Analysis of chapters proposed and Official Family reveals such (drafts) inaccuracies and wide distortions of my viewpoint. Upon publication of these chapters were rewritten in entirety by me. Regards
Have you gotten the letters & manuscript book from B. J. as discussed when here. Please do so as I will need it on my rewrite job. Instruction then. Please.

I told Mr. Bye months ago that the manuscript in this very represented my impressions, viewpoint or language. The same holds for today.

The material furnished the right along is very inaccurate and sounds like his opinion of F.D.R. in one way of my evaluation of him for the people around him.
I would rather never
write a book or an article
if I had to put my
name to such a story.
I have to rewrite it
myself in my own way.

Where do we go from here?

I think the late Ed. Paul
wanted the articles on
questions because by inlisting
F.D.R. and others
were not defeated in too
complimentary a manner.

I would not permit publication.

I value my personal integrity
too much to permit publication.
Of any of the story the way it
is about I feel thou
ly convinced that B. E. should
write for ME.
FDR, My Boss, was sent to Rome to assist parallel endeavors for peace and the alleviation of suffering.

To assist the FDR's own words we received the post to assist parallel endeavors for peace and the alleviation of suffering.
Sam was happy about the colonnade.

St. Johns - St. John's

Think "tactile" sounds far fetched. A second Graham
does call himself "second self." Because
of course he would want you to think he was "
One day a call came in and Harry announced the caller—Mr. Jones. He kept calling to speak to Mr. Pres. I took him "Certainly. He repeated that he needed to speak to the Pres. He's very busy at this moment. May I help you?" He said...
young man had a letter with a co-worker that he could get through to the President direct. Many people tried, but few of any more than that.

The only thing I could suggest to the young man was that he give his message to the Sec'y of State or send it over by special messenger...
Page 3.

I still think you figured it out on "7 - the bend" visitors. No wonder we have as few as 30.

FEDERAL LITHOGRAPH COMPANY
1239 Seventh Street, N. W.
Washington, D. C.
Michigan 4136-7
Page 4

I didn't lunch with the justices. I didn't set up the meetings but on some occasions I did make them out the back way when the Boss requested me to do so.
Lyndon had asked a group of Congressmen to his home.
for a "get together" in
Diana's home and so
everyone was notified
to proceed to the WIT
instead.

Think I should
make "son / grandson"
because he looks more
tough. Johnny was
Mrs. R.'s little son.
Crossword

Don't like the Lt. story one bit

Published & edited

Writers are as much interested in personal publicity outside their assigned jobs as are actors. The more jobs they depend on their public appeal and a Presidential name is all helpful to the publisher & editor next to the new star.

Paragraph 3 - H.P. Wrigley, President of Chicago, which was the Potomac, insisting that the NFL take [remainder of sentence not legible]
to Sharqui Lake did they ever travel on the Potomac itself. They did, I think, on pleasure, accompanying him down the river on the recut boat—O'Neill got it...

Page 3 - Para 1 -
The first two sentences are true, if you add "before 1941". From 1941 the only Warm Springs trip was three times and on one of them he was there for only a day—

Para 2 — 99% by flashlight - Farrow
This future feature may or may not be ready. My situation -President F.D.R. is ill and in bed. I am told an operation is to be done. We could not omit this chapter.
A letter of that subject, after the President's return to Washington, included the following sentence: "In the political situation we have been working towards, the increased industrial development before the war, and the economic advance in the Middle East, have brought about a new situation."

"There is every indication that the economic situation will be more difficult in the future."
I can’t believe this...
with the Pres. and on these occasions after mass, got sick, I would go one to the Red Room, give him and then accompany him to the Executive Offices. He has been very solicitous about FDR's health. He asked me this day if he could visit him. Indeed a few hours later he took us to Dr. and the "Doctor's House". We came out on East St. line and as I looked to my right I saw the three regular Press men in assigned to the White House, sitting on the edge of the stone wall of the Fountain.
There they suggested this excellent text and called the Archbishop's attention saying 'My what a long wait those trips are going to be - they hear shuffling of your arrival in the air.' The Archbishop smiled but had no comment.

