

RECORD OF L. F. COWAN

For many years in public utility organization and financing

For 20 years consulting public utility expert and head of the  
L. F. Cowan Company of San Francisco

From 1926 Manager of the security department of the Great Western  
Power Company and satisfactorily completed his work when the  
company was absorbed by the Pacific Gas & Electric. James B.  
Black, president of the P G & E has a good word to say for him.

For the last three years he has acted in consulting capacity  
to the sponsors of the San Mateo Utility District. He is a  
qualified public utility expert in California, Illinois and Oregon.  
Municipal

The San Mateo Utility District, which financing is coming up  
in November, which is being handled by Mr. Cowan - is being  
sponsored by the following:

S. P. Eastman  
Wm. H. Crocker  
Chas. R. Blyth  
Geo. A. Pope  
Samuel Knight  
C. Waldo Coleman  
C. C. Young  
Wm. Wallace Mein  
Roger D. Lapham  
Samuel Pond  
Paul B. Fay  
Matthew A. Harris  
Geo. S. Johnston  
Ira Lillick  
Herbert E. Law  
Edw. F. Treadwell  
Atholl McBean  
C. J. Moroney  
Mark McCann  
R. S. Odell  
Paul McCarthy  
W. A. Cribbins  
Louis Lurie  
J. B. Howell

San Diego, California,  
July 7, 1936.

Ed Fletcher Company  
San Diego, California

Attention Colonel Ed Fletcher

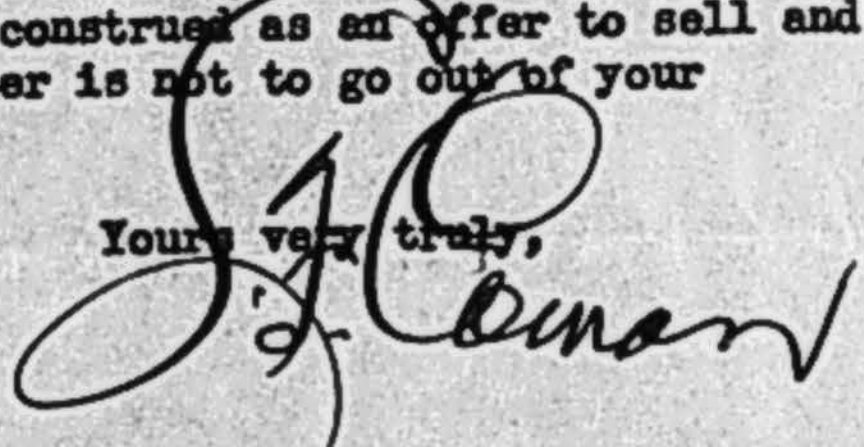
My dear Colonel Fletcher:

Subject to the approval of the federal  
court, I feel certain that I can deliver the controlling stock  
of the San Diego Consolidated Gas & Electric Company, 99,387  
shares and 938 shares, making a total of 100,325 shares, for  
\$11,600,000.00.

This price of \$11,600,000 is based on  
the delivery of 100,325 shares. If but 99,387 shares are  
delivered the above mentioned purchase price should be  
credited with the 938 shares which are not delivered.

Terms: \$100,000 when ready to sign an  
acceptance of sale, \$1,000,000 within ten days thereafter  
thru an Eastern bank and the balance bank financing.

The above is strictly confidential, is  
not under any conditions to be construed as an offer to sell and  
it is understood that this letter is not to go out of your  
possession.

Yours very truly,  




Crescent City - Gold Beach 68  
 to Sanders 59  
 " Coquille 19  
 " Marshfield 18  


---

 " Portland 224  
 " Crater Lake 388  
 " Sacramento 328  


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 393

51	68	18	1109.
35	58	38	
19	79	64	
33	18	102	
47	105	26	
39	328	42	
		48	
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Hattin  
 letter from Woodbe  
 sent to the  
 telephone Mr. [unclear]  
 Hammers  
 Drury  
 Nordenholt  
 Wapp  
 did Statchkin's [unclear]  
 Winton 1/4 1850  
 McEweney



San Diego, California  
July 7, 1936

Ed Fletcher Company  
1020 Ninth Avenue  
San Diego, California

My dear Mr. Fletcher:

In case a sale is made by me to the Southern Sierra Power Company of approximately ninety-nine or one hundred thousand shares of San Diego Consolidated Gas & Electric Company, your compensation will be a minimum of \$50,000 and as much more I feel is coming to you - depending upon the sales price.

It is understood that if any sale is made to the Southern Sierra Power Company by me, it will be through you.

1000's July  
*L. Cowan*  
155 Montgomery St.

RECEIVED AT

STANDARD TIME  
INDICATED ON THIS MESSAGE

# Postal Telegraph

THE INTERNATIONAL SYSTEM

Commercial  
Cables



All America  
Cables

Macau

Radio

This is a full rate Telegram, Cablegram or Radiogram unless otherwise indicated by signal in the check or in the address.

DL	DAY LETTER
NL	NIGHT LETTER
NM	NIGHT MESSAGE
LCO	DEFERRED CABLE
NLT	NIGHT CABLE LETTER
RI	

39

Form  
16

FA 114 57 DL SANDIEGO CALIF 14 12P

SENATOR ED FLETCHER

SENATOR HOTEL SACTO

*File in Sierra  
Cowan file*

1936 JUL 14 PM 2 01

COWAN ASKED THIS MESSAGE BE SENT YOU THAT SANDIEGO IS HIS OPERATING BASE HE WANTS YOU WITH HIM ON THIS DEAL AND WILL ENDEAVOR TO EXTEND EVERY POSSIBLE COURTESY THAT YOU KNOW WHAT IS NECESSARY TO BE DONE AND IT IS TIME FOR ACTION BUT HAVE NO ANXIETY HE DOESNT WANT YOU TO CONTACT ANYBODY IN SANFRANCISCO

ED FLETCHER CO

Telephone Your Telegrams to Postal Telegraph



August 17, 1936

Mr. F.L.Cowan  
155 Montgomery Street  
San Francisco, California

Dear Sir:

In consideration of services rendered and to be rendered by you in your negotiations for the sale of the controlling interest of the San Diego Consolidated Gas & Electric Co. to the Southern Sierras Power Co. or allied interests, I hereby assign 1/2 interest in that certain contract dated December 13, 1935 reading as follows:

"Our people are willing to give consideration to the purchase of the San Diego property and will be glad to have you act in the matter, provided the seller will pay your commission, and that this commission will not exceed \$100,000 and any expenses you may be put to in the matter. We feel there should be a limit to this commission, and although it is paid by the seller, it is usually included in the price. If this arrangement is satisfactory, please advise us.

I am planning to motor out to California, leaving next Tuesday morning and arriving at Riverside by Friday night.

(Signed) A.B.WEST  
President

It is further agreed that I am to advance you the sum of \$5750.00 on account of expenses to be incurred in connection with your further negotiations.

It is further understood and agreed that in event of the sale of the control of the San Diego Consolidated Gas & Electric Co. to interests other than those of the Southern Sierras Power Co., or the Phipps West group, that I am to receive from you the sum of \$50,000 based on a selling price up to \$11,600,000, and an additional \$25,000 if sold at \$12,000,000 or better.

If conditions as stated herein are satisfactory, kindly sign the acceptance below.

Sincerely yours,

EF/jv

THE ABOVE IS SATISFACTORY AND ACCEPTED BY ME.

August 23, 1936

Mr. L.E.Cowan  
155 Montgomery Street  
San Francisco, California

My dear Mr. Cowan:

Referring to letter from A.B.West, President of the Southern Sierras Power Company dated the 13th day of December 1935 regarding the question of compensation or commission in the sale of the San Diego Consolidated Gas & Electric Co. if made to the Southern Sierras Power Company or allied interests, providing \$100,000 is received by me and sale consummated, \$50,000 will be immediately paid to you on receipt of the money in accordance with our verbal understanding.

Referring to your letter of July 7, 1936 re: compensation, in case you receive the \$100,000 mentioned; you will immediately reimburse the Ed Fletcher Company in accordance with the terms and conditions in your letter of July 7, 1936.

Sincerely yours,

EF/jv

Ed Fletcher  
Approved  
L.E. Cowan



R A D I O G R A M

Mackay Radio

OF INTERNATIONAL SYSTEM

Commercial  
Cables



All America  
Cables

Postal

Telegraph

CLASS OF SERVICE DESIRED	
DOMESTIC	FOREIGN
MESSAGE	FULL RATE
SERIAL SERVICE	CODE RATE (CODE)
DAY LETTER	URGENT
NIGHT MESSAGE	DEFERRED (LCD)
NIGHT LETTER	RADIO LETTER (M.L.T.)

SENDER'S NUMBER
RECEIVER'S NUMBER
TIME FILED

Send the following message "VIA MACKAY RADIO" subject to the terms on back thereof, which are hereby agreed to:

DOMESTIC SERVICES } 15 WORDS FOR THE USUAL PRICE OF 10

DCC-8 80

September 12, 1936

L. F. COWAN  
PALACE HOTEL  
SAN FRANCISCO CALIF.

WEST RETURNING TONIGHT HAVE ENGAGEMENT NEWPORT TEN TOMORROW WIRE

RESULTS MILLER CONFERENCE

ED FLETCHER

Chg. Ed Fletcher Co.  
1020-9th

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE.  
FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

Sept 12/36  
My dear Colonel,

Good that you had an opportunity of phoning me before your departure last evening and trust that my assurance that you were in this business with me to the end, irrespective of who might purchase the San Diego Utility property, relieved you from any unnecessary anxiety. It never was intended to be

"SEE AMERICA FIRST"





ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

any other way!..  
 I have an appointment with Bob Miller for Elgven o'clock Monday morning. In my conversation with him in Jim Black's office yesterday he told me that C.O.G. was in Europe. This will not make any difference as the heir apparent has been properly trained and is carrying the load during the absence of the Chief. With Black in the picture in case of emergency. Telephone facilities sufficient for our requirements.  
 I am just getting on my fighting



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

Clothes and if we miss it will not be your fault or mine.  
 Keep closely in touch with me. I haven't had anything further from New York. I wonder what has happened? A notice will today and no response up to this time! Will advise you if anything develops.  
 Best wishes and kindest regards,  
 Yank.  
 Sincerely,  
 Jim Cowan



Extending an invitation to  
Jim Black to join you. Hoops  
& yours truly on that fishing  
trip would ~~would~~ be grand -

Do it now!





THE PALACE HOTEL  
SAN FRANCISCO

Sept 13/36

My dear Colonel  
Will try to get  
away from here  
tomorrow night &  
it may be that you  
will have to meet me  
in Los Angeles.

You know what the  
situation is here &  
if you haven't been



THE PALACE HOTEL  
SAN FRANCISCO

Successful in getting  
Mr West to finance  
some of this expense  
you will have to help  
a little further.

Arrange if you can  
to get a check here  
to reach me Monday.

Sincerely  
L. J. Cowan



THE PALACE HOTEL  
SAN FRANCISCO

Sept 11<sup>th</sup> 36

Mr Ed + Arthur  
San Diego, Calif

In consideration of  
past & future services, ten dollars  
and other considerations the  
receipt of which is acknowledged  
I agree in case I directly or  
indirectly sell the controller stock  
of the S.D. consolidated Gas & Electric  
Co of San Diego controlled by the  
Standard Gas & Electric Co to see  
you are paid \$5000 as a minimum  
no matter who the sale is made to  
& in return you agree likewise  
in case you owe to the Southern  
Service Power Co or any of the  
A West. companies. Payment when  
profit or commission received on  
demand.



September 15, 1936

Mr. Law P. Cowan  
Room 5121 Palace Hotel  
San Francisco, Calif.

My dear Cowan:

On my return from a visit with Mr. West at Newport today I find your air mail letter of September 12th. I appreciate your letter that I am associated with you in the sale irrespective of who might purchase the San Diego Gas & Electric Company properties. You know I have done my part and will do my part to the end.

Mr. West reached Newport last night and I saw him at 10 o'clock this morning at Newport, telling me of the conversation that took place with Mr. Blythe, you and myself. He stated that he preferred that we had not seen Mr. Blythe without consulting him, but he did later say that he did not think it made any difference.

He admitted that it was Mr. Blythe that he had spoken to and asked Blythe to make the investigation as to whether the San Diego Consolidated Gas & Electric Co. property was sale or not, and it was Mr. Blythe who reported to him that it was not for sale. Mr. Phipps Sr. also checked up and got the same report.

When I told him that Mr. Blythe looked upon the proposition as a 100 percent sale, and wanted to do it, I told you to step with it. West was sure surprised. He told me that he thought Senator Phipps had just arrived on the coast, as he had received three or four telephone calls Saturday during his absence, Senator Phipps calling, and hoped to contact Senator Phipps sometime during today if he is on the coast.

He said that two separate reports of the engineers were satisfactory. One other report by another set of engineers regarding the obsolescence was a factor that he was checking up and all the reports would be in by Tuesday and ready to make his decision by Wednesday.



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

Sept 14/36

My dear Colonel  
Letter forwarded from Grant yesterday from Mr. Leeds stating that he had arranged with Janitz to meet me in the South.

