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**MAINE DEPARTMENT OF TRANSPORTATION**  
**8/04 \* ME**  
**Opening Remarks**  
**David Cole, Jonathan McDade**

**Moderator:** ...up front. We don't bite. I promise. [inaudible]. You may have gotten quite a few e-mails from me over the last three years, and I want to welcome you all to Maine. And thank you for bringing such wonderful weather! We're supposed to have the best week that we've had all summer. It's quite a bit, here. We've had a lot of rain.

Just a few things. For those of you that don't know where the restrooms are, go back out to the right, to the left, and on the left-hand side, just before you get to the big glass windows. So that's always important.

We're going to be here 'til about 10.30. Then we have two breakout sessions at that time. So then you'll have to make a choice and you'll get up and move. But before we do that, we'll have a break so that you can actually get up and really move -- wake up a little. But hopefully, we've got three really good speakers, and they'll keep you awake this morning and not have to worry.

First person I want to introduce is Jonathan McDade. He's a division administrator from Federal Highway here in Maine. On May 4<sup>th</sup> 2003, Jonathan became the division administrator for the Maine Division. There, he directs a staff of professional engineers, planners, realty and financial specialists and support personnel. He serves as a principal federal highway representative in Maine, and is responsible for administrating the total Federal Aid Highway Program in the State. John provides leadership and guidance to the state and local officials in identifying service transportation needs and related priorities, and carrying out natural transportation program goals -- and serving as primary liaison between the federal highway and elected officials.

Prior to this appointment, John served as chief of planning and program development in the New York division since May 1997. He joined the Federal Highway Administration in 1980, and the Highway Engineer Training Program. Upon graduation from the ATTT in 1982, he served in the Washington Office of Traffic Operations, receiving several promotions, providing technical assistance and training to regional officers and state and local personnel in highway capacity, traffic operations, incident management and transportation systems operations -- and representing Federal Highway on various ASHO and TRB committees.

In 1990, he was promoted to Urban Mobility Intelligent Transportation Systems -- ITS -- specialists in the former 321 office in Albany, New York. As the ITS mobility specialist, he advised divisions and external customers and partners on the application of ITS, traffic management and systems operations. He also joined with federal and non-federal players to forge various ITS partnerships, such as the I-95 corridor coalition, TRANSCOM, the operations coordinator in the Tri-State NYC region, and the Tri-State coalition applying rural ITS in Vermont, New Hampshire and Maine.

As chief of planning and program development in the NY division, he directed a staff of 8 professional and support personnel, and was responsible for stewardship and oversight of the planning environment and right-of-way activities, and delivering the Federal Aid Highway Program. He also represented the division of... [I have to apologize. It stops there.]

Please welcome Jonathan McDade.

**Audience:** [Applause].

**Jonathan McDade:** Good morning, and thank you Judy for that introduction. I do appreciate the opportunity to be here. I want to take the opportunity here as the division administrator for Federal Highway to just indicate our pleasure in joining part of this workshop and participating with you. We here in Federal Highway in the Maine Division enjoy a tremendous partnership with the Maine DOT and our other partners and customers here in this state, and working through the transportation issues here.

I want to take the opportunity to join with Commissioner Cole, who will be speaking shortly, just to welcome you to Maine -- to Portland -- and to this workshop. I do appreciate the good weather that we're having. As Judy mentioned, we've had as many of us I think here in the Northeast -- many of the Northeastern states have had some strange weather this summer. It's been a lot of clouds, and rainy. You get a couple of good days here and there, but you're having the opportunity to have a nice stretch of a number of days in a row. I really hope that besides the workshop that you'll be partaking of over the next couple days -- I really encourage you to make the most of the agenda items -- you have a pretty ambitious schedule here -- to be able to enjoy some of the community, the culture, and the people here of Maine. I gather some of the evening activities -- the lobster bake and so on -- will give you that. So do take good advantage of that, and enjoy the culture that we have here to offer and we've come to enjoy in the not quite year and a half that we've moved back.

It's interesting, just before I make a few remarks, to reflect a little bit. Listening to Judy as she gave a little bit of history. I didn't know how much she was going to go into, but... During my earlier years as an ITS specialist and so on, some of my previous activities -- I would come up to Maine and talk about rural ITS. Some of the early days that have led to some of the... The players here have continued with it in much greater fashion. But coming up to Maine and working with the division and the state in the early 90s and mid 90s, we visited places. I brought my family with me whenever I could, because it's a great place to bring a family. Even if it's just for a few days -- for them to vacation or visit while I was working.