In 1944 the Archbishop paid an unannounced visit to the W.H. and the Boroq, at my suggestion. I thought it a good idea, if the Archbishop agreed, to give out a little statement on his trip abroad and the progress of his work in the country. He met Sam, Bob and the Churchmen and the dictation was finished.
Statement as a preliminary to his verbal report. The
Archbishop, who had never felt these gentlemen look
at me with a blank, unfeigned, un
aggravated smile and a smile, and said
"Surely he whom the Lord has
humbled,
I said, yes, Your Excellency,
not just a. Even though
he was most pleasant,
I knew he was annoyed. I
said "Yes, Your Excellency,
but just as a suggestion.
He was standing across
from my desk, with the
statement in his hand,
which he did not read,
and then he advanced toward my desk and down in the chair beside it and looking at me quietly, and asked, "Have Rosenman and Sherman ever been paid at all, or work for writing?" I laughed and said "I didn't think so." At that moment Sam and Bob came out of the Cabinet Room, which adjoined my office and presented them to His Excellency. No more was said about the statement and when the Archbishop departed by the front door.
As newspaper man was in evidence to all on the careful laid plans fell through - and I knew the Archbishop was not disappointed.

Page 4:

I wouldn't say all the justices were frequent lunchroom guests and only lunched with them. My knowledge of their visit was the result of my usual, "Did you have a nice visit with...?" Bill, Frank or Bob? I was told I would hear something like this, "Who is this boy?"
Bill玻尔县旧址

见插画湖

Bill玻尔县

邦哥在

邦格对

邦格在

邦格对

邦格对

邦格对

邦格对

邦格对

邦格对

邦格对

邦格对
Oh, didn't set up the
Ambassadors' appts—la
arranged their. And when
I couldn't get the
appointments, he
would run up to the
Postage
department
and carry the message
to the Miss. herself.

The College professors
were men who were
outstanding in the
Teaching profession and
had spent their adult
life studying subjects
which he admitted he
knew little or nothing
about—economics for
instance. And it always
remained after their
visits that he brooded.
Page 5 - Par. 1.

The Boss asked me to call Sam and ask him if he could conveniently drop in on his way home from The Hill. Sam didn't ask any questions about why the Boss wanted to see him, but he called Lyndon Johnson (Cong. from Texas) who summoned him to his home with a group of his colleagues to celebrate the decision. Sam had to
told Lyndon of the formal invitation, but it was
his rule to the last. We
had already notified
Lyndon to move his party
to 1600 where the girls
would take over hosting.
All hands were notified
that it was a surprise
party for the Speaker and
the other guests were to
to enter by the East Wing
and gather in the pres
study a little before
Sam’s app’s time. His
Colleague gave the last time
brought for Sam to the Priest
to present, make the presentation.
The President at the 
end of his speech and addressing 
himself to his group he 
said. "Tell all you Sam 
lovers the same story that 
he did when he—

He came to Congress twenty 
years ago. Isn't that 
right Sam? Sam modestly 
acknowledges that he never 
noticed one change 
suffered from a slight 
head turn.

To Senator or Congressman, 
later to enter the H H 
encampment so a few of them 
Casually mentioned that they 
used on them West to 
The President.
Page 5 - Page 6

I did, too, think it was part of my job to help people away from the P. But if a phone call would take the place of an after dinner call for the door, then I was all for the door if taking the call.
Aug 4-3 - 44 (Canada)

Dec 24-1 - June 4-2

Ralph
Ralph
And speaking of Ambassador, this seems an appropriate point to recall that the President, as he became, during their respective terms of office, accepted the King's personal advice and did as and don't instructions, laid in their laps by the very person State Department personnel. He had the tried模型 for a while with the orthodoxy procedure by leaving and sampling and leading possibilities which related midlevel—until the entire country of the count 
duly lived all Americans and the President, relying on said that all Americans in the nation, which he 
representative. The new, according to the text, was the accepted way to form to better understanding 
between nations, that the King's orders
succeeded in a flagrant waste of time. It changed the tradition of these
which led to increasing the forms, attitude, and receiving the government
in a manner to consider. He
had his own way of doing things and breaking precedent never bothered
him. He has a firm hand out of.
...led the great progress in the Country not by striking to throw out customs and practices but by the courage of its people in shaping new paths and finding new ways of attaining our goal.
Standing out in bold relief—

in I might say—almost a...-a
dramatic way among hundreds
of celebrated figures during the war
years is Sir Churchill.
Human interest items submitted against the books
and events relating to FDR
in the library
keeping of the
records R.C. to
the Census
of the world.
Paragraph -

The persons and incidents spotlighted in this chapter are hot set down in any attempt at chronological order. The names of people with whom the incidents had contact, and the occurrences recounted in the following pages are but tiny footnotes.

