

Denny Miles Sep. 2014 interview on Atiyeh

An interview of Denny Miles regarding Oregon's Governor Victor Atiyeh, recorded on Sep. 23, 2014. Miles was Atiyeh's Press Secretary during most of his governorship. The interviewer, James Moore, was as professor of political science at Pacific University and was Atiyeh's biographer. This is one of several recorded interviews between Moore and Miles.

The interview includes discussion of: Atiyeh's 1982 campaign for Governor of Oregon, focusing on campaign management strategies, internal politics, and key decisions; the importance of opposition research, media strategy, and maintaining financial stability; the impact of a mismanaged radio ad campaign; Atiyeh's temperament; the effectiveness of daily tracking polls; Atiyeh's engagement with the public; the role of press secretaries; the importance of local knowledge in political campaigns; Miles' political campaign strategy, focusing on media buys, ad effectiveness, and election outcomes; the financial struggles of opponents; strategic media buys to dominate the last three weeks before an election; ad quality, voter familiarity, and Atiyeh's preferences in campaign branding design, including colors.

Note on the text: This transcript was made through AI in 2025, with some manual corrections. It has been provided in order to facilitate research, but the text does contain errors and inaccuracies. Users should check the transcript against the recording before quoting the speakers.

[Recording begins mid-conversation.]

James Moore 00:00

The [Monica] Wehby thing at the [Atiyeh's memorial] service: she kept catching my eye because people there either know who I am, or, for some reason, they think they should, you know, they just respond. And you know, a when people are running, I don't want to have anything to do with them. How much your public record to be what I'm dealing with, right, right? But I heard independently from two people, just bizarre stories about her from way before. And it's just like, you know, these are good, strong, loaded Republicans who are basically saying, I'm not supporting her, right? It's like, you know, you can't, you can't have that, or you have to know it's there, and you've got to deal with it, right? The first to know the doors to knock on and go and say hi.

Denny Miles 00:38

The first person you do opposition research on is on yourself. And you do it tougher and nastier than the opponent is going to do. Yeah, you know exactly what kind of you write all of the attack ads that your opponent doesn't even know about.

James Moore 00:52

Yeah, exactly. And it's clear that she [Wehby] hasn't done that, or maybe it's been done and she hasn't paid attention. But whatever it is,

Denny Miles 01:02

sometime we're going to talk about the Duane Samples case and and as really one of the governor's mistakes, in my opinion. And, and I spent a week of half days being tougher than Mike Wallace with him to the point that he got angry with me. Yeah, he's not going to say that. He's not going to bring that up. He said, If you get angry like that during this interview, yeah, you're toast, yeah. And so, and we, I mean, we, we prepared for that better and and more extensively than any campaign debate. And I did all the debate prep, yeah. So I every from 78 on, yeah. So, anyway, okay, okay, we can get sidetracked real easy. So well, all right, if you can put that on hold, I'll get you a duplicate. I'll show you. I think I'll show you cool. I think I've got it for the spot. And believe me, in this house during this we just moved, uh huh, here six months ago, and we're still trying to find this. I can't find my blue binder from the planning of the

James Moore 01:41

Exactly. So let's start out with the fun thing, um, boom: the [President Hosni] Mubarak knife story. So what I've heard

secondhand is Sammy Khan in his cups telling an attorney who just sent me an email that there was a Gerber knife in a nice myrtlewood case as a gift for Mubarak. And it got there, and it encountered quite time with the guards coming in the door. ceremony. Great. Oh, I don't think

Speaker 1 02:42
this is right

Denny Miles 02:51
one another. I have some place a duplicate of it, but, yeah, it's a I'll get back here where I'm on the record. But yeah, what's your question so? Well, the question is, did that happen? Yeah, yeah. We Well, first of all, we regularly took to Arab leaders and or people in the in the Near East, quote, Middle East. Color sharp things still there. It's a culture of of that. That was one of our advice, yeah, things that came through. And the Gerber people being an Oregon product, of course, was great. Yeah, hindsight looking way, way back when Gerber was just getting started in Southeast Portland, they were a customer. I gotta put that one on that can just happen all the time. I'm not

Unknown Speaker 03:52
careful. Hello, if

Denny Miles 04:02
you don't mind, I'll let it ring, look at caller ID, and then just Yep, no problem. Okay, so yeah, we took it. We regularly took those kinds of things, often engraved. And the one place where it was like was was with Mubarak, and to the point that well before we even knew where we were meeting him, because it was traditional, not traditional. It was the way they operated, whether it be mubarak or whether it be Assad or whatever you were never you didn't know where you were going to meet them, which of their many places that they would stay. And so we would we gave it to somebody who then, literally one person brought it in without us even being close to it, opened it up and embarked with, Oh, very nice. Thank you so much. Closed it up and took it away. I would think they would have a kind of a no weapons zone around people like that. Yeah, especially since the the assassination that

James Moore 05:03
he got into office with his own bodyguards, killing him, yeah, killing Sadat.

Denny Miles 05:07
Right, right. So, so the point being that there was, they had protocols that, and I don't know what it would be like in the White House today, I mean, whether they would let a governor of the same party in or not. I mean, I don't mind that kind of security, but it was, it was noticeably different than it was anywhere else. We didn't even try to get a knife into Assad. That was we were just lucky to meet with it.

James Moore 05:30
Yeah, yeah. So there was, you guys weren't taking the knife in. Oh, god no. Okay, okay. No,

Denny Miles 05:36
no, we brought the knife. We announced we wanted to make it as a gift to the President, and it was an Oregon product. And of course, it was, this is beautiful. It's about this long, and, you know, has the guards here and a beautiful handle, and this stiletto type thing. It's very impressive. And we have no idea whether Mubarak ever had it around him or not. Yeah. And one thinks again, from just reading history, that they he probably did not have weapons just sitting around, no, unless they were in his pocket. Yeah, it probably did not, because of, again, the culture and the history of that whole

James Moore 06:07
Yeah, exactly, yeah. One imagines a weapon free zone, well, in an Alibaba cave with gifts,

Denny Miles 06:15
yeah, somewhere, yeah, which is the way it is with the president united states, yeah,

James Moore 06:18

yeah. Okay, good, that's out of the way. So only one of these questions comes from the non election stuff, but this is in your just remembering the governor, you know, as he was dying, and right afterwards, Atiyeh and his state police driver would pull over and arrest drunk drivers. They

Denny Miles 06:41

would pull them over and arrest them.

James Moore 06:47

Yeah, love that,

Denny Miles 06:48

yeah. Well, they would pull over speeders too, yeah. And, and, absolutely, and long can confirm that until, until John Williams said, you stop that, yeah, you call it in. Yeah, we'll take care of that. Yeah, and but the governor said, I don't care what the governor said, You are not to be enforcing things right now. The other thing that would happen when they were late, you know, 9595 to 95 in service, headed to Portland, running late, 10 four, and so most everybody knew the car, but they took the one off a long time early on, because people would notice it, and that was a problem. And again, it's not like it is today, with three or four vehicles and six to eight people and all that, which is, I'm glad they do that. In fact, I've told Governor Kitzhaber, if anybody ever challenges that, have them call me first, because I'll be glad to support any expenditures necessary. I'd also like to get him an airplane so he could get out around the state. But that's another issue, yeah, but yeah. No, they, they would, they would, they would go fast sometimes down the freeway. Yeah, make some really good time. So

James Moore 07:52

yeah, one of the things I'm thinking of doing next summer is my wife and I recreating one of Vic's road trips, or two or three of them or something, and going, you know, and see if we can find people in enterprise who say, Yeah, I remember when the governor was here, but it'll take a lot longer. Okay, so let's get into the campaign stuff. Sure, you have some really good stuff on infighting, the blame game at the beginning of the 82 campaign, and things like that. I'd like you to talk about how the socializing of a campaign works. You've got the governor picking people like you, but there are the the people who want to get the governor elected. There are the the, you know, mysterious Blake herrings on the side, who, who feel that they should at least have a say, if not pull strings, and those kinds of things. So you, you had been with the 78 campaign, but 782 you're, you're now the guy. So talk to me about the socializing those different parts of the campaign with you as the campaign manager. How to did you approach people? Did you just kind of say, I'm the governor's person, and this is the way we do things. We knew

Denny Miles 09:16

them. There was, yeah, there was no, there was no introductions necessary. They were all and by the time we got to 82 punch was off in Romania someplace, and he was kind of the glue that held together the general in 78 once Tom McCall was out of it, he stayed out of it until McCall was out of it, and then he was going to support whoever was the primary winner. But then he was appointed by the president as an ambassador. So Blake was by far the strongest force in that and in the conversation that this committee would there was never an official committee, but there were the people who ran things right. And he was the driving force on that committee, and everybody knew it, and that was just his personality as well. He was really a very strong guy, and he raised a whole lot of money, which helps give you credentials to join that kind of a committee, is when you bring in the dollars. So there, and there really was never any. I mean, the internal politics occurred more in the governor's office, which I guess is natural, than they did in terms of that committee. That committee really as long as things were going okay, they were focused on fundraising, and once we had a plan in place, what we were going to do, and once we had the way it was going to be implemented, and as long as there was enough money there to be spent, we were okay.

There was a point where I warned the boss that when Paul Newman got more engaged in the campaign later on, that, you know, we he wanted us to spend everything we had down to the point of going potentially short on a payroll. And I wasn't going to do that, but I was going to commit early, because we had the advantage of committing a huge amount of money and holding the really prime avails, right? And we did that, but we still had plenty of stuff, but his Paul Newman's point, and it's a good political point for internal you talk about internal discussions, if the Finance Committee sees, in those days, \$200,000 in the bank, they're less motivated to raise money than if they see \$25,000 in the bank.

And I didn't look at it that way as much as I looked at it from a media buying perspective. And we had a great media buyer at PSW, and we ended up putting Governor now governor, but putting the candidate, Kulongwoski, in a position of, you know, buying channel 12 at three in the morning, right after wake up, wake up and free is a very good price, kind of and nobody was watching. And so we just sopped up all the avails, which is great when you've got the money to be able to do it.

