In his school years, he was on the soccer team. One of his nicknames from those years was a “Wild Man” because he would get put in the games and break up plays and be something of a disruption, which would be sort of a precursor of the way he tended to be when he was on the Council and he was a Mayor and then Governor and beyond that even.

Characters like William Donald Schaefer don’t show up in politics anymore. Maybe because of the way our media is and the kind of scrutiny that people get is that you get more sort of Nokost or people who are so clean cut and blow dry, specific for the 21st Century. And, he certainly is a character that you couldn’t create if you were writing one.

In Baltimore, we had what was called back that in the battle days, the Moldune System, the concept of the extended family, and that’s basically what local politics is based on.

I think he wondered whether there would really be a future for him in politics, but politics sought him out because in the political game at the time, people watched to see who ran well. And, he looked like a comer to people on the west side of the city, mainly Irvin Covens.

Irv Covens not only was a legendary political boss, but he controlled a lot of money, and he could raise thousands upon thousands of dollars. And, that’s what it was all about. People paid to get onto ticket. You paid the political workers. You put out the walk around money, and that’s what Irv Covens did.

Essentially, he knew that Covens would want to own him, and he said I am never going to vote your way. I am always going to vote what I think is right. My vote is going to be my own.
Blair Lee
Political Commentator
[01:03:34] There was never a hint of personal corruption around Don Schaefer.
[01:03:39]

William Donald Schaefer
[01:03:39] Some of the statements in here, I don’t think are absolutely true, and as far as I am.. [01:03:43]

Blair Lee
[01:03:43] Don Schaefer did understand that there was a certain amount of corner cutting and certain amount of rule bending that had to go on in Baltimore politics and probably in Annapolis politics, but the famous line about Schafer was he always knew when to leave the room. [01:03:59]

William Donald Schaefer
[01:04:00] Passing resolutions like this is certainly not my idea of how to help the problem. I think we ought to try to rely on the national politics and not to have Council resolution of this nature passed. [01:04:12]

Senator Barbara Mikulski
[01:04:12] As a young social worker, or a grassroots activist, we were very impressed about William Donald Schaefer, the City Councilman. He had come from a kind of old school, coming out of the political machines, yet he wanted to do something different. [01:04:26]

William Donald Schaefer
[01:04:26] So, one of the main purposes of course, in addition to having the Art Festival, is to bring people to the downtown area. This is a real great way to do it. [01:04:33]

Senator Barbara Mikulski
[01:04:34] When William Donald Schaefer became the President of the City Council, it was a tough time in Baltimore. We were experiencing white flight. In 1968, after Dr. King was assassinated, we had the riots. [01:04:46]

Thomas D’Alesandro
[01:04:46] I want to appeal to all the people of the city of Baltimore to remain calm, to be peaceful.. [01:04:57]

Senator Barbara Mikulski
[01:04:57] Yet, William Donald Schaefer was a steady voice and a steady hand, working with Mayor D’Alesandro to bring about the kind of racial come together that is the characteristic of Baltimore. [01:05:10]
Larry Gibson
Political Consultant
[01:05:10] I think a significance contribution of Don Schaefer was to say, well, this is not necessarily the death of the city, this is the transformation. [01:05:20]

Unknown Interviewee
[01:05:20] Transformation was everything that Schaefer was about. He thought that the city was greater than it thought it was. He was always working toward that. [01:05:29]

Senator Barbara Mikulski
[01:05:31] Schaefer believed in one Baltimore, though we came from different neighborhoods, if we could come together at a mutual respect, mutual need, have something fun that we could do, it would bring the city together. [01:05:43]

Tommy D’Alesandro
[01:05:52] Politically speaking, I think the polls would reflect just exactly how much damage has been done. [01:05:59]

Kweisi Mfume
Former Congressman
[01:05:59] Tommy was mayor doing the riots, young Tommy was, and he indicated after the riots that he was not going to seek another election. He was just going to do that one term, so there was a big race for Mayor 1971, and Schaefer, as the City Councilman President, aspiring as he was, he gets into the race. [01:06:15]

William Donald Schaefer
[01:06:16] Let me just say that I did not start walking in the ghettos and find the smells of ghettos during the campaign. I have been doing it for a long period of time, and I have made positive suggestions on how to solve the problems, not issuing position papers that don’t really mean anything. [01:06:32]

Kweisi Mfume
[01:06:32] Clarence Mitchell and George Russell, a prominent attorney, were both running as two black candidates. [01:06:38]

Clarence Mitchell
[01:06:38] Starting to take leadership, it’s not to finance by the same people who have caused the inadequate housing. [01:06:45]

George Russell
[01:06:45] I state to you that I think it’s juvenile for anyone to state that we have a happy city. [01:06:50]
Kweisi Mfume
[01:06:50] For the first time, there was an opportunity to have a Black Mayor, but it wasn’t going to happen because the vote was going to be split, and along the hold, it was split. [01:06:57]

Barry Rascovar
[01:06:57] When Schaefer ran for Mayor, he won every precinct in Baltimore. It was a blowout. [01:07:03]

William Donald Schaefer
[01:07:03] Many people have asked me what’s the future of the city? What are you going to be able to do? Our city is manageable. My real sincere opinion of this, the city is going to survive. Not only are we going to survive in Baltimore, we are moving forward. Many people looked on our city in the past as a city that wasn’t moving. [01:07:21]

Mark Joseph
Former Schaefer Aide
[01:07:21] The city had suffered many blows, including a move to the suburbs of the middle class and upper middle class, the departure of major corporate activity from the city, there was no tourism business of any extent, and there were a lot of empty buildings and vacant businesses. [01:07:40]

Dan Rodricks
Baltimore Sun Columnist
[01:07:40] I covered City Government when Schaefer was Mayor, and there were all these efforts to bring people back to Baltimore: the dollar houses and home steadying project, the vacant house program. Schaefer would call up press conference on a vacant street and announce that this street was going to be completely rehabbed within a couple of years, and it would be a thriving corridor for new people to live in, and it actually happened in a couple of instances. So, even though Baltimore was losing population in the 70s and losing corporate headquarters, Schaefer was really working hard to bring people back. [01:08:15]

Kweisi Mfume
[01:08:15] He saw this city in a certain light – where he wanted it to go, what he wanted it to be. [01:08:22]

