

FOUNDED 1783



The German Society of Maryland

A BIOGRAPHICAL SKETCH OF WILLIAM DONALD SCHAEFER

by Leslie K. Lear

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"[It] smelled like a billion polecats."

Henry Louis Mencken in *Happy Days*, 1940.

1. BALTIMORE'S RISE AND DECLINE

So wrote the legendary Sage of Baltimore in describing that city's historic Inner Harbor, the sacred place where in 1729 in the Colony of Maryland hardy settlers established a village that grew to be one of America's greatest, most fashionable, and most prosperous metropolises.

Baltimore took its name in honor of the barons Baltimore of England, one of whom, Cecilius (Cecil) Calvert, the 2nd Baron, had founded the Maryland colony under a royal charter in 1632 while his second son, Leonard Calvert, had become its first governor in 1637.

The barons of Baltimore, almost uniquely among British nobility, were Roman Catholic at a time of great persecution of adherents of that faith in both England and the English colonies in America. As a consequence, in 1649 the Baltimores promulgated the Maryland Toleration Act, granting freedom of worship to all Christians within the colony and ultimately leading to the proud sobriquet "The Free State" for post-Revolutionary Maryland.

The city of Baltimore became the seat of the original diocese of the Roman Catholic Church in the United States, with the Basilica of the Assumption of the Blessed Virgin Mary that church's first cathedral. The grave of Edgar Allan Poe is located in Baltimore as are Mont Clare Station (1830), the first railway station in the United States, and the Shot Tower (1829), a 234 - foot shaft that was used to manufacture round shot and is the only such edifice in the Western Hemisphere. Then too there is the Washington Monument (1829), a 160 - foot Doric shaft that is the first such structure dedicated to "The Father of the Country." The celebrated "Preakness,"

is the second race of America's Triple Crown series of horse races, is held every May at Pimlico Race Course in Baltimore; it is now well into its second century.

Baltimore's history was central to the evolution of the United States. From colonial times, the famed 2 Baltimore Clippers, locally built ships, engaged in trade along the East Coast of North America and into the Caribbean. For a brief period, Baltimore even served as the national capital. During the War of 1812, the successful defense (September 13th and 14th, 1884) of Fort McHenry (now a national monument) in Baltimore inspired Francis Scott Key to write "The Star-Spangled Banner," the original manuscript of which can be seen at the Maryland Historical Society, located in the city. The famed sailing frigate "U.S.S. Constellation," the last surviving war ship of the Civil War, is moored today in the Inner Harbor. The nation's first railroad, the Baltimore and Ohio, was founded in 1827, its first tracks within the city. Today's B&O railroad museum is situated in and around an actual roundhouse and is the most celebrated such museum in the country.

In the early Twentieth Century, Baltimore gained an intellectual aura from the work of H.L. Mencken, essayist and editor who is generally regarded as one of the most influential individuals in the world at that time. Baltimore had also become the seat of sixteen four-year and six two-year institutions of higher learning, among them the world-renowned Johns Hopkins University.

At the same time that Mencken flourished, George Herman ("Babe") Ruth, a native son, made his reputation as the most famous baseball player of them

all.

But Baltimore, notwithstanding its illustrious history and attractions, had not worn well as the century progressed. Its Inner Harbor, about which Mencken had so vividly commented, was an ugly sight of rotting wharves and warehouses, hardly relieved, maybe even saddened, by the presence of the "Constellation" and its invocation of past glories. Nearby Washington, D.C., with the staggering increase in the size of the federal government during and after World War II, had surpassed Baltimore not only in size, but also in wealth and cachet. Metropolitan Washingtonians took to looking down their noses at Baltimore with the same sort of haughtiness that San Franciscans reputedly regard Oakland ("There's no there there"). Baltimore was a place generally to be avoided; fortunately the tunnel under the harbor enabled one to traverse it quickly on the way to and from New York. Oh sure, you might go there once in a while to see the Orioles play, especially when that stellar team made it to the World Series. But there being nothing else of attraction to tourists around Memorial Stadium, it was a matter of getting into and out of town as quickly as you could manage.

Home-grown heavy industries, such as shipbuilding and steel, were rapidly declining in the face of foreign competition. And new industries were not about to come to Baltimore -- what was there to lure them? Knowledgeable visiting businessmen would tend to stay overnight in the more glamorous Washington area. Business conventions in Baltimore were all but non-existent.

II. THE SAVIOR OF BALTIMORE

As they said about John Brown, the city was a-molderin'. Its administration tried to do what it could, but morale among city employees was low and with little or no sense of dedication. Baltimore was on a one-way ride downward, when onto the scene burst a most remarkable politician, William Donald Schaefer. If H. L. Mencken was the Sage of Baltimore, "Don" Schaefer could lay fair claim to the title of its Savior. A man of immense dedication ("devotion" might be a better word) and drive, he had vision and imagination where others were indifferent or merely scoffed. He could see that attractions like Fort McHenry could be promoted to the status of great tourist magnets. He readily signed on with those who advocated the realization of a concept that many thought nigh-well impossible of

achievement -- the "stinking" Inner Harbor's being metamorphosed into a glorious center for a rejuvenated Baltimore, and Baltimore's becoming a mecca for tourists and conventions and new enterprises -- an "in" place, the place to be.

The scion of German Forebears (although his family was not especially ethnically oriented), Schaefer was born on November 2, 1921, to William Henry ("Willie") and Tululu Irene Schaefer in what is now regarded as inner-city Baltimore. Early on he developed a life-long love affair with his home town.

Through his own observations and through others who shared his outlook, he ultimately came to regard Baltimore not so much as a big, impersonal city, but rather as a collection of villages (such as Waverly, Edmondson Village, and Belair) each of which had its own distinct character and charm and for which he felt a special affection. Despite the accumulated grime and dilapidation, he could see the underlying majesty and potential not only for renewed greatness, but for making the city neat and tidy and enjoyable -- in other words, a most livable place for even its humblest inhabitants.

