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## McGoldrick, Richard "Dick" oral history interview

Jeremy Robitaille

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## **Interview with Richard “Dick” McGoldrick by Jeremy Robitaille**

### *Summary Sheet and Transcript*

#### **Interviewee**

McGoldrick, Richard “Dick”

#### **Interviewer**

Robitaille, Jeremy

#### **Date**

August 6, 2001

#### **Place**

Portland, Maine

#### **ID Number**

MOH 315

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#### **Biographical Note**

Richard McGoldrick was born in Westwood, Massachusetts on November 2, 1941. His parents were Charles C. and Elizabeth P. McGoldrick. Charles was a salesman for Abbott Laboratories (manufacturer of drugs) and Elizabeth was a homemaker. Richard had seven brothers and sisters, and the family was Boston Irish Catholic. He attended public schools in Westwood, and graduated from Westwood High School in 1959. He graduated from Boston College in 1963 majoring in Economics, and then attended graduate school to study labor and industrial relations at University of Illinois in Champagne-Urbana. He was editor of the *Journal of Business* at Boston College, and a writer for the school newspaper. After graduate school, he became a beatnik traveling around the U.S. He spent a year working for the Teamster’s Union in Chicago and was drafted for the war in the fall of 1965. He went to Fort Dix and then was assigned to the Pentagon. He was discharged from the Army in November of 1968, and worked in Washington, D.C. for a few months before returning to New England to sell college textbooks in Maine and New Hampshire until 1972. He then worked for Portland Capital and Business Assistance Corporation, a small investment corporation set up by the Model Cities program.

#### **Scope and Content Note**

Interview includes discussions of: Portland Capital and Business Assistance Corporation; Model

Cities; Gulf of Maine Aquarium; Community Services Administration; Coastal Enterprises; Northern Community Investment Corporation; Community Development Corporations; Muskie's office ; racial riots in Washington, D.C.; Washington burning; Maine Downtown Center Advisory Board ; International Council of Shopping Centers (ICSC); Maine Real Estate and Economic Development Association; and Angus King.

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## **Transcript**

**Jeremy Robitaille:** We are here at Commercial Properties, Inc. in Portland, Maine on August 6th, 2001 with Richard McGoldrick, and interviewing is Jeremy Robitaille. Mr. McGoldrick, to start out could you please state your name and spell it, and give us your place and date of birth.

**Dick McGoldrick:** Richard J. McGoldrick, M-C-G-O-L-D-R-I-C-K. I was born in Westwood, Massachusetts on November 2nd, 1941.

**JR:** And what are your parents' names?

**DM:** Charles C. and Elizabeth P.

**JR:** And where were they from originally?

**DM:** They were from Whitefield and Lancaster, New Hampshire originally.

**JR:** And how did they end up meeting and residing in Westwood, Mass.?

**DM:** I guess they sort of grew up together in northern New Hampshire and got married and during the Depression moved down to Massachusetts to find work, and that's where they ended up.

**JR:** And what were their occupations?

**DM:** My father was a salesman for a company called Abbott Laboratories, which was a manufacturer of drugs. (*Interruption*) He was a salesman for Abbott Laboratories, which was a manufacturer of drugs, sold to hospitals and doctors, drugstores. My mother was a homemaker; she had eight children so she was busy.

**JR:** Oh, wow.

**NM:** So she was busy.

**JR:** And how would you describe their religious, social and political views?

**DM:** They were Boston Irish Catholic; simple as that.

**JR:** Simple as that. And so Democrats I assume.

**DM:** Yeah.

**JR:** Now, were they at all involved with the community, politically or otherwise?

**DM:** No, I think my father was too busy working and my mother was too busy taking care of the children. To my knowledge there was no political activity on anyone's part.

**JR:** And what can you tell me about the political, economic, social, ethnic and religious dynamics or dimensions of Westwood, Massachusetts? From what you remember growing up there?