Barry Rascovar
Former Baltimore Sun Reporter
[01:08:22] He knew that initially, Baltimore couldn’t brag about much after the riot, so he created events. The City Fair was one of the great events for about 10 years. It was a phenomenon. A million people would come over the weekend to celebrate Baltimore, and it was all Schaefer. [01:08:46]
Sandy Hillman  
Former Schaefer Aide  
[01:08:49] He understood that really people loved to come together. [01:08:52]

William Donald Schaefer  
[01:08:52] Five, four, three, two, one, the fair is open. [01:08:59]

Sandy Hillman  
[01:08:59] After being elected, he said, I want to make Downtown Baltimore everyone’s second living room. I want people to use these public spaces. I want to mix and match different kinds of people – different races, different genders, different ages – I want people to begin to have sense of each other and enjoying their city together, and so in order to accomplish that, my job was to sort of invent all these events. And so, we used to say that I was responsible for happiness in Downtown Baltimore, and I come up with an idea and I run it by Schaefer, he would say do it. And, he understood if we could get people down to the Harbor on Sundays that people would start to embrace the Harbor, and developers wouldn’t be far behind. He not only understood a good idea, he participated in it, and he got a sense of it. And, he always knew what was wrong, and he always knew what was right. [01:09:50]

William Donald Schaefer  
[01:09:50] I am great. Very good. [01:09:52]

Barry Rascovar  
[01:09:56] From then on, it was Schaefer city, and it was Schaefer who led to rejuvenation. The Baltimore spirit was rejuvenated. [01:10:06]

C. Fraser Smith  
[01:10:14] He understood what motivated people. He began to make his mark by showing people that he was going to follow up on everything that his departments were doing, and the business community responded to that. [01:10:27]

Dan Rodricks  
[01:10:27] Don Schaefer certainly had his vision, but he also worked with and surrounded himself with other persons who were even more visionary than he was, and I give him credit for that. [01:10:40]

Barry Rascovar  
[01:10:40] He was the person who took some great ideas that D’Alesandro had and kept on a lot of the young idealistic aids that D’Alesandro had accumulated, and really things went into high gear. [01:10:57]

William Donald Schaefer  
[01:10:57] When you reflect what we restarted with the Charles Center about a year ago, that dime and I remember so distinctly in the City Council, many people came to us and said, you know Baltimore, nothing like this can ever be done in Baltimore. This is not
the type of town. Well, 15 years later, all the buildings are just about have been completed, and within the last 6 month, we gave the last lot out for a building. We are now moving into Inner Harbor. This is a great project that we need for our city, and that’s moving well. [01:11:24]

**Governor Marvin Mandel**

[01:11:24] He wanted the Convention Center. He wanted the other buildings that were there. There was about four of them, and I said, well Don, we can do A, B, C, but we can’t do the Convention Center. He said – you know – why? I said well, number one, I am not sure we have enough money. And, number two, I am not sure that the city is ready for a Convention Center of that size. Eight months later, he came back. He had all the statistics. He had everything, and he laid it all out. When he got done, I said, Don, you have convinced me now. [01:11:59]

**Male Reporter**

[01:12:00] The development of the Inner Harbor is right on schedule now. Both at the Convention Center here and with the hotel planned for a site next door. [01:12:07]

**Sandy Hillman**

[01:12:07] Schaefer’s idea was that every year we needed to do something new that was physical development because people respond to physical development that says success. So, if you have a Hyatt, then a Convention Center, then an Aquarium, then a Harbor Place, success be gets success. And, he felt that it was very important that it be organic that something was always going on that we can talk about and that we can promote locally, regionally and nationally. [01:12:34]

**Male Reporter**

[01:12:34] There was a time when only fraters and tugboats would be seen in a rundown Harbor of Baltimore, but today, with the opening of the Harbor Place, that is all changed. [01:12:44]

**Male Reporter**

[01:12:44] It was appropriate that the Harbor Place festivities should begin with a parade of boats. Baltimore’s existence and its growth into a major city was due to its excellent Harbor. The pride of Baltimore, the replica of the old clipper ship, led the sailing vessels into the Harbor. On board was Mayor Schaefer and James Rouse, the two men most responsible for the development of the Harbor Place. [01:13:05]

**Mark Wasserman**

**Former Schaefer Aide**

[01:13:05] This was a fertile time when there were federal funds. There was a strong leadership envision from Mayor Schaefer. It was the community starting to believe in itself, and there was a lot of support coming form Federal Government, State Government and a business community that was ready to be led. [01:13:22]
William Donald Schaefer
[01:13:27] I guess one of the most thrilling sights that I have ever observed was coming in and seeing the hundreds of thousands of people that are on the shore looking at the magnificent Inner Harbor. [01:13:40]

Lainy LeBow-Sachs
Former Schaefer Aide
[01:13:40] He always wanted something new – something new. You know, what are we doing, what is going on here. We had just opened the Harbor Place, and it was just a roaring success, and I was in my office. The Governor was in his work office, and I went in there and I said, God, you must feel so good. Oh my god, you have just opened the Harbor Place. Baltimore is on the map. It’s going to be in Time Magazine, etcera. And, he took his glasses off, looked up to me with his blue eyes – unbelievable blue eyes – and he said, yeah, so what else is going on in the city. That’s already happened. And, I walked out of there, Oh my god, I am working for a maniac. [01:14:14]

Dan Rodricks
[01:14:21] Schaefer cared about the neighborhoods and spent a lot of time driving around, snooping around, poking around, and then he would launch all these public relations projects. [01:14:32]

William Donald Schaeffer

Dan Rodricks
[01:14:33] One of them was trash ball, or trash bash. [01:14:36]

William Donald Schaeffer
[01:14:37] This is my jump shot. [03:14:39]

Trash Ball Song
[01:14:40] Trash ball. Neat thing. Everyone wins. Let me show you how to play. When you pick up some trash, hand it to balls, and then throw it into the buckets of plain, trash ball. Jump shot, hookie, you got to put it away. We are going to play that trash ball everyday. [01:14:56]

William Donald Schaeffer
[01:14:59] This is my hook. Ooh. [01:15:03]

Dan Rodricks
[01:15:03] He would come at us all the time trying to get coverage of these positive things that he was doing, and they were positive. But, you know, we kind of shriveled our noses at another PR effort by William Donald Schaefer. [01:15:15]

Trash Ball Song

7
We play that trash ball everyday. Come and bummer, play ball and keep it clean. 

William Donald Schaefer
[01:15:21] A passionate pink heart that we painted next to your drilled pot holes…
[01:15:27]

