Interviewers:

John Duffy and Herbert J. Hartsook

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Maupin’s Charleston Office

Synopsis:

Maupin, Charleston Area Director, reflects on his service directing the Low Country operations of the office of U.S. Senator Ernest F. Hollings, 1978 to date.

Transcriber:

Dorothy Hazelrigg
Duffy: First of all, can you tell us something about your background, your life to this point, your military career, and then something about how you got on board with Hollings?

Maupin: I was born and raised in Appalachia; I guess you would say less than middle-class parents. We always had food, but there were no luxuries. I went to Hampden-Sydney College, got a good education, and got drafted. Back in those days, we had the draft. I took basic training at Fort Jackson. Had KP on Christmas Eve and I decided right then, something's got to be better than this. One day, the company commander said, "Why don't you go to OCS?" I did and ended up spending twenty-two years in the Army.

The Army was good to me. I was fortunate to be able to work for some great people. I think that's a secret for anybody, to work for good people. I worked for good people. I had some great opportunities in the Army. I was fortunate enough, for example, as a lieutenant colonel, to be the only lieutenant colonel in the Army to be Chief of Staff of an armored division, for George Patton the third.

For some reason I'll never know, I was selected while at Fort Leavenworth attending the Army Command General Staff College to go to congressional liaison, which is in the Secretary of the Army's office. It's the interface between the Army and the Congress. I went up in '68. At that time Congressional Liaison was broken down functionally, my areas were personnel end strength of the Army, military construction and those type things. Our job was, essentially, to get the budget through the Congress. In the civilian world you'd call them lobbyists. But, it's against the law to lobby with appropriated funds, so we were called liaisons. I used to go to Senator Hollings, he was on Defense Appropriations, and say, "Senator, you know, the Army's got a problem with the Cheyenne helicopter. Will you help us?" I was always amazed. He would always say yes or no! No beating around the bush. None of this, "Well, let me think about it," or "we'll have to get the staff to look at it," or "I'll come back to you." With those members you wouldn't know how they were going to vote until they hit the floor. But with Hollings, it was "Yes, I'll support you," or "No, I won't." And if he said, "No, I won't," you knew that you had one chance to get an expert to talk to him. We Congressional Liaison Officers were not experts in anything. If it was a technical program, you'd get a project manager in from Huntsville or wherever. They'd come in and try to lay out the facts to Hollings and bring him on board.

It always amazed me how much he knew about these individual projects. Where did
Hollings learn about the Cheyenne helicopter? Or where did Hollings learn about a nuclear round for a one-five-five Howitzer? But when you brought the expert in, invariably, he [Hollings] would have reasons that he was opposed to it. He would have them down, one, two, three. We'd just sort of shake our head. The other thing he'd do, and I remember one time explicitly, I think it was on a tank program. I went to see him and said, "Will you help us?" He said, "No, I can't help you on this. If I take the point on it, everybody in the Senate knows I'm supporting defense, and I'm on your side, and I won't bring anybody with me. You go see Harold Hughes." Senator Hughes was the senator from Iowa. And he was not defense-oriented. I said, "Senator, you know, I'm wasting my time. Harold Hughes is not going to do anything to help the Army." He said, "Dummy, just go talk to Harold Hughes. Because if he takes the point or takes the lead on it, he can bring three or four liberal senators that I can't bring." So I went to talk to Senator Hughes, and the first thing out of his mouth was, "Yes, Fritz called me, and said you were coming. And I owe him one. So this is how I'm going to pay him back."

So many of these guys, you walked in, "Will you do this? Will you take the point? Will you help us?" You never got an answer. "We'll think about it." "We'll let you know." Until they voted, you didn't know how they were going to vote. With Hollings, it was always yes or no, and if it was no, you knew you had one chance to go back in and try to lay the facts out and try to turn him over. So I admired the guy from that respect. I was also fortunate that we were the folks that traveled all over the world with the members of Congress. We set up itineraries, put everything together for them. So, I was fortunate enough to travel a great deal with Senator Hollings and other members of Congress and I got to know him both from inside the halls of the Russell [Senate Office] Building, and outside the halls, in places all over the world. I admired him, respected him, just thought he was a great guy. I had no idea I'd ever go to work for Fritz Hollings.

Again, I was fortunate enough to be selected for the Army War College. I went up to Carlisle [Pennsylvania] for the War College, then down to Fort Hood [Texas] as the G-1 then as the Chief of Staff for the Second Armored Division. I got a call one night at home, about the last week in June 1977, from General Jim Lee, who was Chief of Congressional Liaison, and he said, "You're coming back to Washington." I said, "I appreciate it, General, but, you know, I'm happy down here, Chief of Staff of a division, I just don't think I want to do it at this point." He said, "I'm not asking you. I'm telling you. It's already been cleared. You be up here next week as Chief of Senate Liaison." I said, "Oh, my God." I had a home in Texas, two children in college in Texas, and now I'm going to be in Washington next week.
I went to Washington and reported in on the fourth of July. As I recall, it was on a Tuesday. I left on a trip with Senator Hollings and Senator Bill Scott from Virginia on Thursday, to South America. It was the first Senate delegation to South America in something like eighteen or twenty years. Neither one of them were excited about going, but had gone at the request of the leadership to get a Senate delegation down into South America. Subsequently, I was privileged to travel with Hollings to Russia, India, Pakistan, Egypt, England, Turkey, Greece, and more.

I decided abruptly to retire when I came back from a Codel [Congressional Delegation] trip to Russia with Sam Nunn, who was Chairman of Armed Services, and ten senators. I got back late on a Tuesday night. Before Thanksgiving on Thursday. When I walked in the house, about ten-thirty p.m., and had been gone about two and a half weeks, my wife said, "General Lee wants you to call him." I said, "It's ten-thirty, at night, I'll call him in the morning." She said, "No, he said it didn't matter what time you got in, he wanted you to call him." I called him, and he said, "I hate to do this, I know you weren't planning to come to work tomorrow, but the Secretary wants a report on the trip on his desk tomorrow."

Duffy: The Secretary of Defense?

Maupin: No. The Secretary of the Army. This was the Codel on SALT II we had over there. As an aside, I was privileged to sit in on forty-something hours of negotiations between this Congressional Delegation and the Soviet Politburo. Anyway, I thought, "Come on, guys, I've been gone two and a half weeks!" I went out and started my car, turned the heater and the defroster on, and went back in to get a cup of coffee. I looked at my wife and said, "I'm going to retire." You know how wives are. She said, "It's all right, you know, things will be all right." I'd been selected for command. I was going to Europe to command a division [of] artillery. And, I said, "No, I'm going to retire." I went to work, spent all day writing the report, and had made up my mind I was going to retire. I didn't like the Secretary of the Army.

Duffy: Was this the Carter administration?

Maupin: This was in '78.

Duffy: So who was the Secretary?
Maupin: The secretary was Clifford Alexander. He wanted to be the first senator from Washington, D.C., when they were having the states' rights for Washington, D.C. I had been instructed to monitor the floor and call every ten minutes on the status. I thought he was more interested in being a senator than helping the Army.

How Fritz Hollings knew that I had planned to retire, I don't know. I went in on the following Monday morning and thought, "I'm going to put together a resume." I'd never written a resume. Most of the folks in Congressional Liaison had a number of jobs available to them, going to work as a lobbyist for a Beltway bandit. They hire you not for what you know but who you know. I didn't want to stay in Washington and be a Beltway bandit; I didn't know what I was going to do. I was piddling around, putting stuff down to write a resume, and thinking, "You don't know what you're doing. Maybe you need to get one of these professional resume folks to help you put this thing together."

Anyway, I got a call from Mary Winton Hughes, and Mary Winton said, "The Senator wants to see you." I thought, oh, God, what have we done now? What have we done wrong? My office was in [room] 154 of the Russell Building; he was in 125, so I walked right around the corner and walked in to see him. He said, "I understand you're going to retire." I just looked at him! I said, "Yes sir, I'm thinking about it." He said, "How would you like to go to Charleston?" I thought he was talking about maybe a trip down there, so I said, "I've never been to Charleston, that'd be great." He said, "No, I mean, how'd you like to go to work and run my operation in Charleston?" I said, "Senator, I've never even been to Charleston. Why would you even consider me? I've never been there." He said, "You know Washington. I can teach you Charleston." I remember the exchange like it was yesterday. I said, "I'll have to go home and talk to my wife." I went home, talked to Shirley; she had met the Hollings; they'd been very kind and gracious to us. We'd been to their home for dinner in Washington, and things like that. [She said,] "It sounds great to me. Do it." I went in to see the Senator the next morning and said, "Senator, I'd love to do it. What do you want me to do?" And I remember his words almost verbatim. He said, "You go down and do what you think I want done," paused a minute, and said, "And if the Citadel ever asks you for anything, get it." And that was my guidance.

Some thirty days later, I was retired; I had to get a waiver to retire because I'd been promoted to colonel and had a two-year lock in from promotion to colonel and the War College. The first of January was on a Monday. We left Washington on Saturday, and got in here on Sunday night. Shirley and I, two kids, three cars, and all of that, pulled in here on Sunday night and Monday was New Year's Day. The Hollings had said, "When you go down, we have a beach
house. You go to the beach house, stay at the beach house, and take your time looking around. Make sure you settle where you want to settle.” I never will forget going into the beach house. We went in, it was spotless; it was like the Army Sponsor Program was supposed to be but never was. There were a dozen eggs, a pound of bacon, a six pack of beer, and a loaf of bread, etc., the things you need just to sort of get you started till you get to the store. They'd gone to the store, bought this food, and the place was spotless. I later found out Peatsy had been out there after Christmas, doing the carpets and all, down on her hands and knees, cleaning it up, because nobody'd been in it for a while. That's the side of the Hollings that nobody ever sees. I mean, here I am, I'm Joe Flunky coming to work from nowhere, and this guy has put ham and eggs and cold beer and milk in the refrigerator and said, "Here's my house. Stay until you find a place and don't rush and end up some place you don't want to be." So that was the background of how I got with Hollings.

Duffy: You came to Charleston to run, obviously, the Senator's office, Charleston, brand new experience. Did they give you any specific direction?

