00 in this hotel without the grounds. Very conservative figures show an estimated earnings of the hotel of \$125,000 to \$150,000 per season.

We have issued \$500,000 worth of bonds on the hotel and would like to sell them on basis of 7 $\frac{1}{2}$ % and 90 for the bonds. These bonds are guaranteed by the Alton Beach Realty Co. The Alton Beach Realty Company have assets at the present time of about Seven Million Dollars (\$7,000,000.00). If you or any of your friends can handle this issue of bonds would be very glad to hear from you.

Am also sending you under separate cover a map showing the location of the hotel.

The Alton Beach Realty Company also have \$250,000 worth of notes taken in payment of land sales, 25% of purchase price has been paid on these sales and the notes are 75% of the unpaid balance. These are also guaranteed by the Alton Beach Realty Company. Can you or any of your friends handle these notes?

Yours very truly,

CGF:EM

THE ALTON BEACH REALTY COMPANY

OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

Flamingo

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

MH-6-W-10-11-20

Oct. 11, 1920.

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

Dear Mr. Fisher:-

I am in receipt of your letter of October 5th referring to order of Gibson Catlett Studios for enlarged picture of Miami Beach, 6' x 25', which you anticipate using either at the office or at the Casino, etc. Just as soon as the artist arrives I will see that he is given every opportunity to take photographs and will arrange with Brown to go over the property with him and we will mark out such islands as we will not have; also eliminate so-called canal D, and in fact will do everything possible to assist him in securing quick action and satisfactory photographs.

I doubt very much whether there is any place in the office where a painting of this size could be placed with appropriate setting and where it would show to advantage. It appears that the Casino would be the better place.

For your further consideration I would like to suggest The Flamingo Hotel. If there is a space there sufficiently large where this picture can be hung to advantage it strikes me that this would attract most favorable attention and would be seen by the better class of investors. The Flamingo Hotel is going to draw to itself not only those who are its guests but people from every hotel in Miami, and a large portion of that class of people who have the means to invest. Either the Flamingo Hotel or the Casino would be a good place but a picture of this character requires a natural setting or environment and it appears to me that The Flamingo Hotel has the proper atmosphere.

The more I see of the Hotel as it nears completion and the favorable comments which prevail, the more convinced I am that you have put the finishing touch on the Miami Beach development, and that it is going to attract to the Beach more than ever before that class of investors who have the means and will invest in your properties here. Everyone with

BOND
ARME R MILIT

Mr. Carl G. Fisher - 2

Oct. 11, 1920.

whom I talk is most enthusiastic and the favorable comments which you hear in Miami are most pleasing. Even the pessimistic are commencing to chirp up and show signs of being human. The fact that in the face of all obstacles you have succeeded in completing this Hotel so that it will be ready for opening by the first of the year has completely carried them off their feet and you often hear them comment on the fact that anything you start you finish. I mention this only that you may have some idea as to the sentiment which exists and favorable attention and comment prevailing in connection with the construction of The Flamingo Hotel

Yours very truly,

J. R. Thompson

BOND
ARME R MILIT

Designers, Engravers, Printers

THE BECK ENGRAVING COMPANY

620 Sansom Street, Philadelphia

304-310 East Twenty-Third Street, New York City

CHARLES W. BECK
President

CHARLES W. BECK JR.
Secretary & Treasurer



October 14, 1920

Dear Carl:

I am sending to you under separate cover, a couple of printed sheets and some loose proofs of color reproductions that we just made from paintings by N. C. Wyeth. I don't believe you have seen any of his work, and he is the boy who is making the murals for the Buccaneer Room.

I have seen the working sketches of the murals, and believe me, they are going to be bear cats! When the commission was placed with Wyeth, he told us that he could not have them finished by January first, on account of the fact that he had two other commissions to finish, one of which was for two murals for the State Capitol of Missouri. These prevented him from starting on yours in time to have them finished by the first of January, but he will complete them as soon after the first of the year as possible. The room can be all finished complete without the murals, and then they can be set in.

Louis Fuertes has his murals completed and the thought just occurred to me that it would be a good boost if you would get out a souvenir post card of the most striking of Fuertes paintings; also one of Wyeth's and one of the exterior of the hotel. The guests would use these cards and send them all over the country. The advertising given to the Knickerbocker by the color prints of the "Old King Cole" mural over the bar, and that given to the Hotel Sherman in Chicago of Parrish's "Four and Twenty Black Birds" painting, was of considerable value to both these properties. If you agree with me that this would be a good thing to do, I could make the post card plates of the Flamingoes from Fuertes's working sketch, and if the exterior of the building is completed and you can have some one down there in Miami make a good photograph of it, I can color it up and dress up the grounds by retouching the photograph. I think it would be well, if you decide to do it, to have them when the hotel opens.

I saw young Dick Edson the other night and he told me that he had a letter from some friend of yours in Miami about receiving what he thought were a couple of bombs. He wrote to Edson to be sure they were not infernal machines before he opened them. Ed wrote and told him they were supposed to be cheeses, but wouldn't promise him what would happen to him if he ate them.

I had Jack down to Beach Haven over the week-end and from a conversation with the Old Man, I think that by next fall, there will be some of that Jersey stuff there that will tickle the palate of the oldest billard drinker in the country. Jack and I have decided that we would like to have you go down there with us over some week-end to inspect the plant.

Designers, Engravers, Printers

THE BECK ENGRAVING COMPANY

620 Sansom Street, Philadelphia

304-310 East Twenty-Third Street, New York City

CHARLES W. BECK
President

CHARLES W. BECK JR.
Secretary & Treasurer



Mr. Carl G. Fisher
October 14, 1920
No. 2

We have finished all the stationery, menus and trunk labels and shipped them. Fuertes is delighted with the results, as also is Krom.

On this house party of mine at Beach Haven, we arranged to take Reinald Werrenrath down with us for the opening of the hotel, he being a regular billard drinker, also one with a million dollar baritone voice. If you have a good orchestra for the opening, he will give you a few vocal numbers that will make the audience feel like giving the management the key to their strong boxes.

Let me hear from you about what you think of the post card idea.

Kind regards

Yours sincerely,

Chas. W. Beck Jr.

Mr. Carl G. Fisher
Indianapolis
Indiana

CWB:M

C. G. FOWLER, PRESIDENT
J. D. GOUGAR, VICE PRESIDENT

J. M. FOWLER, CHAIRMAN OF THE BOARD
N° 5889.

B. BROCKENBROUGH, CASHIER
R. D. RESER, ASST. CASHIER

CAPITAL \$ 100,000.
SURPLUS & PROFITS \$ 150,000.

THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

Oct. 28, 1920.

Mr. Carl Fisher,
Indianapolis, Indiana.

Flango

Dear Carl:-

I have been thinking over what you told me about the prospects of renting the hotel. It strikes me that a half a loaf is better than none at all, so don't you think it would be a good idea if you cannot sell the bond issue to the New York people, you might sell them all the furniture and equipment at a figure, say \$250,000, which covers cost and a profit to us, and lease them the property on a basis that would take care of the bond interest, maturities and giving a gross return of about 10% on the investment. I think an annual rental of \$150,000 would do this.

Hotel furnishings have dropped from 20% to 40% already. Furniture is still holding up but any new furniture contracted for can be purchased considerably lower. I think we would be wise to unload, if we can, at this time.

Again, if the hotel is rented to these people, I think we would have an excellent opportunity of disposing of the bond issue. We might handle the bond issue through the Miami banks and the winter tourists.

