

Miami Beach - Depression

Parke G. Haynes

December 14th 1931

R. H. Tyndall

Dear Parke:

Mr. Fisher is anxious for you to make an offer to settle the \$2500.00 payment on the Sahoff suit with land. He wants you to emphasize that we are paying a great many small bills in that manner, and in this case we would be willing to give \$4,000.00 worth of land for \$2500.00 claim.

Wish you would take this up with them at once, and urge them to close on this basis.

R. H. Tyndall

RHT-HM

December 17, 1931

Mr. Irving Collins

Dear Irv:

In spite of all the talks we have had with our hotel men, and the others about the place, I find we have very poor cooperation after the meetings are over. To give you an idea of what I mean, I had the Captain of the Ferry beat up today, and it took only five minutes conversation with him to show him the general situation regarding conditions and the necessity of economy. As a result he cut \$375.00 off his pay roll monthly at the boat slips. He readily cooperated to the extent that he said it was not necessary to have an emergency captain, also he will take a small amount off his salary, to be applied from our credit fund.

I found Glen Adams is quite willing to take \$100.00 in credits on his salary. Also found that some of the ironclad rules at the Golf Clubs are not practical at this time. For instance a man and his wife and daughter wanted a season membership at the Bay Shore, his daughter is just over eighteen years of age, the amount to be collected is some \$250.00 (I don't remember the exact figures, Adams turned down this application because he had certain ironclad rules to follow in regard to rates, but in this particular instance, and at these times it is not practical to stick to the rules. If it had been his own Club, he would have immediately made a deal, or if it had been my golf course or your golf course, either one of us would have made a deal that would be satisfactory, and accepted the membership.

We also have had some rules about players from the other side, that are still in force, and quite expensive to us. We can now take on a number of players from the other side especially yacht owners, we have plenty of room on the golf course for them. I told Adams to make a memorandum of what he would like to do, when the opportunity presents itself to get a cash customer for a considerable sum of money, and where in some instances a slight variation of the rule is necessary and quite practical. At the same time I told him I would be responsible and to go and get this five hundred or eight hundred dollars outstanding now, and we should have it on the books.

I find Art Howe, while he is doing a very good job, he still needs some more instructions to get the customers that want to come in, and which he will positively not get unless he makes some little concessions which are quite practical and profitable to us at this time. I have no complaint against Howe, he is right on the job and working, but he needs to feel a little more severely the lack of business, and he must get everything that comes his way. I picked up \$100.00 for him today that drifted right in and out of his hotel, just for lack of a little cooperation on his part, where it was necessary, and particularly in this case where it was one of our best employees.

Dec. 17, 1931

Mr. Irving Collins

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The person in question didnot make any complaint at all to Howe on the rate quoted for his room, but walked down the street and made arrangements for as good a room ~~and~~ for his purpose evenpreferable at a saving of \$5.00 per week.

Hoerger is going to report back this afternoon what he can do to help out, he was a little beligerent, and probably needs most of the men that he has, but I believe he will try to cooperate. He is going over his pay roll and see what he can do by tomorrow.

Some recent reservations have come into the Nautilus and the Flamingo, but nothing worth bragging about.

Hope you are all well, and that you can get down soon.

Yours,

P.S. I will forward you a copy of Adams memorandum tomorrow.

Dec. 17, 1931

Irving A. Collins

Dear Irv:

We are up against a serious proposition here that must be straightened out quickly. Our golf and general expense account is going to consume us if we don't take immediate steps to put same in better shape than it is now. We have a large number of employees here who can operate themselves on a lower salary than they are getting, and take land warrants for not only the deducted part of their salary, but it would be my idea to give them an increase of at least 5% more than we deduct, in these land warrants. These warrants will be good some time, and when the property, put into the trust, is sold.

Now is the time to see just what employees will cooperate with us, and the quicker we find out the ones who are willing to go along with us, the better off we are. With the continued shortage of cash, and hoarding of cash in this country, we will soon be up against it, and won't be able to borrow our running expenses. If we have some severe weather up north, we may get better business, but it is certainly very easy to go back to the old time payrolls when the time comes to do so; in the meantime I think we should do so at once.

I have called a meeting of Capt. Barry of the ferry boat, Fred Hoerger and Glen Adams this morning.