Maupin: Well, not really. I got, "You go to Charleston and do what you think I want done." But what they did was unbelievable. They lived down on Boyce's Wharf, which is about three blocks from the office. Peatsy had a dinner party every night for ten, eleven nights. It would be she and the Senator, Shirley and I, and maybe three other couples. They had gone out and selected various couples in Charleston, to let us get to know those couples and to introduce those couples to us and us to them. Which then gave me the entrée to go back. One of them, for example, was Joe Griffith, the realtor and developer. Joe said right off, "If I can help you with a house, let me know." And Melvin Berlinsky. They're all still friends. Henry Tecklenburg. The Coopers. She did that for us. And Peatsy doesn't have a maid or anything. She cooked. She had the dinner party ten straight nights. To let us get to know those folks. [Lawrence O.] "Laurie" Thompson and the Senator had put together a list, it must have been sixty people, and said, "As you get a chance to make an appointment, go out and see these people, introduce yourself.” So for the first whole month or six weeks, I would go see one or two of these folks every day, "I'm Joe Maupin, how do you do, the Senator sent me to get your advice and guidance on how do I settle in, how do I do the job, what do I need to do, what needs to be done?” That was a great start. But as far as guidance on how to run the office, or what to do, no. When I came in January, there was a secretary and another person here, Barney Oliver. I fired the secretary in
March and sent Barney packing in about June. So I cleaned house and started over.

Hartsook: Who were your mentors out of those groups of people that you met? Was Henry Tecklenburg somebody you could go to for advice?

Maupin: Yes, long story, but yes. Henry Tecklenburg, Melvin Berlinsky, Joe Griffith, Bill and Trudy Cooper. It's been twenty-some years ago. Maybe it's presumptuous on my part, but Shirley and I both still feel very close to each of those families after all these years.

It's amusing now, but there was some consternation between Henry Tecklenburg, who was probably Hollings' closest political advisor and friend, and Melvin Berlinsky. They were upset that Hollings had hired this retired Army guy who's never even been to Charleston. They went to Hollings on it and asked, "What the hell are you hiring him and bringing him down here for, you have all these people that you know in Charleston. Why don't you hire somebody from Charleston who's helped you politically, worked in your campaigns, someone you've known all your life? Why are you hiring this guy and bringing him down?" Subsequently, I was an honorary pallbearer at Henry Tecklenburg's funeral. Melvin Berlinsky is one of my very closest friends to this day. We laugh about it to this day; they were probably right.

When I hired Ceal [Irwin], again there was some consternation, because I'd only been here a couple months. I hired Ceal as opposed to some political hack and then the furor started again. By the way, she's still with us. "Well, why did you hire this woman instead of that woman who wanted it, who worked on his campaign? Or this other woman who wanted it, she'd been involved in Democratic politics." Hollings never called me or said anything to me. Mike Copps did. He was the AA at the time. He was a good AA. I said, "Mike, I want somebody that's loyal to me." He said, "The case is settled. Let them complain and bitch and moan. They'll get over it." So yes, there was a little heartburn that Hollings hired this guy that had never been to Charleston. Again, they were probably right!

Duffy: Do you mind telling me what the functions of the home office here are?

Maupin: You mean this office?

Duffy: Yes, basically what kind of problems you get mixed up in.
Maupin: A lot of people ask us, "What do you do?" And that's a hard question for me to answer. The first thing I try to do, is try to promulgate Hollings' policies and Hollings' philosophies. "This is what Fritz Hollings believes, and this is why." Hollings is an easy guy to read. You know Hollings' background. He comes from a German family, strict discipline, hard workers, frugal. His father went bankrupt right across the street during the Depression but subsequently paid every creditor. So, if you knew where Hollings has come from, it's pretty easy to see where Hollings is going. A lot of people think Hollings is very complex, and he's not. If you know where he came from, it's easy to see where he's going.

We try to give good constituent service. One of the first things I heard from everybody, the sixty people that I went to see, was that people write to Hollings, and they write to Thurmond, and they write to Mendel [former congressman Mendel Rivers], and they get an answer from Mendel, and they get an answer from Thurmond, and they never hear a damn thing from Hollings. [They] never get their letters answered. So my immediate policy was if something comes in, telephone call comes in, if it's not answered that day, I want to know why. If a letter comes in here, if we can get a response back in three days, you don't have to acknowledge it, but if we can't, I want an acknowledgment out within three days, and that letter's going to be answered in thirty days. You can now go to any of the other Congressional offices and they'll verify this. If somebody sends an inquiry in here, they're going to get an answer. Ceal is great with that. That doesn't sound like a big deal, but to me, it is. Somebody writes to Hollings, and they don't get an answer, then they and their family and their neighbors are saying, "Well, hell, I'm not going to vote for that guy. I wrote to him, and he never even bothered to answer me." So, constituent service is a big thing.

I try to promulgate Hollings' policies and philosophies, explain his votes, respond to inquiries on his votes. And then I liaison with municipalities and counties and the elected bodies within my counties, which essentially cover this end of the state. What's going on in the city of Beaufort, is there something down there we can help you with? If you have a problem, if the feds are on your back for some reason, and the feds are on everybody's back, and you can't get them off your back, let us help. I've been up into Horry County a number of times since [Hurricane] Floyd. What can we do to help you in Horry County? Are you getting the federal assistance you need? Is the Corps of Engineers being responsive? We can make sure that the federal government is responsive to the needs of the people in the communities in this area. That gets all encompassing, from base closures, to [Hurricane] Hugos, to whatever.

I guess, technically, that's the three biggest things. Stay in touch with the elected
representation, officials, communities, counties, in the area. Try to be responsive to constituent demands. And explain Hollings' policies and philosophies.

Hartsook: What was your relationship with [Hollings' Home Secretary] Bubba Meng when you first came in, and can you talk about what kind of direction or what kind of working relationship you have with the AA and the State Director?

Maupin: Bubba had been here a long time. He was in Peatsy and Fritz's wedding. I was the brand new guy on the block. I'd been on the other side of the fence. Bubba and I worked very well together. Bubba had good political senses. I still talk to Bubba a great deal. Bubba's retired and living in Murrells Inlet. In fact, Bubba was very helpful in the last campaign. I didn't work for Bubba. The understanding with Hollings was that I was going to work with folks, but I was going to work for Hollings. However, I worked well with Bubba. If Bubba Meng called down here and asked me to do something, it was going to get done. I did and will still do anything in the world for Bubba. And Bubba would do anything in the world for me. If I had a problem, I could go to Bubba. He was the old head, if you will, down here.

Relationship with the AAs? Mike Copps was a fine AA. Mike was not a good manager because he didn't care about management. Mike was great on the workings of the Senate, especially on foreign policy, and he handled Hollings beautifully.

[Tape 1, Side 2 begins]

Maupin: Have you talked to Mike Copps?

Hartsook: I've interviewed Mike. He's brilliant.

Maupin: He's a brilliant guy. So easy going and so calm and so laid back. Hollings had a great deal of respect for Mike Copps. Hollings is not easy to work for in many respects. But Copps handled him and knew exactly how to approach him on matters. If Hollings had come down on an issue that Mike thought was wrong, he knew how to go to Hollings and sort of work around the issue to get back to it, to bring Hollings around. Mike was a good AA. Damn good
We felt it, or I felt it, when Mike Copps left. I was close to Mike Copps. We didn't talk often, I probably didn't talk to Mike Copps once a week, but Mike Copps was the kind of guy that you knew was there if you needed to talk to him, or if you had a problem, or if you needed something, he was there. That's a reassuring feeling. I never asked Mike Copps for one thing that I can recall that he didn't do for me. Whatever it might be. "I need somebody down here to help me for two weeks," or "I want to send somebody to Washington," or whatever it was. He was always there, always supportive.

Mike was followed by Ashley Thrift. And there was a little bit of controversy there to begin with. Ralph Everett worked for Ashley and then Hollings made Ralph Everett Chief of Staff for [the] Commerce Committee. Ashley Thrift had wanted the job, didn't get it, but later became the AA. Ashley Thrift was absolutely scared to death of Fritz Hollings. So the staff would come to me. I'm the old guy in the staff. Hell, I'm sixty-six. When I came to work for Hollings, I was forty-three. Fritz Hollings and I, we had children the same age, and the same children problems coming along, et cetera, and most of the other people working for Hollings were very young. Or relatively speaking, compared to Hollings and to me. Hell, I'm old enough to be most of them's father that have worked for Hollings.

But Ashley was scared to death of Hollings. I've had the staff come to me and call me, and say, "I went in and briefed a position to Ashley. He agreed with it. We went in to see Hollings and Hollings started taking it apart. Ashley looked at me and said 'I don't know how you came up with such a damn scatterbrained idea.'" And whatever Hollings wanted, or whatever Hollings said, "How you think about this?" "Yes, that's right." You can run this tape by Ashley Thrift if you want to. It's no secret that Ashley and I were not close.

But, my God, you've got to tell Hollings what you think. My bosses in the Army told me for twenty years, "If you agree with everything I say, I don't need you." You've got to tell Hollings when you think he's right and when you think he's wrong. If he doesn't buy it, that's fine. But you've got to tell him and you've got to tell him why. "I think you're wrong, because one, two, three. And I think you ought to go over here, because of four, five, six." If he looks at you and says, "I'm sticking to it," then you support him and you go with him but you're obligated to give him your view. That's what he's paying you for. That's the way I consider it. He's paying you for it. I don't think he ever got that out of Ashley.

Hartsook: Hollings welcomes that kind of input, doesn't he? Doesn't he like to be intellectually challenged?
Maupin: Hollings likes confrontation. He enjoys confrontation. Hollings loses his temper, and he's got a hell of a temper, and starts hollering and yelling and screaming--but none of it is personal. The guy inside, heart-wise, he's a cream puff. He's a real softy inside. He puts this facade up. But he's a softy. Hollings likes the confrontation. Hollings is also great at playing one staff member against the other. I'm convinced he does that because that's the way he actually gets both opinions. He'll play one against the other. He'll call Staffer A and say, "Check this out," and then go and call Staffer B and say, "Check the same thing out for me." Sometimes the staff gets a little edgy, says, "Well, he doesn't trust me because he asked somebody else to do it." That's not the case. What he wants is two views. Before he makes a decision, he'll say, "Well, now, wait a minute. A told me this and B told me this," or he'll get them together, "You told me this," and so he'll play them against each other. But the reason, he wants their honest-to-God opinions and views. And so many, especially the younger folks, are afraid to give him their honest-to-God opinion. He's not mad; it's just his way of exclamations and exclaiming. Hell, Hollings never fired anybody I can think of.