The mere fact that this syndicate, who are so well known, having a long time lease on the property, would make the bond issue look very attractive, as our prospectus would show a rental of about five times the interest charge and two times the interest and amortization charge.

Yours truly,

C. G.

Oct. 29th, 1920.

Mr. Cecil G. Fowler,
Lafayette, Indiana.

Dear Cecil:-

I have yours of the 28th. The next move is up to the other people. They will probably come down to Miami and look over the lay-out about the middle of November.

Yours,

CGF:EM

FLORIDA'S FINEST RESORT HOTEL

The Flamingo

Under the Management of
C.S. KROM

MIAMI
BEACH

FLORIDA

11 East 32nd St.
New York City
Nov. 1st, 1920

Mr. C. G. Fisher
Alton Beach Realty Co.
Miami Beach, Fla.

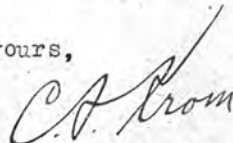
My Dear Mr. Fisher:

This morning I received a letter from Mr. Beck and was very much surprised and awfully disappointed to learn that Wyeth is not going to have his murals finished in time for the opening. I wrote Wyeth some time ago but have never been favored with an acknowledgment from him, and finally wrote Mr. Beck to see if he could get any information for me. I understand from Mr. Beck that you are already aware that Wyeth will not have his murals finished on time.

I am leaving here at 9:15 Saturday morning, due to arrive in Miami bright and early Monday morning next. I have been rushed with work here the last two weeks getting things cleaned up but expect to have everything ready so that I can leave Saturday. I am more than anxious to get down and start getting things straightened out at the hotel. We will have two cars of miscellaneous furnishings leaving here this week which will complete things for the hotel with the exception of some of the hangings which Wanamaker's man who is to hang them will bring down in trunks with him. I realize that there is going to be a lot of work getting the place ready but feel confident that we shall have the place all in order in time for the opening, New Years Eve.

Looking forward with pleasure to seeing you. With kind regards, I remain

Very truly yours,



MANAGER

CSK/a

November 17th, 1924

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

Dear Cecil :

Everything is coming along fine. The Hotel is going to open and it is perfectly beautiful. We haven't sold the Bonds yet. We didn't want to let off too many men and we had to keep on building roads and keep the dredging going - so our estimates are going to be about \$200,000.00 more than we figured. If we can keep on going we are going to have a big sale. We have sold \$30,000 worth of Bay Shore property this week and we have several others that we think we will close up in the next fifteen days - but we are having a tough scramble for money.

If you can send on the sixty thousand you refer to, do it - and if you have some buyers for the Flamingo Bonds, get them. We can also bring out an issue of \$150,000 worth of bonds on the Lincoln Hotel and this will help considerably if we can sell them. With the sales we will make and the notes we will collect, if we can raise without unnecessary sacrifice about \$550,000.00, we will pull thru in fine shape - and we will have a lot of good notes and some cash by May 1st, enough to carry us thru all next year.

In fact, this is the last year that I am going to work so hard.

Yours very truly,

CGF:R

When do you get down?

CLASS OF SERVICE DESIRED	
Telegram	<input type="checkbox"/>
Day Letter	<input type="checkbox"/>
Night Message	<input type="checkbox"/>
Night Letter	<input type="checkbox"/>
Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM	

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

Receiver's No.
Check
Time Filed

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

November 26th, 1920.

E. D. Purdy,
Purdy Boat Company,
Trenton, Michigan.

Flamingo

Wire your men here in advance the kind of timber to have ready for these gondolas. Must make them quick and have finished by January first.

Carl G. Fisher.

Prepaid.

Dec. 4, 1920.

Flamingo

Mr. John LaForce,
C/o National Geographic Magazine,
Washington, D. C.

Dear Jack:-

Jim's stenographer just telephoned me about your under-ground telegram to him. I wired back immediately to go ahead and make page announcement in the Geographic. You write the ad. You can depend on it that I am very much pleased with the possibilities of page ad in your very worthy magazine for the Flamingo.

I wish I could tell you in time about the gondolas we are building. I had Purdy come down on a rush order and we are going to build six of them in twenty days. I have some of the most wonderful Bahama negroes you ever saw to push these gondolas around. They are all going to be strapped to the waist and wear big brass ear rings. And possibly necklaces of live crabs or crawfish. Too bad you can't say something about this in the front page of the Saturday Evening Post, but I really believe it will be alright.

Tell that silver-throated lizard of a Werrenrath to shine up his gold teeth and bring a mandolin with him.

Yours very truly,

CGF/HW

C. G. FOWLER, PRESIDENT
J. D. GUGAR, VICE PRESIDENT

J. M. FOWLER, CHAIRMAN OF THE BOARD
No 5889.
CAPITAL \$100,000.
SURPLUS & PROFITS \$150,000.

B. BROCKENBROUGH, CASHIER
R. D. RESER, ASST. CASHIER

THE

NATIONAL FOWLER BANK

LAFAYETTE, IND.

Dec. 16, 1920.

Mr. Carl Fisher,
Alton Beach Realty Co.,
Miami Beach, Fla.

Dear Carl:-

I had a talk with some Indianapolis parties and they tell me that Payne is the very best man to handle our Flamingo deal. They agree that he is a man that has put over a lot of unusual deals and they say he seems to be in touch with large investors all over the country. He is not in a position to underwrite the issue, but might be able to line up three or four people of means who would underwrite it. In this connection have you considered Ed. Ballard, Tom Taggart and Crawford Fairbanks?

Also, there is a man by the name of Bert Bowers, with the Hagenbeck-Wallace Circus, who has piles of money and who might be interested through Ballard. Another party who might be interested in a bunch of these bonds, is William Wemmer, of Lima, Ohio. Wemmer is a cigar manufacturer and I understand he has spent several seasons in Miami. I think one of the cigars he manufactures is the San Felice. He is reported to be worth millions and a buyer of bonds in large quantities.

I leave here next Tuesday night and hope to catch the Palm Beach Limited Thursday morning at Jacksonville. If not, will arrive Friday morning.

Yours truly,



Flamingo

December 24th, 1920.

Mr. Charles A. Bookwalter,
Bookwalter Ball Printing Co.,
Indianapolis, Indiana.

Dear Book :

I have yours of the 20th : I would like, when you come down to Miami, to have you stop at the Flamingo for the cost. I fully realize that all people are not going to be able to pay the hotel rates that we will charge there. The Flamingo is an extravagant hotel - it just has to be. It has probably cost more money for the number of rooms than any other hotel in the United States. We had to build it in spite of hell, high water and the Union - and she is built!

Now when you come down - I have written Mr. Krom to take care of you. You can put your own ticket on the expense bill, pay what you think is a correct rate for you, and I will feel much better if you are stopping at the Flamingo than any other place in town.

Yours very truly,

CGF:R

TEFFT & CO.
MEMBERS OF N. Y. STOCK EXCHANGE
HANOVER BANK B'LD'G 5 NASSAU ST
NEW YORK

ERASTUS T. TEFFT
MEMBER N. Y. STOCK EXCHANGE
MARK W. REEVES
GEORGE W. CARPENTER
DE WITT CLINTON NOYES

TELEPHONE 5400 RECTOR
CABLE ADDRESS: "TEFTPAR"
CODES: { BENTLEY'S
 { MCNEILLS
 { A. B. C.

March 30, 1931.