**DM:** Well, Westwood was a rural community back in the forties and it was transformed into a bedroom community for the greater Boston during the fifties and sixties and thereafter. When I was growing up there in the forties and fifties it was pretty much of a rural small town atmosphere.

**JR:** OK, And how would you describe the extent of your interaction with the outside world? I would say like specific recollections you have of like newspapers, TV, radio, cinema, things of that nature?

**DM:** I think I generally led a fairly isolated life. I can remember for instance my first close exposure to Black people was when I went to Boston College. It was a very white sort of middle class community that I was brought up in, and most of our activities revolved around sports and school.

**JR:** And now where did you attend school, elementary, secondary?

**DM:** Public schools in Westwood, graduated from Westwood High School in 1959, went to

Boston College, graduated in '63, and then went to graduate school up in Illinois, University of Illinois in Champaign-Urbana.

**JR:** And what did you major in at BC?

**DM:** Economics undergraduate, and graduate was Labor and Industrial Relations.

**JR:** And did you involve yourself in extracurricular activities or in the community while in school?

**DM:** In college I was pretty active. I was the editor of the *Journal of Business*, which was the publication of the magazine publication of the business school, and. What else? I was a writer for the school newspaper. That's primarily it.

**JR:** And what really sticks out for you with, in your experience in Boston, like, what were your impressions of it coming from a small- like Westwood, going to Boston?

**DM:** Well, back in those days I was what they called a 'brown-bagger'. I hitchhiked to school from Westwood, it's about a twelve mile ride. And so I didn't have a lot of involvement until my senior year in the school community. And really not much then, frankly, was too busy working and going to school. So I was not active politically or socially or in the community at all, I would say.

**JR:** Okay, and how about at grad school in Illinois?

**DM:** It was pretty much the same there. I concentrated on my studies and then decided at the end of my first year, I was working on a master's degree, I finished all my course work and decided, headed towards a Ph.D. in economics, and decided that I didn't want to do that, I didn't want a career as a college professor anymore. So I bought a pair of sandals, grew a beard, and started hitchhiking around the country. Became what we called in those days a beatnik.

**JR:** Tell me about that, some of the places you went.

**DM:** Oh, we went to California and Mexico and Florida and Canada, Cape Cod. Bounced around mostly North America over a period of three years, spent a year in Chicago working for the Teamster's Union. And then in the mid-sixties the draft got pretty hot and heavy and I finally got drafted in 1966, '65, it was the fall of '65. Went to Fort Dix and then got assigned to the Pentagon, which was quite fortunate. And so I spent two years in the Army there, and I can sort of run right through this if you want.

I got out of the Army in November of '68, the country was heading into a recession, the only job I could find was with an employment agency in Washington, which I worked there for four or five months, and then decided I wanted to come back to New England, so I finally found a job selling college textbooks in Maine and New Hampshire, and moved to Portland because it was a fairly central location for that.

(Interrupted.)

**DM:** Where were we?

**JR:** You were telling me about your first job in Maine, you moved to Portland, selling textbooks.

**DM:** So I spent, let's see, until 19-, summer of '72 working on that job and then they wanted me to move to New York, which I wouldn't do, so finally after two rejections of job offers there I had to find something else to do. And with my background it really wasn't too easy to find a job, so ultimately I saw the ad for the Model Cities job in one of the, Model Cities, which I didn't know much about, had set up a program called Portland Capital and Business Assistance Corporation, which was a small investment company. The theory behind it was that it was funded to make investments in small companies, start-up companies, what they call micro-loans today. And anyway, I interviewed for that job in the fall of '72, and the job was offered to somebody else and he ultimately turned it down and so I ended up getting the job.

The job involved setting up this company and making investments in businesses that would help low-income people. The parameters were pretty broad, we, the board, the community Board of Directors actually developed our own criteria for investments, and it was pretty much oriented towards start-up companies with the concept of helping people who had some entrepreneurial talent but no money to get a business going. The original funding was, if I remember correctly, probably a hundred and thirty or forty thousand dollars. The overhead was about probably forty or fifty thousand dollars, so we didn't have a lot of money.

