

Wednesday, Nov. 17th

PHOTOCOPY
PRESERVATION

11/18

X2150

W+MO = mil protocol

JOHN GAUGHAN, Director

She states
Jonie Stevens x 2150

Green Room

Protocol -

Don't do anything different than in civilian
Greeted by P. officer environment

- Outranks Sec. Aspin
as 1st LADY

has
VP
Spk of the House
Chief Justice
Former President & 1st LADY

Maureen Appelbaum -

* Reporter representing

Major Assembly -

→ Army Times, Navy Times, Air Force Times
weekly or monthly

WOMAN'S NATIONAL DEMOCRATIC CLUB
1526 New Hampshire Avenue, N.W.
Washington, D.C. 20036

(202)232-7363 ♦ fax (202)986-2791

September 30, 1993

Ms. Hillary Rodham Clinton
The White House
Washington D. C. 20500

Dear Mrs. Clinton:

The Woman's National Democratic Club is so very pleased to be able to honor you at a reception on Friday, November 17, 1993!

Members of the Club are leading Democrats, men and women, professionals and community activists from the Washington metropolitan region. They look forward to meeting you, hearing from you and, with your guidance, supplying added local Party support for your Health Care package.

The Club, as you may know, was established immediately after women won their right to vote. It has been led and attended regularly by our First Ladies beginning with Edith Bolling Galt Wilson, one of its founders. Its mission was, and continues to be, for women to give support to one another for elected office, to provide educational opportunities and to make a place where members might respectfully discuss matters about which they disagree. There is a national membership of 2,000 which is served by an elected board of men and women and a full time professional staff. The weekly program features national speakers who address current concerns at luncheon and evening events. I am enclosing a booklet with further detail for your information.

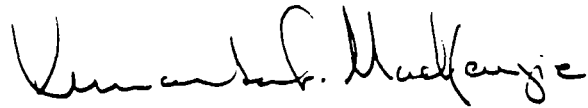
The November 19 reception will begin at 3:30 p.m. for invited guests. We hope it will be convenient for you to arrive at 4:00 p.m. for the unveiling of your photograph and a brief speech on a topic

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We understand the uncertainty of your schedule and the ever possible need for a date change. Inasmuch as our Calendar and invitation to the Membership won't be mailed out until the last week in October, we will be able to accomodate any change until then. I am available to your staff and expect that they will keep in touch with me as we move toward November 19th. I can be reached, not at the Club, but at 202-333-2024.

Again, we are delighted to be able to pay tribute to you and the fine work you are doing. We look forward immensely to both meeting with you and providing wider support for your mission in November.

Sincerely yours,

A handwritten signature in cursive script, appearing to read "Amanda F. MacKenzie".

Amanda F. MacKenzie
Past President

S E C R E T A R Y O F D E F F N S E



P R O T O C O L

DATE: 11/18/93TO: Amanda CrumleyFAX NUMBER (202) 456-2239

PHONE NUMBER () _____

ROOM NUMBER/OFFICE _____

NUMBER OF PAGES:
(NOT INCLUDING COVER SHEET) _____FROM: Donna LarsenPHONE NUMBER (703) 697-7064SUBJECT: Mrs. Clinton's Visit to PentagonREMARKS: attached is our proposal. Any questions,
please call me. Many thanks.Donna

DELIVERY INSTRUCTIONS:

☒

IMMEDIATELY

☐ HOLD FOR NORMAL DUTY HOURS☐ PLEASE CALL TO VERIFY RECEIPT
COMMERCIAL (703)697-7064
AUTOVON 227-7064

MAILING ADDRESS:

ROOM 3E921, THE PENTAGON
WASHINGTON, D.C. 20301-1000Please call the Protocol Office
of the Secretary and Deputy Secretary of Defense
to report transmission problems

November 17, 1993

MEMORANDUM FOR THE SECRETARY OF DEFENSE

THROUGH: AUDREY SHEPPARD

FROM: DONNA LARSEN

SUBJECT: Visit to the Pentagon by Mrs. Clinton
DECISION MEMORANDUM

Mrs. Clinton will be visiting the Pentagon on Friday, November 19th at 10 a.m. (You will recall she was scheduled to visit the Pentagon on September 28th but had to cancel at the last minute.) By way of background, Mrs. Clinton will be attending the Joint Armed Forces Officers' Wives Luncheon following her visit to the Pentagon. In this regard she asked that the following individuals be present for her visit: Mrs. Perry, Mrs. Shali, Mrs. Jeremiah and Mrs. Powell (they will accompany her to the luncheon).

Below follows a proposed itinerary for her visit based on discussions with the White House, General Shali's office and your staff.

- 10:00 -- Mrs. Clinton arrives Pentagon River Protocol Entrance. Met by SecDef Aspin, General Shali and SecDef Protocol (Mrs. Donna Larsen). **PHOTO OPPORTUNITY.**
- SecDef and CJCS escort Mrs. Clinton to SecDef's office. Meet Mrs. Perry, Mrs. Shali, Mrs. Jeremiah and Mrs. Powell. Informal mingling. Corporal Wendy Cornell will conduct a brief tour of your office. (NOTE: You might point out the direct phone line to The President -- she may wish to test it.)
- 10:10 -- Group departs your office en route to NMCC.
- Proceed to Brigadier General Womble's office, Deputy Director of Operations.
- Briefing of NMCC to include: Overview by Gen. Womble, Mole Line Briefing, EA and ERC Tours.

-2-

- 10:30 -- Depart NMCC by cart on tour of Pentagon to include: Concourse, Berlin Wall and Iron Curtain displays, Military Women's Corridor, Hall of Heroes, MacArthur Corridor and Time/Life Corridors.
- 10:50 -- Proceed to third floor, Army Corridor. Met in hallway by General Peay (on behalf of General Sullivan) and possibly Mr. West. Short brief by General Peay on the Corridor.
- 10:55 -- Depart Army Corridor. Proceed upstairs to Navy Corridor. Met by Secretary Dalton, Admiral Kelso and General Boomer. brief tour of Navy Corridor.
- 11:00 -- Depart Navy Corridor. Proceed by cart to Air Force Corridor. Met by Secretary Widnall and General Carns (on behalf of General McPeak). Brief tour of Air Force Corridor.
- 11:05 -- Depart Air Force Corridor, using escalator move to second floor. You and General Shali escort Mrs. Clinton to the Chairman's Mess to meet very briefly with her former staff members currently working in the Pentagon. **PHOTO OPPORTUNITY.** (Ladies go directly to Chairman's Office.)
- 11:15 -- SecDef and CJCS escort Mrs. Clinton to CJCS office. Ladies join group. Informal discussion.
- 11:30 -- SecDef and Chairman plus ladies escort Mrs. Clinton to River Protocol Entrance for departure.
- You and Chairman return to your office.

____ APPROVE Sequence as submitted.

____ Other, see notations.

____ See Me.

WASHINGTON OFFICE
1505 LONGWORTH BUILDING
WASHINGTON, DC 20515-0514
(202) 225-8104

DISTRICT OFFICE
598 EMERSON STREET
PALO ALTO, CA 94301
(415) 323-2984
(408) 245-2339

cc: Maggie, Melanne, Patti.
expecting
40-50

Anna G. Eshoo
14th District, California
Congress of the United States
House of Representatives
Washington, DC 20515-0514

COMMITTEE ON SCIENCE,
SPACE, AND TECHNOLOGY

SUBCOMMITTEES:
TECHNOLOGY, ENVIRONMENT
AND AVIATION
SPACE
SCIENCE

COMMITTEE ON MERCHANT
MARINE AND FISHERIES

SUBCOMMITTEES:
ENVIRONMENT AND NATURAL RESOURCES
OCEANOGRAPHY AND THE OUTER
CONTINENTAL SHELF

NORTHERN CALIFORNIA
REGIONAL WHIP

November 9, 1993

Mrs. Hillary Rodham Clinton
The White House
1600 Pennsylvania Avenue
Washington, D.C. 20500

PAM NOV 11 1993

Tammy
yes
Friday

Dear Mrs. Clinton:

On Friday, November 19th, the freshmen Democratic members of the House will meet to discuss the President's health care proposal.

We would be honored if you would meet with us to give some short remarks and to answer questions the members may have. We can plan the meeting to accommodate your schedule.

Freshmen meetings on policy issues have been well attended in the past and are an excellent forum to have informal closed-to-press discussions. I hope you or a designee of your choosing will be able to attend.

As an original cosponsor of your health care reform bill, I'm pleased to be the freshmen Democrats' point-person on health care reform and look forward to working with you as the process unfolds. Thank you in advance for your cooperation and I look forward to your response. If you have any questions please do not hesitate to contact me.

Sincerely,



Anna G. Eshoo
Member of Congress

AGE:jme

cc: Howard Paster
Kimberly Parker
Charlotte Hayes

Contact
Gail
Christing

NOTE: Howard
recommends
this

Pam

HC 5
Capital

Jack
Law

0. Anna Esch
1. HRC remarks → Q&A // courtesy remarks —
- 2.

relection

- mandate for change / why they were elected
- doing this

cc: Maggie, Melanne, Patti

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14th District, California

Congress of the United States
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Washington, DC 20515-0514

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Member of Congress

*Contact
Jill
Christing*

AGE:jme

cc: Howard Paster
Kimberly Parker
Charlotte Hayes

*NOTE: Howard
recommends
this*

*HC 5-
Capitol*

Pam

11/19

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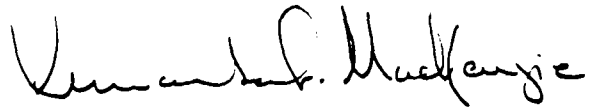
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Sincerely yours,

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Amanda F. MacKenzie
Past President

THE WHITE HOUSE
WASHINGTON

November 4, 1993

Ms. Mary Jane Doe
1234 5th Street
Somewhere, USA

Dear Mary Jane:

It is our pleasure to invite you to a briefing for Congressional and Cabinet spouses on the President's health security plan. The briefing will be at 9:30 a.m. on Wednesday, November 17, 1993, in Room 902 of the Hart Senate Office Building.

As you know, the Health Security Act was presented to Congress last week. During the weeks and months of our work on the health care task force, many of you expressed a strong interest in the specifics of health care reform. Your enthusiasm and your interest in advancing health security to all Americans have been most gratifying to us.

Please call (202) 456-7077 if you plan to attend. We hope you will join us and we look forward to seeing you.

Sincerely,



Hillary Rodham Clinton



Tipper Gore

MEMORANDUM TO PATTI SOLIS

FR: Araceli Ruano
Sue Greenberg
Madeline Blinder
RE: Congressional and Cabinet Spouse Health Care Briefing
DA: November 1, 1993

Date: Wednesday, November 17, 1993
Location: 902 Hart Senate Office Building
Time: 10:00 - 11:30 a.m.

Guests: All Congressional and Cabinet Spouses (approximately 550)

Purpose: To provide a briefing on the Health Security Plan

Tentative Program:

Welcome and Introduction of Mrs. Gore by Moderator (to be determined)
(2 minutes)

Mrs. Gore gives Remarks (10-15 minutes) and Introduces Mrs. Clinton

Mrs. Clinton gives Remarks (20-30 minutes)

Q & A (15 minutes with moderator to be determined)

Mix and Mingle with Guests (20 minutes)

Attachment: Draft Invitation

cc: Melanne Verveer
Skila Harris

United States Senate

WASHINGTON, DC 20510

November 1, 1993

Dear Colleague:

In a few weeks, President Clinton's Health Security Act will be introduced in the House and Senate. Many of members have expressed an interest on behalf of their spouses that a briefing be scheduled to ensure that everyone have an opportunity to learn about and discuss the proposal.

We are pleased to let you know that on November 17, 1993 at ^{9:30}~~10:00~~ a.m. to 11:30 in 902 Senate Hart Building, First Lady Hillary Rodham Clinton and ~~Mr.~~ Tipper Gore, will be hosting a briefing for all spouses of the Senate, House, and Cabinet on the details of the health care bill.

Like the Health Care University held a few weeks ago, we believe this to be an historic opportunity of a bipartisan, bicameral briefing for spouses on an issue of utmost importance to all of us.

We hope your spouse will be able to join Mrs. Clinton and Mrs. Gore at the event. An official letter of invitation will be sent to your spouse in the next few days. If you have any questions about the event, please direct your call to ~~Araceli Ruano~~ of Mrs. Gore's office at 456-~~6772~~.

Cindy Tristano

6640

Sincerely,

Tom Daschle
Co-Chair
Democratic Policy Committee

Don Nickles
Chair
Republican Policy Committee

File Nov 17

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Skila Harris

DRAFT

Dear First Name:

As you are well aware, health care legislation is (was) being presented to Congress for consideration this year. Over the weeks and months of our work on the health care program, many of you have expressed to us a strong interest in the specifics of the program. We are very gratified by your enthusiasm in pursuing the issues involved in providing security and health care to all Americans.

It is, therefore, our pleasure to invite you to a briefing on the Administration's health care proposal especially for Congressional and Cabinet spouses on (date), at the (some Senate Office Building) at (time).

We look forward to seeing you.

THE WHITE HOUSE
WASHINGTON

~~Folder~~
Kimi Tilly
FYI

August 13, 1993

MEMORANDUM FOR PATTI SOLIS

FROM: JOE VELASQUEZ

SUBJECT: AFSCME INVITATION TO FIRST LADY

We encourage you to accept the invitation from the Civil Service Employees Association (a part of AFSCME) for the First Lady to speak at their convention. Gerry McEntee, President of the union, is asking us to intervene on their behalf.

Needless to say, AFSCME came out early for the President and will continue to be an aggressive supporter.

Call me at 6257 if you have any questions. Thanks for your help.

8/28/93

Joe -

HRC is meeting w/ McEntee next week. November 17 is a little too far-off for us right now. We have sent a "pending" + "strong considering" letter.

I will let you know as soon as we make decision.

Patti

THE
CIVIL SERVICE
EMPLOYEES
ASSOCIATION, INC.
LOCAL 1000 AFSCME AFL-CIO



Joseph F. McDermott
PRESIDENT

April 28, 1993

H. Rodham Clinton
Office of the First Lady
Room 2WW
1600 Pennsylvania Ave. N.W.
Washington, D.C. 20500

Dear Ms. Rodham Clinton:

The Civil Service Employees Association, a union representing public employees who include secretaries, maintenance workers, school bus drivers, school cafeteria workers, highway workers, nurses, nurse aides, teacher aides and social service workers, and many others across the state of New York, built early and important support for President Clinton's election.

As early as December 1991, CSEA took its stand, backing Mr. Clinton in the New York Primary. We welcomed him to our annual meeting in New York City last September, able to show him first hand our overwhelming support.

We are proud to have played a part in his becoming the 42nd President of the United States. Our support continues as we, with our International Union - AFSCME, back his initiatives to improve the economy, create jobs for Americans, and his determination to solve the nation's health care crisis.

Your leadership in that effort is admirable and inspiring to many CSEA members, more than half of whom are women.

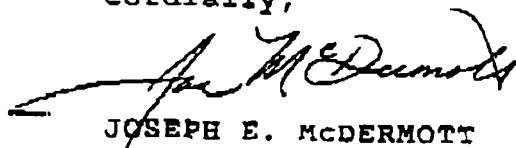
We would be honored if you would be a guest speaker at CSEA's 33rd Annual Meeting, which will be held at the Sheraton Washington. Our schedule is open on Wednesday and Thursday, November 17 and 18, so that we can accommodate your schedule.

H. RODHAM CLINTON
APRIL 28, 1993
PAGE TWO

Our upcoming Annual Meeting will be the first ever to be held outside New York State, and your presence would certainly make it a most memorable and exciting event.

Yours in Unionism

Cordially,



JOSEPH E. McDERMOTT

JEM/lmh

cc: G. McEntee
M. Moran
M. Agnew
L. Barnard

Rheyllis Fineschreiber
Mayorie Goldsman
Amanda Mackenzie
Marie White
Barbara Zelens

Members who volunteer in The
First Lady's office. —

WOMAN'S NATIONAL DEMOCRATIC CLUB

Dear WNDC Member,

We are all looking forward to honoring our First Lady Hillary Rodham Clinton and we expect a most gracious and pleasant event. To that end, we ask your cooperation in adhering to the following guidelines:

1. Mrs. Clinton will be greeted by our president, Barbara Zelenko and Amanda MacKenzie, the chair of this event. At the request of the First Lady there will be no receiving line. Escorted by several past presidents, Mrs. Clinton will proceed through the Post and Hamlin rooms to the podium in the Stevenson room where her portrait will be unveiled and she will say a few words. We expect her to take the elevator to the second floor, visit the various rooms, and perhaps speak briefly in the Rayburn Lounge.
2. Monitors will be placed at various locations throughout the club.
3. To enable as many as possible to see and greet the First Lady, we have divided our members between the first and second floors. Your floor assignment was determined by the date your reservation was received. If your name tag has a RED border, you will be on the first floor. If you have a BLUE border, you will be on the second floor. Name tags with donkeys indicate volunteers working at the White House. Members wearing flowers are past presidents.
4. The past presidents and some members of the hospitality committee will act as greeters in the various rooms.
5. If you are to be on the first floor, please check your coat in the First Ladies room. Otherwise, please use the regular coat rooms.
6. There will be some chairs along the wall in the Stevenson room. Please make sure that members who truly need to sit can do so.