Mr. Carl Fisher,
Miami Beach,
Florida.

My dear Sir:

You may recall meeting me the other day with Mr. H. C. Phipps and Mr. Harold Talbot. Mr. Phipps told me that you wanted to borrow \$750,000. on first mortgage at 10% on the Flamingo Hotel, and were willing to give 15% of the stock in your land company to him for the loan. The impression I gathered from him was that he did not intend to advance this money. He suggested to me that I might be able to place this loan in New York.

If you are still in the market I would be glad to hear from you as to what commission you would pay me for placing the loan, and all the conditions attached to it.

It would also be valuable to me to have a statement of the cost of the building, value of the land that would be covered by the mortgage; the earning capacity of the hotel, the capitalization of your land company and its financial condition.

In the event of your not wanting this mortgage, perhaps you might want to lease the hotel to an operating company I have some experience in this sort of business, and if you care to place this in my hands I would suggest that you get me all this information as soon as possible.

Yours very truly,

TLeB:GST

John H. Boutillier 2nd

PS - If you care to ask Mr. H. C. Phipps about me, I should be very glad to have you do so.

April 4th, 1921.

Mr. F. LeBoutillier 2nd.,
Tefft & Co.,
5 Nassau Street,
New York.

My dear Sir:

Replying to your letter of March 30th. I have been looking for a loan of either \$650,000, or \$750,000, on the Flaming Hotel, but I have not said to anybody that I would give any percentage of stock in my land company for the loan. This particular remark has never been mentioned to anyone in connection with the application of the Flaming Loan or any other loan.

The hotel building according to our latest figures and these are not entirely completed yet as all of our small bills are not yet in cost something like \$1,350,000.00 this includes the eight cottages and furnishings. The furnishings alone amounted to something like \$250,000. The grounds on which the building stands are worth \$350,000, and these grounds include two complete City blocks just in front of the hotel to the East which were added to the hotel grounds at some future time to provide building sites for shops, small stores or cottages.

The hotel the first season has made something in excess of \$80,000, and is 85% booked and for next season and should show an earning capacity next season - based on this years operation of \$100,000, possibly \$110,000, or \$115,000.

I made no statement to Mr. Phipps or Mr. Talbot that I would pay 10% for money. I have borrowed some money which has cost me about 10% but I would not consider borrowing any more at this price.

I will give 8% for the loan I want and pay \$20,000.00 commission for it. If this is interesting I will be glad to hear from you.

Yours very truly,

CGF:W

Med Purdy
N. C. Mills' boat
Script engines
Alloria
Seabury
Stop

~~11
6 9 7
2 1 2
e~~

New
Packman 54

Flamingo

April 7, 1921

Mr. James Allison,
C/o Allison Experimental Company,
Indianapolis, Indiana.

Dear Jim:

I have been down to the Aquarium several times and everything is going fine. Contrary to your orders, we are not closing up three days a week because there are too many people going in every day. Both the Aquarium and Bath House are holding on usually well for this time of year, and I believe the Aquarium will stick on through the season much better than you anticipated.

You may be interested to know that the final figures on The Flamingo show a net profit of \$121,640. which is going some for the first year. We had \$9,000. more advertising expense than we will have again and also had about \$10,000. miscellaneous expense that will not occur next year, and as the hotel is already booked 85% full, we will be quite satisfied with \$150,000. next season.

I am glad to hear you are getting better. I expect to go home about the 25th.

Yours,

Fleming

April 19th, 1921.

Mr. A. Bennett Gates,
c/o The Miami Hotel,
Dayton, Ohio.

Dear Sir :

I enclose you copy of Mr. Krom's letter with
the earnings on the Flemingo.

We figure that next year will give us at least
a profit of \$150,000.00, as we had a good many unusual
expenses this year that will not occur in next seasons
operation. Also - by a \$15,000 addition to the dining-
room and the addition of a 16-room annex, we can increase
our receipts over \$20,000 at an expenditure of \$45,000.

Mr. Krom estimates that he could give us returns
of \$200,000.00 annually from a 200-room hotel with eight
cottages, which could be built at the present prices of
labor and materials for about \$500,000.00.

Yours very truly,

CGF:R

April 27th, 1921.

Mr. Lyman E. Kendall,
930 Park Avenue,
New York City.

My dear Mr. Kendall :

I am glad to have your letter of the 23rd and also to know that you think stocks are going up. I should like to see you get out of stocks and play some with the development game down here. There are two or three things down here that will make more money than stocks - several times over - and without the worry, and still be a man's job with a lot of outdoor exercise, and I believe you would like it.

And aside from these facts, I need somebody to come along with me and help finance some of these plans that take two or three years to work thru. At the present time I find myself with a good tall hold on fifteen or twenty million dollar profits, if I can only hold on.

Last year our four companies have sold over four million dollars worth of real estate, on a basis of 25% down and the balance in one, two and three years. This year our four companies sold only about one million, of which my own company has sold \$750,000.00. We are getting on an average of \$20,000 per acre for our land, and the place is on the way to stay - but I very much need some additional capital to make it unnecessary to sacrifice large chunks of land, and also unnecessary to delay the building of an additional hotel, theatre, etc.

The Flamingo Hotel earned \$121,000.00 net in 69 days operation and will next year earn about \$145,000.00, as this year there were a good many unusual expenses in opening that we would not have again. This Hotel cost \$1,400,000.00 without the land and I am unable to sell it, with the present times, for \$1,200,000.00, with the land, worth \$300,000.00, thrown in as a present. This condition of affairs is caused by the present money market - and also by the fact that the Flamingo should have an annex of 60-rooms and the dining-room capacity increased to take care of an additional 100 people. A 60-room annex can be built for \$200,000 - and the addition to the dining-room can be built for \$30,000; these two improvements would give an additional earning capacity of \$50,000 per season.

I am mentioning these matters to you as you might come in contact with somebody who might be interested in this hotel, or in somebody who would want to take \$700,000.00 worth of Bonds on the hotel. No doubt you have a lot of business troubles of your own, and Miami Beach real estate just now may not interest you - but just the same, I am going to work on you at odd times and see if I cannot get you out of the stock market.

Mr. Lyman B. Kendall, #2. April 27th, 1921.

We will attend to the ivy and the artistic roughness. In fact, the place looks beautiful. We will fix it any way you want it and I hope you will come down next year by the first of December anyway.

With best regards to Betty - and please tell her there was no sewing cloth available here in town but that some has been ordered and will be put up in the Hall.

Yours very truly,

GCF:R



Boat races

DETROIT, MICH., U.S.A.

May 4, 1921

Mr. Carl G. Fisher
% The Alton Beach Realty Company
Miami Beach, Florida

My dear Fisher:

On April 29 I received your telegram reading as follows:

"Replying to your letter of the twenty-sixth this is your authority to take over Miss Miami hull from Purdys letter follows."

I am now in receipt of your favor of the 29th which has had my careful consideration. I have been down to the Purdy Boat Company and looked over the "Miss Miami" hull with Mr. Purdy and they prepared me a sketch and estimate covering the cost of the necessary rearrangements to make a good job of installing our new 300 H.P. engine. Mr. Purdy estimates that this work will cost approximately TWENTY-FIVE HUNDRED DOLLARS (\$2,500.00).