In any event, we ended up to the best of my recollection with about twenty or twenty-five investments in companies, most of which were unsuccessful by the nature of the beast. One of the lessons that I think was learned, and this was sort of the early days before the concept of micro-loans or helping inexperienced people start their own businesses became popular, there was sort of a romantic notion that if people had a good idea and you gave them money they could create a profitable business. And what was, I think what most of us knew intuitively but what we proved empirically was that that's not the case, that there's a lot more that's needed to create a successful business.

But the end result was a lot of people got some good business experience. I think one of the entrepreneurs that was helped was Dave DeLorme, who at the time was publishing the *Maine Catalogue* which was a take off on the *Whole Earth* catalogue, which was a big popular sort of hippie publication in the late sixties, early seventies. And Dave published the *Maine Catalogue* and two or three other books, and ended up going out of business but gained a lot of good business experience and now owns DeLorme Mapping Corporation which is a very successful, large company.

So part of what I think, part of the benefit that came from a program like this was that there are occasional people who get involved who really get some good experience. And one of my favorite sayings now is that, you know, I won't invest in someone's business unless they've already had at least one good failure because people who haven't had that failure really haven't

learned the lessons that most of us need to learn in business.

In any event, the Model Cities funding ended, I believe, two years later and Portland Capital and Business Assistance Corporation had probably a hundred and fifty or two hundred thousand dollars in assets, both cash and investments, and could not afford overhead. So we put, I put together a deal with the board where I went into the consulting business and Portland Capital became my first client. And so we cut the overhead from, I think at the time it was probably fifty or sixty thousand a year, there was me and an accountant and a secretary and an office, down to twelve thousand dollars a year. And we continued to solicit and make investments for I think about four or five years, and had a couple of businesses that stayed in business. Most didn't because the people just didn't have the experience and we didn't have the depth of really assistance to provide a small business start-up, particularly an inexperienced person that needed more than money, that needed accounting advice and legal advice and all the things any business needs that we couldn't afford to provide.

So somewhere in the mid-to late-seventies we decided, the board and I decided, that we would take the money and donate it to the Gulf of Maine Aquarium which was a project that's still ongoing but at the time looked like it was fairly close to getting funded to build an aquarium on the waterfront, and everyone figured that was a good project that would help the community and it was a good place to put the money so that we didn't have to continue to drain the capital. So that's the story of Portland Capital and Business Assistance Corporation.

**JR:** Okay, now when you talk about the board, is this like the Model Cities board of Portland?

**DM:** No, the board, the Portland Capital board was made up of people, I'm not sure how they got on the board, maybe the city council did it, or, there's a woman named Jadine O'Brien who ran Model Cities at the time, and a fellow named John Bubier who's now the city manager in Bath, who was a good administrative assistant, and I believe the board was named by the city council. I'm not sure. It was made up of, there were a couple of bankers, a college professor, four or five community-type people who were representative of the low-income community "(unintelligible word)". And I think there was a lawyer on the board, too.

**JR:** Can you give me some of their names maybe?

**DM:** Yeah, now let's see, Kathy Remmel, R-E-M-M-E-L, who was, she's a teacher at Waynfleet now. (Unintelligible word) Warren Swetz, S-W-E-T-Z, who was at Maine Savings Bank at the time, I'm not sure where he is now. Henry Adams from Cape Elizabeth who worked for the telephone company at the time. Who else was on that board? Dick McQuil, Richard McQuil, who was a professor at the university. I think he has long since retired, I'm not sure. Hmph, can't remember anyone else off the top of my head. Oh, there was Elizabeth Butter-, it was Elizabeth Butterfield, the bag lady, she's now the bag lady out in Cornish. She has a business that makes canvas bags, she was one of the original canvas bag makers. A very bright woman. Butterfield. I'm not sure.

Some of our more interesting investments were invested in an operation that was going to buy clams and resell them on the waterfront, so they were employing clam diggers and had a retail

fish market down on the waterfront. We learned what shrinkage was, clams, we'd buy a bushel of clams in Thomaston and by the time it got to Portland it was a half a bushel.