Our meeting over in town seemed to go over rather successfully, but it was quite apparent that we ran into several underlying diversions of thought and interest. Cliff Reeder seemed to think the city had done everything possible, and a few other people seemed to feel that they were responsible for all the propositions that had been made in the last six or eight years for deep water. No plans could be discussed at this meeting. I believe a moving committee will be appointed tomorrow that can proceed. They are talking of putting me on the Committee regardless of the effect it may have on some interests. I am inclined to jump in on this Committee and fight it out. I don't know whether we have anything to lose more than we have lost, and so far as have only got the worst, trying to cooperate, and as a result of "gum shoe" politics.

The Lions Club I understand lost \$600.00 on their Seth Parker show, although they had two beautiful crowds. However, the dumbbells who made the contract with Seth Parker made one of the most ridiculous contracts I have ever heard of. I understand he was paid \$5,000.00 guarantee, and as a result instead of being a benefit to charity here, this crowd went out of town with \$3000.00 of our cash that should have gone into the Charity fund.

The whole deal was so terribly ridiculous that I am wondering and thinking strongly that our best move is to refuse any further contact with this dumbbell charity outfit.

Dec. 17, 1931

Mr. Irving A. Collins

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We can keep the Gardens for two or three worth while shows, and not be a party to assistance of this kind, where there is a tremendous amount of adverse criticism, which I understand is the case now over this last fiasco, and you will be surprised to know that we are in on the thing, and blamed thoroughly by some people who don't understand that we had nothing whatever to do with the entire transaction, except to try to help.

C. G. FISHER

CGF-HM

Dec. 18, 1931

Fred Humpage

Dear Fred:

I received a very nice letter from Albert Bremser. I think under the circumstances I owe him an acre of ground, and wish you would have Parke Haynes transfer an acre of ground to him. He has stuck along with us, and this will be take the place of cash.

C. G. FISHER

CGF-HM

January 22, 1932

A. B. Reed

Dear Art:

I have yours of the 18th. Glad to know your weather is good. I hope you will keep touching up the houses we have on hand, to keep them in bang up condition, there is no telling what day you will have a prospect, and it makes a lot of difference if the porches are clean, and the whole house is spotless.

We are breaking away with a poor season here, although there are a great many people in this country, and in spite of the bad hotel season, building in Greater Miami in November is fourth of all the cities in the United States. Mostly smaller priced houses are being built.

Yours,

C. G. FISHER

CGF_HM

February 6, 1932.

Parke G. Haynes

Bremser Lot

Dear Parke:

I have a memorandum from Fred Humpage, under date of February 1st.

I am both surprised and disappointed that this Bremser lot has not been transferred, also the Humpage lot. Bob said he would prefer a lot here, so I have made such arrangements with him.

I am going to see Redfield today, and see if I can get him to accept a piece of property at Montauk in lieu of their fees.

I have made several trades here this season, two lots for advertising in the two daily papers; six lots in the new sub-division for \$12,000 worth of sidewalks, plumbing and street improvements; and by the creation of a small trust fund, I have been able to use trust certificates and save about \$3,000 in necessary cash layouts on personal interest accounts.

I wish you would get this lot transferred to Humpage and send me the papers for same, also the lot to Bremser. The lot I had in mind for Bremser would be an acre in Hither Hills, and the lot I had in mind for Humpage would be one of those lots I had to take in, down in front of the house. If there is an extra lot there on which Smart could build a good looking cottage, you can go ahead and make that transfer.

On receipt of this letter, finally after two months delay, I would like to have you write me one thing - that you are going to send on the papers, and advise if there is any reason why the transfer should not be done now. I don't know of course what your arrangements are with Smart, but he may be rather backward in suggesting that transfer of the lot, and I would like to have further information on it.

C. G. FISHER

CGF-HM

March 1st 1933.

Hon. J. Reuben Clark, Jr.,
American Ambassador,
City of Mexico,
Mexico.

My dear Mr. Clark:

We have in mind for the coming year, the complete organization of two annual winter tours. One tour from Miami to Havana, and from thence to Santiago; and one tour from Miami to Vera Cruz, and from thence to the City of Mexico.

We have in mind a special charter ship from the Clyde Line to handle this tour, together with automobiles and a complete outfit. We expect to promote these tours for the general good of this section of the country for our hotels, and to generally attract attention to Greater Miami.

We are not sure at this time just how the Mexican officials would look upon a tour of this type. We expect no remuneration of any kind from the government of Mexico.

This tour if completed will consist of one hundred or possibly more substantial citizens of this country, who will pay their own bills, who ask no consideration at all from Mexico, other than a Government escort, and proper Government protection.

It is our idea in promoting this part of the country to make direct connections annually with possibly several tours aside from the two mentioned. We are not inexperienced in this business, we have five hotels of our own here at Miami Beach, and we represent one hundred million dollars worth of investments in hotels in Greater Miami.

