

Governor Dukakis really, really worked hard in Iowa where he was, you know, he was sitting Governor and flying back and forth all the time still, ah, running the state very well and he ended up coming in third to Dick Gephardt who I believe was first, and he's from Missouri so right next door to Iowa. And (inaudible). The second was Simon from Illinois, that's also a neighboring state of Iowa, and then Governor Dukakis who, when you really think about it was an East Coast, moderate progressive. And a little bit different for somebody who, you know, different candidate for Iowa and he came in third, which was absolutely terrific. And so as he was going out on the stage to talk to all of the supporters, he said, and as you know it was an Olympic year and he said, you know, "thank you so much, I won a bronze." And everyone just thought, wow, that was a really brilliant line.

There are these other people who are added on called superdelegates, and the superdelegates were not really designed to necessarily provide the margin of victory, but actually have been really important factors in terms of one candidate or another amassing what is called a majority of the delegates. And the superdelegates include, again, governors, lieutenant governors, just stakeholders in the states. Some former members—whichever Senator (I'm not sure whether all Democratic members of Congress can go, or whether it's five sixths or something) but they tend to want to go, and when they go to the convention they sit with their state delegation. So, it was just an attempt to make all the delegates who show up at the convention reflect the entirety of the Democrats in that state, who really, really cared about the outcome.

Policy Director at the DNC—it's really doing congressional relations, because the party is not really in a position to drive any policy, just because there's leaders in the Congress who are in the process, whose job it is to figure out, sometimes pretty difficult to do, the party is out of power, or you don't have the White House, it's not an insignificant thing to be able to pull people together. The Democratic party is a pretty diverse party, and it's a pretty difficult thing to do. The role of the Policy Director at the DNC was much more congressional relations.

The Democratic National Committee also produces a platform for the party to, you know, to present at the convention, and it's kind of, it's...

*Off Camera: Can you explain that...*

Yeah, it's kind of one of the requirements of a convention is to produce a platform and essentially it's a list of things that Democrats believe in. And that's very tricky, that's a very difficult thing to do because it's a big party, it's a big country and you have diversity of opinion about certain things.

*Off Camera: On social issues, on economic issues, on foreign policy...*

Yeah. And so it's a tough thing to orchestrate, and a lot of work goes into it. A lot of work goes into it before anyone ever meets.

I think it was in 1988—there's a minority report and some of the, I think they might get voted on, you're going to have to check this, but we had Madeleine Albright who was a professor at Georgetown at the time. And we would deploy her from delegation to delegation, and at the convention every morning, all the delegates and the elected officials meet at their hotel for a meeting. Somebody explains what the day's going to be like, what the votes are going to be, what the speeches are going to be, whatever, but it's also a place where they talk about the platform, the rules committee, etcetera. So we had Madeleine deployed to those state delegation meetings (what I think was probably about Israel and Palestine or whatever), and then once we got to the convention hall there was still rumblings that there was dissatisfaction. So we had Madeleine, who had like huge headphones on, and sneakers, and she was running around, she was calling herself R2D2, because she was, we were saying, "now go to Iowa delegation, and when you finish up in the Iowa delegation, go here."

Clinton was not a well-known person in Washington, I mean certainly among certain circles and elites. Everybody had always watched him out of the corner of their eye, but he didn't have a lot of really close relationships, so we had to make sure that people in Congress really understood him, understood what he stood for, were aligned, you know if they didn't agree with all of his positions at least to have the information and not go to the Senate floor or the House floor and say something that just didn't align with what his positions were or what he was thinking. So a lot of it really was education, just to have people clear about what his background was and what he stood for. He did a lot; he came to Washington as often as he could, but honestly, when you're in a presidential campaign you should not be hanging around here, you should be out in the states. So, you know, there was a leap of faith about him obviously, people were very curious about him they thought he was a really gifted politician.

We were very excited about Governor Clinton speaking, etcetera, and then I was just vaguely aware of the fact that the concern obviously is that he's kind of losing the... it's going on so long that he's kind of losing the audience a little. But the major concern is that it's a live television event, and you're going to either lose the end of it, you know the networks are going to cut away, and so the whole presentation of Governor Dukakis which is what the convention is designed to do, would be impacted by that. And so, it wasn't just like "oh this guy is going on too long," it's, it was really, again, like the same way you looked at Jesse Jackson. What's the impact on the view of Governor Dukakis that we wanted people to have?

I think there's a real concern right now about the Supreme Court decision in *Citizens United*; and look, from my perspective, have a fair fight between Romney, Barack Obama, Scott Brown, Elizabeth Warren, just like have equal resources and may the best person win. It just seems like this is completely out of whack and it just seems not particularly fair that the guy with the most money—less so in a Presidential race but more so in a state race that's got less visibility—that the guy with the most money is probably going to win.

This is money that's not disclosed until the election is over with, for these are businesses mostly, from what most people say, or really wealthy individuals, and I just don't think that is helpful to the process at all. I mean obviously I think Republicans are in a much better position to raise money for these Super PACs but I also still think I would trust in a fair fight Democrats could win at least 50 percent of these races.

People are overwhelmed by the amount of information they have, and as we were discussing it, technology makes people much easier to reach but also much harder to reach because you're just bombarded with information about everything imaginable and the challenge is to get somebody to pick up their phone, open their email, and again I'm not really technologically savvy but I am savvy enough to delete emails and ignore things, and use my cell phone and not my landline at home and so you do understand the challenges that that poses for a candidate.

And on both sides this manipulation of quotes, it's just, although I think more so on their side, to be honest with you. It's not like Democrats I think are just so virtuous but I do think, it's just been a crazy amount of

manipulation. And again, I think Obama could absolutely beat Mitt Romney in a fair fight just laying out both of their records. So, and Obama's got a tough sell this year because of the economy, so it just seems crazy to me that they end up going for this really narrow stuff like have a debate about leadership.