

# THE PLAZA



THE SECRET LIFE OF AMERICA'S  
MOST FAMOUS HOTEL

# JULIE SATOW

# THE PLAZA

**THE SECRET LIFE OF AMERICA'S  
MOST FAMOUS HOTEL**



JULIE SATOW



*New York Boston*

Copyright © 2019 by Julie Satow

Cover design by Elena Giavaldi. Cover copyright © 2019 by Hachette Book Group, Inc.

Hachette Book Group supports the right to free expression and the value of copyright. The purpose of copyright is to encourage writers and artists to produce the creative works that enrich our culture.

The scanning, uploading, and distribution of this book without permission is a theft of the author's intellectual property. If you would like permission to use material from the book (other than for review purposes), please contact [permissions@hbgusa.com](mailto:permissions@hbgusa.com). Thank you for your support of the author's rights.

Twelve  
Hachette Book Group  
1290 Avenue of the Americas, New York, NY 10104  
[twelvebooks.com](http://twelvebooks.com)  
[twitter.com/twelvebooks](https://twitter.com/twelvebooks)

First Edition: June 2019

Twelve is an imprint of Grand Central Publishing. The Twelve name and logo are trademarks of Hachette Book Group, Inc.

The publisher is not responsible for websites (or their content) that are not owned by the publisher.

The Hachette Speakers Bureau provides a wide range of authors for speaking events. To find out more, go to [www.hachettespeakersbureau.com](http://www.hachettespeakersbureau.com) or call (866) 376-6591.

#### Library of Congress Cataloging-in-Publication Data

Names: Satow, Julie, author.

Title: The Plaza : the secret life of America's most famous hotel / Julie Satow.

Description: First edition. | New York ; Boston : Twelve, 2019. | Includes bibliographical references and index.

Identifiers: LCCN 2018048170 | ISBN 9781455566679 (hardcover) | ISBN 9781549175930 (audio download) | ISBN 9781455566662 (ebook)

Subjects: LCSH: Plaza Hotel (New York, N.Y.)—History.

Classification: LCC TX941.P58 S28 2019 | DDC 917.47/106—dc23

LC record available at <https://lcn.loc.gov/2018048170>

ISBNs: 978-1-4555-6667-9 (hardcover), 978-1-4555-6666-2 (ebook)

Printed in the United States of America

LSC-C

10 9 8 7 6 5 4 3 2 1

## TIMELINE

**1890:** The first Plaza opens its doors on the site of a former ice-skating pond; it is demolished fifteen years later.

**1907:** A new, second Plaza, which still stands today, opens and is immediately hailed as New York's most opulent and expensive hotel. Alfred Gwynne Vanderbilt, the dashing millionaire, becomes the Plaza's inaugural guest, while outside the hotel's entrance, the ubiquitous New York taxicab makes its debut.

**1909:** Princess Vilma Lwoff-Parlaghy becomes one of a long line of colorful guests to check into the Plaza, bringing with her a private zoo that includes a falcon, a family of alligators, and a pet lion who lives in her bathtub.

**1920:** Prohibition and the Jazz Age arrive, and the Plaza becomes renowned for private parties, tea dances, and F. Scott Fitzgerald, who famously jumps fully clothed into the Pulitzer Fountain.

**1930:** The Great Depression takes hold, leading to the ruination of the Plaza's mercurial owner, Harry S. Black, who dies soon after from a self-inflicted gunshot wound.

**1943:** Amid wartime rationing and the draft, Conrad N. Hilton acquires the Plaza. He is met with a chilly reception from its

## *Timeline*

blue-blood fans, particularly Clara Bell Walsh, the supposed inventor of the cocktail party and the most famous of the hotel's eccentric dowagers.

**1955:** The mischievous six-year-old Eloise becomes the Plaza's most famous resident, flooding the hotel lobby with diminutive devotees desperate for a chance to glimpse the fictional heroine. The Plaza's young fan base grows when, a decade later, the Beatles check in and are greeted by a mob of screaming teenyboppers and a nervous hotel staff.

**1966:** Truman Capote hosts the Black and White Ball at the Plaza's ballroom, and the likes of Gloria Vanderbilt and Frank Sinatra mingle with the doorman from the author's apartment building.

**1975:** With New York City facing fiscal ruin and near bankruptcy, Westin Hotels acquires the Plaza. It soon confronts bomb scares, armed robberies, and a sanitation strike that leaves a seven-foot-high pile of garbage next to the hotel's front door.

**1988:** Donald J. Trump buys the hotel for a record price, using entirely borrowed funds. He installs his wife Ivana as the Plaza's president, promising to pay her \$1 and all the dresses she can buy.

**1992:** The Plaza, unable to pay down the debt that Trump has saddled on the hotel, files for Chapter 11 bankruptcy protection for the first time in its history.

**1995:** The Plaza comes under foreign ownership when Saudi Prince Alwaleed bin Talal and a Singaporean billionaire purchase the hotel from Trump's lenders. A Trump lieutenant spies on the

## *Timeline*

negotiations from a hidden room at the Plaza, but fails to sabotage the deal.

**2005:** In its biggest transformation ever, the Plaza is carved into multimillion-dollar condominiums, a boutique hotel, and retail stores. Preservationists, politicians, and the powerful New York hotel union stage a vociferous resistance, with New York mayor Michael Bloomberg negotiating a compromise.

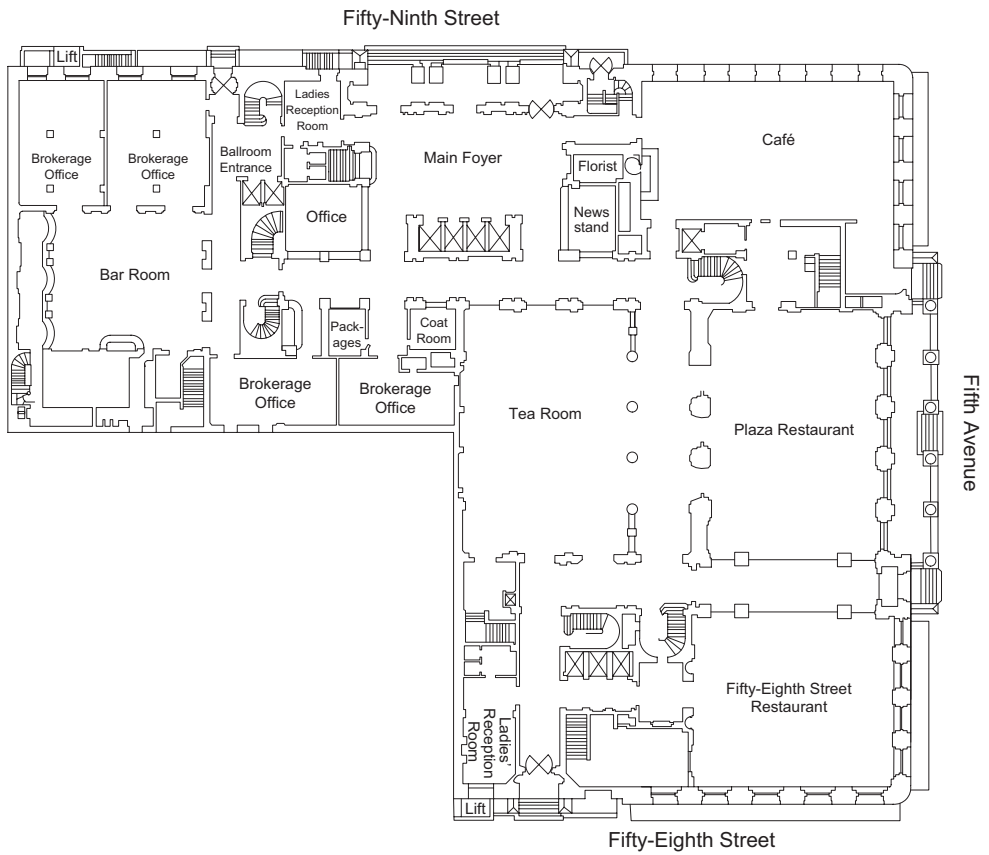
**2008:** The first apartment owners move into the Plaza, with a roster of buyers that includes Hollywood executives, Russian oligarchs, and anonymous shell companies with questionable links as far afield as Kazakhstan and the Pacific islands.

**2012:** Subrata Roy, a colorful Indian business tycoon, purchases the Plaza Hotel without ever sleeping in one of its rooms. Under investigation, Roy is eventually sentenced to two years in jail in Delhi and is barred from traveling abroad.

**2017:** The Plaza suffers from the indignities of an absentee owner, while Roy entertains offers for the hotel from a cast of characters of dubious repute. A series of fiascos ensues, replete with lawsuits, a fistfight in the Palm Court, and a journalist who is sent to the same jail where Roy himself was imprisoned.

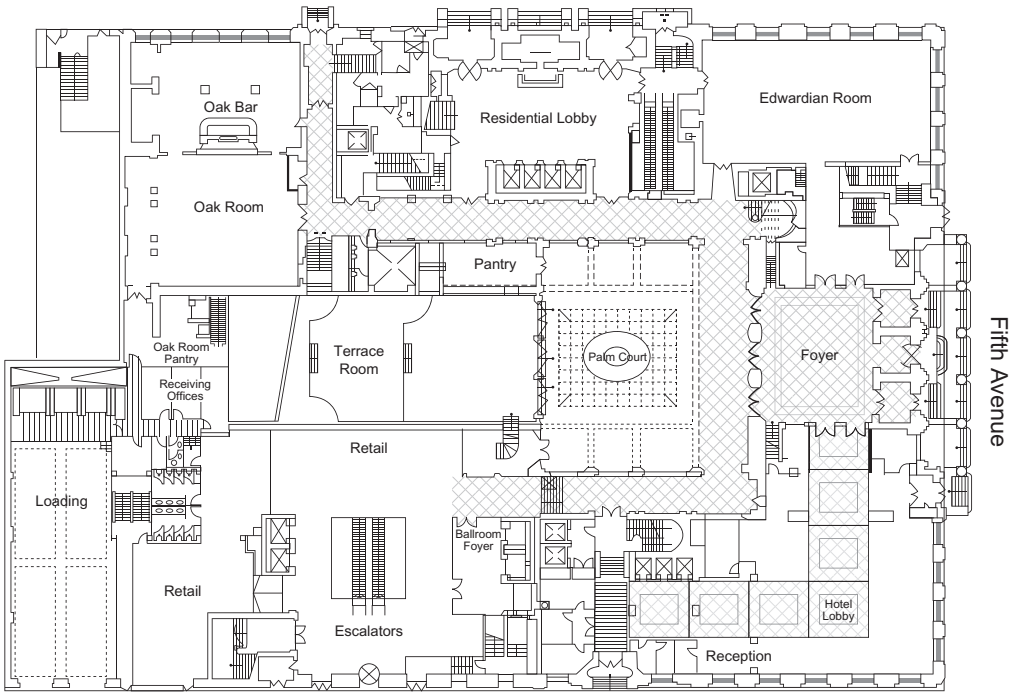
**2018:** In a surprise move, Roy's tenure comes to a sudden end when the hospitality arm of the Qatar Investment Authority emerges as a stealth bidder, successfully acquiring the hotel. Longtime Plaza aficionados are optimistic that the new stewards will restore the property to its former glory.

## The Ground Floor of the Plaza in 1907



## The Ground Floor of the Plaza in 2007

Fifty-Ninth Street



Fifty-Eighth Street





**BUCOLIC ORIGINS:** The site of the Plaza Hotel was once a skating pond, where New York's social elite enjoyed a wintry thrill surrounded by rolling hills and fields. Here is a season pass for the exclusive Fifth Avenue Skating Pond, circa 1863. *Credit: Museum of the City of New York*

**FIRST PLAZA:** The first Plaza Hotel was an eight-story structure with a brick-and-brownstone facade, four hundred guest rooms, and a famous painting of a lion by the Massachusetts artist Alexander Pope Jr. It was, for a time, considered one of New York's grandest hotels. Here is how it appeared in 1894. *Credit: H.N. Tiemann & Co. / Museum of the City of New York*



**DEMOLITION:** A dozen years after opening, the first Plaza was torn down in the space of just eight weeks. In its place, a new white marble edifice, which still stands today, began rising. Here, workers in 1905 remove the foundation of the original Plaza. *Photo by Museum of the City of New York / Byron Collection / Getty Images*



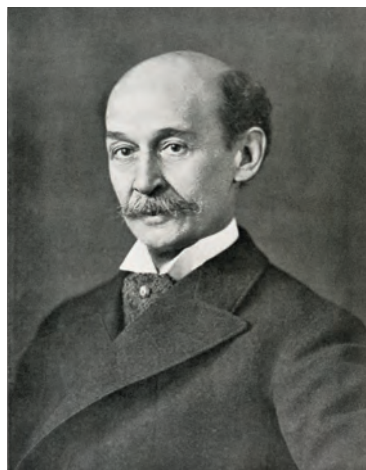
DEBONAIRE BLACK: A rare photo of a young Harry S. Black, the man who spearheaded the building of the current Plaza Hotel. It may have been taken when Black attended the 1893 Chicago World's Fair, where he met George A. Fuller, the inventor of the modern skyscraper and his future father-in-law.  
*Courtesy of Beth Pringle*

SKYSCRAPER TYCOON:  
Over the years, Black transformed himself from a young, ambitious builder to a real estate titan, helming the country's first-ever skyscraper trust. As owner of the Plaza, Black was a charismatic risk-taker who both confounded and fascinated those who knew him. *Courtesy of the Ralph Corey Family*





**HUMBLE START:** Bernhard Beinecke was a German emigre who arrived in New York as a penniless teenager. Starting off pushing a meat cart through the Lower East Side, Beinecke eventually became one of the city's wealthiest butchers. In middle age, he transformed himself once more, turning into a hotelier, eventually partnering with Harry Black to build the Plaza. Here he is, circa 1904. *Credit: Beinecke Family Records. General Collection, Beinecke Rare Book and Manuscript Library, Yale University*



**PLAZA MASTERMIND:** Henry Janeway Hardenbergh, the architect of the original Waldorf-Astoria and the Dakota apartment building, designed the Plaza as his masterpiece. While well-known during his lifetime, he remains a mercurial figure, with few surviving biographical details. *Credit: Canadian Centre for Architecture*



**WHITE BEACON:** The Plaza was designed as a French chateau in skyscraper proportions, with a facade of marble and white terracotta, and a copper mansard roof that reflected the green of nearby Central Park. Here it is in 1920, dominating the skyline. *Credit: Byron Company (New York, N.Y.) / Museum of the City of New York*





**PLAZA ON PARADE:** On the Plaza's opening day, October 1, 1907, a stream of New York's wealthiest citizens arrived to check in to the hotel. None was more celebrated than the dashing Alfred Gwynne Vanderbilt, who remains indelible as the hotel's inaugural guest. Here he is with his first wife, Elsie French, whom he divorced shortly after moving into the Plaza. *Credit: Interim Archives / Archive Photos / Getty Images*



**QUINTESENTIAL NEW YORK:** On the Plaza's opening day, not only was the iconic hotel introduced to New Yorkers, but so was another indispensable city accoutrement. Here, the first-ever New York City taxicabs line up along the Fifth Avenue side of the Plaza, awaiting their first passengers. It wasn't long before these taxis displaced horse-drawn hansom cabs as New Yorkers' transportation of choice. *Courtesy of the National Automotive History Collection, Detroit Public Library*



**PLUNGERS:** Inside its doors, the Plaza was sumptuously outfitted with lavish furnishings in brocades of rose and green, more than one thousand crystal chandeliers, and elevators featuring glass doors through which the mechanical pistons could be seen. Called “plungers,” these elevators were a technological feat, and remained in use well into the 1970s. Here, an image of the lobby as it appeared on opening day 1907. *Credit: Byron Company (New York, N.Y.) / Museum of the City of New York*



**TEA TIME:** The tea room, later named the Palm Court, featured a curved ceiling made of colored glass that let in daylight, and oversized palm trees and rubber plants, lending the room a garden-like ambience. It was here that the British actress Mrs. Patrick Campbell scandalized patrician patrons by lighting up a cigarette shortly after the hotel’s opening. *Credit: Byron Company (New York, N.Y.) / Museum of the City of New York*



PENTHOUSE APPEAL: In 1921, Harry S. Black built an extension on the Plaza, and created for himself a sprawling penthouse on the eighteenth floor, replete with Tiffany chandeliers, a walk-in wine vault, and views that stretched across Manhattan. Here are some images of his library and living room, taken between 1923 and 1925. *Credit: Beinecke Family Papers. Beinecke Rare Book and Manuscript Library, Yale University*





**REPEAL:** In 1920, the country went dry under Prohibition, and crowds shunned hotels like the Plaza in favor of illegal speakeasies. In 1933, when the dry laws were finally repealed, the Plaza celebrated by turning a shuttered corner of the hotel into the Persian Room, a swank nightclub that boasted a twenty-seven-foot bar and Persian murals by the painter Lillian Gaertner Palmedo, pictured here. *Credit: Bettmann/Getty Images*

**CAFE SOCIETY:** In the 1940s, as World War II raged and the Plaza was inundated with soldiers, Hildegarde often held court at the Persian Room. A beautiful chanteuse, Hildegarde was famous for singing for her many military fans, kissing them on the cheeks or bald spots between tunes. Here she is in 1946. *Photo by Eileen Darby / The LIFE Images Collection / Getty Images*



**COWBOY CONNIE:** In 1947, Conrad Hilton became the hotel's second owner, and Plaza blue bloods immediately marked him as an uncouth Westerner who would upend their beloved institution. Despite being treated with disdain, Hilton lavished millions of dollars on the aging hotel, eventually quelling his critics' fears and earning their begrudging respect. *Photo by Yale Joel / The LIFE Picture Collection / Getty Images*





**DOWAGER DOYENNES:** The Plaza was known for many years as home to a number of rich, eccentric residents, collectively known as the Thirty-Nine Widows of the Plaza. They could often be found congregating in the hotel lobby, taking up positions on a favorite chaise lounge or settee, where they would while away the hours listening to the harpsichord wafting from the Palm Court or lobbing a string of complaints at the hotel staff. *Photo by Jerry Cooke / Pix Inc. / The LIFE Images Collection / Getty Images*

**ROYAL ECCENTRIC:** Princess Lwoff-Parlaghy was one of the most famous Thirty-Nine Widows of the Plaza. Of murky royal lineage, she was a portrait painter and an animal lover, causing quite a scene when she arrived at the Plaza with owls, alligators, and eventually, a pet lion who lived in her bathtub. Here she is in *New Broadway Magazine* in 1908, in an article titled "Prominent People in Picture and Paragraph." *Credit: General Research Division, The New York Public Library*







FANCY PANTS: Kay Thompson was a singer and dancer who performed regularly at the Persian Room. She was the main focal point of the act, with the four Williams Brothers in dark matching suits moving in choreographed unison behind her. The fact that Thompson was the star, superseding the men, was notable, as were her trademark pants and her tiny, twenty-three-inch waist. Here she performs with her act in 1951. Andy Williams is second from right. *Credit: Photofest*



SKIPPERDEE: While Kay Thompson was a notable performer, it was in book publishing that she achieved true fame. Joining with a young illustrator, Hilary Knight, the pair published *Kay Thompson's Eloise: A Book for Precocious Grown Ups* in 1955. It was an immediate blockbuster, and the Plaza, grateful for the publicity, gave Thompson a free suite, where she lived, off and on, for years. Here, Thompson hams it up with a young actress playing her diminutive alter ego. *Credit: CBS Photo Archive / CBS / Getty Images*



**BEATLEMANIA:** In 1964, four mop-haired musicians from Liverpool descended on New York, and mass frenzy gripped the city. The Beatles stayed at the Plaza for their first New York visit, and the staid hotel was inundated for days by hordes of hysterical teenyboppers. Here, fans run in front of the Plaza to meet the arriving musicians. *Credit: NY Daily News Archive / New York Daily News / Getty Images*



**MCCARTNEY MOMENT:** While countless young fans tried to sneak up the Plaza's back staircase into the Beatles' twelfth-floor suite, Gregg Salomone, whose father managed the hotel, strolled through the front door of the musician's rooms. Here, a six-year-old Gregg stands with Ringo, Paul, and George, as well as his sister Lourdes and her friend Bunny Castalano. Gregg's hand is hovering over his crotch because moments earlier, Paul had pointed out that his fly was open. *Courtesy of Gregg Salomone*



**ODD COUPLE:** In 1966, Truman Capote was reveling in the runaway success of his true-life crime thriller *In Cold Blood*. To celebrate, he decided to throw himself the “party of the century” in the Plaza’s Grand Ballroom. Realizing it was uncouth to have the fete in his own honor, he picked Katharine Graham, the publisher of the *Washington Post*, to be the honoree. Here, the diminutive author arrives with his date. *Credit: Bettmann / Getty Images*

**CULTURE WARS:** By 1969, the Vietnam War, civil rights, and women’s equality were dominating the headlines. The Plaza’s old-fashioned Oak Room, an all-male bastion that prohibited female diners, soon came under fire from the National Organization for Women. Here, feminists, including Betty Friedan, picket the hotel before entering the restaurant hoping to be served. *Credit: New York Daily News Archive / Getty Images*







**CITY ON THE BRINK:** In the 1970s, New York City was plagued by drugs, a soaring crime rate, and the possibility of bankruptcy. During two days in July 1977, a citywide electricity black-out struck and the city's residents were plunged into mayhem, with looting and arson across many neighborhoods. Here, guests at the Plaza's Palm Court are forced to dine by candlelight. *Credit: AP Photo/Calvin C. Cook*

**OOZING STENCH:** Throughout the 1970s, sanitation workers went on multiple strikes, including one in 1975 that resulted in the Plaza's basement being filled to capacity with rotting garbage. Finally, with no room left inside the building, the hotel began dumping its waste outside, creating enormous garbage piles on the sidewalk beside its Fifty-Eighth Street entrance. *Credit: J. Michael Dombroski/Newsday*



**The Plaza is fun and excitement**

**Robert Goulet Opening Tomorrow**

Beginning tomorrow Robert Goulet will tame the caters and enthrall the ladies in the Persian Room. And we always have a great star in residence because the Persian Room is the last word in great supper clubs. A place where you can dine and dance and carry on as if there were no tomorrow.