Thank you for your help. We hope you will enjoy a happy and relaxed time with our very special guest.

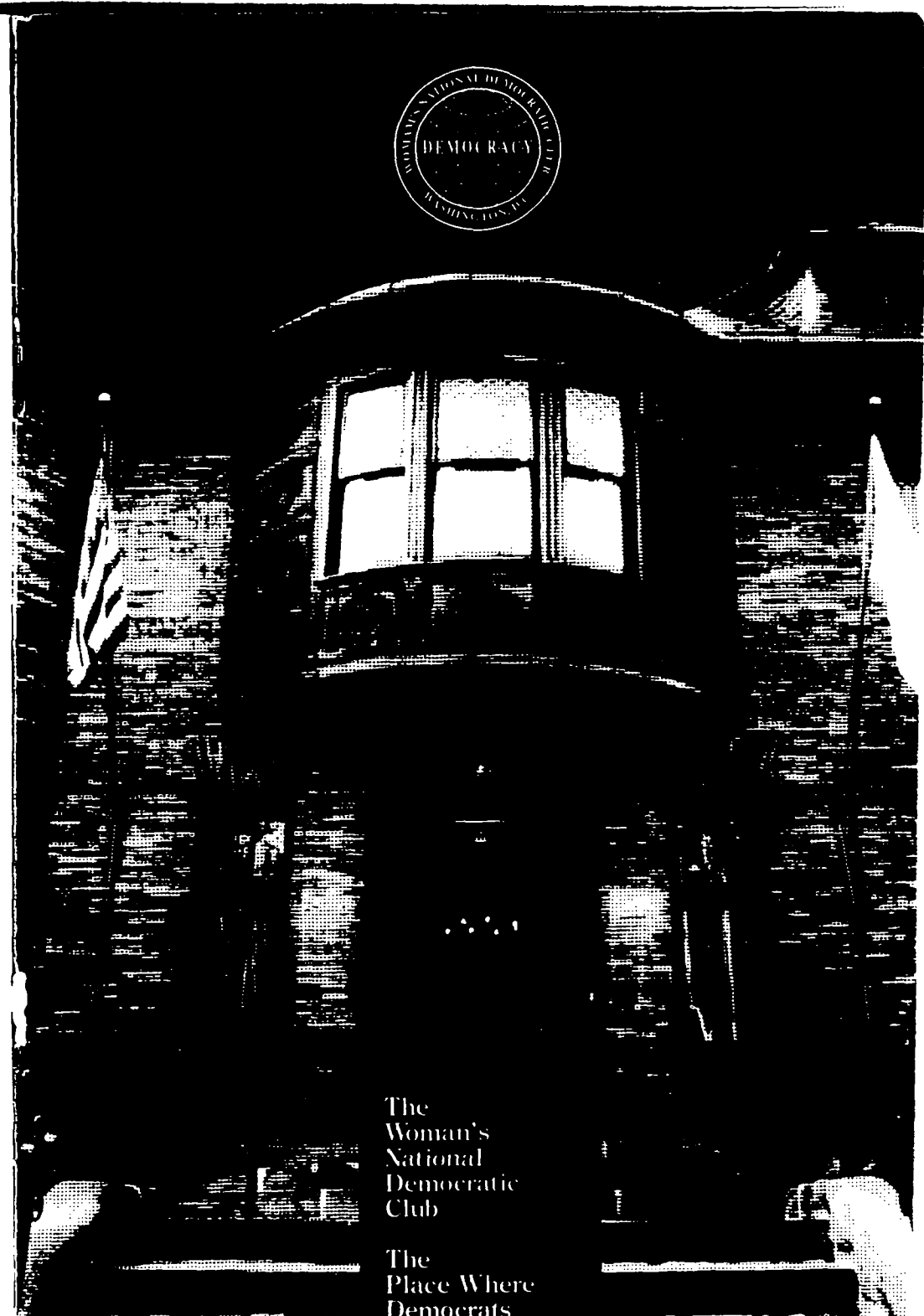
Don't forget your name tag on the 19th!



1922 was a bad year for the Democrats. The Party was in the doldrums. A massive

loss suffered in the 1920 elections still cast its pall. **Kellogg** gripped the nation, assuring that the election of 1924 would again go to the Republicans; Democrats could offer token resistance, holding their fire for a more favorable set of political circumstances. One of those circumstances was yet to be tested. Theoretically, women of the United States had achieved political parity with men in 1920 by gaining the right to vote, but the woman voter was still barely tolerated, and the caricature of the militant suffragette, wide-hatted, extravagantly skirted cousin to the redoubtable Emmeline Pankhurst, retained a popular stereotype.

So the year 1922 seemed hardly propitious for the founding of a Woman's National Democratic Club. Yet the idea had been germinating in the minds of a few women who saw suffrage as a key to expanding the role of women in politics.



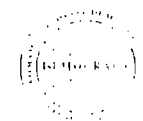
The
Woman's
National
Democratic
Club

The
Place Where
Democrats

**The Woman's National Democratic Club:
The Place Where Democrats Meet**

Adalyn Davis

1



Cover Photo: Joan Shaffer
Cover Design: Carl Anderson

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1526 New Hampshire Avenue, N.W.
Washington, D.C. 20036

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PREFACE

The Woman's National Democratic Club has just ended a year-long celebration of its 70th Anniversary under the banner "Expanding Women's Role in Politics: Fresh Voices—Different Choices." This theme resonates throughout Club history. It might well have been the rallying cry for the record breaking number of women who ran for the House of Representatives or the energizing slogan of the four women Democrats elected to the United States Senate in this exceptional political year.

The founders of the Club would no doubt be enormously pleased with the unprecedented activity of women at all levels of the political arena today. One of their motivating purposes seventy years ago was to encourage and prepare women to participate in political affairs and even to become candidates for elective office.

It is important to remember that during all the periods of Republican rule over the past seven decades, the Club persevered in keeping the faith and providing a focal point for Democratic ideals and activities. This is one of its defining characteristics and the basis for its unique appeal to each generation of members.

Even in the early days, when the Club met in a "small old-fashioned house in a run-down condition," it enjoyed a certain cachet. The clubhouse opened with a reception to honor the Democratic National Committee. On December 3, 1992, the Club honored Chairman Ron Brown at a dinner attended by Democratic political leaders as well as other prominent persons on the national scene. It is a continuum marked by a long, mutually supportive relationship of the Club with the Democratic National Committee, as

well as by thousands of speaker lunches and dinners, receptions, theatre parties and various other events.

The Club has prospered, from that first rented house to its present "jewel of a building," with a current membership of 1600 men and women. The road has not always been smooth. Members have overcome many hardships, including ruinous inflation, staff turnover, embezzlement, and landlord headaches with its investment property. But through all the trials that might have defeated a more faint-hearted group, WNDC members have always found a way to resolve their difficulties, and they have done so with grace and style.

The Club is a place where Democrats can come together and enjoy common interests, discuss issues in depth and share their knowledge, hear innovative and challenging ideas, meet new friends *and* have a good time. The history is replete with descriptions of skits, spoofs, teas, fashion shows, auctions and bazaars. WNDC members, never one dimensional, have always appreciated the importance of good humor, laughter and congenial socializing as an adjunct to the more serious aspects of club life.

This work does not purport to be a definitive account of all the activities of the Woman's Natinal Democratic Club over its seventy year history. Such a chronicle would require a very large volume indeed. It does present highlights of events which have shaped the Club's progress. I most regret that I could not do justice to the speaker programs, an aspect of surpassing importance in the life of the Club. But over the seventy years there have been more than seven thousand luncheon and dinner programs, all consistently excellent and timely. Similarly, I could not recognize all the many members who, through the years, contributed so much to making the Club a success.

I want to acknowledge my gratitude to Barbara Lundberg for her invaluable editing. I take responsibility for the historical facts, but any resemblance to the proverbial "silk purse from a sow's ear" is due entirely to her skill as a word-smith. My thanks also to Peg Colton and Toni Linowitz for their help in the Archives, and to those members who remembered anecdotes which enliven the historical facts.

Adalyn Davis

December 15, 1992

GENESIS

1922 was a bad year for the Democrats. The Party was in the doldrums. A massive defeat suffered in the 1920 elections still cast its pall. Normalcy gripped the nation, assuring that the election of 1924 would again go to the Republicans; Democrats would offer token resistance, holding their fire for a more favorable set of political circumstances. One such circumstance was yet to be tested. Theoretically, women of the United States had achieved political equality with men in 1920 by gaining the right to vote. But the woman voter was still barely tolerated, and the caricature of the militant suffragette, wide-hatted, voluminously skirted cousin to the redoubtable Emeline Pankhurst, remained a popular stereotype.

So the year 1922 seemed hardly propitious for creating a Woman's National Democratic Club. Yet the idea had been germinating in the minds of a few women who saw suffrage as a key to expanding the role of women in politics.

A letter, dated July 5, 1922, from Mrs. J. Borden Harriman (Daisy) to Mrs. Thomas Bayard stated that a group of nationally prominent Democratic women had approached her with a proposal to establish such a club in Washington, D.C. It would be a pioneering effort, and it could be valuable to the women of the Democratic National Committee in their work.

Her letter outlined a plan for renting a suitable house, at no more than \$350 a month, to serve as a central headquarters. The house would contain dining facilities, a library, a lecture room and a few bedrooms for out-of-town members. Annual dues would be \$25 for resident members and \$10 for non-resident members; initiation fees would be \$25 and \$10.

On November 24, 1922, Mrs. Harriman chaired the first meeting of an organizational committee devoted to details of establishing the club—ways

and means of financing, and the appointment of a committee to select a suitable building. It was agreed to meet weekly at Mrs. Harriman's house until plans were completed.

Within the week, the organization committee was in full swing. Twenty-five hundred letters were sent out soliciting membership. A category of Founders was established—charter members who would contribute \$100 in addition to dues.¹ The Founders had a common bond: they took the privilege of voting seriously, and they aimed to make the vote meaningful for their own and succeeding generations by expanding political awareness.

The Club was incorporated, with Mrs. Harriman, Mary Scott Townsend and Antoinette Funk as incorporators. A Board of Governors was elected and authorized to lease or purchase a property at 1724 Eye Street. Mrs. Harriman was elected the first president.²

Mrs. Charles S. Hamlin (Bertie), an eye witness to the birth of the Club, recalls Republican reaction when news of the Club's formation leaked out on back pages of the newspapers. The Republicans were particularly scornful of the seal, which had been approved unanimously by the Board. "A seal with the world on it and 'Democracy' across the middle—how impractical! Is it to be kept in the Smithsonian or in the Treasury vault? Seven million majority for the Republicans, and Democrats in debt, and the Club buys a seal!" was the chorus. Mrs. Hamlin recalls, "We all had an obsession about a seal, and gladly raised a fund among ourselves to have the seal cut. It was handed about at a meeting with reverence, and we all felt immensely proud."

Among non-residents who joined the Club during the early part of 1923 was Mrs. Franklin D. Roosevelt, of Hyde Park, N.Y.

An invitation was issued to gentlemen to serve as Benefactors upon a donation of \$250, according them the privilege of the Guest Reception Room and the Dining Room.

On July 9, 1923, the Solicitor of Internal Revenue acknowledged the certificate of incorporation and the constitution of the Woman's National Democratic Club of Washington. He noted that "among the objects are the management of a club for literary purposes, mutual improvement and the promotion of social intercourse among its members." On the official record

¹For a list of Founders, see Appendix I
²For a list of Presidents, see Appendix II

the founders had planted a modest acorn; in their hearts, with an enduring faith bolstered by prayer, they expected a mighty oak to grow.

By the end of 1923, the Board of Governors decided to move from Eye Street to 820 Connecticut Avenue. The new house, across from the Army-Navy Club and around the corner from the American Association of University Women, commanded a view of Lafayette Park. The monthly rental was \$350. A committee sought donations of suitable furnishings, with authority to spend up to \$600 for incidental items. The clubhouse opened on January 15, 1924, with a reception to honor the Democratic National Committee. This event foretold a supportive relationship between the Club and the National Committee.

Weekly luncheons with prominent speakers addressing the members began in February, 1924. The first speaker was Senator Alva B. Adams, of Colorado. In December, the Club hosted friends of Woodrow Wilson who gathered to commemorate the anniversary of his birth. The following year, the Club had the honor of laying the first wreath during a Memorial Service at Woodrow Wilson's tomb in the National Cathedral. This ceremony would be carried out annually for the next 40 years. Thus the Club paid its respects to one of the great Democratic presidents and showed its affection for Mrs. Wilson, a Founder and active member.

THE MISSION

Beside the front door of the clubhouse was a framed statement by Mrs. Emily Newell Blair, a Founder, reading: "Make the Club a place of tolerance, where minds may meet, where we may sometime listen to things in which we do not believe, a place where we may learn to iron out our difficulties and hit the middle of the road." Indeed, from the start, programs and activities far exceeded the limitations implied in its certificate of incorporation.

The Program Committee, giving its first report to the Board in April, 1926, defined two objectives: (1) to present such an interesting series of speakers . . . members would be filled with pride and enthusiasm for the organization and the public impressed with the significance of the Club's political position; and (2) to present, always affirmatively, the Democratic position on the great issues of the day, and to give Democratic leaders the opportunity of speaking to the press and the public over the Club's shoulder, as it were. Such opportunities were rare, the report stated, and the committee believed the Club served the Party in a valuable way.

By this time, the Club had grown so in stature that an invitation to address its meetings was virtually a command performance. The press took cognizance of Club activities and rarely was a meeting not reported.

In an effort to make the Club truly national in scope, the Board of Governors induced Mrs. Millie Fisher Cunningham, of Texas, former Vice-President of the League of Women Voters, to come to Washington to take charge of the outreach work. One of her notable projects, the Training School, began during the summer of 1926. The curriculum covered five courses—Permanent Club Organization, Campaign Machinery, Political Parties, the Federal Government in Action, and Public Speaking. Enrollment was free and open to representatives of any Democratic women's club which formed a cooperative arrangement with the Woman's National Democratic Club. Some out-of-town delegates could be housed in the clubhouse free of charge for a week's stay in Washington.

In 1926, *The Bulletin* was launched and quickly took hold. Well written and informative, it carried summaries of issues pending in Congress and the nation. Its editorials had the spice of verbal cartoons. Each issue assigned several pages to Club activities, frequently carried excerpts of speeches made by leading Democrats, and during campaign years was, literally, a Democratic campaign document.

FINANCIAL CLOUDS

Financing the Club's operations soon proved to be a vexing problem. Scarcely a month after incorporation, a loan of \$5,000 was negotiated with the Continental Trust Company, to be guaranteed by three persons acceptable to the bank. This was the first of many times when the Club was willing to incur debt, always with a stubborn confidence that the risk was justified.

While membership was slowly increasing, fundraisers produced modest profits, and the Club received an income of \$30 per month from the rental of a small room on the second floor, members worried constantly about financial stability. In October, 1925, the Board of Governors held a special meeting to devise ways and means of keeping the Club open. Mrs. Harriman advanced a loan of \$2,000, and a motion was passed to ask members to pay their 1926 dues in advance.

Mrs. Emily Newell Blair, who was also Vice-Chairman of the Democratic National Committee, authored a proposal to the Chairman of the Committee to underwrite the debt of the Club. The National Committee came to

the rescue. It assumed the Club's debt, agreed to pay the rent for ten months, the cost of printing and circulating a bulletin, and the salary of a business executive. As evidence of members' appreciation, an invitation was issued to the National Committee to use the clubhouse for Committee meetings.

Politically, the fortunes of the Democratic Party were still at a low ebb, with no indications of change in the foreseeable future. But the interest of the American woman in political matters was growing, and despite a perilous financial situation the resourceful band of founders never doubted their ability to surmount chronic fiscal problems.

The Club was here to stay. The question was not whether but how. Indeed, the paradoxical themes of political savvy and financial woe run like a refrain through the history of the Club, from the fledgling days to the 70th anniversary year.

A PERMANENT HOME

Despite mounting bills and overdue rents, the Board of Governors was on the lookout for a house they could buy, one large enough to permit the Club to grow.