We would like to have a complete report of the road conditions between Vera Cruz and the City of Mexico. We don't expect to pave roads but it would be possible, with proper cooperation

Hon. J. Reuben Clark, Jr. - #2

from the Government of Mexico to make a very poor road into a passable road simply with a grading operation.

Our tour will not be comprised of "kid glove" tourists. We of course hope to find hotels that are very clean and equal to the conditions under which all of our tourists live when they are at home.

Again I wish to call your attention to the fact that we have no advertising to sell; we have no personal or selfish interest in this tour, other than to help promote Florida as a great winter resort, and with direct connection to South American countries.

Under such conditions as I have outlined I would be very glad to hear from you.

It is quite possible that we may make a short, quick tour this Spring, both to Santiago and from Vera Cruz to the City of Mexico, in order that we may acquaint ourselves with all conditions existing for next season.

Will you please give no publicity at all to the contents of this letter. We do not wish to be embarrassed with hundreds of people who would swarm into all sorts of advertising propoganda, as well as other embarrassing propositions that we need not consider.

I am,

Very truly yours,

C. G. FISHER

CGF-HM

March 31st 1932

Parke G. Haynes

Dear Parke:

I have yours of the 28th. Note the progress you are making and I have no comments to make regarding same, as in my opinion you are doing as much as you can do under the circumstances.

We are winding up a very tough season here with just enough money out of our hotels to pay taxes and interest, and a small amount of amortization, but a very small amount.

We have dragged back and forth over a good deal more than a million dollars worth of sales that have finally wound up in the amount of business done of about \$200,000.

The reports coming in here continually from the north make it necessary for many people who expected to stay here a couple of months, to hurry home, and in many cases we have had people arrive here who have left within three days after their arrival.

The City of Miami have put forward their date of payment of taxes until July, with every indication that they will extend the time again from July.

We are making a terrific fight now to cut down budgets in this county as well as the budget of Miami Beach. The school districts of Dade County have already defaulted in five districts on their bonds. Probably the word defaulted is not just proper, but at least an adjustment will have to be made with these five districts, and some adjustment will have to be made with the entire county to get them straightened out.

Our building program here continues to go ahead in small houses, and I saw an announcement of sale made yesterday for \$250,000 apartment house, which may, or may not be true.

In normal times we would have sold more than a million dollars worth of property this year, but in spite of the fact that we cut our prices down to less than 50% of the actual worth of the properties according to previous sales, we could not make the grade.

I received the booklets, and will immediately use some of them.

Yours,

G. G. FISHER

CGF-HM

March 31st 1932.

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

Dear Clem:

Between times in trying to run a prospective buyer to earth, and wiggling around to get tax monies together, I have given some time to a plan that commences to look good for us to make some new monies outside of the real estate business. We may all be able to live off this new outfit, unless some bugs appear which are not now apparent.

Its too big a job to tell you more about this scheme, without having my blueprints finished, and some other details that we must whip into shape, but from all general reports I receive from the North, things are not so good for anybody up there, and I just thought it might cheer you up a little bit to know that I am thinking about you and India.

I have quite worrying, and as long as I keep my present health, feel sure that there is a future to the whole general scheme of things.

One after another of our prospects have sidestepped and disappeared for the season, leaving us with just sufficient cash here to pay our interest and taxes on the hotels, but not allowing us to amortize fully on any of the hotels, except the King Cole and the Lincoln, which was taken care of earlier in the season.

Our State, City and County taxes, to the amount of about \$150,000 will not be paid tomorrow. We are making a combined fight with the Tax Payers League for the County and City budgets, which we are sure are going through, that will save us a lot of money.

Even if we don't pay taxes this April 1st, we are adjusting a large claim with Hertz, which will leave things generally here in Miami, with a small overhead to carry through until next Fall.

C. M. Keys - #2

Yesterday we had a chance to figure with a million dollar group of purchasers for LaCrosse Golf Club, but this will be a drawn out transaction, perhaps taking sixty days to either consummate or have it blow up.

Some two million dollars worth of other deals which should have gone through, under normal conditions, are in the air, but I want you to know that I am not downhearted at all, and see no reason why we won't eventually get some place in the sun.

I want to remain here for two weeks if possible, and take a last whirl at two large oil Companies.

Hope you an India do no unnecessary worrying, and that your health remains good.