**PERSIAN ROOM AT THE PLAZA**

So come burn the candle at both ends in the Persian Room. It gives a lovely light.  
Shows: Monday through Thursday - 10:00 p.m.  
Friday and Saturday - 9:00 and 11:30 p.m.  
**The Plaza is something for everybody**

**Frankie Laine**

**Dusty Springfield**

**John Bonham**

**Carol Lawrence**

**Myron Cohen and Bobbie Martin**

**Jerry Miller and Anne Moore & two other Broadway Lido Favorites**

**REBRANDING:** Faced with the challenges of the 1970s, the Plaza tried to shed its reputation as an old-age home for rich ladies and to refashion itself as a destination for the hip crowd. Here, an advertising insert in the Sunday *New York Times* features psychedelic swirls, pop star acts like Dusty Springfield, and a new, democratic tagline, "The Plaza is something for everybody." *Credit: New York Historical Society*



GO-GO EIGHTIES: With the advent of the 1980s came shoulder pads, hairspray, and Donald Trump. At the peak of the decade of excess, the real estate magnate paid a historic sum to acquire the Plaza, a hotel he had long coveted. Trump had a direct view of the hotel from his office on the twenty-sixth floor of Trump Tower, and would often stare at the building, which he dubbed “the Mona Lisa,” as he mapped out a strategy to acquire it. *Photo by Joe McNally / Hulton Archive / Getty Images*



PRESIDENTIAL FIRST: As soon as he acquired the Plaza, Trump appointed his wife Ivana as the hotel’s president—the first and only time a woman has held the position. In a press conference announcing her new job, Trump famously quipped he that would pay her “\$1 and all the dresses she can buy.” *Credit: Norman Parkinson / Iconic Images / Premium Archive / Getty Images*





**GROUND ZERO GAFFE:** After Trump bankrupted the Plaza, the Saudi Prince Alwaleed bin Talal and his billionaire partner, Singaporean Kwek Leng Beng, swooped in to purchase the hotel. On October 11, 2001, the one-month anniversary of the World Trade Center attack, Alwaleed visited Ground Zero to hand then-mayor Rudolph Giuliani a \$10 million check to help with the rebuilding efforts, seen here. Hours later, comments made by the Saudi owner of the Plaza drew immediate censure, prompting Giuliani to return the money. *Credit: AP Photo / Stan Honda, pool*



**HAND-OFF:** By 2004, the owners of the Plaza were ready to sell. An ambitious Israeli-born condominium developer, Miki Naftali, flew to Singapore and convinced Kwek Leng Beng to sell him the historic property. Here, at the closing ceremony celebrating the sale, Naftali stands next to his boss, Isaac Tshuva, as well as Kwek Leng Beng and his son Sherman (R-L). The men hold a check representing the Plaza's price tag, and this time, unlike with Prince Alwaleed and Mayor Giuliani, no one returned the money. *Credit: Steve Friedman*



**PLAZA PROTESTS:** In 2005, the Plaza was set to close for a multi-year renovation that would transform the hotel into exclusive condominiums for the very wealthy, as well as a small boutique hotel. The labor union that represented hundreds of middle-class doormen, bellmen, and housekeepers who stood to lose their jobs, decided to fight back. Here, workers begin gathering for one of many protests they held in front of the hotel. *Courtesy of the New York Hotel Trades Council*

**HOTEL ACCORD:** In the end, after months of difficult negotiations, the hotel workers and the Plaza ownership struck a deal. Negotiated with the help of Mayor Michael Bloomberg, seen here celebrating with workers, the Plaza agreed to retain 282 hotel rooms and 350 hotel jobs. *Credit: AP Photo / Kathy Willens*



**BIRTHDAY PARTY:** The Plaza's centennial was in October 2007, and even though the building was still closed for renovations, the owners celebrated with lavish abandon. The party included a twelve-foot cake replica of the hotel, an original song performance by Paul Anka, and what may have been the largest-ever pyrotechnic display attempted from atop a building. *Credit: Konrad Tho Fiedler / New York Sun*





**OSTENTATIOUS OWNER:** In 2012, a new hotelier took over the Plaza. Subrata Roy was a colorful Indian tycoon who claimed to employ more workers than any other company in India, save for the Indian railroad. A regular on the celebrity circuit, Roy was known for partying with Bollywood stars, cricketers, and politicians, and for grand displays. Here, thousands of his employees stand in nearly 100-degree heat to break the Guinness World Record for the greatest number of people singing the national anthem. *Credit: Bloomberg / Getty Images*



**SCANDAL:** Just a month after Roy acquired the Plaza, the Indian Supreme Court ordered him to repay \$3 billion plus interest to nearly thirty million poor Indians who had bought his company's bonds. Here, as Roy made his way to the country's Supreme Court in New Delhi, he was attacked by a critic who splattered him with black ink and called him a thief. *Credit: AP Photo*



# NOTES

**Note on Dollar Figures:** Historic dollar figures that have been converted into today's values are based on a purchasing power calculator that can be found at <http://www.measuringworth.com/uscompare/>.

## Introduction

1. Neha Thirani, "Indian Conglomerate Buys New York's Plaza Hotel," *New York Times*, August 1, 2012.
2. J. Venkatesan, "SC orders Sahara to refund Rs. 24,400 crore," *Hindu*, August 31, 2012.
3. Paul Goldberger, "A Spot of Paint Won't Hurt This Lily," *New York Times*, January 22, 1989.

## Chapter 1: Parade of Millionaires

1. Mary Doyle, *Life Was Like That* (Boston: Houghton Mifflin, 1936), 47–48.
2. Leslie Dorsey and Janice Devine, *Fare Thee Well: A Backward Look at Two Centuries of Historic American Hostelries, Fashionable Spas & Seaside Resorts* (New York: Crown, 1964), 139.
3. "FYI," *New York Times*, August 15, 2004.
4. "Gates Pays \$46,000 Rent for His Suite," *Evening World*, April 23, 1907.
5. Lloyd Wendt and Herman Kogan, *Bet a Million! The Story of John W. Gates* (New York: Bobbs-Merrill, 1948), 278.
6. Earnest Poole, "Cowboys of the Sky," *Everybody's Magazine*, November 1908.
7. David Weitzman, *Skywalkers: Mohawk Ironworkers Build the City* (New York: Roaring Brook Press, 2010), 29.
8. "A Few Facts Regarding the Plaza Hotel," *Carpentry and Building*, May 1, 1907.
9. "Housesmiths to Work," *New-York Daily Tribune*, February 11, 1906.
10. *Bridgemen's Magazine*, January 1907, 29.
11. "Ironworkers' Memory Weak," *New York Sun*, July 25, 1906.

## Notes

12. *Building Trades Employers Association Bulletin* 7, no. 8 (August 1906).
13. "Butler's Death Accident," *New York Sun*, July 27, 1906.
14. "Murder in Mid-Air by Union Workers," *New York Times*, July 12, 1906.
15. "Murder by Iron Workers," *New York Sun*, July 16, 1906.
16. "The Taxi 'Invasion' of 1907," *Cosmopolitan*, October 1947, 186.
17. "Few Hansoms Now; It's All Taxicab," *New York Times*, July 3, 1910.
18. "Motor Cars Lead Horses," *New York Times*, May 19, 1912.
19. Eve Brown, *The Plaza, 1907–1967: Its Life and Times* (New York: Meredith Press, 1967), 117.
20. "High Rentals Paid in New York," *New York Times*, April 28, 1907.
21. "The Lure of Life at a Modern Hotel," *Vogue*, April 16, 1908.
22. "Another Fine Hotel Now on the City's List," *New York Times*, September 29, 1907.
23. "Time Halts for Caruso," *Baltimore Sun*, December 3, 1907.
24. Paul Groth, *Living Downtown: The History of Residential Hotels in the United States* (Berkeley: University of California Press, 1994), 51.
25. "Jewels Outside Your Furs," *New York Times*, February 12, 1908.
26. Groth, *Living Downtown*, 46.
27. "Crush to See Brides Who'll Wear Titles," *New York Times*, January 12, 1908.
28. Groth, *Living Downtown*, 30.
29. "Grille Room for Dogs," *Daily People*, November 23, 1908.
30. "The Plaza," *Life*, November 18, 1946.
31. Thorstein Veblen, *The Theory of the Leisure Class: An Economic Study of Institutions* (New York: Macmillan, 1912), 141–42.
32. "Her Pet Dog Finds \$3,000 Diamond Ring After Detectives Fail," *Washington Post*, February 11, 1915.
33. M. Jagendorf, "The Rich Lore of a Rich Hotel: The Plaza," *New York Folklore Quarterly* (Spring 1953): 176–82.
34. "Another Fine Hotel Now on the City's List," *New York Times*, September 29, 1907.
35. "The Lure of Life at a Modern Hotel," *Vogue*, April 16, 1908.
36. *Hotel Monthly* 15, no. 176 (November 1907).
37. "New York Hotel Finest in World," *East Oregonian*, September 19, 1907.
38. "Coming to New York, Waiter Changes Accent," *Washington Times*, August 15, 1907.
39. Doyle, *Life Was Like That*, 49.
40. Robert F. Bruner and Sean D. Carr, *The Panic of 1907: Lessons Learned from the Market's Perfect Storm* (Hoboken, NJ: Wiley, 2007), 7.
41. *Ibid.*, 32, 151.
42. Brown, *Plaza*, 35.
43. "Hotel Santa Claus Ran Out of Cash," *New York Times*, December 26, 1907.

## Chapter 2: A Typical French House

1. "Sam Parks Men Now Say a Fall Killed Butler," *World*, July 20, 1906.
2. "Says Fuller Company Brought on Trouble," *New York Times*, July 26, 1906.
3. "No Ironworker Saw Watchman Murdered," *New York Times*, July 25, 1906.
4. "Murder in Mid-Air by Union Workers," *New York Times*, July 12, 1906.
5. "Union Killing Not Murder," *New York Sun*, July 21, 1906.
6. "Murderers 'Exonerated,'" *New York Times*, July 28, 1906.
7. "Murder Hearing Begun," *New-York Daily Tribune*, July 17, 1906.
8. "Another Fine Hotel Now on the City's List," *New York Times*, September 29, 1907.
9. Curtis Gathje, *At The Plaza: An Illustrated History of the World's Most Famous Hotel* (New York: St. Martin's Press, 2000), 2, 4.
10. Robert A. M. Stern, Gregory Gilmartin, and John Montague Massengale, *New York 1900: Metropolitan Architecture and Urbanism, 1890–1915* (New York: Rizzoli, 1983), 529.
11. Moses King, *King's Handbook of New York City: An Outline History and Description of the American Metropolis* (Boston: Moses King, 1892), 208.
12. Moses King, *King's Handbook of New York City* (Boston: Moses King, 1893), 222.
13. "A Great Hotel Finished," *New-York Tribune*, September 30, 1890.
14. Henry S. Mower, *Reminiscences of a Hotel Man: Of Forty Years' Service* (Boston: Worcester, 1912).
15. "Two Miles of Millionaires," *Munsey's Magazine*, June 1898, 345–60; and Stern, Gilmartin, and Massengale, *New York 1900*, 307.
16. "Plaza Hotel Reconstruction," *New York Times*, June 3, 1902.
17. "Lunches and Other Adjuncts," *Cincinnati Enquirer*, May 4, 1907.
18. "Another Fine Hotel Now on the City's List," *New York Times*, September 29, 1907.
19. William S. Beinecke, *Bernhard Beinecke: A Memoir* (New York: Prospect Hill Press, 2005), 14.
20. Eve Brown, *The Plaza, 1907–1967: Its Life and Times* (New York: Meredith Press, 1967), 16.
21. Paul Starrett, *Changing the Skyline: An Autobiography* (New York: McGraw-Hill, 1938), 66.
22. "H.S. Black Ends Life by Bullet in Home; No Motive Revealed," *New York Times*, July 20, 1930; and Alice Sparberg Alexiou, *The Flatiron: The New York Landmark and the Incomparable City That Arose with It* (New York: St. Martin's Press, 2010), 21.
23. Alexiou, *Flatiron*, 21.
24. Gene Coughlin, Heartbreaks of Society (column), *American Weekly*, n.d.
25. Brown, *Plaza*, 20.

## Notes

26. "Frederick Sterry, Hotel Man, Dead," *New York Times*, July 12, 1933.
27. "Was President of Hotels Plaza and Savoy Plaza in N.Y.C., and National in Havana," *Hotel Monthly*, 1933.
28. "Won't Leave Plaza," *New-York Tribune*, June 13, 1905.
29. "Last Guests Leave the Plaza," *New-York Daily Tribune*, June 11, 1905; and "Four Guests Still Remain—Furniture Auction Begins," *New-York Daily Tribune*, June 13, 1905.
30. Andrew Alpern, *The Dakota: A History of the World's Best-Known Apartment Building* (Hudson, NY: Princeton Architectural Press, 2015), 23, 28.
31. *Architectural Record* 44 (July 1918): 93.
32. "A Conversation with Henry Janeway Hardenbergh," *Architectural Record* 19, no. 5 (May 1906).
33. "The Plaza of New York," *Hotel Monthly*, November 1907.
34. Stern, Gilmartin, and Massengale, *New York 1900*, 262.
35. "Another Fine Hotel Now on the City's List," *New York Times*, September 29, 1907; and "New Plaza Hotel," *Architecture*, November 15, 1907, 179.
36. Mary Doyle, *Life Was Like That* (Boston: Houghton Mifflin, 1936), 53.
37. "The Plaza Hotel Dining-Rooms," *American Architect and Building News*, October 26, 1907.
38. Brown, *Plaza*, 23–25.
39. *The Plaza*, a commemorative book published by Westin Hotels for its seventy-fifth anniversary (Secaucus, NJ: Poplar Books Inc., 1981).
40. "The Plaza of New York," *Hotel Monthly*, November 1907.
41. "New Plaza Hotel," *Architecture*, November 15, 1907.
42. Stephen Graham, *New York Nights* (New York: Doran, 1927), 224.

## Chapter 3: A Greek Tragedy

1. "Arrest a Baron in the Plaza Lobby," *New York Times*, March 2, 1911.
2. "Hungarian 'Baron' Held for Larceny," *New-York Tribune*, March 2, 1911.
3. Ibid.
4. "Drops Theft Charge Against Von Arkovy," *New York Times*, March 4, 1911.
5. "New Accusers Face 'Baron' Von Arkovy," *New York Times*, March 3, 1911.
6. "Drops Theft Charge Against Von Arkovy," *New York Times*, March 4, 1911.
7. "Baron Ruined on Wall Street, Attempts to Die," *St. Louis Post-Dispatch*, August 16, 1908.
8. "Broker Kills Self Like Wife Did When Child Wedded Bogus Baron," *World*, July 25, 1913.
9. "His Wife an Heiress," *Washington Post*, March 3, 1911.
10. "Three Suicides in Arkovy Romance," *San Francisco Call*, August 25, 1913.

## Notes

11. "Three Suicides Now in Arkovy Romance," *New York Times*, July 26, 1913.
12. "New Accusers Face 'Baron' Von Arkovy," *New York Times*, March 3, 1911.
13. "The Plaza Loses 'Baron' Von Arkovy," *New York Times*, March 5, 1911.
14. "Von Arkovy Has Departed," *New York Times*, March 15, 1911.
15. "Third Suicide in Wake of Girl's Elopement," *New-York Tribune*, July 26, 1913.
16. "Ill Luck at Tables," *Bismarck Daily Tribune*, August 18, 1911.
17. "'Baron' Arkovy a Suicide," *New York Sun*, April 19, 1913; "Gambling, Insomnia, and Morphia," *Manchester Guardian*, April 19, 1913.
18. *Town Topics* 69 (January–June 1913).
19. *Town Topics*, March 9, 1905.
20. Alice Sparberg Alexiou, *The Flatiron: The New York Landmark and the Incomparable City That Arose with It* (New York: St. Martin's Press, 2010), 178–83.
21. Lucius M. Beebe, *The Lucius Beebe Reader*, ed. Charles Clegg and Duncan Emrich (New York: Doubleday, 1967), 119.
22. *Town Topics*, March 9, 1905.
23. *Town Topics* 57 (January–June 1907).
24. *Town Topics* 57, no. 6 (February 7, 1907).
25. "Songs of Winter," *Town Topics* 61, no. 7 (February 18, 1909).
26. "United States Realty: A Pioneer in Realty," *Wall Street Journal*, August 12, 1902.
27. "Waiters Don't Want to Take Your Tips," *New York Times*, October 31, 1911.
28. "Smiles Cost \$1 Each," *Washington Post*, May 10, 1912.
29. "Waiters Strike Spreading Fast," *New York Times*, May 31, 1912.
30. "Waiters Quitting Hotel After Hotel," *New-York Tribune*, May 31, 1912.
31. Marcy S. Sacks, *Before Harlem: The Black Experience in New York City Before World War I* (Philadelphia: University of Pennsylvania Press, 2006), 108–9.
32. "Hotel Men Face Grave Situation," *New York Age*, October 19, 1911, 1; and "Colored Waiters Plan National Conference," *New York Age*, April 25, 1912.
33. "Waiters Quitting Hotel After Hotel," *New-York Tribune*, May 31, 1912.
34. "Waiters Strike Spreading Fast," *New York Times*, May 31, 1912.
35. "Negro Waiters in Best Hotels," *New York Age*, June 6, 1912, 1.
36. "Waiters Out in 17 More Places," *New York Times*, June 1, 1912.
37. "Negro Waiters in Best Hotels," *New York Age*, June 6, 1912, 1; and Sacks, *Before Harlem*, 128.
38. "Police Draw Guns on Rioting Waiters," *New-York Tribune*, June 2, 1912.
39. *State of New York Department of Labor Bulletin* 14, nos. 50–53 (1912): 275–77.
40. "Waiters Out in 17 More Places," *New York Times*, June 1, 1912.
41. "Police Draw Guns on Rioting Waiters," *New-York Tribune*, June 2, 1912.
42. "Won't Take Back Waiters Who Struck," *New York Times*, June 27, 1912.
43. "Colored Waiters to Give Up Positions," *New York Age*, June 13, 1912.

#### Chapter 4: The Wet Age

1. "Dogs Dyed to Match Milady's Gown Even If It's 'Yaller,'" *New-York Tribune*, October 24, 1914.
2. "Women Drivers in Endurance Auto Run," *Farmer*, January 11, 1909.
3. "Costly Wedding," *Courier-Journal*, January 30, 1910.
4. "Loss of Beauty Led to Suicide," *Nashville American*, June 13, 1909.
5. "Crushed: By Neglect of Her Son," *Cincinnati Enquirer*, April 23, 1908.
6. "Bought Secrecy for Ruiz Suicide," *New York Times*, June 12, 1909.
7. Erik Larson, *Dead Wake: The Last Crossing of the Lusitania* (New York: Penguin, 2015).
8. Diana Preston, *Lusitania: An Epic Tragedy* (New York: Bloomsbury, 2002).
9. Eve Brown, *The Plaza, 1907–1967: Its Life and Times* (New York: Meredith Press, 1967), 62.
10. Albert W. Fox, "Paid 'Peace' Millions," *Washington Post*, October 1, 1917.
11. "A Separate Peace with France was the Object of Bolo's Plotting," *New York Times*, October 5, 1917, 1; "Activities of Bolo Pasha as German Agent," *New York Times Current History*, November 1, 1917; "Bolo Letter Named Hearst as 'My Friend,'" *New-York Tribune*, July 31, 1918.
12. Brown, *Plaza*, 62.
13. "Oh, Dear! War Luncheon Is Frugal at \$10 a Plate," *Brotherhood of Locomotive Firemen and Enginemen's Magazine*, January 15, 1917.
14. "War-Bread Menu for All Hotels Here," *New York Times*, July 11, 1917.
15. "Penalize Big Hotels for Sugar Hoarding," *New York Times*, August 4, 1918.
16. "Patrons Offer to Help," *New York Times*, November 11, 1918.
17. Brown, *Plaza*, 64.
18. Michael A. Lerner, *Dry Manhattan: Prohibition in New York City* (Cambridge, MA: Harvard University Press, 2008), 42.
19. "The Dry Fashion," *New York Times*, January 16, 1919, 12.
20. Frederick L. Allen, *Only Yesterday: An Informal History of the 1920s* (New York: Wiley, 1997), 213.
21. "In the Hotel Field: National Hotelmen's Exposition," *Bonfort's Circular*, June 15, 1917.
22. "Anti-Saloon League Inquiry Called For," *New York Times*, March 4, 1919.
23. "Hotel Men to Fight to Restore Liquor," *New York Times*, January 24, 1919.
24. Lerner, *Dry Manhattan*, 134.
25. "Near-Dry New York Amends Old Drinking Customs," *New York Times*, July 20, 1919.
26. "At Last Prohibition Clamps the Lid on Tight," *New-York Tribune*, November 2, 1919.