The house at 820 Connecticut Avenue proved hopelessly inadequate. As Mrs. Hamlin described it in informal memoirs, it was "a small old-fashioned house in a very run-down condition. The dining room was small and dark, the pantry a joke, and the kitchen dismal. The floor had patches of zinc nailed to it to cover the rat holes. There was a rusty old coal stove, a small iron sink, and from some junk shop a refrigerator was produced. Its fourth leg was gone and it was propped up by a stick that was too short so it had a tipsy appearance. A side door opened down a rickety flight of wooden steps to the alley leading to 17th Street."

Mrs. Hamlin relates a story about Mr. Henry Fletcher, once Chairman of the Republican National Committee, who unwittingly helped the Club out of a minor embarrassment. The weekly luncheons cost 50 cents. Pennies were pinched to offer fine meals and the quantities bought allowed no leftovers. Luncheon was served from twelve to two o'clock. At one fifty one rainy day a devoted member appeared with a guest. The cook whispered, "There's one egg, a piece of butter, some bread and a can of prunes—that's all." The late-arriving member was assured that she and her guest could have a nice omelet and dessert—but that it would be a few minutes before their lunch was ready.

"I hurried into my coat and out into the rain by the alley" Mrs. Hamlin relates, "and rushed to the Piggly-Wiggly on H Street, purchased the needed ingredients, and, carrying a large paper bag, bumped into Mr. Fletcher. He was most polite, deplored my lack of an umbrella, lifted the bag and hurried along with me to the alley entrance. As we approached the rickety steps he asked me what this place was, and I thanked him warmly for having helped provide luncheon for the Woman's National Democratic Club!"

The issue of finding a new headquarters came to a head when the owner sold the Connecticut Avenue house. After months of searching, pondering, and calculating, the property at 1526 New Hampshire Avenue, then known as the Wilcox House, was selected as admirably suited for all needs.

The house was not only well located; its roots went back to the very founding of the nation. It was built in 1882 by Mrs. William C. Whittemore from Quincy, Massachusetts, daughter of the Reverend Henry Adams, who was a direct descendant of Henry Adams, of Braintree, Massachusetts; this Henry Adams was also the first American ancestor of the Adams family, well-known for their political and literary achievements.

The architect was Harvey Page. Only the best materials were used in construction. The brick came from a small freak deposit of clay in New Jersey never produced since, and which cannot be replaced or matched. The house was one of the first in Washington to be wired for electricity.

In April, 1927, the Board of Governors voted to purchase the property for \$100,000. The Board was struggling with the problem of finding \$20,000 for the down payment when Mrs. Margaret Meigs quietly spoke up and offered to lend the Club the money. A contract was signed on April 25, and the Club moved to the new home on May 20.

Mrs. Hamlin, who had broken up her Washington home several years earlier and had been living in a hotel, loaned all her furniture to the Club. This, with the furnishings from the old house, was sufficient to equip the new house in a charming manner. Other members also donated valuable items.

The New York Sun noted the acquisition with approval: "The new clubhouse on New Hampshire Avenue, right in the heart of Washington's most exclusive residential section and itself one of the finest old homes on the street, is the last word in putting 'ritz' into politics . . . Here, under high ceilings, before dignified marble fireplaces, in an atmosphere of lovely prints, antiques and all—the 'lady politicians' of the party will meet to sway the destinies of a nation."

At long last a permanent headquarters became a reality, with no concern except to raise another \$80,000 to pay off the mortgage.

By 1928, the Club's finances improved when the loan advanced by Mrs. Meigs was paid, and a gift of \$13,000 from the Democratic National Committee permitted a payment of \$10,000 on the mortgage. But the debacle of the 1928 election brought hard times to the National Committee, which could no longer afford to rent offices or storage space. The Club made space in the cellar of the new house to store the records of the Committee for three years, and thus was able, in small part, to repay the earlier contributions of Democratic Party "angels."

Financial ups and downs continued to plague the Club. Every Board and membership meeting devoted major discussion to operating expenses and options.

Finally, late in 1929, an elaborate program was adopted to sell bonds at a low rate of interest, since, according to the Club charter, stock could not be sold. A nationwide campaign was organized, but the Club had to borrow \$250 from two of its members for the down payment to the printer to print the bonds. After several attempts to promote sales, the project was finally shelved.

The Club sent a delegation to the 1932 convention in Chicago, carrying planks for the consideration of the Platform Committee. The most notable reveals what proved to be an embarrassing lack of partisan prescience—"a six-year term for President who would not be allowed to succeed himself"!!

THE ROOSEVELT YEARS

The Club greeted the new Democratic Administration with a reception for Mrs. Franklin D. Roosevelt, and a luncheon for the Democratic women in Congress.

The New Deal was like a magnet, bringing in outstanding national political figures, academics, economists, and administrative experts. The Club became a prime sounding board for their ideas. Projects which were rapidly being woven into the tapestry of the New Deal were aired at Club meetings and reported to the press. Editors and political correspondents frequently appeared as guest speakers.

A recurring problem was the overcrowding of the dining facilities at luncheons. After some discussion about engaging an outside hall or restaurant,

it was decided that all affairs should be held at the Club, with members limited to three non-member guests.

With a Democrat in the White House, the Club's new pace eased the financial strain. But one action by the new administration caused unexpected distress. Almost \$4,000, set aside to pay taxes and interest and to publish *The Bulletin*, were frozen when the District National Bank failed to open after the bank holiday of March, 1933. Acting on legal advice, the Club participated in the reorganization of the bank by subscribing to new stock, thereby releasing 55% of its deposits.

During this period, *The Bulletin* became known as the *Democratic Digest* and was taken over by the Democratic National Committee. The Club regretted the loss but recognized that the publication could serve a wider purpose as an organ of the Party. The National Committee reserved a page for Club activities, and asked the Club to provide hospitality for Democrats visiting Washington.

During the spring of 1936, in preparation for the coming political campaign, classes on the New Deal were arranged to provide members with facts to counter the prevailing misstatements. For those members who had begun to prefer a more passive mission, the Board of Governors organized a program to explain the historic role of the Club in supporting the Democratic Party. The Club sent its President to the Democratic convention in Philadelphia and hosted the luncheon of the Affiliated Clubs,³ thus reaffirming the WNDC as an activist Democratic organization.

The deepening shadow of World War II brought a stream of speakers examining every aspect of U.S. policy in the event of war in Europe. While international events claimed attention domestic affairs were by no means neglected. Since the early days of the New Deal speakers had used the Club's platform to test new ideas; now they reported on achievements. But not all activities were devoted to such serious concerns. Teas and parties continued to brighten the social calendar, and a series of book reviews brought some relaxation from the tension of impending world conflict.

A highlight of 1939 was the Fourth Conference of the Woman's National Democratic Club and Affiliated Clubs. Approximately 300 delegates from 25 states were registered at the Conference which included a White House tea,

a festive luncheon, a visit to Congress, and a banquet at the Shoreham Hotel. A delegate's food expenses ranged from sixty cents for the luncheon to \$2.50 for the banquet.

When the 1939-1940 season opened, war had begun in Europe. Mrs. Roosevelt's Democratic Women's Day address from the clubhouse was broadcast by all three networks. The September 27th date commemorated the day in 1919 when the Democratic National Committee, anticipating ratification of the Woman Suffrage Amendment, voted to admit women to membership. That action preceded ratification by almost a full year. The tradition of Democratic Women's Day as a fund-raiser for the National Committee was established by Mrs. Roosevelt, and two-thirds of the proceeds from events planned for the day were turned over to the Committee.

At the first dinner of the fall season, Mrs. Roosevelt urged the nation to set an example "to which it can point with pride . . ." Many members opposed intervention, agreeing with an address by Senator Walsh of Massachusetts that "people are united in their determination to stay out of foreign wars." Champions of isolation, neutrality, and intervention alike accepted invitations to plead their causes at the Club.

Spurts of politics as usual helped to relieve war anxiety. As the National Convention approached, disagreement flourished over the possibility of an unprecedented third term for Franklin D. Roosevelt.

Despite the gathering momentum of hostilities, social events continued to raise money for the mortgage and other expenses. At the annual Spring Fete, a fashion show was highlighted by a Parade of States comprising young ladies in outfits symbolizing each state's major activity or historical event. This gratifying financial success won nationwide publicity.

Continuing controversy over the proper role of America in the world was echoed by a minor internal controversy over the election of the Club President in 1941. The rebellion was short-lived, but the incident caused a needed change in the by-laws controlling the election of officers. Other changes made chairmen of standing committees voting members of the Board and provided for the election of a Nominating Committee by the membership.

The big fund-raising event in May, 1941 was a Pan American Fiesta at the Shoreham Hotel which enjoyed the collaboration of every one of our sister republics, Walter Pidgeon as Master of Ceremonies, the cream of the diplomatic corps, and a thousand paying guests. The Fiesta won plaudits for the Club and encouraged it in later years to imitate show business on

³Clubs organized by Democratic women outside the Washington area, numbering almost 100. They paid annual dues of \$5.00 to be affiliated with WNDC.

an ever greater scale. Photographs covered two pages in *The Woman's Home Companion*.

Throughout 1941 the Club's activities related to defense were accelerated. Members signed up for nutrition, first aid, air raid precautions, the Red Cross Blood Bank, and sewing and knitting. They arranged Sunday dinners at home for servicemen and volunteered to assist in clerical work and transportation for civilian war workers.

In 1942 the Club agreed to raise \$3,500 for the Soldiers, Sailors and Marines Club. When members were informed that 300 boys were turned away every Friday night, it increased the contribution to \$5,000, even though its own financial house was not yet in order. The Club had increased its residents from eight to eleven. The three additional occupants added \$127.50 a month in rental income, but this amount, which included their board, shows that patriotism and not profit inspired the arrangement.

Rezoning of the clubhouse neighborhood brought an unexpected headache. The property was revalued and the assessment jumped from \$58,540 to \$250,000! The founders were financial innocents who never considered the possible pitfalls of property ownership. But it is safe to say that even if they had been forewarned, they would not have been deterred.

While a degree of normalcy kept luncheon prices at seventy-five cents and dinner at \$1.50, OPA rationing was irksome. Other wartime inconveniences included sweeping with a broom and ironing by hand while the vacuum cleaner and the ironing machine awaited repairs.

Three separate offers were received to purchase the clubhouse, the highest for \$150,000. The board rejected them, determined to hold its valuable property and raise money to pay off the mortgage.

With the increasing pace of the war and of civilian defense responsibilities, the business of staffing and operating the Club became more difficult. Always, in the past, the financial rain clouds had lifted miraculously to reveal patches of silver lining. Accordingly, in 1943, the British Service Club, with a membership of 250, offered to lease the clubhouse and run it for two years for a lump sum of \$20,000. Club members would have the use of the dining rooms on Mondays and for dinners on the first or third Thursday of each month. The terms, as one member put it, permitted the Club to have its cake and eat it too, although some referred to the arrangement as "the invasion." On June 22, the building was turned over to the British Service Club with a welcoming reception for officers and wives.

The limitation of clubhouse use meant that the war services projects had to be conducted elsewhere. Members set aside room in their homes where sewing machines whirled, knitting needles clicked, and garments for the War Activities Committee piled up. The Club's monthly party for enlisted men had a new ambiance at the USO quarters in the old Belasco Theatre. Monthly programs of films, travelogues or musical performances entertained wounded servicemen at Walter Reed hospital.

The British lease enabled the Club to reduce its mortgage to \$30,000, which the Union Trust of Pittsburgh held at 4%. In late 1943, the Riggs National Bank offered to refinance the loan at 3%. The offer was no sooner accepted than a snag was discovered. In good faith the Club had assured the Riggs Bank that the mortgage was the only lien against the property. Completely forgotten was the \$150,000 in bonds which had been printed but never sold. The bonds, dated to run until 1990, had been deposited in the defunct District Bank and there was a record to that effect. The Club, however, had removed the bonds from the bank and, having been instructed to do so, one of the members burned them in her furnace without any witness to the act. Lacking legal proof that the bonds no longer existed, the bond issue was regarded as a second mortgage in the amount of \$150,000.

Fortunately, the officers of the Riggs Bank understood the guilelessness of this oversight. With the cooperation of the Pittsburgh bank and adroit negotiations carried out by Riggs, the matter was settled. The greatly reduced mortgage payment enabled the Club to concentrate its energies on the war effort.

The fourth inauguration of Franklin D. Roosevelt was celebrated with a dinner honoring the new Democratic women Representatives in Congress, and a tea in honor of Mrs. Roosevelt and the members of the Women's Democratic organizations assembled in Washington for the Inaugural Ceremony.

THE TRUMAN YEARS

President Roosevelt's sudden death on April 12, 1945 shocked the Club. In a resolution a few days later, the members paid tribute to the late Chief, and in another on the same day designated April 16 as Eleanor Roosevelt Day. The Club wrote to President Truman assuring him of support, and its annual report pledged to "dedicate ourselves to the furtherance and realization of the great purpose of our late President to achieve a world organization for peace."

The first gala affair after the war had the aura of a victory celebration. A dinner was planned at the Club on Democratic Women's Day to honor Mrs. Truman, but the flood of 350 reservations forced a move to the Mayflower Hotel.

In February 1946, the British terminated their lease. The board looked for another ideal tenant but ruled out all the likely prospects as undesirable. By a large majority, members voted to return the Club to its original purpose and to redecorate and refurbish the building. This was accomplished largely by donations, but a series of benefits helped finance the renovations. Bedrooms were available to members for a maximum of two weeks. The grounds, which had turned into a "jungle" during the war years, required many months of devotion and hard work, including mixing cement in a dishpan by hand, to create a handsome setting.

A Legislative Committee was set up in the spring of 1947 to serve as liaison between the Club and the Democratic National Committee. Legal advice assured the Club it could state a position on legislation without registering as a lobbying group.

During the fall of 1947 the remaining \$10,000 was paid off on the mortgage. No triumphal ceremony marked this achievement; the note was simply waved aloft and torn into pieces at a regularly scheduled luncheon meeting. It was whispered that an angel who requested anonymity had given half the final payment.

The financial respite was short-lived. A new hurdle appeared when an inspection of the premises disclosed violations of District of Columbia fire regulations. An outlay of \$10,000 would be required to comply with the code, and needed repair of the roof added another \$15,000 in potential indebtedness. The faint of heart suggested selling the Club, but stronger minds prevailed and the motion died.

Dismayed, but uncowed, by this endless succession of crises, Club members energetically engaged in one money-raising project after another. At the same time the programs, the educational work and the prestigious social affairs continued unabated. Mrs. Roosevelt attracted nationwide attention to the Club with an article in the *Ladies Home Journal* saying that the Roosevelt cookie recipe could be obtained from the Woman's National Democratic Club. One hundred and ten requests were received.

Elation greeted Harry Truman's election in 1948. The Club looked forward to four more years of Democratic rule. The internal strife of the early

forties and the tensions caused by the war had faded, and the Club was working together with a new spirit, reflected in a surging optimism as the members prepared to meet new challenges at mid-century.

1949 was a banner year for the Club financially. For the first time in 27 years, the Club operated in the black. A gala fashion show featuring the spring collection of the American designer, Nettie Rosenstein, raised \$5,284 for the building fund, the largest sum yet realized from a single event. The crowd in the main ballroom of the Mayflower Hotel spilled over into an adjoining room.

A year later, President and Mrs. Truman were guests of honor at a gala dinner, again in the Mayflower ballroom. The affair, reported by *TIME* magazine, resembled an election celebration as President Truman filled the gap between courses by announcing returns from across the country, including the victory over John Foster Dulles which sent Herbert Lehman to the Senate.

KEEPING THE FAITH

The election of Dwight Eisenhower ended twenty years with a Democrat in the White House. Nevertheless, the Club continued to prosper. Resident membership dues rose to \$40 and still the membership grew, increasing by 211 between November, 1952 and May, 1954, when the total membership numbered 860.

As usual, activities in the fall of 1953 began with the observance of Democratic Women's Day. The drawing card was Adlai Stevenson, just returned from a six month world tour to report his findings to President Eisenhower. His first public appearance was at the Club, where crowds lined up on the steps, hoping for an opportunity to squeeze into the throng of 600 that packed the clubhouse to greet him.

Criticism of the Eisenhower Administration was growing sharper. Historian Gerald Johnson, addressing a dinner, castigated the Republicans for their reckless dissipation of the "prestige slowly and painfully accumulated by the United States through the twenty terrific years from 1932 to 1952." Senator Paul Douglas warned of dangers implicit in the policy of retaliatory use of atomic weapons enunciated by Secretary of State Dulles. Noted in the audience on that occasion was the wife of a new Democratic Senator, "young, vivacious brunette, Mrs. John Kennedy."

The Legislative Committee volunteered to assist the regular staff of the Democratic National Committee in research and related assignments for the

upcoming mid-term elections. The *Democratic Digest* went on sale at newsstands as the first frankly political, partisan magazine published by a major Party. The Club lost its special page but received occasional coverage. Again, the Club membership was tapped by the Party when Mrs. Katie Louchheim became Director of Women's Activities of the Democratic National Committee, succeeding Mrs. India Edwards, who had been active in fostering a close relationship between WNDC and the DNC.