So, people weren't paying attention to business, but in any event that business. That's business, now there's another example of where we started this fish market and the fellow that was running it ended up, that market ended up folding up, but he ended up opening another fish market in Portland and I think stayed in business for another ten, fifteen years. DeLorme's business was another one that ultimately failed, but resulted in longer term benefits. I can't remember any of the others right now, really hodge-podge businesses.

**JR:** Did you have like a familiarity with the other facets of the Model Cities program in Portland, or in other communities in Maine?

**DM:** No, not really. I was kind of a skeptic about the program itself because I learned quickly that money was not the solution, and that's really what the Model Cities thing was all about. The important thing that I think the Model Cities program did was it gave, today we'd call it empowerment. It empowered certain segments of the community to really become involved and begin to think about determining their own destiny. The negative side of that was there were a lot of, what I call, professional poor folks who were just parasites on the system. Spent their life living off that dole, and that was part of the whole Great Society stuff that just, you know, really did a lot of damage in this country, I think.

One of the things that came out of that experience was, one of the things I ended up doing later on, was helping to set up, one of the semi successive organizations to the Model Cities was called the Community Services Administration which I think started in the early or mid-seventies, and Muskie may have had something to do with that, I don't know. But we got funded two community development corporations, one in Maine called Coastal Enterprises which is now about a thirty million dollar investment company, and one in St. Johnsbury, Vermont which covered Vermont and New Hampshire called Northern Community Investment Corporation, which I think has assets that are worth twenty million dollars today. And they were modeled after the same concept as Portland Capital. But what we put in there was a lot more strict parameters on investments, that there really had to be experience, management experience and business experience, and the availability of other resources other than money, such as legal, accounting and stuff, you know. They have been quite successful, and they were able to attract funding from a variety of sources outside of the government. You know, Coastal Enterprises has Ford Foundation money and, a lot of foundations have put money into that. They now are a venture capital firm and have become quite a force in the community in helping to finance business development.

**JR:** Were you at all involved with the, well, like, how were you involved with the Community Services Administration or Coastal Enterprises, just as a consultant?

**DN:** As a consultant. We were actually hired, myself and a fellow named Michael Mastronardi had a little consulting company called Associates for Community Development. And we were hired by Tim Wilson, who was the director of the State Community Services office under Ken Curtis, to. Our charge was to find a group in Maine that would be capable of establishing a



community development corporation. And so we looked at a lot of different areas and ended up down in Wiscasset with a fellow named Ron Philips and a group of people who we thought could be successful, and we ended up writing a grant proposal for them through Washington and I think got three or four hundred thousand dollars, and they established a community Board of Directors and started making small investments and Ron became really a master at the business. He's probably the best guy I know, at least in New England, in raising money, and tapping into foundations and things like that. He continues to run Coastal Enterprises today.

The other one we set up was in, I was hired by a group in northern New Hampshire to help. They had already established a local community development group and they actually owned a hotel, and they asked me to help them get that organized and to actually write the grant for, what this community services administration was doing at the time was funding these Community Development Corporations - I'm going to start using the acronyms pretty soon - that was the CBC.

Anyway, so we wrote a grant for CBC, and the politics at the time were pretty interesting. Mel Thompson was the governor of New Hampshire, who was a very, very strong conservative. And he was opposed to any kind of government programs. So in order for us to get funded we'd put a deal together with the congressional delegations of Vermont and New Hampshire and they got it funded over Thompson's objections, which was unusual. So that ended up being a two state CBC, which was the first one in the country to cover... It was a pretty political thing, we had to get the congressional delegation of the state, the governor, behind all these things. So the New Hampshire-Vermont thing was pretty unusual. And anyway, it ended up becoming a very successful investment corporation.

So that's sort of a legacy that has come out of what... Model Cities, at least the economic development part of Model Cities. Model Cities as I understand it covered a whole potpourri of things, they had day care centers and the community organizing things. The part I was involved with was really sort of the economic development aspect.