## Notes

27. "When Hotels Mirrored New York's Life," *New York Times Magazine*, March 6, 1932.
28. "Near-Dry New York Amends Old Drinking Customs," *New York Times*, July 20, 1919.
29. "What Will New York Hotels Do Without Bars?" *New-York Tribune*, April 13, 1919.
30. "The Hotel Under Prohibition," *Saturday Evening Post*, October 14, 1922.
31. W. L. Hamilton, *Promoting New Hotels: When Does It Pay?* (New York: Harper & Brothers, 1930), 136.
32. "What Is Your Room Cost per Day?" *Hotel World*, February 5, 1921.
33. "Near-Dry New York Amends Old Drinking Customs," *New York Times*, July 20, 1919.
34. Lerner, *Dry Manhattan*, 45.
35. Stanley Walker, *The Night Club Era* (New York: Blue Ribbon Books, 1933), 61.
36. "Drought Closes Hotel," *New York Times*, January 25, 1920.
37. "Woolworth Heiress Robbed at the Plaza of \$750,000 in Gems," *New York Times*, October 2, 1925.
38. "Donahue Gem Thief Is Sought in London," *New York Times*, November 12, 1925.
39. "'Flask Parties' Will Enhance Joy of New Year's Eve," *New-York Tribune*, December 27, 1919.
40. H. I. Brock, "New York's Cocktail Hour," *New Republic*, January 11, 1922.
41. "At Last Prohibition Clamps the Lid on Tight," *New-York Tribune*, November 2, 1919.
42. "Plaza Waiter Arrested," *New York Times*, June 1, 1921.
43. "33 Got Christmas Rum," *New York Times*, April 8, 1921.
44. "Along Fifth Avenue," *Hartford Courant*, November 11, 1923.
45. Brown, *Plaza*, 66–67.
46. "New York Society," *Chicago Daily Tribune*, January 29, 1928.
47. F. Scott Fitzgerald, "My Lost City," in *Fitzgerald: My Lost City; Personal Essays, 1920–1940*, ed. James L. W. West III (Cambridge: Cambridge University Press, 2005).
48. Arthur Mizener, *The Far Side of Paradise: A Biography of F. Scott Fitzgerald* (New York: Vintage, 1959).
49. *Ibid.*
50. Edmund Wilson, "The Delegate from Great Neck," in *The Shores of Light: A Literary Chronicle of the 20s and 30s* (New York: Farrar, Straus and Young, Inc. Publishers, 1952).
51. Curtis Gathje, *At the Plaza: An Illustrated History of the World's Most Famous Hotel* (New York: St. Martin's Press, 2000), 59.

## Notes

52. Allen, *Only Yesterday*, 97.
53. "Stockingless Fad Not for The Plaza," *Women's Wear*, July 17, 1919.
54. "'Shimmy' and Its Allies in Discard as Oldtime Dance Steps Return," *New-York Tribune*, June 13, 1920.
55. Fitzgerald, "My Lost City," 112.

### Chapter 5: The Big Landlord

1. "Arrest Black Again; To Press Liquor Charge," *New-York Tribune*, March 21, 1921.
2. "Jury Samples Liquor; Acquits Harry Black," *New York Herald*, March 25, 1921.
3. "Drank His Liquor, Jury Then Found Black Not Guilty," *Evening World*, March 25, 1921; and "What the Jury Swallowed," *Evening World*, March 26, 1921.
4. "U.S. Realty & Improvement Had a Prosperous Year," *Wall Street Journal*, May 26, 1921.
5. Donald L. Miller, *Supreme City: How Jazz Age Manhattan Gave Birth to Modern America* (New York: Simon & Schuster, 2014), 232.
6. "Modification of Zoning Ordinance: The Plaza Hotel," *American Architect*, December 1, 1920.
7. "Hotel Plaza Addition, New York," *Architecture and Building*, February 1922.
8. *Town Topics* 86, no. 14 (October 6, 1921).
9. "The Big Landlord," *Wall Street Journal*, June 11, 1926.
10. Hand-Book of Securities, compiled by the *Commercial and Financial Chronicle* (New York: W. B. Dana Co., 1907–1928).
11. "City Realty Value Jumps One Billion to \$11,275,526,200," *New York Times*, October 2, 1923; and "U.S. Realty Earnings Show Improvement," *Wall Street Journal*, December 30, 1925.
12. "Harry Black, Genial Individualist," *Wall Street Journal*, July 23, 1930.
13. "Black Retains Domination of U.S. Realty Co.," *New York Herald*, November 26, 1924.
14. Paul Starrett, *Changing the Skyline: An Autobiography* (New York: McGraw-Hill, 1938), 69.
15. "Urges Legislation to Prevent Changing Names," *Jewish Advocate*, March 21, 1929.
16. Miller, *Supreme City*, 184.
17. Tom Shachtman, *Skyscraper Dreams: The Great Real Estate Dynasties of New York* (AuthorHouse, 2000), 111.
18. "Urges Legislation to Prevent Changing Names," *Jewish Advocate*, March 21, 1929.
19. *Town Topics*, March 23, 1922.
20. Frederick L. Allen, *Only Yesterday: An Informal History of the 1920s* (New York: Wiley, 1997), 144.
21. *Ibid.*, 141–42.



## Notes

22. Ibid., 273.
23. Starrett, *Changing the Skyline*, 115–16.
24. “The Big Landlord,” *Wall Street Journal*, June 11, 1926.
25. Ibid.
26. David J. Jacobson, “What’s Ahead for the Hotel Industry?” *Harvard Business Review* 24, no. 3 (1946): 339–55.
27. “Trade Upturn Seen by Hotel Leader,” *New York Times*, March 21, 1931.
28. William S. Beinecke, *Bernhard Beinecke: A Memoir* (New York: Prospect Hill Press, 2005), 35.
29. John Kenneth Galbraith, *The Great Crash, 1929* (Boston: Mariner Books, 2009), 150.
30. “City Bank Men on Board of Realty & Improvement,” *New York Herald Tribune*, May 16, 1928.
31. “Plan New Method of Realty Finance,” *New York Times*, March 3, 1929.
32. “1929 Investment Styles,” *New York Herald Tribune*, March 14, 1929.
33. “\$1,253,702,357 Rise in Taxable Realty on City’s 1930 Rolls,” *New York Times*, October 2, 1929.
34. “U.S. Realty Cash Ample for Needs,” *Wall Street Journal*, August 16, 1929.
35. Galbraith, *Great Crash, 1929*, 92.
36. Eve Brown, *The Plaza, 1907–1967: Its Life and Times* (New York: Meredith Press, 1967).
37. Galbraith, *Great Crash, 1929*, 95.
38. “Financial Markets,” *New York Times*, October 19, 1929.
39. Starrett, *Changing the Skyline*, 262.
40. “H.S. Black, Stricken in Bathtub, Better,” *New York Times*, October 20, 1929.
41. “Tub Victim Saved After Nine Hours,” *Washington Post*, October 20, 1929.
42. Brown, *Plaza*, 71.
43. “H.S. Black Kills Self; Real Estate Magnate,” *Washington Post*, July 20, 1930.
44. “H.S. Black Ends Life by Bullet in Home; No Motive Revealed,” *New York Times*, July 20, 1930.
45. “Harry Black Will Disposes of \$5,240,511,” *New York Herald*, July 8, 1931.
46. “H.S. Black’s Estate Down to \$5,240,511,” *New York Times*, July 8, 1931.
47. “\$4,182,690 Loss Taken By H.S. Black Estate,” *New York Times*, March 9, 1935.
48. Galbraith, *Great Crash, 1929*, 129.

## Chapter 6: The Thirty-Nine Widows of the Plaza

1. Lucius Beebe, “This New York,” *New York Herald Tribune*, April 8, 1939.
2. “Sunday Inspiration,” *Washington Post*, May 19, 1917, citing the *St. Paul Pioneer Press*.

## Notes

3. "Cocktails from Nursing Bottles at 'Baby Party,'" *St. Louis Post-Dispatch*, December 30, 1916; "Sunday Inspiration," *Washington Post*, May 19, 1917, citing the *St. Paul Pioneer Press*; and John Ayto, *Movers and Shakers: A Chronology of Words That Shaped Our Age* (Oxford: Oxford University Press, 1999), 61.
4. "Her Own and Hotel's Jubilee," *New York Herald Tribune*, March 10, 1957.
5. "Bells in Honor of Bride's Name," *St. Louis Post-Dispatch*, December 31, 1905.
6. "Walsh Arrested, Freed by Mayor," *St. Louis Post-Dispatch*, October 1, 1906.
7. "Society," *Detroit Free Press*, October 14, 1906.
8. "St. Louis Society's Rival Stars," *St. Louis Post-Dispatch*, November 5, 1911.
9. *Town Topics* 90, no. 17 (October 25, 1923).
10. "Obituary," *Railroad Age*, April 13, 1929; and *Town Topics* 90, no. 17 (October 25, 1923).
11. "This New York," *Atlanta Constitution*, August 25, 1940.
12. "Plaza to Fete 50-Year Tenant," *New York Times*, March 10, 1957.
13. "'Broadway' Ed Sullivan," *Washington Post*, November 28, 1935.
14. "This New York," *Atlanta Constitution*, August 4, 1940.
15. "New York Day by Day," *Austin Statesman*, Dec. 31, 1935; and "Report to the City Judge," *Austin Statesman*, February 22, 1931.
16. "On Radio," *New York Times*, March 21, 1957.
17. *New York Herald Tribune*, February 15, 1937, 6.
18. Sam Irvin, *Kay Thompson: From Funny Face to Eloise* (New York: Simon & Schuster, 2010), 190; "Dining Out," *Post Standard* (Syracuse, New York), July 18, 1949; Marie Brenner quoting Hilary Knight, *Vanity Fair*, December 1996.
19. "Hungarian Princess Travels with Menagerie of Wild Pets," *Detroit Free Press*, June 21, 1908.
20. Marquise de Fontenoy [pseudonym for Frederick Philip Lewis Cunliffe-Owen], "Artist Princess and Her Chasseur," *Washington Post*, March 18, 1909.
21. "A Protégé of Royalty," *New York Times*, July 12, 1896.
22. "It Just Looked as If Gwendolyn Had Laid an Egg," *Daily Boston Globe*, January 6, 1937; "Gives Lion to Princess," *New-York Tribune*, April 18, 1911.
23. "Princess Bars Out American Duchess," *New York Times*, April 26, 1910.
24. *Ibid.*
25. "Inability to Spend Million a Year Annoys Princess," *Los Angeles Times*, July 20, 1910.
26. Eve Brown, *The Plaza, 1907–1967: Its Life and Times* (New York: Meredith Press, 1967), 100; "Two Views on the \$1,000 Wardrobe of Mrs. Wilson," *Washington Post*, February 26, 1913.
27. "Indict W.S. Bennet on Princess's Notes," *New York Times*, July 12, 1917.

## Notes

28. "Parlaghy Horses Get a Reprieve," *New-York Tribune*, December 17, 1914.
29. "Care Free, Princess Entertains 'At Home,'" *New-York Tribune*, March 2, 1916.
30. "Princess So Ill Sheriff Orders His Picket Away," *New-York Tribune*, August 29, 1923, 7; and "Royal Honors Mark Burial of Needy Princess," *New-York Tribune*, September 2, 1923, 10.
31. "It Happened Last Night," *Newsday*, June 10, 1954.
32. Brown, *Plaza*, 155–56.
33. "Wright Revisited," *New Yorker*, June 16, 1956.
34. From Salomone's unpublished memoir. From the story titled "Plaza Sweets," in the chapter titled "Permanent Guests."
35. "Ladies' Quips Enliven Plaza's Golden Party," *New York Herald Tribune*, March 11, 1957.
36. Ira Henry Freeman, "Plaza to Fete 50-Year Tenant," *New York Times*, March 10, 1957.
37. "Mrs. Clara Bell Walsh Dies; Lived 50 Years at the Plaza," *New York Herald Tribune*, August 14, 1957.
38. "Beinecke Dies; Headed Board of Plaza Hotel: Official, 86, Helped to Found Hammond Chain, Which Included Copley-Plaza Hotel Chairman," *New York Herald Tribune*, December 21, 1932.
39. "Mrs. EA Strong Leaps to Death at Plaza Hotel," *New York Herald Tribune*, April 12, 1940.
40. "Removal of Pulitzer Fountain Considered; So Broken, It Is Held to Mar Plaza Square," *New York Times*, August 22, 1928.
41. Roy Rosenzweig and Elizabeth Blackmar, *The Park and the People: A History of Central Park* (Ithaca, NY: Cornell University Press, 1992), 439–42.
42. David J. Jacobson, "What's Ahead for the Hotel Industry?" *Harvard Business Review* 24, no. 3 (1946): 339–55.
43. Ibid.
44. Ibid.
45. United States Realty and Improvement Company consolidated company annual reports, 1911–13, 1915, and 1919–42.
46. Thomas Ewing Dabney, *The Man Who Bought the Waldorf: The Life of Conrad N. Hilton* (New York: Duell, Sloan, and Pearce, 1950).
47. Ibid., 171.
48. "A More Perfect Union," Robert Kuttner, *American Prospect*, November 28, 2011, <http://prospect.org/article/more-perfect-union-1>.
49. "Hotel Men Ratify Union Agreement," *New York Times*, December 28, 1938.
50. U.S. Bureau of Labor Statistics, *Handbook of Labor Statistics*, 1947 ed.; Bulletin No. 916, p. 89.

## Notes

51. PBS.org, [http://www.pbs.org/blackpress/news\\_bios/afroamerican.html](http://www.pbs.org/blackpress/news_bios/afroamerican.html); and "Urban League Forces Opening in Hotel Union," *Afro-American*, April 15, 1939.
52. John H. Thompson, "How Is the Race Faring in Union Organizations Which Have Spread Throughout Industrial Plants?" *Chicago Defender*, September 30, 1939, 13.
53. "Organize New Hotel League," *New York Amsterdam News*, July 22, 1939, 5.
54. "New York Like Atlanta; Opens Back Doors, Freight Elevators to Insult Patrons," *Afro-American*, July 29, 1933.
55. Ralph Matthews, "Looking at the Stars with Ralph Matthews," *Afro-American*, March 26, 1932.
56. "Glorified by Ziegfeld," *New Journal and Guide*, July 25, 1931.
57. *New York Herald Tribune*, September 6, 1929, 14.
58. "Prescription for Love," *New York Amsterdam News*, February 19, 1938.
59. Brown, *Plaza*, 76; and "Hotel Plaza Plans New Cocktail Room," *New York Times*, January 31, 1934.
60. Brown, *Plaza*, 79.
61. "At the Persian Room Opening—Fur Capes and Silver Lamé Gowns," *Women's Wear Daily*, September 26, 1935.
62. "New Year's Eve Dance to Aid Crippled Children," *New York Herald Tribune*, December 14, 1936.
63. "Women Get \$174,297 for Needy Families," *New York Times*, March 11, 1932.
64. "U.S. Realty Reports Net Loss of \$535,633 for Year to December 31," *Wall Street Journal*, January 16, 1937.
65. "Dry Law Called Hotel Bane," *New York Herald Tribune*, April 24, 1932.
66. "Beineckes Take Black Home," *New York Herald Tribune*, October 28, 1930; and "R.G. Babbage Resigns as U.S. Realty Head; Beinecke Succeeds Him," *Wall Street Journal*, June 18, 1936.
67. Stock prices from *New York Times*, June 18, 1936; and from *New York Times*, July 18, 1939.
68. "Purely Gossip," *Wall Street Journal*, November 5, 1943.
69. "U.S. Realty President," *New York Herald Tribune*, October 20, 1942.
70. "U.S. Realty Moves in Reorganization," *New York Times*, February 2, 1944.

## Chapter 7: Wartime

1. Lucius M. Beebe, "The Plaza: 1947," in *The Lucius Beebe Reader*, ed. Charles Clegg and Duncan Emrich (New York: Doubleday, 1967), 123.
2. Thomas Ewing Dabney, *The Man Who Bought the Waldorf: The Life of Conrad N. Hilton* (New York: Duell, Sloan, and Pearce, 1950), 170.

## Notes

3. Mason B. Williams, *City of Ambition: FDR, La Guardia, and the Making of Modern New York* (New York: W. W. Norton, 2013), 308, 327.
4. David J. Jacobson, "What's Ahead for the Hotel Industry?" *Harvard Business Review* 24, no. 3 (1946): 346.
5. Dabney, *Man Who Bought the Waldorf*, 173.
6. "Conservation in Hotels—A War Necessity," *Hotel Monthly*, July 1942.
7. "Cooking and Baking WITHOUT Sugar," *Hotel Monthly*, June 1942.
8. "Diners-Out Relish Meat of Buffalo," *New York Times*, February 3, 1945.
9. "Meatless Tuesday Goes Well in City," *New York Times*, October 21, 1942.
10. "News of Food," *New York Times*, November 12, 1942.
11. "Former Bellboy at Plaza Hotel Is Now Orderly to Eisenhower," *New York Herald Tribune*, January 12, 1943; and *Mini-Maxims*, March 1944.
12. *Hiltonitems*, April 1948.
13. "Personnel Problems," *Hotel Monthly*, April 1942.
14. "Girl Service Captains Replace Bell Boys," *Hotel Monthly*, January 1943.
15. *Hiltonitems*, July 1947.
16. "The Effect of the War on Employee-Employer," *Hotel Monthly*, June 1944.
17. "Negro Women for Hotel Work," *Hotel Monthly*, February 1943.
18. Dabney, *Man Who Bought the Waldorf*, 12.
19. *Ibid.*, 92.
20. *Ibid.*, 110.
21. *Ibid.*, 116.
22. *Ibid.*, 117.
23. *Ibid.*, 150.
24. Conrad N. Hilton, *Be My Guest* (New York: Simon & Schuster, 1957), 195.
25. M. V. Casey, "Californian Buys Control of Roosevelt," *New York Herald Tribune*, June 6, 1943.
26. *Ibid.*, 194.
27. Hilton, *Be My Guest*, 194–95.
28. *Ibid.*, 197.
29. "\$60,000,000 Hilton Hotel Concern Formed as Four Companies Merge," *New York Times*, June 7, 1946.
30. Dabney, *Man Who Bought the Waldorf*, 253.
31. Hilton, *Be My Guest*, 199.
32. Eve Brown, *The Plaza, 1907–1967: Its Life and Times* (New York: Meredith Press, 1967), 188.
33. "The Beautiful and the Damned," *New Yorker*, January 20, 1945.
34. Brown, *Plaza*, 188.
35. *Hiltonitems*, June 1948.

## Notes

36. "Plaza Shop Finds Personalized Selling Wanted by Hotel Guests," *Women's Wear Daily*, May 17, 1945.
37. "Hotels in Action," *Wall Street Journal*, August 12, 1948.
38. "Supervisory Training Custom Made at Hotel Plaza," *Hotel Gazette*, July 3, 1948.
39. "Cecil Beaton Explores Plaza's Sub-Basement to Re-Decorate His Own Suite in the Hotel," *New York Herald Tribune*, May 14, 1946; and "The Special World of Cecil Beaton," *Good Housekeeping*, January 1958.
40. "The Beautiful and the Damned," *New Yorker*, January 20, 1945.
41. J. Randy Taraborrelli, *The Hiltons: The True Story of an American Dynasty* (New York: Grand Central, 2014).
42. Hilton, *Be My Guest*, 197–200.
43. "Trends in the Hotel Business, 1943," *Hotel Monthly*, November 1944.
44. "June Hotel Occupancy Highest Ever," *Hotel Monthly*, July 1945.
45. Brown, *Plaza*, 82.
46. Hildegard, *Over 50—So What!* (New York: Doubleday, 1963), 73.
47. Brown, *Plaza*, 84.
48. Gabor claimed always to be winner, but she was runner-up, according to this article by George Frazier in *Cosmopolitan*, September 1950, 34–39, 124–25.
49. Hilton, *Be My Guest*.
50. *Ibid.*, 191–92.
51. George Frazier, in *Cosmopolitan*, September 1950, 34–39, 124–25.
52. *Mini-Maxims*, November 1945.
53. "The Latest Fugitive from Sherlock Holmes," *New York Herald Tribune*, October 12, 1947.
54. "What Goes On? Hammer and Sickle Fly over Capitalistic Plaza," *Atlanta Constitution*, March 22, 1946.
55. "A Toast to the Plaza," *New York Herald Tribune*, October 3, 1947.
56. "Plaza Marks 40th Year at Brilliant Fete of 4 Decades," *New York Herald Tribune*, October 3, 1947.
57. "Plaza Observes 40 Sedate Years," *New York Times*, October 4, 1947.

## Chapter 8: The Real Eloise

1. Cynthia Lindsay, "Kay Thompson," *McCall's*, January 1957.
2. *New Yorker*, May 12, 1956, 34.
3. Marie Brenner, "Kay and Eloise," *Vanity Fair*, December 1996.
4. Cynthia Lindsay, "Kay Thompson," *McCall's*, January 1957.
5. Bill Smith, "Persian Room, Plaza Hotel, New York" *Billboard*, September 28, 1951.
6. *Harper's Bazaar*, September 1952.