The major fund raising event in 1954 was an All-States Bazaar, with the theme "Made in America." To accommodate booths for every state, all the furniture was moved to the third floor attic. Offerings ranged from a 700-pound Aberdeen Angus bull calf, donated by Senator Albert Gore, Sr., to feathered bird earrings. The calf was auctioned off in absentia by the Hon. Sam Rayburn for \$525.

The space problem at luncheon meetings was becoming serious. A perennial game weighed the wisdom of seeking a larger, more modern facility against expanding and renovating the existing property. In the summer of 1955, the kitchen was modernized with new equipment and a sound-proof pantry to eliminate the annoying clatter of dishes during speaker programs.

A novel idea for the annual fund-raising fashion show in 1956 was a mock convention to nominate a dark horse. The candidate was whimsically promoted as "Jenny the donkey" on flyers, posters and letterheads. The real-life Jenny, elected by secret ballot, was past President Ann Chapman. The show, with a script by Katie Louchheim and Christine Sadler Coe, netted \$7,500 and won national media coverage of all its typical convention trappings—banners, balloons, songs, slogans, and oratory. One of "Jenny's" election promises was to "emulate the standards set by men—therefore . . . I choose a cabinet composed of eight women and one man." The show was repeated in May for the Democratic National Committee, and again at the Chicago Convention.

The reelection of President Eisenhower did not slow Club activities. An expanding world view was reflected in the programs. Social events were planned for the enjoyment of members and to raise money for day-to-day operations and the building fund. In the spring of 1957, the Club took a block of seats at the National Theatre for the opening performance of "Ziegfeld Follies," starring Bea Lillie. At a post-theater champagne party in the resplendently decorated clubhouse, the guests included Billie Burke, widow of Florenz Zeigfeld, who had first produced the Follies half a century earlier.

Just as concerns of the larger populace were reflected in the programs and activities of the Club, internal policies were influenced by changes in contemporary attitudes. With integration of schools and public places commanding national attention, some members urged the Club to take a definite stand regarding admission to membership. In 1955 the Board had approved a ballot which included the first black woman, defeating a motion to postpone the ballot. During the next few years, intermittent attempts were made through the parliamentary process to limit membership. At the same time, the "space committee" was trying to resolve the problem of overtaxed facilities and one of its recommendations resulted in temporarily closing the membership. There were protests from members who believed the space problem was a specious rationale, and who were determined to maintain the integrity of the Club as a significant Democratic organization. After a series of conferences in the summer of 1959, the Board approved reopening membership with reassuring unanimity.

The question of membership criteria persisted. At the last Board meeting of 1960, the Membership Committee was asked to study the question, and its report a month later affirmed that members should be accepted solely on their potential contribution to the aims of the Club. The Board's approval ended a period of reappraisal from which the Club emerged more keenly aware that the strength of a club, like a nation, grows out of its dedication to democratic principles and ideals.

The membership continued to grow, reaching 1,200 by the end of the year.

Democratic presidential nominee John F. Kennedy found the time in his busy 1960 campaign schedule to speak at a luncheon, explaining to Club president Connie Casey that he did so because of his "high regard for the Woman's National Democratic Club."

DEMOCRATIC RENAISSANCE

President Kennedy's victory heralded a period of excitement. Men and women attracted to the New Frontier and the dynamic young President were soon appearing at Club functions. Once again, after a lapse of eight years, the Club was a sounding board and forum for innovative ideas and plans.

A "Salute to the Arts," held at the Mayflower in the spring of 1961, with over 1,000 in attendance, was a departure from the usual fund-raising fashion show. The National Symphony, the Washington Ballet, the Mont-

gomery County Arts Center, and other local cultural groups reserved tables. There were valuable door prizes, and each guest received a miniature orchid. The affair was a great success, with a profit of \$5,222.

A highlight of 1963 was the March 28 All States Bazaar, which grossed over \$18,000. Co-Chairs Marian Driver and President Peggy Mann were successful in obtaining interesting articles from almost every state. Booths were arranged to display them under state banners, as well as an All-Nations booth featuring exotic gifts from foreign countries. Among the unsold items was a buffalo coat. Mrs. Mann offered to buy it for \$100 but the Board voted to give it to her in appreciation of the picnics and square dances she had hosted for new members at "Rocklands," her beautifully restored 1870 farmhouse in Maryland.

In 1963, Mrs. Hamlin notified the Club that she would like to sell the furniture which had been on loan since 1927. Sloan's Auction House appraised the pieces at \$1,689, and the Club gladly paid the asking price. A few years later, the Curator of the Smithsonian Institution was a guest in the Club and judged the pieces to be authentic Empire. He requested the loan of some of the pieces for a White House reception. Mrs. Leon Keyserling, Club President at that time, suggested gently that he look more closely, but he insisted, "Oh, there's no doubt about it." It then fell to Mrs. Keyserling to inform the gentleman that their provenance was known and they were, in fact, the late 19th century work of an exceptionally skilled cabinet maker. The Curator received the news with good grace and reiterated his admiration.

The library on the second floor, with shelves and newly restored furniture, was another significant acquisition. A Board motion to name the library for Mrs. Helen Van Allen in recognition of her dedicated service as club manager for so many years was vetoed by that modest lady herself. It was later decided that the library would be named for Mrs. Eleanor Roosevelt.

As a part of the on-going renovation, window air-conditioners were installed in the dining room and on the second floor. When making reservations, members could state their preference for seating near or far from the air-conditioning units. In spite of that freedom of choice, the units were often turned off by those sitting nearby. Eventually, the problem was alleviated by moving the units to the top of the windows.

One "improvement" considered at the height of the civil defense scare was a bomb shelter. After obtaining an estimate of \$14,000 to construct a shelter for 150 people in the basement, the Board first postponed the proposal and then allowed it to die a natural death.

The accomplishments of the Kennedy Administration preoccupied Club luncheons. Hot contemporary topics were addressed by Averell Harriman on nuclear test ban negotiations, Robert Kennedy on civil rights, and Ted Sorensen on presidential decision making. Presaging the difficult decade to come, former Vietnam Ambassador Tran Van Chuong spoke on "Vietnam—Where?" Mrs. Orville Freeman, wife of the Secretary of Agriculture and (then and now) an active WNDC member, chose as her subject, "Russian Wheat, Women and Wee Ones." Mrs. Freeman's talk was included in a kit sent to the Affiliated Clubs as an aid to their program planning.

Two controversial speakers were famed actress Helen Hayes, known as a staunch Republican, and "Lil Abner" cartoonist Al Capp, who billed the Club \$111 for expenses. Following these incidents, the Club defined its speaker policy: all prospective speakers would be subject to Board approval and no payment would be offered.

Democratic Women's Day was a smashing success in 1963. Five hundred tickets were sold for the October 10 opening night of the Washington Ballet, followed by a champagne supper at the Club. Mrs. John F. Kennedy and Lady Bird Johnson were guests. Over three hundred persons enjoyed champagne (donated), smoked turkey, Smithfield ham, and caviar—all for the additional price of \$1.50 per person! The evening cleared over \$1,800, and two-thirds of this profit was turned over to the Women's Division of the Democratic National Committee in keeping with the practice for this traditional Party fund raiser, established by Mrs. Roosevelt in 1937.

Members shared the nation's shock and horror at the news of the assassination of President Kennedy. Messages were written to Mrs. Kennedy and President Johnson. A Memorial service was held on December 2, when Mrs. Hale Boggs and Arthur Schlesinger, Jr. eulogized the slain President. The Voice of America taped the proceedings and made the tape available to members at a small cost, and a special issue of the *WNDC NEWS* printed the seven page transcript. All other meetings were cancelled for the official period of mourning. Members volunteered to help answer the vast outpouring of mail sent to Mrs. Kennedy.

President Johnson appointed three of the Club's leaders to important posts in his new administration: Mrs. Keyserling, as Director of the Women's Bureau of the Department of Labor; Mrs. India Edwards, as Special Assistant to the Secretary of Labor for Youth Employment; and Mrs. Barbara Bolling, as Assistant Chief of Protocol.

The Club welcomed Mrs. Lyndon Johnson with a reception in March, with 517 members and guests attending.

The 1964 spring event was the opening performance of the Vienna Lipizaner Horses. The Club reserved and sold 4,100 of the 5,000 seats at the Washington Coliseum for a grand profit of \$25,000. One member alone raised \$1,000 to provide free tickets for 400 children. Lady Bird and Lynda Bird Johnson were among the guests. Young Club members ushered in white evening dresses and red shoulder sashes. The Austrian Embassy hosted a post-theater party for box seat patrons, while others attended a supper at the Mayflower.

The Club's finances were now in excellent shape. Freed from the burden of a mortgage payment, and realizing increased revenue from member dues, luncheon and dinner reservations, and a succession of successful fund raisers, the treasury showed a welcome surplus. The Finance Committee reported in October 1964, that the general savings fund had grown to \$35,968; the building fund to \$16,453; and the retirement fund to \$46,283. The last had been established in the late 1950's for the benefit of employees with ten years minimum service who had reached the age of 65. An initial investment of \$5,000 was made, with the provision that \$5,000 would be transferred and invested each year until the interest would pay for the employee retirement benefits. An annual assessment of \$2.00 per member augmented this fund.

BURSTING AT THE SEAMS

With limited dining facilities, the constant crowds at Club functions became an embarrassment of riches. Special events were profitable, but the cost of hotels was gobbling up the profits. Club leaders realized that a solution to the space problem must be found.

A Permanent Building Committee, named to study the problem, reduced the options to three: enlarge the present building, tear down the present building and construct another on the same site, or sell the building and move to another location.

The committee kept its eye on the two adjacent houses—one on New Hampshire Avenue and one on Q Street, but the owners, the Sweeney brothers, hoping to make a deal with the Dupont Plaza Hotel, rebuffed the committee's overtures. Finally, in June, 1965, when the opening of the

Washington Hilton made enlarging the Dupont Plaza an unlikely business venture, the brothers contacted the Club.

The Board of Governors authorized the Building Committee to retain "such legal, technical, financial, or real estate counsel as they deem appropriate to advise with respect to the acquisition of the Sweeney property and the financing and remodeling thereof and such other assistance as they may require. Expenditure for such purposes shall not exceed \$5,000."

The recommended "best use" made by one of the consultants was to tear down the clubhouse and construct a nine-story building with rented office space above the third floor. Since the objective was to accommodate members and not to engage in commercial enterprise, this recommendation received short shrift.

On February 3, 1966 the President called a special membership meeting to vote on the purchase of the two adjacent properties. Over 100 members trudged through 18 inches of snow in freezing temperatures for a presentation by the Chair of the Permanent Building Committee. They authorized the purchase at the lowest possible price, and the placement of a mortgage on the three properties to finance the endeavor, despite the obvious burden this would place on the Club. Negotiations were completed in March at a purchase price of \$226,000.

The Club was now the owner of the valuable triangle, with the exception of the Dupont Plaza—11,201 square feet.

Concurrent with these negotiations, the Board authorized \$14,500 to refurbish the house. Through the intervention of Averell Harriman, a portion of the estate of his cousin, Daisy Harriman, was purchased for \$14,784.55, and Governor Harriman donated \$2,000 toward the purchase. The furniture, pictures, and objets d'art were arranged to replicate Mrs. Harriman's drawing room in the second floor parlor, now known as the Harriman Room. The Decorations and Fine Arts Committee found a museum-quality Oriental rug for the smaller dining room (now the Hamlin Room) for \$2,317. After consulting the Smithsonian Institution, the committee decided to convert the old coat room on the second floor to an 1870 Room to accommodate some fine period furniture, including two pieces on indefinite loan from the Smithsonian Director's Room. Mrs. Merriweather Post, a life member, gave \$10,000 to decorate the large drawing room on the first floor. Recognizing her generous donation, the Board named this the Post Room.

In September 1966, the architectural firm of Nicholas Satterlee designed an expansion plan for a dining room accommodating 250 people, a new kitchen,

and a cocktail lounge on the second floor. The new addition would be constructed on the space occupied by the existing dining room, kitchen, backyard service area, and the Q Street house which would be demolished. An effort would be made to find tenants for the 1520 New Hampshire Avenue building. A mortgage agreement was signed with People Life Insurance for \$400,000 at 6¾% interest, payable in monthly installments of \$3,043 through February 1988.

Club leaders met at the apartment of Mrs. Hubert Humphrey to plan an ambitious building fund drive, including publicity, bookkeeping, and promotion. Pledge cards in the shape of a red brick were sent to all members asking them to buy a Building Brick for \$100 or a Foundation Brick for \$500. Returned pledge bricks bearing the donor names were pasted on the walls and hall mirror to mark the progress of the contributions.

The drive was not limited to members. Letters were sent to national committeemen and women, governors and affluent Democrats. In order to receive contributions from corporations and unions, the Club established a special "Landmark Improvement Fund" account. Henry Ford, who donated \$5,000, was among major industrial leaders who responded. The Woman's Suburban Democratic Club of Montgomery County gave \$500, and many individuals from around the country sent checks. Another promotion was the sale of \$1.00 chances on a cruise to St. Thomas and San Juan on the S.S. Constitution.

The Q Street house was demolished in March. Meanwhile a prospective tenant was found for 1520 New Hampshire, but it was discovered that various repairs, including fireproofing, must be made before an occupancy permit could be issued. The estimate for the repairs plus necessary painting and decorating was \$25,000. The work was authorized since rental income from this building was an integral part of the expansion financing plan. Upon completion, a three-year lease was signed for \$1,100 per month.

The Club closed on May 1, 1967 and all the furniture from the planned work area was moved to the east side of the house. Actual construction by M. Cladny & Co. began in late June, but Club activities were scarcely diminished. The Board of Governors, committees, cooking and language classes, and the book review group met in members' homes. The fall membership meeting convened at the City Tavern. Luncheons were moved to the Shoreham and the Presidential Arms Hotels; their number was curtailed, but the crowds came as usual. Melina Mercouri spoke to 630 attendees at the Shoreham, and Walter Cronkite devoted a substantial portion of his eve-

ning CBS news program to this event. (One of the prize photos in the Club's Archives has President Paula Locker "sitting on Mercouri's lap.") In September, the Club sponsored a trip to Expo 67 in Montreal.

The Club's first major fund raiser in two years reserved seats for "Mata Hari," a David Merrick production trying out at the National Theatre before opening in New York. The play about intrigue and tragedy turned into a comedy of errors. Props were missing, scenery fell—as well as the star's bejeweled bra—and the audience rocked with laughter when Mata Hari, pronounced dead in the crucial execution scene, dramatically raised her hand to her brow. The cast was so upset they failed to appear at the post-theatre party at the National Press Club. Merrick's half-million dollar production folded, but the club added \$11,666 to its coffers and Father Hartke's drama department at Catholic University was the beneficiary of a generous gift of the scenery and costumes.

The construction contract figure of \$267,000 rose to \$302,000, primarily because of the need to excavate three feet more than anticipated to reach firm soil for the foundation. Various D. C. building code add-ons also contributed to the escalated costs. To meet this challenge, the Board approved the transfer of \$30,000 from the employee retirement fund since the interest accruing on this fund was 2% less than the current bank rate.

At the grand "Opening Happening" on January 24, 1968, 715 people admired the new facilities. VIP guests included Mrs. Lyndon Johnson, Governor and Mrs. Averell Harriman, a number of Cabinet officers and their wives, and D.C. Mayor and Mrs. Walter Washington. Vice-President Humphrey had accepted, but unfortunately the North Koreans picked the day before to capture the Pueblo.

The dedication of the cocktail lounge, named for Speaker Sam Rayburn, followed on March 26. The invitations, designed by Peg Colton, resembled a House of Representative legislative bill. A Mexican buffet and strolling Mexican musicians accented the Texas theme. On April 30, Judge Carl McGowan was the speaker at a black-tie dinner to dedicate the new dining room, named in honor of Adlai Stevenson. On behalf of the Club, Mrs. Willard Wirtz received from Adlai Stevenson III the hand-annotated draft of Ambassador Stevenson's acceptance speech for his nomination at the 1952 Democratic Convention. The first page is now framed and hanging at the entrance of the Stevenson Room.

Soon after the reopening, TV commentator David Brinkley was a sell-out speaker. After slowly scanning the room, he roguishly opened his re-

marks. "I am honored to speak in your new room—early church basement architecture, I would call it." The room was quickly repainted, and its chromium tulip lighting fixtures replaced by the traditional lighting still in place.

The Club's finances were now stable, with \$20,000 invested in U.S. Treasury bills. The Finance Committee presented a "balanced budget," projecting \$188,690 in revenue and the same amount in expenditures, with a fund-raising goal of \$11,219 included on the revenue side. Staff expenses, including payroll and retirement benefits, totaled \$63,216.