Some of the places we visited -- just reflecting on that -- we can through different parts of Maine and stayed down on the coast. Yesterday when we were over at a lake near where we lived, it was just fun to reflect. We remembered brining our kids there when they were about 10 years younger. Feeding the ducks, going out on the lake and so on -- and now we live 5 miles away from that lake. We never would've thought of it at the time, but now we're part of this community, here. We've really enjoyed the opportunity to work with the state and to help with the transportation issues, here.

Again, I'd also like to thank, besides the commissioner and Judy for their role in bringing this workshop -- the steering committee -- those groups that get together well in advance and put together agendas, gather speakers, put programs together, get the materials, set up the workshops, breakout sessions and so on. There's a lot of work that goes into that, to put these kinds of conferences together. We really do appreciate the effort of each one that has participated in organizing this.

So with that, I do encourage you to take full advantage of the opportunity of the agenda, and to enter into the discussions and offer the insights. That's a real value that I know we in Federal Highway hold high in having these types of workshops -- national workshops and regional workshops and so on. It's the interaction and the opportunity to share good practice. Sometimes the opportunity to share not-so-good practice and experience is so that we can learn from maybe some things not to do the next time. To be able to share those opportunities, so that we can all learn and continue to do a good job in delivering good transportation projects and plans and decision-making to the public and to the communities we work with.

We have a few in our office here from the Maine Division that will be part of the group, here. Two of my staff are here today; there's another going to be joining later. Hopefully, you'll get to meet them. Some of you may know some of the people from our office. But for now, I just wanted to reflect on why we're here with this workshop, and then some thoughts that maybe come from a little different aspect of it. But the challenge is one that I've undertaken even with our own office in running with, which I think is an important component to think

about for each one of us here doing this workshop. I don't believe there'd be a person in this room who wouldn't appreciate the fact that community impact assessments are really an important part of our transportation planning process.

Even though I'm not a planner by training or background -- I'm an engineer in operations and ITS-type by background -- I did get involved intensively in planning while I was in a previous position. I also had the opportunity to be representing Federal Highway in Manhattan, following the 9/11 crisis and attacks, in helping plan the rebuilding effort of the transportation components -- and the overall planning, as well. They had a federal task force that was formed by the White House, and all federal agencies were part of that to assist the state and city. I had what I counted a privilege, even though it wouldn't be one I would hope ever has to happen again, but to help with that process. To work with the community -- particularly in lower Manhattan -- but the greater NYC area -- in planning how to get back on their feet, again and rebuild the transportation infrastructure that was severely damaged, as well as the business and other aspects of the economy there in Manhattan.

The complexities of transportation planning, decision-making, looking at the effects on the community and employment and so on is a very challenging and daunting task. It's not as simple as maybe people might have thought 10, 15 or 20 years ago -- whatever it may be. I commend you for the effort that you put into this area, to involve the community and to bring those aspects of mobility and safety, and how the impacts of transportation play.

Just drawing on the experience I had in lower Manhattan -- early on, people were concerned, "How do we rebuild? How do we get some of the businesses open that were affected after the Trade Center bombing? What do we do?" There was a real emphasis on businesses and the economics and getting employees back working, and getting people back down into lower Manhattan -- letting them know that people were open for business, and some businesses were struggling.

Through the process, I guess I became a noisy gong to some people. I was emphasizing the role that transportation has to play and had to play and needed to play in that. Eventually, other people began to resonate with that discussion. They began to realize -- and the business community began to realize it more quickly -- that maybe some of the city and state officials. *Transportation was key* to getting businesses going again, keeping them going, and getting clientele and tourists and everything else there. It was critical to get transportation systems back open, even at an internal mode -- to get the mobility for people to be able to frequent those places again. To let them know that it wasn't a closed fortress down there -- we were open for business, and transportation was key to that. So the role that you have to play is integral in that, in working with the communities. Whether it's in a rural, large state, small state, big urban area or whatever it may be.

What I'd like to challenge you with in my few remarks this morning is an aspect of this whole community impact, in dealing with decision-making -- and really. As we think about it, good transportation decisions are what we're really looking for. Good decisions that lead to good projects that deliver the type of systems and improvements that we need in our nation today and across the country in each one of our communities. The idea of being involved with the communities -- how to be effective and engage with them. How to understand more their needs, and shape the transportation impacts that are out there.