## Notes

7. Sam Irvin, *Kay Thompson: From Funny Face to Eloise* (New York: Simon & Schuster, 2010), 182.
8. Cecil Smith, "Kay Thompson Sounds Like 'Eloise,'" *Los Angeles Times*, June 3, 1956.
9. "Authors & Editors," *Publishers Weekly*, May 12, 1969.
10. Marie Brenner, "Kay and Eloise," *Vanity Fair*, December 1996.
11. Cecil Smith, "Kay Thompson Sounds Like 'Eloise,'" *Los Angeles Times*, June 3, 1956.
12. Irvin, *Kay Thompson*, 20.
13. Cynthia Lindsay, "Kay Thompson," *McCall's*, January 1957; and Cecil Smith, "Kay Thompson Sounds Like 'Eloise,'" *Los Angeles Times*, June 3, 1956.
14. From the 2015 HBO documentary *It's Me: The Man Who Drew Eloise*.
15. Sarah Larson, "The Girl with the Eloise Tattoo," *New Yorker*, March 23, 2015.
16. Cynthia Lindsay, "Kay Thompson," *McCall's*, January 1957.
17. Irvin, *Kay Thompson*, 207.
18. Cynthia Lindsay, "Kay Thompson," *McCall's*, January 1957.
19. Kay Thompson, *Kay Thompson's Eloise: A Book for Precocious Grown Ups* (New York: Simon & Schuster, 1955).
20. Irvin, *Kay Thompson*, 207.
21. Sarah Larson, "The Girl with the Eloise Tattoo," *New Yorker*, March 23, 2015.
22. *Life*, December 12, 1955, 149.
23. Irvin, *Kay Thompson*, 211.
24. Charles Mercer, "'Eloise' Will Come to Life on Playhouse 90," *Oakland Tribune*, November 11, 1956.
25. Irvin, *Kay Thompson*, 212.
26. *Ibid.*, 213.
27. *New Yorker*, May 12, 1956, 34.
28. *Publishers Weekly*, May 12, 1969.
29. *Hiltonitems*, December 1955.
30. *New Yorker*, May 12, 1956, 34.
31. Eugenia Sheppard, "Boom Time for Tricycles," *New York Herald Tribune*, April 9, 1956, 12.
32. Curtis Gathje, *At The Plaza: An Illustrated History of the World's Most Famous Hotel* (New York: St. Martin's Press, 2000).
33. Irvin, *Kay Thompson*, 213.
34. Rex Reed, *People Are Crazy Here* (New York: Delacorte Press, 1974).
35. Irvin, *Kay Thompson*, 215.
36. Marie Brenner, "Kay and Eloise," *Vanity Fair*, December 1996.
37. "Novel Kit," *Women's Wear Daily*, October 2, 1957; Irvin, *Kay Thompson*, 267; and "Eloise Keeps Kay Thompson on the Go," Associated Press, October 20, 1958.

## Notes

38. "After Work a Time for Reading," *New York Times*, November 29, 1959.
39. Marie Brenner, "Kay and Eloise," *Vanity Fair*, December 1996.
40. "Eloise Keeps Kay Thompson on the Go," Associated Press, October 20, 1958.
41. Marie Brenner, "Kay and Eloise," *Vanity Fair*, December 1996.
42. *Pocono Record*, December 12, 1972, 9.
43. Endnotes for Irvin, *Kay Thompson*, [http://www.kaythompsonwebsite.com/index\\_htm\\_files/ENDNOTES\\_1\\_2018.pdf](http://www.kaythompsonwebsite.com/index_htm_files/ENDNOTES_1_2018.pdf).
44. Eric Foner, *Give Me Liberty! An American History*, vol. 2, *From 1865*, 4th ed. (New York: W. W. Norton, 2014), 933–34.
45. Craig Claiborne, "Elegance of Cuisine Is on Wane in U.S.," *New York Times*, April 13, 1959, 1.
46. "Liquid Pancakes, Plaza Waiter Controls the Formula," *Hiltonitems*, July 1950, 7.
47. According to Eve Brown.
48. Anna Boiardi, *Delicious Memories: Recipes and Stories from the Chef Boyardee Family* (New York: Stewart, Tabori and Chang, 2011), 10.
49. Eve Brown.

## Chapter 9: Party of the Century

1. Phone call with Lourdes Salomone in October 2016.
2. Tom Wolfe, "Beatles Conquer New York," *Boston Globe*, February 8, 1964.
3. "With Rag-Mop Hairdos, Guitars Beatles Conquer New York," *Boston Globe*, February 8, 1964, 1.
4. "The Beatles Invade, Complete with Long Hair and Screaming Fans," *New York Times*, February 8, 1964, 25.
5. Ibid.
6. Gertrude Wilson [pseud.], "Laugh Clowns, Laugh!" *New York Amsterdam News*, February 22, 1964, 11.
7. Phone call with Lourdes Salomone in October 2016.
8. Louise Davis, "Adventures of the Happy Innkeeper," *Tennessean*, February 11, 1968.
9. Interview with Gregg Salomone at his home in Chicago in September 2016.
10. Louise Davis, "Adventures of the Happy Innkeeper," *Tennessean*, February 11, 1968.
11. Ibid.
12. Lucius Beebe, "Swank Trend in Offices Bolstered by Newcomer," *Washington Post*, December 10, 1944.
13. "New York's Plaza Hotel Sold to Boston's A.M. Sonnabend," *Daily Boston Globe*, October 15, 1953.



## Notes

14. "A.M. Sonnabend Is Dead at 67; Boston Industrialist-Financier," *New York Times*, February 12, 1964, 33.
15. "Sonnabend Puts Tax Laws to Work," *Chicago Daily Tribune*, November 23, 1958, A9.
16. "The Grand Hotel: Aging but Still Elegant," *Wall Street Journal*, August 23, 1965.
17. "'Happy Accumulator' Eying Deals," *New York Herald Tribune*, March 22, 1959, A5.
18. "Rising Costs Spur Hotels' Automation," *New York Times*, January 31, 1960, F1.
19. Franklin Whitehouse, "Hotel Business Improving Here," *New York Times*, February 12, 1967.
20. "Hilton Hotels Sells Roosevelt, Mayflower to Hotel Corp.," *Wall Street Journal*, March 1, 1956, 6.
21. Materials from the Hospitality Industry Archives from the Conrad N. Hilton College of Hotel & Restaurant Management at the University of Houston.
22. "Wet Protest Staged at Savoy Plaza," *New York Times*, October 3, 1964, 31.
23. "Women Score G.M. on Building Plan," *New York Times*, January 20, 1965, 41.
24. "Hotel Corp. Sees '64 Net More Than Doubling," *Wall Street Journal*, May 14, 1965; and "Helmsley May Buy Plaza Hotel," *New York Times*, March 1, 1973, 57.
25. "Year of the Air Conditioning," *New York Times*, July 8, 1956, 86.
26. "Plaza Pressing Expansion Drive," *New York Times*, November 17, 1964.
27. Ibid.
28. "The Grand Hotel," *Wall Street Journal*, August 23, 1965, 1.
29. Amy Fine Collins, "A Night to Remember," *Vanity Fair*, July 1996.
30. "Capote Is Cold Blooded to the Uninvited Masses," *Washington Post, Times Herald*, November 25, 1966, C1.
31. Deborah Davis, *Party of the Century: The Fabulous Story of Truman Capote and His Black and White Ball* (Hoboken, NJ: Wiley, 2006), 154.
32. Helen Markel, "The Special World of Cecil Beaton," *Good Housekeeping*, January 1958.
33. Marie Brenner, "Kay and Eloise," *Vanity Fair*, December 1996.
34. "Capote Bids to Spur Grim Social Routine," *Los Angeles Times*, October 21, 1966, C12.
35. Davis, *Party of the Century*, 176; and "Capote Is Cold Blooded to the Uninvited Masses," *Washington Post, Times Herald*, November 25, 1966.
36. "A Man of Letters Throws an A-OK Champagne Party," *Los Angeles Times*, November 30, 1966, D1.
37. Marie Brenner, "Kay and Eloise," *Vanity Fair*, December 1996.

38. Curtis Gathje, *At The Plaza: An Illustrated History of the World's Most Famous Hotel* (New York: St. Martin's Press, 2000), 133.
39. Davis, *Party of the Century*, 157.
40. *Ibid.*, 226–27.
41. Marie Brenner, “Kay and Eloise,” *Vanity Fair*, December 1996.
42. Judith A. Hennessee, *Betty Friedan: Her Life* (New York: Random House, 1999), 121–22.
43. *Ibid.*

## Chapter 10: Prostitutes' Promenade

1. “Suspect Seized in Plaza Bomb Threat,” *New York Times*, September 8, 1973, 35; and “Hotel President Pays Extortion; Man Nabbed,” *Hartford Courant*, September 8, 1973.
2. “Cartman Talks Go On Uncertainly as Trash Piles Continue to Mount,” *New York Times*, December 6, 1978, B4.
3. “Graft Paid to Police Here Said to Run into Millions,” *New York Times*, April 25, 1970, 1.
4. “Entrance to the Plaza Hotel Is the Scene of Assassination Attempt,” *New York Times*, April 25, 1970, 1.
5. “5 Thugs at Plaza Get \$45,000 Gems,” *New York Times*, August 1, 1972, 1.
6. “Intruder Slashes State Man at New York Hotel,” *Hartford Courant*, May 27, 1974.
7. “4 Robbed in Chauffeured Limousine; 2 Gunmen Get \$265,000 in Jewelry,” *New York Times*, May 14, 1973, 39.
8. “German Politician Robbed of \$235 in New York City,” *Hartford Courant*, March 16, 1971, 35.
9. “Vendors Jam 5th Ave. on Summer Sundays,” *New York Times*, July 27, 1979, B1.
10. “The Plaza's President Is Confident,” *Sun*, February 9, 1973, B6.
11. Interview conducted with Stephanie Sonnabend at her home in Massachusetts, December 2016.
12. “Hotel Corp. Has a Mod President,” *Boston Sunday Globe*, April 13, 1969, 106.
13. Interview with George Abrams at his office in Boston, December 2016.
14. *Lodging Hospitality*, November 1975.
15. “Persian Room Era at Definitive End,” *Variety*, May 10, 1978.
16. Margaret Cousins, “Affair at the Plaza,” *Good Housekeeping*, August 1956.
17. “An Edwardian Splendor or Green Tulip Modern?” *New York Times*, November 5, 1971.
18. “If It's Good, Leave It Alone,” *New York Times*, October 31, 1971, D22.
19. “An Edwardian Splendor or Green Tulip Modern?” *New York Times*, November 5, 1971, 45.

## Notes

20. "We Are Not 'Raping' the Plaza," *New York Times*, November 21, 1971, D27.
21. "Many Restaurants in the City Report Gains," *New York Times*, January 14, 1972, 1.
22. Roger came up with this advertising campaign with Paul Sonnabend, Roger's younger brother.
23. "Advertising: A Mood of Caution," *New York Times*, September 20, 1962.
24. Interview conducted with Gary Lavenson at his home near Boston, December 2016.
25. Interview conducted with Peter Sonnabend at the Boston Harbor Hotel, December 2016.
26. James Lavenson, "Think Strawberries," speech delivered before the American Medical Association, New York, New York, February 7, 1974.
27. According to Stephanie and Peter Sonnabend.
28. "HCA Head Sees Business Role in US Urban Crisis," *Jewish Advocate*, June 27, 1968, 10.
29. "Harlem's New Look in Building," *New York Amsterdam News*, May 18, 1968, 1.
30. "Harlem to Get 230-Room Hotel Constructed with Local Funds," *New York Times*, May 10, 1968, 1.
31. "The Jaundiced Eye," *New York Amsterdam News*, June 17, 1972, D1.
32. "New York City Is Pressing Real-Estate Concern for Upkeep Accord," *New York Times*, September 4, 1976, 18; and "4 Groups Are Key Landlords for Midtown Sex Industry," *New York Times*, July 10, 1977, A1.
33. "Alex DiLorenzo Jr. Dies; Leader in Real Estate, 58," *New York Times*, September 6, 1975, 22.
34. "The Goldman-DiLorenzo Empire and the Toss of a Coin," *New York Times*, June 3, 1979.
35. "Hilton Reports Gains," *Chicago Tribune*, August 27, 1965.
36. Sonesta's ownership of the Plaza was further complicated by a sale leaseback arrangement with the investor Lawrence Wein, which lasted from 1958 until 1972. For more on this, please read "Hotel Corp. Will Sell Hotel Plaza, New York, Under Leaseback Plan," *Wall Street Journal*, November 21, 1958; and "New York's Hotel Plaza Is Acquired by Sonesta," *Wall Street Journal*, July 6, 1972.
37. "2 New York Realty Men Seek Control of Sonesta," *Boston Globe*, May 10, 1973; "Sonesta Sought by Wellington Associates, but Such a Take-Over May Prove Difficult," *Wall Street Journal*, May 10, 1973; "Sonesta International Files Suit to Block Tender Offer from Wellington Associates," *Wall Street Journal*, May 15, 1973; "Sonesta Won't Sell the Plaza, New York, to Wellington Group," *Wall Street Journal*, May 3, 1974.
38. "Sonesta's Plaza Hotel Is Sought by Partners in New York Concern," *Wall Street Journal*, April 2, 1974.

## Notes

39. "The Plaza Deal," *Seattle Times*, July 16, 1978.
40. "Aging Belasco Prepares for a New Theatrical Life," *New York Times*, January 27, 1975; and "Plaza Buys Murals by Everett Shinn from Old Owners," *New York Times*, May 18, 1976.
41. "The Plaza: 'That Great Old Lady of New York City Hostelryes,'" *Washington Post*, June 15, 1975, 171.
42. Carol Oppenheim, "12 rms, prk vws: For \$150,000 You Can Cuddle Up in the Plaza," *Chicago Tribune*, February 16, 1977.
43. Westin Hotels earnings statements, from the Westin Hotels and Resorts archive at the Washington State University Libraries, Manuscripts, Archives, and Special Collections, Pullman, WA.
44. *New Yorker*, February 27, 1965.

### Chapter 11: Trump's Mona Lisa

1. Ward Morehouse III, *Inside the Plaza: An Intimate Portrait of the Ultimate Hotel* (New York: Applause, 2001), 83–91.
2. Ibid.
3. William H. Meyers, "Stalking the Plaza," *New York Times*, September 25, 1988.
4. *New York*, September 12, 1988, 27.
5. Robert Kearns, "Allegis Selling Westin for \$1.5 Billion: United Airlines' Parent Nears Goal in Restructuring," *Chicago Tribune*, October 28, 1987; Martha M. Hamilton, "Pilots and Investors Ended Allegis Dream," *Washington Post*, June 11, 1987.
6. William H. Meyers, "Stalking the Plaza," *New York Times*, September 25, 1988.
7. Ibid.
8. Lisa W. Foderaro, "Plaza Hotel May Be Sold for Co-Ops," *New York Times*, February 27, 1988.
9. During a speech at the 2016 Republican National Convention, Barrack told the crowd that Trump "played me like a Steinway piano." He said that the more experienced Trump agreed to the Plaza's high price tag so long as Barrack revealed where the hotel's problems were, and how Trump might fix them. "I will pay your boss the price that he wants and I'll close it in one week on one condition: You, Tom Barrack, tell me everything I should know that I don't know," Barrack recounted of that long-ago conversation. It was the moment, Barrack said, that the two men became close.
10. William H. Meyers, "Stalking the Plaza," *New York Times*, September 25, 1988.
11. R. L. Stern and T. Pouschine, "Can Donald Pay His Hotel Bill?" *Forbes*, July 8, 1991.
12. Wayne Barrett, *Trump: The Greatest Show on Earth; the Deals, the Downfall, the Reinvention* (New York: Simon & Schuster, 2016), 148.

## Notes

13. Ivana Trump, *Raising Trump* (New York: Simon & Schuster, 2017).
14. Harry Hurt, *The Lost Tycoon: The Many Lives of Donald J. Trump* (New York: W. W. Norton, 1993), 102.
15. Charles V. Bagli, "A Trump Empire Built on Inside Connections and \$885 Million in Tax Breaks," *New York Times*, September 17, 2016.
16. Barrett, *Trump*, 140.
17. "Plaza Hotel Sold to Donald Trump for \$390 Million," *New York Times*, March 27, 1988.
18. Marie Brenner, "After the Gold Rush," *Vanity Fair*, September 1990.
19. Barrett, *Trump*, 418, 427.
20. Ibid., 429.
21. *Newsday*, March 30, 1988, A8.
22. Marion M. White, "Ivana Trump: Hard Work, Discipline and Self-Reliance," *St. Petersburg Times*, September 26, 1988, 2D.
23. Trump, *Raising Trump*.
24. Marie Brenner, "After the Gold Rush," *Vanity Fair*, September 1990.
25. Trump, *Raising Trump*.
26. Barrett, *Trump*, 5.
27. Marie Brenner, "After the Gold Rush," *Vanity Fair*, September 1990.
28. Michael Kranish and Marc Fisher, *Trump Revealed: The Definitive Biography of the 45th President* (New York: Scribner, 2017), 137.
29. Morehouse, *Inside the Plaza*.
30. "Ivana Trump; She's Putting the Plaza Back on New York's Map," *Ottawa Citizen*, December 8, 1988, D10.
31. Hurt, *Lost Tycoon*, 23.
32. Morehouse, *Inside the Plaza*, 83–91.
33. James A. Revson, "Social Studies: Donald and Ivana Glitz the Plaza," *Newsday*, September 21, 1989, 2.
34. "The Trump Era Begins in the Palm Court," *Newsday*, July 20, 1988, D1.
35. Carol Vogel, "The Plaza Suite: Design," *New York Times*, January 15, 1989.
36. "The Plaza Off Screen: A Real-Life Adventure," *New York Times*, December 4, 1992.
37. "Rourke Rivals Depp," *Cincinnati Post*, November 5, 1994, 12A.
38. Michael Gross, "Inside Donald Trump's One-Stop Parties: Attendees Recall Cocaine and Very Young Models," *Daily Beast*, October 24, 2016.
39. Barrett, *Trump*, 5.
40. Hurt, *Lost Tycoon*, 198–99.
41. Ibid., 196.
42. Ibid., 255–56.

## Notes

43. "Ivana's New Life," *New York Magazine*, October 15, 1990.
44. Lodging Advisors Market Research, "A Concise History of the New York City Hotel Market, 1988–2016."
45. David S. Hilzenrath and Michelle Singletary, "Trump Went Broke, but Stayed on Top," *Washington Post*, November 29, 1992.
46. Marie Brenner, "After the Gold Rush," *Vanity Fair*, September 1990.
47. "Profits Within Reach for the Rejuvenated Plaza," *Crain's New York Business*, January 29, 1990, 1.
48. David Stout and Kenneth N. Gilpin, "Trump Is Selling Plaza Hotel to Saudi and Asian Investors," *New York Times*, April 12, 1995, A1.
49. Richard D. Hylton, "Debt Deal for Trump on Plaza," *New York Times*, March 19, 1992, D1.
50. Floyd Norris, "A Haze of Debt Clouds the Plaza Hotel's Gleam," *New York Times*, June 5, 1990.
51. Thomas J. Lueck, "Reaching for the Sky to Add a Room," *New York Times*, June 3, 1990.
52. "Eloise Is Alive and Well and Living at the Plaza," *Village Voice*, August 20, 1991.
53. "Trump's Plaza Plans Must Allow for, uh, Tenants," *Newsday*, December 21, 1988.
54. "The Gal Who Tamed Trump," *National Enquirer*, January 28, 1992.
55. Data from appraisal firm Miller Samuel.
56. Richard D. Hylton, "Trump Aims to Turn Most of Plaza Hotel into Condominiums" *New York Times*, April 9, 1991, A1.
57. United States Bankruptcy Court, Southern District of New York, Chapter 11 filing of Plaza Operating Partners, November 13, 1992.
58. W. Speers, "Trump Settlement Is Not a Done Deal," *Philadelphia Inquirer*, March 22, 1991.
59. Harry Berkowitz, "Finally, It's a Deal! Ivana to Get \$10 Million Plus, Plus, Plus," *Newsday*, March 21, 1991, 8.

## Chapter 12: The Prince and the Billionaire

1. The third-richest family in Asia, according to *Forbes*, as of November 14, 2017.
2. Interview conducted with Wallach in his home on Long Island, New York, July 2017.
3. David Henry, "Trump Says He'll Sue Post for \$500M," *Newsday*, December 22, 1994, A53.
4. Interview with Kwek conducted via email, December 2017.

## Notes

5. YouTube, <https://www.youtube.com/watch?v=KlwCXgZwSCc>; and Michael Kranish and Marc Fisher, *Trump Revealed: The Definitive Biography of the 45th President* (New York: Scribner, 2017), 296–97.
6. Jerry Useem, “Former Trump Executive Had a Penchant for Theft,” *Boston Globe*, September 23, 2016.
7. Interview with Wallach conducted in July 2017.
8. Interview with Wallach conducted by phone, June 5, 2018.
9. Mitchell Pacelle, “Asian Investors Buy Up Hotels in U.S., Europe, but Move Cautiously,” *Wall Street Journal*, February 19, 1997, A1.
10. Interview with Wallach conducted in July 2017.
11. Peter Grant and Alexandra Berzon, “Trump and His Debts: A Narrow Escape,” *Wall Street Journal*, January 4, 2016.
12. David Stout with Kenneth N. Gilpin, “Trump Is Selling Plaza Hotel to Saudi and Asian Investors,” *New York Times*, April 12, 1995, A1.
13. Mitchell Pacelle, “Asian Investors Buy Up Hotels in U.S., Europe, but Move Cautiously,” *Wall Street Journal*, February 19, 1997, A1; and David Stout with Kenneth N. Gilpin, “Trump Is Selling Plaza Hotel to Saudi and Asian Investors,” *New York Times*, April 12, 1995, A1.
14. Interview with Kwek conducted in December 2017.
15. David Stout with Kenneth N. Gilpin, “Trump Is Selling Plaza Hotel to Saudi and Asian Investors,” *New York Times*, April 12, 1995; and James Barron, “Singapore Chain Seeks Plaza Hotel Stake,” *New York Times*, January 11, 1995, D4.
16. David Stout with Kenneth N. Gilpin, “Trump Is Selling Plaza Hotel to Saudi and Asian Investors,” *New York Times*, April 12, 1995, A1.
17. Ibid.
18. Nanette Asimov, “Tiny Menlo College Is Like Home for Saudi Elite,” *SF Gate*, May 12, 2015.
19. Michael Quint, “Saudi Prince to Become Citicorp’s Top Stockholder,” *New York Times*, February 22, 1991.
20. “The Mystery of the World’s Second-Richest Businessman,” *Economist*, February 25, 1999.
21. Peter Truell, “A Saudi Prince Fond of High-Profile Investing,” *New York Times*, April 12, 1995.
22. “The Mystery of the World’s Second-Richest Businessman,” *Economist*, February 25, 1999.
23. William D. Cohan, “Prince Alwaleed, Donald Trump, and the Era of Regression and Dictatorship,” *Vanity Fair*, November 6, 2017.
24. Interview with Kwek conducted in December 2017.