The son of a lawyer, Schaefer had a typical middle-class upbringing, graduating from Baltimore City College (a high school) in 1939 and gaining a law degree from the University of Baltimore in 1942. As was the case with most of his fellow countrymen, the routine of his life was disrupted by World War II. Drafted into the Army, he was commissioned captain and served as an administrator of military hospitals in England and on the European Continent. After the surrender of Germany, he prepared for reassignment to the Pacific Theater where extremely high casualties were anticipated in the upcoming invasion of the Japanese mainland. (To this day, he has not a scintilla of doubt that the dropping of the atomic bombs on Hiroshima and Nagasaki forced the early surrender of the Japanese and saved countless lives, both American and Japanese -- and possibly his own, he says.)

Discharged as a major in 1945 -- he stayed in the U.S. Army reserves until 1979, when he retired as a colonel -- Schaefer returned to Baltimore and earned a Master of Laws degree from the University of Baltimore in 1954. Inclined toward politics, and after some false starts, he was elected to the Baltimore City Council from the Fifth Councilmanic District in 1955. In 1963, he became Council Vice President; and, in 1967, President. He was

befriended early in his career by the mayors Tommy D'Alesandro, Jr., and Tommy D'Alesandro, III, both of whom gave him assignments that he eagerly used to familiarize himself with all of the city's "villages." It proved to be an excellent apprenticeship for what would follow.

In office Schaefer increasingly showed a fiercely independent nature, beholden to no one. It is during this period that an enduring feud with the Baltimore Sunpapers (one of the two, the Evening Sun, is shortly to cease publication at the time of this writing) was born. The Sunpapers have had a long and deserved reputation as kingmakers -- and kingbreakers -- in the city of Baltimore and its surrounding jurisdictions, as well as in the statehouse, and few mayors or governors have been elected without their support. As a consequence, it is rare indeed for those seeking the governorship or other major offices in and around Baltimore and Annapolis not to pay proper obeisance. Now, in Councilman Schaefer you had someone who prided himself in not kowtowing to the Sunpapers. When he ran successfully for mayor in 1971, the Sunpapers gave him what it later called a "tepid" endorsement.

And relations went downhill from there. Schaefer openly and unequivocally considers the Sunpapers his implacable foe. As evidence he can cite hundreds of unfavorable articles against virtually no favorable mentions during his tenure as mayor or governor. Whatever the Sunpapers' protestations to the contrary might be, he is convinced that he has been the object of a conscious and concerted campaign of ridicule and negativism toward him.

And so, as noted, Schaefer in 1971 ran for and became mayor. He had often reflected on the problem his mother had had in trying to get a street light in her neighborhood replaced. She had repeatedly called City Hall, but to no avail. After perhaps six weeks, she asked her son, by then councilman, for help and, within a day the light was fixed. Schaefer vowed that, if he became mayor, he would build a government that would serve the legitimate needs of ordinary citizens promptly and without their having to "pull strings."

And that vow he kept, in spades. He personally patrolled alleys looking for problems to solve; he made unscheduled visits to all of Baltimore's "villages;" he buttonholed citizens on the street and in their homes, asking, even suggesting, what the City might do for them. And what he committed to

was done, correctly and promptly. He utilized the airwaves to get his message across, appearing regularly on radio talk shows to listen to the voices of the people and to troubleshoot their problems. By all accounts, he was the most accessible mayor of a metropolitan city in American history.

Equally importantly, he instilled the spirit of service in his entire staff. Irrespective of their level in the organization, he had them go out to visit individual Baltimoreans to determine what the City could do for them. And he held his staff fully to account. Everyone, it seemed, worked numberless hours. Holdovers who had in previous administrations just done their bureaucratic minimum suddenly found themselves busy as never before.

And an amazing thing happened. Morale went through the roof! Executives and workers would boast of, even compete in, their efforts to provide service to the citizenry, and would delightedly report their accomplishments to the mayor. Working for the City became fashionable, and highly talented individuals were recruited. Baltimore's pride was being restored!

Hand in hand with the program of citizen service was the grand scheme of regaining Baltimore's place in the world, and the key was the Inner Harbor. For that purpose, Schaefer forged a strong and enduring alliance between his administration and the city's business and civic leaders. Indeed, when Mayor Schaefer took office, some progress in urban renewal had been made in Baltimore, as it had in other American cities, based largely on federal funding. But for the Baltimore vision to be realized in its fullest incarnation and on a timely basis what was needed was a goad, a driving force; the indefatigable Don Schaefer was born, it seemed, to serve that role.

And serve it he did. Ever irrepressible, Schaefer was able to raise some \$55 million over and above the federally mandated \$240 million that had been earmarked for Baltimore. (His "weapons," according to an article in Time magazine in 1981, were "gall, soft soap, hard nose, demonic energy and the kind of showmanship Baltimore had not seen since the death of vaudeville.") And he pushed, pushed, pushed relentlessly. The end-result was an urban renewal that far outclassed and out-stripped anything that had gone before in any city in America. No longer was the "Constellation" a forlorn piece of a dead past; now she was the crowning jewel of a gorgeous new Inner Harbor, a proud and stately ship in a

magnificent setting.

The centerpiece of the Inner Harbor renewal was Harborplace, developed by the now famed James Rouse, whose achievement earned him a cover story in *Time* in August of 1981. In its very first year of operation (that is from July 1980 to July 1981), Harborplace "attracted more visitors (18 million) than Disney World, earned \$42 million, created 2,300 jobs and returned to the city more than \$1.1 million in taxes," according to *Time*.

Together with and in the wake of the completion of Harborplace were a state-of-the-art aquarium, new hotels, shops, restaurants, glittering shopping arcades, and other feasts to the eye. And the effect radiated outward and continues to do so. The entire center of Baltimore had been transformed. Even the Sun had to admit that Schaefer "dragged people back downtown." Going downtown became fun, an adventure.

And Schaefer got a convention center built. (Yes, people were actually coming to Baltimore for conventions.) Foreign showcase vessels, "tall ships," and the like started berthing regularly at Harborplace.

But while the completion and success of the new Inner Harbor may be justifiably generally regarded as Schaefer's most spectacular accomplishment, it's by no means the end of the story insofar as his mayoralty is concerned. Among other things, he got Baltimore its first subway system. His final major achievement as mayor was Oriole Park at Camden Yards, which is roundly considered the finest ballpark in all major-league baseball. A little history is in order here.