Yours

C. G. FISHER

CGF-EM

November 21, 1932

Mr. Irving A. Collins

Dear Irv:

Yesterday's papers, if you noticed, quietly gave a rap at us, and our new rates. I understand the criticism of the Roney and the Biltmore is very severe, however, we have daily reports of benefits of quoting our rates direct, and in plenty of time. We know our cards were not out too soon, as Krom as rescued several people and we have six guests today in the Lincoln, which is better than we had last year.

Miss Bach was in this morning and told me that some attempt was made to corral the Pictorial services for the Roney Plaza and the Biltmore, but I killed this plan.

Politics are red hot from every angle.

Am very anxious to get permission to release the Sorensen sale and story, which we should have in two or three days if we get it at all.

The deep harbor meeting takes place next Monday.

Talked to Kunschik about the signs on the Boulevard, and they are now being made.

Hope you will get down soon, although there is nothing stirring today that is exciting.

Yours,

CGF-HM

1/10
Nov. 23rd 1932

Mr. Irving A. Collins

Dear Irv:

We have already gotten Mrs. Hannagan fixed up. I told them to get the material from where it would be the least needed this season. If Hannagan gets any kind of a renewal break we can sell him that place.

I was over to see the place with Browder. The back steps have fallen off, and the garage looks like a fish trap; the rats have gotten into the roof, and Mrs. Browder says they make as much noise as a lot of cattle every night. The awnings are blown to shreds, and for the appearance of the neighborhood, we will have to get the cloth part of the awnings off at once. The floors are warped some, but they are not so bad. I think I would like to take this cottage over and fix it up, and have a place to move into in case there would be a sale of my place.

I offered to rent my place to Walter Briggs for \$5000, but apparently even that price is more than he wants to pay.

The sale of houses in Coral Gables in Sunday's paper, (I am sending you a sheet from the Herald) shows the terrible depression prices. You will notice a seven room house of stucco and concrete, in a good neighborhood for \$3500. Of course any of these houses, if they were on the Beach would sell.

I ran into a frightful situation here the day before yesterday. Our men were running around the beach peddling all of Bud Talbott's lots, - seven lots from corner to corner on the north end of the golf course, which he paid us \$45,000 for, and our men were jamming around on the beach trying to get an offer of \$8000, and telling everybody they ran into that if they could not pay \$8000, perhaps they could get them for \$7000.

This is certainly a terrible situation to have among salesmen. I called Talbott on the telephone, and had him take the lots off the market, and rearrange his price to \$15000.

Just this loose gabbing, and poor method of salemanship came within an ace of knocking us out of a sale which we made to Sorensen. I am sure if the outfit had been put up to Sorensen, that he would have purchased the entire block in a second; however, we made a sale that under the circumstances is all right.

November 23, 1932

Mr. Collins

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As soon as possible, we can release a story from Sorensen that will help bolster up the situation here. Certainly something very drastic must be done immediately, otherwise everybody will lose all faith in any kind of a value of unimproved lots. For instance, one hundred feet on Indian Creek is offered at \$4000, but the trouble is, it is offered to 999 people out of every thousand, who haven't any money, or any inclination to buy the property.

I would like to have you consider my giving the Company some Bay Shore stock for the Browder house, at a price of \$6000 or \$7000.

C. G. FISHER

CGF-HM

November 21, 1932

R. H. Tyndall

Dear Bob:

Yours of the 18th. Margaret is with her Mother, and expected the latter part of this week.

Wish you would tell Jack Trimble I would like to rent him my house, or sell it to him. Nothing in the world would please me more than to see Jack have the house, without the furniture, for \$150,000.00, and you can talk to him direct.

We made a small land sale yesterday to one of the big men of the automobile world, we cannot mention names yet. It is the first sale of any consequence to a big man this season.

A reorganization of the Bay Shore is now in process. They are asking the bondholders to accept new bonds at 4% and 5%. You will get a complete setup in the next few days. It cost us \$2000.00 down on the head to get this going, which is the best we can do.

This is probably the brightest spot in America, although it is bad enough here. We are renting more houses than ever before, but the rent bills are terribly low, and there is a lot of confusion and stampeding on some lot sales which we are trying to straighten up, and meeting with some success.

I am in hopes you will be able to get down and of course spend just as much time as you want to, so you can make arrangements to stay a week or a month or three months. I have plenty of room at the present time in the house.

If you think there is any chance at all with Jack Trimble, I wish you would talk to him, and let me know your reaction just as soon as you receive a copy of the Nautilus bond setup.

Yours,

CGF-HM

November 23, 1932.

Mr. W. T. Anderson,
c/o Macon Telegraph,
Macon, Ga.