Duffy: How about your relationship with Trip King [Bubba Meng's successor as State Director]?

Maupin: Trip handles the Columbia area. Trip and I get along. I talk to Trip every week or ten days. We get along. He doesn't interfere in my area down here, and I don't interfere in his area up there. We run two different type operations, I think. We get along. We're not close, but we get along. The state offices are broken down area-wise, and then we're also broken down pseudo-functionally. If there's a Corps of Engineers problem in Greenville, I'm going to check with Trip before I work the problem. So we work together, but I think we're very different in our approaches to the job.

Duffy: You're liaison with Beaufort, with Myrtle Beach, and with Charleston, obviously. You haven't mentioned Mayor Riley. What kind of relationship between the Senator's office and a very powerful mayor.

Maupin: Close. Of course, Hollings knew Big Joe Riley, Joe's daddy. Appointed him, I think, to the Ports Authority Board and Tourism Board when he was Governor. Fritz Hollings would do anything in the world for Joe Riley, and Joe Riley would do anything in the world for
Fritz Hollings. They're different type politicians, but they're close. Hollings doesn't have to hesitate to call Riley at any time or vice versa. This might be a little presumptuous, but their relationship has been very beneficial to Joe Riley. Because you can look around this town and see the federal money that's been pumped into this town. That's certainly not hurt Joe Riley. I've never heard Riley say an unkind thing about Hollings or vice versa. In the campaigns, Riley debated Bob Inglis at Trident Tech for Hollings and did a super job. Riley is probably the best speaker I have ever heard. I don't know if you ever heard him speak. He is dynamic. He doesn't look at a note but it just sort of pours out from the heart. He has appeared for Fritz Hollings, campaign-wise, well, I've been with Hollings now '80, '86, '92, '98 and the presidential [campaign of 1984], and Riley was instrumental in this area [the Lowcountry] in all of those campaigns.

Hartsook: You seem to be a real hands-on manager, and Fritz also, I think, is a very hands-on manager. Does that explain your independence, say, from Trip and Bubba? That Hollings would rather have you reporting directly to him? Because that gives him more input?

Maupin: No, I don't think so. No, I guess the folks [in the offices] outside would tell you I'm pretty hands-on. It's just the way it sort of evolved. I see Hollings and my relationship, again I might be very presumptuous, but Hollings is my friend. I mean, there's no doubt he's my boss, but he's also my friend. When Hollings and I are alone, I wouldn't hesitate to tell Fritz Hollings anything, personal, et cetera. He's just my friend. God, he's been good to me. From the days when I was back in the Army, I could always go to Fritz Hollings. He's been my friend. He has given me total independence down here in Charleston. I have only gone to Fritz Hollings maybe two or three times in twenty years, and said "I can't get something done." And when I say I get it done, I can only get it done in his name. Without him being there, I can do nothing. I know that. But being his representative, in twenty years, there's only been two or three things that I haven't been able to get done that I knew he really wanted done. And those times, when I went to him and said, "I can't get it done," boy, get the hell out of the way, because he's going to back you. I just went to a 2nd Armored Division reunion in Colorado Springs, and I laughed and told these guys, "He's the kind of boss you always wanted in the Army." There's your job, your mission, a pure simple mission, go do what you think I want done. That has been my guide. Then if you get in trouble, he's there. You know he's there and he's going to be behind you. That's the kind of guy you want to work for. I remember, earlier, I think I said in the Army I was fortunate enough to
work for some fine people, some great people, that's Hollings. Here's your job, you go do it. If you find something you can't get done, I'm here. You just can't ask for any better guidance or support than that.

Hartsook: Now, you also said he's not easy to work for. And yet people work for Hollings . . . The retention of the staff is just amazing.

Maupin: Yes, there's two reasons. One, I've disagreed with some of the votes that Hollings makes. I've disagreed with some of the decisions my wife makes. Hollings, to me, if he has a weakness, it's that he leads from his heart instead of his head. He really is a softy. He really is a compassionate guy. So Hollings, even if you disagree with him on things, you know that he's doing it because in his heart he thinks it's right. Hollings is not a guy, and I think the voting record will show this, that casts his vote based on what he thinks it will benefit him down the line. I could go back and pull a number of votes where Hollings has been the lone guy, or the lone Democrat, that voted against this or for that or down the line. Hollings, when he votes, it's because he thinks in his heart, not necessarily his mind, but in his heart, that it's the right thing to do. So sometimes you disagree, because you think politically we ought to be doing something else, and so to a great extent, many of the staff are more politically minded, with the results of a vote, than Hollings is.

The other thing that makes Hollings damn difficult to work for, he has [an] absolutely photographic mind. You can give Fritz Hollings a sheet of paper with forty line items, and a bunch of figures, and he will look at it, and it's there. Now, if you discover that one of those figures is wrong, it's difficult for Hollings to change that figure in his mind. Once he's got that page imprinted, and you go back and tell him, "Wait a minute, there's two mistakes in there," he doesn't assimilate those mistakes. With that photographic mind, he can look at a damn budget and he'll come back and quote you those figures verbatim two weeks from now. And there might be forty line items there. So when you work for Hollings, when you give him something, it's got to be damn near-perfect, because there's no chance to come back and say later, "That thing was a little bit wrong," or "This figure's off."

[Tape stopped for a brief break, then resumes]
Maupin: During the break we were talking about his memory. My favorite story is from the '86 campaign. It was a Sunday, and we were at a fund raiser in Eastover, which is up by Columbia. Peatsy didn't feel well and had stayed home. Normally, if Peatsy goes, Shirley, my wife, goes. If Peatsy doesn't go, Shirley doesn't go. So it was just the boss and I, we were up at Eastover. As we were coming out, we were on [Highway] 15 and he said, "Step on it a little bit. Let's get back and see how Baby's [Peatsy is] doing." He's sitting there reading his magazine or something and I'm whizzing across 15 at about seventy-five or eighty miles an hour. I came around the curve and there's an unmarked police car coming toward me. I see him make the U-turn and come back to get me. So I just started pulling off to the side of the road. He [Hollings] looked up and said, "What the hell are you stopping for?" I said, "That cop's going to pull me over for speeding." He said, "Was you speeding?"

I pulled over, got out of the car, and go back to meet the policeman. The trooper gets out of his car, looked at me, and said, "By God, you're running, here it's Sunday afternoon and you're running . . . " About that time, Hollings gets out the passenger seat, looks over at the trooper, and the trooper said, "Oh, Senator, I didn't know you were in the car." Hollings looked at him and said, "Forte, how the hell are you doing?" I looked at the trooper's name tag, and it was F-O-R-T-E, Forte. He said, "I'm doing fine, Senator. I'm doing fine. I didn't know you were there. I haven't seen you for a long time." Hollings looked at him and said, "Yes, last time I saw you was at your Aunt Martha," or Aunt Minnie, or Aunt somebody’s “funeral." The trooper said, "Senator, my God, you're right. She's been dead nine years." When Hollings got out of the car, he recognized that state trooper that he had known when he was Governor, recognized him, and remembered he had seen him at his aunt's funeral. That's my favorite story; that blows my mind.

But we were also talking about why Hollings is hard to work for. Another reason, Hollings has absolute faith in his staff. More than smarts, obviously, in my case, he demands loyalty. But once you've worked for him, and he has accepted you, that you're loyal to him, once he knows you're loyal to him, that loyalty runs both ways. If you tell him something, it's gospel. And so when you tell him something, you've got to make damn sure that what you tell him is right. If you're telling him so-and-so did something, or so-and-so didn't do something, or "I think so-and-so's skimming out of a child care fund," it's got to be right. Because Hollings is going to remember that, and at some time he's going to come back out with it. So you've got to make damn sure when you tell him . . . Again, it's that memory. If you tell him "so-and-so is not with you," or "so-and-so is with you," when he sees so-and-so, it might be two years down the line, that's in his mind, and that's the way he's going to react and respond to so-and-so. So you've just got to
make sure when you tell him something, it's right, because once you're on his team, it's gospel. It's absolutely gospel.

Duffy: Let me change the subject a little bit. You've been here really through some really changing times, I mean, the Navy Yard situation has taken place in your tenure, right? The closing of the Navy Yard, the Hugo thing, and then most recently, the hurricane here, didn't hit here but hit the area that you serve. Would you tell me what your analysis of FEMA is in relationship to those two tragedies ----- generally what you had to face on the Navy Yard?

Maupin: Hugo. As you can recall Hollings and FEMA had quite a confrontation with Hugo, and I credit Hollings with being the force to change FEMA to what it is today. Hollings flew in here right after Hugo hit, as I recall, it hit at midnight Thursday night, the twenty-first of September. Hollings came in here on Friday. The Army flew him in and brought him down to the National Guard Armory across from the Citadel, where he got a briefing from the 218th Brigade's National Guard Commander. Charleston was in shambles. Absolute shambles. We went from there to Mayor Joe Riley's office. George Bullwinkel, and [Lawrence] Gressette with SCE&G were in the office and Riley was demanding that they get power, some sort of power, into the city to power the radio stations, the television stations, and the hospitals. He had no way to get word out to the people. He was demanding power. They said they just couldn't do it. The lines were torn down and it would be a week to ten days before they got the feeds back into Charleston. Hollings got on the telephone and called the number two man at FEMA, his name was either something Grant or Grant something. He told them, "I've got to have generators. South Carolina Electric and Gas people have just left; they say they're not going to have power for a week or ten days. We've got to have generators in here to get the media up and get the hospitals on line." The guy told Hollings, "We've got a warehouse full of generators," I think he said, "in Kansas City. But what we have to know is who's going to sign for the generators?" I thought Hollings was going to swallow the damn phone. "God damn, who's going to sign for them! Get the God damn generators and get them down here and get power, now." The conversation went downhill from there. FEMA was absolutely useless, helpless. Hollings flew back to Washington, got on the phone to Colin Powell, who was then commander of Forces Command in Atlanta, Georgia. He called Colin Powell and he said, "I need help. What I need is, I need engineers and I need military police and some sort of quartermaster support to manage what needs to come in and what's going out." General Powell told him, "I can have elements of the Twenty-Fourth Infantry Division at
Fort Stewart on the road in six hours. And I'll do it for you." Now, there was a controversy between Hollings and [Carroll] Campbell, who was Governor. Campbell was worried about the match. With FEMA, FEMA pays seventy-five percent; the state pays the remaining twenty-five. Campbell was worried about how much the twenty-five percent was going to be if you brought these units in and Hollings was saying, "Don't worry about the twenty-five percent. We will get that taken care of." Campbell was still being reluctant to use the chain, which is the Governor to FEMA, after the emergency's declared. The Governor to FEMA, and then FEMA requisitions to the military. Campbell would not go to FEMA. FEMA never requested the military assistance. So it was Hollings who went to Colin Powell and Powell started moving military units in. Likewise, he called the Commandant of the Marine Corps, who I believe at that time was General Gray, there was a three-star at Camp Lejeune, in North Carolina by the name of Ernie Cook, who is retired now, lives in Snee Farm in Mount Pleasant. He went to the College of Charleston. Went to school with Peatsy. He called General Gray and said, "God damn FEMA. I need help." General Gray got Ernie Cook and sent the Marines in from the north end. In fact, the Marines were the first ones that cut their way into McClellanville, which took the brunt of the storm. Subsequently, FEMA tried to get Gray, because they had come in without FEMA's request. And, they went after Gray. Hollings made damn sure that didn't happen. That was the day that Hollings went on the floor and called FEMA a bunch of bureaucratic jackasses. He then told me to get a telephone in the car because I had always refused to have a car phone. "Get a God damn telephone in your car." I got one right quick. He said, "When FEMA gets into Charleston, you be there." Hugo hit at midnight on Thursday night, the first time we saw FEMA was the following Friday.