The Orioles were bought from their owner, Jerry Hoffberger of Baltimore, by Edward Bennett Williams, a powerful and celebrated Washington lawyer, in 1979. An avid sports enthusiast, Williams was already an owner of the Washington Redskins football team, and barely concealed his intention, sooner or later, to restore major-league baseball to Washington by moving the Orioles there. He already had a stadium; it had been the home of the Washington Senators, who had left town to become the Texas Rangers.

The Orioles' home ballpark was Memorial Stadium, a decent enough, if somewhat antiquated, facility. The problem -- at least from a Washingtonian's, such as Edward Bennett Williams', perspective -- was that

Memorial Stadium was well off the beaten track in a residential neighborhood. For someone not familiar with Baltimore's streets (like most Washingtonians), it could be hard to find. By his own testimony, Mayor Schaefer did everything he could to accommodate Mr. Williams. When the latter complained that he couldn't find the stadium, Schaefer had signs placed "everywhere" to insure that Williams and others coming from Washington and beyond would not get lost.

To a degree fate intervened in favor of the Orioles' not being moved hastily: attendance began to increase significantly. (All through this period the Orioles were an outstanding ballclub -- winning pennants, even a World Series, and always in contention.) Williams himself took a liking to the mayor and to the people and city of Baltimore as he got to know them better.

Now Williams told Schaefer that he wanted a new stadium and that, until a new stadium was built, he would only sign year-to-year leases. Although Schaefer felt confident that Williams no longer intended to move the Orioles out of Baltimore, it was known that Williams was in ill health. In consequence, prospects were high that the team's ownership would be up for grabs again. The implications were ominous, and Schaefer went to work.

Always effective in Annapolis, he decided to go for a "twofer:" he petitioned the state legislature to authorize a bond issue to build not one, but two new stadia, one for the Orioles and the other for a new (or transplanted) National Football League team provided that that league agreed to place a team in Baltimore. (The original Baltimore NFL team, the Colts, some years before had slunk out of town in the middle of the night and re-surfaced in Indianapolis. In seeking a second, football stadium as a means to regain a team for Baltimore, Schaefer once again had demonstrated his constancy to his city.)

The issue of publicly financed stadia was highly controversial throughout the state; even in Baltimore there was considerable opposition, many feeling that Memorial Stadium was "good enough." Schaefer was convinced that the new stadia were not only vital, but that downtown Baltimore was by far the best location for them. But how to persuade a reluctant legislature? Schaefer had an idea. He prevailed upon Williams, a brilliant trial lawyer, to testify in Annapolis in favor of the bill. The strategy

carried the day and the bill was passed.

With the way cleared for a new baseball stadium, Williams signed a multi-year lease. A good thing too, because, before the new stadium was completed, Williams succumbed to cancer and the team was bought by a New Yorker, Eli Jacobs, who, while he showed no especial affection for Baltimore, was bound by the team's contractual commitment to the new stadium. Subsequently, a home-grown lawyer, Peter Angelos, gained ownership of the ball club. That fact, coupled with the huge fan support for the Orioles -- at this writing, they are outdrawing every other team in the league despite a mediocre-to-poor record -- makes for a safe and secure franchise. And they have become a truly regional team, drawing perhaps 25% of their attendance from the Washington area and points south.

(Years after he left office as mayor, Schaefer's foresight in winning approval for two stadia paid off: In November 1995 it was announced that Baltimore would win an NFL franchise after all. The owner of the long established Cleveland Brown football team revealed that he had signed a contract with the state of Maryland to relocate his team to Baltimore, where it would play in the to-be-constructed stadium that had been authorized.)

And so it went. Schaefer attributes his success as mayor to two factors: assembling a highly competent staff and establishing and maintaining a close working relationship with the business community. "[I] would not have been successful otherwise," he states. He is at pains to stress the achievements and contributions of many others, such as the two D'Alessandros and James Rouse, to the revitalization of the city. It is hard to believe, though, that, without Schaefer's indomitable, driving energy, the Baltimore renaissance would have been realized so fully and in such timely fashion. Nor would such a tradition of attention and service to the city's "villages" and to its ordinary citizens have been established.

As mayor, Schaefer served for four consecutive terms, from 1971 until 1987, and it was generally believed that the office was his for as long as he wanted it, so popular was he.

III. GOVERNOR SCHAEFER

Never one to rest on his laurels ("Time to move on," he said), the indefatigable Schaefer decided to stand for governor of Maryland. Could he do for the state

what he had done for its principal city? Visionary perhaps, but no fool, Schaefer knew that the equation here was vastly different. To begin with, Maryland, although geographically small as compared to other states, is diverse in the extreme. Mountainous Western Maryland in a way is the antithesis of the flat Eastern Shore, with its large farms and its orientation toward Chesapeake Bay on one side and the Atlantic Ocean on the other. Then there are the prosperous suburban counties near Washington, which are economically and philosophically oriented toward that national seat of government. There's Southern Maryland, a unique region that stretches east and south of Washington. And, of course, there are Baltimore and its environs, the inner city often in conflict with the well-to-do county. All of these considerations necessarily command the governor's attention.

Then, too, there are separate power centers in Annapolis, not the least of which is the legislative branch whose leaders are accustomed to being courted, if not catered to, by the governor. Whereas in Baltimore Schaefer was accustomed to dealing with what the Sun styled a "supine" city council, in Annapolis a collegial atmosphere prevailed, which was in no wise diminished by the low-key, compromising personality of the incumbent governor, Harry Hughes.

As mayor, Schaefer had accumulated considerable experience in dealing with the Maryland legislature, and had been quite successful in bringing home the bacon for its revenue-starved city. But if he became governor, he would serve in the role of top man rather than hat-in-hand petitioner.

Be that as it may, he ran and won handily, taking office in January 1987. In November of 1990 he was re-elected to a second term. His margin of victory, however, while comfortable, was well below the norm to which he had become accustomed. Although it can plausibly be argued that his reduced plurality was a product of an anti-incumbent sentiment among voters that manifested itself nationally in several elections that year (and continues to do so at this writing almost five years later), Schaefer, a proud and sensitive man, took the outcome as something of a personal repudiation and brooded over it. The fact is, his plurality exceeded that of any other incumbent who stood for re-election to major office that year. At any rate, he had been elected governor for the second time, the constitutional limit in Maryland. By almost any objective measure, he was a highly

successful office-seeker.