Joan Burrier
Former Schaefer Aide
[01:15:27] We started selling pot holes. James Rouse bought five thousand dollars worth of pot holes. The first grade over at Margaret Brent School bought a 25 cent pot hole for their teacher. [01:15:50]

William Donald Schaefer
[01:15:50] Let me call you sweetheart. I filled up a pot hole for you. [01:16:00]

C. Fraser Smith
[01:16:01] He traveled around at all hours of the day. He followed the garbage trucks. If they weren’t handling their trash cans the way they should, they heard about it. [01:16:09]

Chuck Fawley
Schaefer’s Driver
[01:16:09] I referred to him as “boss”, and he referred to me as “Chuck”. He would be looking around all the time, and also he would be reading action memos. If you sent him a letter, he would attach an action memo – would had a number at the top. And, he would go – and he and that action memo – to one of his staff members, and he would wait on it two days. That meant that you have to have that completed in two days. [01:16:40]

Senator Ben Cardin
[01:16:40] One morning, I was walking from my car to my office in Downtown Baltimore when Don Schaefer was Mayor. And, I saw Don in a coffee shop by himself. No one else was around him, just totally by himself, and he didn’t look happy. So, I walked in and sat next to him to try to give him some company. I said to Mayor, what’s the problem? He said, well, I am very very upset. The city is going nowhere and things are terrible. I was looking around. We had accomplished so much. We had all these new buildings in Downtown Baltimore. We are bringing back residential growth, and city’s future looked very bright. So, I said Don, why are you, and he said I just walked around the city, and I didn’t see a single new development that was starting. So, we don’t have any future unless we have something going. We are moving too slowly. And, I think that’s typical Don. Don always wanted to take on the next challenge. He was never satisfied. [01:17:32]
C. Fraser Smith
[01:17:43] Who knows exactly when it occurred to him that he was now not only a Mayor, but an actor. It just evolved, and he enjoyed it. [01:17:53]

Male Reporter X
[01:17:53] Mayor Schaefer made as a grand of an entrance as anyone can wearing a bathrobe and quickly showed how you turn up a potential embarrassment into a giant public relations’ coo. The Aquarium maybe opening late, but the Mayor’s timing was perfect, as he played through the crowd and tested the waters. Wearing what he called, the designer swim wear for the plunge, the Mayor launched first the bathtub toys, and then himself into and under the water. [01:18:16]

Barry Rascovar
[01:18:33] I was there when Schaefer suddenly emerged and starts floating around, talking to the seals the whole time as though they were going to answer him, and he kept it up. It was typical Schaefer, and the media ate it up. And, you know, for ten years or more, that’s what people talked about and that’s what people remembered. [01:18:59]

Male Reporter X
[01:19:00] With that, he made a graceful exit and returned to the fairs of the state. [01:19:03]

Barry Rascovar
[01:19:04] So, it worked. It worked. His showmanship worked. [01:19:06]

Dan Rodricks
[01:19:09] You know in one hand, he seemed like this stiff, you know, this guy who never married, this avuncular, grouchy old uncle, right? On the other hand, he would go along, and perform for the camera, make faces and stick his tongue out at reporters, and get dressed up in silly costumes, and hats – always with the silly hats. So, there was a real mixture there. [01:19:32]

C. Fraser Smith
[01:19:32] In some ways, he was playing the clown. And, most politicians don’t want to do that. They don’t want to put on funny hats, but he knew it would entertain people, and that they would laugh at him, but they would come out it believing that he did it, that he sort of bordered on humiliating himself for their benefits, for the benefit of the city. [01:19:54]

Dan Rodricks
[01:19:54] But I really – you know – think it was all done to – just to try keep things moving in a positive direction for his city, which he knew was embattled. [01:20:02]
Throughout the morning hours, the moving vans were loaded with Colt camp equipment and Colt memorabilia, and one after another, they moved mournfully out of the Owings Mills complex, presumably, on their way to Indianapolis.

The great trauma of his Mayoralty was when the Baltimore Colts were stolen away by their owner and taken to Indianapolis. Schaefer hearing about it in a phone call while the Mayflower moving vans in a picture that we were living infamy in Baltimore pulled out of the training facility with the Colts, their name and their everything and went to Indianapolis.

I am trying to retain what a little dignity I have left in this matter. Second, if the Colts had to sneak out of the town at night, it’s a great, great tradition of the city and of football. And, I guess the third thing would be I hate to see a man cry.

I think it’s an awful shame what I saw of Mayor Schaefer this morning on TV. My sympathy was really with him. I think it’s a terrible loss.

I think it’s a sorry thing that they left. I don’t get the manager, or you know, credit for it because he’s done a Schaefer a dirty trick.

Schaefer went through what we became known as Schaefer’s Blue Period. It became very depressed about the Colts leaving because everyone was depressed about that. He took it personally.

For two years, I have tried. I mean I have tried, so in a way, this is personal. It gets to be personal; very personal to me when someone I thought would at least pick up the phone and say to me, I am going.

Sometime, after the Colts left town, 84, there was Pink Positive Day. Pink Positive Day in Baltimore.

When they were pink balloons, pink flowers fastened all over the city in an effort to make William Donald Schaefer feel better about Baltimore. It was a big PR stunt. It was a Pink Positive Day in Baltimore. I play on think positive, get it?
William Donald Schaefer

Dan Rodricks
[01:22:32] I don’t know if that made him feel better, but that’s the kind of effort that went on among his staff to try to make the boss feel better about things. [01:22:40]

Male Announcer
[01:22:45] There is a simple row house in West Baltimore, where a man has lived for 61 years. He’s been a city employee for almost 30 of those years. He lives very modestly. He is a hard-working man, a man who cares about people, a man who cares about his city. He is a man you would be glad to call your neighbor. After all, Baltimore is his neighborhood and his life. On September 13, vote for Baltimore. Reelect Mayor Schaefer. [01:23:15]

Fraser Smith:
[01:23:16] At the end, Schaefer was Baltimore’s Renaissance man. People around the country knew that there was this man in Baltimore who had brought the city back from the real difficulties of the riots of 1968. He had inspired the city. He had almost eliminated the city’s inferiority complex. He built the Inner Harbor. He got Hyatt chain to bring a hotel to town. It turned Baltimore into a tourist Mecca. When Schaefer was the Mayor, the city was in the palm of his hands, but all that was going to change. [01:23:51]