A fellow by the name of Paul Hall had come in from Atlanta. He came into Leeds Avenue to where FEMA was going to set up, and I was waiting when he got there. I started berating him when he walked in the door, and berated him until he walked out the door. He walked in and didn't even have a pad or a pencil, and said, "There's not a thing we can do."

[Tape 2 begins.]

Maupin: So he comes in here eight days late, doesn't even have a pad or a pencil, and says "We can't start work until we get equipment." We later found out that the equipment finally ended up coming from Jacksonville, Florida. That was the closest place that could meet the requirements for computers, PCS, tables and chairs. We later found out from GSA, they leaked it
to us, that the requirements they put on, for example, the folding chairs, that they must come with the portable racks where you roll them around, and that they had to have the leather bottoms and the leather backs. That was the kind of crap that they came in here requesting. They came out of Jacksonville, Florida, over the weekend, at God knows what cost. And so FEMA wasn’t operational until Monday, which was eleven days after Hugo hit here. They were as useless as tits on a boar hog. They did nothing. If it hadn't been for General Cook and his Marines, and the National Guard, this town would have gone under. The military and the National Guard saved Charleston. In fact at one point Hollings had me doing some work to see why you shouldn't abolish FEMA and give the mission to the military, because they had the command, the control, the resources to come in and do these things. When FEMA came in, he literally didn't have a pad or a pencil. Coming here, eleven days late, started. I mean, we've got people, my daughter, my grandson, one year old; my daughter was paying eight dollars a bag for a bag of ice to keep formula cold. We were paying twenty dollars a gallon for bar oil for chainsaws. The military, you know, Riley and everybody, had said, "The first one we catch [black marketeer], you're going to jail," but you're sitting up alongside of the road, that's FEMA's job to get that stuff, and they weren't here. They were lousy, terrible, they were awful.

Now that has changed completely. James Lee Witt, who is the new director of FEMA, a Clinton appointee, it's amazing the turnaround that they've made. We have worked with them now over the last four years or so. Thank God the hurricanes have skipped us by, but one of them is going to hit at Hilton Head or Charleston or Myrtle Beach someday. James Lee Witt and FEMA are now on the spot, ready to go, they've put together mobile communications, they've got a command and control system. They pre-position everything, they pre-position their people. Before Dennis, before Floyd, before Irene, we were in touch with FEMA officials in Atlanta and Columbia on a daily basis. The day after Horry County and North Carolina took it, I was in Horry County, and met with James Lee Witt there. North Carolina was going under, but James Lee Witt was there, his people were there. Before I left that day, I went to the senior citizens center; a complete disaster assistance team was there. When somebody walks in, and there are representatives from SBA, DSS, DHEC. It's a total, complete turnaround for FEMA and I credit Fritz Hollings for going after them on Hugo and saying "You’re a bunch of bureaucratic jackasses." They were just totally unresponsive. He is a great admirer, now of FEMA and James Lee Witt. I'll tell you that Fritz Hollings will fight for FEMA in a minute. Which is a total absolute turnaround from Hugo.
Duffy: What about the Navy?

Maupin: Oh, boy. As a retired military, I had and hopefully still do have, pretty close
contacts in the military community. We also had a legislative assistant in Washington by the
name of Deral Willis, who was a retired Army colonel who'd been in congressional liaison.
Super, super guy. He's has cancer and is in terrible shape. But we had picked it up that August--I
guess in '92--that the Navy was going to try to close Charleston. Everybody knew base closures
were coming. There was too much infrastructure; the military had been saying there was way too
much infrastructure; it's costing too much money. We had begun to pick it up in August,
September--I think it was '92--that Charleston was in jeopardy of all things because it was too big.
And we knew we had problems. You couldn't get carriers in and out because of the Cooper River
bridges. You couldn't get ballistic submarines in and out because we didn't have the draft depth to
accommodate them. So all of a sudden, you're sitting here, and you can't get the pride of the
Navy, which is the aircraft carrier side and the submarines, you can't get either one of them in here.

The Charleston Shipyard had concentrated on submarine overhaul. The life of a
submarine is thirty years. Nuclear power plants of that first generation submarines had to be
refueled about every five to six years. So in thirty years of a submarine, you had at least four
refuelings. Refueling runs about one hundred and sixty to a hundred and ninety million dollars
and creates a year's jobs. We had, I think, about a hundred and forty to a hundred and sixty of
these submarines. So they had concentrated on refueling because that kept the shipyard full, kept
the employment up and kept the money pouring in. As the new submarines began coming on line,
they [the Shipyard] weren't making the transition to the facilities they needed to do the new
submarines. We started to pick up during the '84 presidential [campaign], when we were up in
New Hampshire, from the Portsmouth Naval Shipyard, that they were starting to make
preparations for the new class submarines. We talked to the people on the Navy base and they
talked to us at the shipyard.

In fact, Hollings got the money, I can't remember the year, got the money back in that time
frame for the first construction of facilities that would handle the new submarine. I think it was a
six-forty-one class sub. The six-forty-one only requires one refueling. So you only refuel that
every fifteen years. So if you look at this thing, you're going from a class of submarine where
you've got four refuelings in thirty years to one that only has one refueling in thirty years, and you
only have half as many, to a Seawolf, which will run the entire thirty years. It didn't take a genius,
in hindsight, to look there and see that the submarine work was disappearing. Or it was going to
disappear. They were doing damn little surface work and they didn't have much expertise here to
do surface work. The surface work was being done at Norfolk, at Portsmouth, and at Pascagoula.
We were ninety percent submarines. As we began to pick up base closures, and I mean it was no
secret there were going to be base closures, but as we began to pick up that the Navy was going to
close, we couldn't believe it. Just couldn't believe that the facility like this was going to close until
you started looking at it and seeing the restrictions we had on it. I don't know whether you all
recall, but the base closure announcement was going to be made, on 1 April 1993. Deral Willis
had confirmed up in Washington that Charleston was on the list. We had done some rooting
around and we were pretty damn sure Charleston was on that list. That's when Hollings called a
press conference. Again, we go back to Hollings' confidence in his people. Because this base
closure was the most closely kept secret the military's ever kept. Hollings called a press
conference; I think it was the thirteenth of February, about six weeks before the base closure
announcement. Based on what we had picked up, he went out to the world that Charleston in toto
was on that base closure list.

You think of the position he put himself in. Didn't have anything in writing, no
documents we could show him. That was the confidence he had in Deral and his people. Of
course, that immediately brought panic to the area, "My God, the world is going to collapse,
Charleston is going down, unemployment will be twenty-five percent," and in all honesty, I was
one of them. It was doomsday coming. The military got extremely upset that Hollings had
gotten that information. That's another story. But they went after trying to find out where he got
it. Thank God they never found it. So the town went on the attack to try to save the Navy base.
He brought the BRAC Commission down here. BRAC held hearings here. Hollings had been
very close to a fellow by the name of Harry McPherson, who was an attorney with a big law firm in
Washington. Knew Hollings, Hollings knew him. McPherson was on the base closure
committee. The chairman was an ex-congressman from New Jersey, and I believe it was Jim
Howard.

When it had become apparent the Navy was going to announce it was going to close
Charleston, Hollings was down for the BRAC hearings and he had Howard and Harry McPherson
out to Wild Dunes to play tennis on a Sunday morning. A decision was sort of made, "Okay,
we're not going to close you down completely. You tell us what you want to keep. You got a
supply center, the Navy base, the shipyard, what do you want to keep?" Hollings, and he caught
hell for this because it got out, he caught hell for it for a year, Hollings made a decision to keep
Navelex, the Naval Electronic Systems Engineering Command. The given was, the shipyard is
going to close! The shipyard is gone, there's just no submarine work going to be left and they don't have the expertise for the surface combatants. Do you want to keep the Navy base, you want to keep Navelex, what do you want to keep? And he made the decision to keep Navelex. That decision, damn, it was a great decision. It was based on the fact that he knew if you kept the Navy base, per se, you couldn't get aircraft carriers in here, you can't get boomers, ballistic missile submarines in here, and so what you have is thirty to forty surface combatants, and if the Navy reduced in size, that number would also reduce in size, so you really wouldn't have a damn thing five years later if you had the Navy base. If you kept what was then Navelex, which was to be a consolidation of Navelex from Washington, St. Indigos, Maryland, Charleston, and Norfolk, they were going to consolidate it all in Norfolk. So when you say you keep Navelex, what you're saying is you consolidate it all in Charleston. He made that decision. He said, "It's an opportunity to bring high tech to Charleston. We can bring a whole new industry into Charleston." Nothing against the sailors, but if you keep the base here you got the sailors and half the time, they're at sea. They're from other states, they go home and buy their cars and they bank in their hometown. You get Navelex in here, you're bringing engineers in. They live in the community, they join the Rotary Club, and their wives are active in the PTA. And lo and behold Navelex was consolidated and is here.