I asked Mr. Purdy to look up the cost of the "Miss Miami" hull and he advised me that this job cost you TEN THOUSAND EIGHT HUNDRED EIGHTY-THREE DOLLARS AND EIGHTY-TWO CENTS (\$10,883.82) including war tax. This is, of course, the cost up to the time that the job was finished with the engine installed for the first time and does not cover subsequent experimental work. Deducting twenty percent or TWO THOUSAND ONE HUNDRED SEVENTY-SIX DOLLARS AND SEVENTY-SIX CENTS (\$2,176.76) from this amount leaves EIGHT THOUSAND SEVEN HUNDRED SEVEN DOLLARS AND SIX CENTS (\$8,707.06) as the price we should allow you for this hull under proposal contained in your letter of the 29th.

In my letter of April 8th I quoted you a price of TWENTY THOUSAND DOLLARS (\$20,000.00) each on two of these engines, complete, ready for installation in the boat or a total of FORTY THOUSAND DOLLARS (\$40,000.00). Deducting the above mentioned allowance of \$8,707.06 for the "Miss Miami" hull from this amount

Mr. Carl G. Fisher

May 4, 1921

would leave a balance due on the two engines of THIRTY ONE THOUSAND TWO HUNDRED NINETY-TWO DOLLARS AND NINETY-FOUR CENTS (\$31,292.94).

I am, of course, anxious to build these engines for you as I feel that you are in the best possible position to give them a good try-out in actual service, and at the same time help us to obtain such publicity as will enable us to prove the worth of our goods to prospective purchasers.

Personally, I feel that the business arrangements as outlined above are perfectly fair to all concerned but Mr. Macauley and I are, of course, officers of a big corporation and we must be sure that everything is handled on a thoroughly business-like basis and properly recorded so that there can be no possible change of a future misunderstanding. Before putting this deal up to Mr. Macauley for approval, therefore, I want to make sure that you and I are agreed as to just how the matter would be worked out. I, therefore, make the following definite proposal:

We to enter into a written contract with you to build you two of our new Model 1551 marine engines, complete, with clutch and reverse gear as per specifications to be attached to and become a part of the contract at a price of TWENTY THOUSAND DOLLARS (\$20,000.00) each or a total of FORTY THOUSAND DOLLARS (\$40,000.00). These engines to be paid for as follows:

"Miss Miami" hull complete as it stands to be taken over by us, and we to allow you a credit of EIGHT THOUSAND SEVEN HUNDRED SEVEN DOLLARS AND SIX CENTS (\$8,707.06). You to pay us not less than FIFTEEN THOUSAND DOLLARS (\$15,000.00) cash on account upon delivery of the two engines complete, and give us your note for the balance, payable in one year with interest at seven percent.

It is, of course, understood that these engines are to be built for salt water use and this as well as all other important details would be covered in the specifications which would become a part of the contract.

If we are to have these engines ready for delivery this Fall as suggested, we will have to move fast, because I will want to get them built in time to allow for thorough testing before delivery.

Mr. Carl G. Fisher

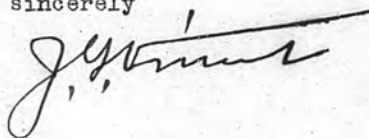
May 4, 1921

If we go thru with this arrangement, I would suggest that if possible you ship the hull up to the Purdy Boat Company so that I can cooperate with Mr. Purdy on the installation and have a chance to thoroughly test out the complete assembly before delivery.

If the business arrangement outlined above is satisfactory I would request that you wire me promptly so that I can put the proposition up to Mr. Macauley and endeavor to put it across at once. There are two reasons why I want to rush the job if we are to go ahead with it. First, we will need every bit of time available in order to complete the engines and second I will want to get the Purdys started on revamping the "Miss Miami" hull for installation of one of our engines so that I can use it this Summer and possibly get it into the races this Fall. I believe that the "Miss Miami" as we propose to revamp it and equip it with one of our engines will make the finest Runabout that has ever been built.

With kind personal regards and best wishes,
I am

Yours sincerely



JGV:UL

Hotels Flamingo

May 6th, 1921.

Mr. A. Bennett Gates,
c/o Hotel Miami,
Dayton, Ohio.

Dear Gates :

If you get down seriously to the hotel proposition at Miami, I would like to figure out for you a proposition from our Land Company there that will give you a very unusual site and enough ground with this site so that your increase in ground value within the next two or three years will help very largely to take care of your costs.

In other words, we are prepared to help with a site, and as you know, there is a limited amount of Miami Beach property and it has a definite value. Each hotel adds to the present values, aside from the fact that the ground on which the hotel is located immediately becomes very much more valuable.

We realize that we need six or eight, or even a dozen hotels there immediately, and we haven't in the past been as liberal as we should have been. However, our eyes are now open as to just what we should do and we are going after some hotels and going to make some interesting propositions to people who are prepared to build them.

In our own case, the building of the Flamingo has added sufficiently to the ground values immediately around the hotel to give us an increase of 50% of the total cost of the Hotel - and I believe we can make such a proposition to you that your investment in the ground would give you a 50% increase as soon as the hotel is completed.

Yours very truly,

CGF:R

Flamingo

May 6th, 1921.

Mr. J. Edward Krause,
c/o Washington Hotel,
Indianapolis, Indiana.

My dear Ed :

We have just finished up the first season with the Flamingo Hotel at Miami Beach. We made a total net profit of \$121,000.00 for 89 days operation with 154 rooms. We had about \$20,000 of advertising and other unusual expenses this year that we will not have next season. We are already booked 85% full for the coming season, at an average price of \$15 and \$20 per day per person. We turned away over 2200 people in February.

We need at least ten hotels at the Beach the size of the Flamingo or better. Miami Beach is the fastest growing city in the United States ; it has the largest amount of building operation of any other city in the United States of that population. We have a considerable amount of land at the Beach that will be greatly improved with additional hotels - and in the past we haven't been very liberal in offering the proper inducement for people to build hotels. We have been trying to sell hotel sites at pretty stiff figures - but our eyes are open now and we are prepared to offer some unusual propositions to the right people who will build some bang-up hotels at the Beach.

Our mistake at the Flamingo is that we don't have 250 rooms with practically the same overhead. A 250-room hotel at the Beach; if it doesn't go too high in the air, at the present time can be built and fitted out for \$750,000.00 - and such a hotel will show a return of \$220,000 to \$250,000.00 for three months operation.

I have all the figures of the Flamingo operation here. If you are interested, I would like to talk to you upon your return.

Yours very truly,

CGF:R

Flamingo

May 11th, 1921.

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

Dear Cecil :

I am soon going to have to make some sacrifices on some of my many properties, and I am thinking it would be better for me to sell the Flamingo to a good buyer, even at considerable sacrifice, and make one lump deal of it rather than make several sacrifices of a good many different pieces of property - and I am going to offer the Flamingo.

The Flamingo has cost \$1,367,881.00 and with \$350,000.00 as a good value for the ground on which the Flamingo stands, but not including the two parks next to the Flamingo grounds, makes a total of \$1,717,881.00. I am going to offer the Hotel for \$1,100,000.00 to a couple of people whom I think have the money.

Advise me what bonus you want on your stock in the event that this sale comes up in the near future.

I that we might make a separate company of the two blocks of property, and I will either buy your stock and pay you a good profit on it, or we could each put in \$100,000.00 in a company to build another hotel on the Bay Shore property - with an understanding, of course, that if the hotel should be sold at a loss, I would make up the difference to you.

Supposing I get somebody to accept this offer - will you be satisfied with a profit of \$15,000.00 on your investment in the Flamingo for one year? Let me hear from you.