Governor Schaefer's second term was fairly launched when the national recession (that ultimately cost President Bush his own chances for re-election) gripped Maryland's economy, and gripped it hard. Not foreseen by any of the statewide office holders or by the governor's cabinet or staff, the recession produced a great shortfall in revenue and rendered all budgetary projections virtually worthless. One thing was for sure: the governor had to trim expenditures.

With characteristic directness and without flinching, he did just that; but he kept before him one guiding principle: to save as many jobs as possible. By diligent austerity, he was able to minimize the reduction in force, and 90% of the state's jobs were preserved, while the services provided by the state were essentially maintained intact.

As governor, Schaefer continued his characteristic hard-charging, tireless pace. He was everywhere. This writer encountered him on no less than five occasions (one of them while he was still mayor), not a one of them planned. It is probable that the vast majority of Marylanders have seen him in person at least once.

While a plausible case can be made that he was the greatest mayor in American history, the jury is still out on his performance as governor. It is generally conceded that he coped skillfully with the recession of his second term; moreover, despite the recession, when he left office in January 1995 he was able to turn over to his successor a substantial budgetary surplus, while, owing to strenuous efforts on his part and by others in the government in Annapolis, maintaining Maryland's precious triple-A bond rating. Few other states can make that claim.

During his gubernatorial tenure, he still kept service, service, at the forefront, goading and cajoling his people relentlessly. In a recent interview he stressed that every region of the state had benefitted by his administration. In Western Maryland, for example, he cited the building of Interstate Highway 68 as "opening up" that part of the state. When the Kelly-Springfield Tire company decided to leave Western Maryland, he, along with others, persuaded that organization to build an office complex, thereby saving some 300-400 jobs in that part of the state. Also, he was influential in persuading other industries to locate in Western Maryland. On the Eastern Shore, he put in a number of new bridges, such as

the bypasses over Kent Island and at Denton and Vienna. He helped bring industry to the Eastern Shore. In Ocean City, using state money, he improved major arteries so as to increase traffic flow. He participated with the federal government in saving and refurbishing the beach, which is now in excellent shape. He even reached an agreement with the federal government to replenish the beach in the event of a future major storm. In Montgomery County, he assisted with new buildings, roads, and magnet schools. He provided similar help to Southern Maryland. "There isn't a part of the state that we didn't do something for -- none," he says.

One other contribution of the Schaefer administration was the refurbishing of the Governor's Mansion, which was undertaken and completed by his lifelong friend, Hilda Mae Snoops. Governor Schaefer in interview stated that the mansion was in "deplorable condition" upon his arrival, that the carpets were pet-stained and in poor shape, that the roof leaked, that the windows were inadequately sealed against the wind, that the decor from room to room was often incongruous, and that the electrical wiring was outmoded. Also, the mansion was not the "people's house" that the governor felt was its proper role. There were ribbons across chairs to prevent their being sat on by visitors. The place had the air of a decrepit, unkempt museum.

Necessary repairs were done, and, without using taxpayer funds, Mrs. Snoops completely refurbished the structure and the grounds outside, and had an ornate fountain constructed in the garden. The opposition press had a field day, basing its criticism on aesthetics, there being no argument that the old place badly needed repair. Governor Schaefer believes that Mrs. Snoops performed a signal service for the people and the state of Maryland, but that the controversy created by a hostile press has obscured the point. At any rate, Schaefer's successor as governor inherited a first-class residence in top shape.

As a parting gift to his home town, Schaefer wangled from the legislature hefty funding for Baltimore to build an enlarged convention center. Yes, Baltimore, so recently a pariah among cities, had become such a tourist draw that its existing convention facility had become such a tourist draw that its existing convention facility had proved inadequate in less than two decades.

IV. ELDER STATESMAN?

Today (late summer of 1995), William Donald Schaefer is serving "of counsel" with the Baltimore law firm of Gordon, Feinblatt, Rothman, Hofberger & Hollander, in which capacity he contributes of his near-unique expertise and knowledge in matters involving the firm in its dealing with the city, the state, or other jurisdictions within Maryland. He is also preparing for courses he will be teaching this fall at Johns Hopkins and the University of Maryland. (Those courses are being conducted under the aegis of the William Donald Schaefer Chair in Urban Studies and Public Policy, a shared endowment at those two institutions.) Still passionate about matters political, especially those touching on Baltimore, he is concerned about the future. He does find hope in the bright youths he encounters in his courses.

Although he takes as much, if not more, pride in being addressed as "mayor" as he does as "governor," he has taken himself out of consideration for the 1995 mayoral race in Baltimore. He admits of no plan to run again for office. But William Donald Schaefer is not the sort of man that serenely sits on the sidelines.

As to his legacy, listen to what Bernard C. Trueschler, the retired chief executive officer of Baltimore Gas and Electric (as quoted in the Sun, says: "Without question, he is the most important political figure in the state of Maryland in the last one hundred years. He set the agenda." Looking out from his office in the Inner Harbor, Trueschler adds: "Everything I see, from Camden Yards to that old sewage treatment plant near Little Italy that he renovated, that's all him. He did that."

For the final verdict, we shall have to depend on the perspective of future historians. But maybe, just maybe, he has been the most important political figure in Maryland, state or colony, since Cecil Calvert.

Notes on William Donald Schaefer's Appearance, Demeanor, and Personality

Mr. Schaefer stands five feet, ten inches tall and weighs 198 pounds. At age 73 he remains erect and well-proportioned. He carries his weight well, and gives the impression of a taller man. His visage is good-looking, if somewhat dour. He is reputedly abstemious, and is conventional, not flashy, in dress. He does not emulate the Gentlemen's Quarterly ideal.

Many who know him regard him as *sui generis*. Retired Baltimore executive Bernard Trueschler (quoted in the Sun says: "He was not a creature created by anybody. He was unique."