## Notes

25. Justin Doebele, "The Man with the Golden Machine Gun," *Forbes*, July 9, 2001.
26. Paul Burnham Finney, "Business Travel: The Plaza Hotel's New Owners Plan Some Changes, but They're Not About to Tamper with Success," *New York Times*, January 3, 1996.
27. Riz Khan, *Alwaleed: Businessman, Billionaire, Prince* (London: William Morrow, 2005), 4.
28. Justin Doebele, "The Man with the Golden Machine Gun," *Forbes*, July 9, 2001.
29. Riz Khan, *Alwaleed: Businessman, Billionaire, Prince* (London: William Morrow, 2005), 6.
30. Rudolph W. Giuliani and Ken Kurson, *Leadership* (New York: Time Warner, 2003), 374.
31. Jennifer Steinhauer, "Citing Comments on Attack, Giuliani Rejects Saudi's Gift," *New York Times*, October 12, 2001.
32. Lisa L. Colangelo and Corky Siemaszko, "Giuliani Nixes Saudi \$10M Gift," *New York Daily News*, October 12, 2001.
33. James Barron, "Eloise Gets a New Landlord: Plaza Sells for \$675 Million," *New York Times*, August 14, 2004; "New York Plaza Sold as MC Tackles Debt Pile," *Evening Standard*, August 13, 2004, 43.
34. Elizabeth Sanger, "Will New Plaza Have Old Magic?" *Newsday*, April 7, 2005, 1.
35. Edmund Conway, "Millennium Checks Out Doubled Profits," *Daily Mail*, February 22, 2005; Stephen Foley, "The Investment Column: Hold on to M&C in Hope of Better Times Ahead," *Independent*, February 20, 2004; Dominic Walsh, "M&C Considers Selling Hotels as Occupancy Falls," *The Times* (London), February 20, 2004.
36. Riz Khan, *Alwaleed: Businessman, Billionaire, Prince* (London: William Morrow, 2005), 113–14.
37. Data from the appraisal firm Miller Samuel.
38. According to the CityRealty 100 Market Report.
39. *Curbed New York*; Paul Goldberger, "The King of Central Park West," *Vanity Fair*, September 2008.
40. Adam Piore, "Scott Latham: The Art of the Commercial Deal," *Real Deal*, November 4, 2007.
41. Louis Kraar, "The Mystery Man Who Took the Plaza from Donald Trump," *Fortune*, December 25, 1995.
42. Henry Tricks and Douglas Wong, "M&C Sells New York's Plaza for \$675 Million," *Financial Times*, August 14, 2004.



### Chapter 13: Save the Plaza

1. "Star Memories Yule Cherish," *New York Post*, December 25, 2004.
2. Curtis Gathje, "What Would Eloise Say?" *New York Times*, January 16, 2005.
3. Alex Ulam, "What Does the Future Hold for the Plaza Hotel?" *Architectural Record* 193, no. 3 (March 2005).
4. Nicholas Confessore, "Oak Room at the Plaza Hotel Is Going the Way of the Pince-Nez," *New York Times*, December 30, 2004.
5. "Vito Pitta, Former Hotel Trades Council President, Is Dead at 78," *New York Times*, August 25, 2005.
6. PricewaterhouseCoopers data cited by Charles V. Bagli, "If They Come, Where Will They Sleep," *New York Times*, March 6, 2005; and Julie Satow, "Hotel Workers Union Protests Plaza Conversion," *New York Sun*, February 18, 2005.
7. Interview conducted with Ward at his office in October 2017.
8. "Our Members Tell New York and the World: Save the Plaza!" *Hotel Voice*, February 21, 2005, 1; and Thomas J. Lueck, "Workers Hold Rally at Plaza Against Conversion to Condos," *New York Times*, April 6, 2005.
9. "Campaign to Save the Plaza Draws Worldwide Attention," *Hotel Voice*, March 21, 2005, 1.
10. "Council Fights Hotels-to-Condos Trend," *Bloomberg News*, March 24, 2005.
11. "No Harrods at Plaza," *New York Daily News*, March 2, 2005.
12. Haim Handwerker and Anat Georgi, "I Am Eloise. I Am Six. I Live at the Plaza... In a Condo," *Haaretz*, March 28, 2005; and Julie Satow, "Battle over Plaza Becoming Costly," *New York Sun*, April 7, 2005, 1.
13. *New York Times*, March 17, 2005.
14. "Lauder's Landmark," *New York Post*, July 28, 2005, 30.
15. Robin Shulman, "Renovation of the Plaza Hotel Clears a Hurdle," *New York Times*, July 13, 2005, B3.
16. Sewell Chan, "Firms Lobbying the City Earned \$36 Million in '05," *New York Times*, June 3, 2006, B2.
17. Maura Yates, "Plaza Rally to Double as Prayer Vigil," *New York Sun*, March 11, 2005.
18. "6,000 Members Meet at Radio City and Rally at the Plaza," *Hotel Voice*, April 11, 2005, 1.
19. Ben Smith, "Bloomberg Gets a Nasty Lesson: Politics Counts," *New York Observer*, March 14, 2005, 1.
20. Lloyd Grove and Hudson Morgan, "Can Plaza Bring NYC the Gold?" *New York Daily News*, February 7, 2005.
21. Interview with Ward conducted in October 2017.

## Notes

22. "The Plaza Is Saved! Union Reaches Deal That Preserves Many Jobs; Mayor Bloomberg to Convene Panel on Condominium Conversions," *Hotel Voice*, April 18, 2005.
23. According to the union, as of July 2018, the current number of members employed at the Plaza stands at 472.
24. Julie Satow, "The Fate of the Plaza," *New York Sun*, April 15–17, 2005.
25. David Seifman, "Plaza Sweet Victory," *New York Post*, April 15, 2005.
26. Julie Satow, "Waldorf Astoria and Hotel Workers Union Reach \$149 Million Deal for Severance Payouts," *New York Times*, June 26, 2015.
27. Rich Calder, "Bubbly Bye-Bye Good to Last Drop," *New York Post*, April 30, 2005.
28. Philip Recchia, "Last Call at Plaza for Guests & Oak Bar-Flies," *New York Post*, May 1, 2005.
29. Anthony Ramirez, "Souvenir Hunters Help Themselves to Pieces of History at the Plaza Hotel," *New York Times*, May 21, 2005.
30. *All Things Considered*, National Public Radio, March 15, 2006.
31. Christie's New York auction catalog for the Plaza Hotel, 2006.
32. Associated Press, March 16, 2006.
33. Evgenia Peretz, "Eloise Sheds a Tear," *Vanity Fair*, January 2009, 80.
34. Anthony Ramirez, "At the Plaza, Restoring Life Lived Luxuriously," *New York Times*, March 2, 2008.
35. Interview with Daly conducted by phone in September 2017.
36. Interview with Melvin conducted by phone in June 2015.
37. Interview conducted in Naftali's office in July 2017.

## Chapter 14: Shell Game

1. David Chaikin and J. C. Sharman, *Corruption and Money Laundering: A Symbiotic Relationship* (New York: Palgrave Macmillan, 2009), 24; also Republic of Vanuatu Office of the Ombudsman Public Report on the Breach of Leadership Code and the Misuse of the Cyclone Betsy Account by Former Prime Minister Mr. Maxime Carlot Korman, February 26, 1998.
2. In 2011, Mascot Holdings Limited was listed in the Stolen Asset Recovery Initiative database, a partnership of the World Bank Group and the United Nations Office on Drugs and Crime. The entry was part of a database that was taken offline in 2018 due to a lack of resources to maintain it.
3. Email exchange with Dan McGarry on June 11, 2018.
4. Godwin Ligo, "Korman Looks Back, Points to the Future," *Vanuatu Daily Post*, July 30, 2015.
5. Miller Samuel data.

## Notes

6. Philana Patterson, "Brokers Get Creative to Lure Bonus Money," *Real Deal*, February 1, 2006.
7. Data from *Real Deal*, [https://therealdeal.com/issues\\_articles/the-records-of-2006/](https://therealdeal.com/issues_articles/the-records-of-2006/) and [https://therealdeal.com/issues\\_articles/top-25-residential-sales-of-2005-reflect-record-market/](https://therealdeal.com/issues_articles/top-25-residential-sales-of-2005-reflect-record-market/) and [https://therealdeal.com/issues\\_articles/anything-but-roulette/](https://therealdeal.com/issues_articles/anything-but-roulette/).
8. Helen Peterson and Tracy Connor, "Loyal Despite Brothel Bust on West Side," *New York Daily News*, June 16, 2006, 8.
9. "Plaza Condo Sale Is Shrouded in Mystery," *Bloomberg News*, March 19, 2007.
10. Josh Barbanel, "(Too) Storied Hotel?" *New York Times*, September 26, 2008.
11. Alex Morrell, "A Wall Street Banker Describes the Time Donald Trump Offered to Seal a Deal with a \$1 Million Coin Flip," *Business Insider*, July 12, 2017.
12. Jon Swaine, "FBI Looked into Trump Plans to Build Hotel in Latvia with Putin Supporter," *Guardian*, March 29, 2018.
13. Eileen Welsome, *Lomas del Poleo*, December 27, 2007.
14. Julia Marsh, "Ex-Wife Claims Kazakh Tycoon Faking Illness to Avoid Court," *New York Post*, November 4, 2013.
15. Dareh Gregorian, "Kaching-istan Kazakh Big: Wife Stole Plaza Pad & \$75M," *New York Daily News*, August 23, 2013.
16. New York County Supreme Court, Bolat Nazarbayev v. Daniyar Kesikbayev, Maira Kurmangaliyeva.
17. U.S. Department of the Treasury FinCEN Advisory, August 22, 2017.
18. <http://panama.data2www.com/e/20126809>; and <https://offshoreleaks.icij.org/nodes/10148567> and <https://offshoreleaks.icij.org/nodes/12104806>.
19. "Since the Entry into the Prison of Díaz Ferrán His Family Does Not Stop Assembling Societies," *La Celosia*, April 6, 2016.
20. "Gerardo Díaz Ferrán, Detainee," *Cinco Días*, December 3, 2012; and "The Judge Dictates the Personal Bankruptcy of Díaz Ferrán," *El País*, November 29, 2010 (Google translation of article).
21. Evgenia Peretz, "Eloise Sheds a Tear," *Vanity Fair*, January 2009, 80.
22. Ibid.
23. Stephanie Saul and Louise Story, "At the Time Warner Center, an Enclave of Powerful Russians," *New York Times*, February 11, 2015.
24. "Moment of Luck," *Elle Man Russia*, October 2014.
25. Julie Satow, "Pied-a-Neighborhood," *New York Times*, October 24, 2014.
26. Christine Haughney, "It's Lonely at the Plaza Hotel . . .," *New York Times*, February 17, 2008.
27. Paul Tharp, "Horror Night at the Plaza," *New York Post*, February 28, 2008.

## Notes

28. Joey Arak, "Lonely Plaza Hotel Now Proven to Be Harmful, Perhaps Deadly," *Curbed New York*, February 28, 2008.
29. Josh Barbanel, "Plaza Sweet for Repeat Buyer," *Wall Street Journal*, June 8, 2010.
30. E. B. Solomont, Katherine Clarke, "Who Earned & Who Got Burned," *Real Deal*, August 2017.

### Chapter 15: The Indian Great Gatsby

1. El Ad sold 50 percent of the Plaza hotel and 25 percent of the hotel condominiums to Prince Alwaleed for \$520 million. It sold out the Plaza condominiums for \$1.4 billion. The commercial spaces, including the Oak Room and the Palm Court, were valued at \$300 million. As part of the deal, it also acquired and converted into a condominium a small building next door to the Plaza, 22 CPS, for \$50 million. All told, this brought El Ad's total revenue to \$2.27 billion. Its total cost for the acquisition and renovation of the Plaza was \$1.225 billion. That left it with a net profit of \$1.045 billion.
2. Alex Perry, "A Tale of Two Indias," *Time*, December 6, 2004.
3. "Sahara to Launch Afternoon Soap 'Pratima' on 23 August," *Indian Television*, August 14, 2004, and <http://www.sahara.in/qshop.html>.
4. Eric Bellman, "Sahara Draws Indian Regulator's Eye," *Wall Street Journal*, June 17, 2008.
5. Supreme Court of India, Civil Appeal No. 9813 of 2011, pages 258 and page 26; and J. Venkatesan, "SC Orders Sahara to Refund Rs. 24,400 Crore," *Hindu*, August 31, 2012.
6. Tamal Bandyopadhyay, *Sahara: The Untold Story* (Mumbai: Jaico Publishing, 2014), 19.
7. Ibid., 226; Ashutosh Sinha and Gautam Chikermane, "India's Weirdest Worker," *Outlook*, September 8, 1997.
8. Ibid., 137; Rama Lakshmi, "Indian Tycoon Working to Sell His Iconic Hotels From Jail," *Washington Post*, September 24, 2014.
9. Kanika Gahlaut, "A-List Attendance at Sahara Chief Subrata Roy's Sons' Weddings," *India Today*, February 23, 2004.
10. Kaveree Bamzai, "The Emperor Strikes Back," *India Today*, January 17, 2011.
11. Ibid., 263.
12. Eric Bellman, "India Squeezes Influential Bank," *Wall Street Journal*, June 7, 2008.
13. Eric Bellman, "Sahara Draws Indian Regulator's Eye," *Wall Street Journal*, June 17, 2008.
14. Eric Bellman, "Sahara Draws Indian Regulator's Eye," *Wall Street Journal*, June 17, 2008; Joe Leahy, "India Freezes Sahara Financial Deposits," *Financial Times*, June 6, 2008.

## Notes

15. Eric Bellman, "Indian Bank Avoids Deposit Ban," *Wall Street Journal*, June 18, 2008.
16. Supreme Court of India Civil Appeal No. 9813, pages 26–27.
17. Bandyopadhyay, *Sahara*.
18. Supreme Court of India Civil Appeal No. 9813.
19. Appu Esthose Suresh, "The Curious Case of 5,984 Kalawatis in Sahara List," *Indian Express*, May 1, 2013.
20. Supreme Court of India Civil Appeal No. 9813, pages 189–90.
21. "ED Registers Laundering Case Against 2 Sahara Group Firms," *Hindustan Times*, June 27, 2013.
22. "Sahara Victimised for Years, but Won't Give Up: Subrata Roy," *Businessline*, April 11, 2013.
23. Sundeep Jain and Tom Wright, "India's Sahara Gets Defensive After Ruling," *Wall Street Journal*, September 3, 2012.
24. Dhananjay Mahapatra, "ED Seeks Provisional Attachment of Sahara's Foreign Hotels, Files Plea in SC," *Times of India*, February 9, 2017.
25. Alex Perry, "A Tale of Two Indias," *Time*, December 6, 2004.
26. Samanwaya Rautray, "Supreme Court Grounds Subrata Roy, Bars Sahara from Selling Any Property," *The Economic Times*, November 22, 2013.
27. "SC Orders Sahara Chief Roy's Arrest," *Hindustan Times*, February 27, 2014.
28. "Tihar Prison in India: More Dovecote Than Jail," *Economist*, May 5, 2012.
29. "Unhygienic Conditions in Tihar Jail Affecting Inmates; Delhi HC Told," *DNA India*, October 15, 2014; and Neeraj Chauhan, "340 HIV Positive Prisoners in Tihar," *Times of India*, May 30, 2011.
30. N. Sundaresha Subramanian, "BoA Refused to Be Part of Sahara Deal Citing Integrity Issues: Saransh Sharma," *Business Standard*, February 12, 2015.
31. "Sahara Chief Subrata Roy Back in Special Facility at Tihar," *Live Mint*, January 13, 2015.
32. "Subrata Roy Sahara Living It Up in Tihar Jail While Employees Committing Suicide," *Tehelka*, May 29, 2015.
33. Sumeet Chatterjee and Devidutta Tripathy, "Investment Vehicle Eyes Flagship Sahara Hotels in \$2 Bln Bailout for Founder Roy," Reuters, January 20, 2015.
34. Ira Dugal, "Sahara Loan Will Open Acquisition Opportunity: Mirach's Sharma," *Live Mint*, January 20, 2015.
35. Emily Flitter and Sumeet Chatterjee, "Exclusive—Subrata Roy's Get-Out-of-Jail Deal Is Mired in Mystery," Reuters, February 5, 2015.
36. "Deal Unravels as Sahara Says Mirach Forged Bank Letter," *Live Mint*, February 5, 2015.
37. "US Probing Alleged Forged Letter for Mirach in Sahara Deal," *Live Mint*, February 19, 2015.

## Notes

38. "Sahara Employee Commits Suicide," *DNA*, March 25, 2015.
39. Interview conducted by Aayush Soni in Hindi and translated into English.
40. According to TC208 filings from years 2013, 2014, and 2015, provided with a FOIA filing by the NYC Department of Finance. For 2017, the \$10 million figure was provided by Roy during our interview.
41. Dean Nelson, "Indian Billionaire Subrata Roy Mortgages Grosvenor House and New York's Plaza Hotel to Get Out of Jail," *Telegraph*, January 21, 2015.
42. "Plaza Hotel in Spotlight Again with Reported Bid by Sultan of Brunei," *New York Times*, August 18, 2014.
43. "Plaza Hotel Shoots Down \$680 Million Offer," *New York Post*, December 4, 2014.
44. JTS Trading Ltd. v Trinity White City Ventures Ltd., Sahara India Pariwar, Aamby Valley (Mauritius) Ltd., UBS Financial Services Inc., April 18, 2017.
45. Kathryn Brenzel, "Prospective Buyer of Plaza, Dream Hotels Shakes Lawsuit Holding Up Sale," *Real Deal*, April 25, 2017.
46. *Forbes*, real-time net worth as of July 20, 2017.
47. "Pay Up or Will Auction Aamby Valley, says SC," *Hindustan Times*, March 22, 2017.
48. Dhananjay Mahapatra, "Sahara Pledges Asset Sale, 'Buyer' Surfaces," *Times of India*, March 1, 2017.
49. "U.S. Firm Backs Off from Plan to Buy Sahara's Hotel," *Hindu*, April 18, 2017.
50. Supreme Court of India Civil Appellate Jurisdiction I.A. No. 247 of 2017 In Contempt Petition (Civil) No. 412 of 2012.
51. Amit Anand Choudhary, "SC Sends Former Scribe to Jail for a Month for Contempt in Sahara Case," *Times of India*, April 27, 2017.
52. "Sahara Case: Senior Journalist Lands in Jail," *Business Standard*, April 27, 2017.
53. Will Parker, "Investors Hope Cryptocurrency Raise Will Buy Them the Plaza Hotel," *Real Deal*, March 27, 2018.
54. Lois Weiss and Steve Cuzzo, "Saudi Prince Wants to Save Embattled Plaza Hotel," *New York Post*, May 24, 2017.
55. Margherita Stancati, Summer Said, and Benoit Faucon, "The Price of Freedom for Saudi Arabia's Richest Man: \$6 Billion," *Wall Street Journal*, December 23, 2017.
56. Gillian Tan, "New York Plaza Hotel Buyers Ashkenazy, Alwaleed Sue Owner," *Bloomberg*, May 18, 2018.
57. Dmitry Zhdannikov, "Qatar to buy New York's Plaza Hotel for \$600 Million: Source," *Reuters*, July 3, 2018.

# BIBLIOGRAPHY AND SOURCES

## Newspapers and Periodicals:

- "2 New York Realty Men Seek Control of Sonesta." *Boston Globe*, May 10, 1973.
- "4 Groups Are Key Landlords for Midtown Sex Industry." *New York Times*, July 10, 1977.
- "4 Robbed in Chauffeured Limousine; 2 Gunmen Get \$265,000 in Jewelry." *New York Times*, May 14, 1973.
- "5 Thugs at Plaza Get \$45,000 Gems." *New York Times*, August 1, 1972.
- "33 Got Christmas Rum." *New York Times*, April 8, 1921.
- "1929 Investment Styles." *New York Herald Tribune*, March 14, 1929.
- "6,000 Members Meet at Radio City and Rally at the Plaza." *Hotel Voice*, April 11, 2005.
- "\$1,253,702,357 Rise in Taxable Realty on City's 1930 Rolls." *New York Times*, October 2, 1929.
- "\$4,182,690 Loss Taken by H. S. Black Estate." *New York Times*, March 9, 1935.
- "\$60,000,000 Hilton Hotel Concern Formed as Four Companies Merge." *New York Times*, June 7, 1946.
- "A Conversation with Henry Janeway Hardenbergh." *Architectural Record* 19, no. 5 (May 1906).
- "A Few Facts Regarding the Plaza Hotel." *Carpentry and Building*, May 1, 1907.
- "A Great Hotel Finished." *New-York Tribune*, September 30, 1890.
- "A Man of Letters Throws an A-OK Champagne Party." *Los Angeles Times*, November 30, 1966.
- "A Protégé of Royalty." *New York Times*, July 12, 1896.
- "A Separate Peace with France Was the Object of Bolo's Plotting." *New York Times*, October 5, 1917.
- "A Toast to the Plaza." *New York Herald Tribune*, October 3, 1947.
- "Activities of Bolo Pasha as German Agent." *New York Times Current History*, November 1, 1917.