Dear Bill:

We were all prepared here to send a messenger to Mr. Roosevelt, asking him for a stay here at Miami Beach in our Presidential cottage at the Nautilus, but one of our enthusiastic Democratic citizens went off half cooked yesterday, and sent him an invitation to occupy three or four residences over on the Indian Creek Drive, which are entirely inadequate for the President's use.

We have an ideal setup at the Nautilus as you know, and I am sending you, special delivery, a booklet and a letter to the President, which I will appreciate if you will see personally that it gets to the President when he arrives at Warm Springs.

There will probably be a couple of carloads of choice hams, pickled rabbits, Moonshine corn, and other Georgia products sent to him, so this booklet might be entirely lost for a couple of months.

We want to extend to Mr. Roosevelt the same invitation we did to Mr. Harding, and for a fishing trip in the Gulf Stream, which I believe he will enjoy thoroughly.

I am sending this to you as we don't know when Mr. Roosevelt will be at Warm Springs, and we don't want this package to be lost.

Of course if you would present your shining countenance to Mr. Roosevelt himself, as one of our stockholders, land owners, and part of this semi-bankrupt Corporation, you would do a great favor for your neighboring state of Florida, as well as our Company, and myself, personally.

If in your great and far seeing wisdom you decide to send one of your trusted messengers, it is O.K. with us, but for Christ's sake do something

W. T. Anderson - #2

and do it immediately.

Yours,

CGF-HM

November 26th 1932.

Mr. N. S. Talbott,
Callahan Bank Building,
Dayton, Ohio.

Dear "Bud"

For your general information there is a tremendous lot of distress property on the market here, and we seem to have had distress prices about the only saleable land that I know of in America.

We are trying in every way we can to keep distress property sold up. We have less than 25 vacant and distress lots left on the golf course.

Of course we have to help a customer sell his property, and some of them are so pressed for money that they accept perfectly foolish prices for some property here, but after all they do find buyers at distress prices, where they cannot sell their own homes, in their own home towns.

We have not permission to name yet the purchaser I referred to, but I am expecting him to help us sell your property to some of his friends.

We only have on the golf course about twelve lots of our own to sell, and we are holding the price up as much as we can, but you know general conditions.

I hope you will be able to run down for a while and look at our new rates, we are only trying to make enough money out of the hotels to pay taxes and interest of the bondholders this year.

Best regards to your Mother and the rest of the Talbotts.

Yours,

CGF-184

C. G. FISHER

December 2, 1922

Irving A. Collins

I enclose you a memorandum from Rube Goldberg. This will only go to emphasize the efforts such hotels as the Breakers are making for business. I am sure their rate is \$8.00 per day, regardless of their published tariff.

C. C. FISHER

CGF-HM
Enclosure.

Copy to
Mr. LeBoutillier.

Same letter sent
to Hale Holden, Jr.
Washington, D.C.

December 3rd 1932.

Mr. D. A. Crawford,
President, Pullman Company,
Chicago, Ill.

My dear Mr. Crawford:

We have more than one hundred million dollars invested here in hotels at Miami Beach, that are probably 90% in the hands of bondholders or receivers.

We have reduced our rates to generally conform with present conditions. Particularly in the Middle West are thousands of people who can still afford to come to Miami Beach in your Pullman cars, but there is a very strong and decided opposition to paying your Pullman car rates, particularly on drawing rooms; \$54.00 from New York to Miami for a drawing room is out of all reason these days.

Automobile manufacturers are bulking automobiles to sell for less than \$600.00 that can haul four people to Miami almost as fast as the best train operated, and \$75.00 will pay the expenses of four people from New York to Miami in first class shape.

If you want to see the competition you are up against you should drive, as I did, between New York and Miami with four people. Beautiful homes along the road offer room and bath for two people for \$1000 each, and breakfast of bacon and eggs and coffee, from 35 cents to 50 cents. All the apples and fruit you can eat, and genuine hospitality.

The best hotels in larger cities have reduced their rates from 35 to 50 percent, both on rooms and food. I passed many trains going and coming, most of them less than half full; in fact I did not see any train that was half full, in any direction.

I believe you can increase your travel greatly by making rates generally to conform with the times, and also competition.

Very truly yours,

CARL G. FISHER

December 5th 1932

F. R. Humpage

Dear Fred:

I have yours of November 30th, and you have covered about everything I had in mind to talk to you about. I think if anything at all is to be done with Brisbane, it will have to be in the nature of a letter for him to sign. He hates details just like I hate them, and I would not go to the trouble to examine bonds of this kind for anybody. It would just mean too much work. I would prefer to sign a letter which I thought would do some good, where I intended to help.