In fact, they are housed in a new thirty-seven-million dollar engineering center, which is the Ernest F. Hollings Engineering Center. They went from about four hundred people, up to about twelve hundred people, Navy employees, and about three thousand contract employees, and they contract out a billion dollars a year. So I mean, they brought electronic computer contracting companies that were in St. Indigos and Norfolk and the contractors are here, and they put a billion dollars a year into contracts and three thousand contract employees. It has brought a whole new industry into Charleston, and that was Hollings' decision, and he had guts to do it, because the majority of the people said, "Keep the Navy base; keep the Navy." Again, that's just one of his decisions that was not a popular decision but it was his and he stood by it and by damn, he's right.

So, now, Navy base-wise, if you ask the average person in this community, "Do you want to bring the Navy back?" the answer would be no. Charleston has flourished. One of the reasons, we are told, was union activity at the base. The Navy base and the shipyard had a federal employees' union. They really don't have much clout, in that a federal employees' union can't strike, but they have the rhetoric. And now we're finding out from companies like Nucor and others, they were afraid to come in because they're trying to be non-union. Of course, as you know, when Hollings was Governor, the right to work law was during Hollings' administration.
Unions were fine, but you shouldn't have to belong to a union. So when that union disappeared, that was the attraction for many of the larger industries that have since come in and/or expanded while they're here. N.I.S.E. East, Navelex, whatever you want to call it, is stable, when you bring in three thousand, essentially, electrical engineers and technicians, you just think about what that's put into the economy. So we're booming.

Duffy: When something like the Hugo thing, or the Navy Yard situation, do you work closely with Thurmond's office, or with the local congressman's office?

Maupin: No, we don't.

Duffy: You don't coordinate.

Maupin: No. We have very cordial relationships with Thurmond's office. Ken Rentiers is in Columbia. Ken and I talk lots of times, on various issues. But on something like that, no. God knows I am not trying to be unkind to Strom Thurmond, absolutely not trying to be unkind, but I have never seen Senator Thurmond become involved in an issue in the Lowcountry. Just my own personal opinion, I think he sort of looks at that as, "Fritz, that's your hometown, that's your area." But I have never seen, that I can recall, Senator Thurmond become involved. Sure, he'd come down and tour something, but I am unaware that he or his staff become involved in any crisis in the Lowcountry. And I'm not trying to be derogatory or to batter Senator Thurmond. I just have never seen it. And [Congressman Mark] Sanford, you know, that's another story.

Duffy: What Congressmen have you worked with? Sanford was in for what, two terms . . . ?

Maupin: Yes, Sanford's in his third term. When Mendel Davis was here, we worked very closely with Mendel's office. We didn't work close with Hartnett's office [former Congressman Tommy Hartnett, who opposed Hollings in the 1992 campaign]. We worked very close with Arthur Ravenel. We do nothing, practically nothing, with Sanford. But Arthur Ravenel, when he was in the Congress, Arthur's a Republican; I probably talked to Ravenel as much or more than I talked to Hollings. Ravenel and Hollings are very close. Arthur Ravenel was out campaigning like hell for Hollings in his very quiet way. The last election he came out publicly and endorsed him. He even cut a radio commercial. Hollings in any campaign, regardless of Democrat or
what came up against Ravenel, would say hands off, stay out of it. So, you know, party lines don't mean that much to Hollings. In fact, in the Senate, Hollings' closest friend, personal friend in the Senate, is undoubtedly Ted Stevens, [a] Republican. Party lines don't cut as deep with Hollings as they do lots of people. He probably votes with the Republicans as much or more than he does the Democrats.

**Duffy:** What's his personal relationship with Ted Kennedy?

**Maupin:** He was a big Jack Kennedy fan, and he liked Robert Kennedy, and as he says, there's an aircraft carrier named after Jack Kennedy; there'll never be one named after Ted Kennedy. When Kennedy was on the White House trail, was running, was it '86 . . .

**Duffy:** 1980.

**Maupin:** '80, whenever it was. He put on a big shindig in Charleston. Hollings didn't come home that weekend. Everybody in South Carolina wants to tie Hollings into Kennedy. As governor, he was Jack Kennedy's campaign manager down here, and supporter. He liked Robert. He and Teddy, no, they're not . . . . They're just too far apart. Now, politically, they will join each other, use each other, but as far as socially, no. It ain't there. As he says, there's an aircraft carrier named for Jack Kennedy; there'll never be one named for Teddy.

**Hartsook:** You seem to be, not contemptuous, but there's a tone when you mention Sanford. How do you characterize . . . ?

**Maupin:** It's a sad joke. Mark Sanford's a nice fellow, don't get me wrong. He's a nice, pleasant fellow, but he's useless. I'll give him credit, he's done exactly what he said he was going to do when he ran. "I'm not going to do anything." Fritz Hollings fought for three full years to get money to re-nourish Myrtle Beach. Myrtle Beach, the Grand Strand, is the cash cow for South Carolina. We can't afford to let that beach deteriorate because of all the tax revenue that it brings in. Sanford would not even endorse the project. He would not support the project. The *Sun News* wrote an editorial and thanked Fritz Hollings. "He did exactly what he said he was going to do when he was running; he's out trying to get money for South Carolina and he got the money for the beach, and we appreciate it. And we also appreciate Congressman Sanford, because he did
what he said. He said, 'I'm against earmarking any money,' and he didn't do it, and we understand that, and we don't hold it against him."

I went to a harbor deepening ceremony, a hundred and nineteen-million-dollar project that deepened this harbor, which benefits the whole state. At the contract signing for deepening the harbor, there's Fritz Hollings and Jim Clyburn. I looked at Mr. Clyburn and said, "You know, Mr. Clyburn, it strikes me as odd as hell, that you're here for the signing of this contract,"--and in fact Clyburn got the money in the House--in the Appropriations Committee, "that you're here for the signing of this contract and Mark Sanford's not here and it's in his district." Clyburn looked me right straight in the eye and he said, "Joe, I couldn't even get him to sign on my bill." Here is the harbor, right in his district, and Mark Sanford never even signed on.

This year, the appropriations bill, we're trying to get nine million dollars for Myrtle Beach Air Force Base, the closed base. All of those dormitories that they've got there were built in the fifties are full of asbestos and have to be torn down. They've got to be demolished. Sanford's office called our military legislative guy, Steve Hartell, in Washington, and said, "What are y'all doing to help them get the money?" Steve said, "Well, we've got it in the Senate bill. What are y'all doing in the House?" He said, "Mr. Sanford doesn't approve or agree with trying to earmark funds. So we've done nothing. But he's not opposed to y'all doing it." Now how damn ludicrous can you be? Two years ago, Mark Sanford voted for the budget, and then votes against the various appropriations bills which just say when and where it's going to be spent. Now Hollings voted against the budget, said "The budget's too damn high, the budget's too much, we ought to cut the budget," but once the budget's passed, when you start appropriating money that says when and where it's going to be spent, he's going to be standing at the trough to get South Carolina's share and more. Sanford's philosophy, "I'll vote for the budget so the money's going to be spent, but I'm not going to fight to earmark any of it for South Carolina." That doesn't make sense to me. Sanford's a nice fellow, he really is a nice pleasant guy, but that's his philosophy. You can't fault him on not following his philosophy, not sticking with what he believes, but I just think what he believes is screwed up.

Hartsook: Talking about those kinds of projects, I thought one of the most courageous endorsements in the last campaign was the lady--the mayor of North Charleston . . . ?

Maupin: Oh, Keith Summey?
Hartsook: I just thought that was a real strong . . .

Maupin: We had them all. You had Cheryl Woods who's Ms. Republican, mayor of Mount Pleasant.

Hartsook: That's who I was thinking of.

Maupin: Yes, Cheryl Woods. The Republicans have tried to take some repercussions against her.

Hartsook: Right. And said immediately that they would.

Maupin: Yes. And Keith Summey, a Republican. Hollings is an unsung hero in South Carolina for the things he does for South Carolina. But for some reason, nobody knows it. And that's our fault. That's the staff's fault. I've said this to a number of people. That we are just not getting the word out, the things that Fritz Hollings has done for this state. You don't see them in the press, you just don't see them.

There are damn few significant things that have happened in this state that Fritz Hollings hasn't had a hand in. The re-building of the Navy base. The major tenants out there--Border Patrol. That's because Fritz Hollings sits on the Justice Department appropriations bill. He's brought the Border Patrol in. You've got the NOAH, National Ecco Systems Center, that's because Hollings sits on the Commerce Appropriations. You've got DFAS, Defense Finance Accounting System, that's because Hollings sits on the Defense Appropriations. So if you look at the rebuilding, of the Navy base, the rebuilding that's occurred has occurred because of Fritz Hollings, and don't take my word for it. Go ask Jack Sprott, the Executive Director of the Redevelopment Authority, or go ask Keith Summey, mayor of North Charleston, whose city it sits in, and as Keith said publicly in last election, Hollings' hand print is on everything at the Navy base. But, who knows it.

Duffy: Also, we might add to that, the Oncology Center at the Medical School, and the Attorney Generals' training . . .

Maupin: The Advocacy Center in Columbia. God, the Mark Clark Expressway. Did you
ever hear the story about that?

Duffy: No.

*Tape 2, Side 2 begins*

Maupin: I've heard Hollings tell it a number of times, so I hope I'm telling it like he did. Carl Bowers, from Estill, went to see Hollings, and said, "Senator, can you help me? Mendel Davis promised to help me get a job in Washington, and he hasn't been able to do anything, and can you help me?" I can almost quote this story. Hollings said, "Well, yes, I'll do my best, Carl, what do you want?" He said, "I'd like to be the Federal Highway Administrator." Hollings said, "Hell, who wouldn't? But let me see what I can do." There was a Senator from West Virginia, Jennings Randolph, a fine man, who chaired the committee at the time, and Hollings goes to the gym every single day in the Senate. So he was in the gym with "J.R.," as he called him, Jennings Randolph, and he said, "J.R., I've got a fellow that wants to be the Federal Highway Administrator." This was the last days of the Carter administration. Senator Randolph told him, "Oh, Fritz, we've already picked somebody. But the deputy job's open. Why don't you send your boy around to see me?" Hollings sent Carl Bowers to see Senator Randolph. Randolph liked him. They put him on as the Deputy Highway Administrator.