Response to my Saturday wire received from Mr. Leeds this morning. Reports that Janitz is en route to Coast. Leeds has notified Janitz's office to contact him asking him to communicate with me here.

Should hear from him sometime



He hoped Senator Phipps was on the boat and that he could see him here and no later than Thursday he would fly to Denver for a meeting with the Board of Directors and get authority to do business. I followed out your suggestion and did the best I could to get him to pay \$10,000, the \$2500 now and the other \$7500 when the American Industrial Company continuation of the Pillsbury report was received. He said he could not do that until his Board of Directors gave him final authority, that he would not take on the responsibility himself, and that without fail he would fly no later than Thursday to Denver, present the whole matter and get their final reaction.

He said, Ed, I want before the Board of Directors and got them to agree, and it is a matter of record in the Board of Directors meeting that you were to get \$100,000 for your part in this thing, and I have shown good faith with you from the beginning. I would have acted quickly months ago if I had known who the principals are and that you had any right to represent anyone in the sale of the property.

He again asked me who the creditors were, and all I could tell him was that it is a matter of public record and that I have written to the judge to find out who the principal ones were. Soon as I received that information I would give it to him, but that I knew what I was talking about, that down had an inside track that even Mr. Phipps did not know.

Went said, Ed, you go early to go back East with me and help close this deal. This was out of a clear sky and I never was so sure of anything in my life as I am that you want, and in going to buy this property, Went seemed very much pleased when I told him about that part of Miller's acquiring the gas out of it later on.

I will keep you posted as things develop, and please do likewise with me.

Yours sincerely,

W.F.H.





ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

*During the day,  
will arrange definite time  
for meeting + notify you.*

*Cowan*

"SEE AMERICA FIRST"

CLASS OF SERVICE DESIRED	
DOMESTIC	FOREIGN
TELEGRAM	FULL RATE CABLE
DAY LETTER	DEFERRED CABLE
NIGHT MESSAGE	NIGHT CABLE LETTER
NIGHT LETTER	OVER-CABLE LETTER
SWP RADIOGRAM	RADIOGRAM

Patrons should check class of service desired, otherwise message will be transmitted in a follow-up message.

# Postal Telegraph

THE INTERNATIONAL SYSTEM



RECEIVER'S NUMBER \_\_\_\_\_  
CHECK \_\_\_\_\_  
TIME FILED \_\_\_\_\_  
STANDARD TIME \_\_\_\_\_

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

September 14, 1936

Mr. L. F. Cowan  
Palace Hotel  
San Francisco, California

Javits not registered Coronado La Jolla or San Diego hotels  
you better put in telephone call Los Angeles hotels

ED FLETCHER

Chg Fletcher Co

## R A D I O G R A M

### Mackay Radio

THE INTERNATIONAL SYSTEM



**15 WORDS FOR THE  
USUAL PRICE OF 10  
DOMESTIC  
SERVICES**

RECEIVED AT \_\_\_\_\_  
STANDARD TIME INDICATED ON THIS MESSAGE

1261 14 XU

F SANFRANCISCO CAL SEPT 15 1936 954AM

COL ED FLETCHER

1020 9 AVE SANDIEGO CAL

NECESSARY FOR ME TO BE IN LOSANGELES WEDNESDAY WIRE HUNDRED  
PALACE/SANDIEGO TOMORROW NIGHT

COWAN

1014AM

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE.  
FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.



R A D I O G R A M

Mackay Radio

THE INTERNATIONAL SYSTEM

Commercial Cables



All America Cables

Postal

Telegraph

15 WORDS FOR THE USUAL PRICE OF 10 DOMESTIC SERVICES

RECEIVED AT  
STANDARD TIME INDICATED ON THIS MESSAGE

DCC-4 80

31GI 12

P SANFRANCISCO SEPT 14 1936 1033AM

ED FLETCHER

1020 9 AVE SANDIEGO

LOUCKS ADVISES J K JAVITS ON COAST PLEASE CHECK YOUR HOTELS REGARDS

L F COWAN

1048AM

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.

R A D I O G R A M

Mackay Radio

THE INTERNATIONAL SYSTEM

Commercial Cables



All America Cables

Postal

Telegraph

15 WORDS FOR THE USUAL PRICE OF 10 DOMESTIC SERVICES

RECEIVED AT  
PALACE HOTEL LOBBY  
GARFIELD 7121 - Local 11  
STANDARD TIME INDICATED ON THIS MESSAGE

DCC-1 8F

D35 13=SANDEIGO CALIF SEPT 15 1936 1112AM

MR L F COWAN=

PALACE HOTEL=

DRAW SIGHT DRAFT FOR ONE HUNDRED DOLLARS TODAY THIS ABSOLUTELY

ALL CAN ADVANCE=

ED FLETCHER.

1128AM

Postal Telegraph Office in Lobby

TO SEND A MESSAGE TELEPHONE GARFIELD 1303 OR ANY POSTAL TELEGRAPH OFFICE FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.

R A D I O G R A M

Mackay Radio

THE INTERNATIONAL SYSTEM

Commercial Cables



All America Cables

Postal

Telegraph

15 WORDS FOR THE USUAL PRICE OF 10 DOMESTIC SERVICES

RECEIVED AT  
STANDARD TIME INDICATED ON THIS MESSAGE

DCC-4 80

54 LA HL 15

P SANFRANCISCO CALIF 436PM SEP 15

COL ED FLETCHER

SANDIEGO CALIF

IF WEST IS GOING TO DENVER THURSDAY HAVE HIM MEET US BILTMORE TOMORROW IMPORTANT INFORMATION

COWAN

+ .40PP

# 250

white + one intise arrange,

4.76  
1.11  
4.00

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.

R A D I O G R A M

CUSTOMER'S DRAFT  
PACIFIC NATIONAL BANK  
PAID TO THE ORDER OF  
One hundred and no/100 DOLLARS  
TO Ed Fletcher  
1020-9th a  
San Diego Calif  
Sept 15, 1936  
SAN FRANCISCO, CALIF  
J. F. Cowan



DOMESTIC SERVICES

DOMESTIC SERVICES

San Francisco

San Francisco  
San Francisco  
San Francisco

San Francisco

DOMESTIC SERVICES

San Francisco

San Francisco  
San Francisco  
San Francisco  
San Francisco  
San Francisco

San Francisco, Calif.

PAY TO THE ORDER OF

AM. BANK, TRUST & TRUST CO.  
 Poor Endorsements Guaranteed

SEP 15 1936

11-39 Pacific National Bank  
 OF SAN FRANCISCO

Collection Dept. \$ 37219

DOLLARS

TRAVELERS DEPT.



R A D I O G R A M

CLASS OF SERVICE DESIRED	
DOMESTIC	FOREIGN
DAY LETTER	FULL RATE
NIGHT MESSAGE	CODE RATE (CODE)
DAY LETTER	URGENT
NIGHT MESSAGE	DEFERRED (LCO)
NIGHT LETTER	CABLE LETTER (M.L.T.)
SHIP RADIOGRAM	

Mackay Radio

INTERNATIONAL SYSTEM

Commercial Cables

All America Cables

Postal

Telegraph

CHECK
RECEIVER'S NUMBER
TIME FILED

DOMESTIC SERVICES } 15 WORDS FOR THE USUAL PRICE OF 10

DCC-8 80

Send the following radiogram "VIA MACKAY RADIO" subject to the terms on back hereof, which are hereby agreed to:

Sept. 16, 1936

Mr. L. F. Cowan  
Biltmore Hotel  
Los Angeles, California

West will meet us eight thirty tonight Biltmore Am coming on next plane arriving eight twenty ~~will~~ be at Biltmore about nine

ED FLETCHER

Chg Fletcher Co

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1201-S

CLASS OF SERVICE  
This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

WESTERN UNION (08)

SYMBOLS	
DL	Day Letter
NM	Night Message
NL	Night Letter
LC	Deferred Cable
NLT	Cable Night Letter
Ship Radiogram	

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.

Received at 341 Plaza, San Diego, Calif. Telephone Main 2151

1936 SEP 16 PM 5 11

SA352 10-LOSANGELES CALIF 16 506P

COLONEL ED FLETCHER

SANDIEGO CALIF

COME UP MILLER JUST LEFT PHONE WEST GET SOMETHING DEFINITE.  
L F COWAN.

*Handwritten:* Hilobog.

TELEPHONE NO. \_\_\_\_\_  
TELEPHONED TO *Mrs Fletcher*  
TIME *5:35 P*  
BY *M L* TO RE *Fletcher*

THERE IS NO DEPENDABLE SUBSTITUTE FOR WESTERN UNION TIME

R A D I O G R A M

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	SHIP RADIOGRAM

WESTERN UNION

E. S. WHITE PRESIDENT

NEWCOMB CARLTON CHAIRMAN OF THE BOARD

J. G. WILLEVER FIRST VICE-PRESIDENT

CHECK
ACCT'G INFRM.
TIME FILED

CLASS OF SERVICE DESIRED	
DOMESTIC	FOREIGN
DAY LETTER	FULL RATE
NIGHT MESSAGE	CODE RATE (CODE)
DAY LETTER	URGENT
NIGHT MESSAGE	DEFERRED (LCO)
NIGHT LETTER	CABLE LETTER (M.L.T.)
SHIP RADIOGRAM	

Mackay Radio

INTERNATIONAL SYSTEM

Commercial Cables

All America Cables

Postal

Telegraph

CHECK
RECEIVER'S NUMBER
TIME FILED

Send the following radiogram "VIA MACKAY RADIO" subject to the terms on back hereof, which are hereby agreed to:

DOMESTIC SERVICES } 15 WORDS FOR THE USUAL PRICE OF 10

DCC-8 80

September 17, 1936

F. L. COWAN  
BILTMORE HOTEL  
LOS ANGELES CALIFORNIA

NO WORD FROM WEST YET HAS JAVIT CONTACTED YOU NOW PLANNING BE LOSANGELES TOMORROW WIRE ANSWER WESTERNUNION

ED FLETCHER

Chg. Ed Fletcher Co.  
1020-9th

Mr. L. F. Cowan  
Biltmore Hotel  
LOS ANGELES, CALIFORNIA

Just got West by phone. Thanks for ~~xxxx~~ invitation but utterly impossible to accept tonight Am seeing West tomorrow Will telephone you between two thirty and three Friday Be in your room

ED FLETCHER

Chg Fletcher Co

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE



September 18, 1936

Mr. L.F. Cowan  
Los Angeles Biltmore Hotel  
Los Angeles, California

My dear Mr. Cowan:

I tried my best to get Mr. West to address this letter to you as requested but he refused to do so. I had mighty hard work to even get him to sign the enclosed letter.

For reasons that I will tell you later, my recommendation is that you let me handle all the negotiations with Mr. West from now on until the matter is closed. In haste,

Sincerely yours,

EF/jv

*Lo. Sierras Ltd*

September 18, 1936

Mr. L.F. Cowan  
Los Angeles Biltmore Hotel  
Los Angeles, California

My dear Mr. Cowan:

Enclosed find original letter from A.B. West, President of the Southern Sierras Power Company to me under date of September 18, 1936 in connection with the purchase of the stock of the San Diego Consolidated Gas & Electric Company that is explanatory. I have made a photostatic copy of it for my records.

Mr. West reiterated his statement to you and me at the Los Angeles Biltmore Hotel that the price of \$11,500,000 together with \$100,000 agreed to in his letter to me of December 13, 1935 as my compensation - making a total of \$11,600,000 was satisfactory, and that he would recommend it to his Board of Directors on the basis of \$100,000 down payable to the First National Bank of Chicago; \$1,000,000 within ten days from date of acceptance, and within sixty or ninety days the balance in bank financing, but he would not put it in writing for the reasons stated in his letter of today.

Mr. West is willing to fly to Denver, get final confirmation from his Board of Directors there, and from Denver go to Chicago to meet our principal or the duly authorized agent of the principal or principals.

It is a matter, in my opinion, of extreme haste to get this matter settled. My suggestion is that you send this original letter to Mr. Loucks, together with copy of my letter, and try to get some definite action and soon for I am sure it is a sale.

The \$100,000 which you and I are to receive should be definitely mentioned and approved by the Court - \$50,000 payable to you and \$50,000 to myself. If necessary I can go on to Chicago as Mr. West took up these negotiations with me, he wants me to stay with the negotiations to the finish.

With kind personal regards,

Sincerely yours,

EF/jv  
Enclosure

P.S.—I have promised Mr. West that neither you nor I would show this letter to anyone in California and only for the benefit of our principals or their duly authorized agent is the original letter to be shown. Please keep the faith and return letter if not sent East.



BARON LONG, PRESIDENT  
CHARLES SAAD, MANAGING DIRECTOR  
EDWARD S. BERNARD, MANAGER

CABLE ADDRESS  
"LOS ANGELES" LOS ANGELES, CALIFORNIA

THE BILTMORE HOTEL  
LOS ANGELES



Sept 18/36

My dear Colonel  
In my telephone conversation with you this afternoon I neglected to inquire if you received my Western Union day message which I sent to you in O. West. This wire was practically an analysis of a memorandum which I sent to West yesterday showing Moody's Manual report on Standard. Would like to have details of your conversation with West. I cannot leave here now as Mr. Lucks wired me this morning that he had received wire from J. informing him that he would communicate with me. Whether or not your letter from West is sufficient for us to go on it is very

RECEIVED AT  
STANDARD TIME INDICATES ON THIS MESSAGE

# Postal Telegraph

THE INTERNATIONAL SYSTEM

Commercial Cables



All America Cables

Hankow

Adm

This is a full rate Telegram, Cablegram or Radiogram unless otherwise indicated by signal in the check or in the address.