But, yeah, there was no real nobody really questioned anything, I don't think, except for social events that I ran into people like Haider or Faust or Johnson or Blake in the 82 at all. I mean, we even had a situation where Roy Livermore, who was the treasurer, who I had a lot of contact with, was on the purse board. At the purse board, the safe board, when we stole \$81 million from safe and he was just steaming about it, I mean, and he and I just agreed we wouldn't talk about it exactly because of that. But no, there was not. There was none of that going on and and it was very important. I didn't want the job. I thought it was a loser. I turned it down. And then the governor said, Do it for me. And I said, I can't say no to that. And he smiled and said, I know. And we went from there. I did not want the job. And the only deal I had in taking the campaign manager's job was that there would be no of that kind of internal, cutthroat kind of politics.

And the best way to do that was to say there will be no meetings unless I'm there. The meeting will not have occurred unless I'm involved in the meeting, because I'd seen that kind of thing happen before, and so we didn't have any of those kind of meetings. There just wasn't that you didn't hear about something that somebody was concerned about. You heard about it from them, and it was all very open and above board, plus the key, and if we've talked about this before, I apologize, but the key was that the agreement between Gerry and the governor and myself, pretty much was and it's difficult for the governor because it's pretty much the focus for running state government, unlike virtually all other times in his tenure, was going to be Gerry. She would keep him informed. He would be making the decisions, but day to day, operationally, she was the COO, if you will. And the campaign, same thing, stay out of my hair. You'll hear or I will read to you the script from every single ad that goes out before it goes out, and you will have veto power over every single ad. And he never vetoed a one. But other than that, I got a plan and I got a budget, and you're not going to go into debt and you're going to win and leave me alone, yeah. And that, of course, is how every state agency was being run anyway, yeah. So it was very comfortable for him, and so we just, we would have two minute conference calls, and that was it, and settle things so quickly, because we all just kind of knew each other that well, that it wasn't a problem. Okay,

James Moore 14:28

great. So let's get to the drinker. Were there other reasons why Bill Dawkins was a bad choice for the 82 campaign? Well,

Denny Miles 14:38

I don't have the name of who he was, but I do know that there was a general impression by everyone who was at the party that night that he was not a good choice. He'd been recommended by the people at Pius Midwestern all, and we knew that Sharon was leaving. In fact, there are some indications. That she may have even had a diagnosis by them, but I can't say that for sure. But we knew she was leaving because we knew we were in trouble, obviously. And the individual that had been recommended was at the victory party, which was a somber affair, because we didn't win that big. It was us against people like, I think, Bill Patrick and you know, that kind of stuff. But everyone, to a person, knew that that was not going to work out. And so at the meeting that followed that we started looking for alternatives, and that's when they came up with me. Okay,

James Moore 15:36

so why was that? 82 primary, when the single what you wrote, the single most depressing evening of the entire 1982 campaign was, I mean, you were really focusing on the 18% that didn't vote for the governor.

Denny Miles 15:50

Well, first of all, those numbers are not that unusual, but you, you had to put that number together with the fact that we spent \$300,000 because we knew we were going to have to have a tough general election, and you can spend 300,000 while the other guys are fighting it out. And that we knew, and you probably know this, because I don't, but you know the obviously, by 82 there were more Democrats in Oregon than they were Republicans, and a whole lot of non affiliated and that chart continues to grow in that direction. My recollection is there's only, like one county that was had a majority of, like Malay county had had a plurality of Republican voters, which is 300 to 220 something like that.

Yeah, yeah. The percentage is there, but the numbers are not kind of thing. So that was the biggest win for Bob Packwood when he ran against Wayne Morris, because I was over there as a newsber. But no, it was depressing because A, we didn't have a manager, and everybody knew that in about 15 minutes, okay? B, we didn't dominate against a no name list. There was everybody who was on that other on the ballot. Basically every time they got a vote that was a Republican who votes in a primary right, who was ready to go with somebody else, anybody else, anybody but Atiyeh. And it was, yeah, it was dark, very stark, and Blake picked it up. Blake was like, this cheerleader kind of guy. I mean, he, he basically said, that's fine. We're going to have to do this. This just makes it tougher. And you know, he was rah, rah. So,

James Moore 17:26

okay, so good combination of the things. You talk a lot about enemies in the process of you being chosen as campaign manager, leaving it to your staff as a communications guy, you don't need to bring up names, but do you feel that it was there's another question a little bit later on, and so we can just combine these. You talk about the role of the press secretaries, the person who was blamed in the Straub administration, the blame of the McCall administration. You then took on that role, actually, McCall, I got credit, yeah, credit, but, but it's, it's it sits there, whereas today we

Denny Miles 18:04

don't even know who they are. We

James Moore 18:06

have no idea who they were. So talk to me about that, that culture. Was it, you know, just the the office press secretary is where people just aimed all that kind of thing. Was it? People thinking of governors as being kind of here, and the press secretary clearly wasn't delivering the news from the mountain out to the people. I mean, what was that culture like? Well,

Denny Miles 18:34

boy, it was. It was nauseating for me. I disliked it intensely much later on in my career, I spent six, seven months helping a United States Senator from Nebraska get his office started up. And it is endemic. There everybody trying to basically bring other people down around them so that they will be somehow rather more prominent. It's not a I will excel. I'll bring people down. And that includes, you know, leaking, that includes whispering, that includes, you know, playing political games. I mean, political offices attract political people, and there are different kinds of political people. There are some mean people who are political and there are some naive people who are in political offices. And there are, you know, there are people who are more loyal to themselves than they are their boss. The boss is simply a method for them to, in fact, get ahead in their careers.

And that wasn't me. It clearly wasn't me. I mean, I was one of three that was there from day one to the last day, even though I passed up some other opportunities in the process. But yeah, there were some people in our office that that did that, and there were others that didn't. And you could, you kind of put together with them, kind of thing. But yeah, if you're looking for a place. To place blame on when somebody's numbers are down and the press is bad and people are starting to talk and so and so forth, that's a natural place. You know, must be the press guy. And that's what happened to Ken Fauci in the Straub administration. And it's happened before. It's happened since. I mean, I've there's there was not related to me that I know of, but you know, Christine miles lasted, what, a week and a half or something, in that job and was gone. But yeah, that happened. That happened a lot. And there were people who were looking forward to this relatively strong personality speaking of myself, some would say verbal boy, but someone whose only loyalty was to the boss and not really to myself. And I say that it's not very modest, but it is absolutely true and backed up by the facts that that that was a threat to them and to have to start a rumor that I was on my way out or should be out now, by the same token, the influentials, as I call them, in a lot of the stuff that I've written over time, those are people who also didn't like, frankly, either Gerry or I, because they didn't have as much sway. We were actually doing what the boss wanted us to do and not what they wanted us to do. And you probably already heard stories from him and from others about the business community, for example, is just one part of the influentials, you know, basically going into that hallowed Hall of Board of Control conference room and chewing out the state's chief executive for not doing it their way. And so those people, you know, they're looking for a way of bringing down anyone who is, who is apparently, in their mind blocking what, in fact, they want done, right, because they would suggest that he do X. And again, you've heard the pink elephant story, I know, and then he wouldn't do it. Well, it must have been us that talked him out of it. For many cases it was.

And so they can, if they would, again, be more influential, if people like me and others were out of there, and yeah, I didn't. I just didn't do a very good one. I just did a terrible job of promoting myself. I really did a terrible job. I mean, I just fell on the swords. We joked about the fact that people would say Danny miles nowadays. Where have I heard that name? Where have I heard that? Well, you've read it in the paper because I was press secretary to Governor Tia for eight years, and usually it was associated with bad news, because if it was bad news, to be delivered to either CEOs or legislators or statewide elected officials, Gerry Thompson did it and quietly, and if it was to the general public, it was Denny miles who did it, and he was in the paper. And if it was good news, it was delivered by the boss, and that's the way it works, and that's what you get hired on for, exactly. And so that makes it very natural for people to think, Gosh, bad news down in the polls. That's why I've got a cartoon stuck in there someplace, in amongst all the stuff we moved over here, that shows people being hauled off to the guillotine, and they point to somebody, and they say, take him first. He was our PR man,

James Moore 23:06

right? So, okay, so it comes with the territory, but also, I mean, it's just fascinating how the the culture has just changed. Well, I

Denny Miles 23:15

never worked in in Bob packwoods office, and I have the greatest respect for Bob Packwood. He and I got into a little debate at trumpeters here the other day over. And I'm still following up on that to find out what people know. Because I was not, you know, except for tangentially not involved, but he had a reputation of encouraging that kind of survival of the fittest. You know, whoever's toughest politically inside my office will be the one who will rise up and and that's kind of people I want to surround myself with. Well, man, goodness, you end up eating your young, you know? I mean, it's just, I don't think that works. Yeah, it just doesn't work at all.

James Moore 23:49

Yeah. And when the cards come down, who's going to defend you? Yes, exactly as he found out, as it turned out, yes, right? I haven't talked to you since the service, because I, Bob was there, and I went up and talked to him, said, I'm writing the biography. I really need to talk to you. Here's my card and, you know? And I told them, the governor said, you know, to write anything. If I find scandal, put it in, you know, we find there's anything there, you know, go for it. I turned around and Elaine looked at me, and she said, you know, be great if you could write Bob's and get into that too. But she was making a joke. Yeah, it's just right, not so Bob can hear, right,

Denny Miles 24:30

but, oh, you know, nothing in here. I mean, you can't really see, can't really, yeah, exactly.

James Moore 24:34

But some of the first humor that I've encountered from her, yes, which was fun. Hopefully she's mellowed over the years. Yeah, it's actually 20 years ago, right about now, actually a little bit later in October, that I first talked to some of the powers that be who now run the forest growth paper. Because John trage was the managing editor at Willamette week. Oh Anna Lane Franklin dropped the John Kitzhaber smokes pot. But just before the ballots in 1994 and since that's the first time that I and John and I work together all the time, because he's the publisher of the local paper, but it's like, Elaine, there you are.

Denny Miles 25:15

Great. So nowadays I'd be a positive. Yeah, exactly.

