

We had had an incredible run here in Massachusetts. By 1987 the unemployment rate in Massachusetts was 2.4%, we had a labor shortage and a state that had been called a basket case ten or twelve years earlier was now the Massachusetts Miracle and all this kind of stuff. And I was very much invested in the success of my state and I wanted very much to get this done. So I finally said okay, I'm going to take about three months, and I'm going to talk to a lot of people. And one of the questions I'm going to ask them is, do you think I can do the job? And I remember being asked by Jack Germont, who was a well-known columnist at the time, to meet in Washington with him and a group of people that were journalists primarily, and met with prospective Presidential candidates kind of off the record. And I said at the time, I said one of the questions that I really have to ask myself and I've been asking a lot of people is do you think I can do the job. It was very interesting, Jack said, "you know we've interviewed dozens and dozens of prospective candidates for the Presidency over the course of the past many years. Nobody has ever said that they were asking themselves whether or not they could do the job." And I said, "well, if you don't ask yourself that question, you're running for the most important political office in the world, you're either naive or a fool." But when I met with people whose judgment I respected, one of the things I said to them was "do you think I can do the job? And don't soft-soap me here, I mean this is tough work." In any event, over the course of January, February, and most of March, I must have seen 50, 60, 70 people individually, and finally decided that I'd go for it.

And again, I don't kid myself, I mean it's the toughest job in the world. One of the things that concerned me was my family. And I spent a lot of time with them. "Do you really think I should do this, how is it going to affect you?" I've got two very attractive daughters, I said "you'll never go on a, go out on a date without a Secret Service guy if your father becomes President of the United States. Do you want that kind of life?" Interestingly enough, they were all a lot more enthusiastic about this than I was. Kitty, John, Andrea, Kara, in fact I'll never forget we're having this discussion around the breakfast table, and Andrea looked at me and said, "there are very few people that have this opportunity, and when you do you've got a responsibility to pursue it." That's my, then, what, twenty year old. Wisdom, right? So I finally decided to do it, but mentioning again that I thought I was a long shot, that this was a marathon, that we would do everything we could to do it the way I'd done my other campaigns. That was with a very

heavy emphasis on grassroots organizing. And then began assembling a campaign team.