DL	DAY LETTER
NL	NIGHT LETTER
RM	NIGHT MESSAGE
LCG	DEFERRED CABLE
NLT	NIGHT CABLE LETTER
	RADIOGRAM

Form 16

CD45 8-TY CHICAGO ILL 18 938A

1936 SEP 18 AM 6 47

LEWIS F COWAN

550  
BILTMORE HOTEL LOSA

JAVITS WIRES WILL TRY TO COMMUNICATE WITH YOU

CHARLES O LOUCKS

Telephone Your Telegrams to Postal Telegraph



THE BILTMORE HOTEL  
LOS ANGELES



likely that I shall go East with J.

I shall do my best to get this in West's hands altho he is making it very difficult. It requires 100% Cooperation.

I think the thing to do is to build the deal around Reber. And if West won't perform we can make a short cut. I shall do everything I can to protect you. But you must do something toward raising the rest of that \$1000. It isn't so much but is an awful lot when running around the country & one can't travel without funds.

The thing for me to do is to get written authority to make a firm offer of this

THE BILTMORE HOTEL  
LOS ANGELES



property, subject to the approval of the Court - It appears to me that nothing short of the Court's decision in advance would satisfy our mutual friends.

I'll be in touch with me and for heaven's sake get some travelling around money!

Sincerely,  
Oswan



BARON LONG, PRESIDENT  
CHARLES BAAD, MANAGING DIRECTOR  
EDWARD S. BERNARD, MANAGER

CABLE ADDRESS  
"LOS ANGELES" LOS ANGELES, CALIFORNIA

THE BILTMORE HOTEL  
LOS ANGELES



Sept 19 / 36

My dear Colonel,

"You have behaved splendidly & I am proud of you" - I think this is as far as anyone could have gone & I feel confident that this will be all that is required.

It is understood that <sup>West's</sup> ~~this~~ letter will not be shown to anyone outside of our own interested parties. I am quite content to let you handle negotiations from now on until the buyer of this property. It might have been different had I met West at the start. Under the circumstances I am sorry that I consented to the first meeting altho if I had not forced the issue we probably would not have gotten any further in our negotiations.

Bank of America

NATIONAL TRUST & SAVINGS ASSOCIATION

San Diego Sept 18 1936

Mr. Dwyer

Pay to the order of

\$127.68

100 Dollars

U.S. Grant Hotel

One hundred twenty seven and 68/100 Dollars

Value received and charge the same to account of

J. J. Cowan

Bank of America Branch, Market & San Francisco

J. J. Cowan

UNABLE TO LOCATE ASSIGNEE  
SAN FRANCISCO MAIN OFFICE  
PLEASE SPECIFY BRANCH

CUSTOMER'S DRAFT

CF 710/1887  
COM'L  
SEP 18 1936  
50  
V. X. 100 10-36

28



Bank of America  
NATIONAL ASSOCIATION

**Bank of America**  
National Trust & Savings Association  
U.S. GOVERNMENT SECURITIES  
50-8000

PAY TO THE ORDER OF

*Ed Petlan*

CUSTOMER DRAFT

*Will*

Pay to the order of  
CASH  
C. C. N.  
O.K.

*[Faint, illegible handwriting on the back of the draft]*



BARON LONG, PRESIDENT  
CHARLES SAAD, MANAGING DIRECTOR  
EDWARD S. BERNARD, MANAGER

CABLE ADDRESS  
"LOS ANGELES" LOS ANGELES, CALIFORNIA

THE BILTMORE HOTEL  
LOS ANGELES



You will find Mr. Loucks to be a splendid gentleman, a good lawyer, ultra conservative and our mutual interests will be in good hands, I can assure you. His relations with the powers that be are everything that could be desired.

I shall leave it to your judgment as to whether or not it would be expedient to say anything further to West regarding my announcement to Mr. Blyth. Personally, I do not think it necessary.

Let's hope the Fletcher good luck will carry on.  
My kindest regards to you & your family.  
Office family as well.

Sincerely,  
J. J. Cowan

September 20, 1935.

Mr. J. J. Cowan  
Biltmore Hotel  
Los Angeles, Calif.

My dear Cowan:

Answering yours of September 18th, will say that I received the Western Union message at Riverside and showed it to Mr. West. At first Mr. West did not care to discuss the matter any further and under no condition would he write you any letter on the subject. He refused to write a letter that I had dictated and brought from San Diego, which confirmed the \$11,600,000 price, but at last I did get him to write the letter which I sent you on the 18th.

Please confirm receipt of Mr. West's letter to me which I sent you on the 18th, also confirm the understanding that that letter is strictly confidential, as well as my letter to you, excepting for Eastern use.

There is no reason on earth for either of us to go East unless you have sent the original letter and copy of my letter to you to Mr. Loucks. I am sure he will then understand the situation and be able to make it possible for Mr. West to meet one of the principals, when the deal can be closed, or you get written authority.

I again caution you not to take this matter up with Mr. West except thru me, or until you bring Mr. West and one of the principals together who can give him definite assurance that the price is satisfactory and a large majority of the influential creditors will approve the price when the court finally orders the sale.

For the first time I am truthfully and I question your sincerity and your verbal and written pledge when you again in your letter of September 18th, I shall do everything I can to protect you but you must do something toward raising the rest of that \$1,000,000. We have a definite agreement that no matter when you sell that property to I am to get at least \$50,000 and if possible \$100,000 on the sale. At no



... I have never promised to raise \$1,000 or any other sum. I have paid all my own expenses as I go along, have put over \$2,000 into it and in addition to that I have made advances to you to help you out of several hundred dollars which was not in the agreement. All I ever did say was that I would help you in your own financing, and the understanding was that you were to do your own financing yourself as I am doing mine. I have just as much right to ask you to finance me in this matter. The fact is that I have advanced you nearly \$400.00 as a loan and if you do not pay that Aruff to the Grant Hotel which I advanced for your finances it that much more.

May I please have a letter from you by return mail containing everything, and remove the doubt which your letter has developed. Did you send the West letter on to Mr. Loucks? and what steps have you taken in the matter since receiving my letter of the 15th and Dr. West's letter? Please let me hear by return air mail.

Yours sincerely,

... I am sure you will find this letter of interest and I hope it will help you to understand the situation better. I am sure you will find this letter of interest and I hope it will help you to understand the situation better. I am sure you will find this letter of interest and I hope it will help you to understand the situation better.



September 20, 1925.

Mr. L. P. Cowan  
Biltmore Hotel  
Los Angeles, California.

My 16 Cowan: \$10,000,000

Your letter of September 19th received. I assumed that your letter of the 18th was written after you had received my letter, together with the original letter from West which I sent you, and I would not have written as I did if I had had in my possession your letter of September 19th just received. I am sorry for writing so hastily.

In the first place it looks as if West is jealous of you. You have shown him the proposition thru to the end and how to handle it. He has discussed the matter the only with Blythe to whom he looks for guidance, and under no conditions would I make any further suggestion to West if I were you. West wants the credit of putting it up to Blythe, getting Blythe's approval and submitting it to his directors. Had you that of them, even if they were to say that they were not interested.

Did you send a copy of my letter, together with the original West letter to Mr. Loucks or are you holding it to see, being outside the picture, it may be wrong, but to see Mr. Loucks is the man for West to meet in Chicago. The deal is all closed in my opinion if the Eastern interests will take \$11,500,000 and give us the extra \$100,000. If I could get a letter or a wire from Mr. Loucks that he is the attorney for certain interests who own certain certain notes and that he is in a position to discontinue the sale of the San Diego Gas & Electric properties thru confirmation in court, with a recommendation to the court by the controlling interests that the price of \$11,600,000 is satisfactory, the details to be arranged in Chicago. I can take that letter to West and get him, in my opinion, to go to Denver by air, get the confirmation of the board and fly to Chicago.

It is simply a matter of drawing up the papers, and I will go to Chicago and meet West and Mr. Loucks.

September 22, 1925.

Mr. L. P. Cowan,  
Biltmore Hotel,  
San Francisco, California.

Enclosed find letter from Ward & Gray that is explanatory. As you remember I told you I had written a letter to the judge of the court at Wilmington asking for a list of the large creditors of the Standard Gas & Electric Company, and the amounts, at Mr. West's request. I assume there is no objection to West having a copy of this letter. It is a matter of public record, but before sending it to him I want your approval.

Your letter of the 21st received. It goes without saying that information passed to me will be strictly confidential.

I still don't think you have sized West up right. He does not want to see you or me again, is the way he acted, until we can put him in contact with some responsible person in connection with the creditors. While I am your point of view and the way you are in I see his also. He has definite information from the biggest man in the country that the property is not for sale, and I think under the circumstances it is remarkable the letters I got out of him over his own signature. This may sound egotistical, but he gave them to me out of friendship or he wants to see me put this deal thru, and wants the property. As you know, he told Martin or wrote him, that his negotiations for this property would be thru me and he is intensely.

On the other hand, his Board of Directors and Senator [Name] feel that he is making rainbows in trying to acquire this property after their investigations as to whether it is for sale, so I do not blame him for hesitating about going to his Board of Directors and telling them to put up \$100,000 and binding themselves for the entire amount, \$11,600,000, on your word and mine only. It is going too far. As he told you and me, he went out of his way to get them to approve the \$100,000 commission coming to me in case the deal was made. He feels that we are asking now is going entirely too far until we bring him in touch with a responsible man who represents



Would you want the \$100,000 commission on the deal, or to us both. I have interest in getting a nice profit out of the deal. I will \$100,000 and you have always told us you were willing to get \$100,000 if possible, but that is really a matter in your hands.

Case in case for you going out of the country, until we get a signed commitment from the Chicago, and then we should be able to make it be one for you to take up with the late, or to pay my own expenses East. On the other hand, it is absolutely necessary for you to go then I do not see any necessity for my going.

In sending this letter by mail, I told you, did you have any trouble with your son, or told my son, William, that you had told him about the negotiations to sell the Gas Company, and that you were sent down here representing the anti-trust people. This must all be money.

Give me your reaction to this letter. I am going to Imperial Valley, California, tomorrow and return Sunday night. Is Mr. West still on the coast? Have you contacted him?

If you are in position that the property can be bought for \$15,000,000 send it all to Loucks tonight and have him send an air mail letter in reply, either to you or to me, what the next step is.

Yours sincerely,

EF M

That man should be your Mr. Loucks and you tell that Mr. Loucks over the word I can get East to the Coast, and then to Chicago ready for business. He has been told that by Mr. West under these conditions.

I do not believe it is too late, now, and that sooner or later the deal will be made this way, thru Mr. Loucks.

Your check with my endorsement came back today marked "no funds". When I endorsed that draft you told me you had funds coming and would take care of it on the 17th. I had no idea that I would be called upon to pay it. I am paying that \$50.00 today, and the rest of it the first of the month. Besides \$200 or \$400 out of my own pocket, having the automobile accident, etc. I now find I have nearly \$1,000 on the account of \$500.00, more or less. I don't know, but I must admit that is my life. I hope you fully appreciate what I have done and my willingness to cooperate in every way.

In addition to the \$200.00 mentioned in your letter of September 22nd that I have lent you, the purchase of the tickets including one round trip ticket for you and expenses amounted to approximately \$200.00. This does not include your draft to the Grant Hotel which was returned unpaid, with my endorsement, amounting to \$200.00. I hope that you can make good your draft to the Grant Hotel, Boston, and the late...

Did you send Mr. West's letter to Mr. Loucks? Together with a copy of my letter. I still say that the logical thing is to let Mr. Loucks arrange with Mr. Davis, and let West go to Chicago to see Mr. Weaver, and you and I take the train to our own business, and then Chicago when the deal is consummated. I am sure that you will be the San Diego Gas properties. Will you please let me know what steps you have taken along these lines, if you have any. I will let you know if you have any objection to my sending you a copy of the Ward & Gray letter to West. I feel it should be sent as it is a matter of public knowledge anyway, and it shows that we have kept the faith.

Yours sincerely,

Have just received your letter of the 22nd. I never know if I can get hold of you money. I have such faith in the proposition and you, I will divide it with you. We have got to put it thru, you and I. It seems so much to both of us. As regards that soda fountain deal it is a matter of public knowledge anyway, and I do not intend to keep it secret any longer.





THE PALACE HOTEL  
SAN FRANCISCO

Sept 27/36

My dear Colonel

Was advised that Jents was at the Mark Hopkins Hotel. Came here and missed him.

I am thru sitting around waiting for anyone.

Saw Relyth yesterday. Had a long talk with him. Told me of his meeting with Mr West.



THE PALACE HOTEL  
SAN FRANCISCO

It was Relyth that told West to grab this deal at #116. So we accomplished this much, anyway.

Relyth never knew to have me go. East reiterated what he said before. West tried to get additional stock but Relyth told him 25% was all.