**JR:** Okay, I just want to get, I mean, you mentioned it was Tim something you served under?

**DM:** Tim Wilson. Tim Wilson is someone you definitely should talk to. He now runs the Friendship Camp out in, the camp that's bringing kids over from Israel and Palestine? He's employed, I believe, by P.A. Strategies. The Pierce-Edward.

**JR:** Okay.

**DM:** He's a consultant. Another fellow you probably should talk to if you want to talk about Model Cities is Tom Vallieu, V-A-L-L-I-E-U I believe, or E-A-U. He's retired from the city of Portland, and he still lives in Portland I think. He was the Director of Urban Renewal at the time. And John Bubier, you probably know, and Jadine O'Brien if she's still around. She was the director of Model Cities. And who else? Oh, Joe Gray who's now the city manager was the director of planning, he might have some insight into it. He was (*unintelligible phrase*).

**JR:** Great. Okay, so do you really have a sense of how, or did you have a sense of how Muskie

was involved as far as getting the funding?

**DM:** I didn't really know. We used Muskie's office, there was a woman, she's a lawyer now at Preti, Flaherty, French name from -

**JR:** Oh, I know who you're talking about.

**DM:** Lewiston.

**JR:** Yeah, Lavoie?

**DM:** Yeah.

**JR:** It's Michelle Lavoie?

**DM:** Estelle Lavoie, she was an aide of Muskie in Washington, she was very helpful to us in opening the doors at the Community Services Administration and stuff. Now the way the game worked there was you had to, the congressional delegation, just like today, I guess it's the same game. I haven't been involved in it for twenty or twenty-five years, but you had to have the support of the congressional delegation, which was a social program that, you know, Muskie's office obviously supported. But other than that I don't have any real sense of -

**JR:** Okay, okay, I was just going to ask now if you had very, like, just kind of general impressions of Muskie and also like if you ever met him, and anecdotes you have about him.

**DM:** Well, I met him three or four times at, you know, fund-raisers and social functions, but our politics were a little different and, but as I know, he was a good man, I guess that's all I can say.

**JR:** Okay, if you don't mind I'd like to backtrack a little and ask about a few things you'd mentioned. Your involvement with the Teamsters in Chicago? When was that and how did you get involved, and what did you do?

**DM:** I worked in the truck docks in South Chicago in, let's see, it was 1964, for about a year. I worked for a trucking company; I was a member of the Teamster's Union. An interesting experience. I was a, you know, I had finished graduate school and had a beard and four sandals and the guy hired me for the job, I wanted to do something different, and the guy laughed when he hired me for the job, he said, I don't know if you're going to get out of thing alive, but anyway. It was a pretty tough environment but we had a lot of fun.

**JR:** And what was the extent of your involvement with the union itself?

**DM:** Oh, just a member.

**JR:** Just a member. And how about your time at the Pentagon?

**DM:** I worked in the personnel assignment branch of the Army. When I got drafted I decided that I was just going to do my two years, so I turned down OCS. Actually, this is an interesting story.

I took my physical, I was digging ditches in Miami in the winter of 1965, '66, I got called for my physical, I was twenty-four years old, twenty-five.

Anyway, I passed my physical and went down to sign up for Navy OCS for four years because I figured if I had to go in I'd like to be in the Navy. And they would not process my application unless I had a ninety day deferment from the draft board. Because at the time, the draft was hot and heavy and they were just taking anybody and sending them over to Vietnam. And so I called my draft board which was back in Massachusetts and they wouldn't give me a ninety day deferment. And I wasn't smart enough to call my congressman and say, this is kind of stupid, I'm trying to sign up for four years, you know.

So anyway, I just said fine and so we ended up that spring going up to a wedding in Chicago and deciding to go down to Mexico with the bride and groom on their honeymoon and stayed down there for a few weeks, came back, ran a nightclub on Cape Cod that summer. Still didn't hear from the draft board. And anyway, long story short, ten months later I got my draft notice.