## *Bibliography and Sources*

- "Advertising: A Mood of Caution." *New York Times*, September 20, 1962.
- "After Work a Time for Reading." *New York Times*, November 29, 1959.
- "Aging Belasco Prens for a New Theatrical Life." *New York Times*, January 27, 1975.
- "Alex DiLorenzo Jr. Dies; Leader in Real Estate, 58." *New York Times*, September 6, 1975.
- "Along Fifth Avenue." *Hartford Courant*, November 11, 1923.
- "A. M. Sonnabend Is Dead at 67; Boston Industrialist-Financier." *New York Times*, February 12, 1964.
- "An Edwardian Splendor or Green Tulip Modern?" *New York Times*, November 5, 1971.
- "Another Fine Hotel Now on the City's List." *New York Times*, September 29, 1907.
- "Anti-Saloon League Inquiry Called For." *New York Times*, March 4, 1919.
- "Arrest a Baron in the Plaza Lobby." *New York Times*, March 2, 1911.
- "Arrest Black Again; to Press Liquor Charge." *New-York Tribune*, March 21, 1921.
- "At Last Prohibition Clamps the Lid on Tight." *New-York Tribune*, November 2, 1919.
- "At the Persian Room Opening—Fur Capes and Silver Lamé Gowns." *Women's Wear Daily*, September 26, 1935.
- "Authors & Editors." *Publishers Weekly*, May 12, 1969.
- "'Baron' Arkovy a Suicide." *New York Sun*, April 19, 1913.
- "Baron Ruined on Wall Street, Attempts to Die." *St. Louis Post-Dispatch*, August 16, 1908.
- "Beinecke Dies; Headed Board of Plaza Hotel: Official, 86, Helped to Found Hammond Chain, Which Included Copley-Plaza Plaza Hotel Chairman." *New York Herald Tribune*, December 21, 1932.
- "Beineckes Take Black Home." *New York Herald Tribune*, October 28, 1930.
- "Bells in Honor of Bride's Name." *St. Louis Post-Dispatch*, December 31, 1905.
- "Black Retains Domination of U.S. Realty Co." *New York Herald*, November 26, 1924.
- "Bolo Letter Named Hearst as 'My Friend.'" *New-York Tribune*, July 31, 1918.
- "Bought Secrecy for Ruiz Suicide." *New York Times*, June 12, 1909.
- "'Broadway' Ed Sullivan." *Washington Post*, November 28, 1935.
- "Broker Kills Self Like Wife Did When Child Wedded Bogus Baron." *World*, July 25, 1913.
- "Butler's Death Accident." *New York Sun*, July 27, 1906.
- "Campaign to Save the Plaza Draws Worldwide Attention." *Hotel Voice*, March 21, 2005.
- "Capote Bids to Spur Grim Social Routine." *Los Angeles Times*, October 21, 1966.
- "Capote Is Cold Blooded to the Uninvited Masses." *Washington Post, Times Herald*, November 25, 1966.



## *Bibliography and Sources*

- "Care Free, Princess Entertains 'At Home.'" *New-York Tribune*, March 2, 1916.
- "Cartman Talks Go On Uncertainly as Trash Piles Continue to Mount." *New York Times*, December 6, 1978.
- "Cecil Beaton Explores Plaza's Sub-Basement to Re-Decorate His Own Suite in the Hotel." *New York Herald Tribune*, May 14, 1946.
- "City Bank Men on Board of Realty & Improvement." *New York Herald Tribune*, May 16, 1928.
- "City Realty Value Jumps One Billion to \$11,275,526,200." *New York Times*, October 2, 1923.
- "Cocktails from Nursing Bottles at 'Baby Party.'" *St. Louis Post-Dispatch*, December 30, 1916.
- "Colored Waiters Plan National Conference." *New York Age*, April 25, 1912.
- "Colored Waiters to Give Up Positions." *New York Age*, June 13, 1912.
- "Coming to New York, Waiter Changes Accent." *Washington Times*, August 15, 1907.
- "Conservation in Hotels—A War Necessity." *Hotel Monthly*, July 1942.
- "Cooking and Baking WITHOUT Sugar." *Hotel Monthly*, June 1942.
- "Costly Wedding." *Courier-Journal*, January 30, 1910.
- "Council Fights Hotels-to-Condos Trend." *Bloomberg News*, March 24, 2005.
- "Crush to See Brides Who'll Wear Titles." *New York Times*, January 12, 1908.
- "Crushed: By Neglect of Her Son." *Cincinnati Enquirer*, April 23, 1908.
- "Deal Unravels as Sahara Says Mirach Forged Bank Letter." *Live Mint*, February 5, 2015.
- "Diners-Out Relish Meat of Buffalo." *New York Times*, February 3, 1945.
- "Dining Out." *Post Standard* (Syracuse, New York), July 18, 1949.
- "Dogs Dyed to Match Milady's Gown Even If It's 'Yaller.'" *New-York Tribune*, October 24, 1914.
- "Donahue Gem Thief Is Sought in London." *New York Times*, November 12, 1925.
- "Drank His Liquor, Jury Then Found Black Not Guilty." *Evening World*, March 25, 1921.
- "Draught Closes Hotel." *New York Times*, January 25, 1920.
- "Drops Theft Charge Against Von Arkovy." *New York Times*, March 4, 1911.
- "Dry Law Called Hotel Bane." *New York Herald Tribune*, April 24, 1932.
- "ED Registers Laundering Case Against 2 Sahara Group Firms." *Hindustan Times*, June 27, 2013.
- "Eloise Is Alive and Well and Living at the Plaza." *Village Voice*, August 20, 1991.
- "Eloise Keeps Kay Thompson on the Go." Associated Press, October 20, 1958.
- "Entrance to the Plaza Hotel Is the Scene of Assassination Attempt." *New York Times*, April 25, 1970.
- "Few Hansoms Now; It's All Taxicab." *New York Times*, July 3, 1910.

## *Bibliography and Sources*

- "Financial Markets." *New York Times*, October 19, 1929.
- "'Flask Parties' Will Enhance Joy of New Year's Eve." *New-York Tribune*, December 27, 1919.
- "Former Bellboy at Plaza Hotel Is Now Orderly to Eisenhower." *New York Herald Tribune*, January 12, 1943.
- "Four Guests Still Remain—Furniture Auction Begins." *New-York Daily Tribune*, June 13, 1905.
- "Frederick Sterry, Hotel Man, Dead." *New York Times*, July 12, 1933.
- "FYI." *New York Times*, August 15, 2004.
- "Gambling, Insomnia, and Morphia." *Manchester Guardian*, April 19, 1913.
- "Gates Pays \$46,000 Rent for His Suite." *Evening World*, April 23, 1907.
- "Gerardo Díaz Ferrán, Detainee." *Cinco Días*, December 3, 2012.
- "German Politician Robbed of \$235 in New York City." *Hartford Courant*, March 16, 1971.
- "Girl Service Captains Replace Bell Boys." *Hotel Monthly*, January 1943.
- "Gives Lion to Princess." *New-York Tribune*, April 18, 1911.
- "Glorified by Ziegfeld." *New Journal and Guide*, July 25, 1931.
- "Graft Paid to Police Here Said to Run into Millions." *New York Times*, April 25, 1970.
- "Grille Room for Dogs." *Daily People*, November 23, 1908.
- "'Happy Accumulator' Eying Deals." *New York Herald Tribune*, March 22, 1959.
- "Harlem to Get 230-Room Hotel Constructed with Local Funds." *New York Times*, May 10, 1968.
- "Harlem's New Look in Building." *New York Amsterdam News*, May 18, 1968.
- "Harry Black, Genial Individualist." *Wall Street Journal*, July 23, 1930.
- "Harry Black Will Disposes of \$5,240,511." *New York Herald*, July 8, 1931.
- "HCA Head Sees Business Role in US Urban Crisis." *Jewish Advocate*, June 27, 1968.
- "Helmsley May Buy Plaza Hotel." *New York Times*, March 1, 1973.
- "Her Own and Hotel's Jubilee." *New York Herald Tribune*, March 10, 1957.
- "Her Pet Dog Finds \$3,000 Diamond Ring After Detectives Fail." *Washington Post*, February 11, 1915.
- "High Rentals Paid in New York." *New York Times*, April 28, 1907.
- "Hilton Hotels Sells Roosevelt, Mayflower to Hotel Corp." *Wall Street Journal*, March 1, 1956.
- "Hilton Reports Gains." *Chicago Tribune*, August 27, 1965.
- "His Wife an Heiress." *Washington Post*, March 3, 1911.
- "Hotel Corp. Has a Mod President." *Boston Sunday Globe*, April 13, 1969.
- "Hotel Corp. Sees '64 Net More Than Doubling." *Wall Street Journal*, May 14, 1965.
- "Hotel Corp. Will Sell Hotel Plaza, New York, Under Leaseback Plan." *Wall Street Journal*, November 21, 1958.

## *Bibliography and Sources*

- "Hotel Men Face Grave Situation." *New York Age*, October 19, 1911.
- "Hotel Men Ratify Union Agreement." *New York Times*, December 28, 1938.
- "Hotel Men to Fight to Restore Liquor." *New York Times*, January 24, 1919.
- "Hotel Plaza Addition, New York." *Architecture and Building*, February 1922.
- "Hotel Plaza Plans New Cocktail Room." *New York Times*, January 31, 1934.
- "Hotel President Pays Extortion; Man Nabbed." *Hartford Courant*, September 8, 1973.
- "Hotel Santa Claus Ran Out of Cash." *New York Times*, December 26, 1907.
- "Hotels in Action." *Wall Street Journal*, August 12, 1948.
- "Housesmiths to Work." *New-York Daily Tribune*, February 11, 1906.
- "H. S. Black Ends Life by Bullet in Home; No Motive Revealed." *New York Times*, July 20, 1930.
- "H. S. Black Kills Self; Real Estate Magnate." *Washington Post*, July 20, 1930.
- "H. S. Black, Stricken in Bathtub, Better." *New York Times*, October 20, 1929.
- "H. S. Black's Estate Down to \$5,240,511." *New York Times*, July 8, 1931.
- "Hungarian 'Baron' Held for Larceny." *New-York Tribune*, March 2, 1911.
- "Hungarian Princess Travels with Menagerie of Wild Pets." *Detroit Free Press*, June 21, 1908.
- "If It's Good, Leave It Alone." *New York Times*, October 31, 1971.
- "Ill Luck at Tables." *Bismarck Daily Tribune*, August 18, 1911.
- "In the Hotel Field: National Hotelmen's Exposition." *Bonfort's Circular*, June 15, 1917.
- "Inability to Spend Million a Year Annoys Princess." *Los Angeles Times*, July 20, 1910.
- "Indict W. S. Bennet on Princess's Notes." *New York Times*, July 12, 1917.
- "Intruder Slashes State Man at New York Hotel." *Hartford Courant*, May 27, 1974.
- "Ironworkers' Memory Weak." *New York Sun*, July 25, 1906.
- "It Happened Last Night." *Newsday*, June 10, 1954.
- "It Just Looked as If Gwendolyn Had Laid an Egg." *Daily Boston Globe*, January 6, 1937.
- "Ivana Trump; She's Putting the Plaza Back on New York's Map." *Ottawa Citizen*, December 8, 1988.
- "Ivana's New Life." *New York Magazine*, October 15, 1990.
- "Jewels Outside Your Furs." *New York Times*, February 12, 1908.
- "June Hotel Occupancy Highest Ever." *Hotel Monthly*, July 1945.
- "Jury Samples Liquor; Acquits Harry Black." *New York Herald*, March 25, 1921.
- "Ladies' Quips Enliven Plaza's Golden Party." *New York Herald Tribune*, March 11, 1957.
- "Last Guests Leave the Plaza." *New-York Daily Tribune*, June 11, 1905.
- "Lauder's Landmark." *New York Post*, July 28, 2005.
- "Liquid Pancakes, Plaza Waiter Controls the Formula." *Hiltonitems*, July 1950.

## *Bibliography and Sources*

- "Loss of Beauty Led to Suicide." *Nashville American*, June 13, 1909.
- "Lunches and Other Adjuncts." *Cincinnati Enquirer*, May 4, 1907.
- "Many Restaurants in the City Report Gains." *New York Times*, January 14, 1972.
- "Meatless Tuesday Goes Well in City." *New York Times*, October 21, 1942.
- "Modification of Zoning Ordinance: The Plaza Hotel." *American Architect*, December 1, 1920.
- "Moment of Luck." *Elle Man Russia*, October 2014.
- "Motor Cars Lead Horses." *New York Times*, May 19, 1912.
- "Mrs. Clara Bell Walsh Dies; Lived 50 Years at the Plaza." *New York Herald Tribune*, August 14, 1957.
- "Mrs. EA Strong Leaps to Death at Plaza Hotel." *New York Herald Tribune*, April 12, 1940.
- "Murder by Iron Workers." *New York Sun*, July 16, 1906.
- "Murder Hearing Begun." *New-York Daily Tribune*, July 17, 1906.
- "Murder in Mid-Air by Union Workers." *New York Times*, July 12, 1906.
- "Murderers 'Exonerated.'" *New York Times*, July 28, 1906.
- "Near-Dry New York Amends Old Drinking Customs." *New York Times*, July 20, 1919.
- "Negro Waiters in Best Hotels." *New York Age*, June 6, 1912.
- "Negro Women for Hotel Work." *Hotel Monthly*, February 1943.
- "New Accusers Face 'Baron' Von Arkovy." *New York Times*, March 3, 1911.
- "New Plaza Hotel." *Architecture*, November 15, 1907.
- "New Year's Eve Dance to Aid Crippled Children." *New York Herald Tribune*, December 14, 1936.
- "New York City Is Pressing Real-Estate Concern for Upkeep Accord." *New York Times*, September 4, 1976.
- "New York Day by Day." *Austin Statesman*, December 31, 1935.
- "New York Hotel Finest in World." *East Oregonian*, September 19, 1907.
- "New York Like Atlanta; Opens Back Doors, Freight Elevators to Insult Patrons." *Afro-American*, July 29, 1933.
- "New York Plaza Sold as MC Tackles Debt Pile." *Evening Standard*, August 13, 2004.
- "New York's Hotel Plaza Is Acquired by Sonesta." *Wall Street Journal*, July 6, 1972.
- "New York's Plaza Hotel Sold to Boston's A. M. Sonnabend." *Daily Boston Globe*, October 15, 1953.
- "News of Food." *New York Times*, November 12, 1942.
- "No Harrods at Plaza." *New York Daily News*, March 2, 2005.
- "No Ironworker Saw Watchman Murdered." *New York Times*, July 25, 1906.
- "Novel Kit." *Women's Wear Daily*, October 2, 1957.
- "Obituary." *Railroad Age*, April 13, 1929.

## *Bibliography and Sources*

- "Oh, Dear! War Luncheon Is Frugal at \$10 a Plate." *Brotherhood of Locomotive Firemen and Enginemen's Magazine*, January 15, 1917.
- "On Radio." *New York Times*, March 21, 1957.
- "Organize New Hotel League." *New York Amsterdam News*, July 22, 1939.
- "Our Members Tell New York and the World: Save the Plaza!" *Hotel Voice*, February 21, 2005.
- "Parlaghy Horses Get a Reprieve." *New-York Tribune*, December 17, 1914.
- "Patrons Offer to Help." *New York Times*, November 11, 1918.
- "Pay Up or Will Auction Aamby Valley, Says SC." *Hindustan Times*, March 22, 2017.
- "Penalize Big Hotels for Sugar Hoarding." *New York Times*, August 4, 1918.
- "Persian Room Era at Definitive End." *Variety*, May 10, 1978.
- "Personnel Problems." *Hotel Monthly*, April 1942.
- "Plan New Method of Realty Finance." *New York Times*, March 3, 1929.
- "Plaza Buys Murals by Everett Shinn from Old Owners." *New York Times*, May 18, 1976.
- "Plaza Condo Sale Is Shrouded in Mystery." *Bloomberg News*, March 19, 2007.
- "Plaza Hotel in Spotlight Again with Reported Bid by Sultan of Brunei." *New York Times*, August 18, 2014.
- "Plaza Hotel Reconstruction." *New York Times*, June 3, 1902.
- "Plaza Hotel Shoots Down \$680 Million Offer." *New York Post*, December 4, 2014.
- "Plaza Hotel Sold to Donald Trump for \$390 Million." *New York Times*, March 27, 1988.
- "Plaza Marks 40th Year at Brilliant Fete of 4 Decades." *New York Herald Tribune*, October 3, 1947.
- "Plaza Observes 40 Sedate Years." *New York Times*, October 4, 1947.
- "Plaza Pressing Expansion Drive." *New York Times*, November 17, 1964.
- "Plaza Shop Finds Personalized Selling Wanted by Hotel Guests." *Women's Wear Daily*, May 17, 1945.
- "Plaza to Fete 50-Year Tenant." *New York Times*, March 10, 1957.
- "Plaza Waiter Arrested." *New York Times*, June 1, 1921.
- "Police Draw Guns on Rioting Waiters." *New-York Tribune*, June 2, 1912.
- "Prescription for Love." *New York Amsterdam News*, February 19, 1938.
- "Princess Bars Out American Duchess." *New York Times*, April 26, 1910.
- "Princess So Ill Sheriff Orders His Picket Away." *New-York Tribune*, August 29, 1923.
- "Profits Within Reach for the Rejuvenated Plaza." *Crain's New York Business*, January 29, 1990.
- "Purely Gossip." *Wall Street Journal*, November 5, 1943.
- "Removal of Pulitzer Fountain Considered; So Broken, It Is Held to Mar Plaza Square." *New York Times*, August 22, 1928.



## *Bibliography and Sources*

- "Report to the City Judge." *Austin Statesman*, February 22, 1931.
- "R. G. Babbage Resigns as U.S. Realty Head; Beinecke Succeeds Him." *Wall Street Journal*, June 18, 1936.
- "Rising Costs Spur Hotels' Automation." *New York Times*, January 31, 1960.
- "Rourke Rivals Depp." *Cincinnati Post*, November 5, 1994.
- "Royal Honors Mark Burial of Needy Princess." *New-York Tribune*, September 2, 1923.
- "Sahara Case: Senior Journalist Lands in Jail." *Business Standard*, April 27, 2017.
- "Sahara Chief Subrata Roy Back in Special Facility at Tihar." *Live Mint*, January 13, 2015.
- "Sahara Employee Commits Suicide." *DNA*, March 25, 2015.
- "Sahara to Launch Afternoon Soap 'Pratima' on 23 August." *Indian Television*, August 14, 2004.
- "Sahara Victimised for Years, but Won't Give Up: Subrata Roy." *Businessline*, April 11, 2013.
- "Sam Parks Men Now Say a Fall Killed Butler." *World*, July 20, 1906.
- "Says Fuller Company Brought on Trouble." *New York Times*, July 26, 1906.
- "SC Orders Sahara Chief Roy's Arrest." *Hindustan Times*, February 27, 2014.
- "'Shimmy' and Its Allies in Discard as Old Time Dance Steps Return." *New-York Tribune*, June 13, 1920.
- "Since the Entry into the Prison of Díaz Ferrán His Family Does Not Stop Assembling Societies." *La Celosia*, April 6, 2016.
- "Smiles Cost \$1 Each." *Washington Post*, May 10, 1912.
- "Society." *Detroit Free Press*, October 14, 1906.
- "Sonesta International Files Suit to Block Tender Offer from Wellington Associates." *Wall Street Journal*, May 15, 1973.
- "Sonesta Sought by Wellington Associates, but Such a Take-Over May Prove Difficult." *Wall Street Journal*, May 10, 1973.
- "Sonesta Won't Sell the Plaza, New York, to Wellington Group." *Wall Street Journal*, May 3, 1974.
- "Sonesta's Plaza Hotel Is Sought by Partners in New York Concern." *Wall Street Journal*, April 2, 1974.
- "Songs of Winter." *Town Topics* 61, no. 7 (February 18, 1909).
- "Sonnabend Puts Tax Laws to Work." *Chicago Daily Tribune*, November 23, 1958.
- "St. Louis Society's of Rivals of 'Eleo' Sears." *St. Louis Post-Dispatch*, November 5, 1911.
- "Star Memories Yule Cherish." *New York Post*, December 25, 2004.
- "Stockingless Fad Not for the Plaza." *Women's Wear*, July 17, 1919.
- "Subrata Roy Sahara Living It Up in Tihar Jail While Employees Committing Suicide." *Tehelka*, May 29, 2015.
- "Sunday Inspiration." *Washington Post*, May 1917, citing the *St. Paul Pioneer Press*.