Steve Sachs
[01:23:59] The public is going to have an opportunity to judge us side by side, I hope face to face. We are going to have an election, not a carination. [01:24:08]

Announcer

Blair Lee
[01:24:12] The Attorney General of Maryland, Steve Sachs, decided to run for the Governor, and he hired me as his campaign manager. And, we were running against the Speaker of the Maryland House of the Delegates, Ben Cardin. A lot of the club house politicians got together with Schaefer in the summer of ‘85 I believe and said Don, look, Ben Cardin cannot beat Steve Sachs. Only you can beat Steve Sachs. And, these guys leaned on him, and they said, Don, you got to run. He said, I don’t want to run. And, finally one of them said, fine, fine. Next year, you can go down to Annapolis and ask Governor Sachs for money for Baltimore. And, apparently, according to the people who were there, that image in Schaefer’s mind was enough to get him to run for Governor. [01:25:04]
William Donald Schaefer
[01:25:07] I think we got a pretty good idea when I see the tremendous outpouring of people. I think I have got a pretty good ear to the ground. I hear something. [01:25:15]


Barry Rascovar
[01:25:20] It was an interesting campaign because Schaefer was at the height of his popularity as being a showman, as being a celebrity. [01:25:33]

William Donald Schaefer
[01:25:34] I am running because I am the best man for the job. [01:25:37]

Steve Sachs
[01:25:37] I am delighted that the Mayor has made it official what we have known for a year, a year and a half, mainly that he is the candidate for the Governor. [01:25:44]

William Donald Schaefer
[01:25:44] Together, we can make Maryland America’s number one state. [01:25:48]

Blair Lee
[01:25:48] Schaefer refused to debate; would not meet Sachs. [01:25:52]

Steve Sachs
[01:25:52] When he can’t just go from the Chamber of Commerce to Chamber of Commerce, chirping latitudes when he has to give – give and take situation. The fact that he is not on top of issues will show. [01:26:04]

Blair Lee
[01:26:04] Schaefer refused to put out position papers or take positions on things. He basically ran as Don Schaefer, and his campaign motto was I will do for Maryland as I did for Baltimore. [01:26:17]

Announcer

Blair Lee
[01:26:47] Our response was look at Baltimore beyond the venire. Baltimore is decaying. [01:26:52]
Steve Sachs  
[01:26:52] As you have heard me say many times, Baltimore under the stewardship under my opponent has become a better place to visit and a worst place to live. [01:26:59]

Blair Lee  
[01:26:59] There were two Baltimores we said: there is the Baltimore of the Harbor Place, but there is the Baltimore of East Baltimore and West Baltimore which are – which are scandal. [01:27:08]

William Donald Schaefer  
[01:27:08] My time to smile I hope would be around 10 o’clock. [01:27:12]

Blair Lee  
[01:25:16] People of Maryland did not want to hear that, and they handled elected Don Schaefer as Governor. [01:27:21]

Male Reporter  
[01:27:21] It would be hard to think of him as anything, but Mayor. On victory night, he had troubled with that himself. [01:27:26]

William Donald Schaefer  
[01:27:26] Different type of Lieutenant Governor. Different type of a Mayor. Whatever it might be, we are going to be very grassy. We are going to be very bold. We are going to be Mayor. Did I say Mayor? [01:27:37]

Residents  
[01:27:44] We will still call you Mayor Schaefer. [01:27:45]

William Donald Schaefer  
[01:27:46] Mayor is the greatest term you can have. Thank you very much. [01:27:49]

Residents  
[01:27:49] We liked you as a Mayor. Wish you all the luck with this one. [01:27:53]

Fraser Smith  
[01:27:54] This was the signature of this political figure. He wanted to make a palpable connection between government and people. He always said at his cabinet meetings, have you helped someone today? One person, have you helped one person today? And, what we need to keep in our minds constantly is people and caring. They elected us to care about them in ways that they can’t do for themselves. [01:28:25]

Male Reporter  
[01:28:29] After passing through some fifteen neighborhoods, a large crowd was waiting at the Inner Harbor to say goodbye to the Governor-elect. [01:28:36]
William Donald Schaefer
[01:28:36] We still have the homeless. We still have the poor. We still have a whole lot of problems. But, one thing they can’t take away from us, and that’s our pride. The pride in our place called Baltimore, Maryland. [01:28:50]

Dan Rodricks
[01:28:50] When he came time for Schaefer to go to Annapolis, they actually put him in a big gift box, to put him on a schooner or something and sent him down to Annapolis. And, the box said, Baltimore’s Gift to Maryland, and he was inside the box. So, you know – that was, that was – it’s hard to resist covering events like that and thinking, am I ever going to see this again, you know. Are we ever going to see that kind of thing again? [01:29:19]

Tim Maloney
Former State Delegate
[01:29:20] The first sight anyone in Annapolis saw of Mayor Schaefer becoming Governor Schaefer was this man being hoisted in a crate dressed up in an Admiral’s uniform. Believe me, no other Governor in Maryland had arrived like that before, and people were wondering, gee, what are we really in for here. [01:29:35]

Male Reporter: Lou Davis
[01:29:35] As to what the Mayor will do when he gets to Annapolis, all he has issued is 11 position papers. Five hundred typed written pages and all, everything from the environment, to jobs and economic development, higher education, housing and so forth. As to his priorities, here is what the man had to say. [01:29:53]

William Donald Schaefer
[01:29:54] There isn’t any priority. Everything is a priority. I said that when I came to Annapolis. As a Mayor of the city of Baltimore, they asked me what my priority was, and I said everything is a priority. [01:30:01]

Mark Wasserman
[01:30:01] William Donald Schaefer liked dirt under his fingernails. He liked to make the Bureaucracy jump and move and respond. [01:30:10]

William Donald Schaefer
[01:30:10] This is my first appearance before you. I will come back when you ask me. I will come back when you don’t ask me. I am not going to be a hands-off governor while I can say, you are separated from me by all sorts of doors and all the rest, you may think you are, but that is the way it’s going to be as far as I am concerned because I am going to come after you. Really I am. [01:30:29]
Mark Wasserman
[01:30:29] I think there was a kind of nervousness about this giant dominating figure coming from Baltimore, so there was a sorting out period. [01:30:38]

Fraser Smith
[01:30:38] He had some trouble I think figuring where the allies were, figuring out where the common touch could be applied. The assembly didn’t particularly like being whipped around by him. [01:30:51]