It has always been known to me that anyone trying to get it all usually ends up plain nothing. I am going to make every effort



THE PALACE HOTEL  
SAN FRANCISCO

to squeeze out every dollar that can be made legitimately out of this deal. I'll fight for your interests as I would my own.

It is unfortunate that we are back short of ready money at this time. We are not alone. I explained to you that I would be tied up until Dec 15.

It is up to me to get busy here & make some money.

Sincerely  
Cowan

Regarding that little Soda fountain clerk. I think he may have seen us together or he may have seen papers in my room. He was up there one day when I was called downstairs. I never mentioned your name to him.

The head of the American Chain Stores in San Diego J & S Bank, Bldg. can tell you all about it. Wish you could see him. King - is the name.





ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

Sept 27/36

Dear Colonel

The enclosed is self explanatory.  
I am now on my way to request  
that any information passed on  
to you will be strictly Confidential.

I sized West up the first meeting.  
Nothing else necessary to say. I am  
going to sit tight and let things take  
their course. When anything of importance  
develops you will be advised.

There is nothing further to be done  
from this end. If your friends had  
shown the proper spirit of cooperation

"SEE AMERICA FIRST"



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

after my having given him the complete  
set-up for the acquisition of this property,  
he would have suggested that the  
three of us should have gone East &  
stayed there until negotiations  
had been completed. Too late, now!

Plyth is doubly anxious to handle  
this business. He told me yesterday that  
they had tried to shut him out of the  
syndicate that handled the refunding  
of bonds on the S.D. Cons. G. E. recent financing  
& that it almost resulted in law suit.

Please forget this - He would have underwritten  
the entire expense of Eastern trip if I had said  
the word - You know what this would have meant,

"SEE AMERICA FIRST"





ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

I received two hundred thirty dollars in cash + checks from you. Please advise expense incurred in trip from San Diego to S.F. I should like to have this covered in one note. If it could be arranged to handle that kind of indebtedness include it.

I shall get it back to you as soon as I possibly can. I have been away from here for six months + will have to get my bearings



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

however, and I would not have it known on the street

My suggestion to you is that you forget this entire matter. Look after your own affairs. There is nothing to worry about. That is my program until I get my own self in shape financially.

Kindest regards  
Sincerely,  
J. J. Cowan





THE PALACE HOTEL  
SAN FRANCISCO

Sept 23/26  
My dear alone

I think in the interest  
of all concerned that you  
had better meet me  
here Friday morning  
for a final discussion  
of our matter.

You have had an  
opportunity by this time



THE PALACE HOTEL  
SAN FRANCISCO

of signing up the entire  
situation as outlined  
in my Communications  
of the 27th.

Whatever happens with  
West I am not concerned  
but I do wish to avoid  
any misunderstanding  
between us.

Nobody will get a hearing  
in Chicago or New York City  
unless I am there. That



THE PALACE HOTEL  
SAN FRANCISCO

Can be taken for granted here  
& now. I have had a  
definite plan since opening  
my negotiations with you  
West. This whole matter  
can be badly mismanaged  
by not having a proper  
understanding of how it  
should be handled.

This is all I have to say.  
I would strongly advise  
you to come here Friday morning.

Cowan



R A D I O G R A M

**Mackay Radio**  
THE INTERNATIONAL SYSTEM

Commercial  
Cables



All America  
Cables

Postal

Telegraph

CLASS OF SERVICE DESIRED	
DOMESTIC	FOREIGN
DAY LETTER	FULL RATE
NIGHT MESSAGE	DEFERRED (LCO)
NIGHT LETTER	RADIO LETTER (M.L.Y.)
SERIAL SERVICE	CODE RATE (CODE)
DAY LETTER	URGENT

CHECK
RECEIVER'S NUMBER
TIME FILED

Send the following radiogram "VIA MACKAY RADIO"  
subject to the terms on back hereof, which are hereby agreed to:

DOMESTIC SERVICES } 15 WORDS FOR THE USUAL PRICE OF 10  
DCC-8 20

Sept. 24, 1936

Mr. L. F. Cowan  
Palace Hotel  
San Francisco, California

Impossible see you until Saturday Coming by train Wire answer  
if Saturday satisfactory

ED FLETCHER

Chg Fletcher Co

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE.  
FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.

September 24, 1936.

Mr. L. F. Cowan  
Palace Hotel  
San Francisco, California.

My dear Cowan:

Answering yours of the 23d, will say where did you get the idea that you would be left out of any conference in Chicago or New York City? I wrote you day before yesterday advising that we get a letter from Loucks that will satisfy West to go immediately by air to Denver and then for a conference to Chicago, after a confirmation of his Board of Directors, you and I go by train to Chicago for the conference.

Have wired you today planning to meet you in San Francisco Saturday afternoon. I may be able to see you Saturday morning, but my engagements make it impossible for me to be in San Francisco Friday, and I cannot afford the expense of flying, so if I hear from you o. k. I plan to be at the Palace about 9 o'clock Saturday morning. While I am there I will check up on some state work Saturday morning and be able to give you all the time you want Saturday afternoon, returning Saturday night by train.

There is no use in getting West to Chicago unless someone has authority to speak to the effect that the creditors that you represent will recommend the sale at \$11,600,000, the court to approve the \$100,000 coming to us. The Standard Gas & Electric Company to get \$11,500,000 for the 97,337 shares of stock, and subject only to the court's approval. I do not see how we can ever get any official offer out of West otherwise, and along the lines that we have asked him.

Yours sincerely,

EF M



THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1936

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

# WESTERN UNION (25)

R. S. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

SYMBOLS

- DL = Day Letter
- NM = Night Message
- NL = Night Letter
- LC = Deferred Cable
- NLT = Cable Night Letter
- Ship Radiogram

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.

Received at 341 Plaza, San Diego, Calif. <sup>Always</sup>Open Telephone Main 2151

1936 SEP 25 AM 9 27

SAE64 14 NM=SANFRANCISCO CALIF SEP 24

ED FLETCHER=  1020 9

--SENATOR-HOTEL-SANDIEGO CALIF--

WILL MEET YOU NINE THIRTY SATURDAY MORNING PALACE HOTEL

BRING LOUCKS LETTER WITH YOU=

L F COWAN.

*Handwritten:*  
M 8996 chd  
76204

REQ DELVY 1020 9., 1052A MM

THERE IS NO DEPENDABLE SUBSTITUTE FOR WESTERN UNION TIME

*Handwritten:*  
L. L. Linares

September 30, 1936

Mr. L. F. Cowan  
Palace Hotel  
San Francisco, California

My dear Mr. Cowan:

The City of San Diego today made a settlement with the Gas Company where they are to pay them \$6,000 for back-payments on power, and 2% hereafter. The Gas Company got off easy in the settlement.

Is there anything new from the East? The Gas and Electric Company's report for the year ending August 31, 1936 is as follows:

The revenue increased to \$494,767.97 but was wiped out by a \$657,946.75 jump in operating expense, maintenance and taxes which resulted in a net income decrease this year of \$22,941.38 below last year's figures.

<u>Operating Revenue</u>	- 1936	was	\$7,778,244.17
"	- 1935	"	7,285,476.20
<u>Maintenance &amp; Taxes</u>	1936	"	\$4,552,965.08
"	1935	"	3,895,018.33
<u>Net Income</u>	1936	"	\$1,234,089.85
"	1935	"	1,317,031.23

With kind regards,

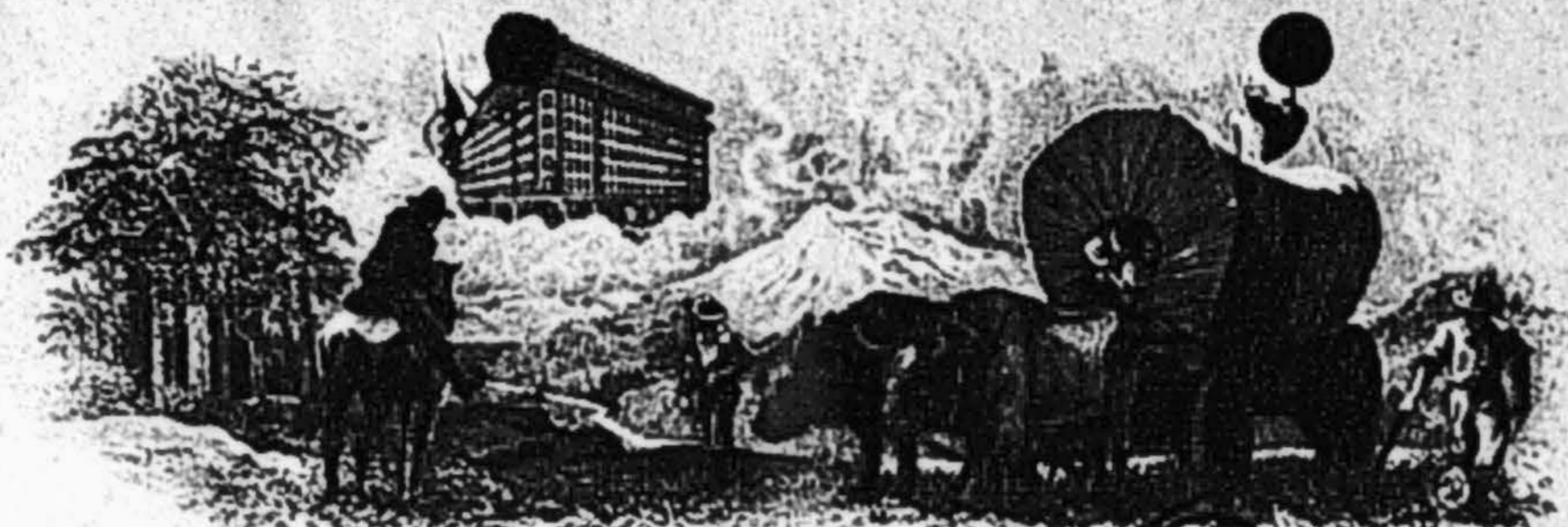
Sincerely yours,

EF/jv









ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

Oct 3/36

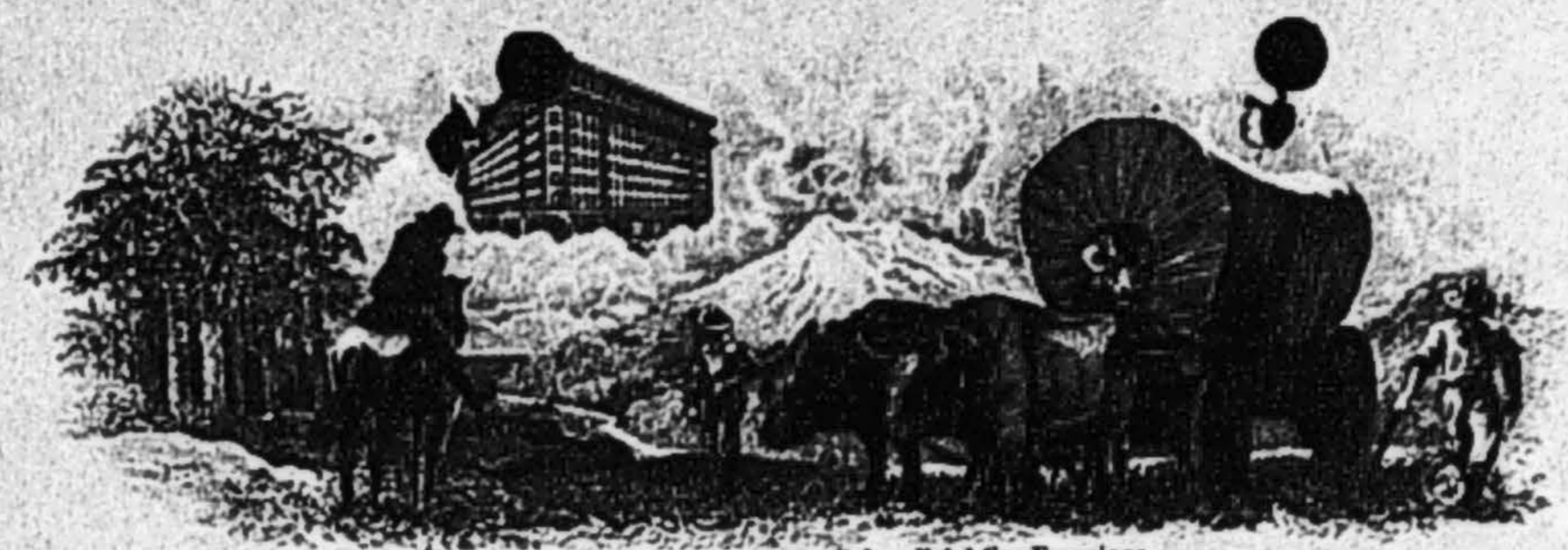
My dear Colonel,

There was an account of the adjustment of the franchise matter & earnings statement in S.F. Chronicle a few days ago.

Mr. Seuck reports that the bill, limit for reorganization, plan to be submitted to the Federal Court comes up next week. Fitch's report (copy in Hoglet's office) confirms this information.

I wish that you could take time to go thru Moody's Manual on Public Utilities to get the complete picture of Standard Gas affairs. This shows Joints position, the actual break down

"SEE AMERICA FIRST"



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

valuation of S.D. G & E Common Stock & other facts that will confirm every representation which has been made to our friends in Europe.