He acquits himself as a man of the people, and is probably most comfortable talking with ordinary citizens in their homes or in fast-food restaurants. Although he has dined with royalty and presidents, he displays no affection or pretensions. He is not self-important. Except for the sojourn in the Governor's Mansion in Annapolis and his enforced service in World War II, he resided throughout his life in the city of Baltimore. Since leaving elective office, he has taken a home in nearby Pasadena, Maryland, along the Chesapeake Bay; however, he still retains a residence in the city.

His office at the law firm of Gordon, Feinblatt, et al., in downtown Baltimore is modest, unostentatious, and unremarkable, with but a few of the many mementoes he has gained over the years. Its appearance is clearly not meant to impress.

He is highly approachable and easy to interview. In a long session in August 1995, he unflinchingly answered all questions put to him, some of them rather personal. He permitted the entire interview to be taped, put no restrictions on the dissemination of his remarks, was candid, outspoken, and forthright. He pulled no punches. He did not engage in circumlocution or change the subject; his answers were direct and to the point. He is not a timid man.

Although as mayor and governor he ran as a Democrat, one would hardly describe Mr. Schaefer as a partisan. Indeed, he endorsed George Bush for re-election to the presidency in 1992. President Bush had always responded to Governor Schaefer's appeals for help to the state. The two dealt with each other on many occasions, and the matter of party affiliation never arose, never was a consideration, according to Mr. Schaefer.

He does not display the typical politician's demeanor. He does not show that often feigned eagerness to please, the smiling, the nodding, the pretense that he remembers you from some previous meeting that may have lasted but a few seconds. He's real.

He has never been married -- unless it be, as some say, to his beloved city.

WILLIAM DONALD SCHAEFER ON VARIOUS

SUBJECTS

On "Mayor" vs. "Governor"

[Occasionally, he is addressed as "mayor" instead of by the higher-ranking title of "governor" Says he:]
"I'd rather have that, much rather have that."

On his father's influence and example

"My father worked for the Maryland Title & Guaranty Company. They used to work five and a half days a week. Half a day on Saturday. They suddenly decided they only needed a five-day week. My father thought he should give part of [his salary] back. He felt that he was taking money that he didn't deserve.... That's how he felt, and that sort of got through to me... He believed he should work a full day and overtime... but he never put in for overtime [pay]. He just didn't do that, not my father.

"[Once] my father tripped over a bucket as he was coming out of his office. He fell and hurt his shoulder. Nowadays they would sue the bank [where it occurred] right off the bat. And when he fell on his shoulder he went to a doctor and the doctor x-rayed it. The doctor missed a hairline fracture. Because it didn't improve, my father went back to see him and he said: "Well, Willie, let me review these [x-rays]," and he found [the fracture]. Now [adays] you would have had... malpractice suits against that doctor. My father had no more idea of suing that doctor than flying to the moon. [And my father] was a lawyer. He knew he had a cause of action... But it never entered his mind that he should sue, never entered his mind. My father's philosophy was [that] that guy didn't put that bucket there "so I'd fall over and hurt myself."... These are things that just stick with you."

On his apprenticeship and evolution in politics

"On the city council since 1955... I started in Fifth Councilmanic District and then became very interested in city-wide problems, served an apprenticeship under great mayors: Old Tommy [Thomas D'Alessandro, Jr.], Young Tommy [Thomas D'Alessandro, III], McKeldin, Goodman, Grady... and [so] I had a time when I learned to govern... Young Tommy suggested that I go out in the communities, a lot of times on his behalf. So I became very interested and I could see the greatness of each of these areas.

"Mr. [James] Rouse once said that the city of Baltimore is a collection of villages, and [at first] I didn't understand what he meant. Years later I adopted that [outlook] and made them very strong villages"

On his philosophy and style of governing

"I really liked to sit in [restaurants like] McDonald's. People would come over, tell me their local problems. And we could solve'em; we could solve their problems. And that made me feel good, that we could help people.

"And I learned to help an individual person. Not hundreds and hundreds of people. Try to do something for the individual person. It's hard to get that over to your people. Help a person, help a person. You're the only one that really can do it; you're the only one that can help an individual.

"When you get a call from somebody, handle'em. Handle the people. That was our whole motivation, helping people."

On the atmosphere during his mayoralty

"We rebuilt the neighborhoods; we established pride. At the first cabinet meeting I said: "You know we got a great city here." People looked at me like I was a nitwit; [they thought] this guy's crazy. [I said:] "You know that we're the only place that has Fort McHenry... You know we got some great churches, great tourist attractions... great neighborhoods... great people." I preached that time and time again.

"I never lost a bond issue because when I said I was going to do something I did it.

"The really smart people wanted to work for the City."

One his biggest disappointment as mayor

"The school system... It wasn't a matter of spending money; it was a matter of leadership. The more money you put in, the less you got. [Repeatedly I went] down to Annapolis to get more money [for the school system]. Which I did. I got money running out of their ears. [But there were] no results."

On his successor as mayor

"The current mayor is not an administrator. [He is]

very articulate, a Rhodes scholar...Someone said to me recently: "Every mother wants her daughter to marry someone like him; every father wants to have a son like him." [But] he's [just] a symbol...The City's slipping."

On his detractors (as mayor)

[He has heard that there are influential individuals in the present city administration who would in their written words, "destroy the myth of Schaefer." To which he replies:] "Be my guest. Destroy the myth of the Inner Harbor. Destroy the myth of the aquarium. Destroy the myth of Camden Yards. Destroy the myth of the strong neighborhoods...[But] he can't do that, no matter how hard he tries. An awful lot of...people remember what I did."

On coping with the state's recession (as governor)

"We were able to reduce the budget, keep services running, and we got hit by...a billion dollars we had to reduce...We tried to retain jobs. My whole motivation was not to fire people. We did it by attrition, and we got out of it. And we kept a triple-A bond rating...Mr. Glendening [was left with] a half-billion dollar reserve [plus] a sixty-million-dollar surplus."

On his refurbishment of the beach at Ocean City

"I was told I was crazy. Now the beach is gorgeous -- maybe the best beach on the East Coast."