Male Reporter
[01:30:51] It had never been done this way in modern times, a joint session of the Senate and the House, listen to nominating speeches and then were handed paper ballots to cast those secret vote for Maryland’s new Treasurer, usually, a routine appointment. But Governor-elect Schaefer’s attempt in naming the Treasurer himself, lost the control of the Board of Public Works, backfired on him. [01:31:10]

Media Interviewee
[01:31:10] Someone should have told him that the general, the Constitution provides that the Treasurer is elected by the Maryland General Assembly and as the advocate of the General Assembly are on the Board of Public Works. [01:31:21]

Female Reporter
[01:31:21] By mid-morning, the snow was falling rather heavily, and it apparently kept a lot of people off the roads. [01:31:27]

Lainy LeBow-Sachs
[01:31:27] I will never forget the first Cabinet meeting. It was a huge snow storm. It was almost like a play, where he wanted to show everybody in the Cabinet that you had to do it now. You had to have plans. You had to be ready. I mean it was like he had said to God, you know, snow, and snow came down, so he turned around and he looked, and I knew, and we all, who were used to him, knew. The ones who weren’t used to him were shocked. What’s the plan? What’s the plan for snow? You know, well, I want a plan for snow by tomorrow morning, and he had a plan for snow by tomorrow morning. [01:32:02]

Male Reporter
[01:32:09] The committee said Camden Yards near the Inner Harbor was their final choice because of its accessibility by roads, by train, and even by foot traffic. Camden Yards was of course the early choice of Governor Schaefer. [01:32:21]

Dan Rodricks
[01:32:21] So, he got to Annapolis, and you know, first order of business was getting this stadium complex passed. [01:32:27]
C. Fraser Smith
[01:32:27] Schaefer’s view was it’s a psychological thing. We are not a big league city. We are not a big league state if we don’t have major league football and baseball. So, he wanted it for those reasons. [01:32:39]

Male Reporter
[01:32:39] But the reaction from the legislators was not that enthusiastic. They expressed concern not only about the lottery financing, but about the need for two stadiums. [01:32:49]

C. Fraser Smith
[01:32:49] People in the Senate had said, well, here comes Don with his dump truck so we can load him up with more money, like we did last year. So, he knew what he was up against. People have watched his rise, and they were skeptical of him, and they didn’t want a Baltimore take-over to occur. [01:33:09]

State Senator Mike Miller
[01:33:09] There were times when he would come out of the Senate’s office building and would say, this is war. This is war. Oh, Governor, we don’t have a war. We want to work with you. Or, his mood swings would be such that he would get into a funk, and he had a rumor he had his violence. He was flororous. A small – not much bigger than a closet – he would lock himself in his room, and even his closest staff members would have a hard time getting him out. [01:33:33]

Media Interviewer
[01:33:33] So, does this whole thing get you mad, Mayor, I mean Governor? [01:33:36]

William Donald Schaefer
[01:33:36] Me get mad? I don’t get mad. I never – I never get mad. I don’t even.. [01:33:40]

Media Interviewer
[01:33:40] You don’t get mad anymore? [01:33:41]

William Donald Schaefer
[01:33:42] No. [01:33:42]

Media Interviewer

William Donald Schaefer
[01:33:43] I never got mad. That was – that was propaganda put out by the TV and by the press. [01:33:49]
William Donald Schaefer
[01:33:49] They can kick us. They can knock us down, and they can walk all over us, but the next day, we can get up, and we can start again. And, we may stumble, or we may fall. We may get the knee. We may get hit like the punching bag, but we can get up again. [01:34:08]

Male Media Interviewee
[01:34:08] Maryland politics, you never can tell when a bad deal is a bad deal, but he is getting – he is getting roughed around pretty good. And, I think he needs these gloves to signify you got to keep punching the wind, but you will. [01:34:21]

C. Fraser Smith
[01:34:26] Schaefer can claim virtually all of Camden Yards. I mean he is the one that gave the sort of final sign off on leaving that – that – quirky warehouse in place, which now gives it a so much character. [01:34:39]

Paul Schurick
[01:34:39] He recognized – better than any of the officer, even of any economists – he recognized the value that a baseball stadium would have in terms of supporting the Downtown revitalization that he has just devoted his entire life to. [01:35:55]

State Senator Mike Miller
[01:35:57] We had these studies done, and all the studies said, do not build them in Baltimore City, build them on I-95 because that way – see Washington, D.C. had lost their team at that point. Then, we lost the Washington Senators, and they figure they can draw from both areas, Baltimore area and Washington area. But, but, Schaefer said, look, I want – I want them in Baltimore City. I want Downtown Baltimore City. [01:35:19]

Camden Yards Person
[01:35:19] The clock is going up today, too. [01:35:22]

Paul Shurick
Former Schaefer Aide
[01:35:22] And, I don’t think there is anyone in the planet that does not realize that he was right. The reason he pushed so hard and fought so hard for the downtown location is because it has – it has proven to be the landmark in the middle of the Downtown revitalization. [01:35:37]

Sandy Hillman
[01:35:39] Schaefer just intuitively understood the importance of geography in space. And, that you had to put things near each other and have critical needs. [01:35:47]

Barry Rascovar
[01:35:53] One of the things that Schaefer used to do when he got angry was to send a reporter a note, or he would call them up. And, he would try to make fun and mock the reporter. You got it all wrong, you knucklehead. He used to call me “Curly” for instance
in these notes. Dear Curly, well, you did it again, and it was all wrong. And, that would be in capital letters, underlined, and he would sign it, love Don. [01:36:28]

Dan Rodricks
[01:36:28] And, I wrote a column saying that I think we should go to referendum. Let’s all vote in this. Let the citizens decide whether we are going to spend – you know – half a billion dollars developing a sports complex. And, the column appeared on the Labor Day in that year, I think it was 1987 maybe. And, I wasn’t at work. I wasn’t at The Baltimore Sun. The next day I got to work, and there was a message on my voice machine. And, it said, Mr. Rodricks, this is the front lobby security at The Baltimore Sun. There is a, what is your name, Governor Schaefer here to see you. He had come to The Baltimore Sun. Of course, the security guard didn’t recognize him. I don’t know how that happened, but he had come to The Sun on Labor Day by himself, broken away from his security unit too, to confront me about this column, saying I think a referendum on the stadium is a good idea. That’s how – that’s how personal he took things. [01:37:22]

William Donald Schaefer
[01:37:22] Read the letter. Can you understand that? Well, I am going to read your letter. [01:37:26]