This is a coincidence altho I should not take the trouble to call it to West's attention. It is of no use to contact him until we have something concrete to offer.

I would arrange a meeting for you with Seuck & Joints for a preliminary discussion if you thought it would be of any advantage but I could not advise nor would I consent to West being included. He must have authority from his directors before he can get a hearing and be prepared to put up his money on the price which he agreed to pay for this stock - kindest regards. Sincerely  
J. F. Cowan

"SEE AMERICA FIRST"



October 5, 1936.

Mr. L. F. Cowan,  
Palace Hotel  
San Francisco, California.

My dear Cowan:

I received word from Mr. West that he is going to Denver next week. My redwood people are urging me to go East re redwood matters. I may go East any day on a telegraphic request. Will you give me a letter of introduction to Mr. Loucks so in case I do go I can have a talk with him.

In the meantime, have you had anything definite from the East?

With kind regards, I am

Sincerely yours,

EF M



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

Oct 8/36.

My dear Colonel  
Our letters of October 3rd crossed each other. The same idea at any rate.

I received a wire from Mr. Loucks this morning advising me that they are ready to go ahead & have requested me to be there on the 17th of this month.

So far as I can see there is nothing that you can do back there and it is up to me to put it over.

Can you come to San Francisco Saturday?

Sincerely,  
L. F. Cowan



October 8, 1936

AIR MAIL  
SPECIAL DELIVERY

Mr. F.L. Cowan  
c/o The Palace Hotel  
San Francisco, California

Friend Cowan:

Your letter of the 5rd at hand. Under no condition would I have a meeting with Mr. West, Mr. Loucks or Mr. Javits without your approval in advance.

I expect to be called to Detroit on Ward Estate matters the first of the week, I am going by train and suggest you give me a letter of introduction to Mr. Loucks and see if we can in any way expedite matters. Will you kindly send same by return mail with any suggestions.

Mr. West does not leave for Denver until Saturday and is motoring.

With kind regards,

Sincerely yours,

EF/3v

R A D I O G R A M

Mackay Radio

THE INTERNATIONAL SYSTEM

Commercial  
Cables

All America  
Cables

Postal

Telegraph

CLASS OF SERVICE DESIRED	
DOMESTIC	FOREIGN
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	SHIP RADIOGRAM

CHECK
RECEIVER'S NUMBER
TIME FILED

Send the following radiogram "VIA MACKAY RADIO" subject to the terms on back hereof, which are hereby agreed to:

October 10, 1936

DOMESTIC SERVICES } 15 WORDS FOR THE USUAL PRICE OF 10  
DCC-8 80

Mr. L. F. Cowan  
Palace Hotel  
San Francisco, Calif

Letter received Colonel Fletcher can be reached Sunday care of  
Box Harold Ward Pontiac, Michigan Will keep you posted his  
future address

ED FLETCHER COMPANY

Chg Fletcher Co

TO SEND A MESSAGE TELEPHONE MAIN 4177 OR ANY POSTAL TELEGRAPH OFFICE FOR MESSENGER TELEPHONE POSTAL TELEGRAPH OR RING POSTAL CALL BOX.

CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	SHIP RADIOGRAM

WESTERN UNION

1207-A
CHECK
ACCT'G INFMN.
TIME FILED

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

To L. F. Cowan Street Oct 11 19

Street and No. Palace Hotel

Place San Francisco

Calif  
Unexpectedly called here on  
Redwood matters Chicago Monday  
will call on Loucks if no objection  
wire me care E. J. Engel vice president  
Santa Fe #80 Jackson Blvd if any  
suggestions will see you Tuesday for  
Wednesday morning. ~~Palace~~ ~~Palace~~  
probably Tuesday  
Ed Fletcher

Sender's address for reference

THERE IS NO DEPENDABLE SUBSTITUTE FOR WESTERN UNION TIME

Sender's telephone number



THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

1207-B

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable symbol above or preceding the address.

# WESTERN UNION

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

SYMBOLS	
DL	Day Letter
NM	Night Message
NL	Night Letter
LC	Deferred Cable
NLT	Cable Night Letter
Ship Radiogram	

The filing time shown in the date line on telegrams and day letters is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination.  
Received at 427 So. LaSalle St., Chicago, Ill. Wabash 4321

FA 426 10=SAN FRANCISCO CALIF 12 1232P

1936 OCT 12 PM 3 39

COLONEL ED FLETCHER, CARE E J ENGEL VICE PRES=  
SANTAFE 80 JACKSON BLVD CHGO=

STRENUOUSLY OBJECT TO ANY INTERFERENCE ADVISED YOU TO THIS EFFECT=

L-F COWAN.

MEMORANDUM

Chicago, October 12, 1936.

Received after Col. Fletcher left for New York this afternoon; do not know where to reach him; have retained copy in case he 'phones.

E. J. Engel  
*EW*

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH

CLASS OF SERVICE DESIRED	
TELEGRAM	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	SHIP RADIOGRAM

# WESTERN UNION

R. B. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. C. WILLEVER  
FIRST VICE-PRESIDENT

CHECK
ACCT'G INFMN.
TIME FILED

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

10/14/36

19

To *Mr. Bear Cowan*

Street and No. *You have done yourself and made us great in justice and if you are the man, I think you are you must apologise some time. I am returning your letter to me unopened asking you to keep same and after hearing from me from San Diego Friday then we your judgment. I am sure your position is better today and time will prove it. Please do nothing tell you hear from me*

Sender's address for reference

WESTERN UNION MESSENGERS ARE AVAILABLE FOR THE DELIVERY OF NOTES AND PACKAGES

Sender's telephone

BY DIRECT WIRE FROM

# WESTERN UNION

CLASS OF SERVICE

This is a full-rate Telegram or Cablegram unless its deferred character is indicated by a suitable sign above or preceding the address.

NEWCOMB CARLTON, PRESIDENT

J. C. WILLEVER, FIRST VICE-PRESIDENT

SYMBOLS

DL	Day Letter
NM	Night Message
NL	Night Letter
LC	Deferred Cable
NLT	Cable Night Letter
WLT	Week-End Letter

The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

FA 426 10

XXXX910A 12TH

SAN FRANCISCO CALIF 12 1232P

COLONEL ED FLETCHER CARE E J ENGEL VICE PRES  
SANTAFE 80 E JACKSON CHGO

STRENUOUSLY OBJECT TO ANY INTERFERENCE ADVISED YOU TO THIS EFFECT.

L F COWAN,

*Duplicate Recd. at Chicago 10/15/36*



(TO BE USED AS YELLOW YELLOW COPY)

October 15, 1938

AIR MAIL  
SPECIAL DELIVERY

Mr. L.F. Cowan  
c/o The Palace Hotel  
San Francisco, California

My dear Cowan:

I looked forward with pleasure to seeing you last night at the Palace Hotel, knowing that I had been in a position to help your Attorney, Mr. Loucks, at a time when he needed it and he said so, but I was amazed at the reception you gave me. You accused me of going over your head and trying to steal the show, and not once but twice questioned my veracity as to whether I had given Mr. West any information regarding Mr. Loucks or Mr. Javits. Both of these accusations I emphatically deny, and you were unfair last night both to yourself and to me - you had condemned me and written me a letter before I arrived, which I refused to open and read and which I left at the Palace Hotel for you. There was no use in talking to you in the frame of mind you were in so I came home last night by plane.

You accuse me of deliberately going to Chicago for this particular purpose of meeting Loucks and Javits. This is not so. You would not listen last night but now I have something to say:

I told you personally and wrote you twice, I believe, that I was soon going to Detroit on Ward Estate timber matters. You also know of the deal that I had with the Santa Fe people and which I have been working on so long. On Friday morning I received definite word to come immediately to Detroit on the timber matter, and as luck would have it, I received a call from the Santa Fe's Attorney in Los Angeles, that all papers in the matter were in Chicago and the question of whether or not we could do business would be determined shortly, and that it would be a good thing for me to go to Chicago and discuss matters with the principals, so I flew East immediately, not stopping over in Chicago, spending Sunday with the Ward Heirs and arriving in Chicago Monday morning.

Before I left San Diego I bought my ticket and made arrangements with the United Airlines to return to California leaving Monday, night - you can verify this from United Airlines. I also made arrangements with Ralph Bull at Eureka to meet him Tuesday morning in San Francisco - you can confirm this if you care to.

-2-

Mr. L.F. Cowan  
October 15, 1938

When I left here I had no thought of seeing Mr. Javits, although you wrote me on October 3rd as follows:

"I would arrange a meeting for you with Loucks and Javits for a preliminary discussion if you thought it would be of any advantage, but I would not consent to Mr. West being included."

Sunday night I wired you from Detroit of my intention to call on Mr. Loucks while in Chicago - thinking you might have some suggestions to make. You did not answer my telegram until late Monday which was not delivered until 4:00 P.M. Monday after I had left for New York, and it was forwarded to San Diego. Your telegram read "Strangely object to any interference advised you to this effect." If I had received that telegram I would not have visited Mr. Loucks at all for it showed a changed attitude to that contained in your letter of October 3rd, above quoted.

After cleaning up my other business, I called at Mr. Louck's office Monday. His Secretary said he was in New York, that he had been expecting you and that he had an important meeting for Monday with Mr. Javits. The Secretary voluntarily gave me Mr. Louck's Hotel address, and my recollection is that she suggested I contact Mr. Loucks. Thinking perhaps that you might be in New York keeping the engagement, I put in a call for Mr. Loucks at the Prince George Hotel, told him who I was and asked him if you were there. He answered "no" but that he was expecting you. Mr. Loucks said that he was in an embarrassing position because you were not there and hoped that you would come. I asked Mr. Loucks if I should come to New York, and my recollection of his reply was that "he thought it would be a good thing." I consequently changed my reservation from Sunday night to Monday night out of Chicago, arrived in New York at 10:00 Tuesday morning and you know the rest.

Mr. Loucks told me that it was a very opportune meeting, that I had been of benefit in bringing things to a head, and that I had made a splendid presentation to Mr. Javits regarding the San Diego situation which was very important from the fact that I had lived here and knew the conditions. At no time did I attempt to enter into any negotiations with Mr. Javits or make any price on the San Diego Gas & Electric Company property, or make any offer. Mr. Javits thoroughly understood and so stated that his negotiations were with you through Mr. Loucks, but did make the remark that he understood from Mr. Louck that the terms were \$100,000 down and a million within ten days, and the balance within 60 or 90 days, I believe. I told him that that was my understanding. The only other thing that I told him was that you and I were associated together in this matter.



Mr. L.F. Cowan  
October 15, 1938

Mr. Javits made this statement - that there were only two questions involved:

- (1) Would they consider a sale
- (2) What is the price to be

No price was discussed and Mr. Javits said the question of price would be discussed later with Mr. Loucks and that probably by next Monday would let Mr. Loucks know the decision as to whether the property was for sale or not, but he gave every indication that led me to believe he would recommend a sale. Mr. Javits tried over the phone to get Mr. McRoberts - wanting Mr. Loucks and I to meet him and did this on his own initiative, but Mr. McRoberts was not available and I saw no reason for seeing him and told Mr. Javits that I would leave for California from New York Tuesday night.

Almost all of our talk was on the matter of past and present legislation regarding municipal revenue bonds, the Gas Company's franchise, etc. Mr. Loucks is certainly on most friendly terms with Mr. Javits - they discussed other litigation in my presence and I know Mr. Javits thinks very highly of Mr. Loucks and I do - there is a splendid relationship between the two and I do not believe anyone can handle the Javits situation better than Mr. Loucks.

I have not mentioned to Mr. West or anyone else Mr. Loucks or Mr. Javits name. Mr. West is motoring to Denver and will not arrive there until the 17th.

I repeat that I consider we are both free to sell the property to anyone we want to, my first preference would be, Mr. West - all things being equal. You know that I have been working on this matter for a year or more, you came to me a stranger, I trusted you 100%, we have become friends, I have paid all expenses (including \$400 or \$500 advanced to you) and have given the best that is in me. You have congratulated me in writing and verbally on the way I have handled this situation and admitted yourself that we have gone as far with Mr. West as a man personally could, without Mr. West meeting the principals.

Mr. Loucks was very definite in his statement that not a dollar would the Court approve as to compensation to Loucks, to you or to myself if the sale was made, and that it would have to come from the purchaser. You have never explained to me how you are going to do it - get the compensation for us all. All I have ever asked is \$50,000 as a minimum and \$100,000 if I could get it for my compensation. I have invested between \$2000 and \$3000 in cash to say nothing of a lot of time. If the money has to come from Mr. West, a new agreement will have to be made with Mr. West that will take care of us all, unless you have some other legitimate way that I do not know anything about.

Mr. L.F. Cowan  
October 15, 1938

I am satisfied that this coming week you will receive favorable news from Mr. Loucks, and I stand ready to go and see Mr. West at anytime or help in the sale to anyone else.

I sympathize with the heavy strain you have been under, and as far as last night's episode is concerned, I am ready to forget it, but it was fortunate that I kept my temper. In closing let me say this - you have done no wrong, Lew, in jumping me the way you did and jumping at conclusions. I am sure everything is going to turn out all right, and hope to see this matter put over successfully for both of us.