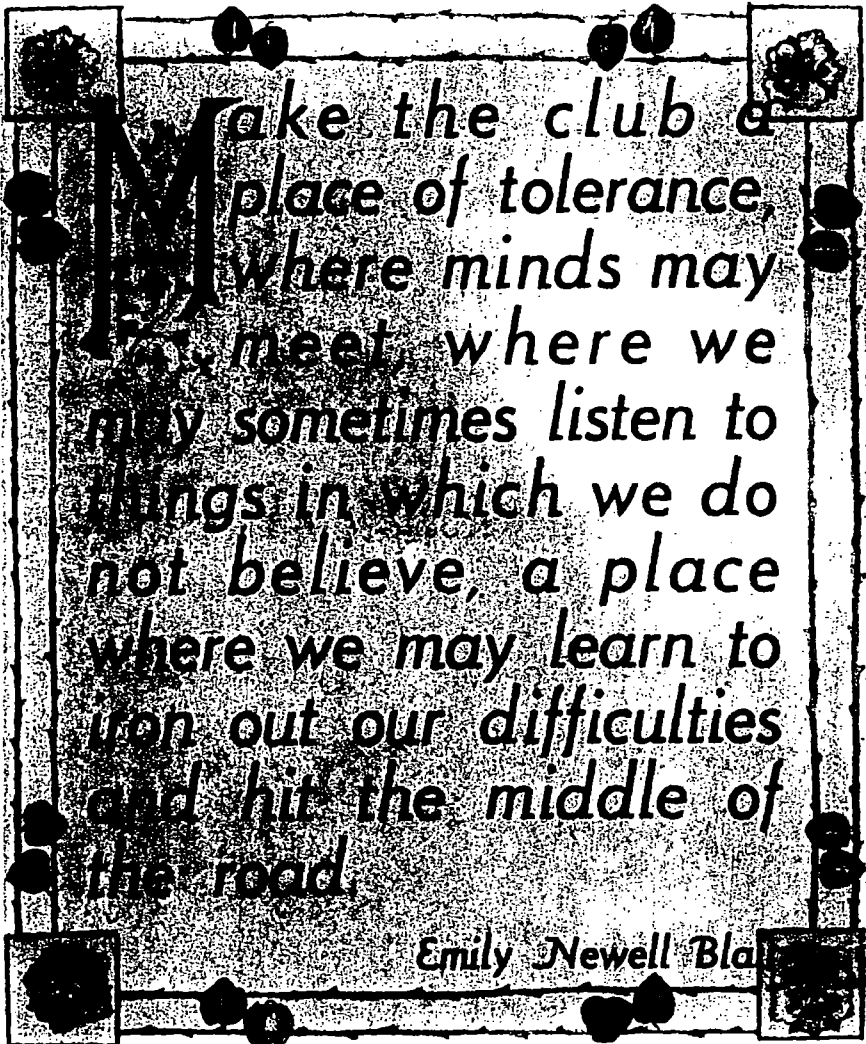
The financial success of "Mata Hari" had established the format of theatre party followed by a supper as a popular means of raising funds. Since the cost of booking an entire theater was reasonable a substantial charge added to each ticket could benefit the Club. In the spring of 1969, "Your Own Thing" at the National Theatre and a buffet at the clubhouse yielded \$13,000. In 1970, the Ways and Means Committee reserved the National Theater for Art Buchwald's witty satire on the Washington establishment, "Sheep on the Runway." At the Club's party for cast and guests, Ridgewell's renowned Chef Alber prepared crepes to order. This affair netted \$9,589.

The following year, the Committee chose Leonard Bernstein's version of "Candide," the very first musical at the John F. Kennedy Center for the Performing Arts. The invitation read, "The Woman's National Democratic Club proudly salutes a great Democratic President, John F. Kennedy." Bernstein sat with the 800 Club guests in the orchestra before a reception to honor him in the North Gallery of the Kennedy Center. It was a stellar social event as well as a financial success, netting \$12,453.

In April 1970, the Board decided to terminate the relationship with Affiliated Clubs and invite members of those clubs to become non-resident members of WNDC. This decision was based more on diminishing interest on the part of the Affiliated Clubs since a majority of them elected not to be associated when their dues were raised from \$5.00 to \$10.00.

In May 1969, the Treasurer outlined an on-going situation of great significance to the Club. Five years earlier, the Internal Revenue Service had advised "that the predominant purpose and function of the Club is in the area of political science and education furnished its members, and . . . does not come within the meaning of the term social, athletic, or sporting club."

In all the years of its existence, the Club had never been required to file an income tax return. After the acquisition of 1520 New Hampshire Avenue as rental property, the question arose concerning liability for tax on investment income, and the Club leaders again contacted the IRS for a ruling.



Original statement framed by Mrs. Blair, 1924.



Eight Founders, circa 1923. Front row, left to right: Mrs. Wilbur Hubbard; Mrs. F. H. Snell; Mrs. Andrews Jones; Mrs. Cardell Hull. Back row, left to right: Mrs. Hudson Thompson; Mrs. Rose Forrester; Mrs. Edwin B. Meigs; Mrs. John Kendrick



A dinner honoring Madame Chiang Kai-shek. Left to right: Hsueh-sung Kardner; Mrs. Chapman Bland; Mrs. John Kendrick; Madame Chiang Kai-shek; Mrs. F. H. Snell



Chapman Bland, Mrs. Chapman Bland, and Mrs. F. H. Snell, circa 1923. Mrs. F. H. Snell is on the right, and Mrs. Chapman Bland is on the left.



Past Presidents honored Valentine's Day, 1992. Left to right seated: Marilyn Tank, Ethel Peterson, Linda Boggs, Ann Chapman, Shirley Henderson, Jean Jensen. Left to right standing: Margo Davis, Mary Lou Friedman, Paula Lockie, Carol Williams, Ellen Manning, Amanda MacKewen, Mary Abouie.



Mrs. Pamela Harriman, on the occasion of the Arnold Harriman Conference Luncheon, November 13, 1992.



Mrs. Roslyn Carter addresses the Harriman Panel.

Legal consequences of the decision the most to saddle a club would be that of social club.

The IRS denied the application. The attorneys, Arnold & Porter, re-applied, informing the IRS of the Club's willingness to sell the rental property and its offering of 1520 New Hampshire with Carey Winston Real Estate for \$2,000,000. Nine months of meetings with IRS attorneys and myriad documents followed the filing of this legal brief. Finally, in December, 1971 the IRS granted 501(c)(3) status as a non-profit social club. However, the Club would be taxed on rental income after deductions for business expenses. This requirement was not considered too onerous since expenses, including depreciation, virtually equaled income. For this reason, and with the expectation that the projected subway station at Dupont Circle would greatly enhance the value of the property, the Club rejected the tenant's offer to purchase the building.

The most significant implication of the 501(c)(3) classification was the restriction on Club political activity, including financial contributions to the Democratic National Committee. In anticipation of the IRS ruling, the Club did not participate in the registration drive in 1970 nor had been in its practice in the past.

The ruling did not, however, prevent the Club from educating its members on important issues of the day. A Political Action Committee was formed to present the Club's positions to congressional committees.

In the spring of 1972, the Special Education Committee presented a series of panel discussions beginning with a no-holds-barred appraisal of Nixon's leadership by Pulitzer prize-winning historian James MacGregor Burns. Senator Ernest Hollings, Dr. Doris Kennell, and Ben Wattenberg participated. The second of the series focused on the economy, with insights by Congressman Henry Reuss, Dr. Alice Rivlin, and Robert Strauss. Averell Harriman, a loyal friend and frequent speaker, led the discussion on international affairs. On at least three occasions, Governor Harriman came to the rescue of the Program Committee and spoke on short notice when the scheduled speaker had cancelled. Invitations to Congressional leaders especially created some cliff-hanging moment for the Program Committee.

OUT BUT NOT DOWN

Although a Republican President sat in the White House, members of the Club were able to voice their views. An optimistic report by the Members' Representative

tee predicted that membership would reach 2,500 in two years. Concurrently, the House Committee reported that 24,000 members and guests had been served over a 9-month period. Fund-raising events were well supported, and 1520 New Hampshire Avenue was fully leased. Profits of \$2,400 from the sale of Lady Bird Johnson's book, "The White House Diary," were turned over to The Society for a More Beautiful Capital City, Inc. to pay for 16 benches dedicated by Mrs. Johnson during a ceremony at Lady Bird Johnson Park.

Amid all these favorable signs, financial distress signals appeared as inflation drove up expenses in every category. Higher real estate assessments translated into higher taxes and insurance, staff costs escalated, and the recurring need for clubhouse and rental property repairs caused a constant drain on all available resources. The \$20,000 reserve in Treasury bills was the first to go. In November 1971, the Board approved a special assessment of \$2.00 per member to balance the budget, and in January, increased resident dues from \$50.00 to \$75.00, and speaker luncheons to \$3.00.

The budget for FY 72/73 projected a deficit of \$23,670. Staff costs alone rose \$16,727 due to a 5% cost-of-living raise mandated by the prevailing labor market. Fundraisers no longer closed the gap between income and expense, even though revenues from the resale of high quality, even haute couture, clothing in the "Clothes Donkey" topped \$12,000 for the year, and the member production "Faze the Nation" (with book and lyrics by Mary Lou Friedman and Marian Driver) cleared \$3,000.

Still, members were proud that the Club had not only survived for a half century but had gained recognition as an important Washington institution. Ideas flourished for celebrating the Club's 50th anniversary in 1973, although the actual date of incorporation was December 29, 1922.

In a special ribbon-cutting ceremony on April 18, Mrs. Lady Bird Johnson dedicated the garden named for her in "grateful appreciation for . . . many kindnesses to the Woman's National Democratic Club." The inscription *The "Tatting" Wall—Gift of Dorothy Bush* on the handsome brick wall in the garden expressed appreciation to Mrs. Bush, Secretary of the Democratic National Committee. Her handiwork decorated with tatting—an almost forgotten art form—was sold to finance the new wall and garden terrace.

The Golden Anniversary event on May 15 included house and garden tours, a witty narration of the "First Fifty Years" by Liz Carpenter, a luncheon with Averell Harriman reminiscing about his cousin, Daisy Harriman, and, as "icing," Carol Channing cut the birthday cake.

Intensive planning and extensive soliciting of merchandise and prizes made the Bazaar held on the evening of April 25, 1974, a rousing success. An original *New Yorker* cartoon, a rare Graf Zeppelin stamp, jewelry from Tallulah Bankhead's collection, vacations in the Caribbean and Spain, and Carol Channing's lashes were just a few of the fabulous offerings. Buyers crowded the booths ten deep, ringing up more than \$15,000 in sales.

In spite of ample proceeds from fund-raising events, the Club continued to operate in the red. The annual rent from 1520 New Hampshire had climbed to \$24,000, but it was necessary to spend \$17,000 to satisfy the new tenant, the Children's Defense Fund. The most severe challenge to the Club treasury was the 84-year-old roof, a veritable patchwork of repairs. At the annual meeting in June 1976, the members approved an assessment of \$10 per member toward the \$40,000 estimate for a complete roof repair, guaranteed to extend its life by 50 years. Members were reminded that the clubhouse owed its 1973 listing in the National Register of Historic Places in large part to its English slate roof. "A Guide to the Architecture of Washington, 1965" described it as "a large cape of a roof with an occasional raised eyelid draped down over angular, turreted Roman brickwork." Work began in June and was completed by Thanksgiving.

The Club selected Congresswoman Barbara Jordan to receive its first Democratic Woman of the Year Award. Mary Monroe, President, presented the award at a dinner on May 12, 1975 as the opening event of the new Wax Museum in southwest Washington. Fellow Texan, Senator Lloyd Bentsen, introduced the honoree and Liz Carpenter M.C.'d the evening. The award cited Congresswoman Jordan's courageous and effective performance during the Watergate hearings and her consistent advocacy of civil rights.

The following year, Congresswoman Lindy Boggs, the first woman to chair a national political convention (and Club president 1958–59), was named WNDC Democratic Woman of the Year. Following the award ceremony, guests were treated to "Bicentennial on the Bias," written by Mary Lou Friedman and Marian Driver, WNDC's answer to Rodgers and Hart. It had become customary in presidential election years for the Club to produce an original show that could move on to the Democratic convention, and "Bicentennial on the Bias" was chosen to enliven the Women's National Political Caucus in New York's Metropolitan Opera House.

Candidate Jimmy Carter spoke to the Club in April 1975, summing up his candidacy in the title, "A Commitment to Excellence." The election of the Carter/Mondale ticket, ending eight years of Republican reign, ener-

gized members. During Inauguration Week the Club served as an information and message center, and fifty of President-elect Carter's original Peanut Brigade had breakfast at the clubhouse. Responding to Joan Mondale's call for help, volunteers answered a deluge of letters from well-wishers.

At a reception on April 5, 1977, the Club presented Mrs. Carter with a leather-bound citation declaring her the Democratic Woman of the Year, scarves designed by Club member Frankie Welch, and a booklet about the WNDC Political Action Committee. Members attended in spite of torrential rains caused by hurricane Agnes.

By-Laws provide that a member who has rendered long and distinguished service may be elected an Honorary Vice-President. Mrs. Peggy Mann was so recognized in April, citing her 25 years as a member who had held every office, except secretary, including president, and chair of at least eleven committees.

Inflation continued to take its toll on Club finances. For the period 1975 through 1978, annual cost-of-living raises totalled 32.8%. In 1977, real estate taxes increased 17.9% on the clubhouse, and 42.4% on 1520 New Hampshire Avenue. The 1977 Auction yielded \$14,163; but still the deficit grew.

In a special meeting in October, 1977, four years after the last dues increase, the membership finally acknowledged the pressing need for more revenue and approved resident dues of \$100 and a \$150 initiation fee. Happily, these increases did not adversely affect membership, which reached a new high of 2178 in December, 1978. Back in the black, the Club had the rare opportunity to earn interest on dues revenue.

Muriel Humphrey, appointed to the U.S. Senate following the death of her husband, Senator Hubert Humphrey, was named 1978 Democratic Woman of the Year. The following year the award description became Outstanding Democratic Woman to emphasize service over a period of time. The 1979 recipient was WNDC member and former president Esther Peterson, appointed by President Carter as Special Assistant to the President for Consumer Affairs.

Members came from far and wide to the White House lawn in July, 1979 to be honored by Mrs. Carter for their leadership in mobilizing Democratic women to serve the party and the nation. And in September, Club officers were singled out by Mrs. Carter for a White House briefing on major issues, followed by a reception. Esther Peterson, one of the scheduled briefers, yielded her time when President Carter appeared unexpectedly to address the group.

At the invitation of yet another WNDC luminary, Esther Coopersmith, President Carter's Special Representative to the United Nations, members visited the U.N. in November. Champagne and pastries served on board made the bus trip both short and spirited. A briefing by Ambassador Donald F. McHenry, a tour of the building, luncheon in the Delegates' Dining Room, a session of the General Assembly, and a reception at the Ambassador's Waldorf Towers residence completed the stimulating day.

The Political Action Committee, established in 1973 and given IRS stamp of approval in 1975, had expanded its activities each year. Participants in various task forces wrote position papers for Board endorsement on major issues such as Social Security, health, energy, food, foreign policy, and women's issues. In early 1980, the hot controversy was the site of the Olympic Games. The Club took the position that the games should be moved from Moscow; otherwise the United States should boycott the Olympics. A forthright statement was sent to President Carter, and members could take credit for giving good advice.

Beginning in March, the Political Action Committee sponsored a series of three debates, with morning background sessions, and luncheon talks by panels of experts. The topics were military security, inflation, and nuclear power. Following the presentation of differing points of view, the audience had a chance to vote, and the format was both popular and successful.

Double-digit inflation and the Iran hostage crisis were twin albatrosses for President Carter, and the voters elected Ronald Reagan, believing the slogan "It's morning in America." The promise proved illusory for the nation, but 1981 was high noon for the Woman's National Democratic Club. Membership reached 2,200. Attendance at speaker luncheons averaged more than 200, and at lounge lunches on non-speaker days, about 40. Inflation-driven costs continued to sky-rocket, but compensating increases in dues and in food, beverage and private party revenues, as well as investment income, kept the budget in balance. Effective July, 1981 the price for speaker lunches rose to \$6.00; for lounge buffets, \$5.00. Effective January, 1982 resident dues were increased to \$125.00; non-spouse associates, \$100.00.

MAJOR DECISIONS

In early 1981, new questions arose relating to the rental property next door. Of immediate concern was the need to replace the roof at an estimated cost of \$13,000. A better understanding of the Dupont Circle rental

market, plus the realization that a larger gross income now permitted investment income to be substantially increased within the 35% limitation imposed by the Club's tax status, prompted the Club to raise the rent at 1520 New Hampshire Avenue. When the tenant, the Children's Defense Fund, was notified that the rent would be increased from \$25,000 to \$75,000, they accepted on the basis of a six-month extension, with a subsequent extension to terminate in May, 1982, but advised the Club they would seek new quarters.