I of course don't want to make this offer general, but if you have anybody in mind whom you think might want to buy a property of this kind at this figure, at this time and during these times - let me know.

Yours very truly,

CGF:R

May 11th, 1921.

Mr. Lyman B. Kendall,
930 Park Avenue,
New York City.

Dear Mr. Kendall :

I am asking Mr. Krom, whom you will remember as the Manager of the Flamingo, to drop in and see you and see if you cannot advise of some one or more men whom you think might be interested in the purchase of the Flamingo at \$717,000.00 less than it cost to build it, and the hotel grounds on which it is standing.

In other words - I have \$1,367,881.00 in the construction of the Hotel, cottages, tennis courts, immediate roads, etc. There are approximately 1150 feet of water frontage - and this particular property is located so that it is 1000 feet deep east and west. - We have sold over a hundred thousand dollars worth of water front property adjoining the Hotel at the value of \$300 a foot where the depth of the property is only 300 feet - so that in placing a valuation of \$350,000 on the piece of ground on which the Hotel stands, we are placing a lower valuation on the property than the other property on both sides of the Hotel will sell for.

I have not been successful in floating a new Bond Issue on the Hotel. At the present time I have a \$350,000.00 Bond Issue on same, but I am going to have to make some big sacrifices soon to complete my work there, and I don't want this Hotel to fall into the hands of Jews. That is why I am asking Mr. Krom to drop in and see you, thinking that you might know someone who would want to make such an investment.

This past season the Flamingo earned \$121,000.00 net. It is booked up almost to capacity now for next season, and undoubtedly we will again turn away thousands of people this next year. Mr. Krom tells me that the earnings next year should be better than \$140,000.00. He is anxious for me to add forty or fifty rooms in an annex, which would very greatly increase the receipts without materially making any difference in the overhead.

I am in hopes you may have someone in mind who might be interested in this investment. Mr. Krom is thoroly capable of handling the Hotel and giving splendid returns.

Yours very truly,

CCF:R

Flamingo

May 11th, 1921.

Mr. G. S. Krom,
s/o Stratford House,
New York City.

Dear Krom :

I would like to make a determined effort to sell the Flamingo, rather than issue bonds on it. The Flamingo cost \$1,367,881.00, plus the ground on which the Hotel and cottages are located, which is approximately 1150 foot water frontage by 1000 foot depth, which has a value of \$350,000.00 - making a grand total of \$1,717,881.00. I will make a price on the Hotel of \$1,100,000.00 cash - or say, about half of this amount cash and the balance in one year at 7%.

I wish you would go over and see Mr. Lyman B. Kendall right away (930 Park Avenue) - talk the matter over with him, and ask him if he can put you in touch with somebody who might want to buy the Flamingo at this price, and still not have the news peddled around or very much said about it. In other words, if he could tell you of one or two men whom he thot might buy at this figure, you could go handle the matter that if they were interested you could immediately give them a price.

Kindly write me after you have had an interview with Mr. Kendall - and any interview you may have with anyone Mr. Kendall may send you to.

Considering the earnings of the Hotel last year and the bookings for next, this is a good buy.

Yours very truly,

GCF:R

Checks received for the Rec. Hope you enjoy the car.

Flamingo

11 East 32nd St. New York
May 16 1921

Mr. Lyman H. Kendall,
25 Broad St.
New York City.

My dear Mr. Kendall:

Confirming our conversation of this afternoon, I am pleased to hand you herewith statement covering the past season's operating account at The Flamingo.

You will note that our net profit was slightly over \$121,000, which considering the fact that it was the first year the Hotel had been open and not a tremendously big season in the Southern resorts, I feel that the showing is a very creditable one. There is no question in my mind but what next year we should show a net profit of \$150,000. We already have enough requests for accommodations to fill the house for practically the entire season and I feel sure that we could reduce the operating expenses nearly \$20,000, while our receipts should be increased by \$25,000, as we should certainly be able to do a much greater volume of business in January than we did the past season.

It would seem to me that the property offers a splendid investment possibilities. As you know, the Hotel has an ideal location and there is plenty of room for enlargement. I know of no resort with so many attractions nor with possibilities of future development. Unlike many resort hotels, it is not necessary for the Hotel to maintain and support golf courses, swimming pools, etc., as they are already provided. I believe that the development of Miami Beach is just in its infancy and that there is a splendid opportunity offered to get in on the ground floor. The Flamingo has already established an enviable reputation; it is one of the very few fire-proof and thoroughly modern resort hotels in the entire South.

If I can give you any further information or details of any kind, please do not hesitate to call on me.

Very truly,

C. Brown

CAPITAL \$ 100,000.
SURPLUS & PROFITS \$ 150,000.

THE
NATIONAL FOWLER BANK

LAFAYETTE, IND.

May 18, 1921.

Flamingo

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

Dear Carl:-

Referring to your letter of the 11th and our conversation of last week in regard to the Flamingo Hotel, wish to state that so far as the small investment I have in the Hotel, I will be perfectly satisfied in the event you make a sale of the property, to receive back the amount of my investment without interest. Mrs. Fowler will be perfectly satisfied to receive back her investment with a reasonable amount of interest.

Of course, you understand we will be glad to turn back our stock certificates anytime you want to make the deal and the above is carried out. I am writing you this so you will have a record to work on.

I was coming over to see you today and do a little "hoss" trading with you but I find you are out of town until the first of the week. I have a fine, large, free going horse that is a fine saddle horse, also a good driving horse that I would like to trade you for another polo pony if you have one that you do not care for. I think you remember this horse as he is the one I bought of you about a year ago, being the same horse you got from the Kentucky man who had riding horses at the Beach.

I will send a man over in a few days for Hamlet and Joe, as I have made arrangements to keep the horses at Jesse's farm and expect to ride some every day I am home. If I can make this trade mentioned above, with you, I may arrange to keep one pony in Indianapolis.

Am going to Chicago this afternoon and may go from there to Philadelphia, returning the first part of next week via Indianapolis and will call you up when I reach your town.

Yours truly,

C. G. Fowler

May 25th, 1921.

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

Dear Cecil :

Have yours of the 18th : Come on down and trade horses. I will trade you Old Joe for any kind of a horse and if you try Old Joe and don't like him, I will trade back.

I think I have a couple of good loans coming thru in New York but won't know for several days.

Will see you at the Races anyway.

Yours very truly,

CGF:R

Flamingo

June
29th
1921

Mr. Luke Glennon,
Mgr. The Balsams,
Dixville Notch, N. H.

Dear Mr. Glennon:

Replying to yours of June 14th - trust by this time you are in receipt of the literature sent you.

The Flamingo has a total of over 168 rooms, which includes seven cottages of three rooms each, with two baths. The total net receipts of the Flamingo for eighty nine days operation was over \$121,000.00. Over two thousand people were turned away in February and the hotel is booked to its capacity for the following year and all of the cottages were rented before the 15th of February. They are leased for three years on a basis of 35% net per annum of the total cost of the cottage.

At Miami Beach, we need at least ten hotels with the capacity of the Flamingo.

Our average rate was \$15.40 per day per person, American Plan. A hundred room hotel with thirty cottages, making a total of two hundred rooms, could be built in a thoroughly first class manner at Miami Beach with present cost of labor and materials for about \$900,000.00. This should give net returns of \$225,000.00 annually.