What we really are called upon to be in that role is a leader. I just really want to challenge each one of us that you -- each one of you individually in the roles that you have in dealing with this transportation planning and decision-making, and the activities you engage in, in community impact assessments -- really are called upon to be a leader. The reason I say that is when you boil it down to -- if any of you have read anything or heard anything from John Maxwell and others like him -- but particular John Maxwell, whom I'm very fond of in his writing -- is that leadership in its purest form is influence. Nothing more; nothing less. If you've read anything or heard anything, I'm sure you've heard him say that.

We as a leader -- and it doesn't mean that you have to be the commissioner -- it doesn't mean you have to be the secretary of some office of the director. The frontline people are leaders because we exercise influence. I want to challenge you to think about that role, today, of being a leader and exercising influence. Without the opportunity, without the ability to influence others, we're not going to be able to effect positive change in the types of things that we'll be working on. That's really what this process is about, is effecting positive change in our decision-making. Those activities that involve the community really come about by exercising influence.

A true leader has influence with others, and is able to create positive change -- not just maintain direction. That's really the difference between a leader and just a manager. A manager maintains a direction that you want to go, but a leader sets a course and is able to effect positive change in the direction we need to go. Leadership isn't about having the right credentials. It's not about being the commissioner, although you exercise leadership in that role, as well. It's not about having the right degree, the right position or the right title. You can only go so far with a title.

The activities that you all are involved in in this area of community impact assessments, and working with communities is probably the purest form of a volunteer organization that you'll find. Volunteer organizations -- people are in them because they choose to be. They believe in what's going on. They're seeing a direction that's important, and they wish to follow it. If you contrast that with someone in the military -- with a general -- they have authority and they exercise leadership and influence -- but they also carry with it a rank that you will follow them. And if you don't follow, there are certain consequences.

Volunteer organizations don't work that way -- whether it is a community organization, a church organization, or some other type of volunteer organization. The only way people will get involved and participate is if they believe in what's going on. And that you as a leader, in whatever that situation may be, are able to convince them of that, and they can recognize that it's worthwhile for them to be involved.

So seeing community impact assessment activities in this whole area that we'll be talking about over the next few days -- in that volunteer setting -- we need to look at how we operate as a leader; as an influencer in that process. The ability to influence and lead others, particularly in this type of a setting as I mentioned, doesn't come with a title. Just because you maybe have some title with a state DOT or federal agency or whatever it might be, getting the public to participate, to be involved, to share their needs and their concerns and then to work with them for that positive change comes as a result of some hard work. Building relationships -- building trust to show that you care about what they're doing.

One of the more key ways to do that in a volunteer organization many times is to find out who the people are of influence that are in that community. Who are the people that people listen to? That the others listen to? Working with them to create an environment where the kinds of changes or the kinds of opportunities for improvement lie, that you're looking to accomplish.

So many times, being a leader in that kind of setting, is finding out who the "natural" leaders are in the environments in which we deal with. So it's a challenge for each one of us. We can't go in and command people to do these things. We need to engage them, to convince them of the opportunity that it's good for them to be involved.

With that, that's the challenge that I want to leave with you. But I also want to leave with you a couple of quotes from some people whom I've observed on this. One was a man named Harry Overstreet. His view on this was, "The very essence of all power to influence lies in getting the other person to participate." And that's what we have. We have a volunteer participation activity that we're involved in. We can't require people to. It's most times in their best interest to. But it is a challenging and sometimes daunting task to get people to participate. Set up a public meeting or some activity, and you're hoping for 40, 50 or 60 people, and 2 people show. That can be discouraging, at times. Sometimes you may set up a meeting and you'll have 150 people.

"Now what do I do with all the people that are here?" And they all have an interest. So that whole aspect of influencing and leading change is a challenging one.

But the final thought I want to share with you is a leadership proverb that John Maxwell has quoted at times. It says, "He who thinks he leads but has no followers is only taking a walk." So I'll leave that thought with you, that as you get involved with communities and stay involved with communities and working with the public -- that unless we're able to share a vision and articulate that vision and convince people that they ought to participate in the process -- we're going to be out there walking by ourselves. And the kind of decisions we're seeking, that have the community input won't be there. You wouldn't be there if you didn't have that desire to be working in that area. I just challenge you to think about the great opportunity you have to exercise leadership and influence with others, and how you can enhance that.

I wish you well in the conference and on your participation, there. Hopefully, it'll be a great one for you all. That would be mainly because of the involvement each one of you put into it. Thank you.