The hotels here, even at reduced rates are filling up very slowly. Although a very large number of people are coming in they are scattering all over the county, and of course it is terrible to watch the shopping for prices.

We haven't received cash from the lot sale yet on account of the slowness of the attorney to pass the title. As soon as it comes in I will forward the \$758.33 to the Fletcher American.

C.G.FISHER

December 12th 1932.

Mr. Arthur Newby,
4020 North Meridian Street,
Indianapolis, Ind.

My dear Arthur:

I heard the other day that you might be down at Miami Beach this winter, and it occurred to me that you could live very happily and comfortably in a cottage at the Flamingo.

We build several of these cottages there during the last two or three years, also a lovely swimming pool with a sandy beach. It goes without saying I will quote you a very satisfactory price.

We are out after business from every direction this year. If we don't get it we are going to lose some of our hotels.

Yours,

CARL C. FISHER

CGF-HM

December 14th 1932.

Mr. E. H. Browder,
Ideas, Inc.,
Chrysler Building,
New York City.

Dear Mr. Browder:

Your wire of the 13th. The material you requested was returned several days ago, and you probably received the envelope this morning.

I am sorry we could not arrange things so as to have Mr. McAdams with us this year. As it is the hotel organization which was rather in the air, is all broken up and everybody is out for themselves.

One big hotel is in the very awkward position of spending a lot of money furnishing sports, amusements and free entertainment, and at the same time cutting rates to beat the band, without getting any business. In fact this is the general situation here, with several hotels.

I was in hopes that at a general meeting the opportunity would present itself, for me to present Mr. McAdams, but the only co-operation that seems to be on the Beach is with six hotels, all of which belong in our Company.

I hope Mr. McAdams will have a chance to rundown here for a week on one of those short time excursion rates, and look the place over. Will be very glad to have him as my guest at the Flamingo.

Yours,

CARL G. FISHER

CGF-HM

December 20, 1932.

Mr. D. A. Crawford, President,
The Pullman Company,
Chicago, Ill.

Dear Mr. Crawford:

Your letter of the 13th.

I enclose you herewith a statement of the business of the Lincoln Hotel at Miami Beach, as of December 18th. This, we consider one of the best hotels in this country, having had the honor for a number of years of being the largest earning hotel in the United States on the investment.

You will note that our rate per person to date is \$5.49, as against \$8.72 last year. You will also please note other general statistics on the value of the house. Rates from 1925 to 1930 were \$16.00 to \$21.00 per day.

This hotel of ours is only one of 10,000 hotels in the south, of all kinds that have reduced rates to meet the general conditions. The famous Ponce De Leon hotel in St. Augustine, European plan, offers single rooms and bath for \$4.00 to \$6.00 per day.

We come in competition daily with some of the larger hotels on Conventions, and know that these generally reduced rates are offered for business throughout the south. If you would be interested, I could check for you some of the rates at the larger hotels which will completely bear out my statement that their rates have been reduced from 35% to 50%.

I realize that you cannot make quite these reductions, I am however, greatly encouraged with your letter of the 13th, and feel that the Pullman Company is trying to do something to help the general conditions.

I don't believe there will be 20% of the hotels in this entire district that will not be in the hands of Receivers or Bond Holders' Committees, unless we have a most unusual season. If the Railroad Companies can give special rates that would allow visitors, particularly from the Middle West to stay here thirty days, it would help wonderfully.

Yours very truly,

CGF-HM

CARL G. FISHER

December 29th 1932.

First Trust & Savings Bank,
Miami, Fla.

Gentlemen:

We have notice of maturity on January 1st. You will please note that you have an error in your statement of \$261.25 in your favor, in additional amount of interest from October 1st to January 1st.

However, we are not able to take care of any of these maturities at this time. We do not commence to get returns from the hotel until some time in February. During February we can reasonably expect about \$10,000, and we are in hopes that we can expect equal returns of last year, if not better. We are \$200.00 cash advance over last season on yesterday.

If you will just be patient in this situation until some time in February, we will start to clean up this account.

Yours very truly,

CARL G. FISHER

CGF-ME

Copy to:
J. H. Trimble
Paul Kunschik

December 30, 1932

Mr. Irving A. Collins

Dear Irv:

It is not worth while to write you a long letter, because you will probably be here before I could get the letter finished with technicalities, and details.