So I went in for my two years and went to Fort Dix basic training, they sent me to personnel specialist school where they taught me how to type and I was number one in my class, and when they got a call from the Pentagon for a clerk, they just took the top name in the class and sent me down there. So I was a very fortunate young man. So I spent two years, there helping to send senior NCOs to new assignments around the world. And I was there in '67 during the peace marches, which was kind of funny. The only time I came close to combat in the military was they gave me a rifle and stationed me in a back door of the Pentagon, said don't let anybody in. The 82nd Airborne was bivouacked on our floor, so I abandoned my post and I went up and watched the, I don't know whether you've ever seen footage of it, but you probably, I don't think you were alive then, were you?

But they had these U.S. Marshals, all southern boys, had white hats on, and they formed the front line in front of the Pentagon and all the protest people were sitting in front of them.

*(Interruption)* And what would happen was, the, someone had to go to the bathroom or something and they'd unhook their arms, you'd see the white heads separate, the military guys would run in, grab the person who loosened their arm, and they'd drag him across the, no, sorry, it was the other way around, the white hats were in back, the soldiers were in front. The soldiers would separate, the marshals would come in, grab the kid and drag him across the parking lot and throw him into the back of these trucks, you could hear the truck smash. It was just really something else. And I can remember being down in the cafeteria listening to these good old boys yukking it up about how they were getting these goddamn hippies, banging their heads.

Anyway, that was an interesting time to be in Washington. I was there when Kennedy got, Bobby Kennedy got shot, and the city burned, I can remember watching Washington burn from Arlington Cemetery. Pretty amazing. 82nd Airborne was, again, was called in and they were stationed on every street corner. Big riots then, Black riots. Interesting time. Country was

different then.

**JR:** Wow. Yeah, I do have a few more questions about some involvements since then if you have time, okay? What can you tell me about your time with the Maine Downtown Center Advisory Board?

**DM:** Oh, I'm just sort of honorary co-chairman in that, I'm not really involved. They asked me to get involved because I've done some development and downtown investor, downtown Portland. I'm not really actively involved.

**JR:** Oh, okay. I knew that Peter Cox is also a member, right, I don't know if you had any interaction.

**DM:** No, I just, Steve Levesque and I, Steve's the commissioner of DCB, we're sort of honorary co-chairmen.

**JR:** Okay, how about the International Council of Shopping Centers. I think you were the State Government Relations Chairman for Maine?

**DM:** Yeah, really that's just a sort of an honorary title. The ICSC is the, sort of the spokesperson for all the shopping center owners in the country, it's about twenty-five or thirty thousand members who are actively involved because they own shopping centers and do a lot of retail leasing. So I was asked to serve as a liaison, which basically means you sort of monitor the legislation that is introduced in your state that might affect the shopping center industry. And the reason for that was I was formerly the president of the Maine Real Estate and Economic Development Association which is a local Maine group that was formed in the late eighties to help foster the real estate development industry, so.

**JR:** Okay. What are your impressions of Gov. Angus King, and his...

**DM:** Angus King basically transformed the state. I think people forget, we all have short memories, but in 1991 and '92 this state was in deep, deep trouble, '93. And there was a very, very negative atmosphere. People were anti-business, anti-politician; the excesses of the eighties and the bank failures of the early nineties, really, this place was in trouble. And Angus was, I can remember having lunch with him about a year before the election and the one thing that got me involved with supporting him was he said he was not going to be a professional politician, that he was going to be governor for four years or eight years and that was it. He was gonna try and make a difference. And he did, he come in here and he changed this business environment I would say almost overnight. The whole atmosphere changed. He had a pro-business government who understood that government doesn't create wealth, that we couldn't solve our problems with government policy and government largesse. We had to encourage business development. And he did a hell of a job, I can't say enough about him.

In a way it's kind of ironic because, you know, one of the key issues at the time, this was back when Johnny Martin was the president of the senate and basically controlled the senate for fifteen or twenty years, and people like Muskie, frankly, who were professional career

politicians. It was all about the system and a lot of times the results weren't, it was how you could bleed the system the best.