Running hotels is not a part of our business, however. We have a large amount of land to sell but we were forced to build the Flamingo. If we can sell the Flamingo even at a loss, to ourselves on our cost, of \$250,000 or \$300,00, we would be willing to sell same and start immediately on a new hotel, or we would be willing to take stock in a new organization.

I would be glad to know if you have received the booklets and also would like to know if you have ever been to Miami Beach.

If there is any other information you desire, kindly advise and your inquiry will receive prompt attention.

Very truly yours,

CGF:EM

Flanigan

December 25th, 1921.

Mr. E. R. Thomas,
Miami Beach, Fla.

Dear Mr. Thomas:

I will quote you from a letter received today from Mr. Luis Fueretes regarding the pictures.

"I'll write to Mr. Thomas. I'm sorry I can't get him what he wants as the pictures were not photographed, as there wasn't time to do it between the time they were finished and when I had to pack and send them. So I myself have no record. I could almost reconstruct them in detail, however, if he should want me to make him pictures. - I'm sorry I can't do as he wishes."

I am very sorry you cannot get these pictures.

Very truly yours,

GGF:M

The Flamingo Co.

Jan. 1, 1922

Assets	
Buildings	110487361
Dock House	1382908
Furnishings	21870978
Kitchen Equipment	2076100
Autos	175551
Gondolas	404964
Land	40306986
Laundry Equip.	2697455
Refrigeration	748877
Accounts Rec.	556081
Cash	48427
Unissued Stock	8500000
Discount on stock	27000000
	216255710

Liab.	
Bonds	35000000
Capital Stock	100000000
Accounts Pay.	36989728
Paid In Surplus	30000000
Depreciation Res.	6365655
Notes Payable	6259539
Earned Surplus	1640788
	216255710

89. D

89. D

Earnings

21 # 171.60000

22 123.85000

Flamingo Hotel

1920-1921

Receipts

27950832

Expenses

16266971

New furniture

272814

To A. B. R. Co. Cash

11410047

89 Days

House Count - 14,263

Avg. Rate \$ 15.70

Avg Cost

Table 4.13

==

1921-1922

Receipts

26796823

Expenses

15726508

Furniture Added

250328

Cash to A. B. R. Co.

11419987

miss
LOUIS AGASSIZ FUERTES
CORNELL HEIGHTS, ITHACA, N. Y.

Feb 2, 22

Dear Carl:

Just a line to send you all my greetings. Somebody told me recently that the pictures in the lobby of the hotel were getting smoked up, so I've just written Mr. Krom to tell him how to clean them. It is easy to do, but shouldn't be neglected as it becomes permanent if let go too long; the carbon of the smoke entering chemically into the minerals in the paint. So when you see him, just ask him to look after it. Too bad to spoil ~~30000~~ pictures when 10 minutes with a soft damp cloth will make them "as was".

Hope you're having a fine season. I hope so. Saw Charlie Thompson's ring

in the Sunday paper - some speak
Wray had quite a winter, so far, but
no 30 inches of snow, like Washington
about 20 was on worst. Busy as the
devil.

My best to enquiring friends,
and to Jane and Jim whether they
enquire or not. I certainly did hate
to miss going down this winter - but
it want to be. That's the hell of this
here now business life - its apt to
keep you in one place a whole lot.

I hope Wray'll be coming down soon
for his breaking party: he asked me
to join him but its the same now
as then. Tell Charlie to look out for
himself. I'd hate to be a co-pirate
with the big birds if it got going pretty good.
He might run on some more spanish
cheese like that we found last time!
as ever Louis.

celebs

February 6th, 1922.

Mr. Louis Agassiz Fuertes,
Cornell Heights,
Ithaca, N. Y.

My dear Louis :

Thanks for your suggestion regarding
the pictures. I will see that they are taken
care of - I prize them very highly.

Everything is going along fairly well.

I hope Weary will get down for the big
pirate dinner. We are going to prepare to knock
'em out cold this time! Charlie Thompson is
going to put out plenty of bait the day before.

Some tremendous big fish have been seen
around the wreck lately - else there are some tre-
mendous big liars reporting on same.

Yours -

GGF:M

Flamingo

June 6, 1922

Mr. Alex Taggart
4525 Park Avenue
Indianapolis

My dear Mr. Taggart:

I have your note of the 29th. I hope that by this time you are over your flu attack.

Some of these days when you are near here and have a chance I have some very wonderful pictures of Miami Beach and of what we are doing down there and I would like to show them to you, and go over a hotel building plan that we have already demonstrated in the operation of the Flamingo. The plan I have of land sales in connection with the hotel makes the land pay out for the hotel in four years. The hotel and its site are practically pure profit besides the earning capacity of the hotel which is from fifteen to twenty per cent per annum.

We turned away in the month of February alone, over two thousand people at the Flamingo. These applications represent at least 5,000 and possibly 7,000 people who wanted to come to the Flamingo during the month of February. Our lowest rate at the Flamingo is \$15 per person per day and from \$15 up.

I have one New York man who has been very successful in building and operating apartments and hotels in New York City who is figuring with us on a three hundred and fifty or four hundred room hotel and this deal may go through some time this summer.

But we need a dozen high grade hotels at Miami Beach. We have three golf courses completed and the fourth will be ready for next year. These golf courses, commencing next year, will be used exclusively for the hotel guests and property owners.

It might be interesting for you to look over some of the large pictures we have and some of our plans.

Your friend Mr. Rockwood is responsible for me writing you this letter. He tells me that aside from your work with the city government and your baking company your desk is always clear and you have nothing to do. I am willing to pay quite a fancy price to know how you manage it.

Yours very truly,

CARL
1962
MIAMI AVENUE and
MIAMI BEACH
Miami Communications
Company

F. E. HUMPHREY Vice-President
FRANK D. VAN DEREN Secretary

THE ALTON BEACH REALTY COMPANY
OCEAN AND BAY FRONT PROPERTY

MIAMI BEACH, FLA.

FH-15-W-7-12-22

July 12, 1922

Mr. Carl G. Fisher,
Rm 2, 20th Floor,
Hecksher Building,
New York City

My dear Carl:

Immediately upon my return I commenced to dig into The Flamingo bond issue, which had been and was being delayed so much so that I had to arrange with Romfh to loan Floyd, or rather the Beach Construction Company, \$25,000.00 pending the completion of the bond issue.

I have spent practically half of each day ever since my return over town getting this Flamingo bond issue straightened out and under way, and we finally succeeded in getting it lined up and the money paid over last night. Stuck right with it until ten oclock when the actual transfer of the proceeds were made at the First Trust & Savings Bank. I had to sign every one of the 1,000 bonds and that in itself was rather a tiresome job, but they were not nearly as tiresome as the several complications that arose as we progressed with the details of working out the bond issue, for the lawyers hadn't covered all of the details in the resolutions which had been previously drawn and which had been forwarded to you for your signature, and as I went thru and analyzed each one of these different moves it necessitated several conferences with the attorneys, the banks, etc. in order to get these straight, and therefore new resolutions had to be drawn and I am enclosing them herewith with the request that you please sign them and return them to me, as I have signed and delivered to the attorneys in the Bank certified copies of these resolutions properly executed and sworn to by me as Secretary.

You will notice that these resolutions are considerably more voluminous than the ones which you signed, but they are all right as you will see by reading them over.