When the Club resumed activities in the fall of 1981, President Judi Levin appointed a Long Range Planning Committee, comprising the President, past Presidents, Budget Officer, Finance Committee Chair, Vice-President for Finance and Vice-President for Programs. A special meeting of the Board of Governors was called for November 18, 1981 to hear their proposals concerning the future use of 1520 New Hampshire Avenue and the renovation of the clubhouse. Mary Lou Friedman, a member of the committee, made the presentation.

Proposal A covered a plan for the long-term lease of the rental property. Dissatisfaction with the indifferent management of the realty firm Carey Winston, which had moved to Bethesda, led to retaining Begg, Inc., a firm with a good reputation, local offices, and an outstanding commercial department. Begg, Inc. almost immediately presented a prospective lessee who offered a contract with the following terms: In return for a lease of 17 to 20 years, the lessee would modernize the building, assume responsibility for its continuing maintenance, be responsible for sub-leasing, and pay the WNDC an agreed share of the annual rental of the approximately 10,000 square feet. In addition, the lessee would be required to submit all renovation plans and prospective tenants for WNDC approval. The plan would virtually eliminate landlord responsibility and produce almost effortless income.

Proposal B covered expansion within the clubhouse to permit more efficient use of space for staff operations and club activities. Conditions on the second floor were approaching "grid-lock." The design presented to the Board incorporated the advice of two architectural firms and included conversion of the third floor attic into usable office space with a redesigned one bedroom manager's apartment, and an elevator to serve all floors; zoned central air conditioning for the first and second floors and a new mechanical system for the third floor; changes in basement ductwork to provide additional usable space; a receptionist's office on the first or second floor and redesign of the existing first floor cloakroom.

The committee also recommended a modern communication system of telephones and intercoms, and a closed circuit TV system serving the Rayburn Lounge and other rooms to accommodate overflow crowds.

Mrs. Friedman pointed out that the renovation would not necessitate a further increase in dues or an assessment since the Club's financial condition was sound. The money could be borrowed, as had been done in 1966, and financed by a long term loan. The preliminary estimate of the costs involved, including the closed-circuit TV system, was about \$350,000. She concluded, "There should be no hesitation about making long-range commitments at the WNDC. Throughout our history, the Club leadership, exhibiting great vision, has thought in terms of decades rather than years." Following the agreed limitation of one hour for discussion, the Board unanimously voted to accept the concept of both proposals. A December membership meeting ratified the Board's decision. A contract was signed with the architectural firm Thomas Manion, AIA, and the legal firm of Docter, Docter & Salus was retained to oversee the lease negotiations, which dragged on until June 1982, due to the nit-picking maneuvers of the attorney for the lessee—clearly a harbinger of future difficulties.

The Club initiated two programs to raise funds for the renovation project. For the month of March only, members who had paid 1982 dues were offered life membership at the reduced rate of \$875.00. One hundred and seven members took advantage of this opportunity. The second program solicited loans from members. Promissory notes carried an interest rate equal to 6-month Treasury Bills. A goal of \$200,000 was set and \$100,000 actually pledged. In October, the Board approved borrowing \$350,000 from the Women's National Bank to refinance the current loans on both the clubhouse and 1520 New Hampshire Avenue, using the latter property as collateral and leaving the clubhouse free and clear.

Jean Jensen and Cathy Fletcher coordinated packing all the Club's possessions in preparation for the renovation work. Even with the help of 21 volunteers, including Peg Colton and Deborah Cohen who packed the porcelain, the formidable task took a month to complete. Taking advantage of the closing of the clubhouse for several months, the Finance Committee approved \$11,000 for the restoration of 31 pieces of furniture, and the thirteen window air conditioning units were sold.

On June 17, President Judi Levin and Finance Chair Priscilla Sweeney signed the renovation contract with Angle Construction Company, construction to begin when permits, requiring Landmark Commission sign-off, were is-

sued. The historic appraisal by Reynolds & Reynolds valued the property at \$2 million; after remodeling, the value would rise to \$2,800,000.

Architectural plans were also submitted to the Fine Arts Commission for required approval by that august body. After some six months' delay, Mrs. Sweeney and Mr. Manion appeared before the Commission, primarily to get final approval on the number and location of skylights. At that point, the Chairman noticed, apparently for the first time, that an elevator was a feature of the renovation. "I cannot possibly allow an elevator in that beautiful old house," he exploded. Mrs. Sweeney and Mr. Manion were stunned. Mrs. Sweeney, rising to her full stature, faced the Chairman. "The reason we are renovating the building is for the comfort and enjoyment of our members, and furthermore, the elevator has been on order for six months!" Her spunky rebuttal drew laughter from an audience of other applicants, whereupon the Chairman said, "I withdraw my objection."

The Club closed its doors on May 28, with a target date for reopening November 15. As in 1966, the interruption did not preclude regular club activities. Meetings were held in members' homes, and luncheons in various hotels.

On behalf of 1520 New Hampshire Associates, a consortium of investors, Robert Kling signed the lease in June 1982, paying two years' rent in advance. Under the terms of the lease, the Club would receive monthly rent of \$7,000, beginning June 30, 1984. It provided for an increase when 75% occupancy was reached and for periodic increases based on the CPI. Insurance, taxes and maintenance would be paid by the lessee. Restoration and modernization began in the spring of 1983, at a cost to the lessee of approximately a million dollars. Ground was excavated for a sub-floor, central air conditioning and an elevator to serve four floors were installed, and top-grade materials were used throughout.

Meanwhile, the architectural and contracting team achieved a minor miracle by meeting all deadlines on the renovation of the clubhouse, with cost overruns less than 1%. The third floor provided ample work space for staff and volunteers; the elevator purred; central air conditioning maintained a comfortable temperature; new flooring was a great improvement over the old parquet; the Q Street ramp provided access for the handicapped; a new loft, complete with bathroom, was hung from the rafters; and a state-of-the-art sound and video system enlarged the capacity for speaker programs. A new reception room, christened the First Ladies Room, replaced the old coatroom on the first floor.

With justified pride, the Club celebrated a gala opening week of festivities December 6-10, starting on Monday with a party to commemorate the Club's 60th birthday, Open House on Tuesday, a Victorian Tea on Wednesday, a champagne luncheon with Herblock and Haynes Johnson on Thursday, and a Friday night "Victory Dance." Special red-and-white invitations were sent to members and dignitaries.

For a short time, beginning with the re-opening of the clubhouse, members were invited to enjoy the Rayburn Lounge every day from noon through the cocktail hour, but attendance did not justify the extended hours and the experiment was abandoned. Buffet lunches continued to be popular on non-speaker days with average attendance up from 40 to 63.

Two administrative changes occurred in the spring of 1983: the Calendar was redesigned to present the coming programs in grid format and to allow more space for promotional information; and the Political Action Committee changed its name to the Public Policy Committee to avoid the connotation of fund-raising for political candidates.

Soon after the reopening, President Mary Lou Friedman, who had served as a docent at the Vice-President's House when it was filled with fine paintings including those of Joan Mondale, moved quickly to add some pizzazz to the decor. She persuaded outstanding Washington artists to exhibit their work in the Stevenson Room, the first of a continuing series of art shows which have enlivened the Club ever since.

The story behind a fine print of the original White House portrait of Eleanor Roosevelt, which was framed and presented to the Club by Doris Foster, is one of many amusing anecdotes in Club archives. Elliott Roosevelt had commissioned the artist, Douglas Chandor, when his mother was 65 and living at Val-Kill in Hyde Park. The artist considered his work so good that he raised the price fivefold in the course of the sittings. This so incensed Mrs. Roosevelt that she used the word "darn" and would not permit payment. So the portrait remained in the artist's possession until his death when Lady Bird Johnson arranged for its purchase by the White House Historical Association as part of the permanent collection.

A novel 1983 fund-raiser billed as "Hellenic Week of Treasures & Pleasures," attracted over 1,000 people to a Greek bazaar and exhibition, culminating in a full-house dinner with fashion show. The week was covered by the Washington newspapers and the New York Times, as well as a number of Greek American papers and magazines and by the media in Greece.

Mrs. Papandreou and Melina Mercouri talked about it in interviews on CBS, NBC, and the Maury Povich Panorama program. The Club could flaunt an international image as well as an \$11,449 profit.

After a trial period of sharing computer time with the Cosmos Club, in 1983 WNDC entered the computer age by installing its own terminal, with the capability of membership listing, payroll and dues invoices. Early expectations included computerized reservations, but this did not prove feasible. Reservations continued to be processed manually, but required advance payment with strict cancellation deadlines to solve the problem of "no-shows." In May alone, 120 members making reservations for ten events failed to attend or cancel. Also adopted at that time was a policy restricting smoking on the first floor. In yet another bow to technology, the Club purchased a Toshiba copier for \$7,196.50.

An active membership drive launched in the spring of 1983 added 315 new members, resulting in a record total of 2,330. After a survey of other clubs in the area, the Board approved an initiation fee increase from \$150 to \$200 for resident members.

In September, the Woman's National Democratic Club joined with the National Federation of Democratic Women and the Democratic National Committee Women's Council to sponsor a Leadership Conference for Democratic Women, "Impact '84." The four-day conference was held at the clubhouse with WNDC Vice-President Jeannette Wedel as Chair. Two hundred Democratic women from 30 states met to create an agenda for the 1984 elections. Its principal goals were registration of new women voters and election of women to public office, and emphasizing the devastating effect of Reagan policies on women's concerns. In a letter to Club President Jean Jensen, Charles T. Manatt, Chairman of the Democratic National Committee, wrote, "The (Conference) was a clear example of why the Democratic National Committee so values and respects Democratic women." Co-sponsoring the Conference contributed to serious political work while providing an opportunity to acquaint Democratic women from outside Washington with the WNDC, and yielding several non-resident memberships.

COPING WITH DISASTER

The first inkling that something was terribly wrong with the Club's financial accounts was a notification of unpaid taxes, even though the Treasurer had properly executed and signed all tax returns. The accountant resigned

in September, 1983, leaving an incredible jumble of unpaid bills and an unbalanced ledger written in pencil. The Club retained the firm Pennington, Ahalt & Associates to do a fraud audit. Checks amounting to over \$70,000 had not been mailed to vendors and tax collectors. Bank statements showed positive balances, but any reconciliation taking these checks into account would have indicated a substantial overdraft. Penalties and interest on late payment of taxes added to the cash shortfall.

Attorney Robert E. Jensen, club member and husband of President Jean Jensen, worked *pro bono* with the auditors to register a claim under the Employment Dishonesty Endorsement of the Club's insurance policy. Months of negotiations followed, with Club officers and staff reconstructing financial operations for proof of loss and culpability.

The Treasurer's report in May, 1984 stunned members of the Governing Board. A line of credit for \$50,000 at 13% interest had been spent for taxes and current operations; \$105,000 remained to be paid on back taxes; the new property tax was \$22,000, up \$16,500 from 1983; and a computer was needed to replace the unsatisfactory leasing arrangement. The Board approved the concept of borrowing to meet the projected deficit, and amended the standing rules to schedule dues payments to conform with the fiscal year of July 1 to June 30.

The consensus of the June annual membership meeting was to borrow up to \$200,000 and then to retire the loan with funds provided by the membership. An assessment of \$50 was approved, and a drive was launched for new life members at \$1,000, with the rate to rise to \$2,500 effective January 1, 1985. By year's end, 224 new life members had taken advantage of the lower rate, bringing the total life memberships to 369.

In October, a renegotiated lease was signed with 1520 New Hampshire Associates. Extending the life of the lease from 20 to 30 years was a concession to Harvey Jacobsen, a new investor in the consortium, but raising the 5-year increase from 30% to 50% of CPI benefitted the Club. A second trust in the amount of \$200,000 was placed on the building.

The bonding company paid \$52,729 of the \$66,000 claimed for identifiable losses and advised that it would conduct its own audit before paying more.

Even with such formidable problems and herculean efforts to overcome them, the Club remained true to its character and continued to offer both pleasurable and politically significant activities. Clara Beyer and Alva Dawson were named Honorary Vice-Presidents, joining Peggy Mann, Florence Hoff,

India Edwards and Elizabeth Sayre who had been named previously. In April a group attended the annual meeting of Democrats Abroad in Heidelberg and was feted by American officials in Paris and Madrid. The Public Policy Committee Task Forces prepared a series of Issue Alerts for the campaign year, and luncheon and dinner programs focussed on the theme "Election '84—Women Hold the Key." Congresswoman Geraldine Ferraro had just been named chairperson of the Democratic National Convention when she addressed the Club. After her nomination as Walter Mondale's Vice-Presidential running mate, she called on WNDC for help. Cathy Fletcher set up a schedule providing two volunteers each day for the next three weeks.

"How to Cook Reagan's Goose" contained 110 favorite recipes from members and such notables as Jimmy Carter, Edward Kennedy and Paul Newman. Eleanor Seagraves, granddaughter of President Roosevelt, revealed that FDR added absinthe to his martinis. The cookbook was spiced with items from Ronald Reagan's indigestible political menu—things he and his appointees had said and done, to illustrate that he had been cooking his own goose. Over 1,500 copies were sold, including a shipment to the Democratic convention.

At the April 1985, Board meeting, the President updated the situation regarding the former accountant. He was arrested as a result of criminal charges brought against him by the Club and pleaded guilty to a Theft One charge. The police investigation revealed that he had embezzled at his previous employment but charges were never pressed. At risk of being criticized for lax financial management, the Club acted courageously in deciding to prosecute and may have prevented the victimization of other organizations.

Although the April *WNDC NEWS* promotion of the upcoming Auction and Bazaar as "deficit-dissolving" was a bit of hyperbole, its success helped to pay daily operating expenses. The one-day event, including lunch, dinner, and a live and silent auction, brought in \$15,697, with only \$500 deducted for expenses.

This year the choice of Geraldine Ferraro as Outstanding Democratic Woman was an easy one. At a champagne reception, which yielded \$3,343, each of the 396 guests was photographed shaking hands with the Vice-Presidential candidate; the photos were available for purchase.

A special fund-raising drive sought contributions in memory of former WNDC President Marian Driver, permitting the purchase of a grand piano for the Post Room and the creation of a maintenance fund. Senator and Mrs. Thomas Eagleton donated a small Kimbell piano for the Stevenson Room.

One of the first orders of business when the Club reopened in September 1985, was a seminar for Board members on interpreting financial statements, presented by Donna Glenn, WNDC member and co-author of "Off Your Duffs and Up Your Assets." President Jensen emphasized that Board members are financially liable and need to understand a balance sheet.

The financial situation continued to deteriorate throughout the fall with expenses exceeding income by over \$14,000 each month. In December, the Club retained the services of Susan Eisenberg, a financial consultant, to put WNDC on a sound financial basis, and in May 1986, named her Executive Director. At the same meeting, the Board recommended to the general membership an increase in resident member dues from \$175 to \$200, effective the next fiscal year.

Notwithstanding financial problems, 1986 was a successful year. Just under 300 members attended the annual meeting in June and heard President Marelyn Tank report that 16,000 were served at luncheons and dinners the first half of the year, aided by a hospitality committee of 100; volunteers handled 15,000 pieces of mail for the Democratic Senate Campaign Committee; three seminars on shaping the Democratic agenda enrolled 235 people; and membership grew by 100 to a total of 2,373.

Many programs attracted press attention; four were covered by ten or more press and broadcast organizations, and C-Span filmed and telecast frequently. The appearance of the Canadian Ambassador's wife, Sandra Gottlieb, right after the notorious "slapping" incident, drew a record thirteen reporters, perhaps because she had just cancelled a National Press Club commitment. She complimented her courteous WNDC audience, volunteering, "I feel devastated—you know what I mean. You were kind enough not to ask that question."

The Club demonstrated its unflagging interest in political affairs by hosting a meeting and reception in March for the National Federation of Democratic Women. Jean Jensen represented the Club at the Federation's annual conference in Arkansas, carrying PPC Task Force resolutions on foreign policy, social security, education, human rights, and tax policy which were accepted by the conference.

An exciting new idea for the spring fund-raiser was the sale of 20 chances for a seven-night cruise for two on the Mississippi Queen, including two nights in New Orleans—a package valued at \$5,300. A gala evening on May 30th featured Mrs. Foggybottom, a nightclub entertainer, and the Ponchartrain New Orleans Jazz Band. Congresswoman Lindy Boggs, guest

of honor for the evening, drew the name of the lucky winner, Gladys Uhl-Katcher.

In September, a contract was signed with Peabody Court, a food management company, to provide an executive chef to supervise the WNDK kitchen staff and do the buying, with the Club paying the cost of the food. The Executive Committee, prompted by complaints from members and disputes with the company, terminated the experiment in October and decided that the Club must again employ its own chef and kitchen staff.