Subsequently, the Highway Administrator left, or announced he was leaving, to go run to be governor of Kentucky. So Carl Bowers went to see Fritz Hollings and said, "Fritz, the administrator is leaving to go run to be governor of Kentucky, and before he goes, while it's on his watch and before it gets on my watch, what is it you really would like to have in South Carolina? What can we do, and we'll do it on his watch." Hollings said, "I want the beltway around Charleston." This is almost verbatim. Carl Bowers looked at him and said, "My God, Senator, there's only eighteen miles of interstate authorization left in the country." Fritz looked at him and said, "Eleven goes into eighteen. So I want the eleven miles." About two weeks later, Carl Bowers comes back to Hollings, and he says, "We've talked to the administration; we've got it worked out. We're going to authorize the Charleston beltway. We put together a press conference and we're going to announce it." The only newspaper in South Carolina that carried it was the Florence newspaper. It was not even carried in this newspaper that the authorization for the beltway, which is now the Mark Clark, was gotten in the last days of the Carter administration, by Fritz Hollings and Carl Bowers. It was not even carried in this newspaper. Arthur Wilcox
was the editor at the time. I've always loved that story where Carl Bowers said, "Let's do it on his watch before I get in," and said, "There's only eighteen miles," and Hollings said, "You know, eleven goes into eighteen."

But that's the kind of stuff that Fritz Hollings has done for South Carolina. It's not even carried in his own newspaper. And, that's our fault. That's the staff's fault. We just, over the years, have just not gotten word out. I don't know why or what we should have done, but we haven't done it.

Duffy: What are the relationships with the News and Courier? Have they supported the Senator . . .?

Maupin: No. Strained at best. Hollings believes that the News and Courier never misses a chance to take a shot at him, and I agree with that. You know, we're dumb but we're not stupid. When certain issues come up, we know there are going to be letters to the editor; we got friends that we can say, "Hey, why don't you write a letter to the editor in support of Hollings." We always see the ones printed opposing, or the ones that take him on for the vote, and letters that I have a copy of right here, faxed copy of, they never make it in print. They just never miss a chance to take a shot at him. It's just a dyed in the wool Republican newspaper.

Duffy: What about The State?

Maupin: That's out of my league. Although, Bandy, I talk to Lee Bandy from time to time. Bandy is up and down. I remember working with Bandy when I was on the presidential trail up in New Hampshire. But Lee Bandy can be both ways. He's been very kind to Hollings in some ways. Back to the News and Courier, for the first eight or ten years I was here, I made a trip every two or three months to the News and Courier, and I used to keep copies of articles to show where The State would print an article, and they'd print the same article which was an AP release, but they'd manipulate it. It wouldn't be the same AP releases. Or The State newspaper would print an article on Senator Hollings, and down here it'd never even appear in print. But obviously it didn't do any good.

Duffy: Who are your major contacts in a place like Beaufort?
Maupin: Oh, Beaufort, it'd be Bill Rausch, the new mayor down there. Bill and I are close, Hollings just got, took a year to do it, just got the restrictions on the Lady's Island bridge changed on opening and closing. There before him was David Taub. David Taub ran Hollings' campaign in Beaufort County last time. If Hollings wants something he'll be calling Taub, or vice versa. Buster Davis, Brantley Harvey, and on Hilton Head, you've got the John Wests of the world and all that crowd down there. Hollings has always sort of worked independent, if you will, of the party. You won't find Hollings going to the Democratic Party mechanism, if there is such a thing. But Hollings has his own people that he trusts and that trust him, in each of the counties.

Hartsook: I've heard that said before, about the party, and yet, in the last couple of elections he's carried the party, and worked so hard to build the party.

Maupin: Yes, that's only come in about the last three years. Because heretofore, for example, down here the campaign runs out of Charleston. We have been essentially separate and distinct from the rest of the Hollings campaign. It's been separate and distinct from the Democratic Party mechanism. In the last couple of years, yes, we have worked... David Rudd was probably instrumental in that. David worked very hard and raised a hell of a lot of money for the party. But Hollings in the '92 election, hell, six hundred thousand dollars of what went into the get-out-the-vote money came out of the Hollings campaign. So Hollings has essentially funded the party the last two elections. Yes. He's trying to get some sort of semblance of a party rebuilt. There's not a Democratic Party in South Carolina.

Duffy: You mentioned being on the campaign trail. What about the bid for the presidency? How serious was Fritz in that?

Maupin: He was damn serious. I went to Iowa with him and I went to New Hampshire with him. I went to Texas with him. And, he was right. But he couldn't get the press's attention. For example, if you will recall, that was back in the days when Hollings advocated freezing the budget. That was the first time, just starting these damn deficits, and Hollings advocated freeze the budget. What you do, is you give CPI cost of living, to Social Security, retirees, and the Department of Defense, and you would freeze across the board the rest of the budget. The press dubbed it the "Fritz Freeze." Reagan's guy, I forget his name, was Chief of Staff, when asked to comment on it, said, "It's too simplistic to even comment on." Can you imagine where we would be today if you
had frozen the budget in 1983? Can you imagine where we'd be? We'd be five and a half trillion dollars less in debt. Hollings was serious. He had a message and he tried his damnedest to get his message out, and the press wasn't there.

I remember in Iowa, we were in Iowa, two people, I forget her name now, Nancy something, super gal, and I with Peatsy and Fritz, and we didn't have car phones and all that stuff back then. She would leave out in the morning and try to stay about an hour in front of us in our stops. I would trail along with Peatsy and Fritz. I remember pulling up to a labor union place in a little town in Iowa, and they looked and said, "My God, I can't believe this. Mondale was through here two days ago; he had a string of Cadillacs and a busload of reporters behind him," and here we come, me and Peatsy and Fritz Hollings in a rented Chevrolet. They just couldn't get over it.

In my opinion, the thing that hurt us the most in Iowa was his comments about the wetback. About [fellow candidate Alan] Cranston bringing the wetbacks in, you know, in the Iowa caucus, I don't know if anybody else will say that to you. Hollings wouldn't agree with me, but it was the comment on the wetbacks. Cranston bringing wetbacks by the bus loads to the caucuses. In my opinion, that pretty well killed us because he couldn't get the press. He just couldn't get the press.

In New Hampshire, it was staff. It was flat Billy Keyserling. Billy Keyserling was the presidential campaign manager. I went up to New Hampshire. I was over at Portsmouth, New Hampshire, on the coast, and they had a little girl up there who was the area campaign director or something. We had a reception planned that night. I'd just gotten there. Nobody showed up. Two or three people. His [Hollings'] son, Michael, and his wife, Deborah, showed up. It was at a Holiday Inn. I pulled that little gal off to the side and said, "What the hell's going on here?" She hemmed and hawed and I kept pressing and then she started crying, finally I twisted her a little bit, and she said, "The campaign manager has decided to give up the eastern half of New Hampshire, and concentrate on the western half." I knew Hollings didn't know that! There was a reception the next morning, in a restaurant downtown, and I pulled Hollings into a side room, and said, "Did you know that your campaign staff has pulled everything out of the whole eastern side of New Hampshire and is concentrating on the western side, has just given up the eastern side?" Which had most of the workers from the Portsmouth Naval Shipyard, which was our kind of people. He didn't know it. They'd never told him. So I lay that right to Billy Keyserling and the campaign staff. But by the time Hollings found out about it down there, I told him, he went back and verified it. Hell, you're out of the ball game; you're out of the park, because Gary Hart, at that time, was in New Hampshire big, with lots of money, lots of big time money. We couldn't match
the money.

The other thing was Hollings sent me to set up an office in Berlin, New Hampshire, and one of the things I was supposed to do was to go see the labor people up there. I remember going in, labor unions are big time up there, with all the mills. The guy's name was Pansy. I'll never forget Pansy. I don't remember his last name. We sat down at a long table at the union hall, must have had fifteen phones on it. I said, "I'm here representing Fritz Hollings, just like to talk to you a little bit about Hollings, try to get some help from you." He said, "How's he stand on right to work?"

I said, "He supports right to work, in fact, when he was governor he initiated right to work in South Carolina." He said, "I knew that. I just wanted to see if you were going to be honest with me." He said, "I've met Hollings a couple of times." Of course, in New Hampshire, everybody's met all of them. He said, "I've met Hollings a couple times, I really like him and personally, I might vote for him." He said "You see this row of phones right here?" He said, "That's a Mondale phone bank. We call here every night from six to nine o'clock. I take orders from on high, just like you do, we're for Mondale, here's the phone bank. But the labor unions weren't with us, [they were with] Mondale, because of the right to work position.

**Duffy:** Labor in South Carolina, was not very strong, but what little there is always generally supports Hollings, don't they?

**Maupin:** Yes, generally. Telecommunication workers for example. Hollings has done a hell of a lot for telecommunications people. You don't know how much work he's brought in, swapping out things with AT&T and all these companies, bringing in switching offices here instead of Charlotte [or] someplace else. So, he's had good support here, and good support from the shipyard workers, which was the largest union around here. The ILA, the International Longshoremen's Association, probably the strongest, best-organized union, and of course, that's a predominantly black union. Even blacks complain that they can't get in unless they have a brother, an uncle, or have an in. But, it's a damn good union! If you bring a ship in here, they'll have that ship off loaded and on loaded and on its way in about sixteen hours. That's the way these Shipping Lines make money, is for those ships to be moving. You never have a work shortage or a work stoppage or a work strike here. These guys are good. Now, they make big money, seventy, eighty thousand dollars a year. They're good, and you don't hear any complaints about the ILA. Even from businessmen.
Hartsook:  You've mentioned Peatsy a couple times.  It seems to me that she's a remarkable resource and it's almost one of those things like Clinton saying in his first campaign, getting two for one.  She seems to have terrific political instincts and a real zeal for the work.