Male Reporter
[01:37:26] Yes, I understand that. When are you going make a comment? When are you going to make a comment? [01:37:27]

Kevin “KAL” Kallaugher
Fmr. Baltimore Sun Political Cartoonist
[01:37:28] William Donald Schaefer was known as a politician with a thin skin. And, I guess there is no better way to get under a person’s skin than to make fun of them. The cartoonist and the character choice – I mean that is our tool and trade, where negative force. As a result, very quickly, I became public enemy number one, or certainly perhaps in the top five. So, I turned him into a comic book character, which I called the astonishingly amazing, Captain Keno. He was very interested in introducing Keno to the state of Maryland as a revenue source. [01:38:02]

Kevin “KAL” Kallaugher
[01:38:02] Keno was something that he was embracing. He wanted to push it through. There was a sense of urgency. Go, go, go. We’ve got to do it. I was trying to play up the fact that this whole thing seems to be silly, so in order to help extenuate that point of view, I made him look as ridiculous was possible. [01:38:17]

William Donald Schaefer
[01:38:17] Every time there is an article – negative article written in the paper, one of you ought to call up or write a letter to the editor. Put it in The Cumberland Times because you will never get it in The Sun paper and then send it around. Send it around. [01:38:33]
Dan Rodricks
[01:38:33] When he ran for Governor in ‘86, I wrote my first Don Donaldo Operetta that told the story of this figure in Maryland, who was bigger than life figure, an Operetta figure, Don Donaldo, ruler of them all. His girlfriend at the time was Hilda Mae Snoops. I referred to her as Brunhilda Mae Snoops. And, it was mostly because he was having explosions. He was having temper tantrums. He wasn’t getting his way. He was frustrated over various issues that came up and that lent itself to writing about this great figure, who was always seemed to be in crisis, always frustrated with state government and trying to get things done. Luring to go back to Baltimore, the old platemate that he came from. [01:39:18]

Lainy LeBow-Sachs
[01:39:18] You know, the governor didn’t find that funny and didn’t like it. And, he wouldn’t read it, so he just, you know, that would be it. He wouldn’t read it. When he said he didn’t read it, he didn’t read it. [01:39:26]

Kevin “KAL” Kallaugher
[01:39:26] He was famous for complaining about my cartoons to everybody. In fact, there is this one story where my – the editor of The Baltimore Sun was having lunch with the Governor. And, as he sat down, William Donald Schaefer pulled out a pile of my cartoons that he had in his pocket. He put one down and said, that’s not funny. And, then another cartoon down and says, that’s not funny. And, as he went through all of these, my poor editor opposite him, every time he looked at the cartoon, he just couldn’t help but laugh because he said, these things are all very funny, but you know, it all depends on the point of view. [01:39:58]

Dan Rodricks
[01:39:58] It was an irrational behavior, you know, it was irrational. When I reflect back on that – that moment when he exploded about any kind of criticism, that seemed almost irrational to me. That’s not a man who has a serene center, but you know what. When you look at what he got done, what he had accomplished, the energy that he put into it, you can understand why someone would crash, too. Why they take things personally. You put a lot of time into something. You personalize it. It becomes your thing, and there is a nay say around, I can see how you would be sending and going lots of adrenalin and speed and suddenly boom. [01:40:34]

William Donald Schaefer
[01:30:34] Great day. Great day. [01:40:38]

C. Fraser Smith
[01:40:38] In 1990, Schaefer ran for reelection. His team included Lieutenant Governor Mickey Steinberg, and they were essentially unbeatable, but 1990 turned out to be a year anti-incumbency. [01:40:50]
William Donald Schaefer
[01:40:50] Sure, you worry. I worry. I worried about every election since I started to run for the City Council years ago. I am very concerned, but we will know November 6. [01:41:02]

C. Fraser Smith
[01:41:02] Schaefer was vulnerable. His view was that he should have another landslide. Well, it turned out he won by a quite a large margin. [01:41:10]

William Donald Schaefer
[01:41:10] It’s been said I am never not satisfied. I am not. We got 62, 63, and you may say, well, that’s remarkable in these times, not what I wanted.. [01:41:25]

C. Fraser Smith
[01:41:25] Schaefer was in a funk over this. [01:41:27]

William Donald Schaefer
[01:41:27] Yesterday was a tough election, tough for me because I was running again myself. No question about it. [01:41:39]

Sandy Hillman
[01:41:39] He was not a happy camper because you know, he saw it as a defeat. The rest of us, you know, saw it as a glorious victory. He didn’t care what everybody had done. He only cared about himself, so it was what have I done wrong. [01:41:52]

William Donald Schaefer
[01:41:52] I am going to make some changes, make some adjustments. I am going to look at this as if I came in office as of yesterday. [01:42:05]

C. Fraser Smith
[01:42:05] What had he done that should resolve in the 20 percent reduction in the majority he had in his first election, and so he – he reacted badly. He started being quite critical of various people, including people on the Eastern Shore, some of whom had voted against him. [01:42:26]

Male Reporter
[01:42:26] When the Governor enters the House of Chamber during the joint session, he always stops to shake hands and greet legislators. Last Friday, he went a bit further. While speaking to the Easter Shore delegation, he called the area the equivalent to an owl house. He said he was a joke. [01:42:41]

Lainy LeBow-Sachs
[01:42:41] Later, the delegate comes to my office and says, do you what the Governor said to me today? And, I said, no, and he tells me what he said. And, I am like well, you know, I will have check into that. I am so stunned. I don’t know what to say. I said I
will get back to you. I go in the office and I said, did you say such and such. And, he says, yeah, I was joking around. I said I don’t think it’s going to be joke. [01:43:04]

William Donald Schaefer
[01:43:05] What made me think to apologize things about? I never said anything to apologize about, absolutely nothing to apologize about. That was remark of me to Leonard Boston who is my good friend. When you walk down the aisle, you joke with the guy you joke with for years. I have been to his pharmacy. I mean we have played all the rest of us. At the blow this out, out, out, out of context. [01:43:27]

Media Interviewee
[01:43:27] You can expect it out the ordinary person, but for – for somebody that is the Governor of our state, I think that he, he, he should, you know, he should’ve have thought before he said all that. [01:43:41]

Dan Rodricks
[01:43:48] And, he got more, more frustrated toward the end, the second half of his first term and certainly into his second term. [01:43:54]