The audit report for FY 1985/86, which ended June 30, showed an operating deficit of \$90,000. This shortfall necessitated spending dues revenue for FY 86/87 to pay expenses incurred during the previous fiscal year.

The new Club year did not begin auspiciously. Susan Eisenberg resigned, citing disagreement with the Board over the definition of her role. The search for a food and beverage manager and a chef continued; a temporary arrangement with Helen Wasserman's Restaurant following the abortive catering experiment resulted in \$15,000 in unpaid food and kitchen staff bills. The District of Columbia increased its assessment of the Club's property by 29%, adding \$14,000 to the real estate tax. And compounding the gloom, the Club was plagued by a rash of thefts, including rugs from the Post and First Ladies Rooms, a French clock, lamps, and a Hobart kitchen mixer weighing 175 pounds that had cost \$1,800. Even the copper gutters were ripped from the roof line.

With characteristic determination, the leadership attacked these problems. Finance Committee member Gerry Braun renegotiated the mortgage on 1520 New Hampshire Avenue with the McLachlen National Bank by combining the existing 1st and 2nd trusts and obtaining a lower interest rate. The new note called for a monthly payment of \$5,038, with a 5-year balloon payment due in 1992. The McLachlen Bank also granted a line of credit, allowing a maximum of \$105,000, at a prime plus 2% interest rate. The February Board meeting approved these measures.

In an effort to reduce the deficit, a letter to the membership solicited contributions, with a goal of \$20,000. The Club retained attorney Stanley Fishmen, of Wilkes, Artis, Kedrick and Lane, to appeal the assessment, resulting in a savings of \$9,000. Legal action also settled the Wasserman bills at \$10,000. Insurance claims were filed for the theft losses.

The dinner organized for February 10th to honor Speaker Jim Wright and Mrs. Wright was successful beyond all expectations. A projected profit

of \$6,100 became \$19,585. Political, civic, union, industrial, and entertainment VIP's attended. Perhaps the greatest benefit was the upbeat mood created by the event. In appreciation of the food and services donated by Pamela Harriman, the Club presented her with a music box that played "Happy Days Are Here Again," topped by a donkey and a brass plaque appropriately engraved.

In April, the Board approved a 1987/88 budget proposal which called for an increase in dues of \$100 in all categories. This proposal augmented the \$25 increase for resident members passed in May of the preceding year, raising dues from \$175 to \$300. Despite concern that the increase could cause an attrition of 20%, the action was approved at a special membership meeting called by President Tank on May 6.

The Foreign Policy Task Force presented a report on the Central American Study Group Tour at the May Board meeting. Highlights included a description of the warm welcome the group had received throughout Central America and their analysis of political leadership in the host countries. The full report was made available to all members in the Archives and the Library.

A champagne opening celebration greeted the long-awaited Democratic Boutique on May 20. Mary Lou Friedman, who submitted the winning name "Sign of the Donkey," cut the ribbon.

In response to the letter soliciting contributions to balance the budget, by May 233 members had given \$26,447. Exceeding the \$20,000 goal was especially welcome as the Club once again faced a major problem. Aware of the growing concern about asbestos in older buildings, the Club consulted the architect of the house renovation, Tom Manion. A survey done by Asbestos Abatement Services, Inc. found that the asbestos in the Stevenson Room ceiling, kitchen and basement was in a friable condition, meaning flakes could enter the air if disturbed. After much discussion, the June Board meeting approved a motion to initiate the asbestos removal in August at the proposed cost of \$80,000, and a motion to appoint an ad hoc committee to find a financing method by the July Board meeting.

Senator Barbara Mikulski, recipient of the 1987 Outstanding Democratic Woman Award, was honored at a luncheon on June 22nd. Maryland crab-cakes recognized the Senator's home state. The occasion also marked the overdue addition of a step for the podium, known hence-forth as the "Mikulski Step."

The search committee's diligence throughout a summer enabled the Club to hire Martha Manning as Administrator (after six months, the designation was changed to Director), and Patricia Donovan-Wilson as House Manager. Their appointments followed a period of constant staff turnover at all levels, creating a confused and inefficient operation as well as excessive training costs. Financial records were both incomplete and incorrect. During the entire fall of 1987 it was not possible to produce any financial statements. The Club's most steadfast office employee was Mary Catucci, whose crucial role in handling reservations kept the Club functioning throughout its upheavals. The Board recognized her 25 years of service in February 1988, by presenting her with a bouquet of flowers, a poem by Janet Koch and a check for \$500.

One of Martha Manning's first administrative changes was to replace the Club's contribution of \$13,000 per year to employee IRA's with a bonus to conform with the new IRS regulations on retirement plans. At a subsequent Board meeting, Governor Dalma Yaney clarified this annual "bonus" as a policy, not merely a gratuity, to acknowledge length of service and to encourage continuity.

An innovative fund-raiser in the spring of 1988 appealed to members' love of fashion and a good bargain. Joan Millen arranged with a North Carolina company to turn the Stevenson Room into a showroom for ultra-suede apparel, offered at 40% off retail prices, with the Club receiving 10% of the \$47,000 sales plus reimbursement for expenses. The Finance Committee was so pleased with the profit that plans were made immediately to repeat the event in 1989. Another \$4,000 flowed into Club coffers from a Scandinavian cruise, which offered participants the opportunity to meet the American Ambassador and the Democrats Abroad group in Copenhagen.

An Exploratory Task Force on Growth met on May 20 and 21 with multiple objectives: to review the Club's history in the light of its purposes and achievements; to assess present functions; to envision its role in the developing political environment; to identify key strategies in the areas of membership, services and programs; and to make recommendations on the role of the Director. Facilitator Buntz Ketcham guided the two-day session and prepared a final report at a cost of \$2,300. The participants agreed that it was an extraordinary experience, and President-elect Jane Freeman undertook to work toward implementing the task force's recommendations.

In expressing the Board's thanks to President Jean Jensen at the final meeting of her term, Phyllis Fineshreiber noted that only one other presi-

dent had returned to serve the Club for a third term: the founder, Daisy Harriman.

Prior to 1988, the Club had admitted men to associate membership, without voting and other privileges. Winn Newman was invited to join but declined as a matter of principle. In 1987, Mr. Newman, as counsel to the Americans for Democratic Action, filed a discrimination suit against the all-male Cosmos Club, which resulted in opening that club to women. Subsequently, WNDC was notified by the D. C. Office of Human Rights that its membership records would be subject to examination. On July 27, 1988 the Club accepted Winn Newman as a Resident Member. This historic action was not merely a bow to the inevitable; it was an assertion of the WNDC philosophy of inclusion and a recognition of the need to expand its scope. The decision has proved of enormous benefit in the life of the Club, as Winn and other male members have played active roles, including services on the Governing Board.

At the July Board meeting, President Freeman thanked Jean Jensen for representing the Club at the Democratic Convention in Atlanta at her own expense. Jean, in turn, thanked the members who had helped with credentials, introductions to VIP delegates, and hard-to-get hotel accommodations.

The second phase of the asbestos removal project, the Rayburn Lounge ceiling, was completed in August, with the total cost of \$81,154 financed by a loan from the McLachlen Bank.

Fran Anderson was the lucky winner of the 19-day South American Cruise for two worth \$10,140. Ticket sales by members totaled \$7,125, with \$5,700 profit after expenses. Peggy Mann was the super-saleswoman, selling 24 books of tickets.

The Contributions and Endowments Committee, under the leadership of Joan Millen, developed a program for memorial donations. A special envelope was designed for the donor to specify the use of the gift for club furnishings or unrestricted use. The plan was an instant success; \$3,835 was received in the first six weeks, and donations have continued, including several legacies. Thus the Club can reupholster and repair many of its fine pieces of furniture without drawing on operating funds.

A change in the By-Laws the previous June provided for two meetings per year in order to bring important developments to the full membership on a more timely basis. The first fall semi-annual membership meeting was held November 30.

Club Treasurer Priscilla Sweeney proposed a campaign for funds to purchase 350 much-needed chairs. In January 1989, the Building and Grounds Committee displayed two sample chairs for the Board's choice. A flyer urging "Everyone a Chairperson," invited members to purchase one or more chairs at a cost of \$75 each. More than \$25,000 was contributed, and 360 white leather chairs now grace the Stevenson Room and the Rayburn Lounge.

Careful planning and diligent follow-through guaranteed the success of the dinner honoring Senate Majority Leader George Mitchell on March 15. Even at a cost of \$150, the first 218 reservations quickly filled the Stevenson Room, with a long waiting list. Pamela Harriman served as Honorary Chair. The event grossed \$32,745; bill reductions and donations by vendors and other friends of the Club, and the superb performance by the staff which made it unnecessary to hire outside help, meant a whopping net profit of \$25,809. Photographs were made available for purchase by members. President Freeman presented the Senator with an Honorary Membership.

The June 9 Bazaar was another outstanding fund-raiser. The profit from sales topped \$16,000, the Boutique did a land-office business and the lounge buffet broke all records for attendance. The special articles for sale included a sweater knit by actress Betty Furness, a pewter bowl from Sharon Rockefeller, a beautiful sheer wool blouse from Nepal, a cartoon by Herblock, and the hit of the day, a mink coat that had been bequeathed to Eleanor Seagraves by her aunt, Eleanor Roosevelt. The selection was so spectacular that one woman was heard to say, "These Democratic women have nice things to sell—much better than the Salvation Army!"

At the beginning of FY 1989/90, the Club repaid \$90,000 borrowed on its line of credit the preceding year—a practice followed for the previous several years. Clearly the Club could not continue to pay last year's expenses from current dues. The Finance Committee labored over options for restoring fiscal health, including selling or refinancing the investment property next door, and converting from non-profit to profit tax status, but the option recommended to the October Governing Board was an assessment of \$150 for Resident and Life members, with corresponding assessment on other categories equal to half the annual dues. As expected, the assessment resulted in attrition in membership, but most members supported the effort, and a total of \$194,000 was added to the treasury. The year ended with a surplus of \$48,503.

Although the FY 1989/90 deficit had been erased, it was painfully obvious that the operational standard expected by members could not be main-

tained with Resident dues of \$300. In May, 1990 the Finance Committee presented the hard facts and recommended an increase to \$400. Following on the heels of the assessment, the increase was bitter medicine, but once again, the Board approved and the attending members ratified the action at the semi-annual meeting.

Thanks to the hard work which makes such events successful, many members were able to patronize another fall ultra-suede sale, yielding \$4,040.

Martha Manning resigned in November in order to spend more time with her new baby.⁴ Given the serious financial situation, the Executive Committee decided not to replace her and asked Trish Donovan to head the administrative staff as General Manager. Anne Nicholson was promoted to Coordinator for Administrative Services and Lori Goodpaster continued as Chief Accountant. The departing Director recommended that serious consideration be given to the size and role of the Governing Board. Her view reinforced an ongoing concern of many members who believed the Board's size made it unwieldy and hindered timely decision-making.

On March 6, 1991, the Club sponsored an evening with Ron Brown, Chairman of the Democratic National Committee, who gave a State-of-the-Party address. The event served not only as a fund-raiser, with a profit of \$3,315, but also as a membership recruitment vehicle. Members were asked to sponsor prominent Democrats as guests. Political spirits rose when Ron Brown "worked the house," stopping at tables throughout the Club to talk with diners. He expressed his appreciation of being named an Honorary Member of the Club.

Lady Bird Johnson was honored at a luncheon on April 10, with 325 members and guests in attendance. The Building and Grounds Committee was complimented at the April Board meeting for sprucing up the grounds, with the help of a special garden fund matched by President Amanda MacKenzie in honor of her mother, and a donation by Jean Hechinger. Alice Rowan and Amy Meadows arranged outstanding press coverage.

Turn-over in senior staff continued to affect smooth operations. Trish Donovan-DeSoto, recently married, announced that she would be leaving to join her Army husband effective July 30. The April Board meeting authorized a search committee, under the direction of Shirley Henderson, for a new Manager. The executive search firm of Isaacson, Miller, Gilvar & Boul-

⁴Subsequently, Martha Manning Membrino became a club member and serves as editor of the *WNDC NEWS*.

were agreed to assist *pro bono*. After conducting a number of interviews the search committee recommended Karen McMullen and the Board approved the choice at a special meeting in August.

INNOVATIONS

The clubhouse was the scene of an exciting event on the night of May 21, 1991, when almost 500 young people gathered to hear an address by Senator Bob Kerrey, and to register their interest in joining the WNDC. A proposal for membership at a dues rate affordable to junior professionals had been made by young Democratic activists to Amanda MacKenzie, endorsed by the Membership Recruitment and Planning Committee, and formally approved in concept by the April Board meeting. Pamela Harriman was phasing out her Senatorial fundraising organization and had generously offered to give the group the copyrighted name "Democrats for the Nineties."

The proposed affiliate of the WNDC was discussed extensively at a special Board meeting on May 22, with emphasis on the importance of building for the future by encouraging young Democrats to join the Club. A motion was passed "That the membership category now designated Junior Resident be named New Democrats for the 90's; that the category be limited to men and women aged 35 and under; that the dues be \$100 per year; that no initiation fee be charged; and that members in this category have all the privileges of membership now accorded to Resident and Junior Resident members."

In another move to re-build membership, so crucial to the vitality of the Club, the Board voted in April to open membership to any Democrat, for the limited period April 17-June 30, at the initial yearly rate of \$190, with no initiation fee. This opportunity attracted 130 new members.

In a continuing effort to plan for the Club's future, a 39-member Strategic Planning Committee, with facilitators Edith Seashore and Lyn Oglesby, met in April, 1991. The group identified five areas of immediate concern: membership, image, governance, finance, and political activity. Vice-President for Finance Donna Glenn presented the Committee's report to the June Board meeting which approved its concept. The most important recommendation was to reduce the size of the Governing Board. Of special interest was the participating attorney's advice that the Club had become overly cautious and that political activity could be expanded without jeopardizing the Club's tax

status. The semi-annual membership meeting in June formally adopted the goals of the Strategic Plan for 1991/1992.

After a trial period of a year, Karen McMullen resigned as General Manager. A search committee, interviewing over the summer months, selected Jeff Watkins as the new General Manager. Jeff brought many years' experience with the Capitol Hill Club to his candidacy, as well as a fresh, enthusiastic approach to managing the WNDC operations. His first year has amply proved the wisdom of the search committee's choice.

Decisions were reached on two proposals in the fall of 1991 after five years of study and legal consultations; both were designed to give the Club freedom to solicit bequests and other gifts which would be tax deductible to the donor. Further efforts to establish a Legacy and Endowment Fund for the Preservation of Historic Property were terminated on the advice of attorneys who cited the difficulty of showing "public benefit," and for the more serious disadvantage of deeding the clubhouse to the Historic Trust.

The second plan for creation of the WNDC Educational Foundation was successfully executed, and it received approval from the IRS. The Foundation, a separate legal entity at WNDC, will plan special publicly announced educational programs. The Foundation will attract new funding sources through tax-deductible contributions to these programs, and will encourage community involvement for members. Extending the Club's relationship to the Nevel Thomas Elementary School, the Foundation will sponsor training for children in the value of peaceful behavior with others, an experiment which has proved highly successful in New York City. The Foundation is managed by a Board of Directors elected by the Governing Board of WNDC.

The highlight of the fall season was the Harriman Centennial on November 15, celebrating the 100th anniversary of Averell Harriman's birth. Pamela Harriman honored the Club by inviting it to share the commemorative occasion with the Library of Congress, which will receive the Harriman documents and memorabilia. More than 400 attended the luncheon, including prominent Democrats from across the country, members, friends, and young Democrats gathered to pay tribute to the historic contributions of a great American. As a fundraiser, the event topped all past efforts, raising more than \$85,000. After expenses, the goal of \$70,000 was reached for the Club and the new Harriman Fund, dedicated to promoting political involvement by young Democrats. The event was chaired by Sacha Millstone, Vice-President for Finance, with back-up support by Janet Howard, member of

the Governing Board and assistant to Mrs. Harriman, and a large and energetic committee.

Maintaining a 100-year-old building means a constant drain on the treasury, and from time to time a need arises that cannot be met by normal budget planning. Such a need occurred in the fall of 1991 when the air conditioning unit cooling the kitchen and the Stevenson Room gave up the ghost. A special appeal went out to the membership which responded with characteristic generosity. Contributions from 389 members, including 14 "super-coolers," totaled \$38,080, enabling the Club to benefit from a 10% discount for cash on the contractor's bill. The new equipment was installed over the Christmas holidays.

In accordance with the Strategic Planning Committee recommendation adopted by the Semi-Annual Membership Meeting in June, 1991, the special Committee on WND C Governance presented its proposal for changing the size, structure and terms of the Governing Board to the January, 1992 Board meeting. After lengthy discussion at that meeting and at the February meeting, a motion was passed to endorse the proposal's provisions. Since the full membership had recommended the reorganization, final action was taken by that body in June, approving the proposal.