Maupin:  Peatsy's a work horse.  Just the thought of having to spend twenty-four hours a day, seven days a week, fifty-two weeks a year with Fritz Hollings is enough to just scare the hell out of anybody.  Hollings makes an art out of doing damn near nothing for himself.  Peatsy does everything for him.  God, she drives him, she does everything for him.  He loves it and he just sits there and says, "I'd do it if I knew how," something like that.  He don't know how like a damn fox don't know how to get into a burrow.  But she's with him every step of the way and during the election, I know for a fact her knee hurt her so bad she could hardly move, and I can remember the night before the election last year, we were at the Charleston county fair, walking the midway and she never once complained and you could see the grimace on her face as she walked that midway.  [Mrs. Hollings underwent knee replacement surgery in 1999.]  She's got good political instincts, she is a great speaker, and she has been able to fill in when he couldn't make it.  She doesn't like to do it, but she is a great speaker and I've seen her give some fine talks, better than he could have done in the circumstances, especially if it has to do with children, or education, or the elderly or health care.  She is a real asset.  She just does everything with him.  And, she's with him every step of the way.  He wouldn't be easy to live with.

Hartsook:  Now, do you take advantage of that, knowing that she is that capable?  Do you call on her?

Maupin:  Oh, yes.  The whole staff does.  The whole staff will . . . .  If we can't get through to the boss, just can't get his attention on something, then we go to Peatsy.  "You know, Peatsy, I think he's wrong, I've talked to him, I can't get him to even listen to me."  Now whether she'll push him or not, I don't know, but I do know she's whispering in his ear twenty-four hours a day.  But there's no hold back in talking to Peatsy.  You don't hold back.  If you think he's wrong in something, you don't hesitate to tell Peatsy.  She's a political force just in her influence on him.  But she's also a strong individual.  She reads people very well.  Where Hollings sometimes, I've told him this, he doesn't have very good judgment in people sometimes.  He takes people at face value.  Fritz Hollings, if he meets you on the street, you're A-number-one until you prove yourself different.  I'm just the opposite.  I meet you on the street, you're at arms’ length until you prove
different to me. Sometimes I think Peatsy reads people a little better than he does. He's a softy. He just has faith in the human race, and he has tremendous compassion for the disadvantaged. They ought to have an opportunity. You should give them an opportunity.

Women, infants and children's feeding programs, for example. To Hollings, that's a real passion. And I've heard it so many times, when a woman is pregnant and comes from an impoverished family, she's not getting the proper nourishment, that baby's going to be born premature, it's going to be stunted, and so it's going to end up in the hospital for thirty days, in an incubator, and that's going to cost thirty thousand dollars, and then that child is going to be a slow learner, and ultimately is not going to be a productive citizen, will be a burden on society and will end up in prison and you're going to spend thirty thousand dollars a year on him.

To Hollings, it makes economic sense to provide that mother with the necessary protein and vitamins and substance when she's pregnant, for one hundred and seventy dollars, which I think is the cost, to try to have a normal, fully developed baby that you're not going to end up paying for for the rest of its life. To Hollings that makes economic sense. To the average guy on the street, that's blatant liberal welfare, but he just doesn't see it that way. To him, it makes sense to spend a hundred and eighty dollars for those nourishments, rather than spend thirty thousand dollars for thirty days in the incubator. But that's not the way the average guy on the street sees it.

Head Start program, that's another one. The average guy on the street thinks, ‘Why the hell should I pay to send a bunch of little black kids into a Head Start program? They're not going to learn anything.’ In Hollings' view, it doesn't matter whether they're black or white, red or green, if their home environment is not such that they're prepared for school when they hit that first grade, they're going to be behind to start and they're going to stay behind, and they're not going to have the advantages of a middle-class family, whose children have gone to a church or a paid kindergarten and are ready to go into the first grade already knowing their ABC's. Head Start is just to try to give that child an opportunity. Once you give them the opportunity, it's up to them to take advantage of it, but you've got to give them the opportunity. To him, that makes economic sense.

Duffy: Let me ask you about a person I knew, a fellow named Tom Williams, who was the chief lobbyist for the National Football League. Just died. I think he and Hollings were fairly close?

Maupin: Very close. Wonderful fellow. I was close to Tom also. Nice fellow. His son was just down here three weeks ago, and his wife. Yes, Tom Williams was a nice fellow. Used
to come down and stay with the Hollings. In fact, he taught at Carolina. When I'd go to Columbia on business, I'd see Tom at the Whitmire. He was just a genuine friend. But if Tom Williams ever asked Fritz Hollings for anything, damn if I heard it. But he loved Hollings. In fact, he got me tickets to the Super Bowl for about five years.

**Duffy:** I think the NFL may have donated some money to the Oncology Center, did they? Do you know?

**Maupin:** I suspect they probably did. Yes, I suspect Tom got some money from them. Hell, lots of people, lots of industries have been very generous with that Oncology Center. And that's another funny one for Hollings. He's got nine million dollars in the bill this year to expand that. Last year, they had thirty-six thousand patient calls.

Hollings did not understand why somebody who had cancer had to go to Emory, or University of Alabama-Birmingham, or Duke. Why in God's name can't South Carolina have a cancer center? He set it out as a project and it's there, and he got most of the money for it and as I said, got nine million dollars in that State-Justice-Commerce bill that was vetoed yesterday, but it'll come back, to expand it. They've gone from about seven hundred calls a year to thirty-six thousand office calls a year.

**Hartsook:** And that's rare for him to have his name tied to something like that.

**Maupin:** That's a different story, also. Hollings doesn't want his name tied to those things. He says, "Y'all are trying to kill me. You name things after dead people." Melvin Berlinsky was the impetus behind that. Hollings didn't know it. For example, the Hollings' federal building, Strom Thurmond went to Howell Heflin, when he was in the Senate, and asked Heflin to sponsor the bill to name that judicial center after Hollings. Hollings believes you name things after dead people, and obviously he's proud but not overjoyed. Because he says, "For God's sake, I'm not dead."

*[Tape 3 begins.]*

**Maupin:** . . . Shirley and I came down here to go to work for him. "There's my beach house, take it." How many people would do that? And then go in and make sure that things were
spotlessly clean and go out and buy milk and bread and hamburger and put it in your refrigerator. How many people would do that? Damn few. In the Army, you know, you're supposed to have a sponsorship program where this is supposed to be done. Hell, it's never done. Now, he's my boss, but he's my friend. Hollings, he's got a warm heart that he hides behind a hard facade. He really does.

Hartsook: What characteristics are important in successfully working for Hollings?

Maupin: Honesty. You've got to be honest with him. Loyalty. You've obviously got to be loyal to him. But you've got to be honest with him. You've got to tell Fritz Hollings what you feel and you've got to tell him things that he doesn't want to hear. I learned a long time ago in the Army, bad news never gets better. And so, as a Senator, he's like an Army general. He's vulnerable in a certain respect, in that people control everything that flows to him, office-wise. Every letter he sees, it's come through some staffer before he sees it, or every position paper, everything, somebody has seen it. So you've got to be careful. Now, as a Senator, of course, he's out and around and talking, but what comes through that office, is controlled. Sometimes, in some quarters, there's a propensity to, well, maybe, don't show him this letter, which is criticizing him for something. That's baloney. Bad news never gets better. If he's being criticized, to me that's more important to show him that than if somebody's stroking him and giving him praise. You've got to show him the bad with the good. So I think honesty. You've got to be honest with Fritz Hollings.

Hartsook: Have people been disloyal? You talked about the importance of loyalty. I wonder if there have been key staffers that have let him down?

Maupin: I think probably there have been some people who've had their own agenda. That were worried more about their own agenda than they were about Hollings' agenda. When you work for Hollings, it's like I said a few minutes ago, you're sort of family. And you, in essence, devote your life to Fritz Hollings. His needs come first. His needs dictate when you go on vacation, when you see your children. For example, normally, generally, most always, in twenty-one years, I don't go out of this office when the Senate's in recess. Because Hollings is here. Now, he's probably not going to need me for anything, but if he needs me, I need to be here. Recess is when the folks in Washington can cut out. God knows they need to cut out, because
they go through that cycle, they're in it now, with appropriations, where they're working from eight o'clock in the morning to ten, eleven, twelve o'clock at night. I don't begrudge them; if recess occurs, get the hell out of Dodge.

But everybody in this office, our central focus is on Fritz Hollings' needs. In this Charleston office more than any other, on his personal needs. Because we happen to be the ones where he lives. The fire, God, a tragedy. [The Hollings' home was totally destroyed by fire in August 1999] Are we going to be involved in trying to help him get his life together? You bet we are. They're coming back and he's keeping up a strong facade for Peatsy, and Peatsy's keeping up a strong facade for him, but I know they're both aching inside.

He's great fun when it's just the two of us. Same children problems and grandchildren problems. But he'll say, "You know, I got one of those at the house," and then he'll stop, and say, "No, I had one, but it burned up in the fire." But they have never once complained about losing their house, about losing their car, about losing the damn TV or whatever. The only thing they've talked about is the pictures and his governor's desk [the desk and chair which Hollings used as governor were in his study and lost in the fire]. He said, "I had pictures with every President since John Kennedy. They're gone." He also had a great history of South Carolina book collection.

**Hartsook:** Yes, he had a terrific library.

**Maupin:** Great library. Everything was autographed by the authors, most of them. There again, all that stuff is gone. And it's irreplaceable. The other day, Dr. George Orvin, a longtime friend, came in with a picture of Hollings as governor, and Mark Clark, and George Orvin, and somebody else. And George Orvin had had it reproduced and gave a copy to Fritz. Wonderful, thoughtful thing to do. But the inscription is to George from Mark Clark, where Hollings' original picture was [inscribed] from Mark Clark to Hollings. And so, a thoughtful, kind thing to do, but it's not the same as when you have the picture from Mark Clark, inscribed to him. When something like Hurricane Floyd happens, I'll probably talk to Hollings four or five times a day. I was telling him what we were doing to get ready, who we were tied in with, how the EEOC's were being set up, where FEMA was, et cetera. I felt kind of sorry for him. He said, "Would you do me a favor? Would you just take the few little mementoes that I have left in the office, and make sure they're safeguarded? There's the Citadel diploma, whatever, but would you just take the few little mementoes I have left and make sure they're safeguarded if that hurricane hits." And that's sad. That's sad. He had stuff that didn't mean a damn thing to anybody but them.
Peatsy is a nut on Christmas tree ornaments, and God they love Christmas. He's like an eight-year-old on Christmas, after she gets the tree up for him. But she had Christmas tree ornaments, everywhere they'd go, they'd pick up a little Christmas tree ornament, little handmade ornaments. You know, that's gone. I sometimes wonder what Christmas going to be in this place that they're renting this year. Their tree, and they always had a special tree, we both usually went down the day after Thanksgiving every year to a tree farm, to cut our trees. I would tease him a bit when he does something, "Boy, you're acting like a big boy; you did that all by yourself." And we would go down to the Christmas tree farm. He'd get down on his knees and cut that tree. "You're getting to be a big boy." But they got that tree and put it in water, there was a special place that they put the tree and a special way that Peatsy decorated that tree with those ornaments. What is Christmas going to be? I don't know. Tough one. It'll be tough on them. But, they're both hiding it very well. They're hurting.