William Donald Schaefer
[01:43:44] Oh no, I hear you. I hear you. I wonder if you can hear me. I hear you. I talk – I talk right to your face. [01:44:04]

Protester
[01:44:04] Give back your pay back. Give back your pay back. Give back your pay back. Give back your pay back. I would give anything I want if I need to. [01:44:12]

William Donald Schaefer

Resident
[01:44:13] Three percent out of your budget. Two hundred thousand dollars out of your 6.6 million dollar budget, and you wouldn’t give that. You wouldn’t give that. So, you would – you would take the money out of the taxpayers of Maryland’s wallets. [01:44:24]

Dan Rodricks
[01:44:25] In his second term, people were writing him angry letters, and he was going to their homes and knocking on their doors and wanted to know why they didn’t like him. And, he was sticking his tongue out at people. This is crazy now actually when you think about it and reflect on these things, but he actually did these things. [01:44:42]

Sandy Hillman
[01:44:42] When he was Governor, you know, there were a lot of times when letters would come in and he would write back, and he would say to me, what do you think about this letter I am answering this person. I go, why don’t we put that over here and let
it sit for a day or two. Then, I would carefully take it out of his office and hope that he forgot, and he would go, where is that letter I wrote? Because some of them, you know, he would be really angry. It was never over, you know, in the earlier days, because he believed that that person was wrong and they didn’t have the right, you know, view of what was going on in the state or the city at the time. [01:45:13]

Barry Rascovar
[01:45:13] When he got an angry letter from a Maryland constituent, his first thought would be I am going to call that person up and give him a piece of my mind. And, he went too far a few times. [01:45:27]

Dawn Nottingham
Letter Writer’s Widow
[01:45:27] Well, he must have been angry at one of the letters, but I don’t know which one. [01:45:31]

C. Fraser Smith
[01:45:31] He got a letter from someone named Nottingham in Western Maryland, and he wrote back. [01:45:36]

Dawn Nottingham
[01:45:36] Dear David Nottingbrain, you are such a brave, wonderful, intelligent person. Run this right over to The Times. Oh, by the way, here is an invitation to come to Annapolis and air your complaints to me in person. I wait your call. Yes, it was more than unusual for a Governor, I would say. [01:46:04]

C. Fraser Smith
[01:46:04] And, people thought, you know, these were unbecoming of governors. They were very much in character with him if slightly over the line, but they didn’t play well. [01:46:15]

William Donald Schaefer
[01:46:18] Well, let me just put it this way. You don’t turn your back on a friend. [01:46:22]

President George H.W. Bush
[01:46:23] He endorsed me against the Democratic candidate for the President, and I have never forgotten it. [01:46:31]

Lainy LeBow-Sachs
[01:46:31] When he decided to support George Bush, the father, that was a very dark day for us. That was a very hard time. I mean, he really was a friend of George Bush. He really believed that’s who should be the President. [01:46:48]
President George H.W. Bush
[01:46:48] It’s an act of courage and an act of kindness. And, it was very easy to invite him to Camp David. I think he loved it. [01:46:56]

William Donald Schaefer
[01:46:56] He is the man that – that I admire. He is the man – that – he had a great war record even that declined – declined to make him look bad. And, I think that’s totally unfair. [01:47:06]

Frank DeFilippo
[01:47:06] I think that the fact that Bush called him and flattered him into it because he was very unhappy with Bill Clinton. The Bush people really wanted to work on him, and he got the personal phone call. And, he was the guy who was around Don Schaefer’s age, and I think that had something to do with it as well. [01:47:24]

William Donald Schaefer
[01:47:24] What I did was because what I thought was right. What’s the most popular thing people said to me: how could you do something like you did, and I didn’t have any trouble at all. I didn’t have any trouble, none at all because in my heart, I voted the way I think it should be. [01:47:38]

Tim Maloney
[01:47:38] Well, a lot of people were upset, but they also recognized that it was Schaefer. And, Schaefer to remarkable degree always did what he thought was the best. I used to say about Governor Schaefer if he wanted to take a poll, he would look in a mirror. [01:47:50]

Male Reporter
[01:48:05] Like a traveling road show, the Governor and his top administrative leaders made world win bus stops at Bel Air, Aberdeen and Havre de Grace. And, in each small city, local officials and business leaders spread out the welcome mat. In return, the Governor spread some of the state’s wealth their way. [01:48:19]

Paul Schurick
[01:48:20] He was committed to introducing the concept of a single state, sort of a One Maryland if you will. [01:48:26]

[01:48:27] I recall traveling on what became know as “do-it-now” bus. A great big coach, a giant coach, that we would travel endless sometimes. Back and forth, back and forth across the state of Maryland to, you know, visit communities that needed help, to celebrate communities that had been able to benefit from state help. You know, to meet with local officials, to meet with individual citizens to find out what their needs were. [01:48:53]
**C. Fraser Smith**
[01:48:54] There were not a lot of moments when he could kind of be the leader that he had been in Baltimore, when he could really get his hands on the levers and the gears. He was a little out of sync about that when he was Governor. And, the bus tour helped him to that. He got out there with the people and he could talk to them. And, that’s what he loved. [01:49:13]

**William Donald Schaefer**
[01:49:13] Governor job didn’t bring the happiness that I thought it would bring. Mayor or something else, you are very close to people, whereas Governor job, there is a – there is people misunderstand you, people in the areas that don’t know you. They question your beliefs, and they don’t – it just isn’t comforting. [01:49:37]

**Male Reporter**
[01:49:37] We lost count of the number of ribbon cutting, celebrating new projects, made possible in part the state funding. [01:49:42]

**Paul Schurick**
[01:49:42] Particularly in the second term, he was – he travels around the state, which is seas less. Sometimes, 6 and 7 days a week, we would be riding around on the “do it now” bus. And again, he was always well received, received with open arms, introducing this concept of a single state, One Maryland. [01:50:02]

**Male Reporter**
[01:50:02] The Governor wound up his three-day tour through Western Maryland by doing what he seems to like doing the best. He taped the tourist promotion film at the end, Antietam Battlefield. [01:50:12]

**William Donald Schaefer**
[01:50:12] There is so much history in Maryland just waiting to be discovered, and getting there is half the fun. There is so much to see along the way, so come on out and learn all about it. In Maryland, our past is as exciting as our future. [01:50:27]

**Paul Schurick**
[01:50:29] We are heading into a recession in the early 1990s, so there were some extremely difficult financial situations that he faced. [01:50:39]