You wanted me to promise to send that letter to Mr. Loucks. If, after reading this letter, you still insist that the letter be forwarded to him, I will do so, but if that letter contains anything in line with your talk to me, you do both Mr. Loucks and me a great injustice, and I hope you will reconsider.

Sincerely yours,

EF/jv

P.S. - Will you please give me an answer by return mail



RECEIVED AT  
STANDARD TIME  
INDICATED ON THIS MESSAGE

# Postal Telegraph

THE INTERNATIONAL SYSTEM

Commercial  
Cables



All America  
Cables

Mackay

Radio

This is a full rate Telegram, Cablegram or Radiogram unless otherwise indicated by signal in the check or in the address.

DL	DAY LETTER
NL	NIGHT LETTER
NM	NIGHT MESSAGE
LCO	DEFERRED CABLE
NLY	NIGHT CABLE LETTER
	RADIOGRAM

Form 15

8234 15 NM=TD SANFRANCISCO CAL IF 29

1936 OCT 29 PM 10 52

SENATOR ED FLETCHER=

1020 9 AVE SANDIEGO CAL IF=

INFORMED MY OFFER IS ACCEPTABLE READY TO PROCEED WITH  
NEGOTIATIONS SUGGEST MEETING HERE SATURDAY MORNING=

L F COWAN.

Telephone Your Telegrams to Postal Telegraph

October 30, 1936.

Mr. L. F. Cowan,  
Palace Hotel  
San Francisco, California.

My dear Mr. Cowan:

Your telegram of October 29th received asking me to meet you in San Francisco Saturday morning. This is out of the question owing to previous engagements. Enclosed find copy of letter I have received from Mr. Loucks which is explanatory. I feel that I am entitled to some explanation for the violent and unjust attack you made on me in San Francisco.

I am willing to believe that you were misinformed as to my motives or misjudged my motives. I have given the best that is in me and you know it, from the beginning, paid all my own expenses, telephones, etc. under your direction and advanced \$400 or \$500 to help you pay yours. Then for you to fly off the handle as you did at a time like that, just because I had to go last on an important matter and assisted Mr. Loucks when it was so valuable for both of us, you get the crazy idea you have been doublecrossed. If there is not harmony and pleasure in working together, the quicker we separate the better, and it is a question of fish or cut bait.

Before going any further in these negotiations I want to know where we stand. If you have another buyer for the property and at a better price that will give us more profit say so, and I will notify Mr. West. Otherwise we should stay with West to the finish and finish the job. An early reply will be greatly appreciated. Without harmony and working together my heart is not in it, and it will be no pleasure for either of us.

Instead of an associate you have treated me like a clerk. You never mentioned my name in connection with the matter to Mr. Loucks, altho to date I have done three-fourths of the work and put up practically all of the money. I recognize your remarkable ability, analysis of the situation and your connection with Mr. Loucks. When you accused me of breaking the faith and informing Mr. West of the names of your associates, Messrs. Loucks and









ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

November 2, 1936

Colonel Ed. Fletcher  
San Diego, Calif.

My dear Colonel:

In order to straighten out this misunderstanding which I feel every possible precaution on my part was used to prevent, I will ask you to refer to my letter of September 23rd. I stated at that time that it was my wish to avoid anything of the sort and I suggested a meeting in San Francisco. At the time of this meeting your communication of Sept. 20 was called to your attention, particularly paragraph four and six. You disclaimed all responsibility, stating that you had signed it without reading it and that it certainly was not your intention. You further stated that your letter of Sept. 24 would overcome any objection I had as far as the Eastern conference was concerned. I had previously discussed with you in San Diego the question of a finder's fee. I told you that if possible I did not want any part of your compensation. We agreed that the fee was inadequate and I told you that I had nothing definite in mind but would try to find a solution after the purchase price was agreed upon.

The day following our meeting with Mr. West at the Biltmore Hotel, after he agreed to pay \$11,600,000 for the control of the San Diego Utility, the plan that I mailed to you on October 15 was prepared. It provided for remuneration for you, Mr. Loucks and myself. It covered a refund to West of \$500,000. It would have met with Javits' requirements. The set-up for Javits was just as complete as the plan for Mr. West. It is my opinion that even now it will be necessary to get this plan in its entirety before the committee. I should have been at that conference as I could have given Javits the complete picture and stayed there to confer with the committee if it has been necessary.

Col.Ed.Fletcher

- 2 -

11/2/36

The compensation West agreed upon with you originally was reasonable at that time had you been able to have secured O'Brien's immediate acceptance. It was entirely inadequate for the three of us considering the effort that has been required to get this control for West. It was quite evident to me from Mr. West's attitude that he was more interested in holding down the finder's fee than he was in the price he would pay for the stock. The only solution was for us to get a firm commitment from him at \$11,600,000. Any concession made to him after that would have accomplished our purpose as it isn't possible that he would not have saved his company \$500,000 rather than see the Byllesby interests walk away with it.

Under these circumstances you can well imagine my consternation over your proposed plan of activity as outlined in your letter of Sept. 20. I saw a possible rift in our relations and felt that a meeting to discuss this entire situation was our only hope to avoid what unfortunately has come about. At our meeting at the Palace Hotel you bluntly asked me if I had worked you for the \$400 which you advanced toward defraying the expenses of our negotiations. I was somewhat nonplussed and will admit that it completely upset my equilibrium. You left hurriedly without my having an opportunity of discussing with you the issues involved in our dealings with West.

I had been dealing with you as West's agent. You urged me repeatedly to permit you to participate in this business if it was sold to any other than your principal. I finally acquiesced. I wanted to keep you in the deal. I said at the time that the matter should be kept on a business basis. I further stated that I wanted you associated with me and was merely looking for an excuse to bring this about. We discussed a loan of \$1000. You agreed that it was a fair proposition. It was to cover my expenses including Eastern trip. I agreed to this arrangement as a consideration for keeping you in the deal. Any promises that I have made shall be kept. I firmly believe in carrying out my agreements to the letter. I shall expect you to do likewise.

In conclusion I want to emphasize the importance of a definite plan which I have toward securing a reasonable finder's fee that can be brought about thru ethical means. The net price of West's holdings would average him \$94. for control of the Company. Any suggestion to him at this time to increase our compensation would not be worth the effort. When Mr. Loucks advises me that he has the authority to accept definite



Col. Ed. Fletcher

- 3 -

11/2/36

commitment from West's company, we can get under way. It all depends on what may develop at the meeting of the committee.

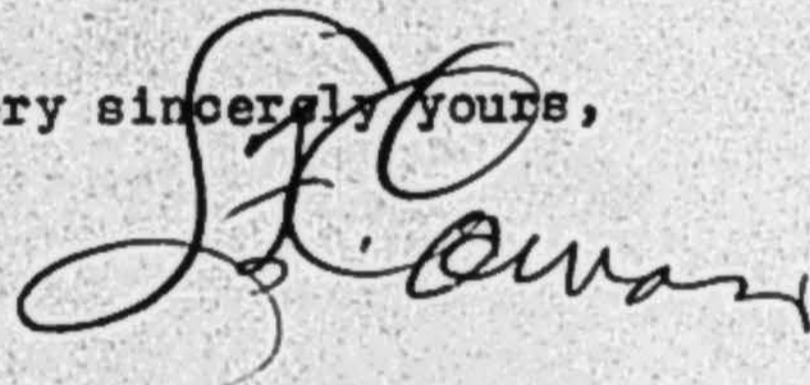
I am not worrying about the sale of these holdings. I could have demonstrated this to your satisfaction if you had been in San Francisco Saturday, as suggested in my wire. The all important part is to get the consent of the seller. I am satisfied this can be accomplished.

There has been a lack of confidence on both sides since our meeting at the Palace in September. I did not feel that it called for any effort on my part to overcome your misgivings. We have both had sufficient experience in these matters to be able to see this undertaking thru to a successful conclusion.

This project that I have up here besides taking my funds, voice, and nearly bringing about a nervous collapse, has finally been brought to a head. It has been a battle. It meant more to me than the San Diego situation. Three years' time on this where I had to pack the load alone.

Let us forget any unpleasantness, and get going. Kindest regards.

Very sincerely yours,



November 2, 1936.

Mr. L. F. Cowan,  
Palace Hotel  
San Francisco, California.

My dear Cowan:

I am called to Crescent City on an important conference Monday afternoon, the 9th of November, going by automobile and will arrive in San Francisco Saturday afternoon.

I have received word from Mr. Loucks that the committee has made no decision yet and probably will not until after the election. You, no doubt, have had the same information.

I am willing to have a conference with you Saturday afternoon providing I hear from you in advance that there is necessity for it, that I am not going to have such an experience as I had before, and that you will by return mail explain how we are going to get our compensation in the sale. For three solid months I was at your beck and call, gladly cooperating with you in working up this sale. I enjoyed the friendship and did my part in every way.

All the sweetness of the thing has been taken out by my last experience with you in the Palace Hotel. If we cannot have harmony and working together the quicker we agree to disagree the better. You have not answered a letter that I have written you, and before I have any further conference with you I would like an answer to my questions: In what legal manner are we to be compensated? Second, Are we going to have any more squabbles like we had the last time? I stand ready to cooperate with you in every way possible in the sale of the property, thru Loucks and Javits, if we can have harmony no matter whom we sell it to.

Please let me have an answer by return mail one way or the other what your attitude is, and oblige

Yours very truly,

EF M



10 P  
November 5, 1936.

Mr. L. F. Cowan  
Palace Hotel  
San Francisco, California.

My dear Cowan:

I was glad to get your letter of the 2d. I see nothing important that should have caused any friction, either in my letter to you of the 20th or your letter of the 23d. I had told you a week or two before that I would have to go East on tax matters for the Hard Estate and explained to you in detail that I was on a deal where I would get one-half of what I saved on the settlement of delinquent taxes.

I explained to you thoroly how I had sent an expert to examine the books, and that I was going East to get the contract signed up. I had to act quick at the last moment. I had no thought of going to New York and made my reservations to be in Chicago only for the day.

You gave your written consent to my seeing Mr. Loucks and why in heavens name should I not see Loucks. What harm could it do. Only good has resulted, as your own attorney, in writing, has stated. Then why fight over technicalities and talk to me as no other man ever talked to me in my life.

You say that you previously discussed with me in San Diego the question of a finder's fee. I am sorry but I do not

I have told you everything and there is no agreement of any kind verbally or otherwise that makes me West's agent. In fact, he specifically specified, and you know it, and saw the letters, wherein I must get my pay from the seller, as well as you and everybody else.

Regarding \$500,000 profit that you say Mr. West will make, undoubtedly that is true, but Mr. West has his own ideas in

cc Loucks.

10 P  
-2-  
the matter and if he buys the stock of the Gas Company it is his privilege to refinance in any way he sees fit and he is under no obligation to you or to me. I do not see where you or I come into the picture on any re-financing after the Southern Sierras Power Company has bought the stock of the San Diego Consolidated Gas & Electric Company, unless you make it a condition in advance, or make some deal with Blythe regarding a certain percentage of the commissions.

At no time have I ever agreed to make you a loan of \$1,000 as a consideration for keeping me in the deal, no matter to whom the property was sold. I have your verbal and written pledge irrespective of that loan. I did tell you that I would try and borrow \$1,000 for you from a friend, but found this impossible. At no time did I ever make a pledge, and you know it. You did not have the money to pay the hotel bill of yourself and wife. you both were going by boat on Saturday night and notified Mrs. Fletcher and me to that effect, but could not go. I was told that you tried to form a syndicate here to raise the necessary funds for your eastern trip and give them a share of your profits, which you had a right to do.

You first demanded \$2500 from West, which he refused to put up, and you know I took trust funds to get you the \$400.00 or \$500 to pay your bills and get you back to San Francisco. Your draft of \$120 odd dollars which I guaranteed came back unpaid and I had to pay it.

You say any suggestion to Mr. West at this time to increase our compensation would not be worth the effort. What do you mean, when Mr. West has never agreed at any time to pay us anything. Personally I do not see where we are going to get any compensation unless it comes from Mr. West and agreed upon in advance in writing. There is no other ethical way that I know of and I am asking you again what your method of procedure is.

There has been no lack of confidence on my part at any time, directly or indirectly, until you lost control of yourself in the Palace Hotel after my trip to Chicago. If Mr. West wanting to buy the property thru me but without giving me any compensation constitutes an agency this is news to me. As you know, I went to San Francisco at your request to help you sell the property to anyone who would buy, and told you time and again when you were out of patience with West, that if you had any other buyer I would cooperate with you. I am no lawyer but I would say that until Mr. West makes me an agent in writing and pays me compensation that that is what is necessary to constitute an agency, but now he is simply a friend and glad to work thru me if it can be done to our mutual satisfaction.



-3-

You, no doubt, had not received my letter of November 2d before writing. I want to clear up this matter of \$1,000 which you claim owing to you as a consideration for keeping me in this deal. This is incorrect and not our understanding.

If you care to see me Saturday afternoon at the Palaco Hotel, between three and four o'clock, please write and satisfy me about the above; also let me know how we are going to be protected in our compensation without making some arrangement in advance with Mr. West. If you want me to go ahead with you say so. If not, say so and we will try to get together on a settlement that is mutually satisfactory. I, too, want to forget this unpleasantness and get going.