Hartsook: When do you think the house will be done? [The Hollings were in the process of planning the rebuilding of their home at Wild Dunes, outside of Charleston.]

Maupin: I was with them last night at dinner, after the Town Council meeting at Isle of Palms, they didn't get in last weekend, they're coming back this weekend, and they're hoping that the architect will start to have the plans ready. They can't rebuild the same house, because FEMA regulations have changed, and so the things that were on the ground floor all have to be lifted up. I didn't know that it was that complex. But when you do that, of course, that changes the whole heating and ventilating, and changes every system, so the architect hopefully will have new plans ready for them this weekend. Of course, you know, that'll take a while to square away, then they've got to go through the permit process, and so I'm guessing they're not going to start building until probably first of the year.

Initially, I was the one that he called the night of the fire. Called me about nine-thirty, Saturday night. We'd just gotten in from dinner. And the phone rang, and I walked in and it was Fritz on the phone, and he said, "I'm in trouble." I said "What the hell are you talking about?" I thought maybe they'd run over somebody. He said "I'm in trouble. Can you come get us and can we stay with you?" I said, "Why, sure. Come on over." He said, "You damn fool. My house is on fire and the car's in it." I said, "God. I'm on the way." I finally found him out there and got him home. That night, he was saying, "We'll rebuild that same house. With any luck, we'll be in it in eight months or so." He'll be lucky to be in it in eighteen months. But they want that house
and they want to get folded back in the home. But it's going to be a while.

Hartsook: One person whose name hasn't come up is Bo Morrison. Can you tell me how important a role he's playing right now in the Senator's life?

Maupin: Yes, Bo is a super nice guy. Bo is very well-to-do. I guess that's putting it mildly, with homes down on King Street and homes in the mountain, homes in McClellanville. Bo's an attorney, and loves Fritz Hollings, and Fritz Hollings loves Bo. I was at Bo Morrison's house, Shirley and I, with the Hollings and the Morisons, back in about 1981, when the first idea of Hollings running for the White House came up. The first time it came up in Charleston was at Bo Morrison's house, with a little group that Bo put together, having dinner there. Bo Morrison loves Hollings. Bo Morrison, I can tell you emphatically, without hesitation, has never asked Fritz Hollings for one thing. For anything. He doesn't practice law much anymore. He does investments, and Bo doesn't need anything. I could pick up the phone right now, and call Bo Morrison and say, "Bo, Fritz needs you to put together ten thousand dollars for something." And that's all you have to say, and Bo Morrison will go out and he will work his ass off and he'll get that ten thousand dollars for whatever the cause is. "I need it for," whatever it is, "the state party." He will do it, and I can tell you, he has never asked Fritz Hollings for one single thing. Bo just loves Hollings. There's just a mutual respect. I guess they've known each other probably for fifty years. Bo's maybe a little bit younger than Fritz. But he's known him for forty, fifty years. Bo Morrison's just very successful, very wealthy, doesn't really need anything. He does it because he likes to do it, because he wants to do it.

Hartsook: And he's pretty much taken Henry Tecklenburg's place as the Senator's . . . ?

Maupin: Yes. Bo is primarily the fund raising treasurer of the campaign, and Teck was Hollings' conscience. We used Teck, too. Teck had a great political mind, great political senses. He would tell Hollings on issues, "You're right," "You're wrong." Not [just] "You're wrong," but "God damn it, you're way wrong." Teck would really take him on. Hollings loved it. That's the confrontation that Hollings loves. Two friends, Henry Tecklenburg and J.C. White, and they would take Hollings on, and "You don't know what the hell you're talking about," "You're crazy as hell." Now, we go tell Hollings something, and we're not going to say, "You don't know what the hell you're talking about," or "You got your head on backwards." But Teck would, and Hollings
loved it. We'd have a problem, and we couldn't get Hollings to change his mind on something, "Teck, we need you, we need you to go to the boss." I can't ask anybody else, and I know a number of times I'd have somebody from Washington call, "Would you go to Teck and see if he'll get with Hollings?"

The only time I knew Hollings and Teck to ever fall out, and they didn't speak for about six weeks, was when tuition tax credits was on the floor on the Hill, and it was the issue. Hollings made one of his famous bursts about "bishops stalking the halls of Congress." Teck was Mr. Catholic. Boy, that pissed Teck off. They didn't talk for about, I don't know, six weeks, I guess. Later, of course, John Tecklenburg went out and took the campaign ----- ----. [Henry Tecklenburg's son John took over as the manager of the Hollings campaign in July 1998.] Teck was, no doubt, Hollings' closest political advisor.

Hartsook: Does anybody play that role now?

Maupin: If they do I don't know it. I don't know who it would be.

Hartsook: Is John West an advisor at all, or just a close friend?

Maupin: John's a good close friend, one of the nicest guys that ever walked, but I suspect if John West has something he's especially interested in, he would go to Hollings, and Hollings would listen to John West. But as a matter of course, I don't see Hollings asking, "John, what do you think about this issue or that issue?" I'd see West going to Hollings if it's an issue he is involved in. I could see that.

Hollings is a strange guy. He makes up his mind right off, and I like that. Back to my Army days, "Will you support it?" "Will you take the point?" Right off, yes, no. He makes up his mind early and quick on a subject, and as he says, "I make up my mind, I tell you my position early on any vote. And then you have the option as a constituent to come back and tell me whether you think I'm right or wrong." But once he makes his mind up, the staff, we often laugh, "Don't confuse him with facts." Once he makes his mind up, it's damn tough to get Fritz Hollings to change his mind. He's not right all the time. Nobody's right all the time. But invariably down the line, more times than not, he was right. I've got a distinct advantage with Hollings. He lives here. So I have the opportunity to see Hollings every weekend, every time he's in. That's an advantage over the Greenville and Columbia offices and many of the staff in Washington who
can't get in to see him. They work right there on staff and they can't get in to see him. His schedule is just brutal. I don't know how in God's name he keeps it. But I have the option of seeing him, going out and talking to him, getting something to him.

Many a time, on an issue, I have worked for a week or ten days on that issue, putting together why I think he's wrong on something. I'll sit in here and close this door and run this thing over in my mind and have my spiel right down the line and he'll come in and I'll say, "I want to talk to you about something." I'll start my spiel and he will literally chew it up and spit it out. I don't know where the hell he got the information, but I'll make a point, and his counterpoint will completely destroy my point. Where he gets that information, I don't know. But, ultimately, as it comes out, whenever the issue is resolved, invariably he was right. On lots of issues, "Boy, I'm ready for him now, and I mean right down the line," and he just eats it up point by point, shows me why it's wrong. "This is wrong because . . . ." And he'll leave, and I'll sit here and think, "Joe, you dumb bastard, why didn't you know that?" I will have worked with other members of the staff, and I'm catching him out of the blue. I've been working on it and doing it and putting it together for a week, and I'm catching him cold, and he'll come back with those facts that just completely obliterate what you got. He has an amazing mind. Amazing mind. But he's fun to work for, because you never know where he's coming from, what he's going to say and what he's going to do, and that makes him fun.

Hartsook: Has he changed much over the years?

Maupin: Not really. Yes, he's getting older. He doesn't move around on the tennis court like he used to. A little slower getting in and out of a car. But the mind, the mind is not slipping. Now he might not remember somebody's name he sees on the street, but if you talk about instances or an episode or something that happened, he'll go back and give you the time, the date, and give you the specifics of the conversations. I can't do that. Hell, I'm ten years younger than he is, and I can't do it. But he'll go back and go right down the list. He's got an amazing memory.

Hartsook: Now, has your job changed much over the last twenty years? With C-SPAN, it seems like people are a lot more alert as to the issues that the Senate is considering.

Maupin: No, it hasn't changed that much. As you get older, I guess, and you've been here longer. Trip's been here longer than I have, and in Washington, I guess only Betty Pittleman and
Sharon Larkin have been here longer than I have. But as you sort of get older, you get more referrals from the staff. "What do you think about this?" "What would you do about that?" or "Will you talk to the Senator about this for me?" But, ultimately, I'm probably not doing near as good a job as I did twenty years ago, because the job has gotten easier in that twenty years ago I was trying to meet the David Taubs and the Hank Chambers before David Taub and the Bill Rauschs in Beaufort. To learn who to go to in Beaufort and to sort of get to know them, where there's a rapport. Any place in the political world, rapport is key. I don't care who it's within the political world, you've got to have rapport before there's a frank, honest exchange. Over the years I've gotten to know the folks from the Georgia line to the North Carolina line, [and] over the years they've gotten to know me. As a successor comes on, it gets easier learning the successor here. Like Tommy Edwards, the new county administrator in Georgetown. It's a hell of a lot easier for me to get to know Tommy Edwards than it is trying to learn all my administrators.

So it's gotten easier in the sense that you know exactly who to go to now to get this piece of information, or you know who to go to to find out what's happening, why is this happening in Hampton County? What the hell is going on down there? What's happening? Is there something we can do aboveboard? Is there something we can do under the table to soothe the situation? After twenty years, you know who to go to, who's going to be honest with you, who's not. So in that respect, it's gotten easier.

Also, in that respect, Washington has gotten much more complicated. Washington's gotten vicious. It used to be Republicans against the Democrats, and they respected each other's views. They had different philosophies, but they respected each other's views. Those days are gone. Now it's Republicans against Democrats, the right wing Republicans against the left wing Republicans, it's the House against the Senate, and the Congress against the White House. Nobody up there really gives a damn about issues. They only want to cut your feet out from under you. Washington has gotten complicated. But in the state, from my point of view, like I said, I'm probably not doing near as good a job as I hope I was doing twenty years ago. Now I know who to go to, who to put your finger on, and you learn what pressure you can bring to that. You learn to use the pressure. So I've gotten a whole lot more comfortable now than I was ten years ago. Yes, I'm probably doing a much worse job. But it's easier from that respect.

[End of interview]