James Moore 25:19

Especially given the ballot, when you write about the the idea that you would be in all the meetings, and then there's, there's an implication in what you're writing that the governor didn't really understand all the implications of that condition. And then when, when you have your your face off with, with Paul Newman, and, you know, by gosh, this isn't going to happen. And then you say, Well, you know, I can't the governor may have met with Paul Newman. Oh, yeah, you know, there you go. So

Denny Miles 26:00

what it removed wasn't private meetings, and because those happen, yeah, but what it removed was the Trump that you come away with a private meeting with, which is, we've the Governor and I have decided so now begin implementing it, that that could never happen again. So it's

James Moore 26:20

not that private meetings don't happen, but that they're not the decision making crux, right,

Denny Miles 26:24

right, right? And what's the point in having a private meeting if whatever you get out of it means meaningless. You don't. You don't come back to the campaign manager and say, the candidate and the consultant have agreed to do X and so do it. Well, no, you haven't, because I wasn't there. And it didn't happen if I wasn't there, right? Okay, and, and so if you want to sit down and talk about it, well, no, and then, you know, you lose that, yeah. Well, that's what it's all about, okay? And it happened in 78 I mean, you can bring it up to Carol Whitney, who's now close by, and she'll tell you exactly, you know, how that used to happen. And it was, you know, consultants are supposed to push you. And as I've said many, many times, Paul Newman's a genius. He's just an absolute genius. But the idea of pushing you to a place where it doesn't work in Oregon, or it's simply not true, or the candidate will not agree with it, that's what really good local staff are supposed to do. And I think we're seeing some campaigns in Oregon right now where that's not happening, yeah. And so you if you're putting together a team, you want to put together some really experienced professionals who've done 10,000 campaigns, but you also want the truth squad, if you will, the people who kind of the breaks, who go, Wait a minute. We don't do that here. And so that's what it avoided, was the ability for the consultant to be doing things. And, you know, Paul had a phrase he used one time, and it just galled me. He said, you know, go ahead and say it and put it in the news release, and the governor will have to say it, or the candidate. It was mostly in 78 because it didn't happen in 82 Yeah, but I learned a lot from Paul Newman. Yeah, I learned a whole lot from Paul Newman. And I'm just glad that he finally saw some numbers changing and decided to get back involved in the campaign. The parachute

James Moore 28:09

back in. Yeah, fascinating story about you using blatant influence to clear the highway. 101, for the Western Governors. Oh,

Denny Miles 28:19

yeah. I've got to find out who is the director of the Director of the Department of Transportation. I really do. I've got to get the blue book out or something. And it makes the story a little richer if I actually have a name. But, yeah, yeah. I mean, it was like everybody, when we had it set up, Paul Phillips was in who, you know, well, was in charge of transport. And so we had this cadre of state police unmarked cars and and meet people at the airport. And because we didn't want to put governors behind, you know, screens and things, so we had a lot of every unmarked car. The state police had every captain's car. They had and, and, or they had their own cars waiting for them. Many governors literally played the Presidential model and had their car shipped in. It was just a bizarre how do you have money to do that in the Western Governors especially. I mean, New Jersey is one thing. And, yeah, and I, and the first report I got was, you know, the entire and you know what the intersection I'm talking about, it's that big, open left turn lane, you know, mall on the right and Salishan on the left. And they turn it all up. It was like one lane with a flag car each direction, you know? And I'm going like and it's the only time that I I can't you know that this dotted line business is so important you have to respect that authority that you are given, yeah, and if you abuse it, you'll get reeled in real quickly, or you'll get ignored by the bureaucracy. And I don't remember any other time when I really, in a, in a demanding sort of way, called up a state agency head and said, Do this. Do it now. But in this case they, obviously, they would have done it. All I had to do is explain what was going on, and they would have decided it. But, you know, I just, I remember the words, I mean, it was like, you have the strongest and are the most robust radio system in the state. Oregon because they did between the state police and the Department of Transportation wouldn't be by today's standards. And I said, and can you make this problem go away? And he said, I'm hanging up the phone now, implying that I'm that's the next thing I'm going to do. And it wasn't seven or eight minutes that they were starting to pick up their gear and get the heck out of the intersection. So, yeah, that was great power to do the obvious. Yeah,

James Moore 30:24

to do the obvious. Yeah, exactly, exactly, yeah. Fond intersection. Um, KXL used to pay me with a script. Oh, really.

And which was, you know, we can't eat it that many restaurants. I was giving away hundreds of dollars of stuff. Um, donating it to charities, but we kept all the stuff from Salishan, of course. So for the last, like, four years, we've gone there for a wonderful, expensive three days, you know. So I know that intersection very

Denny Miles 30:52

well. You, of course, reported that on your taxes, of course, no, no, I had

James Moore 30:56

to, because one of the people I used to sing in a really good choir. He's a CPA do it, yeah. And then KXL only caught up with that, like two years after they started it, yeah, and started, and they started, their numbers were wrong, but I was able to, you know, I was on top of that. So this is something that comes up a little bit in the governor's stuff. Gerry talked a little bit about it. You got it as well, a tease temper behind closed doors. So what was it like? You have a specific thing over the Sweet Home, Lebanon, scheduling snafu, driving back and forth across the site. Remember it well, but what was that anger like? Because, you know, in public, he's, you know, as governor, it's not quite what we heard from Suzanne at the service, where he was the state's grandpa, but he was, he was the even keel guy,

Denny Miles 31:56

my grandpa guy, had a temper, but he

James Moore 32:00

was, he was, he was the even keel guy. So, so talk to me about that temper. Was it instrumental? Was it blowing off steam? Was it, I guess

Denny Miles 32:11

short, I mean, I would describe it as, as a hyper level of sternness. Okay, on the on the story you're using as an example, which, again, I can tell you outside the exhibit hall of the old Memorial Coliseum, where we were standing and where the concrete post was, and, you know, it's one of those memories that gets burned in your in your brain, yeah, and, and we're standing out there, and he's, you know, told me that I will meet him on Sunday morning and what, and at a time that was really odd, and so on, so forth, and he went through the scenario very this, and then we did this, and then we did that. And, you know, basically that I would know how incredible, because I didn't know what the real issue was until I started talking to him and and then his close was, and this will not happen again, right? And I go, Well, I don't I don't know yet. No, no, this will not happen again, right? He said, That's right, that's right. It will not happen again, but I will also find out what happened. And because you know you've got a problem, and you don't know why it was a problem, and you don't know if it was your scheduler. And as I think I said, it wasn't the scheduler, it was pressure from Glenna Hayden and his office that did it. Pictures, yeah, yeah, exactly.

And so, and I don't believe that until 10 years ago. Maybe, I mean, eventually I told together. But again, maybe this circles back to your first question. There's just nothing in my being that would hang out Glenna to dry right over that. Yeah, and so you make what you say is. And I did. I followed up with him much later and said, I know where the problem occurred. It will not happen again. And it was not with Carol G who was the scheduler. And he said, that's all I need. That was it. But it would have been real easy to have brought down Glenna right as part of that process, because everybody makes mistakes. But in this case, what I did was simply get back to Glenna and say, Glenna, don't do that. You know, please did. And I told Carol, if you ever have anything like that, come up, I'll back you up. And that solved the problem. But, yeah, that was his.

That was as angry as I have seen him. I've not seen him. He would get very unhappy with leaks, and we would deal with leaks. He wanted to know who leaked this story. And I said, Well, that's really hard to find out. And he said, Well, then I don't give you easy jobs, you know, find out what happened. And then I suggested the mechanism. Him a flushing died down the toilet, and we begin to find out who we could trust and who we couldn't. Staff and and they stopped getting information in some cases. In other cases, they kept getting it, kept leaking it, but so, yeah, I never saw him absolutely blow up, but he would get hyper Stern, hyper Stern. Yeah, yeah. And just, and you knew, because he would be talking slower, and he would be looking right at you, and that sort of thing. And the time when the and the story, he tells first person or present tense story he used to tell about the he was involved in the early budgets, and the guy said, you know, whatever. It's only \$60,000 you know, can we move on? We're dealing here with millions and and he reeled in that guy,

or reined him in, and basically said, if that was in your checking account, would that be a serious amount of money? And I said, Well, yes. Governor said, well, then we're going to talk about it. Okay, everybody got the word on that.

James Moore 35:58

We're clear on that. Yeah, he

Denny Miles 36:01

was not mercurial. No, no, I

James Moore 36:03

didn't get that sense. Gerry described it as also very rare. But she said, in one case that she was talking about, it's like his eyes turned black to see his pupils getting big, you know,

Denny Miles 36:19

but the and he was hypersensitive with her. I'm sure she's told you this about, you know, because he'd been dealing with Lee Johnson, yeah, who would give him a whole series of, oh, by the way, he's all the time, right? And just be doing things, you know, without ever even checking. And Gerry was, knew that, and was on top of it. But there was a time when he'd been away for a month or whatever, and there was no way for him. And Gerry kept notes about, yeah, I briefed you on this day, and I talked to you on the phone on this day, and somewhat defensive, but then once he got through that and realized that, then she got a lot more leash to run with, because he didn't think he was dealing with Lee Johnson the second, yeah,

James Moore 36:55

exactly. But building that trust, yeah, and it's not just building it, but its actions have got to be there. And

Denny Miles 37:02

nothing, by the way, takes away from arguing strenuously and really strenuously, arguing back and forth, because we were encouraged to do that, maybe repeating myself. But what I want to surround myself with is very bright people who know their job and who work really, really hard, and who have the guts to be able to say, with all due respect, Governor full of shit. And we did that on a routine basis, and he said, I didn't want any yes men around. Then it was the time when he when we kept arguing, kept arguing, he said, but can't you say yes once in a while? And, and, and I may have even told you this story, but there was a time when I really disagreed with him, and he was just flat out wrong, and he had done something, he had done something that had undercut me in some way, shape or form. It was not just an issue or a strategy, it was personal. I chewed him out inappropriately, and left and went stomping back to my office and realized that I made a terrible mistake and that I was serving at the pleasure of the governor, and he wasn't very pleased, and walked back to his office, and I apologized, and I said, you know, I'm sorry, the way I put all of that was absolutely inappropriate to my friend and my governor, and I apologize. So the way I put it, and I started to walk away. I said, you're still wrong, but I should never have said it that way. Grand, and that was the