In a way, people like Angus King, it would be great to be able to keep them in government, you know, send them to Washington to do something like he did here, but it just doesn't seem to work that way. Hopefully he'll end up back in a successful business when he gets done, and will have made a hell of a change in the state.

**JR:** And speaking to your involvement with the Maine Real Estate Development Association. In the research I did a couple issues that were in the forefront with that were I think Smartbrook and sprawl, (*unintelligible phrase*).

**DM:** It's not (*unintelligible word*), sprawl is a term that was coined I think in the last two or three years. It's an interesting term but, we used to call it suburban development I think, but it's always been a concern. In fact, when I was active in (*unintelligible word*) we were more concerned with tax policy, with environmental policy, wetlands issues, traffic issues, things like that. Today this whole concept of sprawl is, I find it kind of humorous. The American public wants to have, I think, still wants to have, you know, their own house and their own picket fence and a little room to breathe, and planners think that everyone should be in cluster housing and be able to walk to everything. I don't think that the American love affair with the automobile is over yet, and I don't think that regardless of what planners want to do they're going to be able to change it, but I wish them luck.

I am personally an advocate of development of inner city things and I have been putting my money where my mouth is in Augusta and Portland. I think that ultimately that's what we will see. If you go west now, places like, oh, Colorado, you'll see cluster housing with four hundred thousand dollar houses that you can spit to your neighbor on, in developments with big open spaces. And apparently people like that. It's not the way I want to live, but I think that there seems to be a trend towards that and that's what this sprawl issue is all about.

In a place like Maine, it's with a rural population that's so spread out that we are entirely dependent on the automobile; we don't have viable public transportation. And when we do, like in Portland with the bus service it gets subsidized for ridiculous amounts of money. I think the city of Portland spends two or three million dollars a year subsidizing the bus for the few people who ride it. It just can't work, and people fail to, you know, part of what this about is you fail to realize that. That's the nature of living here. It's not a city like Boston where you've got two or three million people and you can have a subway system. So, I'm not sure how it will all get solved, but I don't think I'm going to have to worry about it in my lifetime.

But anyway, it's been a very effective organization over the years in lobbying for rational legislation regarding real estate development, I think. Back in the eighties the environmental movement got out of hand and I think that's been brought back within reason now. You know, we've always maintained that as real estate developers we're as, at least as if not more, interested in the environment as anybody else because we have a very strong vested interest in it. We just don't buy into the, this (*unintelligible word*) kind of concept of, you know, keep it out of my back yard. And I think that's, over the past few years and under the leadership of Angus King

and people like Martha Kirkpatrick at DEP it was, it's been straightened out so that there are rational environmental rules and regulations.

Traffic is a big issue now, and there really isn't a solution. My comment to traffic problems is, isn't the bussing, all these people going to work and going to their new homes, going to their schools. But we do have traffic issues here. I laugh because people in Maine get upset when there's a, you know, twenty cars at a traffic light, and I can remember in Washington going ten miles in one hour, Annandale, Virginia to the Pentagon to work and bumper to bumper all the way. And that was in the mid-sixties, so we don't have any real traffic issues here.

**JR:** Great, I think I'm all done. If there are any more, can you think of any other people with Model Cities or otherwise we might want to interview? I think you gave me a pretty definitive list.

**DM:** Yeah, I'm sure you've talked to people like Hal Pachios and -

**JR:** Yeah.

**DM:** Other than that I don't really. The Model Cities thing is kind of a distant memory. It was an interesting experiment, social experiment, the whole great society kind of thing is an interesting social experiment, and I think that the, I hope that the country learned whilst that, you know, just throwing money at the problem is not a solution. Education, and sort of cultural involvement, it's all part of it. It's a big picture kind of thing. You can't just shoot darts at it and expect to solve the problems.

**JR:** All right, thank you very much.

**DM:** Okay, thank you, good luck. It's an interesting project.

*End of Interview*