- "Supervisory Training Custom Made at Hotel Plaza." *Hotel Gazette*, July 3, 1948.
- "Suspect Seized in Plaza Bomb Threat." *New York Times*, September 8, 1973.
- "The Beatles Invade, Complete with Long Hair and Screaming Fans." *New York Times*, February 8, 1964.
- "The Beautiful and the Damned." *New Yorker*, January 20, 1945.
- "The Big Landlord." *Wall Street Journal*, June 11, 1926.
- "The Dry Fashion." *New York Times*, January 16, 1919.
- "The Effect of the War on Employee-Employer." *Hotel Monthly*, June 1944.
- "The Gal Who Tamed Trump." *National Enquirer*, January 28, 1992.
- "The Goldman-DiLorenzo Empire and the Toss of a Coin." *New York Times*, June 3, 1979.
- "The Grand Hotel." *Wall Street Journal*, August 23, 1965.
- "The Grand Hotel: Aging but Still Elegant." *Wall Street Journal*, August 23, 1965.
- "The Hotel Under Prohibition." *Saturday Evening Post*, October 14, 1922.
- "The Jaundiced Eye." *New York Amsterdam News*, June 17, 1972.
- "The Judge Dictates the Personal Bankruptcy of Díaz Ferrán." *El País*, November 29, 2010.
- "The Latest Fugitive from Sherlock Holmes." *New York Herald Tribune*, October 12, 1947.
- "The Lure of Life at a Modern Hotel." *Vogue*, April 16, 1908.
- "The Mystery of the World's Second-Richest Businessman." *Economist*, February 25, 1999.
- "The Plaza Deal." *Seattle Times*, July 16, 1978.
- "The Plaza Hotel Dining-Rooms." *American Architect and Building News*, October 26, 1907.
- "The Plaza Is Saved! Union Reaches Deal That Preserves Many Jobs; Mayor Bloomberg to Convene Panel on Condominium Conversions." *Hotel Voice*, April 18, 2005.
- "The Plaza Loses 'Baron' Von Arkovy." *New York Times*, March 5, 1911.
- "The Plaza of New York." *Hotel Monthly*, November 1907.
- "The Plaza Off Screen: A Real-Life Adventure." *New York Times*, December 4, 1992.
- "The Plaza: 'That Great Old Lady of New York City Hostelryes.'" *Washington Post*, June 15, 1975.
- "The Plaza's President Is Confident." *Sun*, February 9, 1973.
- "The Special World of Cecil Beaton." *Good Housekeeping*, January 1958.
- "The Taxi 'Invasion' of 1907." *Cosmopolitan*, October 1947.
- "Third Suicide in Wake of Girl's Elopement." *New-York Tribune*, July 26, 1913.
- "This New York." *Atlanta Constitution*, August 25, 1940.
- "Three Suicides in Arkovy Romance." *San Francisco Call*, August 25, 1913.
- "Tihar Prison in India: More Dovecote Than Jail." *Economist*, May 5, 2012.

## *Bibliography and Sources*

- "Time Halts for Caruso." *Baltimore Sun*, December 3, 1907.
- "Trade Upturn Seen by Hotel Leader." *New York Times*, March 21, 1931.
- "Trends in the Hotel Business, 1943." *Hotel Monthly*, November 1944.
- "Trump's Plaza Plans Must Allow for, uh, Tenants." *Newsday*, December 21, 1988.
- "Tub Victim Saved After Nine Hours." *Washington Post*, October 20, 1929.
- "Two Miles of Millionaires." *Munsey's Magazine*, June 3, 1902.
- "Two Views on the \$1,000 Wardrobe of Mrs. Wilson." *Washington Post*, February 26, 1913.
- "Unhygienic Conditions in Tihar Jail Affecting Inmates; Delhi HC Told." *DNA India*, October 15, 2014.
- "Union Killing Not Murder." *New York Sun*, July 21, 1906.
- "United States Realty: A Pioneer in Realty." *Wall Street Journal*, August 12, 1902.
- "Urban League Forces Opening in Hotel Union." *Afro-American*, April 15, 1939.
- "Urges Legislation to Prevent Changing Names." *Jewish Advocate*, March 21, 1929.
- "U.S. Firm Backs Off from Plan to Buy Sahara's Hotel." *Hindu*, April 18, 2017.
- "US Probing Alleged Forged Letter for Mirach in Sahara Deal." *Live Mint*, February 19, 2015.
- "U.S. Realty & Improvement Had a Prosperous Year." *Wall Street Journal*, May 26, 1921.
- "U.S. Realty Cash Ample for Needs." *Wall Street Journal*, August 16, 1929.
- "U.S. Realty Earnings Show Improvement." *Wall Street Journal*, December 30, 1925.
- "U.S. Realty Moves in Reorganization." *New York Times*, February 2, 1944.
- "U.S. Realty President." *New York Herald Tribune*, October 20, 1942.
- "U.S. Realty Reports Net Loss of \$535,633 for Year to December 31." *Wall Street Journal*, January 16, 1937.
- "Vendors Jam 5th Ave. on Summer Sundays." *New York Times*, July 27, 1979.
- "Vito Pitta, Former Hotel Trades Council President, Is Dead at 78." *New York Times*, August 25, 2005.
- "Von Arkovy Has Departed." *New York Times*, March 15, 1911.
- "Waiters Don't Want to Take Your Tips." *New York Times*, October 31, 1911.
- "Waiters Out in 17 More Places." *New York Times*, June 1, 1912.
- "Waiters Quitting Hotel After Hotel." *New-York Tribune*, May 31, 1912.
- "Waiters Strike Spreading Fast." *New York Times*, May 31, 1912.
- "Walsh Arrested, Freed by Mayor." *St. Louis Post-Dispatch*, December 31, 1905.
- "War-Bread Menu for All Hotels Here." *New York Times*, July 11, 1917.
- "Was President of Hotels Plaza and Savoy Place in N.Y.C., and National in Havana." *Hotel Monthly*, 1933.
- "We Are Not 'Raping' the Plaza." *New York Times*, November 21, 1971.
- "Wet Protest Staged at Savoy Plaza." *New York Times*, October 3, 1964.

## *Bibliography and Sources*

- "What Goes On? Hammer and Sickle Fly over Capitalistic Plaza." *Atlanta Constitution*, March 22, 1946.
- "What Is Your Room Cost per Day?" *Hotel World*, February 5, 1921.
- "What the Jury Swallowed." *Evening World*, March 26, 1921.
- "What Will New York Hotels Do Without Bars?" *New-York Tribune*, April 13, 1919.
- "When Hotels Mirrored New York's Life." *New York Times Magazine*, March 6, 1932.
- "With Rag-Mop Hairdos, Guitars Beatles Conquer New York." *Boston Globe*, February 8, 1964.
- "Women Drivers in Endurance Auto Run." *Farmer*, January 11, 1909.
- "Women Get \$174,297 for Needy Families." *New York Times*, March 11, 1932.
- "Women Score G.M. on Building Plan." *New York Times*, January 20, 1965.
- "Won't Leave Plaza." *New-York Tribune*, June 13, 1905.
- "Won't Take Back Waiters Who Struck." *New York Times*, June 27, 1912.
- "Woolworth Heiress Robbed at the Plaza of \$750,000 in Gems." *New York Times*, October 2, 1925.
- "Wright Revisited." *New Yorker*, June 16, 1956.
- "Year of the Air Conditioning." *New York Times*, July 8, 1956.
- Arak, Joey. "Lonely Plaza Hotel Now Proven to Be Harmful, Perhaps Deadly." *Curbed New York*, February 28, 2008.
- Architectural Record* 44 (July 1918).
- Asimov, Nanette. "Tiny Menlo College Is Like Home for Saudi Elite." *SF Gate*, May 12, 2015.
- Associated Press, March 16, 2006.
- Bagli, Charles V. "A Trump Empire Built on Inside Connections and \$885 Million in Tax Breaks." *New York Times*, September 17, 2016.
- . "If They Come, Where Will They Sleep." *New York Times*, March 6, 2005.
- Bamzai, Kaveree. "The Emperor Strikes Back." *India Today*, January 17, 2011.
- Barbanel, Josh. "Plaza Sweet for Repeat Buyer." *Wall Street Journal*, June 8, 2010.
- . "(Too) Storied Hotel?" *New York Times*, September 26, 2008.
- Barron, James, "Eloise Gets a New Landlord: Plaza Sells for \$675 Million." *New York Times*, August 14, 2004.
- . "Singapore Chain Seeks Plaza Hotel Stake." *New York Times*, January 11, 1995.
- Beebe, Lucius. "Swank Trend in Offices Bolstered by Newcomer." *Washington Post*, December 10, 1944.
- . "This New York." *New York Herald Tribune*, April 8, 1939.
- Bellman, Eric. "India Squeezes Influential Bank." *Wall Street Journal*, June 7, 2008.
- . "Indian Bank Avoids Deposit Ban." *Wall Street Journal*, June 18, 2008.
- . "Sahara Draws Indian Regulator's Eye." *Wall Street Journal*, June 17, 2008.

## *Bibliography and Sources*

- Berkowitz, Harry. "Finally, It's a Deal! Ivana to Get \$10 Million Plus, Plus, Plus." *Newsday*, March 21, 1991.
- Brenner, Marie. "After the Gold Rush." *Vanity Fair*, September 1990.
- . "Kay and Eloise." *Vanity Fair*, December 1996.
- Brenzel, Kathryn. "Prospective Buyer of Plaza, Dream Hotels Shakes Lawsuit Holding Up Sale." *Real Deal*, April 25, 2017.
- Bridgemen's Magazine*, January 1907.
- Brock, H. I. "New York's Cocktail Hour." *New Republic*, January 11, 1922.
- Building Trades Employers Association Bulletin* 7, no. 8 (August 1906).
- Calder, Rich. "Bubbly Bye-Bye Good to Last Drop." *New York Post*, April 30, 2005.
- Casey, M. V. "Californian Buys Control of Roosevelt." *New York Herald Tribune*, June 6, 1943.
- Chan, Sewell. "Firms Lobbying the City Earned \$36 Million in '05." *New York Times*, June 3, 2006.
- Chatterjee, Sumeet, and Devidutta Tripathy. "Investment Vehicle Eyes Flagship Sahara Hotels in \$2 Bln Bailout for Founder Roy." Reuters, January 20, 2015.
- Chauhan, Neeraj. "340 HIV Positive Prisoners in Tihar." *Times of India*, May 30, 2011.
- Choudhary, Amit Anand. "SC Sends Former Scribe to Jail for a Month for Contempt in Sahara Case." *Times of India*, April 27, 2017.
- Claiborne, Craig. "Elegance of Cuisine Is on Wane in U.S." *New York Times*, April 13, 1959.
- Cohan, William D. "Prince Alwaleed, Donald Trump, and the Era of Regression and Dictatorship." *Vanity Fair*, November 6, 2017.
- Colangelo, Lisa L., and Corky Siemaszko. "Giuliani Nixes Saudi \$10M Gift." *New York Daily News*, October 12, 2001.
- Collins, Amy Fine. "A Night to Remember." *Vanity Fair*, July 1996.
- Confessore, Nicholas. "Oak Room at the Plaza Hotel Is Going the Way of the Pince-Nez." *New York Times*, December 30, 2004.
- Conway, Edmund. "Millennium Checks Out Doubled Profits." *Daily Mail*, February 22, 2005.
- Cosmopolitan*, September 1950.
- Coughlin, Gene. Heartbreaks of Society (column). *American Weekly*, n.d.
- Cousins, Margaret. "Affair at the Plaza." *Good Housekeeping*, August 1956.
- Davis, Louise. "Adventures of the Happy Innkeeper." *Tennessean*, February 11, 1968.
- Doebele, Justin. "The Man with the Golden Machine Gun." *Forbes*, July 9, 2001.
- Dugal, Ira. "Sahara Loan Will Open Acquisition Opportunity: Mirach's Sharma." *Live Mint*, January 20, 2015.



## *Bibliography and Sources*

- Finney, Paul Burnham. "Business Travel: The Plaza Hotel's New Owners Plan Some Changes, but They're Not About to Tamper with Success." *New York Times*, January 3, 1996.
- Flitter, Emily, and Sumeet Chatterjee. "Exclusive—Subrata Roy's Get-Out-of-Jail Deal Is Mired in Mystery." Reuters, February 5, 2015.
- Foderaro, Lisa W. "Plaza Hotel May Be Sold for Co-Ops." *New York Times*, February 27, 1988.
- Foley, Stephen. "The Investment Column: Hold on to M&C in Hope of Better Times Ahead." *Independent*, February 20, 2004.
- Freeman, Ira Henry. "Plaza to Fete 50-Year Tenant." *New York Times*, March 10, 1957.
- Gahlaut, Kanika. "A-List Attendance at Sahara Chief Subrata Roy's Sons' Weddings." *India Today*, February 23, 2004.
- Gathje, Curtis. "What Would Eloise Say?" *New York Times*, January 16, 2005.
- Goldberger, Paul. "A Spot of Paint Won't Hurt This Lily." *New York Times*, January 22, 1989.
- . "The King of Central Park West." *Vanity Fair*, September 2008.
- Grant, Peter, and Alexandra Berzon. "Trump and His Debts: A Narrow Escape." *Wall Street Journal*, January 4, 2016.
- Gregorian, Dareh. "Kaching-istan Kazakh Big: Wife Stole Plaza Pad & \$75M." *New York Daily News*, August 23, 2013.
- Gross, Michael. "Inside Donald Trump's One-Stop Parties: Attendees Recall Cocaine and Very Young Models." *Daily Beast*, October 24, 2016.
- Grove, Lloyd, and Hudson Morgan. "Can Plaza Bring NYC the Gold?" *New York Daily News*, February 7, 2005.
- Hamilton, Martha M. "Pilots and Investors Ended Allegis Dream." *Washington Post*, June 11, 1987.
- Handwerker, Haim, and Anat Georgi. "I Am Eloise. I Am Six. I Live at the Plaza . . . In a Condo." *Haaretz*, March 28, 2005.
- Harper's Bazaar*, September 1952.
- Haughney, Christine. "It's Lonely at the Plaza Hotel . . ." *New York Times*, February 17, 2008.
- Henry, David. "Trump Says He'll Sue Post for \$500M." *Newsday*, December 22, 1994.
- Hiltonitems*, July 1947; April 1948; June 1948; December 1955.
- Hilzenrath, David S., and Michelle Singletary. "Trump Went Broke, but Stayed on Top." *Washington Post*, November 29, 1992.
- Hotel Monthly* 15, no. 176 (November 1907).
- Hylton, Richard D. "Debt Deal for Trump on Plaza." *New York Times*, March 19, 1992.

## *Bibliography and Sources*

- . “Trump Aims to Turn Most of Plaza Hotel into Condominiums.” *New York Times*, April 9, 1991.
- Jacobson, David J. “What’s Ahead for the Hotel Industry?” *Harvard Business Review* 24, no. 3 (1946).
- Jagendorf, M. “The Rich Lore of a Rich Hotel: The Plaza.” *New York Folklore Quarterly* (Spring 1953): 176–82.
- Jain, Sundeeep, and Tom Wright. “India’s Sahara Gets Defensive After Ruling.” *Wall Street Journal*, September 3, 2012.
- Kearns, Robert. “Allegis Selling Westin for \$1.5 Billion: United Airlines’ Parent Nears Goal in Restructuring.” *Chicago Tribune*, October 28, 1987.
- Kraar, Louis. “The Mystery Man Who Took the Plaza from Donald Trump.” *Fortune*, December 25, 1995.
- Kuttner, Robert. “A More Perfect Union.” *American Prospect*, November 28, 2011.
- Lakshmi, Rama. “Indian Tycoon Working to Sell His Iconic Hotels from Jail.” *Washington Post*, September 24, 2014.
- Larson, Sarah. “The Girl with the Eloise Tattoo.” *New Yorker*, March 23, 2015.
- Leahy, Joe. “India Freezes Sahara Financial Deposits.” *Financial Times*, June 6, 2008.
- Life*, December 12, 1955.
- Ligo, Godwin. “Korman Looks Back, Points to the Future.” *Vanuatu Daily Post*, July 30, 2015.
- Lindsay, Cynthia. “Kay Thompson.” *McCall’s*, January 1957.
- Lodging Advisors Market Research. “A Concise History of the New York City Hotel Market, 1988–2016.”
- Lodging Hospitality*, November 1975.
- Lueck, Thomas J. “Reaching for the Sky to Add a Room.” *New York Times*, June 3, 1990.
- . “Workers Hold Rally at Plaza Against Conversion to Condos.” *New York Times*, April 6, 2005.
- Mahapatra, Dhananjay. “ED Seeks Provisional Attachment of Sahara’s Foreign Hotels, Files Plea in SC.” *Times of India*, February 9, 2017.
- . “Sahara Pledges Asset Sale, ‘Buyer’ Surfaces.” *Times of India*, March 1, 2017.
- Markel, Helen. “The Special World of Cecil Beaton.” *Good Housekeeping*, January 1958.
- Marquise de Fontenoy [pseud. for Frederick Philip Lewis Cunliffe-Owen]. “Artist Princess and Her Chasseur.” *Washington Post*, March 18, 1909.
- Marsh, Julia. “Ex-Wife Claims Kazakh Tycoon Faking Illness to Avoid Court.” *New York Post*, November 4, 2013.
- Matthews, Ralph. “Looking at the Stars with Ralph Matthews.” *Afro-American*, March 26, 1932.

## *Bibliography and Sources*

- Mercer, Charles. "'Eloise' Will Come to Life on Playhouse 90." *Oakland Tribune*, November 11, 1956.
- Meyers, William H. "Stalking the Plaza." *New York Times*, September 25, 1988.
- Mini-Maxims*, March 1944; November 1945.
- Morrell, Alex. "A Wall Street Banker Describes the Time Donald Trump Offered to Seal a Deal with a \$1 Million Coin Flip." *Business Insider*, July 12, 2017.
- Nelson, Dean. "Indian Billionaire Subrata Roy Mortgages Grosvenor House and New York's Plaza Hotel to Get Out of Jail." *Telegraph*, January 21, 2015.
- New York Herald Tribune*, September 6, 1929; February 15, 1937.
- New York Times*, September 12, 1988; March 17, 2005.
- New Yorker*, May 12, 1956; February 27, 1965.
- Newsday*, March 30, 1988.
- Norris, Floyd. "A Haze of Debt Clouds the Plaza Hotel's Gleam." *New York Times*, June 5, 1990.
- Oppenheim, Carol. "12 rms, prk vws: For \$150,000 You Can Cuddle Up in the Plaza." *Chicago Tribune*, February 16, 1977.
- Pacelle, Mitchell. "Asian Investors Buy Up Hotels in U.S., Europe, but Move Cautiously." *Wall Street Journal*, February 19, 1997.
- Parker, Will. "Investors Hope Cryptocurrency Raise Will Buy Them the Plaza Hotel." *Real Deal*, March 27, 2018.
- Patterson, Philana. "Brokers Get Creative to Lure Bonus Money." *Real Deal*, February 1, 2006.
- Peretz, Evgenia. "Eloise Sheds a Tear." *Vanity Fair*, January 2009.
- Perry, Alex. "A Tale of Two Indias." *Time*, December 6, 2004.
- Peterson, Helen, and Tracy Connor. "Loyal Despite Brothel Bust on West Side." *New York Daily News*, June 16, 2006.
- Piore, Adam. "Scott Latham: The Art of the Commercial Deal." *Real Deal*, November 4, 2007.
- Pocono Record*, December 21, 1972.
- Poole, Ernest. "Cowboys of the Sky." *Everybody's Magazine*, November 1908.
- Publishers Weekly*, May 12, 1969.
- Quint, Michael. "Saudi Prince to Become Citicorp's Top Stockholder." *New York Times*, February 22, 1991.
- Ramirez, Anthony. "At the Plaza, Restoring Life Lived Luxuriously." *New York Times*, March 2, 2008.
- . "Souvenir Hunters Help Themselves to Pieces of History at the Plaza Hotel." *New York Times*, May 21, 2005.
- Rautray, Samanwaya. "Supreme Court Grounds Subrata Roy, Bars Sahara from Selling Any Property." *Economic Times*, November 22, 2013.

## *Bibliography and Sources*

- Recchia, Philip. "Last Call at Plaza for Guests & Oak Bar-Flies." *New York Post*, May 1, 2005.
- Revson, James A. "Social Studies: Donald and Ivana Glitz the Plaza." *Newsday*, September 21, 1989.
- Sanger, Elizabeth. "Will New Plaza Have Old Magic?" *Newsday*, April 7, 2005.
- Satow, Julie. "Battle Over Plaza Becoming Costly." *New York Sun*, April 7, 2005.
- . "Hotel Workers Union Protests Plaza Conversion." *New York Sun*, February 18, 2005.
- . "Pied-a-Neighborhood." *New York Times*, October 24, 2014.
- . "The Fate of the Plaza." *New York Sun*, April 15–17, 2005.
- . "Waldorf Astoria and Hotel Workers Union Reach \$149 Million Deal for Severance Payouts." *New York Times*, June 26, 2015.
- Saul, Stephanie, and Louise Story. "At the Time Warner Center, an Enclave of Powerful Russians." *New York Times*, February 11, 2015.
- Seifman, David. "Plaza Sweet Victory." *New York Post*, April 15, 2005.
- Sheppard, Eugenia. "Boom Time for Tricycles." *New York Herald Tribune*, April 9, 1956.
- Shulman, Robin. "Renovation of the Plaza Hotel Clears a Hurdle." *New York Times*, July 13, 2005.
- Sinha, Ashutosh, and Gautam Chikermane. "India's Weirdest Worker." *Outlook*, September 8, 1997.
- Smith, Ben. "Bloomberg Gets a Nasty Lesson: Politics Counts." *New York Observer*, March 14, 2005.
- Smith, Bill. "Persian Room, Plaza Hotel, New York." *Billboard*, September 28, 1951.
- Smith, Cecil. "Kay Thompson Sounds Like 'Eloise.'" *Los Angeles Times*, June 3, 1956.
- Solomont, E. B., and Katherine Clarke. "Who Earned & Who Got Burned." *Real Deal*, August 2017.
- Speers, W. "Trump Settlement Is Not a Done Deal." *Philadelphia Inquirer*, March 22, 1991.
- Stancati, Margherita, Summer Said, and Benoit Faucon. "The Price of Freedom for Saudi Arabia's Richest Man: \$6 Billion." *Wall Street Journal*, December 23, 2017.
- Steinhauer, Jennifer. "Citing Comments on Attack, Giuliani Rejects Saudi's Gift." *New York Times*, October 12, 2001.
- Stern, R. L., and T. Pouschine. "Can Donald Pay His Hotel Bill?" *Forbes*, July 8, 1991.
- Stout, David, and Kenneth N. Gilpin. "Trump Is Selling Plaza Hotel to Saudi and Asian Investors." *New York Times*, April 12, 1995.
- Subramanian, N. Sundaresha. "BoA Refused to Be Part of Sahara Deal Citing Integrity Issues: Saransh Sharma." *Business Standard*, February 12, 2015.
- Suresh, Appu Esthose. "The Curious Case of 5,984 Kalawatis in Sahara List." *Indian Express*, May 1, 2013.