On his unpopularity on the Eastern Shore (as governor)

"I went to restaurants and they wouldn't wait on me. I went to stores but they'd turn their backs on me, making out they didn't see me."

On the state's future

The state is going to move, to do well...Southern Maryland is just booming, absolutely booming. Eastern Shore...they're doing as well. They've got everything in place now...Up around the northern part of the state...activity. People are moving out of the city [of Baltimore], going up to Harford County, Cecil County."

On the future of the country

"Worried, very worried...Pride, I think, is somewhat

dimmed." [But he takes solace from the attitude of the students to whom he taught a course on "The Practical Side of Politics" at the Johns Hopkins University last semester. He observed:] "To a person...these are very bright postgrads. All said: "Our country's great; there's nothing we couldn't solve if we put our mind to it." And that was the theme [with them] all the way through [the course].

On Hilda Mae Snoops

"Mrs. Snoops, my lifelong friend, very special relationship...Some of the people in Annapolis were very unkind to her...Under her direction she brought [the Governor's Mansion] from a disaster to really a first-class place...It was in perfect shape when we left. She made it into a place where people came through and weren't afraid to sit on the chairs. Before [that] they had ropes on the chairs...She make the mansion what it should have been...for which she received no money, no pay. And it didn't cost the taxpayers any money to restore the interior. The furniture [that she had acquired at no cost to the state] she turned over to the state...[Still] she had a rough time down there [in Annapolis]."

On his endorsement of Bush for re-election in 1992

"I knew Clinton and I knew Bush. Clinton was everything everybody said...He was a good governor for a little state. Bush had a tremendous background...great foreign policy. He was a leader...of the free world...Clinton has lost that...Mr. Bush was helpful to me [in office]. When I needed help, I called him up and his people would deal with things...I never talked about "Democrat or Republican" with him...That was never a part of him. I did business with him. I knew him. I had great respect for him."

On the disputed 1994 gubernatorial election

[Asked his opinion as to whether the election was "stolen," he replied:] "I don't think it was. I think there were irregularities but I don't think the irregularities were enough that it would have made a difference. He [Glendening] won by too much, he won by 5000 [votes]. If it had been closer, it might have been something else."

On (Defeated 1994 Gubernatorial Candidate) Ellen Sauerbrey and her tax-reduction issue

"She had a great campaign, a great campaign. It was

stuck on one theme: "I'm gonna cut taxes." She couldn't have done that if the Almighty had come down and held her hand. It was impossible. Either she knew it-- or she didn't know it -- because there's not that much money to cut unless you had cut out all the educational money...Sixty-seven cents of every dollar is mandated. To cut it out you'd have to close the prisons, have to close the schools. She knew this. [The tax cut of New Jersey Governor Christine Whitman] is going to come back to bite her."

On the Sunpapers

The Sunpapers has been my enemy from the time I ran for mayor through the eight years I was governor...always finds it necessary to...downgrade, embarrass, hurt, hit me for the reason I just won't do what they say. The Sunpaper likes to tell the mayor and the governor what to do. [They] couldn't hurt me in the city...[They decide that] no matter what I did as governor it was wrong.

"They have no competition. [Yet] they talk about monopolies and everybody has to have competitive bids, and so forth."

On his church affiliations

"I belong to two churches" [St. Paul's Episcopal and Zion Lutheran]. "How I got to Zion Church: During the riots of '68"...it was Holy Thursday and I hadn't been to church...I had seen Zion Church, went over to the building, but I had never attended Zion. I went over and Pastor Penner was preaching in German...When I came in the church, he had dimmed the lights. I walked in and sat down. He stopped the German service and said: "Mayor, I know you don't speak German, but we're very pleased to have you here."...And that's how I became a member of that Church...[as well as] Old St. Paul's."

[The present pastor of Zion Church, Reverend H.J. Siegfried Otto, was born in Germany and was serving in Canada when Zion Church needed a new pastor. On Zion's behalf, Schaefer worked with the federal authorities in facilitating his immigration and that of his wife into the United States so that he could go to Baltimore and take up his official duties.]

On the National Football League and its owners

"They just use you, they use you."

On smoking

"I am opposed to people smoking...If I could do it, I'd put a hundred-dollar tax on every pack of cigarettes."

On perseverance

"Quitting is the easiest thing in the world."

NOTE FROM THE AUTHOR

This biographical sketch of the storied William Donald Schaefer is part of a series on renowned German Marylanders commissioned by the German Society of Maryland. Mr. Schaefer had a colorful career as mayor of Baltimore from 1971 to 1987 and as governor of Maryland from 1987 until 1995, in the process becoming the most famous, if not the most controversial, Marylander of his time.

The sketch derives from a series of interviews in August and September 1995, from contemporary press accounts, and from personal observations.

My thanks to the German Society of Maryland and to its president, Theodore J. Potthast, Jr., for giving me what proved to be an enjoyable and rewarding assignment.

LESLIE K. LEAR
Timonium, Maryland
November, 1995

William Donald Schaefer is a long-time and loyal member of the German Society of Maryland

CURRICULUM VITAE

WILLIAM DONALD SCHAEFER WAS ELECTED AS MARYLAND'S 58TH GOVERNOR, NOVEMBER 1986 (INAUGURATED JANUARY 21, 1987); AND RE-ELECTED TO A SECOND TERM, NOVEMBER 1990

AS GOVERNOR

HE WAS A PEOPLE-ORIENTED PUBLIC ADMINISTRATOR WITH A "DO IT NOW" APPROACH WHO STROVE TO MAKE HIS ADMINISTRATION RESPONSIVE TO THE CITIZENS.

HE LED 14 INTERNATIONAL TRADE MISSIONS, SEEKING MARKETS FOR MARYLAND EXPORTS, PROMOTING MARYLAND AS A TOURIST DESTINATION AND ESTABLISHING RELATIONSHIPS WITH BUSINESS AND GOVERNMENT LEADERS IN MEXICO, THE EMERGING NATIONS OF CENTRAL EUROPE AND THE FORMER SOVIET UNION, AND OTHER COUNTRIES IN WESTERN EUROPE, ASIA AND THE MIDDLE EAST.