However, things look very much brighter in the last few days. I presume you know that Art has about 85 people; Bennett has \$200.00 cash ahead of last year, and everybody seems to think Gurney is making good 100%. Uncle Vic was in this morning and said some of his friends had been over for dinner at the King Cole and said Gurney is serving the best meal with the nicest detail attention to guests of anybody on the Beach. Of course this has been Gurney's reputation and strong point for a long time.

However, we are not out of the woods by a long sight, and there is just generally a lot to do. People are coming in and are bargaining for houses. Through John Reid we are offering today three Indian Creek lots for \$26,500, as he thinks he has a cash customer. I know this is a low price, but under the circumstances if we sell, I will consider we got \$50,000 in cash for the three lots, and you can buy a whole county in Texas for \$50,000.

My Los Angeles man has drifted now to some high ground out in Hialeah. He has learned that it is difficult and bad for his instruments near the ocean front.

I haven't heard from Bill Anderson for several days, but no news in good news, and I still believe we are going to get the President. At least we are only out about \$100.00 expense in our attempts.

I am now in touch with Bill Pawley of Havana and Silvo, of Cuba, to see if we cannot locate the proper South American officials to get better acquainted with. Most of them however are in a regular dog fight at this time.

We have a faint prospect on the Allison house, but I am afraid it is very faint.

Yours,

CARL G. FISHER

CGF-HH

January 23rd 1933.

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

Dear Clem:

Yours of the 18th. If you can settle with the Receivers and Attorneys, and get the property into the hands of a small committee of Bondholders, we will be that much ahead.

The personnel of our contacts up there changes so fast that it is hard to keep up with the situation, except from what information I get from you and Fred Huggage.

Of course if Mr. Robbins would come along with his assistance, it would be fine, and while I cannot say a lot for their selection of a hotel manager, I believe most of the trouble they got into was considering that Mr. Grump was mistaken for Mr. Krom, the two Krom brothers were with us here for years, and one i.e. Mr. Chas. Krom continues to manage the Flamingo Hotel.

I don't know just who would be the best man to contact Lou Wasey. I will try to locate Lou and arrange for you to contact him when he is in New York. He can meet you or others of the group that you think would be proper to meet with him.

There seems to be much confusion in the selection of a Hotel Manager, and I have written you the importance of making a selection of a good manager, who has a large contact here at Miami and Miami Beach.

Mr. Abel is by long odds the best man you can secure for the position. It is difficult for him to give you accurate figures on operation as you know, but certainly the record of the last Manager is not to be considered as a prospect for the future.

We have a known shortage now, as per list herewith of \$2637.00, and there is no adequate check up on many miscellaneous items, such as stationery, soaps, mops, compounds of all kinds,

C. H. Keys, - #2

tools, and many hundred other items, which it is hard to really carry on an inventory. But regardless of these facts, Mr. Abel has made you an offer that is fair for our Corporation, and will give you much better returns than you could hope to make with a new man on the job.

I would indeed like to have you ask Mr. Sparks in on some of these conferences.

Mr. Howe cannot make any sensible proposition regarding the Golf Course and Casino, together with the Yacht Club, without having a full report of the Golf Club activities. The bar at the Golf Club last year made about as much money as the hotel made.

Our hotels here this season all show a substantial increase in the number of guests, from 30% to 300%, up to this date, but the actual cash is approximately only from 15% to 35% ahead of last year.

The golf courses with reduced rates are 80% of last year's cash.

There is no question, but that Florida has more guests this year, by at least 25%. Real estate values have slumped off here at least 50% on all kinds of property except small houses. Vacant property has suffered most. However, the enclosed data on building permits will show you that this area is the brightest spot in the known world, considering population, and even regardless of population, you will notice that the building permits here are greater than any complete and individual 26 other states.

We settled a suit the other day with the George A. Fuller Company for \$25,000. This was for faulty construction on the Nautilus Hotel.

We have received the moneys from the Texas Company.

We are now negotiating several sales that may or may not be closed during March or early April.

O. M. Keys - #3

The A. J. Wenner house on Indian Creek was sold last week for \$100,000 cash. This house and grounds can be duplicated easily for \$100,000. This is the largest and best sale that has been made in the State of Florida this year. Time and business conditions are our only cure here, as they are up there.

I hope you will arrange to close with Mr. Abel and with Mr. Howe, and also Mr. Haynes would make you a very good manager for the property on some basis to be arrived at between yourselves.

I would like to help in any way that I possibly can, but our troubles will be much less if we can get the property out of the hands of Receivers and into the Bondholders Committee.