## *Bibliography and Sources*

- Swaine, Jon. "FBI Looked into Trump Plans to Build Hotel in Latvia with Putin Supporter." *Guardian*, March 29, 2018.
- Tharp, Paul. "Horror Night at the Plaza." *New York Post*, February 28, 2008.
- Thirani, Neha. "Indian Conglomerate Buys New York's Plaza Hotel." *New York Times*, August 1, 2010.
- Thompson, John H. "How Is the Race Faring in Union Organizations Which Have Spread Throughout Industrial Plants?" *Chicago Defender*, September 30, 1939. *Town Topics*, March 9, 1905; 57 (January–June 1907); 69 (January–June 1913); 86, no. 14 (October 6, 1921); March 23, 1922; 90, no. 17 (October 25, 1923).
- Tricks, Henry, and Douglas Wong. "M&C Sells New York's Plaza for \$675 Million." *Financial Times*, August 14, 2004.
- Truell, Peter. "A Saudi Prince Fond of High-Profile Investing." *New York Times*, April 12, 1995.
- Ulam, Alex. "What Does the Future Hold for the Plaza Hotel?" *Architectural Record* 193, no. 3 (March 2005).
- Useem, Jerry. "Former Trump Executive Had a Penchant for Theft." *Boston Globe*, September 23, 2016.
- Venkatesan, J. "SC Orders Sahara to Refund Rs. 24,400 Crore." *Hindu*, August 31, 2012.
- Vogel, Carol. "The Plaza Suite: Design." *New York Times*, January 15, 1989.
- Walsh, Dominic. "M&C Considers Selling Hotels as Occupancy Falls." *Times* (London), February 20, 2004.
- Weiss, Lois, and Steve Cuozzo. "Saudi Prince Wants to Save Embattled Plaza Hotel." *New York Post*, May 24, 2017.
- Welsome, Eileen. *Lomas del Poleo*, December 27, 2007.
- White, Marion M. "Ivana Trump: Hard Work, Discipline and Self-Reliance." *St. Petersburg Times*, September 26, 1988.
- Whitehouse, Franklin. "Hotel Business Improving Here." *New York Times*, February 12, 1967.
- Wilson, Gertrude [pseud.]. "Laugh Clowns, Laugh!" *New York Amsterdam News*, February 22, 1964.
- Wolfe, Tom. "Beatles Conquer New York." *Boston Globe*, February 8, 1964.
- Yates, Maura. "Plaza Rally to Double as Prayer Vigil." *New York Sun*, March 11, 2005.
- Zhdannikov, Dmitry. "Qatar to Buy New York's Plaza Hotel for \$600 Million: Source." Reuters, July 3, 2018.

### **Books:**

- Alexiou, Alice Sparberg. *The Flatiron: The New York Landmark and the Incomparable City That Arose with It*. New York: Thomas Dunne Books, 2010.



## Bibliography and Sources

- Allen, Frederick Lewis. *Only Yesterday: An Informal History of the 1920s*. New York: Harper & Row, 1931.
- . *The 1930s in America: Since Yesterday*. New York: Harper & Row, 1939.
- Alpern, Andrew. *The Dakota: A History of the World's Best-Known Apartment Building*. Hudson, NY: Princeton Architectural Press, 2015.
- Ayto, John. *Movers and Shakers: A Chronology of Words That Shaped Our Age*. Oxford: Oxford University Press, 1999.
- Bandyopadhyay, Tamal. *Sahara: The Untold Story*. Mumbai: Jaico, 2014.
- Barrett, Wayne. *Trump: The Greatest Show on Earth; the Deals, the Downfall, the Reinvention*. New York: Simon & Schuster, 2016.
- Beebe, Lucius M. *The Lucius Beebe Reader*. Edited by Charles Clegg and Duncan Emrich. Garden City, NY: Doubleday, 1967.
- Beinecke, William S. *Bernhard Beinecke: A Memoir*. New York: Prospect Hill Press, 2005.
- Boiardi, Anna. *Delicious Memories: Recipes and Stories from the Chef Boyardee Family*. New York: Stewart, Tabori and Chang, 2011.
- Bolton, Whitney. *The Silver Spade: The Conrad Hilton Story*. New York: Farrar, Straus and Young, 1954.
- Brown, Eve. *Champagne Cholly: The Life and Times of Maury Paul*. New York: E. P. Dutton, 1947.
- . *The Plaza, 1907–1967: Its Life and Times*. New York: Meredith Press, 1967.
- Bruner, Robert F., and Sean D. Carr. *The Panic of 1907: Lessons Learned from the Market's Perfect Storm*. Hoboken, NJ: Wiley, 2007.
- Burns, Ric, and James Sanders, with Lisa Ades. *New York: An Illustrated History*. New York: Knopf, 2003.
- Chaikin, David, and J. C. Sharman. *Corruption and Money Laundering: A Symbiotic Relationship*. New York: Palgrave Macmillan, 2009.
- Comfort, Mildred Houghton. *Conrad N. Hilton, Hotelier*. Minneapolis: T. S. Denison, 1964.
- Cromley, Elizabeth Collins. *Alone Together: A History of New York's Early Apartments*. Ithaca, NY: Cornell University Press, 1990.
- Dabney, Thomas Ewing. *The Man Who Bought the Waldorf: The Life of Conrad N. Hilton*. New York: Duell, Sloan, and Pearce, 1950.
- Davis, Deborah. *Party of the Century: The Fabulous Story of Truman Capote and His Black and White Ball*. Hoboken, NJ: Wiley, 2006.
- Dorsey, Leslie, and Janice Devine. *Fare Thee Well: A Backward Look at Two Centuries of Historic American Hostelties, Fashionable Spas & Seaside Resorts*. New York: Crown, 1964.
- Doyle, Mary. *Life Was Like That*. Boston: Houghton Mifflin, 1936.

## *Bibliography and Sources*

- Farmer, Patty. *The Persian Room Presents: An Oral History of New York's Most Magical Night Spot*. San Clemente, CA: Ballymaloe, 2012.
- Fitzgerald, F. Scott. *My Lost City: Personal Essays, 1920–1940*. Edited by James L. W. West III. Cambridge: Cambridge University Press, 2005.
- Foner, Eric. *Give Me Liberty! An American History*. Vol. 2, *From 1865*. 4th ed. New York: W. W. Norton, 2014.
- Galbraith, John Kenneth. *The Great Crash, 1929*. Boston: Mariner Books, 2009.
- Gathje, Curtis. *At the Plaza: An Illustrated History of the World's Most Famous Hotel*. New York: St. Martin's Press, 2000.
- Giuliani, Rudolph W., and Ken Kurson. *Leadership*. New York: Time Warner, 2003.
- Graham, Stephen. *New York Nights*. New York: Doran, 1927.
- Groth, Paul. *Living Downtown: The History of Residential Hotels in the United States*. Berkeley: University of California Press, 1994.
- Hamilton, W. L. *Promoting New Hotels: When Does It Pay?* New York: Harper & Brothers, 1930.
- Hawes, Elizabeth. *New York, New York: How the Apartment House Transformed the Life of the City (1869–1930)*. New York: Knopf, 1993.
- Hayner, Norman S. *Hotel Life*. Chapel Hill: University of North Carolina Press, 1936.
- Hennessee, Judith A. *Betty Friedan: Her Life*. New York: Random House, 1999.
- Hession, Jane King, and Debra Pickrel. *Frank Lloyd Wright in New York: The Plaza Years, 1954–1959*. Layton, UT: Gibbs Smith, 2007.
- Hilton, Conrad N. *Be My Guest*. New York: Simon & Schuster, 1957.
- Homberger, Eric. *The Historical Atlas of New York City: A Visual Celebration of 400 Years of New York City's History*. New York: Henry Holt, 2005.
- Hurt, Harry. *The Lost Tycoon: The Many Lives of Donald J. Trump*. New York: W. W. Norton, 1993.
- Irvin, Sam. *Kay Thompson: From Funny Face to Eloise*. New York: Simon & Schuster, 2010.
- James, Henry. *The American Scene*. London: Chapman & Hall, 1907.
- Khan, Riz. *Alwaleed: Businessman, Billionaire, Prince*. London: William Morrow, 2005.
- King, Moses. *King's Handbook of New York City: An Outline History and Description of the American Metropolis*. Boston: Moses King, 1892.
- Kleinfeld, Sonny. *The Hotel: A Week in the Life of the Plaza*. New York: Simon & Schuster, 1989.
- Kranish, Michael, and Marc Fisher. *Trump Revealed: The Definitive Biography of the 45th President*. New York: Scribner, 2016.
- Larson, Eric. *Dead Wake: The Last Crossing of the Lusitania*. New York: Penguin, 2015.
- Lerner, Michael A. *Dry Manhattan: Prohibition in New York City*. Cambridge, MA: Harvard University Press, 2007.

## *Bibliography and Sources*

- Mangun, Bryant, ed. *F. Scott Fitzgerald in Context*. Cambridge: Cambridge University Press, 2013.
- Miller, Donald L. *Supreme City: How Jazz Age Manhattan Gave Birth to Modern America*. New York: Simon & Schuster, 2014.
- Mizener, Arthur. *The Far Side of Paradise: A Biography of F. Scott Fitzgerald*. New York: Vintage, 1959.
- Morehouse, Ward, III. *Inside the Plaza: An Intimate Portrait of the Ultimate Hotel*. New York: Applause, 2001.
- Mower, Henry S. *Reminiscences of a Hotel Man: Of Forty Years' Service*. Boston: Worcester, 1912.
- Obolensky, Serge. *One Man in His Time: The Memoirs of Serge Obolensky*. New York: American Book-Stratford Press, 1958.
- Okrent, Daniel. *Last Call: The Rise and Fall of Prohibition*. New York: Scribner, 2010.
- Preston, Diana. *Lusitania: An Epic Tragedy*. New York: Bloomsbury, 2002.
- Rasenberger, Jim. *High Steel: The Daring Men Who Built the World's Greatest Skyline*. New York: HarperCollins, 2004.
- Reed, Rex. *People Are Crazy Here*. New York: Delacorte Press, 1974.
- Rosenzweig, Roy, and Elizabeth Blackmar. *The Park and the People: A History of Central Park*. Ithaca, NY: Cornell University Press, 1992.
- Sacks, Marcy S. *Before Harlem: The Black Experience in New York City Before World War I*. Philadelphia: University of Pennsylvania Press, 2006.
- Sell, Hildegard Loretta. *Over 50—So What!* New York: Doubleday, 1963.
- Shachtman, Tom. *Skyscraper Dreams: The Great Real Estate Dynasties of New York*. AuthorHouse, 2000.
- Sonnabend, Roger P. *Your Future in Hotel Management*. New York: Richards Rosen Press, 1964.
- Starrett, Paul. *Changing the Skyline: An Autobiography*. New York: McGraw Hill, 1938.
- Stern, Robert A. M., Gregory Gilmartin, and John Montague Massengale. *New York 1900: Metropolitan Architecture and Urbanism, 1890–1915*. New York: Rizzoli, 1983.
- Taraborrelli, Randy J. *The Hiltons: The True Story of an American Dynasty*. New York: Grand Central, 2014.
- Terkel, Studs. *Hard Times: An Oral History of the Great Depression*. New York: Pantheon Books, 1970.
- Thompson, Kay. *Kay Thompson's Eloise: A Book for Precocious Grown Ups*. New York: Simon & Schuster, 1955.
- Trease, Howard Van, ed. *Melanesian Politics: Stael Blong Vanuatu*. Christchurch: Macmillan Brown Centre for Pacific Studies at University of Canterbury and Institute of Pacific Studies at University of the South Pacific, 1995.

## *Bibliography and Sources*

- Trump, Ivana. *Raising Trump*. New York: Simon & Schuster, 2017.
- Veblen, Thorstein. *The Theory of the Leisure Class*. New York: Penguin, 1994.
- Walker, Stanley. *The Night Club Era*. New York: Blue Ribbon Books, 1933.
- Weitzman, David. *Skywalkers: Mohawk Ironworkers Build the City*. New York: Roaring Brook Press, 2010.
- Wendt, Lloyd, and Herman Kogan. *Bet a Million! The Story of John W. Gates*. New York: Bobbs-Merrill, 1948.
- Williams, Mason B. *City of Ambition: FDR, La Guardia, and the Making of Modern New York*. New York: W. W. Norton, 2013.
- Williamson, Jefferson. *The American Hotel: An Anecdotal History*. New York: Knopf, 1930.
- Wilson, Edmund. *The Shores of Light: A Literary Chronicle of the 20s and 30s*. New York: Farrar, Straus and Young, 1952.

### **Interviews:**

- George Abrams, in-person interview, December 21, 2016.
- Patrick Amiano, in-person interview, November 1, 2016.
- Gautam Awasthi, in-person interview, June 15, 2017.
- Tamal Bandyopadhyay, in-person interview, May 13, 2017.
- Francesca Barra, via telephone, February 20, 2017.
- Kwek Leng Beng, via email, December 3, 2017.
- Victoria Brewer, in-person interview, October 25, 2017.
- Didier Le Calvez, via telephone, April 11, 2017.
- Marisa Recuero Carbonell, via email, January 9, 2018.
- Sant Chatwal, in-person interview, May 30, 2017; June 26, 2017.
- Amit Anand Choudhary, via email, April 28, 2017.
- Sharon F. Corey, via email, November 17, 2015.
- George Cozonis, in-person interview, October 4, 2016; June 1, 2017.
- Barry Cregan, in-person interview, April 28, 2017.
- Joanna Cutler, in-person interview, September 6, 2017.
- Kevin Daly, via telephone, September 22, 2017.
- Yvette Edwards, in-person interview, August 4, 2016.
- Patty Farmer, in-person interview, September 17, 2016.
- Tony Fortuna, in-person interview, April 18, 2017.
- Kristin Franzese, in-person interview, August 4, 2016.
- Joe Freia, in-person interview, April 26, 2017.
- Daniel Jiménez García, via telephone, January 12, 2018; subsequently via email.
- Curt Gathje, in-person interview, July 23, 2015; February 12, 2018.
- Paul Goldberger, in-person interview, June 8, 2016.

## *Bibliography and Sources*

- Kent Gross, via telephone, October 21, 2017.
- Sean Hennessey, in-person interview, September 6, 2017.
- Celyta Jackson, via telephone, April 17, 2107.
- Kenneth Jackson, in-person interview, August 20, 2015.
- David Cay Johnson, via telephone, March 27, 2017.
- Neil Johnson, in-person interview, April 7, 2016.
- Shahal Kahn, via telephone and email, April 2017 through June 2018.
- Suri Kasirer, via telephone, October 10, 2017.
- Lisa Keller, in-person interview, February 2, 2016.
- Sonny Kleinfeld, in-person interview, February 23, 2017.
- Christopher Knable, via telephone, April 12, 2017.
- Bob Kraft, via telephone, August 22, 2017.
- Alexa Lambert, in-person interview, April 22, 2015; November 17, 2017.
- Scott Latham, via telephone, September 25, 2017.
- Gary Lavenson, in-person interview, December 21, 2016.
- Joel Lavenson, via telephone, October 31, 2016.
- Elizabeth Leahy, in-person interview, April 22, 2015.
- Barry LePatner, in-person interview, April 14, 2017.
- Nicola Lercara, in-person interview, May 17, 2016.
- Kevin P. Lilles, in-person interview, April 13, 2017.
- Elizabeth Lorenzo, in-person interview, April 22, 2015.
- Gary Lyman, in-person interview, September 12, 2017.
- Michael Maggiore, via telephone, October 17, 2016.
- Francis Marrone, in-person interview, September 20, 2016.
- Jon Mechanic, in-person interview, September 7, 2017.
- Walter Melvin, via telephone, August 17, 2017.
- Edward Mermelstein, in-person interview, July 10, 2017.
- Grace Murphy, in-person interview, August 4, 2016.
- Miki Naftali, in-person interview, March 25, 2015; July 26, 2017.
- Dinesh Narayanan, via telephone, email, June 19, 2017.
- Russ M. Nazrisho, via telephone, November 22, 2017.
- Jay Neveloff, in-person interview, November 28, 2017.
- Paul Nicaj, in-person interview, April 26, 2017.
- Luigi Norrito, in-person interview, May 5, 2016.
- Tim O'Brien, in-person interview, August 24, 2017.
- Jeffrey Poirot, in-person interview, November 8, 2017.
- Alan J. Pomerantz, via telephone, September 8, 2017.
- Lee Harris Pomeroy, in-person interview, April 12, 2017.
- Sharat Pradhan, via telephone, May 23, 2017.



## *Bibliography and Sources*

Barbara Res, in-person interview, January 24, 2017.  
Subrata Roy, in-person interview, June 16, 2017.  
Jessdev Sagar, via telephone, May 2, 2017.  
Alain Sailhac, in-person interview, May 1, 2017.  
Gregg Salomone, in-person interview, September 29, 2016.  
Lourdes Salomone, via telephone, October 18, 2016.  
Y. David Scharf, in-person interview, September 5, 2017.  
Aaron Schmulewitz, via telephone, November 10, 2017.  
Saransh Sharma, via telephone, May 12, 2017.  
Joshua Sirefman, in-person interview, May 18, 2017.  
Edner Smith, in-person interview, March 24 2015.  
John H. Snyder, via telephone, November 10, 2017.  
Susan Song, in-person interview, April 22, 2015.  
Peter Sonnabend, in-person interview, December 21, 2016.  
Stephanie Sonnabend, in-person interview, December 20, 2016.  
Charles Stewart-Smith, via email, May through July 2017.  
Louise Sunshine, via telephone, April 4, 2017.  
Prakash Swamy, via telephone, June 22, 2017; July 26, 2018; August 8, 2018.  
Eric Trump, via telephone, October 26, 2017.  
A. Vaidyanathan, via telephone, June 19, 2017.  
Howard Van Trease, via email, June 11, 2018.  
J. Venkatesan, via email, June 20, 2017.  
Sandeep Wadhwa, in-person interview, August 26, 2017, subsequently via telephone.  
Abe Wallach, in-person interview, July 28, 2017.  
Peter Ward, in-person interview, June 18, 2015; October 4, 2017.  
Suzanne Wenz, in-person interview, August 4, 2016.  
Anton Werner, via telephone, July 19, 2017.  
Andy Young, via telephone, April 23 2018.

### **Original Documents:**

Hand-Book of Securities, compiled by the *Commercial and Financial Chronicle* (New York: W. B. Dana Co., 1907–1928).  
JTS Trading Ltd. v Trinity White City Ventures Ltd., Sahara India Pariwar, Aamby Valley (Mauritius) Ltd., UBS Financial Services Inc., April 18, 2017.  
Materials from the Hospitality Industry Archives of the Conrad N. Hilton College of Hotel & Restaurant Management at the University of Houston.  
Materials from the Westin Hotels and Resorts Archive at the Washington State University Libraries, Manuscripts, Archives, and Special Collections, Pullman, Washington.

## *Bibliography and Sources*

National Archives of Boston.

New York County Supreme Court, Bolat Nazarbayev v. Daniyar Kesikbayev, Maira Kurmangaliyeva.

Partial unpublished memoir by Alphonse Salomone.

Plaza Hotel financial statements from proprietary sources, and FOIA filings for forms TC208 via the New York City Department of Finance.

Republic of Vanuatu Office of the Ombudsman Public Report on the Breach of Leadership Code and the Misuse of the Cyclone Betsy Account by Former Prime Minister Mr. Maxime Carlot Korman, February 26, 1998.

*State of New York Department of Labor Bulletin* 14, nos. 50–53 (1912): 275–77.

Supreme Court of India Civil Appellate Jurisdiction I.A. No. 247 of 2017 In Contempt Petition (Civil) No. 412 of 2012 and Supreme Court of India Civil Appeal No. 9813 of 2011.

The Beinecke Family Papers at the Beinecke Rare Book and Manuscript Library at Yale University.

*The Plaza*, a commemorative book published by Westin Hotels for its seventy-fifth anniversary. Secaucus, NJ: Poplar Books, 1981.

United States Bankruptcy Court, Southern District of New York, Chapter 11 filing of Plaza Operating Partners, November 13, 1992.

United States Realty & Improvement Company consolidated company annual reports, 1911–1942.

U.S. Bureau of Labor Statistics, *Handbook of Labor Statistics*, 1947 ed.; Bulletin No. 916, p. 89.

### **Television, Video, Radio, and Film:**

*All Things Considered*, National Public Radio, March 15, 2006.

HBO documentary, *It's Me: The Man Who Drew Eloise*, 2015.

YouTube, <https://www.youtube.com/watch?v=KlwCXgZwSCc>.