Yours sincerely,

EF H

San Francisco 11/10/36.

Dear you

I can see that this is all beyond your comprehension & it would be only a futile effort on my part to give any time to it until you come up here.

You are positively naive, my friend, or for obtuseness I have yet to meet your equal. You have told me that you never read your own letters. I wonder if you read mine.

Can you see by this time that in going back East & breaking in on that situation that you forced my hand in



the offer that I made for it  
You went off half cocked  
without knowing that you might  
have stumbled into. You trusted  
your good friend Alcala -

I have always told you  
that I did not wish to get  
into the preliminary  
negotiations but that I  
was to come in on the final.

That should have been sufficient  
for you to have at least  
consulted me before dashing  
off as you did.

When I look back on the  
way we clicked when I was  
down there in your hamlet  
& think of the foolish  
wrangling that we have had

in our correspondence  
wonder what it is all about.  
Just as an experiment, please  
try this one -

Get plan mailed you Oct 15 -  
Read Carefully - Get out my  
letter Nov 2 - Read Carefully -  
Paragraph # 2 - # 3

Is there any reference made  
in these documents that  
show \$500,000 coming to West  
in addition to the \$500,000 that  
he would save in his financing?  
If results are not satisfactory -  
Try this one -

Put plan in left hand - Nov 2 letter  
in right hand - Keep right eye on  
letter - left eye on plan - Hardini.



San Francisco Nov. 5, 1936

Dear Yank:

I can see that this is all beyond your comprehension and it would be only a futile effort on my part to give any time to it until you come up here.

You are positively naive, my friend, or for obtuseness I have yet to meet your equal.

You have told me that you never read your own letters. I wonder if you read mine. Can't you see by this time that in going back East and breaking <sup>in</sup> on that situation that you forced my hand in the offer that I made Javits? You went off half cocked without knowing what you might have stumbled into. You trusted your good friend Allah.

I have always told you that I did not wish to get into the preliminary negotiations but that I was to come in on the finals. That should have been sufficient for you to have at least consulted me before dashing off as you did.

When I look back on the way we clicked when I was down there in your hamlet and think of the foolish wrangling that we have had in our correspondence I wonder what it is all about. Just as an experiment, please try this one. Get plan mailed you Oct. 15. Read carefully. Get out my letter of Nov. 2. Read carefully, paragraph #2 - #5.

Is there any reference made in these documents that show \$500,000 saving to West in addition to the \$500,000 that he would save in his financing? If results are not satisfactory, try this one. Put plan in left hand. Nov. 2 letter in right hand. Keep right eye on letter left eye on plan.

HOUDINI

San Francisco Nov. 5, 1936

Dear Yank:

I can see that this is all beyond your comprehension and it would be only a futile effort on my part to give any time to it until you come up here.

You are positively naive, my friend, or for obtuseness I have yet to meet your equal.

You have told me that you never read your own letters. I wonder if you read mine. Can't you see by this time that in going back East and breaking <sup>in</sup> on that situation that you forced my hand in the offer that I made Javits? You went off half cocked without knowing what you might have stumbled into. You trusted your good friend Allah.

I have always told you that I did not wish to get into the preliminary negotiations but that I was to come in on the finals. That should have been sufficient for you to have at least consulted me before dashing off as you did.

When I look back on the way we clicked when I was down there in your hamlet and think of the foolish wrangling that we have had in our correspondence I wonder what it is all about. Just as an experiment, please try this one. Get plan mailed you Oct. 15. Read carefully. Get out my letter of Nov. 2. Read carefully, paragraph #2 - #5.

Is there any reference made in these documents that show \$500,000 saving to West in addition to the \$500,000 that he would save in his financing? If results are not satisfactory, try this one. Put plan in left hand. Nov. 2 letter in right hand. Keep right eye on letter left eye on plan.

HOUDINI



November 6, 1956

AIR MAIL  
SPECIAL DELIVERY

Mr. L.F. Cowan  
Palace Hotel  
San Francisco, California

Friend Cowan:

Answering yours of the 5th. You sidestep two issues, one is - that I never pledged you or led you to believe, besides paying all expenses of three months in our negotiations with Mr. West, that I would advance you \$1,000 or any other sum. You knew how hard up I was for ready money - you tried to raise the money yourself here in a syndicate and failed for your trip East in regard to negotiations re: sale of the Gas Company's property. I am still holding your repudiated draft and your note, and it was only on account of friendship between Mrs. Fletcher, you and your good wife and myself, seeing your desperate condition that I paid your bills and transportation to San Francisco. You are thoroughly familiar with my financial condition, and for a stranger I have done more than I have for some of my own family in the last four months.

Your caustic sarcasm I shall pay no attention to - excepting to say you knew I was going East two weeks before I went on timber matters, my expenses were paid, I secured the necessary signatures in Michigan, with the result I meet with the Board of Supervisors in Humboldt County next Monday morning in Eureka and at 2:00 P.M. Monday with the Board of Supervisors of Del Norte County. I had your written permission to see Mr. Loucks before I went, I have forced your hand in no particular whatever, but have been of singular service to the proposition with absolutely no harm done, yet you continue to harp on the situation. If you had gone at that time, you could not have accomplished anything, there was never a time in the three months that you were here that you could have delivered, and your Attorney, Mr. Loucks, is my authority - your trip East would have been wasted, and my last word from Mr. Loucks is that Mr. Javits has not as yet been able to get anything definite as to price of the San Diego Gas Company. Before I care to discuss the matter with you again, I want in writing an answer to the following questions:

- (1) Your written statement that I never pledged to raise \$1,000 as a consideration for being in the deal, no matter who purchased the property.
- (2) A statement from you showing how you, Loucks and I are going to be compensated legally and ethically so that we may be protected.

-2-

Mr. L.F. Cowan:

If I find these answers satisfactory Saturday afternoon on my arrival in San Francisco, I will have a conference with you and see if we can come together again, without discussion of the past. I shall leave San Francisco at 4:00 P.M. motoring to Willits Saturday night and returning to the residence of my daughter-in-law Mrs. Lawrence Fletcher in Piedmont Tuesday night. We will return to San Diego Wednesday. If you care to get in touch with me, you can leave word with Mr. F.E. Boland of Knight, Boland & Riordan, 351 California Street, or J.A. Taylor of the Klamath-California Redwood Company, 216 Pine Street, Telephone Garfield-8345. I expect to be through with my engagements in San Francisco by 2:00 P.M. Saturday, but have just received a telegram from J.L. Childs of Del Norte County that I must meet him Saturday afternoon in Berkeley, so will probably leave by 3:30 or 4:00 P.M. and go to Berkeley, thence to Willits by machine.

If it is of any comfort to you, I will say this much - I deeply regret not receiving your letter from San Francisco in time before going East, and it is all your fault that I did not receive the telegram you sent me in care of the Santa Fe Railroad Company in Chicago until my arrival home in San Diego - the telegram having been forwarded to San Diego. If I had received your Chicago telegram in answer to my telegram from Detroit the day before, I would never have gone to New York. In closing, I have decided to try and answer some of your questions:

You say in your letter of the 5th - "you have told me that you never read your own letters." My answer to that is - I did make an error in writing you and apologize for it - it is only a mistake. You know I have 30 or 40 callers a day on political matters, and you know how busy I am, and there are times when I think I am writing to friends that I do, in my hurry at night, sign many letters without reading them over.

Second: - I cannot see, try as hard as I have, that in going East I forced your hand in any way - neither did I go off half out.

I am glad to know that you call all this letter writing foolish wrangling - who started it? You called me everything on earth and said you had lost all faith in human nature owing to what I had done - you do not know how near I came to knocking you down. I wired you I was coming to California, to meet me at the Palace, I was happy and thought you would be happy in that we had pleased Mr. Loucks by my being in Chicago at the critical time to back him up and that everything was going nicely. I never was more shocked or amazed in my life than I was at the look on your face, your language, and to save myself respect, I had only one thing to do, and that was to walk off without abusing you as you did me.



Mr. L.F. Cowart

Admitting that you submitted a plan to Mr. West, which you did voluntarily, it was done I assume in an effort to show Mr. West the necessity and advantage of his buying the property - salesmanship, but Mr. West has his own plans of refinancing and will carry out his own ideas, I assume, unless you and Elythe and West get together and make it a condition of the sale. I am still of the opinion that your plan of getting the Court to award us our compensation is wrong - that is your Attorney's opinion also - the compensation should come from Mr. West and be agreed upon in advance between Mr. West and ourselves.

I have not time to follow out your instructions of checking up on the matter, I am leaving in a couple of hours for San Francisco by auto with Mrs. Fletcher, my daughter and our tax expert. You still do not make it clear to me, but there is an inference, as I understand it now, that you want to make something out of West in addition to the compensation made on the sale. If this is so, I should know it and West should know it in writing in advance. I have told you time and again - any compensation on the resale of this property, I have never asked for or will claim a dollar. If any plan that you have submitted is adopted by Mr. West all I ask is the maximum of \$100,000 and you can have the rest, but I do want to be considered an associate and treated as such.

If you are still dissatisfied and cannot answer my questions, the best way out is to submit me some proposition that eliminates me from the picture entirely and each go on our own. You are the one that has taken offense, and it is up to you to tell me where to head in at - you got the insane idea that I was tied up with West in some way; that I was trying to double-cross you in stepping off in Chicago and seeing Mr. Loucks, and I do not know what all, but I again say - you do me the greatest injustice that one man can do another and it is up to you to straighten me out by a letter left for me at the Palace Hotel tomorrow, or outline to me some plan whereby we can straighten out our personal affairs mutually satisfactory and I step out of the picture as far as you are concerned.

In closing I wish to say that it was a pleasure to work with you while we were clicking together.

Yours truly,

LF/37



ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

My dear Senator Fletcher  
Cor 18/36

In accordance with our conversation of the 11th, I find that the total amount of my indebtedness to you is \$388.40. If you will make five day draft for the sum of \$400.00 thru Bank of California, N.A. it will be honored on presentation.

Kindly return note & draft together with letter to the effect that it will be understood that our agreement of August 29 provides for your compensation if sale is made to Southern Power Co., and that there will be no claim on your part for compensation.





ARCHIBALD H. PRICE  
MANAGER

At the end of the trail stands the Palace Hotel, San Francisco

CABLE ADDRESS  
PALACE SAN FRANCISCO

if the control of San Diego Consolidated  
Gas & Electric Co., is sold to any other  
than Southern Electric Power Co., or  
allied interests

Would suggest that you attach your  
letter, together, with Grant's draft  
& note, to your draft.

I feel that this adjustment will  
avoid any further misunderstanding  
between us and enable us to continue  
with Mr. West in our effort to secure  
the control of the San Diego utility  
for his company.

Very truly yours  
S. J. Cowan

"SEE AMERICA FIRST"

100.00	Note	
120.00	Cash	X
127.65	US Grant draft	
36.75	San Francisco transportation	
15.60	Miscellaneous Expense	
<hr/>		
\$400.00		



November 18, 1938.

Mr. L. F. Cowan  
Palace Hotel  
San Francisco  
California

My dear Cowan:

I have been so snowed under it has been impossible to write you before. Everything has happened from automobile accidents to my friends, jumping around like a chicken in order to sell some real estate and get enough money to keep things going.

As soon as you hear anything further that the Eastern people are ready to talk business let me know. We have been waiting for over four months for them to get definite action and it seems to me it is up to Mr. Loucks to bring the issue to a head as to whether or not Javits and his crowd will put thru the deal and at what price for the gas company interests here.

If you have any program that will expedite matters let me know.

With kindest regards, I am

Sincerely yours,

EF M

November 25, 1938

REGISTERED AIR MAIL

EL/7A

Mr. L. F. Cowan  
c/o The Palace Hotel  
San Francisco, California

21UC0L57A 200L3

My dear Cowan: Your letter of the 18th received with considerable surprise. What you are asking me to do in addition to paying all my expenses for the last four or five months, going seven times to Riverside and Los Angeles and to San Francisco three times is you are offering to return the money which I advanced you when you were broke and could not pay your Hotel bill, in addition to the other notes that I advanced you something over \$400.00. In consideration of returning this money within five days, you ask me to waive all right, title and interest in case the San Diego Gas & Electric Company's stock is sold to others instead of West. This in the face of your pledge verbally both to Mrs. Fletcher and myself that no matter to whom the property was sold, I had my compensation coming for services rendered or to be rendered in making the sale where I could be of service to you. You have forgotten that on September 22, 1938 when you were appreciative of my financing you, you wrote me from San Francisco as follows: "Glad that you had an opportunity of phoning me before your departure last evening and trust that my assurance that you were in this business with me to the end irrespective of whom might purchase the San Diego Utility property, relieved me from any unnecessary anxiety. It was never intended to be any other way." I answered you on September 15th as follows:

My dear Cowan:

On my return from a visit with Mr. West at Newport today, I find your letter of the 12th. I appreciate your letter that I am associated with you in the sale, irrespective of who might purchase the San Diego Gas & Electric Company's property. You know I have done my part and will do my part to the end."

