

HERB HEDDEN

July 13, 1982

Bumped into Glenn getting off the trolley. "I've been meaning to call you and thank you for what you did in Philadelphia. That was a wild scene, wasn't it? I asked if I could come talk and he said yes. He asked if I'd sat in on Schultz hearings." "He's a university man." That's typical of him. He moved right to the substantive stuff and didn't give in.

On the way through the cafeteria, minutes later, I bumped into Herb and Melissa. We talked about Philadelphia. I told them I thought I'd chat with Glenn. They asked me if I'd tell them what he said, since he hadn't said anything to the staff except to thank them.

Herb repeated essentially what he said to me earlier with a couple of new wrinkles. "I think the Senator was pleased with the way it came together. He didn't even know what we were doing. He knew we were doing something. But he didn't watch over it. He was too busy. He would come into his office and see the intern putting together folders at 9:00 at night. That's not SOP in the office. He'd grin and say "You've got quite a print shop going here," pick up his papers and leave. The fact that the staff went out and make it a success, I think, increased his confidence in Bill White. It was already very high, but it went even higher. You were there at the champagne party when he toasted Bill. To me, that was the signal. (Melissa; 'Bill passed the test.')

From now on, Bill can do even more on his own than he did before. Instead of going in with 17 or 18 incremental decisions on the way to a major decision, Bill will have to check only nine--or maybe only the one final decision. On the decision to set up a political action committee, which we are thinking about,

Bill can scout out where to locate it and have to do it on his own, come in to the Senator and say 'here's the plan. Should we proceed with it or what?' As he goes about it, he will be sending signals to people out there. So I think Philadelphia moved the Senator's confidence in Bill from 98 percent to 99 percent. Whether it moved the Senator or not, I don't know. If you find out, I wish you'd tell me. I think he's still of two minds about it. He's holding back because he's the one thwt will have to go through it."

After he called the Philly performance a success, I asked him what his standard of measure was. "Everything the staff did caused the media to take the Glenn candidacy more seriously, and caused people to talk to each other about John Glenn as a possible alternative candidate. Despite the fact that the DNC is controlled by Kennedy and Mondale, despite their extra credentials, their posters, these people all over the place, we established a strong presence like Hart. I think we are in third place--a strong third place. If there was one event that was the feature, it was the reception. You should see the press clips on how well run the reception was. They even talked about the Glenn organization. But everything else the staff did all were led up to the reception. Every report I got said the staff was subtle in its approach. (He said he had only one negative report.) I'd say everything we did was between 80 and 100. The speech ws about an eighty. It was the weakest thing--and that was not the staff's fault. The reception was a 100."

I called it "an upbeat presence" and he agreed.

On the matter of Glenn not talking with the staff about it, Herb said. "He's not very open with the staff. He's not effusive. He put up a little sign thanking us and that was it. People know he's appreciative of what they did. There's a kind of good soldier attitude among the staff. They'd be

shocked if he hung around and talked to them all the time. They don't expect him to. There's no need for the commander to be down among the troops. They know he works 10 hours a day holding up his end. The staff is happy. And once in a while we get a pat on the back. If Bill White is smiling, that's a pat on the back for the staff."