You will also recall having signed the Trust Deed which was sent to you by the attorneys and I had some changes made in this Trust Deed to more thoroly protect ourselves as well as the Bank and also more clearly outline what was actually taking place, so that there couldn't be any flare-back

at some later date. One of the most important changes which I had made was the paragraph which related to insurance. The way the attorneys had the insurance clause drawn up we would be obliged to carry insurance on two-thirds the entire values of the properties, which when including the cost of the Annex etc. would mean a value of properties of about a million and a half and insurance to be carried of one million dollars. I had previously arranged and it was agreed to by all concerned that we should not be called upon to carry insurance in excess of the amount of the mortgage, i.e. \$500,000, of which amount \$400,000 was to be fire insurance and \$100,000 tornado insurance. While I am not particularly keen about tornado insurance, at the same time it costs a great deal less than the fire insurance and as long as the banks would not permit of our carrying insurance less than the amount of the bond issue, I felt that inasmuch as the tornado insurance cost very much less than the fire insurance and they would acquiesce in our carrying \$100,000 of tornado insurance, we were that much better off and as a matter of fact it was a sort of compromise, because we are carrying the \$500,000 insurance that they insisted upon and yet it isn't costing us as much as the additional \$100,000 fire insurance would cost, and this ^{charge} I had incorporated in the Trust Agreement and specifically mentioned as \$500,000, \$400,000 of which to be fire and \$100,000 tornado, so that there can be no after-clap or misunderstanding. This, of course, reduces carrying charges quite considerable.

Another point in which we are not in agreement, but which I finally acquiesced in was the holding of the proceeds of the bond issue in trust at the First Trust & Savings Bank, and which funds are to be used only for the purpose of paying for the erection of the Annex. The Bank's position was that this extra \$200,000 was in reality a building loan and that they, the Bank, were personally responsible to the people to whom they sold these bonds for the use of these funds in the erection and completion of the Annex to the Hotel, and that they must therefore retain these funds and be sure that they were used for no other purpose. This, of course, means that the First Trust & Savings Bank have the use of these funds extending over a period of five months, as they allow us only to draw the funds in payment of builder's estimates and expenses directly brought about because of the erection of the Annex and the changing over of the dining room, kitchen, dormitories, etc. My objection to the holding of these funds in that shape and for that purpose alone was this - that there are outstanding certain obligations of The Alton Beach Realty Company and The Flamingo Company, on which the respective companies are paying 8% interest. These funds are laying idle in the Bank. The proceeds of this bond

7/12/1922

C.G.F. #3

issue could thus be used temporarily at least in paying up these obligations of The Alton Beach Realty Company and The Flamingo Company and stopping the interest until such time as the funds were actually required to be used for the building of the Annex, etc. In other words, the Flamingo bonds outstanding were drawing interest at the rate of 8%, why should we allow the proceeds of the \$200,000 bond issue to lay dormant in the Bank and at the same time pay 8% interest on the obligations of The Alton Beach and Flamingo Companies. Romfh was not willing to accept my viewpoint for the reasons which I have above outlined and we have had several conferences on the subject and I haven't gotten thru yet.

Thus far I have obtained this concession: There is outstanding notes of The Flamingo Company discounted at the First Trust and Savings Bank and the First National Bank to the amount of \$30,000 and they have agreed temporarily that these notes may be taken up out of the proceeds of this bond issue and that they will when and as the funds are required to complete the work of the Flamingo Annex, accept other notes of The Flamingo Company to the extent of \$30,000, which they have agreed to allow me to pay up. This, of course, is something because it saves us 8% interest on \$30,000 for at least five months. I am going to ask for further concessions and keep asking until I get them.

Furthermore, I have had Floyd here and have told him to take up with every one of the people who supply him with material the question of the most liberal cash discount they will give for immediate payment of their bills when rendered; that means this, that instead of preparing estimates once a month and sending these estimates in to the First Trust & Savings Bank and withdrawing the funds and paying Floyd, I propose to secure a liberal cash discount from the suppliers of material for immediate cash payment and I will then send in weekly estimates to the Bank instead of monthly. We should be able to secure from the majority if not all of those who supply us with material, a cash discount of five per cent for immediate payment of their invoices. This 5% on the cost of material, etc. which enters into the construction of the Hotel Annex, kitchen, dining room, dormitories, etc. will amount to quite considerable and, of course, we derive the direct benefit; not only do we derive a benefit of the five per cent cash discount, but we also secure in addition a saving on Floyd's ten per cent, because if the invoices, etc. are lower, Floyd's percentage of profit based upon the cost is materially less. Perhaps I haven't made this very clear. Assuming that certain commodities cost \$100, 5% cash discount on \$100.00 is \$5.00. This would make the cost \$95.00, Floyd's ten per cent added to that will be \$9.50, making a total of \$104.50 as against the original cost of \$100.00 plus

7/21/42

Floyd's ten per cent, which would be \$10.00, making a total cost of \$110.00, or a saving of \$5.50. In this way we will keep the money which they have in the trust fund in the First Trust & Savings Bank working and doing us practically as much good as if Romfh had acquiesced in my suggestion of allowing us to use these funds and saving the 8% interest on our other obligations.

I did secure a further concession from them and that was that they are to pay us 4% interest on our average daily balance on the moneys which they are to hold in this Trust Account and they are to pay us 8% on the bonds which they do not immediately dispose of. As I understand it they have customers for approximately \$150,000 of the \$200,000 which were available for sale, and while they charged us a discount on the additional \$50,000 of bonds they could not immediately sell them and as a matter of fact they were obliged, temporarily at least, to withhold them from the market until all of the notes which were outstanding had been called in, so as previously stated they are to pay 8% up to the time when the proceeds of the last \$50,000 are made available and the 8% which they are to pay us will offset the interest which is accruing on these unsold bonds from day to day until those bonds are sold and the money made available for use.

I don't know that you want to be bothered with all of these details but I want you to get some idea of the complications which have occurred in connection with the getting out of this bond issue, and it has got to be handled very carefully right here in our own office and set up on our books in such a way that there cannot be any misunderstanding, and in consequence I have dictated a memorandum to Van Deren and will personally see that the setup is correctly made on our books. In any event, regardless of what happens and if I were taken ill tomorrow and died, the whole transaction in every detail is outlined and is made a matter of record for proper setup on your personal books and on the books of The Flamingo Company, etc.

Just one more thing in connection with this bond issue to show you what we had to contend with. There were outstanding \$300,000 of your personal notes, which notes were sold to different ones scattered all over the country. As collateral to those notes were \$350,000 of the first issue of Flamingo bonds. The new issue of Flamingo bonds is \$500,000. Now your notes which were outstanding had to be called in and they were redeemable at 102. We had to save out \$300,000 of the new bond issue, which bonds will have to be sold to take care of the \$300,000 of your personal notes outstanding, but your personal notes had \$350,000 of Flamingo bonds and the Trustees would not be justified, and could not under

Copy

POCONO MANOR INN
POCONO MANOR P. O., PA.

Sept. 23/22

Mr. Edward Krause
Indianapolis Ind.

My dear Mr. Krause:-

Just received a wire from
Mr. Fisher requesting me to send
you detailed report covering the
operating account of the Flamingo
for last season. Have just
wired Mr. Fisher that I am up
here for a week's vacation and
will be unable to send you the
detailed report until I get back
to Spring Lake a week from today.

The place here doesn't boast
a stenographer so am writing
you briefly in long hand.
Our net profit last season
was \$123,000. Our gross business
just under \$275,000. The Flamingo
had only 141 guest rooms.
In addition we had 7 bungalows

POCONO MANOR INN
POCONO MANOR P. O. PA.

each with three bed rooms and
two baths and a sitting room.
We have put on a 160 room
addition for the coming season.
Our average rate for the season
was around \$16.00 per day per
person. Some rate, but people
didn't find fault because we
did give them real service
and a wonderful table.