James Moore 38:26

only time, just as you're saying that this is, you know, a question that would have been great to ask him, because he loved Abraham Lincoln, the famous story about Abraham Lincoln with his Cabinet meeting, and they go around and they vote, and the Cabinet votes, no, no, no, no, no, no. It comes around and it's like, nine to one, yes, the ayes, carry it, yeah, right. And it's like, you're the decider. Yep, that's your job. Yep. So let's get into a little bit of the meat of the campaign tracking surveys. Where did the idea come from. The reason I ask is you're using Reagan's polling company, the DMI people, and Reagan by I mean 81 we really knew about it after the assassination attempt, kind of the summer of 81 he was using that daily tracking polling for governing which has never been done before, and

Denny Miles 39:23

is insane,

James Moore 39:24

yeah, yeah, and, but, but he was, he was someone who could almost carry it off. You can argue the second term, everybody's second term. Why would you ever run for a second term as President? But in any case, they do. But so,

where did that idea come from for the daily tracking polling? Was that from DMI? Was that you guys? Was that,

Denny Miles 39:47

first of all, we changed pollsters. We, I believe, were with Mr. Before And when Paul Newman was willing to give us some of his time, even. Was over the phone, I remember him saying, you know, and in fact, there is a memo someplace that I have, and I'm going through all this stuff. So hopefully, I don't know what your timeline is on your project, but I'm trying hard to get stuff that I think would be interesting for you to see. And it's one where Paul Newman talks to Gerry Thompson about me being hired, and Gerry's writing the governor a letter. And Paul starts off by saying, I can't understand why Danny's not making this phone call. And so he was being supportive of me, which is great, you know, kind of thing. And then he was dissing our current polling that had been done in the primary. Well, pollsters GET TO KNOW consultants, and consultants tend to want to go with the ones and and I don't know if there was something coming back around or not, or if he was part of something else, and I don't care. But I and in terms of tracking, it was part of the package, okay? And, and tracking, I mean, you have the benchmark, and then you have the tracking, and then you have the follow up, or the backfire, or what, all the terms that are used nowadays, and and to see how things are going. But, you know, we literally could see how an ad was having an impact, because we were doing, you know, a rolling 200 or 300 or whatever it shows in here. And so every four days or five days, we would get a 600 sample combined. And that's just like, wonderful stuff to have, and I loved it, and I had we didn't have it in 78 we couldn't afford it, but it's such a small part of the budget, when you've got a bigger budget, as we did as a general election campaign in 82 that you Why not do it? Yeah, and I honestly don't know what kind of polling cool and gusky campaign had, whether they knew the radio window was a problem or not, they didn't react like they knew it was a problem. But if we had not had, I'll just answer it straight out. If we had not had tracking the biggest mistake I made in the 82 campaign, could have lost it for us. Yeah, it certainly would have been 15 points closer. Yeah, yeah. And so I, ate it like dinner. I mean, I would go home and make up a scotch and I we had an in kind contribution of a condo down in John's landing. Yeah, John's landing and and I would just sit there and and gobble it up and divide it out and look at it knew. And just enough about statistics to be dangerous. But I also learned a lot because these people would would talk about, you know, Q factors and right not just standard deviation, which I did know about, but some of these other things that they do in Poland. And you'd sit there and talk to the pollsters and, wow, you just could figure out all sorts of things. We weren't doing regression or anything really exciting, but we were doing good stuff with those numbers. Yeah, but

James Moore 42:39

when you're getting when you're getting the daily stuff, you're in effect, building your own regression in real time, exactly and so,

Denny Miles 42:46

and what you've got is you've got Paul Newman, who's done a bazillion campaigns, and you've got the pollsters who are have looked at numbers for, you know, decades, and they know what they're doing in terms of that. And in those days, the sampling techniques were simpler than they are today, because you would be able to make phone calls and you knew where people were, and you had much more confidence than what we try to do today, and you can get a quick turnaround. And so, yeah, it was just wonderful data to have wonderful data, okay? And you also learn real quickly not to get too scared if it did. Yeah, the daily stuff, when you look in here at the dailies, you know, it's all over the place. But then you think, no, no, that's a very small sample, and the numbers are a lot different. 600 week,

James Moore 43:26

or look at Yeah, two weeks there's some minimum line. Is the trend there? Yep, don't worry, there's one here and one there, right?

Denny Miles 43:34

And let me say one other thing, and I know we've got a limited amount of time, but the other policy that we had was not to share any of those numbers with the candidate, right and that was important, because you don't want the candidate overreacting exactly and panicking and things like that. You wanted to be the one to not be able to sleep or take the thumbs and that kind of stuff. You didn't want the candidate doing that because you wanted him on point during the campaign, having said that, you've heard a lot from a lot of different sources, and so it's nothing that I have to convince you of. This guy knew what was going on in his state because he was out in it, because he had people out there that he'd known since 74 who would send him a note or call him up. And he was accessible. He was not insulated from what was

going on. And so he knew he was doing well, or he knew when things were down a little bit, depending upon what part of the state he was in. And in addition to that, he had a secret method, not so secret, but his secret method. And that was that when I would play him a radio ad, and he the one the time that I remember, he was in the North Bend airport, and we played in the radio ad. And he said, Fine, go with it. And then there was this pause, and he said, took a dip in the tracking, huh? There you go. It was a little tougher, a little more punch in that radio ad, yeah. So he had his own tracking system. Him. It was depending upon what, you know, I was deciding needed to go out on the air. And, yeah, and I didn't tell him, you know, how many gross rating points we'd upped or done something else or targeted in certain geographic areas, but again, he knew what was going on. Yeah, that was, that was a secret to his success.

James Moore 45:14

And that gets back to, you know, another thing that I wish I could ask him to really get it. He had these gut feelings all the time and and, you know, I shared with you that his statewide races were Donny Brooks and good fun. But in his legislative races, he only had one that he, you know, had any problem with whatsoever, and so he did have demographics

Denny Miles 45:40

and party registration and

James Moore 45:42

all that stuff, but it's, you know, how, how do you develop that? Basically, when there's really no need to develop it, right? And so that gets back to him, his personality, his view of the world, his understanding, you know, all those kinds of

Denny Miles 45:54

things. The difference is that that, and you've seen this, I think, because you've been around him, when he's been in crowds and things like that. The difference is, and you've seen a lot of other really good Oregon elected officials that no matter the party, they work a room differently. And I guess I would suggest that he worked a room more like Ron Wyden would work a room than a bob Packwood or even a Mark Hatfield would work a room. It was engaged directly and seriously with someone, and not be looking over somebody's shoulder. Who else should he? Should hand? Should he shake? And he didn't do good at remembering names. I don't do good at remembering names, but he didn't need that, because he would remember who they were and be able to talk about something that was of interest to them. And he truly did engage with people and listen to them and not just try to convince them to continue support or to give him money or whatever the case might be. And I would compare that with what I see Ron Wyden doing all the time. He's very good at that, and it's genuine, yeah, and I disagree with Ron Wyden on issues probably 90% of the time, but I really respect how serious he is about really engaging with Oregonians, yeah, whether it's a town hall meeting or a one on one, or whatever it might be. And he's

James Moore 47:05

back in the good old days. I mean, he's the one who did an experimental campaign to do an experimental campaign. Well, I didn't know that, yeah. And he won now, and so boom, he became a member of Congress, yeah? But he was doing that just to basically say, I mean, if I'm thinking of doing this someday, yeah, let's run a campaign right to figure out how to do it. If it were these days, he'd run into, Oh, he didn't do it. He disappeared

Denny Miles 47:28

someplace in all these boxes over here, I actually have my personal Xerox copy of the original peckwood manual on how to win a COVID race. Yeah, it's fascinating stuff. And Wyden was the only person that we visited with back in Washington, DC, who was just, of course, he was early in his terms, and so on so forth. But while we were treated with respect, I mean, with with Weaver, God, it was terrible. We would meet with him, walking down the hall and so on so forth, and with Hatfield, it was never, I think maybe one time was actually with the senator. Most of the time was with Gerry Frank or somebody else, you know that would, oh, it's the governor. Fine, all right. And that's just because, you know, he's powerful position. Had a lot of things to do, I guess, but, but Wyden boy, we were he met us in the outer office. He came in, he'd lean over, he says, Governor, what can we do for Oregon today? And that's his attitude, yeah. And again, I'd probably disagree with Senator on a lot of things, but boy, I respect him for for that. And I don't know of anybody else right now that I would put in that category,

James Moore 48:32

that same thing. Yeah, there's a personality there was, can't remember who it was. There was a legislator in Washington County who was just awful. He's one of the guys who he basically had his own landscaping business, which is basically spreading bark dust, and so he milked the mileage, because that was his source of income and stuff like that. Yeah. But, you know, but the boy the cities loved him because he did the same thing. He'd come into the when the mayor of Hillsboro, he'd say, look, on the committee, they're going to be distributing a little bit extra money to cities. If I can get a million dollars for Hillsboro. What's Hillsborough going to do with it? And, yeah, we didn't win re election. Just wasn't good at that. But that kind of stuff, he was there, yeah. So now we get to the elements of political campaign pages, 110 10101 to 111

Denny Miles 49:31

we should, we should explain for history that I began writing a, I don't know it's 1000 pages now or some ridiculous length, because I include so much data. When my wife Molly died in 1998 I began, first of all, I began journaling. And that was depressing, because you'd read over your most intimate thoughts, and you know, you do nothing but cry, because I lost her after just five months of marriage. And. But then I just began writing down everything I could remember about Molly and my relationship with her, and all the stories and things like that. And when I ran that course, the natural place was then to start with my my political side of things, and it's a document that is not public. It's not a public document, and it's a document that is been shared with you so that you would have ways of asking me questions, but since it's got stuff in it that is just very personal and things like that, I may or may not give you everything. I'm not going to lie to you, but I'm certainly going to Eva or not give you everything, but it helps you with coming up with these questions. So otherwise people will wonder, What do you mean page, whatever, exactly.

James Moore 50:44

So you have the element of a political campaign. Elements of political campaign is laid out like, 12345, can I just use those? 12345, yeah, I don't. I mean, there's kind of names scattered in and out, and they're kind of irrelevant, yeah, to everything.