Theodore Roosevelt - T.K.

must have seemed appropriate because all Theodore Roosevelt's successors had continued
During the years when it was my privilege to occupy an office adjacent to President Roosevelt's, I was afforded an intimate view of the fascinating cross-section of people, from all over the world, who came and went through the Boss' door.

Out of my storehouse of President memories, I recall that in the pre-war days, as was natural, most of his visitors were civilians. They came from all walks of life. In a typical day, for instance, on the appointment list, it was likely that a glamorous visitor, possibly with a Hollywood label, would be included. He or she might be followed by a practical politician, a distinguished educator, a country school teacher, a foreign diplomat, a boy scout, a factory worker or perhaps a migrant farm hand. The list could go on and on if I had the space to encompass all the categories of his visitors.

The Boss, with his inherent habit of friendliness and deep solicitude for the personal concerns of others, particularly the so-called common man, welcomed every opportunity of meeting a new segment of the cross-section. It was characteristic of the Boss that even the slightest reference would be likely to stir his memory to a host of interesting recollections. Though I should probably have known it from my history books, I recall that it was he who informed me one day that when 1600 Pennsylvania Avenue was built it was referred to as "The President's House -- The Executive Mansion" and "The Palace". He added that it was President Theodore Roosevelt who started calling the residence, "The White House", and that it must have seemed appropriate because all his successors had continued to do so.

During my 12 years in the White House, there grew up in the minds of the
public, considerable interest in what, for want of a better description, might be termed the three supplementary White Houses. They were the Roosevelt home at Hyde Park, New York, which was the President's birthplace and his favorite spot, the cottage at Warm Springs, Georgia, and later the war-time camp, Shangri-La, located in the Coctoctin Mountains, Maryland. This last named retreat owed the origin of its name to the assiduous questioning of the press. Upon the occasion of General Doolittle's raid on Tokyo, they had asked the Boss to name the base from which the planes had taken off, a bit of whimsy prompted him to reply, "I'll let you in on a secret - Shangri-La." He had in mind, of course, the mythical depicted in James Hilton's book "Lost Horizon". The pseudonym stuck!

No one of these homes was interchangeable with the real White House in the Capital so far as sentiment or importance went with the American people. Each of the three places, in some measure, approximated a White House for all had in common the housing of the Chief Executive and the carrying on of Presidential activities.

During those dark days, no matter which one of the places sheltered the Commander-in-Chief, he had, of necessity, to be in constant communication with 1600 Pennsylvania Avenue. For reasons of military security, about which I will speak later, no publicity could be given the intricate system of communication which allowed him wherever he went. To establish this setup, the finest radio consultants and technicians in the Armed Forces had pooled their ingenuity and knowledge. The result was the most
comprehensive transmitting and receiving paraphernalia that modern man had devised up to that time. In simple language, unadorned with scientific description, these technical men made it possible for F.D.R. to keep in touch with the progress of the war. Twenty-four hours a day, even if aboard train or ship or plane, he was taking the pulse of the war effort on every front. The accomplishment of all this, to the average lay mind, such as mine, never failed to intrigue me. In retrospect, it still seems to me as though the extraordinary communication facilities focused not only the news of the world, but captured what we as children called "magic". I suppose though when one dedicates herself to a job such as mine was, each day a sense of wonder would be renewed. From where I sat the world was a most interesting place!

Airplanes usually brought the mail, wherever we were; special telephone facilities installed even on the Presidential train as well as in the respective residences, afforded instantaneous connections. F.D.R. was the first President, who in the twinkling of an eye, could be placed in immediate communication with the battlefronts, both diplomatic and military.

When he travelled before the war, key members of the President's staff plus Secret Service men and the reporters, regularly assigned to cover the White House press conferences accompanied him wherever he went. After the start of the war, however, the usual office staff and an increased guard of Secret Service men continued the trips, but for security reasons only three newspaper men were included. This trio represented re-
Continued from page, but
the pure courage
was limited to three
herof you men. This
two represented re-
spectively the three
major Press associations.