OTHER PUBLIC SERVICE

- BALTIMORE CITY COUNCIL: 1955 - 1967 FIFTH DISTRICT. 4 YEARS AS VICE PRESIDENT
- PRESIDENT, BALTIMORE CITY COUNCIL: 1967 - 1971
- FOUR-CONSECUTIVE TERMS, MAYOR, BALTIMORE CITY: 1971 - 1987

PERSONAL BACKGROUND

- BORN IN BALTIMORE, MD ON NOV. 2, 1921. SON OF TULULU IRENE AND WILLIAM HENRY SCHAEFER.
- BALTIMORE CITY COLLEGE, 1939.
- BALTIMORE CITY COLLEGE, HALL OF FAME, 1988
- LAW DEGREE, UNIVERSITY OF BALTIMORE, SCHOOL OF LAW, 1942: J.D. 1970
- MASTER OF LAWS, UNIVERSITY OF BALTIMORE, SCHOOL OF LAW, 1954
- ALUMNUS OF THE YEAR, UNIVERSITY OF BALTIMORE, 1972
- LAWYER, MEMBER OF THE:
 - BALTIMORE BAR ASSOCIATION
 - MARYLAND BAR ASSOCIATION
- CAPTAIN, U.S. ARMY, 1943, ADMINISTRATOR OF MILITARY HOSPITALS IN ENGLAND AND ON THE CONTINENT; DISCHARGED AS MAJOR 1945; RETIRED AS COLONEL, 1979, U.S. ARMY RESERVE.

AWARDED HONORARY:

- DOCTOR OF JURISPRUDENCE, LOYOLA COLLEGE, 1976
- DOCTOR OF LAWS, UNIV. OF BALTIMORE, 1976
- DOCTOR OF PUBLIC SERVICE, UNIVERSITY OF MARYLAND, UNIVERSITY COLLEGE, 1979

- DOCTOR OF JURISPRUDENCE, GOUCHER COLLEGE, 1980
- DOCTOR OF LAWS, UNIV. OF MARYLAND, 1981
- DOCTOR OF HUMANE LETTERS, TOWSON STATE UNIVERSITY, 1982
- DOCTOR OF LAWS, MORGAN STATE UNIV., 1983
- DOCTOR OF LAWS, WASHINGTON COLL., 1984
- DOCTOR OF PUBLIC SERVICE, GETTYSBURG COLLEGE, PENNSYLVANIA, 1986
- DOCTOR OF HUMANITIES, WORLD ACADEMY OF ARTS AND CULTURE, TAIWAN, REPUBLIC OF CHINA, 1987
- DOCTOR OF HUMANE LETTERS, VILLA JULIE COLLEGE, 1990
- DOCTOR OF LAWS, COLL. OF NOTRE DAME, 1991
- DOCTOR OF CULINARY ARTS AND HOSPITALITY MANAGEMENT, BALTIMORE INTERNATIONAL CULINARY COLLEGE, 1993
- DOCTOR OF LAWS, UNIVERSITY OF MARYLAND AT BALTIMORE, 1994
- PRESIDENT'S MEDAL, JOHNS HOPKINS UNIVERSITY, 1984

WHO'S WHO IN AMERICA
WHO'S WHO IN AMERICAN POLITICS
WHO'S WHO IN THE EAST
WHO'S WHO IN GOVERNMENT
WHO'S WHO IN THE WORLD

CIVIC LEADER

AMERICAN INSTITUTE OF ARCHITECTS, BALTIMORE CHAPTER, HONORARY MEMBER
AMERICAN INSTITUTE OF BANKING, HONORARY MEMBER
AMERICAN LEGION, POST #4
AMERICAN PUBLIC WORKS ASSOCIATION
ASSOCIATION OF MARYLAND'S AMTRAK COMMUTERS, HONORARY MEMBER
BALTIMORE ASSOCIATION FOR RETARDED CITIZENS
BALTIMORE BUSINESS BUREAU, HONORARY LIFE TIME MEMBER
BALTIMORE ECOLOGICAL SOCIETY
BOUMI TEMPLE
CHESAPEAKE BAY EXECUTIVE COUNCIL, CHAIRMAN
CITIZENS PLANNING AND HOUSING ASSOCIATION OF BALTIMORE
DEMOCRATIC GOVERNORS' ASSOCIATION
EDGAR ALLEN POE SOCIETY
EXCHANGE CLUB OF MARYLAND
GERMAN SOCIETY OF MARYLAND, HONORARY PATRON
MARYLAND ACADEMY OF SCIENCES
MARYLAND ASSOCIATION OF COUNTIES
MARYLAND ENLISTED ASSOCIATION OF THE NATIONAL GUARD, HONORARY MEMBERSHIP
MARYLAND 4-H CLUB
MARYLAND JAYCEES
MARYLAND LAW ENFORCEMENT OFFICERS, INC.
MARYLAND MUNICIPAL LEAGUE
MARYLAND RETIRED OFFICERS ASSOCIATION

MD SCOTTISH RITE CENTER FOR CHILDHOOD LANGUAGE DISORDERS, HONORARY CHAIRMAN
 MYSTIC CIRCLE LODGE #109, SCOTTISH RITE 33
 MASON, GRAND CROSS
 NATIONAL COUNCIL FOR URBAN AND ECONOMIC DEVELOPMENT, MAYOR'S ADVISORY COMMITTEE
 NATIONAL GOVERNORS' ASSOCIATION
 NATIONAL HISTORIC SOCIETY
 NATIONAL LEAGUE OF THE UNITED STATES
 ORDER OF THE SONS OF ITALY IN AMERICA,
 PHI DELTA PHI
 ROTARY CLUB OF BALTIMORE
 SOUTHERN GOVERNORS' ASSOCIATION
 TALL CEDARS OF LEBANON, ANNAPOLIS FOREST 126
 UNITED STATES CONFERENCE OF MAYORS
 UNIVERSITY OF BALTIMORE ALUMNI ASSOCIATION
 VETERANS OF FOREIGN WARS OF THE U. S.
 YORK RITE MARYLAND COMMANDERY #1