Your proposition of November 18th just received is - that you pay me \$400.00, which means the return of the money that I have advanced you recently, and step out of the picture and not share in any







CLASS OF SERVICE DESIRED	
DOMESTIC	CABLE
TELEGRAM	FULL RATE
DAY LETTER	DEFERRED
NIGHT MESSAGE	NIGHT LETTER
NIGHT LETTER	SHIP RADIOGRAM

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

# WESTERN UNION

R. S. WHITE  
PRESIDENT

NEWCOMB CARLTON  
CHAIRMAN OF THE BOARD

J. G. WILLEVER  
FIRST VICE-PRESIDENT

1966
CHECK
ACCT'G INFWAL
TIME FILED

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

November 25, 1966

L. F. COWAN  
PALACE HOTEL  
SAN FRANCISCO CALIFORNIA

HAVE JUST HAD WIRE NECESSITATING CONFERENCE WITH SANTA FE OFFICIALS FRIDAY  
MORNING CHICAGO LEAVING LOS ANGELES TOMORROW EVENINGS PLANE IF IMPORTANT  
CAN SEE YOU LOS ANGELES ADDRESS CHICAGO BLACKSTONE HOTEL SEND AIRMAIL LETTER  
OR WIRE ANYTHING SPECIAL YOU WISH ME TO DO STOP RETURNING VIA SAN FRANCISCO  
FIRST NEXT WEEK CAN SEE YOU THEN

ED FLETCHER

Chg. Ed Fletcher Co.  
1020 9th

THE QUICKEST, SUREST AND SAFEST WAY TO SEND MONEY IS BY TELEGRAPH OR CABLE

November 26, 1966

AIR MAIL

Mr. L. F. Cowan  
c/o Palace Hotel  
San Francisco, California

My dear Cowan:

I wrote you a letter which arrived in San Francisco Monday, special delivery, that I was leaving for the East the last of this week. You did not reply so I sent you a telegram yesterday and yet no reply. This is Thanksgiving morning and I will be in Chicago tomorrow morning. If I had had any reply from you to my letter of Monday, I would have come around by San Francisco, if desired, to talk matters over, but I assume that you either did not receive the letter or there was nothing important.

The only address you have ever given me is 145 Montgomery Street but you insisted upon my writing you in care of the Palace Hotel. The last time I was there they said you were living at the Peninsula. I wish you would let me know where your home address is as well as your telephone number. If I had had it, I would have telephoned you.

West is still interested so he writes me, but wants to meet one of the principals or someone in authority who can deliver. I intend to stop over in Denver on my way home and see him. You can reach me at the Blackstone Hotel, Chicago, Friday. I expect to go to Bay City, Michigan, returning to Chicago Sunday. A letter at the United Airport on the field in their care will be delivered to me as I go through. You had better send a copy of any letter you write to the Blackstone Hotel in Chicago Saturday. I may get into Chicago Saturday late and go uptown, in which case, I would go to the Blackstone.

Sincerely yours,

EF/jv





Nov 27/36.

C. Fletcher Co.  
San Diego, Calif.

In a letter dated the 26th,  
received here this morning  
from Director Fletcher,  
the mentioned Roming  
mailed a special delivery  
letter, which he stated  
should have reached me



Last Monday.

Will you kindly forward  
copy of this letter to this  
address -

Thanking you for your  
attention I am

Truly yours

J. J. Cowan





11/27/36

My dear Senator,

Your wire of the 25th  
& letter of the 26th  
received here this <sup>morning</sup>  
I have been away for  
couple of days but  
did not receive special  
delivery letter which



your say was mailed to reach me  
last Monday. Was this in  
answer to my letter to you  
of Nov. 18th?

I do not think it advisable  
to do anything back there  
until I see Mr. Squaks and  
Mr. Jorits. I thought I  
could have gotten back there before  
this.

As far as West is concerned  
I cannot see that we can  
do anything before I can  
get the necessary authority  
from Mr. Squaks and I  
would not disturb this



Situation.

At this particular time  
we cannot afford to  
make the wrong move  
& I would not be too  
hasty in trying to force  
this matter.

We'll be glad to discuss  
this with you when you  
come to San Francisco.

Sincerely, L. J. Cowan



San Francisco 11/19/36

My dear Colonel,

I made further inquiries at the Palace relative to your letter which you mentioned as having sent special delivery.

I was handed late Friday afternoon the registered letter dated Nov. 23rd. I have carefully noted contents and if you will recall our conversation here on Armistice Day you will remember that you were to write me on the following Friday from San Diego as to whether you would be able to send the balance of the \$1000 & stay in the deal or forfeit.

Not having heard from you by the 18th I offered to refund the amount that you advanced towards defraying expense of our negotiations with Mr. West. I thought this would settle that matter for all time to come and avoid any further misunderstanding. I assured you that I would use my best efforts towards securing control for West. I have told you this repeatedly. I do not wish to have any further controversy over this business but you must realize that you cannot eat your cake & have it, too.

You have known very well what you were required to do and if you chose to let 600<sup>00</sup> stand



in the way, that was your  
lookout.

You know quite well what  
prompted my letter of Sept 17th.

I talked with you for two  
hours on the 11th of November.  
You admitted that I was  
right.

I hardly think it is  
necessary for me to tell you  
that in event of a sale of any  
assets of the Standard Gas  
that the highest bidder  
will take all.

With the exception of your letter  
of Nov. 23rd, I have had no  
difficulty in getting my mail  
at the Palace Hotel. Very truly yours  
L. F. Cowan

December 1, 1936.

Mr. L. F. Cowan,  
Palace Hotel  
San Francisco, Calif.

My dear Cowan:

I received word from San Diego which forced me to  
come home Monday unexpectedly, and I left a note for you at the  
Palace. I find your letter of the 29th on my arrival home.  
If you had received my last Monday's letter, sent by special  
delivery, air mail, and had invited me I would have come to  
San Francisco first.

I can only reiterate that I have never pledged  
you \$1,000 as a consideration for participating jointly with you  
no matter to whom the property is sold, that I voluntarily advanced  
you the money with the pledge of your returning part of it by the  
15th of December and the balance of it was either a loan or a  
guarantee of your hotel bill, a draft on San Francisco which came  
back unpaid. There was never any agreement to forfeit  
any of my rights in the deal. I have been at your beck and call  
and I am sure have done my part to carry on as we agreed and you  
voluntarily in writing agreed, that no matter to whom we sold  
I was associated with you in the transaction.

I am not going to discuss the matter further with  
you or write anything to hurt your feelings. As your attorney  
Mr. Loucks has said, we are tied up together and must work to-  
gether. I am sorry that you have taken the attitude you have but  
in order to get results will cooperate with you in every way  
possible, unless you have some counter proposition to make that  
would be acceptable to me and have me step out of the picture  
entirely as far as you, Mr. Loucks and Mr. Javits are concerned.  
I will seriously consider any proposition.

Yours sincerely,

LF M

C. L. Cowan



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

# Postal Telegraph

THE INTERNATIONAL SYSTEM

Commercial  
Cables



All America  
Cables

Mackay

Radio

RECEIVER'S NUMBER
CODE
TIME FILED
STANDARD TIME

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

Form 3

To L W Cowan Keyport 193  
% Palace Hotel

If desired will see you  
Palace Hotel Frisco ten Sunday  
morning  
Ed J

December 26, 1936

Mr. L.F. Cowan  
 c/o The Palace Hotel  
 San Francisco, California

My dear Cowan:

I have been waiting hoping that you would live up to your obligation to refund the \$400.00 - money that I advance for your account, all as per agreement. You promised and agreed to pay this money by the 15th of December at the latest.

Will you please send me a check for same, or shall I draw a draft on you, if so, at what address and through what Bank.

Wishing you the Compliments of the Season,

Sincerely yours,

EF/jv



FRANK J. CROGAN, President



COMMODORE

42 ND STREET AT GRAND CENTRAL TERMINAL

New York City January 8/37

My dear Senator Hatcher

The enclosed is self explanatory -  
 was advised yesterday that this meeting  
 has been postponed until next week.

Would suggest having Mr. West  
 communicate with me thru Mr. Sucks  
 office and arrange to have him meet me  
 there. If you can get away from  
 Sacramento it would be worth while.

I have been to Wilmington, Washington  
 & Chicago and everything seems to be  
 favorable toward completing our  
 negotiations. You can reach me at the

FRANK J. CROGAN, President



COMMODORE

42 ND STREET AT GRAND CENTRAL TERMINAL

New York City

Hotel Stevens in Chicago or thru Mr.  
 Sucks office # 10 Paul LaSalle St  
 Chicago. Use your own judgment as  
 to whether it would be advisable to  
 forward Mr. Sucks letter to Mr. West  
 during at 4:20 P.M. & just time to  
 make connections. Sincerely

Chicago 1/9/37

F. J. Crogan

Almost missed the boat & couldn't get  
 this off - Think over this plan carefully  
 before taking action F.J.C.







<sup>the enclosed</sup>  
My Comment <sup>is</sup> <sup>as to</sup> <sup>the</sup> <sup>making</sup> <sup>some</sup>  
thing as correct. While, naturally, interested in  
making a paper. I may have been a little over  
zealous in getting action as the enclosed setup could  
not help but be of considerable interest to  
George Lighter, a Southern Calif Edison C.

The possibility of your not availing yourself of this  
opportunity caused some anxiety as there is little  
question as to your people being the logical owners  
of this property.

You can readily understand that we have called for no  
little effort on my part to prevent this proposition  
from being submitted elsewhere. Putting you into  
a free for all fight with this competition.

Compare of the enclosed memorandum which was  
called to my attention about three weeks ago & mentioned



in my letter of July 24, with set up, which I am  
enclosing as a proposal for your consideration  
requires no further comment aside from the fact that  
it indicated an easy plan to syndicate this stock.

Mr. Conon can be relied upon to work out the  
details of your financing with an Eastern banking syndicate,  
furnishing reports, data & etc. You can make your  
own arrangement with him to handle this for you  
in the East.

As demonstrated earnings of the Gas Company, as  
evidenced by operating statement, indicates high  
type efficiency in maintenance & operation & justifies  
my opinion as to the physical condition of the properties.  
I am sending to the Railroad Commission for complete  
information as to valuation & depreciation on Gas properties.



In your information the Committee representing  
note + debenture holders under date of May 27  
Recommended sale of securities of non-integrated  
subsidiary companies of Standard Gas & Electric Co., to  
apply on retirement of funded debt.

Lorain



The OAK CREST

1570 OAK AVENUE  
EVANSTON, ILLINOIS



September 30, 1937

Senator Ed Fletcher,  
1020 9th Avenue,  
San Diego, California.

My dear Senator Fletcher:

The San Diego situation is developing where I believe that something definite should be accomplished within the next sixty days. I have remained in the East as you probably were advised by your son Ed Junior, when we met in Chicago the early part of the summer.

It has been a very difficult situation but as you know, the Standard Gas and Committees have adopted about two thirds of my plan. Originally, this called for the distribution of the Pacific Gas and Electric, San Diego Cons. Gas & Electric and Market Street Ry. holdings. The amended plan contemplates the sale of the two former equities, but instead of the Market Street Railway, they have elected to distribute a portion of the Standard Gas & Electric Company holdings in the Philadelphia Company.

My contacts with the principals warrant my remaining in the East until our negotiations have been brought to a successful conclusion.

Have been informed as to the overtures that have been made to our people and I am reasonably certain that the Southern Sierra Power Company, working with Mr. Loucks and myself, can accomplish what you and I set out to do. The various discussions which Mr. Loucks and I have had with the people controlling this situation has brought about a relationship that is everything that could be desired in an undertaking of this kind, and we both feel justified for the time that we have given to it.

You, no doubt, have been fully informed as to the present status and it would be well to check up thru Standard Statistics reports or Moodys Public Utility records, which are on file with Hutton or Pierce's offices in San Diego. The date of the amended report is August 18th, if you have not read it in the San Diego papers.

It was necessary for me to undergo an operation for my throat trouble and have been partially disabled all summer. The operation was successful and I have been assured by my doctors that I shall ultimately have my

The OAK CREST

1570 OAK AVENUE  
EVANSTON, ILLINOIS



- 2 -

normal voice restored, at least they have told me that I have a ninety-five per cent chance.

I am assuming that the communication dated September 18, 1936, from Mr. West, will enable you to get the necessary action from your principal when and if this matter is brought to a head.

Sincerely,



*Nevada - Calif. Elec. Co. The*

**OAK CREST**  
1570 OAK AVENUE  
EVANSTON, ILLINOIS



November 2, 1937

Senator Ed. Fletcher,  
1020 Ninth Avenue,  
San Diego, California.

My Dear Senator Fletcher:

I wrote you on September 30th regarding the San Diego situation but have had no response. In my conversation with Mr. Loucks today he informed me that he had a very satisfactory meeting with Mr. Javits last week in New York City. Mr. Javits advised Mr. Loucks that he thought something definite would be done in reference to the re-organization some time in December.

I should like to have your re-action to my letter of September 30th.

Sincerely yours,

§ Charles O. Loucks  
Attorney At Law,  
10 South La Salle St.,  
Chicago, Illinois.



**Ed Fletcher Papers**

**1870-1955**

**MSS.81**

**Box: 5 Folder: 24**

**General Correspondence - Cowan, Lewis F.**



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