Norman Smith (United
Press), Douglas B.
Cornell or Harold
Olins (Associated Press)
and either Arthur J.
Hermann or Howard
Flagg (International
News Service)
to this wartime regulation and that was during the 1944 campaign for the Presidency. The restriction was lifted -- the number of reporters was increased but not to the extent of the pre-war basis. In F.D.R.'s second term as President, a roster of the gentlemen of the press covering him and going on all the trips, contained, among others such names as George R. Holmes, Ulric Bell, John Russell Young, Walter Trohan, Edwin D. Canham, Albert L. Warner, Joseph H. Short, Felix Belair, Jr., Robert S. Allen, Frederick A. Storm, George E. Durno, Victor A. Sholis, Marquis W. Child, Bascom N. Timmons, Doris Fleeson, Lyle Wilson, Bert Andrews, Thomas Reynolds, Richard Harkness, John Henry, Ernest Lindley.

 Everywhere F.D.R. went, he worked, even when the trip was ostensibly a vacation.

In pre-war days a weekend at Hyde Park rarely passed without its quota of distinguished visitors.

All during the President's tenure of office there grew up a great deal of discussion upon the subject of "on the record" visitors and "off the record" visitors. The reporters actually assigned to the White House were clear as to this moot question, but many of the columnists and Mr. and Mrs. Public seemed so often to have misinterpreted these two categories of visitors. I believe I can clarify this.

In any given year the President saw a minimum of 2000 to 3000 people by appointment -- individually and in groups. This total did not include Cabinet meetings, Pacific Council, Economic Council, Combined War Labor Board, Budget Seminars, Press Con-
I recall only a few exceptions to this war-time regulation—the two feminine trips the Boss made to inspect the defense plants, as well as Army camps and Naval Bases. His good will tours to Monterey, meant to meet Mrs. President Cavanaugh and the 1944 Campaign for the Presidency.
ferences and myriad of emergency conferences. Of this number, by special appointment, perhaps there would be forty to fifty actual "off the record appointments". The names of these were never included in the regular list issued daily, and in each case there was always a reason why the knowledge of the visit was kept secret. The Boss, in addition, met with appointments "off the record".

Thousands of people during the years, whose visits were never announced to the Press. In that particular group were included house guests, family friends and acquaintances, luncheon, dinner, tea, or possibly weekend guests, many of whom were actually Mrs. Roosevelt's visitors. There existed a definite understanding with the Press that there was no obligation to give out the guest list of those whose visits were wholly social or as we called it, on the "house side". This was in the interests of family privacy to which it would seem even a President, in a democracy, is entitled. And last, there were the so-called "bedside appointments" held shortly after F.D.R. awoke and before he arose for the day.

J. Edgar Hoover, on the trail of something "hot" might want to bring the Boss up to date on his findings. If a hint of the purpose of his visit leaked out, it could very well ruin the successful completion of his investigation. Therefore, the status of his calls was pretty generally "off the record".

During the war days, foreign diplomats were accorded the protection of the White House because the very nature of the business which brought them to the White House was highly confidential. For instance the Soviet Ambassador might be the bearer of a message
from Stalin or Molotov or perhaps the British Ambassador would be relaying one from
Churchill or Eden.

There were times when it was necessary, in the opinion of the Boss, to convert a legislator or a politician to his way of thinking or at least try to influence him to modify or revamp some idea or other. Occasionally there was so much at stake in a piece of legislation or war strategy that the key figure looked to the Boss to share the responsibilities.

Ever conscious of his stewardship, F.D.R. tried to help the person in any momentous decision. I've known him to flatter, reprehend, remonstrate or re-proach a gentleman, to gain his point. Depending on the issue involved, the visitor was either listed on the appointment schedule or his name omitted. There were many times when, if the caller's name had been included in a piece of legislation or a necessary policy might have been jeopardized. Publishing the names of certain callers, could cause too much speculation with the estate members of...

While there comes on the subject of politicians to mind an incident which occurred when F.D.R. was still Governor of New York State and Huey Pierce Long was Governor (?) from Louisiana. He controlled the politics of the state absolutely, and was known as "I am the law, Long." His tactics as a demagogue were well-known, and the Boss was aware that alliance with such a power could be dangerous. Roosevelt has been severely criti-
cized for alloying himself at various times in his career with calliber. Cali
it political expediency, or what you will, but when the Boss set out to achieve a
circle affecting the ultimate welfare of the people, he could resort to such an alliance or compromise. He often quoted, apropos of that, "you cross the bridge with the devil until you reach the other side."