Denny Miles 51:03

Yeah, no, that's just, that was me doing an after I mean, we did a six page after action report on the memorial service. Yeah, you know, it's like, what did we learn from this? And how did it really play out, and how did it come together? And, absolutely, yeah, okay, great. And a lot of that also mean there were, there was material that I gave you that was, you know, other people sort of looking at it in a critical way, and coming up with how things came together, and that sort of thing. And a lot of people look at that 82 campaign, not because of all the wonderful things that I did, I take credit for the leadership and putting together a good team of people and keeping them on the straight and narrow. And I mean, I didn't make any serious personnel changes when I came in. I elevated people like Diana Daggett from, you know, a chain smoking, non typing secretary to associate campaign manager when it was all over, because there was an incredible talent there that has proven itself now with Intel. But I didn't, there was one person who was doing press that we let go before I got there because I was going to do the press. It wasn't because she was incompetent, and so, yeah, it was just we did it the way it should be done, and we, you know, didn't go into debt, and we didn't say, do terrible, nasty things, and we were well organized. And so yeah, it's, it's the kind of thing that you put together. What? What really makes that happen? Yeah? And as we know, it's the last time really, yeah, yeah, exactly for Republicans, it's still Gordon Smith did a different kind of campaign for statewide office, right? Didn't do it the same way. Of course, it was a different time as

James Moore 52:43

well, different time, and they had to contend with what the heck vote by mail did exactly, because nobody really knew. Nobody had any idea, right? We were all learning together. Yeah, yeah, yeah. I can see, every two years I have my parties in elections class, where they all have to go out and work in campaigns, and I'm just looking at things like elements of political campaign with the stuff that the governor has, that I've talked to him about that says, you know, there's two years from now, there's, there's a great week of so here's kind of inside a campaign. Why do you make these decisions? Why do you not make these decisions? How do you go just a really, cool thing.

Denny Miles 53:22

I'd love to have you get all the people who've been involved in the US Senate race on the Republican side and the governor race on the Republican side. And they all seem to be, you know, get fired here and go to work here and and you know how many of them are. I mean, Michael Murphy, who was manager of colonoscopies campaign, he left the state, I think on election night. He was gone, and he's still a consultant back in DC someplace, if you can fight him, yeah, but you gotta have some sort of local connection, exactly, I think, something. You gotta have outside experts, but some, yeah,

James Moore 53:52

absolutely talk to me. I want to really peg down your impression of the May primary election night. This is when the governor walks over to the Kulin goski campaign and challenges to debates. You have challenge in quotation marks. The governor, when I talked to him about it, said that his staff was

Denny Miles 54:15

do it. Did he walk over? That's what he says. I remember him doing it, but I thought he did it like on TV. Well,

James Moore 54:21

you know, he said, what he says is he walked over was, you know, four or five, six blocks, whatever it was. He walked over there, and he walked in, and the he happened to walk in right when all the TV was there, going live.

Denny Miles 54:37

Boy, so I have every channel that night on tape, and I have, in fact, watched it. I have 82 every channel. I've got something on from 78 I'm sorry, we're talking about 82

James Moore 54:51

primary, primary, yeah, I've got, I've

Denny Miles 54:53

got every I've got three channels, because I had three people running their VCRs exactly, and I've got the original tapes. And eventually. They'll get over there, but, and that's where I get some of the dialog with, with some of the, you know, come on the verbose, Portland, state. Oh, Marco, Marco going, Yeah, back to, you know, kind of thing, right, exactly, and all this other kind of bizarre stuff, but, but I don't remember him physically going over there, okay? But I do remember that he was going to challenge him right away, and we weren't so much opposed to it. If it was more a matter of, you know, it's for an incumbent who is not necessarily the most dynamic speaker in the world against somebody who had a lot of skill in that area. He was poorly coached, I think, in his debates, in my opinion, but still, the right thing to do is to not give your less known opponent that stage as much as possible. Now I will tell you that as part of my negotiating strategy with Ted Kulongowski's labor union lawyer, legal partner and Michael Murphy, I said, I hope this negotiation breaks down, and in those days, it's not like they're doing now, where you know they run unilaterally.

We agreed up front that the main thing was that we were going to be in control of our debates. They were ours. They weren't the League of Women Voters, they weren't the city clubs, they weren't KGWS, they were our debates, and that otherwise we would lose control of them. That was the very first thing we agreed to and then I said, when we got to some impasse or whatever, and, you know, they wanted 10, and I wanted none, and and I said, Good, well, we're far apart. I said, that's good for me. I said, I just as soon have no debates as long as this negotiation. I said, we've set a deadline as to when we're going to agree by, and that when that goes away, because part of their strategy was to run it closer to the election, and our strategy was to have it farther away from the election. And they bought that, and it was a total ruse, because I knew the governor was going to debate, and I knew we I think the only thing that we didn't get that we thought we were going to get was something in bent, yeah, and, you know, they thought they had just kicked butt because they'd got Medford and Eugene and Portland. Well, I don't He told you this story or not, but pissed off every Labor person in Medford because they brought in all the goons from Portland and the local labor down in Medford all voted for Atiyeh as a result of that, exactly. And so, yeah, it was, it was, you know, a poor choice right there. And at the at the Portland one, you know, Ted was stuffy. He wasn't himself. He wasn't comfortable. He'd been over coached, and he didn't really know the issues that well. And you know, we just did extremely well in all the debates. I think we probably didn't do as well in Eugene, but we did well, certainly in Medford and Portland, yeah, and you could see it in the numbers. Yeah,

James Moore 57:47

exactly. Okay. Oh, this is just to decide to tell you when you already mentioned this. I really appreciated your acknowledging the limitations of polling. Oh, yeah, when you were talking about, you know, what's a statistical tie, all that kind of stuff, in Europe, when they publish polls, they always have gray areas. So if it's red and blue, they will blend together. So you can see, you know, actually, this is the reality, right? It's not point to point, right? It's this,

Denny Miles 58:18

you know, I've got a book over here in my rather ostentatious book collection called How to Lie with Statistics. And it's very easy to do, of course, and you can leave an impression. I mean these ones where they you know, people click on the on a box and on a website, those are the ones that are the most bizarre, just unbelievable. And nowadays, I think people have become so cynical about polling, because 90% of the calls I get that even look like a poll are basically voter ID calls anyway, or they're push polls, and people don't even really understand what's going on even in a push poll, a real push poll. So there are push questions which are legit, and then there are push poles, which are just robocalls. Yeah,

James Moore 59:03

exactly. They're crazy. They're crazy. So let's talk about that 1982 radio window mistake. So the radio window was part of the original plan.

Denny Miles 59:18

Well, yes and no, the original plan. And there really isn't a document. If I'd have been around the primary there would have been a binder, because I'm a binder freak, but there wasn't. But the plan was, in effect, you know, dominate the media in terms of paid media, Raise it, raise a ton of money, and dominate it. The only two instructions that I had from the governor when he cornered me into accepting the job was when and don't leave me in debt no matter what. And he, you know, he envisioned this was going to be his last campaign. Yeah, and if he won, it would be difficult to pay off, but possible to pay off a debt. If he lost, it would be coming out of his family's inheritance or the business or something, and and he just, you know, was very, very clear on that to me, and this was echoing in my head. So you're faced as a manager with, cash flow coming in and cash flow going out, and you have to hit it just perfect. You've got to hopefully be at zero. And your biggest asset at the end of the campaign in those days was the telephone deposit. And so you literally budgeted that you were going to get 10 grand back. And 10 grand was a lot of money in those days from Pacific Northwest Bell, when you shut down your telephone system, they would give you a check and you'd use that for your last payroll. And I mean, you just literally budgeted that.

And so I was in a situation where the polling looked really pretty good, the tracking was as you could use. I shared that with you, and you can see it, and the money was okay, but it wasn't for sure. And so we thought, you know, gosh, radio has been a really good thing to us, and we can hit key markets that way, and so and so forth. And so let's get ready for a final push that'll start, you know, such and such a date, and we'll backfill with extra buys in radio. And since it's before the real climax of the campaign, it shouldn't hurt us. Well, it hurt immediately. And it shows couple things. It shows how I didn't know what I was doing and that, with that, in regard to that, it shows that television continues to be king when it comes to statewide campaigns, and we probably should have pulled off of radio and just hung in there with television at the time. And it shows how hard it is to correct a mistake like that, because there's so much momentum built into these things and so much lead time. And you know, yeah, we had avails nailed down for the end of that, but to find some avails and get back on the air with anything. You know, we were, once again, on, no offense to kg or KP TV, but we were on independent television stations at one in the morning. Yeah, and it didn't help, as you can see from the Yeah, from the boy. And then it takes, it's like a, use your metaphor. It's like a battleship. It's like a train, you know, once you bring it to a halt, then you have to get it going again. And when you and it took a while for that to build up and that critical mass to build up. And then, of course, once we did that, we were able to just go to town. Yeah? But, boy, it was scary, yeah.

I think the phrase I use in my personal journals, if you will, or notes or minutes or whatever those things are, writings driving down to Medford, and just say, you know, keep smiling, don't let them see you sweat. And I didn't know if they had exactly that or not, and they didn't act like they did. And you pretty much have to see what other people are doing to see what and they were doing that with us. I know they were trying to say, and we were fake, trying to fake them out with things that that they didn't know that we were trying to I mean, it's like, it's like World War Two for God's sake. I

mean, there's a huge metaphor between military battles and and political campaigns. But, oh, I was sick to my stomach for a week and a half. Yeah, I thought I'd just made the silliest mistake. I did. I made the silliest mistake in the entire campaign, and it was correctable, thank goodness, but it was stupid, and I was in charge of that. I mean, I could make those decisions. That wasn't Paul Newman. Paul Newman produced wonderful ads, and that was his major kind of and he was great on strategy and conversations with him on the phone and things like that. When he came to town, we used him to produce television. The radio ads were produced by a guy from Olympia. His name is escape me, but he was kind of a junior consultant, and he was great too, and helped with script writing. And we would sit, you know, Midnight in some studio someplace, editing them down, including the lady who sounded like she was 105 years old, and she was only like 37 or 38 but she had this one dead colonoscopies. Policies are dangerous, so, but, yeah, that's, I don't know, I forget your question now, but I don't know that's, it's like a nightmare too. Yeah, it really is a nightmare, because as much as you get excited when you see the numbers, you know, going like this, you get nauseous when they all of a sudden do this and almost come within the margin of error being tied. Yeah. And you think, you know, these ads are the same ads that caused us to go up. The only thing different is we're not running them anymore. And so that said, if the tracking was worth anything, it was recognizing that mistake and being able to correct it in time.