**Audience:** [Applause]

**Moderator:** For participating today, the Community Impact 2004 would like to present this [inaudible]

**Jonathan McDade:** Thank you very much.

**Audience:** [Applause].

**Moderator:** My next speaker this morning is David Cole, Commissioner Maine DOT. Governor John E. Baldacci of Maine named David A. Cole Commissioner of the Maine Department of Transportation in February of 2003. Mr. Cole was confirmed by the Maine State Senate, and assumed office in March of 2003. Prior to being named Commissioner, David Cole served eight years as president and CEO of Eastern Maine Development Corporation, a non-profit, economic development organization serving a 6-county region in Eastern Maine. As president of EMDC, Dave oversaw a wide range of programs and initiatives, focusing on entrepreneurial development, business retention, expansion and attraction, community development and capacity building, regional initiatives and advocacy at the local, state and national levels.

Prior to serving as CEO, David held a number of positions within EMDC -- including EVP, Director of Business Development, Development Financing Specialist, and Economic Development Specialist. He has extensive experience in the areas of development, finance, deal-structuring and negotiations, strategic planning and resource development. Dave is designated by the American Economic Development Council as a Certified Economic Developer. He currently serves on the board, and is treasurer of the Maine Port Authority. Dave is a member of the Economic Development Council of Maine, as well as a past president of that organization. Dave is a native of Lincoln, Maine, which is way over in another part of the state.

**Audience:** [humored]

**Moderator:** He's a graduate of the University of Maine, with a BS and Master of Public Administration degrees. Dave currently lives in [Burr], Maine with his wife, Karen and twin sons, Alexander and John. Please welcome Dave Cole.

**Audience:** [Applause]

**David Cole:** As you can imagine, in this type of position, you get to speak to a lot of groups. In fact, usually a couple or three a week. I've been out on vacation for three days -- which is about all you can get in this job, it seems. So I was looking at my schedule yesterday, and I knew I was speaking. In fact, I've got three events

here, today in Portland. I looked at the agenda, and it came back to me what this is. I said, "Wow! This is something I actually know something about!" Because there's so much of what you do... I'm not from a transportation background. As a matter of fact, about 18 months ago, I got a call from a guy called George Campbell who was in charge of the Governor's Transition Committee on Transportation. George is the CEO of the largest real estate development firm in Maine. It's a huge company. But 20 years ago, he was the commissioner of transportation.

He called me up and he said, "Dave, I want to talk to you about becoming the commissioner of the department of..." And I was expecting... I didn't know what to expect. But when he said, "Transportation," I started laughing. I said, "Transportation?" Because it really wasn't something that had ever really dawned on me, that that would be my fit. But the more he spoke, and from his experience in business and in being a former transportation commissioner, it suddenly hit me. Yes, the skills I had perhaps were a good fit for this job. Up 'til 20 years ago, he was the first DOT commissioner in Maine who was not an engineer. I don't know that they've had an engineer on this job since that time. Not that there's anything wrong with being an engineer, but... As they used to say on Seinfeld, "Not that there's anything wrong with that..."

More along the point, looking at the fact, in this type of position, it is a CEO position, where you're looking at not just infrastructure, but how it fits into the goals and mission of the state. It's kind of interesting -- if you look at my background, when you mill through all of that stuff that you just read -- I basically work in two different worlds.

For seven years, I did business lending. Commercial lending. I had a whole portfolio of businesses. If those businesses didn't make a profit, my loans didn't get paid back. And if my loans didn't get paid back, it wasn't happy-time in my organization. So I have a deep and abiding respect for capitalism and the profit motive. And the fact is, most of that money gets back into the community and into the businesses -- reinvested. I know what happens when we shot a business off through one of our construction projects. Or effect the traffic.

For us, it's got to be done. It might be "business as usual." But I know what that means to those businesses. I also know when they're feeding you a line of BS, too, as to, "If you build this, this is what's going to happen." Because another part of my career, I was in site location assistance. This is what my good friend George was bringing out whenever he discussed it with me on the phone 18 months ago, because a lot of what we do is logistics.

If you look at the transportation world, why do we exist? What's our point-in-being? Yes, we build roads. We build bridges and other transportation systems. But that's not why we exist. We exist to benefit the people who live here and visit here in our states. By moving goods and people and products and everything associated with that. That's why we exist -- so that people can have a standard of living and a quality of living, as well.