That summer, was a busy one. Mr. Roose-
velt's days were sorely taxed with [visitations] from Governors, Senators, National Commit-
teesmen and women and all sorts of advisers. In addition, he was unable to relax.
rapid pace required in the business of running the State of New York.

It is well to bear in mind that the Hyde Park house was presided over by the President's mother. Mr. Roosevelt decided to invite Mr. Long to luncheon. I recall that when the day arrived, F.D.R.'s appointments ran into the luncheon hour. Pressed for time as he was, he asked his mother to seat Mr. Long to his right. His idea was of course to be afforded the opportunity of discussing campaign plans for the areas where he knew Huey could be most useful. He not, however, make any mention of his intention to Mrs. James. Mr. Long was just another name to her. She was a "stickler" for the conventions and correct table seating was important to her, so ordinarily one of the ladies would have been to the then Governor's right.

We were ten or twelve at table including Mrs. Franklin. On Mrs. James' right sat a gentlemen, whose name I can't recall, but of whom she thoroughly approved as one
who possessed all the social graces she admired in the society. Secretly, she might have been wondering why her son did not choose to associate more with men of this type. Then with Mr. Long in his loud suit, orchid color shirt and watermelon-pink tie,

Right from the first course, the Governor (presidential nominee) and Huey had embarked on an animated conversation. Their tones were low and it seemed to me that the rest of us were unusually quiet for an informal Roosevelt luncheon. Possibly, all unconsciously, some of us were eavesdropping. Suddenly, for the fraction of a minute, there came a lull, during which Mrs. James placed her hand to her mouth in the motion employed when one wants to be confidential, - "Who is that AWFUL man sitting on my son's right?" she said in a voice, which seemed to me could be heard out on the Post Road. At once everyone began nervously to chatter like the traditional magpie -- the sound of conversation that caused a moment of embarrassment. Our laughter was forced. We were trying to throw up a smoke screen and make a joke out of the incident. All present knew that Mr. Long could be politically important to F.D.R. My eyes were glued to Huey in an effort to detect the guest he had heard. He still seemed deeply engrossed and oblivious to us. Silently, I thanked the good Lord and thought that Louisiana would use its strength in F.D.R.'s campaign. Gathering courage, I glanced at my hostess. I knew her well and loved her dearly! She had somewhat the expression of a willful child who had been caught raiding the jam pot and felt satisfied. I learned later that she got the answer to her question till after lunch. The
gentlemen to whom she directed it knew his territory and did not wish to have Mrs. James utter further risks on the "Kingfish". 

In some instances the "off the record" visit came as the direct result of the visitor's own request. The White House naturally had to comply though perhaps the substance of the meeting did not rate the importance that the guest might attach to it.

Most requests for appointments were made through the regular channels -- via the Appointment Secretary, Marvin McIntire, in the early days or Pa Watson later on. If an emergency, and what we termed "an on the minute appointment" became necessary, the operator referred the call to me so that I could check with the President. Such incidents might very well occur when the Appointment Secretary was at lunch or away from the White House on official business. Having access to the Boss, I could get an immediate answer.

An important part of my job was to save the Boss from all unnecessary harassment so that he could husband his time and energy for matters of urgency and gravity. Therefore, people way entered into the daily work but I never considered it proper to sidetrack the people who were vital to the running of the government and the war effort, such as Cabinet members and high ranking men of the Armed Forces.

If in my judgment, the subject might be disposed of by a talk with the Boss over the telephone, I bent every effort to have him take the call rather than make an appointment.

If the subject was an involved one, and indicated that a lengthy conversation might ensue, he would instantly say, "Tell Pa I'll see Stimson or Hull or Knox or whomever it
might be, in the morning. Have Pa put him on the list, Grace." Enjoying human contact
he did, it was always his natural impulse to see the person rather than the 'phone. He liked to watch the expression of his callers. Face-to-face with them, his unusual quality of discernment increased so that he could penetrate more deeply into their thoughts. Over the telephone his perspicacity was not as successful. It was because he got a great deal more out of "the across-the-desk conversations" than over the telephone, that he preferred them.