Yours,

C. G. FISHER

P.S. An enclosing herewith letter from Mr. Abel to the Receivers, also copy of my wire to you. You will notice Mr. Abel plans to operate on a salary, plus a small commission, which is the way he has operated for us in the past. He can open the hotel on his own funds, and gradually replace the necessary equipment as the guests arrive, enabling him to do so from hotel receipts.

Mr. Humpage leaves tomorrow and will bring you further news of the situation here.

C.G.FISHER

February 27th 1933.

Mr. Wm. T. Andersson,
Macon Telegraph,
Macon, Ga.

Dear Bill:

I have your wire. Of course I am sorry to hear about your broken leg. I would like to know truthfully just how you broke it.

No use of thinking of coming down now; every cottage in both hotels is filled to the roof, and we have had to turn away a great many people at all of our hotels this season. I know you always travel with a bunch, and you need several rooms. I expect the crowd to commence to thin out about the middle of March, and by that time you will be able to get away and I hope you will figure on driving down for a few days anyway, because March is just as nice as any other part of the season.

There isn't a thing you can do for me, and don't come down for any fancied favor you think I might need, but come on down for a fishing trip for a few days.

Hope you will be out and hopping around soon.

Yours,

CGF-HM

CARL O. FISHER

March 4th 1933.

Mr. Wm. T. Anderson,
Macon Telegraph,
Macon, Ga.

Dear Bill:

Thanks a lot for yours of the 24th. I enjoyed your "GO BREAK A LEG" Probably this suspended animation in bed will help you in reconstruction thought and save the Government.

We could have told a brilliant tale of Miami Beach success and the whole Greater Florida area here, if it had not been for the last crack on the chin. The Railroad trains cannot get people out of here fast enough to get back home, and see what it is all about. Many say they will return if conditions allow them to.

In spite of all this, we have had to face this year, our hotels are 80% above last year's business, and our sales of property are more than double last year's business. For a while here it was impossible to get rooms or accommodations at any of the hotels on the beach, and most of the hotels in Miami were doing from 100 to 200 percent more business than they did a year ago.

Some of these days we hope to get on the home stretch, and perhaps we may be running with hobbles, knee boots and blinders, but we may stagger out at the finish in the money.

Hope to see you some time after you are able to travel, as I will be down here at least until the middle of April.

Yours,

CARL C. FISHER

CCF-HM

May 13th 1933.

Mr. Ernest A. L'Ecluse,
15 East 41st Street,
New York City.

My dear Mr. L'Ecluse:

I know you will be interested in the results of the operations at Miami Beach this year.

After three very dull years, we had a tremendous invasion of new tourists this year - about 50% of the visitors this year had never been to Miami Beach before.

All of our hotels were crowded when the bank troubles came upon us, however, in spite of these troubles, our season this year was more than 50% better than in the last three years.

We are anticipating a tremendous inflow of visitors this coming season. The beautiful roads from the Middle West, and Eastern States to this point now, together with the low price of high grade cars, make a visit to Miami Beach very easy to accomplish, as compared with previous years.

Building permits, as you will notice from the enclosed card, are away ahead of any other point of like character, in the United States, and we are now entering into a very strong building period.

Will try and keep you advised occasionally of the progress of the Beach.

Yours very truly,

CARL G. FISHER

CGF-HM
Enclosure.

May 16, 1933

Mr. Wm. A. Goodman, Jr.,
Leesburg, Va.

My dear Mr. Goodman:

I have yours of the 13th. I will hand this letter over to Mr. Earl Kiser to scout around and see what he can find for you.

This past winter, as you know, started off with some very low rentals, and it was not long before all desirable houses on the Beach had been taken up, and we had opened to one of the largest seasons we had ever experienced here, until the bank trouble came upon us, and I guess you know the final result.

However, the general low prices at the hotels, and living conditions here, made thousands of friends for Miami Beach, and we believe if nothing unusual happens before next Fall, we will have a larger tourist trade than ever before, and there will be a great scarcity of houses.

From what we see now, we cannot hope for prices or rentals as low as those that prevailed last year, however, Mr. Kiser will get you some information and send it on.

A very desirable house might be had without the steam heating plant, as very few houses have same here. An open fireplace and plenty of wood are of course available, and unless we have an unusually bad winter, there won't be more than two or three days during the season, when you really need steam heat or furnace heat. We have built some 75 or 100 houses here on the Beach, and have not found it necessary to put a furnace or steam heat in any of them.

I am leaving for the north in the next week or ten days, and in the meantime, if you will keep in touch with Mr. Kiser, he will be on the job here practically all summer, and will try and find the very best house available, for you.

Yours very truly,

CARL G. FISHER

CGF-134

Copy to:
Earl Kiser