As President Shirley Henderson pointed out during the discussions, the mandate to streamline the governance structure evolved over several years. Beginning in 1985, strategic planning groups had studied various aspects. The 1992 proposal reduced the number comprising the Board from approximately 80 (varying according to committee assignments) to 24. The principal effect was to eliminate chairs of standing and non-standing committees as members. Standing committees are represented by the six Vice-Presidents. In an effort to maintain the exchange of information on committee activities and recognize accomplishments of committee leadership, the number of membership business meetings were increased to three a year.

By far the most serious blow to the financial health of the Club was the crisis caused by the failure of the lessee of 1520 New Hampshire Avenue to pay the rent. For years the performance of the consortium had been dilatory at best and at times disputatious. In the summer of 1991, it arbitrarily cut the monthly payment from \$8,400 to \$5,000, then finally ceased to pay at all. The default reduced the Club's annual revenue by \$98,400. The situation was made desperate because the balloon payment of \$440,000 on the mortgage was due in the spring.

The Executive Committee engaged attorney Bardyl Tirana to take legal action against 1520 New Hampshire Avenue Associates. Mr. Tirana outlined the grim situation to a somber October Board meeting. A total of \$545,000 was owed to the Citizens Bank representing the mortgage balloon payment, the asbestos loan balance, and the line of credit. Added to this amount was approximately \$52,000 in real estate taxes which the tenant was obligated to pay but had not paid. Citizens, like all banks, was wary of real estate loans and refused to refinance. In the months to follow, Mr. Tirana, the Executive Committee and the staff were involved in dual negotiations—searching for a lender that would refinance and filing suit against the tenant for repossession of the property. The success of the former depended on the latter.

In May 1992, Mr. Tirana gave the last of a series of progress reports to the Board, and again to the semi-annual business meeting of the membership. The time-consuming, frustrating, and expensive legal efforts were ultimately rewarded. On March 11, 1992, the Superior Court entered an order awarding the club possession of the building. New leases were signed with the sub-tenants. The transfer of possession cleared the way for the Adams National Bank (formerly the Women's National Bank) to grant a new loan in the amount of \$620,000. Thus, after six months of litigation, the Club had full control of its rental property, anticipating sufficient revenue from rents to cover interest payments on its indebtedness.

The January WND C NEWS announced plans for celebrating the Club's 70th Anniversary, with the theme "Expanding Women's Role in Politics: Fresh Voices—Different Choices." Mary Lou Friedman headed a committee to present imaginative ideas for the year-long celebration. The first anniversary speaker luncheon program, "Women in Transition: A Seventy-Year Perspective," featured Esther Peterson, and the first panel of a seven-piece mural, summarizing the Club's history in a collage of photographs and clippings, was placed in the Stevenson Room.

A special entertainment event was scheduled for each month. Appropriately, a Valentine's Day Reception was held in February. In March, a Dance Party featured professional demonstrations of seventy years of popular dances, and in April, fashion reigned with the Seven Decades of Fashion Show. In May, a musical, "Bush En Brochette," was performed by the WND C Theater Wing to a sell-out audience. An exhibition of 70 tote bags, decorated by WND C members, was hung in the Stevenson Room in June, with plans for a fall auction. On the 4th of July members enjoyed the national fireworks

GENESIS

1922 was a bad year for the Democrats. The Party was in the doldrums. A massive defeat suffered in the 1920 elections still cast its pall. Normalcy gripped the nation, assuring that the election of 1924 would again go to the Republicans; Democrats would offer token resistance, holding their fire for a more favorable set of political circumstances. One such circumstance was yet to be tested. Theoretically, women of the United States had achieved political equality with men in 1920 by gaining the right to vote. But the woman voter was still barely tolerated, and the caricature of the militant suffragette, wide-hatted, voluminously skirted cousin to the redoubtable Emeline Pankhurst, remained a popular stereotype.

So the year 1922 seemed hardly propitious for creating a Woman's National Democratic Club. Yet the idea had been germinating in the minds of a few women who saw suffrage as a key to expanding the role of women in politics.

A letter, dated July 5, 1922, from Mrs. J. Borden Harriman (Daisy) to Mrs. Thomas Bayard stated that a group of nationally prominent Democratic women had approached her with a proposal to establish such a club in Washington, D.C. It would be a pioneering effort, and it could be valuable to the women of the Democratic National Committee in their work.

Her letter outlined a plan for renting a suitable house, at no more than \$350 a month, to serve as a central headquarters. The house would contain dining facilities, a library, a lecture room and a few bedrooms for out-of-town members. Annual dues would be \$25 for resident members and \$10 for non-resident members; initiation fees would be \$25 and \$10.

On November 24, 1922, Mrs. Harriman chaired the first meeting of an organizational committee devoted to details of establishing the club—ways and means of financing, and the appointment of a committee to select a suitable building. It was agreed to meet weekly at Mrs. Harriman's house until plans were completed.

Within the week, the organization committee was in full swing. Twenty-five hundred letters were sent out soliciting membership. A category of Founders was established—charter members who would contribute \$100 in addition to dues.¹ The Founders had a common bond: they took the privilege of voting seriously, and they aimed to make the vote meaningful for their own and succeeding generations by expanding political awareness.

The Club was incorporated, with Mrs. Harriman, Mary Scott Townsend and Antoinette Funk as incorporators. A Board of Governors was elected and authorized to lease or purchase a property at 1724 Eye Street. Mrs. Harriman was elected the first president.²

Mrs. Charles S. Hamlin (Bertie), an eye witness to the birth of the Club, recalls Republican reaction when news of the Club's formation leaked out on back pages of the newspapers. The Republicans were particularly scornful of the seal, which had been approved unanimously by the Board. "A seal with the world on it and 'Democracy' across the middle—how impractical! Is it to be kept in the Smithsonian or in the Treasury vault? Seven million majority for the Republicans, and Democrats in debt, and the Club buys a seal!" was the chorus. Mrs. Hamlin recalls, "We all had an obsession about a seal, and gladly raised a fund among ourselves to have the seal cut. It was handed about at a meeting with reverence, and we all felt immensely proud."

Among non-residents who joined the Club during the early part of 1923 was Mrs. Franklin D. Roosevelt, of Hyde Park, N.Y.

THE ROOSEVELT YEARS

The Club greeted the new Democratic Administration with a reception for Mrs. Franklin D. Roosevelt, and a luncheon for the Democratic women in Congress.

The New Deal was like a magnet, bringing in outstanding national political figures, academics, economists, and administrative experts. The Club became a prime sounding board for their ideas. Projects which were rapidly being woven into the tapestry of the New Deal were aired at Club meetings and reported to the press. Editors and political correspondents frequently appeared as guest speakers.

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When the 1939-1940 season opened, war had begun in Europe. Mrs. Roosevelt's Democratic Women's Day address from the clubhouse was broadcast by all three networks. The September 27th date commemorated the day in 1919 when the Democratic National Committee, anticipating ratification of the Woman Suffrage Amendment, voted to admit women to membership. That action preceded ratification by almost a full year. The tradition of Democratic Women's Day as a fund-raiser for the National Committee was established by Mrs. Roosevelt, and two-thirds of the proceeds from events planned for the day were turned over to the Committee.

At the first dinner of the fall season, Mrs. Roosevelt urged the nation to set an example "to which it can point with pride . . ." Many members opposed intervention, agreeing with an address by Senator Walsh of Massachusetts that "people are united in their determination to stay out of foreign wars." Champions of isolation, neutrality, and intervention alike accepted invitations to plead their causes at the Club.

Spurts of politics as usual helped to relieve war anxiety. As the National Convention approached, disagreement flourished over the possibility of an unprecedented third term for Franklin D. Roosevelt.



Democratic National Committee

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- Thank the moderator for your introduction or the audience for the invitation.
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- Wake up a sleepy or bored audience by posing questions and asking for a response by a show of hands.

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Goal: Explain the President's health care reform by defining the six principles. State the current problems using one or two facts. Explain how the President's plan is the solution to the problems.

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How many of you know someone who is without health insurance this past year? We hear about thirty-seven million people who are uninsured and twenty-two million more who are insured, but don't have the coverage they need. We think about them as somebody else, as people we don't know. But the uninsured and underinsured are us. The uninsured are the people I come in contact with everyday. For that reason, health care reform isn't just Bill Clinton's job. It isn't just the job of our senators and members of Congress. Health care reform is the job of each and every one of us here, and every single citizen across this country.

II. Principles of the President's Plan

On September 22, President Clinton outlined his plan for health reform to the Congress. He presented six principles. To understand the plan, I want to review those principles.

Security

Problem: Two million Americans lose their health insurance every month. Millions of Americans are just a pink slip away from losing their health insurance, and one serious illness away from losing all their savings. Millions more are locked into the jobs they have now just because they or someone in their family has once been sick and they have what is called a preexisting condition. And on any given day, over 37 million Americans -- over 85 percent of whom are working people and their little children -- have no health insurance at all (see chart: "Who Are the Uninsured?").

Solution: The Health Security plan guarantees every American and legal resident health coverage that can never be taken away. The comprehensive benefits package provides a full range of services and there are no lifetime limits on medical coverage.

But there are limits on annual out-of-pocket expenses: \$1500 for an individual and \$3000 for a family.

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Health costs create a major burden for American business, particularly manufacturing companies with older workers and large numbers of retirees. Health care costs add \$110 to the price of every car made in America — double the cost added to Japanese imports. Unless we do something about skyrocketing health care costs, a full third of small businesses now covering their employees say they will be forced to drop their insurance at some point in the future.

Solution: We can achieve new savings in both the federal government and the private sector, through better decision-making and increased competition. Savings will come from:

- ☛ **Reducing waste:** Former Surgeon General Dr. C. Everett Koop says we could save \$200 billion a year in the health care system without sacrificing the quality of care.
- ☛ **Controlling costs:** The Clinton plan will include tough measures — such as limits on growth of premiums — to stop the overcharging that goes on in the current system.
- ☛ **Competition and consumer bargaining:** The President's plan gives groups of consumers and small businesses the same market bargaining power that large corporations and large groups of public employees now have. It forces plans to compete on the basis of price and quality. And if that doesn't work as quickly as we anticipate, the plan guarantees insurance companies won't over-charge us, by limiting how much premiums can increase every year.
- ☛ **Cracks down on fraud:** The reform proposal makes it illegal to "game" the system, imposing stiff criminal penalties on the profiteers.
- ☛ **Reduces insurance company red tape:** The Clinton plan will enable doctors and patients to spend more time with their patients and less time filling out forms and fighting bureaucrats.

Choice

Problem: Today under our broken health care system, the fact is that the power of choosing our own doctor is slipping away from us. It is often the employer, not the employee who makes the choice of what health care plan the employee will be in. And if your employer offers only one plan, as nearly three-quarters of small or medium-sized firms do today, you're stuck with that plan, and the doctors that it covers.

Solution: The President's plan maintains your choice of doctor and expands your choice of plan. Every American will have the choice of at least three plans under the President's proposal. You can stay with your current doctor in a fee-for-service plan. You can join a network of doctors and hospitals in what's called a preferred provider plan. Or you can join a health maintenance organization. If you don't like your plan, every year you'll have the chance to choose a new one. The choice will be left to the American citizen, the worker — not the boss, and certainly not some government bureaucrat. Doctors will also have a choice as to what plans they practice in. Under the President's plan doctors will be permitted to practice in several different plans.

Quality

Problem: Quality means promoting good health, but all too often, preventive care such as vaccines, annual check-ups and mammograms are not covered under today's insurance. Another problem is that today's health care system is biased toward specialty care, rather than more cost-effective preventive and primary care. In the United States, 70 percent of our physicians are specialists. Thirty percent deliver primary care. All other industrialized countries maintain about a 50/50 balance. Despite our reputation for having the highest quality care in the world, the United States ranks much lower in some measures of health than most industrialized nations although we spend twice as much. We rank 20th in combatting fatal heart disease. Twenty other nations, including Japan, Germany, Canada, and Taiwan, rank lower in infant mortality than we do.

Solution: To bring the U.S. in line with other industrialized countries, the President's plan funds medical school scholarships for primary care physicians. It also designates significant new money for medical research and teaching hospitals. The Clinton plan will improve the quality of American health care by covering a wide range of preventive services that will keep you healthy.

For the first time there will be long-term care and prescription drug benefits for Medicare recipients.

- ✓ The President's proposal will create report cards on health plans, so that consumers can choose the highest quality health care providers and reward them with their business.
- ✓ The plan will track quality indicators, so that doctors can make better and smarter choices of the kind of care they provide.
- ✓ The plan will guarantee that high quality information is available in even the most remote areas of this country so that we can have high-quality service, linking rural doctors and hospitals with high-tech urban medical centers.

Responsibility

Problem: For the health care system to work, we all need to take responsibility for our own health care and for our own relations to the health care system. Responsibility has to start with those who profit from the current system. Responsibility means insurance companies should no longer be allowed to cast people aside when they get sick. It should apply to laboratories that submit fraudulent bills, to lawyers who abuse malpractice claims, to doctors who order unnecessary procedures. It means drug companies would no longer charge three times more for prescription drugs here in the United States than they charge for the same drugs overseas.

Solution: The Clinton plan restores a sense that we're all in this together and that we all have a responsibility to be a part of the solution. It asks all of us to take responsibility for developing healthy living habits and it demands health care providers offer the highest quality care. It establishes a system where everyone pays their fair share - where everyone does their part.

Under the President's plan the rest of us won't be paying for the guy who doesn't think he needs insurance or says he can't afford it and then gets in an accident, winds up in an emergency room and gets good care. And the business people who are struggling to keep afloat and take care of their employees won't be paying a disproportionate share to maintain the health care system for those who refuse to contribute anything.

III. How the System Will Work

Regional "health alliances" will replace the current system where employers buy health insurance for their employees. An alliance will pool employers and employees in big businesses, small businesses, unemployed people and self-employed people in a geographical area. For example, if you live in Seattle, you'll be in the Seattle Health Alliance. If you live in Cleveland, you'll be part of the Cleveland Health Alliance.

The alliance will represent its members interests and offer a number of qualified health insurance plans for them. Consumers will usually have a choice of dozens of plans, with at least three different kinds: fee-for-service, preferred provider and health maintenance organization. Everyone will join an alliance, however, very large companies with over 5000 employees will be able to form their own alliance, as long as they provide a choice of three plans and the same comprehensive benefits package. Under the Clinton plan, you, not your employer, will choose among the various plans in the alliance for the kind of coverage you want.

IV. How the System Will Be Paid For

Under the President's plan, employers would be required under law to contribute at least 80 percent of the cost of an average plan. Employees would pay the rest - on average 20 percent, but in some cases less. Your company, however, could pay the entire bill. Anyone who's self-employed would be required to buy insurance, but you could deduct 100 percent of the costs from your taxable income. Today you can only deduct 25 percent. Employers will be required to cover part-time workers, but at a prorated rate. To make it easier for small companies, (fewer than 75 employees) the government would provide a discount so these companies would pay as low as 3.5 percent, and not more than 7.9 percent, of their total payroll for health care. The plan will also impose new taxes on tobacco and a one percent surcharge on corporations that form their own alliances.

Everyone pays their share under the President's plan for health care reform. The reform is structured in a way that is fair to small business, because it gives a discount to help struggling small businesses meet the cost of covering their employees.

V. Personalize the Plan

If the President's plan is enacted, it will affect each and everyone of us. I know I will be able to spend less time filling out forms and more time with patients. As business owners, you can have the confidence of knowing your insurance rates won't be skyrocketing at the rate of 15% a year as they have in the past. Small business owners will have the same clout as big businesses in purchasing affordable health care for their employees. And most importantly, every American can have the peace of mind that they will never lose their health insurance. They can be secure in knowing they will never lose their life-savings because they get sick.

Comparison to Other Plans

The good news about health reform is that everyone seems to be in favor of it. Currently there are seven different health care reform plans before Congress. Some people support a single-payer system. But the President feels it is impractical to pass a program that requires such a large tax increase and changes our health care system so dramatically at a national level. However, under the President's plan, states will have the option to enact a single-payer system if they so choose.

Among the others plans, the President's Health Security Act is the only proposal that guarantees:

- universal coverage;
- a comprehensive set of benefits defined up front and not left for a commission to define;
- ends lifetime limits on coverage;

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- ☛ **Reduces insurance company red tape:** The Clinton plan will enable doctors and patients to spend more time with their patients and less time filling out forms and fighting bureaucrats.

Choice

Problem: Today under our broken health care system, the fact is that the power of choosing our own doctor is slipping away from us. It is often the employer, not the employee who makes the choice of what health care plan the employee will be in. And if your employer offers only one plan, as nearly three-quarters of small or medium-sized firms do today, you're stuck with that plan, and the doctors that it covers.