James Moore 1:04:50

Yeah, yeah. And it's, this is also something I'm hoping two years to from now to have developed. The. The campaign ads are so important, but the repetition and the keeping things out there is so important as well. So I don't know if you saw the Oregonian story that actually used me about the Seneca ads for Richardson. They're just bizarre ads. They don't mention Kulongwoski. They just have remember the website, Bhutan,

Denny Miles 1:05:25

Elliot, they'll mention [?], because it gets Kitzhaber,

James Moore 1:05:28

they don't mention Kulongwoski at all. They don't mention Richardson at all. They just have those things up there, and it doesn't say cover Oregon. It says the website. And so there's these. There's great big billboards all around Portland that are like, it's, it's like encountering a Zen campaign or something well, and I saw one, there's one right by whereby I go to my home depot. And I saw it and said, I gotta come back here with my iPad and take a picture for my student, because we've just been talking about name recognition. You know, signs, there's evidence of signs versus calling, versus all this other kind of stuff. This is great because it breaks all those rules, and it's going to go nowhere. Somebody's making a lot of money off it, though. Well, it's 200,000 in kind donation. Yeah, so,

Denny Miles 1:06:13

and it's one of those ones that rich can't say anything about or have any control over anything, yeah. Well, what about the the Webby ad? And maybe it's an ad again, it's one of those independent expenditure ads, but it's the, it's the gay ad, for want of a better term, yeah, and, and I'm saying to Barbara, who is, you know, a liberal Democrat, and the love of my life, and all this kind of stuff, but, but she didn't particularly like talking about politics. We're watching it. And she said, Why don't you like that? It would seem like that would be a good ad. And I said, well, because I think there's a whole lot of Republicans that are not engaged enough to know, you know who is, who is running against whom, and they will vote, in fact, for Merkley, because he must be the anti gay person. And they're anti gay. You know that they don't. They think gay rights is a ruse, or whatever it is, and she's, you know, wrapping herself around that, that issue. And I think there's going to, I think she's going to lose some of her base, yeah, I think based on that ad. Now, if they brought up the other guy and said, you know, somehow or other, you know, as a result, Merkley is not your best choice, or something like that. But they don't, no, they just say she's the the pro gay candidate, yeah, so I'll bet you there's, there's 20% of the Republican vote that's affected by that in a negative way, yeah, because they're not engaged enough to know the difference, and because

James Moore 1:07:32

she hasn't spent her money, and what little money she has, she hasn't spent it wise, they could say, This is who I am, right? We have nothing to play against. No, the plagiarism, all that kind of stuff it. That's all we know about you, right? You haven't defined she

Denny Miles 1:07:46

was an empty vessel until the OP research people fill that vessel Exactly. Their stuff exactly.

James Moore 1:07:53

Let's see here. Oh, the, this is actually my favorite part about the radio window, and then the things that came right after that, so cool and gossip calls for the end of the dangerous ad. And you guys were gonna it had lived its life anyway, but you had to leave it on the air extra days.

Denny Miles 1:08:13

This is all around Medford as well. Yeah. I mean, we're I'm in Medford. I'm at the Red Lion and and the phone call comes in from Associated Press or something like that. And, you know, colonosco is called a news conference and, and, you know, it was fun because he complained about it before, and I would get media inquiries. And of course, all of a sudden, you get earned media coming out your ears with you able to say, first of all, we didn't, we don't call him dangerous. We call his policies dangerous, and I have the scripts to prove it, and he knows exactly that. Number two, he's not running our campaign. And number three, there's nothing more dangerous than the plant closing bill. Now the question you have to ask Governor culinowski is, who in the hell named it a plant closing bill in the first place? Because that's just like we were just talking about that people, again, are not that engaged. They didn't know what that was. And we took that to an advantage, yeah, and, you know, he said they're calling me a union lawyer, you know.

Well, we tested all the words and came up with the one that sounded the most negative. But yeah, we basically then, because we know that he knew, because you know what's what kind of things are running out there, because you have people in radio stations and elsewhere that tell you this one's going to end on such and such a day, right? And hindsight, at the time, I actually didn't think that through, but hindsight told me that he knew what was going to stop running and that the dangerous ad was going to stop, and so you call a news conference, say they need to stop this ad, and it stops, and he calls another news conference, says he did the right thing. You know, it was stupid and wrong and all that kind of stuff, right? So I'm literally on a weekend getting the PSW media buyer at home, and having home numbers in your wallet, by the way, is. A good idea for all campaign managers. And nowadays cell phones. That time there weren't any cell phones. And said, you know, you got to get down and you got to get me some avails. And she said, Well, that's it's nobody's around. I said, figure out a way you know that you got to get back and tell them that that tape needs to continue to run, even if you have to call each radio station because it was a radio ad. We cannot pull that off, and at least for another week. But what do you want me to do with these others? Just we can run them together, we can rotate them, but it cannot come off the air. And it didn't come off the air as a result of that, but yeah, it was scheduled to go away right then, and I think he knew. I think he knew. Yeah, he won't know whether he knew or not, but Michael Murphy might know, right? And somebody at the tactical level might know, yeah, but, and then Ted might know for all that's a possibility. But, yeah, it was just classic situation. We loved it whenever he whenever he would complain about it, because we got to talk about it, and we didn't have to pay for it, yeah? And so please don't throw me in that briar patch.

James Moore 1:11:03

Exactly, exactly. So talk about the advertising dominance of the last three weeks. Strategic media buys keep Kulongwoski out of the better time slots. Was this also part of the this is part of your original plan to literally dominate, dominate that last three weeks, right, right? And, of course, you knew it was just going to be Election Day. It's totally different now, but, yeah, but the,

Denny Miles 1:11:32

and I don't, I believe, I mean, I have, I don't know if I gave that to you or not, but, but in terms of the, did I give you a copy of the actual buy.

James Moore 1:11:40

I don't remember that. Okay,

Denny Miles 1:11:44

well, I have it and I can give it to you, but, but it shows where and what was being bought at what time and and it's anyway, it literally shows how many gross reading points of television and how many dollars were being spent by both sides and where they were being spent. And it's in television, radio, television, radio, Atiyeh, Kulongwoski, and they were struggling with cash. And so not only did they not get good avails, they were forced into buying just whatever was

available with whatever cash they could bring in toward the end. And any polling that anybody was doing by then, you know, if the perfect storm for us negatively and for them positively would have been, you know, AFL CIO does a big backfire poll at the middle of the radio window, and tons of cash comes flowing in, and they're able to equal us in the last part of it. I mean, that's Armageddon. And so that didn't happen.

They literally ended up running out of money and running out of steam toward the end, and we were increasing Roy Livermore was, you know, bless his soul, he was so conservative and so nervous about this and so on, and, and that's great. That's what you wanted, a treasure, right? And so, you know, Diana and Roy and I would sit there and we'd go over the books and approve things and look at the how the spreadsheet was going, and that kind of stuff. And, he said, Okay, well, now you know you're coming up, you can't do any more now. I said, Well, I might go over a little bit, but I think we're okay, because this is coming in and, and the Vice President, or not, the former president's going to be here, or something like that was going to happen, okay? And he'd agree with it, so, but in the last 10 days, it was like, well, we need to spend some more money. Is there? Because he was so excited because he did. He did see the tracking, and he was one of the few that did. And I said, see what this gross rating point, 800 gross rating points, did this kind of thing. And toward the end, he said, well, let's just go out and raise some more money and spend it, you know, kind of thing. He went from Mr. Fiscal conservative to Mr. Let's just blow him out of the water, you know, kind of guy, and a miraculous personality transformation, even after we stole \$81 million from SAIF.

James Moore 1:14:07

Exactly, exactly so. But it worked. Yeah, it worked.

Denny Miles 1:14:13

The only, the only trouble we got into was from other candidates who thought we took their money away from them. Well, I don't I. I just smile. I mean, hey, it's your job to raise money, and if we didn't take any money away from you, yeah, exactly.

James Moore 1:14:28

You know, this ends up being a historic win, right in terms of the size to what do you attribute the final I mean, you knew, you knew you were you were doing well after some you know, the summer was bad, we were turning things around. Early on, we're turning things around. What things are turned around? You're okay. There's the dip with the radio window to what do you attribute the huge final victory? I mean, talking to a couple of other people, hardcore Democrats, they were saying, geez. You know, by. The end, even Ted cooling off, his mother wouldn't vote for him. And so they're, they're talking, I think the quality of the ads and you know what the impression they let the people is, what they're responding to. And one thing I would love to see your scripts, because we also have all the television stuff. So I'm my budget. Part of my budget is going to be converting all that television stuff into digital so I could watch all this stuff. Yeah,

Denny Miles 1:15:27

you, you get, you get three books. Yeah, exactly. And I hope, by the way, as an aside, I'll answer your question, but I hope as an aside that that I've said this many times to you, and that is right independently and write long, yeah, and then the editors will kill you and go through and bring it down to a saleable level, a reasonable level. But everything you write should be available on a website someplace, and there should be hyperlinks back and forth to pictures. And I mean, you're putting together a definitive piece and, and that's one of the reasons pack what is kind of glum. And even Antoinette has said several times, why didn't we have it more open at Willamette? And all of these people are saying, Wow, this is, this is being done, right, you know? And that's, that's wonderful. Here's what, here's what. And I've said this to you before, but I honestly believe this, the ads simply reminded people about this guy that they already knew really well, and they knew him really well often because they'd met him, or because they had been in a room with him, or they had observed him in some form or another, and we You can't. You can produce the most brilliant ad in the world and try and convince voters that black is white and white is black and there, and it won't work. It may work just, you know, 1% or something, but it won't work.

But if you produce an ad that resonates, then it's going to be incredibly effective, because the leverage kicks in at that point. Well, well, we produced ads that basically showed people what they already had a feeling for. Yeah, they, the polling show, they, they kind of put some blame on him for not having improved the economy, you know, they and so

we put an ad out there that said, you know, let's be honest. This isn't this is happening at the national level and so on. And look what we're doing in Oregon. We're doing the right things, and so on. And that resonated because they knew that well, and he was in the news a lot the weekly media availabilities that you know, they were a creation, literally, of his request to me to make something up like that, the term I take credit for, but those were things that were would give him regular press. And so people those ads really just took what they already knew and felt.