To my mind there is no
resort in the world offering such
a wonderful opportunity for
two or three more good hotels
as there is at Miami Beach.
Mr. Fisher has already provided
every attraction & the climate
is unexcelled. Last winter we
turned away at least half a
million dollars worth of business.
If it were not for the fact that

POCONO MANOR INN
POCONO MANOR P. O., PA.

I have such a wonderful "Boss" in Mr. Fisher I would do my earnest to interest capital in something which I could lease or operate for myself.

Miami Beach is just in its infancy and the opportunity for more hotels is there. The place has the call, all entertainment is provided and it is only a question of who will take advantage of it first.

Just as soon as I return to Spring Lake will send you a detailed statement covering all of our last season's operation showing all sources of revenue as well as the operating costs such as pay roll, provisions, light heat & water etc etc. If there are any questions you may wish to ask please address me % The Essex & Essex, Spring Lake N. J. With kind personal regards
Cordially, C. A. Thom

POCONO MANOR INN
POCONO MANOR P. O., PA.

Sept 23/22

Mr. Carl Fisher

Indianapolis Ind.

Dear Mr. Fisher:

This will acknowledge your
were forwarded from Spring Lake
and also contain my reply
advising that I am up here
in the mountains for a week's
vacation & will send Mr. Krause
full detailed information
when I get back to Spring Lake.
The place doesn't boast a
stenographer so will have to
impart long hand on you.

You will find attached
copy of letter I have just
written Mr. Krause & I will
send you copy of letter I write
from Spring Lake next
week. Will be back there week
from today.

Looks like a busy fall
with the new addition and

POCONO MANOR INN
POCONO MANOR P. O., PA.

the lunch y room correspondence
I anticipate. I am feeling
fine and fit and will be
all set to devote all my time
to the Flamingos as soon
as I get back.

Too bad about "Red Rumsey."

Will write you from
Spring Lake. Hope to see
you in New York sometime
this Fall.

Sincerely
C. O. Thom

CARL G. FISHER
INDIANAPOLIS
AND
MIAMI BEACH, FLORIDA

October 23, 1922.

Mr. Joseph Elsener,
New York City.

My dear Mr. Elsener :

If you haven't left New York, and if you decide to drive down, I would like to have you stop at Baltimore, Md., and hook up to Italians to come to the Beach, under the terms of the copy of letter I am enclosing.

These two Italians cannot understand English very well, and I do not want to send them the money for fare for fear they will get drunk and spend it. I do not want them to come down to the Beach before the 1st of December, or a few days earlier would make no difference - the 15th of November would be all right.

I want to make a contract with them to play only at the Beach; will guarantee them \$50.00 a month, and will find some garage for them to sleep in.

I want these Italians to walk around and play on these Italian instruments and sing - all through the Winter Season.

I am writing Mr. Furst of Baltimore, also, in regard to this, as I may miss these Italians; and, also, for fear you have left for the South.

Please wire me if you will be able to handle this matter.

Yours very truly,

C. G. Fisher
131

CGF: ISB

Flamingoes

(December 8th, 1922.

Mr. H. B. Mabson,
201 West 54th St.
New York City.

My dear Mr. Mabson:

Replying to yours of the 5th. I made a special trip some three years ago, with Jack LaForce, Louis Ferrettes and Captain Charley Thompson to south Andros Island, in the Bahamas, for Flamingo moving pictures.

Only a few Flamingo are left any place in the world, and these few are very wary. They are in a part of Andros Island which is entirely uninhabited, and is called "Big Wash Country." It is impossible to get near them without wading through soft, chalky ooze from three to six feet deep.

There is an old negro by the name of Peter Bannister, who could be hired for a guide. As far as I know, he is the only man living who really knows where these Flamingoes are to be found; certainly, we could have done nothing without his assistance.

I feel in looking for Flamingoes a great deal like Albert Gowan did the other day after he had completed his trip around the world; he said he wouldn't take five million dollars for his experience, and wouldn't do it again for one hundred million, so I feel much the same regarding Flamingoes; I wouldn't take one thousand dollars for my experience in looking for them, but I wouldn't tackle the trip again for ten thousand dollars.

Yours very truly,

Carl G. Fisher.

CGF-MBC

COST DATA *

FLAMINGO SOUTH WING

Feb. 24, 1923.

Below please find detailed statement of the cost of the additions, changes, etc. in connection with the construction of the Flamingo South Wing, Dining room Kitchen, Dormitories, etc. You will note that the total expenditure is \$165,044.38. It was estimated that the expenditure would be approximately \$165,000.00

South Wing	\$135,816.53
East Addition	13,772.45
West Addition	9,208.71
Dormitory	5,046.98
	<hr/>
	\$163,844.67
Refrigeration Equipment	1,199.71
	<hr/>
	\$165,044.38

Signed - F.R.Humpage

Flamingo Frances

February 26th, 1923.

Mr. C. G. Fowler,
Miami Beach, Fla.

Dear Cecil:

You may be interested to know that we have received from the Flamingo this year \$91,052.00, as against \$43,951.00 up to the same time last year, or a gain of \$47,101. up to February 25rd.

Yours,

CGF-12C

COST OF FLAMINGO HOTEL

November 30, 1923.

LAND

\$ 103,535.20

BUILDINGS

Hotel, Dormitory and Laundry	\$ 1,128,420.94
Annex - South Wing	135,816.53
- East Addition	13,772.45
- West Addition	9,208.71
Dome	10,583.74
Dock House	13,829.08
Cost of Buildings	\$ 1,311,631.45

FURNITURE & EQUIPMENT

Furniture	\$ 249,125.04
Kitchen Equipment	20,892.57
Laundry Equipment	26,974.55
Refrigeration Equipment	8,688.70
Cost of Furnishings	\$ 305,680.86
Total Cost Buildings & Furnishings	\$ 1,617,312.31
Total Cost of Hotel	\$ 1,720,847.51

OTHER EQUIPMENT

Gondolas	\$ 4,049.64
Boat - "Sunny Boy" and "Hundinger"	5,000.00
Auto Truck	1,755.51
	<hr/>
	10,805.15

TOTAL

\$ 1,731,652.66

Memo:

Feb. 14th, 1924.

Mr. Geo. Krom:

I am sending you for the second time, Diatto Lorenzo. I want you to hire and put him on one of your gondolas to sing at night. This man is willing to cut grass or do any other kind of labor during the day time, and if you handle him right, will make a good man. The gondolas are doing nothing; havn't even been cleaned up, and they will remain there tied to the post the rest of the season unless you get some action with them. You should have a couple of negroes standing around these gondolas every day, whether they are used or not.

Carl G. Fisher

Flamyo

Flamingo
Jan. 14, 1925.

Mr. C. G. Fisher:

We have engaged Sascha Piatov and Lois Natalie for the month of January to perform in the Tea Garden. Today Piatov has been talking with me and he said that he would be very glad to dance for you at any private parties you might have. Would you care to take this matter up with him in person? You, perhaps have heard of his performance at the Flamingo and the Nautilus and if it would appeal to you, I am sure that satisfactory arrangements could be made both as to price and time.

Piatov was formerly with Pavlowa, later at the Hippodrome and more recently under Charles Dillingham.

Geo. S. Krom.