RECOGNITION

- ENEY AWARD, MD BAR FOUNDATION, 1994
- MAN OF THE YEAR, TRAFFIC CLUB OF MARYLAND, 1994
- MAN OF THE DECADE, BALTIMORE HEBREW CONGREGATION AWARD, 1994
- LIFETIME ACHIEVEMENT, ARTHRITIS FOUNDATION, 1994
- OUTSTANDING COMMITMENT TO MINORITY BUSINESS DEVELOPMENT, CEBO, 1994
- OUTSTANDING LEADERSHIP, MARYLAND NETWORK AGAINST DOMESTIC VIOLENCE, 1992
- LEGISLATOR OF THE YEAR AWARD, AMERICAN LUNG ASSOCIATION, MARYLAND CHAPTER, • APPRECIATION FOR SUPPORT OF VOLUNTEERISM, BIG BROTHERS/BIG SISTERS OF AMERICA, 1991
- CERTIFICATE OF APPRECIATION, NATIONAL WOMEN'S POLITICAL CAUCUS, 1991
- MAKING MARYLANDERS SAFE AWARD, MARYLANDERS AGAINST HANDGUN ABUSE, 1991
- AWARD FOR OUTSTANDING VISIONARY SUPPORT OF THE ARTS, MD CITIZENS FOR THE ARTS, 1991
- BUREAU OF CENSUS, 1990
- DISTINGUISHED SERVICE AWARD, MARYLAND CHIEFS OF POLICE ASSOCIATION, 1990
- MAN OF THE YEAR, B'NAI B'RITH, 1989
- MERITORIOUS SERVICE AWARD, SELECTIVE SERVICE SYSTEM, 1989
- CERTIFICATE OF APPRECIATION, CONSTRUCTION AND DEDICATION OF THE MARYLAND VETERAN'S MEMORIAL, 1989
- APPRECIATION OF WESTERN MD VIETNAM VETERANS OF AMERICA, INC. CHAPTER #172, 1989
- RECOGNITION OF DISTINGUISHED CAREER IN GOVERNMENT, BLACKS IN GOVERNMENT, 1989
- BUSINESS PERSON OF THE YEAR, MONTGOMERY COUNTY POLITICAL ACTION COMMITTEE, 1988
- COMMENDATION, PRESIDENT'S COUNCIL ON PHYSICAL FITNESS AND SPORTS, 1988
- APPRECIATION FOR IMPROVEMENT OF THE SEAFOOD INDUSTRY IN MD, MARY'S COUNTY WATERMAN'S ASSOCIATION, 1988

- THE DOCTOR HENRY P. & PAGE LAUGHLIN AWARD, MEDICAL AND CHIRURGICAL FACULTY IN MD., 1988
- APPRECIATION FOR ALUMINUM RECYCLING EFFORTS, REYNOLDS METALS COMPANY, 1988
- DISTINGUISHED PUBLIC SERVICE AWARD, ANTIDEFAMATION LEAGUE OF B'NAI B'RITH, 1987
- MARYLAND'S BEST ADVOCATE FOR SMALL BUSINESS, 1987
- PROCLAMATION OF APPRECIATION, AMERICAN SOCIETY OF LANDSCAPE ARCHITECTS, 1987
- CONGRESSIONAL CERTIFICATE OF MERIT FOR OUTSTANDING CITIZENSHIP, 1986
- RESOLUTION FOR URBAN SERVICES AND SERVING AS AN ROLE MODEL FOR BALTIMORE'S YOUTH, MARYLAND LEGISLATIVE BLACK CAUCUS, 1986
- DIPLOMAT OF THE DECADE AWARD, CONSULAR CORPS OF BALTIMORE, 1985
- BEST MAYOR IN AMERICA, ESQUIRE MAGAZINE, 1984
- DISTINGUISHED PUBLIC SERVICE AWARD, BRANDEIS UNIVERSITY, 1984
- CERTIFICATE OF MERIT, NATIONAL AMVETS, 1983
- DISTINGUISHED SERVICE AWARD, AMERICAN PUBLIC WORKS ASSOCIATION, 1982
- MICHAEL A. DI NUNZION AWARD FOR COMMITMENT TO VOLUNTEERISM, UNITED STATES CONFERENCE OF MAYORS, 1981
- DISTINGUISHED SERVICE AWARD, COUNCIL FOR URBAN ECONOMIC DEVELOPMENT, 1980
- JEFFERSON AWARD - GREATEST PUBLIC SERVICE BY AN ELECTED OR APPOINTED OFFICIAL AMERICAN INSTITUTE FOR PUBLIC SERVICE, 1979
- CERTIFICATE OF APPRECIATION, U.S. DEPT HOUSING AND URBAN DEVELOPMENT, 1978

HONORARIUM

- WILLIAM DONALD SCHAEFER HOUSE, BALTIMORE
- THE SCHAEFER SUPERCONDUCTIVITY CENTER, UNIVERSITY OF MARYLAND, COLLEGE PARK
- SCHAEFER PROMENADE, NATIONAL AQUARIUM,
- THE WILLIAM DONALD SCHAEFER GOVERNMENT SERVICES BUILDING, FREDERICK
- SCHAEFER CIRCLE, ORIOLE PARK, CAMDEN YARDS
- SCHAEFER PLAZA, THE BALTIMORE ZOO
- THE WILLIAM DONALD SCHAEFER CENTER FOR PUBLIC POLICY, UNIVERSITY OF BALTIMORE
- THE WILLIAM DONALD SCHAEFER LIFE SCIENCES INSTITUTE, COMMUNITY COLLEGE OF BALTIMORE
- WILLIAM DONALD SCHAEFER SCIENCE CENTER, ST. MARY'S COLLEGE
- WILLIAM DONALD SCHAEFER TOWER, BALTIMORE
- WILLIAM DONALD SCHAEFER CHAIR IN URBAN STUDIES AND PUBLIC POLICY, A SHARED ENDOWMENT AT JOHNS HOPKINS UNIVERSITY AND THE UNIVERSITY OF MARYLAND

FUNDS

- THE WILLIAM DONALD SCHAEFER CIVIC FUND
- THE GOVERNOR WILLIAM DONALD SCHAEFER INTERGENERATIONAL SERVICE FUND/MAGIC ME