So when it came right down to them sitting in a voting booth and making a decision, it was Ted Kulongoski hasn't made the case that he's going to be better than this guy. I already know. Well, that's an incumbent campaign. Yeah, you know you just, you simply give them a reason to let them continue doing what he's been doing, because he hasn't done anything really terribly bad, right? And that's a kind of a cynical way of looking at it, but, and that really it's like in the springtime, when the physics of liminology kick in on a high Lake, and it just reaches a certain point, and then it goes like this because of the water temperature.

Well, that's what happened in the last three weeks. I mean, it just literally, we just kept hitting it over and over again, repeating the messages over and over again, and people got in the voting booth. It wasn't like in the primary, or in in the primary in 78 where it was like anti McCall votes switching over, right? And that kind of what. There wasn't a moment like that, right? But they knew this guy, and whether they ever met him or not, they knew this guy, and with great respect for Ted Kulongoski, who I think, obviously won statewide twice and some of the broadest experience of any Oregon governor in various branches of government, he wasn't doing that. Yeah, he thought, buy TV win. Damaged governor, charismatic young man, buy TV win. I mean, I'd love to compare schedules, if he'd give you his schedule, if he's got it even, yeah, because he didn't campaign that hard, no. And, you know, every time we went to a community, we did about 10 things, yeah, we did at least, you know, two media stops, one radio station, one newspaper, minimum. And if it was a bigger community more than that, you know, a volunteer stop, a major speech. I mean, we had a certain checklist. Whenever we went to a town of a certain size, we did certain things, yeah, and he didn't do that. Yeah? Yeah, I'd love

James Moore 1:20:00

to look at that too, because that's exactly how he ran his 82 or is 2002 and 2006 campaigns, which is weird, but effective. Yeah, it worked. He won. Yeah, so what the heck? Um, so another permission thing, can I use your election day memo on 129

Denny Miles 1:20:18

Yeah, that was, that's a fun memo, yeah, yeah, absolutely. You can run it. You can use it as a visual. Yeah. I mean, there's this point in a campaign where you don't have anything else you can do, all right? You balance the budget, you look at the telephone deposit, you figure out how you're going to make the last payroll. You put a date on the calendar when the whole thing is going to close down, and then you sit there, and you package up stuff into a banker's box, and you're and you're done, kind of thing. And so I you can't buy any more ads. You can't get out the vote. Thing is working. It's already out there. The trigger has been pulled. You can't pull it back. You can't increase it. You worked on it for six months, and it's either going to happen or it's not going to happen. And so you sit down, you write them out, and as I say in my writings, I had the benefit of hundreds of 1000s of dollars of tracking information, and I hit it within what two or three tenths of a percent of what it ended up being. And both Gerry and the governor underestimated what they had them winning. Governor knew he was going to win, but I had it within a half a percentage point. So that's kind of fun to be able to do that. Yeah, it's very good, especially to start off with. You know, you're going to definitely do this, definitely do this, though. And then here's my prediction, and then line them up with what the Secretary of State said a month later, and have it be that close, yeah,

James Moore 1:21:41

which is, it's fun because since I started doing this public stuff that's I kept a little contest with the Secretary of State on predicting turnout, and I went back, and I'm usually right about 80% of the time, and their office is usually right about 40% of the time. Is that right? Yeah? So it's just good fun, well.

Denny Miles 1:22:00

And the other thing is that, in my personal opinion, you're the you are the one quote political science professor who understands political campaigns and and, I mean, they're all nice people, and even the retired ones, well, there's a couple

of them that are not nice, but they're mostly but, and they are academic political scientists. Well, as you know, an academic political scientist looks at things completely differently, you betcha. Then an on the ground, tactical, strategic political campaign to win an election. And you know the kind of stuff I'd love to go back and major in political science and learn all that stuff. But I didn't need to know that to win a campaign. And they don't need to know how to win a campaign to pontificate on something that you read that and you go, like, what? Yeah, I won't even mention names, but no, I use some of the

James Moore 1:22:57

readings in my class, however. So there you go. Uh huh. So let's go a little bit negative, and then I want to end on a really fun one here. I love being negative. So the negative is not, you know, you can be negative if you want, but the influentials who wanted you out of the press job at the end of this campaign, and you felt there was a sweet spot where you basically got, you know, I'm coming back, and the governor said you're coming back kind of before there was a flood of

Denny Miles 1:23:29

No. So we're talking post campaign, post campaign.

James Moore 1:23:31

Okay, so you, you know, it was, was the campaign manager job a way to ease you out of the press secretary job or but you ended up back there?

Denny Miles 1:23:41

Well, yeah, in general, I guess I'm pretty clear in my own mind that. Well, first of all, I was gone for, you know, two weeks, and my top assistant was like, oh, or moved to, you know, Tim Marsh, who's wonderful. I mean, I hired Tim because he was who he was, and you hire people who are complimentary to your skills, and he didn't have my skills. I didn't have his skills. I only had one hire, and so that's why I picked him. But he wasn't flashy at all, and I was the flashy guy, but there was every indication that there was a desire to completely clean the plate in the press office before I was ever even hired on the campaign. And I think that could have happened before the campaign. And so I was fortunate in some respects. I mean, it was like if, if the governor had accepted my No to the offer in air quotes of being campaign manager, he might have said, and oh, by the way, you're no longer press secretary, he wouldn't have said that, that he didn't do those things, that somebody else would do those things.

So in some respects, I guess that had to figure into the back of my mind, thinking, and it was a question of, Do you do you go out as the press secretary? That in four. Years, brought the governor to a position where he's going to lose horribly. And again, that's not true, but that's the impression. That's the perception, is reality. Or do you go out as the person who not only did that, but then manage the campaign that he lost by a record margin? And you know, Hobson's choice, you know, really in a true sense of the word, and at least by taking on the campaign you had and winning with a record margin, I had a little more stock in my portfolio. But even then, there was a phone call and Gerry's and Gerry is truly my best friend, lives a block and a half away, as you know, and her take on it, because I've confronted her after, you know, serious number of scotches at the country club and serious number of vodkas by on her, in her case, to have her warmed up to me, kind of thing. And she swears that when we had this phone conversation, when I was in my condo, down on John's landing at the end, after the after the victory, and and so on that they were, they were talking about like a promotion, you know, kind of thing that I would maybe move up.

And well, you know, there was no jobs that I wanted, and there was no jobs that would have looked like a promotion. And all these jerks that had spread the rumor that I was on my way out would have been proven correct, and I liked what I was doing. It was, it was the best job I've ever had and ever will have, and so I didn't want to do that. And I literally said I have earned the right to come back as press secretary, and I want my job back. And there was this long pause, and, you know, one or two days later, I was told I was coming back, and it was very, I didn't say it, but it was very clear that, you know, I was going to have to be promoted, if you will, to, you know, Assistant agency, head of some minor agency, by the governor himself. And I was going to argue the point that I didn't want to do that, because you also get in a situation where, if you come back and you're really not wanted, you're not effective either, exactly. But my case was that that, you know, not only did I not cause him to lose in the four years that I was sort of communications, I was really communications manager for three years, because there was a half a year of campaigning,

and there was another half of year of Lee Johnson ignoring me and so, but during that period of time, I set up what turned out to be a record victory.

So I took credit for that, which is unusual for me. It really, it is. It was hard, but so I did that, and then I did this. And so this is what I do, and I do it well. And it turned out he said modestly, that I did do the last four years well, and went on virtually all of the trips with the governor. And, you know, right up until, you know, Wednesday, September 3, was staff member for life, yeah. And so it played out that way, yeah. The reality is that that's the way it turned out. But it kind of galled me that it was that the Long Knives were still out after that victory. And I kind of thought, I remember thinking and talking to Holly, my now ex wife, that, you know, maybe I would do this for a year or so, and then I would use it as a way to, you know, move up.

Well, a year or so later, I'm still having a really good time, and I'm effective at what I'm doing, and I'm getting to travel the world with the governor, because I take pictures and I help him, and I'm a good gopher kind of staff person. And so I ended up staying the whole time, and it worked out really, really, really, really well, yeah, if I told you the anecdote after the after the memorial service, but I was back and I've lost my blue binder. Really bothers me, the planning binders. It's a historical document for the service. And the chief of staff to Speaker Kotek came up to me, she said, you know, great job. And she went on to specifics. It was a nice compliment. Compliments that just say great jobs, one thing, but when they say great job. And here are the three things that I really liked about what you guys, did you know just you set the model for this, that or something else? And Earl Bucha said something as well, I'll tell you. And she said, there's one problem we have, however. Okay, what's the problem? She said, Well, Speaker Kotek really likes this, staff for life, concept, unpaid staff for life. And I said, so I really put you in kind of a difficult position. She said, Yeah. I said, I'm sorry, exactly. Earl Blumenauer came up, and he said, Denny, by virtue, and he's never been, you know, obviously a strong supporter like that. But he said, Denny, I by virtue of the office I hold. I have to go to a lot of these things. And this was by far the best one I've ever been to. It was just right on. Just hit the tone perfectly. And so, yeah, feel really good about it, yeah, so I'm not negative about that at all, in fact. And some of the back biting and snippy Ness was reduced a bit in the second term, again, because there's less to be gained. Yeah, exactly. And people are a little more mature. And yeah, that kind of

James Moore 1:29:57

definite end. And, yeah, so. Uh, switch to let's do a minor fun one. And then the one that I really want to talk to you about rest of this is just work. Yeah, the email that you you sent me a couple of days ago said you had a Marty Rosenberg anecdote. You were a new press secretary.