I could and did arrange appointments for the Boss on what I used to call "my time" which might include family and personal friends who just wanted to run in and shake hands, or top-level executives whose missions had
period aside for the exclusive purpose of dictating and signing his mail. It was a movable time because it had to follow the last of his visitors, and it depended too

On the days when he was beset with involved or grim problems, he himself became more "wound up" and the ten or fifteen minute time allotted to each call had run overtime. If my mail happened to be heavy on those days, I became apprehensive as the minutes ticked on, for that was bound to automatically shorten our mail period.

To be more specific, if an unexpected situation arose, let us say, and the Secretaries of State, War or Navy asked if they could run in to see the Boss for a few
minutes, I never hesitated about making the appointment for them, knowing that if no
other time were available, there was always "my own time", a slice of which I was always
only too glad to give even though it might result in my working late into the night on
subsequent dictation.

After I gave the proposed visitor the assurance of his appointment, I would
then notify the Boss that I had checked the appointment list and an available time
Regardless of an important visitor, I felt impelled in serious situations to break right in to permit the Boss to decide his preference of time. In order not to interrupt his train of thought I had adopted the system of typing out a memo with the request briefly stated and the reason why the Secretary felt it imperative to come right over. A typical memo might read as follows:

Hull wants to see you 3:30

He has just had answer from our Ambassador in London. He would either nod agreement and that might mean that the very next appointment would have to be cancelled, or he would jot down a more convenient hour. Sometimes he just impulsively picked up the receiver and made the appointment himself.

All names appearing on the appointment list, so far as the reporters were concerned were the cynosure of all eyes. It is their business to be ever on the alert for a story. Some names warranted more careful scrutiny than others, and I might add that the timing of when these names appeared influenced the reporters in their evaluation of the possible consequences of any visit. To elucidate further, Cabinet members as such
did not create a ripple of curiosity in the Press room unless the particular Cabinet member had been designated by the Boss to handle a very delicate situation as between government and perhaps labor, or industry. It naturally followed that in this crisis, the Cabinet member would want to slip in unobtrusively and just report that he was not ready to make a public announcement about the final outcome. Good examples of these visits that come to my mind offhand, are when Ickes was battling it out with John L. Lewis on an impending coal strike, or the time when Hull was conferring with the Japanese Ambassador along with the special representative of the Japanese Government just prior to Pearl Harbor.

Occasionally we fell upon troublous times, when two government officials would become openly embroiled over a difference of opinion in policy. These seemed to follow a set pattern. First came the negotiation stage followed by the quarrelsome period -- then the open breach, and finally, the undignified climax of a front page story in every newspaper of the blow by blow fight of the two Kilkenny cats.

The Boss was really a patient man, but scrimmages of this type always irritated him. Invariably he would send for the guilty parties, sometimes separately, sometimes together and he would then set about making them see the error of their ways and try to work out a compromise. He was good at this and he had, to my way of thinking, a high score in settling these controversies. Among them were the Hull-Moley split in 1934, the Ickes-Hopkins rumpus in 1938 (?) and the Wallace-Jones brawl in 1941. In the afore-
mentioned and similar instances, the Boss asked that every precaution be taken to protect
the secrecy of the visitors. Like the leader he was, he realized that nothing was to be
gained by announcing to the world that after an off the record visit, all had been ironed
out and that he had again played the role of peacemaker. In his unselfishness, he was
far more interested in preserving "unity in his camp", rather than posing as the saviour
of the hour. Knowing, however, what energy and time he had exerted in ending the de-
bacle, I felt he was an unsung hero!

In lighter vein were the visits of F.D.R.'s personal friends. This list was
a long one. What impressed me most about it was that included in it were not only many
of the so-called elite and well to do but also the names of "the little man", the old
family retainer, the next door neighbor. A roll call of this list would reveal the demo-
cratic outlook of F.D.R. in the deepest and finest sense.

Then too it was often politically the President's visit
the record with key men in his party, such as Jim Farley, Frank Hague, Ed Flynn, Frank
Walker, Ed Kelly of Chicago, Bob Hannegan, and others.

Oftener, there were times when the reverse was the order, and the Boss was
eager for the visits of these men to be公开化.

Others who often came "off the record" because they enjoyed the status of
friends and adviser were Bernard Baruch, H. H. O'Gop, Vincent Astor, Eddie Dowling,
and Basil O'Connor. When the last named was invited in his capacity as
Barney, whose advice and counsel has always been sought by Presidents, regardless of party.