**Male Reporter**
[01:50:39] The figures are in now and the report is grim. As the State Comptroller and Treasurer went over the figures, the Governor stared out into space. He had already been briefed. [01:50:49]

**Paul Schurick**
[01:50:49] It was very trying and emotional time on him and on all of us too, that have to go through really truly painful exercises of cutting the budget. [01:51:00]
William Donald Schaefer
[01:51:00] There is 1,800 people in the state who will be without jobs. [01:51:04]

Paul Schurick
[01:51:04] It was an extremely difficult time for any one person to manage. [01:51:08]

William Donald Schaefer
[01:51:08] It’s always around – around the Christmas Season that the bad news comes. They are gone, so there isn’t what we call a temporary layoff, and everyone is going to come back and bump people around all that. They are gone and gone. They are out. [01:51:22]

Dan Rodricks
[01:51:27] I think Schaefer was a good Governor, you might not say he was an excellent Governor. Life prepared to be a Mayor, and that’s what he really wanted to be. If he had his choice, he would not have gone to be a governor, but in his style and manner, once he was there, he did the absolute best that he could have. And, there were some signal accomplishments. Camden Yards would be one of the first ones, and then light rail. He was constantly selling Maryland. He tried to make the government much more proactive and organized and planned. [01:51:59]

Congressman (?)
[01:52:00] We have a - a little special presentation for you. [01:52:02]

Dan Rodricks
[01:52:03] But, he was a total fish out of water when he left Annapolis. [01:52:07]

Mike Miller
[01:52:07] Wonder what it is, right? Okay? I know where you would like to put it right now, Governor, but.. [01:52:17]

C. Fraser Smith
[01:52:29] So, Schaefer was out of office in miserable for 4 years from 1994 to 1998, and then he ran for Comptroller because the incumbent Louis Goldstein, who people called Comptroller for Life, died suddenly. [01:52:45]

Governor Parris Glendening
[01:52:45] The biggest issue was quite honestly that he wanted to be appointed to that, and I did not appoint him. Eventually, he became Comptroller, but he was not my first choice. He was not a forgiven person, and he did not forgive that it was not my decision. [01:53:02]

Paul Schurick
[01:53:02] Much like when he became Governor in 1986, it sort of shook up the status quo and upset the apple cart in the state house. He similarly did that when he became Comptroller because for the first time, you had an extremely activist Comptroller, who
was in position to challenge and question and tweak state government and state employees. And again, state government was not accustomed to that. [01:53:31]

**C. Fraser Smith**

[01:53:31] He was so unhappy with Parris Glendening, he spent a lot of time before the Board of Public Works, taking digs at the Governor, taking shots at the Governor’s staff members and his Cabinet members, turning board meetings to something of a spectacle. [01:53:47]

**Governor Robert Ehrlich**

[01:53:49] William Donald Schaefer wanted to use the Board of Public Works to impact people and programs that let the bureaucrats know that he was still there. He was still going to raise cane with them if they did not perform, or if some level of service was not provided to the people. So, he used that really as a continuation of his Governorship more than simply as Comptroller. [01:54:10]

**William Donald Schaefer**

[01:54:10] When did he get elected? How many governors do we got? [01:54:16]

**Governor Robert Ehrlich**


**William Donald Schaefer**

[01:54:20] You are such a nice man. [01:54:22]

**C. Fraser Smith**

[01:54:23] I think those were good years. I mean I think he enjoyed being Comptroller, though he wasn’t practiced at it. It wasn’t an – some expertise that he had, but he was in the State House a lot. He was over there for the meetings. You know, he paid attention to – to the agendas. He had things to say about almost everything. Unfortunately, he became somewhat quarrel-less in these last years. [01:54:47]

**Female Reporter**

[01:54:47] But you don’t think you embarrassed her, not the media. [01:54:50]

**William Donald Schaefer**

[01:54:51] If she interpreted as an embarrassment, then it was an embarrassment to her. She is 23 or 24 years old. Has nobody ever looked at her before? As I understand it, I can’t identify her. She is a pretty, little, young lady. [01:55:05]

**Male Reporter**

[01:55:05] Is there an apology in order or anything in the shape of form.. [01:55:08]

**William Donald Schaefer**

[01:55:08] No, no. I did nothing that I should apologize for. She walked out and that was all there was to it. She didn’t come and ask me to apologize. She didn’t say
anything at all. I went into see her and she said yes, you embarrassed me, and I said, I am sorry. I wouldn’t embarrass you for anything in the world. [01:55:24]

C. Fraser Smith
[01:55:24] It didn’t serve his legacy well, and people worried that all of the good things that he has done as Mayor and Governor would suffer as a result. [01:55:33]

William Donald Schaefer
[01:55:34] She said you are embarrassing, and I said, I am really sorry. [01:55:36]

Kweisi Mfume
[01:55:43] These are throwback in many respects to areas that is no longer with us, and so some of the things that he says and some of the things he does will cause some people to cringe. [01:55:51]

[01:55:52] He wasn’t perfect. This was never a perfect city or a perfect state either, but he tried to create a vision that was near perfection even though in many respects, there were those of us who thought he needed to do more or could do more. Every morning he got up, he tried to do something on behalf of the city or on behalf of the state. [01:56:11]

Senator Ben Cardin
[01:56:12] I think what I learned from Don Schaefer is that if you focus on getting something done and you bring in the right people, you can overcome just about any obstacle. I also learned from Don Schaefer that patience is not necessarily a virtue. If you can get something done, get it done. Don’t wait for tomorrow. [01:56:30]

Mark Wasserman
[01:56:30] His commitment to public service unrivaled. I think he enjoyed it. He loved it. He understood the responsibilities. I would hold out to people that he was an example of that. If there is an epitaph that have to be created, I think he would love it to be he helped people. [01:56:47]

Senator Barbara Mikulski
[01:56:47] What really impressed me about Schaefer is the fact that he was always for the people. That the best ideas come from the people, and the best ideas are from bottom up. [01:56:57]

Tim Maloney
[01:56:57] I say he knew exactly what he was doing. I say he knew that if he put the public interests first that he would be the most successful there was. My dad and I used to have a saying if you do the right thing, the politics will take care of himself. And, I think William Donald Schaefer lived that. [01:57:12]
**Governor Marvin Mandel**

[01:57:13] I think his legacy is going to be a man of destiny. I really mean that. I think that he came along at a time when the city needed somebody to save the city. And, I think he did it. [01:57:28]