Denny Miles 1:30:19

I am hot stuff. I'm the name press secretary. This is in '79 now, and my picture's been on the front page of The Oregonian. My relationship with my demanding, emotionally abusing father has all of a sudden been settled. No, it's just not like, you know, it's not like, why aren't you running the family business? You know was and, boy, you made a stupid mistake here. You know, when I didn't get tenure at Oregon State, for example, and then I went to work on this losing campaign, and, oh, you really screwed up big time. I mean, he would just chew my ass every mistake I ever made in my life. That was his style. It was loving, but it was his style. So I'm hot stuff, right? I'm now press secretary to the governor. I'm, you know, in the top echelon. And people are saying to my father, is that your kid wasn't that the one who used to push freight with you and all this kind of stuff and I've actually had a chance to travel with him and come to a conclusion and resolve all that before he died, because he died in March then of '79 and otherwise I'd have been in a rubber room someplace, but I'm hot stuff. My ego is just so inflated, and I've got that big oak desk in that corner office down there at the other thing, and I'm hiring people, and I'm talking to the press, and I know what I'm doing right, because I've done this at Oregon State for years, and I'm doing it now. I did it through the campaign. Martin Rosenberg, Danny, what can you tell me about who was the State Fair director?

James Moore 1:31:50

Always a problem,

Denny Miles 1:31:53

Ron Ingber. What can you tell me about the resignation of Ron Ingber, State Fair director. And in those days, the State Fair director, somebody had in Straub time had made it. So that person, in fact, reported to the governor, because the

State Fair was always a pain in the butt. So let's bring it up. We'll, we'll get control of this. And I said, quote, who in the hell is Ron Ingber? And why in the hell should I care about it in the governor's office, and there is a pause and in the background I hear in my entire life and career passed before my eyes, and I said, Martin, yes, Denny, What do I need to do for you that would encourage you to not use that career ending quote that I inappropriately just gave you, and he said, I need a quote from the governor. I need Ron Ingber salary, and I'm on a 40 minute deadline. And 22 minutes later, he had what he wanted, and he has since told me he's now running an energy blog in Kansas City or someplace in the Midwest. And he had been visiting family out here during the service, and he had made contact with me, and he said, Ah, Denny, this is years later. Ah, Denny, I never would have burned a source like you. And I said, Well, I didn't know that. I said I was nauseous, but talk about a learning experience.

You know, all of a sudden you realize that you're on the record when you're sleeping. I mean, you wake up at three in the morning with a radio station their tape is rolling, you know, kind of thing and so, but the woulda, coulda shoulda's kind of thing at that point, man, and I didn't tell anybody that story until years later. And it's rather self deprecating, but it's, it's kind of self defecating in many ways, because it could have ended things right there. You've served. And when I was hired, there were a lot of other people when you, when you win on something like that in 78 it's a surprise victory in the primary, and it's a reasonable surprise victory in the general, and every big name PR person in the world all of a sudden wants to be the governor's best friend and is being recommended by some corporate giant ad that gave a lot of money.

And so, you know, it was not, I don't think I was. I was, it was like the day afterwards that he had his meetings with everybody in the campaign, and he said, Well, certainly we'll have something for you to be doing and so on. So I said, I would be press secretary. Oh, really, gosh, a lot of people out there who want to be president. I said, I understand that, but I earned a chance to prove to you that I can do it. And I then had it all ready to go, and I laid out like four or five points of you know, I got along with him number one, and we had good chemistry together. Number two, I knew what his positions were on the issues and would be able to hit the road running, if you will, or the track running and all these things. I had them all laid out, made the case, and so and so forth. And he said, Well, I don't want to put a string on you, but I said. He said, but let's see how it goes. All. Know, yes, I'll hire you, but let's see how it goes. And I said, You don't understand, maybe. And I didn't say it that way. I must have said you need to understand. And I know you know this, but that I'm going to be an executive service appointee, and we all serve at the pleasure of the governor.

No notice, no nothing. You walk in, you say, it's not working out, I'm out of a job. Mm, hmm. Oh yeah, I know that. Okay, well, so you got a string on everybody, and that was more of an effort to not make me a special category at the time. I wanted to make sure that everyone from you know, the people in the executive department, everybody on his staff, was at his immediate and often pleasure. And it wasn't just me, but yeah, Martin, I just communicated with him just a couple of weeks ago. That's great, okay, and that's what the capital journal, by the way, that was the old capital journal. He was a columnist for that

James Moore 1:35:50

cool actually, when I left here a week ago and was driving through and not quite getting on to the parkway, traffic was just nuts. But I drove by the old the Capital Press. My dad worked there earlier. Yeah, he lived in Medford. Still lives in Medford, but he worked for them for years. Oh, my God, he was, he was the cattle guy.

Denny Miles 1:36:13

Yeah, they are just a great newspaper for their market and their audience. They are, I don't know what their circulation has been doing lately, but they are probably going to be better in print for most people than online, just given their marketing. Yeah,

James Moore 1:36:25

and their online stuff is cranky, really, really cranky. Okay, yeah, my dad started working for him, and at one point he covered southern Oregon and all of California. Wow. He bought a car, and he put 95,000 miles on it the first year because, you know, it's a long way to Indio to look at the Date Farmers. Here's a quote exactly. Okay, so here's one that I just find really cool. Talk to me about the governor. Is the micromanager on design and color of campaign? Well, is this, the rug guy you know, is

Denny Miles 1:37:03

this, he's an artist, he's a cartoonist, he's a doodler. He is certainly has that artistic I mean, his granddaughter works for the, I think still works for the Oregon Arts Commission, Megan, his daughter is an artist in the sense. She married Bustamante, which is the source of that famous joke of, you know, Chagall Monet Bustamante. And when all the arts people went, Hmm, Bustamante, I need to find out who that is, you know, kind of thing. And so he's got it. And Delores, she was an art major at the University of Oregon, so yeah, he's always that's and if you didn't know that that was into the area, that you better run a color or a design by him. So he would leave you alone. Totally on fairly big things, you were held accountable, but you would be left alone for making the decisions. But on that one, you better. And they threw away a bunch of stuff before I came on the campaign because it was the wrong color. I can't remember. I'd have to go look at the file I've got and tell you whether it was the green they threw away and we kept the orange or, you know, I get them all mixed up from one campaign to the next. But yeah, absolutely, they recycled a whole bunch of stuff.

James Moore 1:38:22

So is that why the archive has a whole bunch of buttons? Well,

Denny Miles 1:38:25

we have a whole bunch of buttons because people want buttons, and people want bumper stickers, and 1/100 of 1% of them wear the button anytime, other than a reception for the candidate. And I don't think even that percentage puts a bumper sticker on their car any longer, but they still want them, right? And it's stupid, but you gotta, you gotta. And, you know, lawn signs, almost the same thing. It's not, you know, 1960 anymore, and it's not Bob Packwood running in Northeast Portland anymore. It's, it's a whole different game. But yeah, the probably a lot of buttons, just because of that, the only more people who got buttons in our campaign were the collectors. And you'd get standard letters sent to you that would want, you know, this many, that many, and all this kind of stuff and so on so forth. And they would be from all over the country. And, you know, it was just amazing. And I, frankly, we had enough buttons that, you know i and it didn't cost that much to send them out, and what the heck. So we sent them out and, but, yeah, no, I think we've got buttons because we have buttons, and we didn't throw anything away.

James Moore 1:39:32

But then so he's looking at all the brochures.

Denny Miles 1:39:36

No, no, he's primarily colors. Okay? Colors, yeah, primary colors. Okay, yeah, picking the campaign colors. Okay, yeah, and no, you would not look at the designer layout. Now, if the text of something that included issues and stuff like that, our deal was that we didn't do an ad, and that's an ad unless he approved the text, which evidently some candidates today don't. Do, but you know, he didn't have something go out under his name that he had not looked at, and he he may disagree, and we may talk him out of it. Say no, no, we've got to say it this way. It's got to be this hard a polling shows this, that or something else. Well, all right, but I don't particularly like that. And you know, that's why we know we didn't call Ted Gulen gossky dangerous, because we have all of that stuff. But no, the colors was, it was just really important for him to do that, the whole project of the redesign, not redesign, the cleaning up of the design of the territorial seal. Very important that he was directly involved in that. And I may have and need to get into the box for Pacific. It's all tied up in a big pile of home, but this is the Oregon state seal research project, and by an intern and all of the variations of the Oregon state seal over the years, and then the only one of the territorial seal we had was terrible, and he was a proponent it never, I don't believe it happened while we were there, but it happened afterwards to get away from the Union as a as a model, and get to the she flies with her own Wings, because it's so much more appropriate for Oregon. And as you know, his personal stationery has that state seal or the territorial seal on it. And I've had various Latin scholars tell me that that's not a very good translation, or something. That's not the point,

James Moore 1:41:40

other than actually, when, just as you were being re elected here, that was the day I arrived in Vermont. And so there they have the universitatis veridi montas, University of the Green Mountain, which is really, really bad Latin as well.

Denny Miles 1:41:59

Well, I've learned since then that that who has this done? Steve Hercher.

James Moore 1:42:05

Steve Hercher, well, H E R, C, H E R, yes. I've known him since he was eight years old. Is that right? Yes, wow, that is just hilarious. Steve, I'm going to be clipping this out and sending it to you in Prague. Is that where he is? Yeah, I actually spent my wife and I did our 25th anniversary thing in Siena, and he and his wife came and stayed with us for part

Denny Miles 1:42:26

of it. But he's get, you know, all of this work on the state seal that he did as part of an internship project, yeah. And then you know that that was the territorial seal, and that also was the territorial seal and and so we, we started with that, and then we hired the hired the guy, who's the artist who did the Original that I found after I lost it, and transmit. Uh, transmit a memo, close the report that Sue ran off a bond paper suggests you look at over one. Okay, so it's just multiple copies of the same thing. But yeah, it was from that, and from what they really wanted in the territorial seal when they originally, you know, put it together. And what this research was the basis for, for starting that process of designing it and cleaning it up. And it's a great seal. I mean, this seal, as you may know. I mean, you can, I'll get you a copy of this. But the lot of politics, Civil War politics, tied up in that scene, yeah. And that is a much cleaned up version. This is the version that was done in anticipation of the new capital being the new at the time capital being built. And it was, it's a far better rendering. And so we just did the same thing with the territorial seal. And the territorial seal is not protected. I mean, I'd like to almost, if you know, depending on what Tom and Suzanne are going to do, I'd love to just take it over from the boss, yeah, and use it he doesn't. It has to be pretty big for you to be able to see it.

James Moore 1:44:06

Are we? Are we done with your question? Yeah, yeah, that was my last question. Have we turned off our tape recorder? We haven't. We shall right now.

[Recording ends.]