If you ever lose sight of that fact, you can easily get into a kind of "tunnel mentality," where you take the AASHTO Green Book, and "everything's done this way and done that way, and we've always done it this way." If you look around the country, just in my short tenure in this business, I can see that we're not unusual among DOTs throughout the nation. In a lot of ways historically, highway departments have been on their own, and they haven't had to really connect into the communities to the level perhaps that we're seeing today, in the complex world that we're living in.

The other thing, too, is that the whole nature of what is economic development and in the economy has changed. I know sometimes people here, "Ooh -- economic development -- you're a smokestack chaser." Or, "You're in favor of compromising the environment." To those people, I'd say, "No." They don't understand where our economic future is going, right now.

Now I was at Commissioner School about a year ago, at AASHTO. There were probably about 20 commissioners around the table from around the country. A dozen were new, and some of the old veterans of 3, 4, and 5 years were sitting around the table. I threw out the name, "Richard Florida," to this group. How many people in here have ever heard the name, "Richard Florida?" I've got one, here. Anyone else? Well, yes -- in the back there? Well, Richard...

[tape turn]

...and it's very much a landmark piece. In fact, the week before I went to AASHTO, I was really bored. I was watching on C-SPAN the National Governor's Conference. The folks were all talking about Richard Florida. All the governors. What he was saying was, "The future of our economy." It's all going to be about an environment for creative people, because that's more-and-more the value-added in our society. It's around people doing information, people doing design and creative aspects of things. Rather than necessarily just building things, they're building ideas.

Everybody at the governor's conference were like falling all over themselves. Yes. I had one vague recollection among the group of 20 that thought they might have heard of that name. Not a single person really even heard of that book or what was happening. Now, the whole premise there is that economic development going forward is going to be a lot about the quality of how you live. In fact, it's going to be huge. Most things are fluid, in this world. Capital is fluid. It can go anywhere. Technology is fluid. It can go anywhere. And yes, people are fluid. They can go anywhere except perhaps to Lincoln, Maine. That's still a little bit out there.

But we live in an age where the one thing you can't change is where you are. I mean, you can change where you live, but a lot of success is going to be hinged -- the regions of this country that will do well are those that are going to be hotspots to live. We have a huge impact in the transportation sector upon that. Increasingly, what is business and what is personal is intermingled. I know folks who'll come up and rent a place in the summer in Maine. In fact, I've got a couple of friends who're headhunters, and they live in the Philly area. They come up here and they spend the summer. They've got a phone and link-ups and everything they need to do their jobs, and they fly out when they need to. We call those, "The Lone Eagles." Increasingly, they go where they want to go.

Bridges. How your bridges look is important. Did you ever watch TV or movies? Watch how many times you see bridges as the backdrop. It's driving me nuts, now that I've noticed it. A lot of what we are is defined by how we "look" and how we "fit in" to the landscape. Of course, people want to be able to get across town to work and to shop and take their kids out to events. Of course. All those things are important.

So whether we like it or not, we in the transportation world now are joined at the hip with land-use issues and economic development issues. Probably for the first time since the industrial revolution 100-odd years ago, what's a good prerequisite for quality of life and a good prerequisite for a business climate are pretty much one in the same. If we are going to fulfill that goal of enhancing the quality of life and standard of living for the people we serve, we've always got to keep that in mind.

In my old job, I used to basically be an intermediary between business interests and community interests, and state and federal agencies. So I did this from the inverse. We always had an agenda of things we wanted to move forward. We would go and mine the federal and state agencies, and work through the regulatory process and the funding process. It was interesting -- a lot of times the federal agencies really didn't know what the state agencies were doing, and vice versa -- and you're dealing with a myriad of local interests on projects.

Jonathan had some great quotes. In fact, there was the one about bringing ideas together. I forget exactly how that went, Jonathan. But I'll quote my father. My father used to say something similar, only it was, "If you want to get something done, make the other person think it's their idea." I found that to be -- if you can park

your ego and work with people and have the patience to work through a process, then oftentimes, you can come to the right conclusion.

The other thing I found in my short tenure in transportation, too, is that most people at a community level -- whether you're in business or a volunteer or a civic leader -- have a major detachment in terms of what we do. Because frankly, it's a black box to them. You can throw all the alphabet soup at them all day long and keep trying. I used to have board members on my private, non-profit organization that had dealt with programs for years and they still didn't know what they were.

People live in a horizontal world. We largely live in a vertical world. We're vertical, in that we're dealing with funds coming from Washington that flow down through the state, that are categorized in certain areas -- and it means a lot to us. But when you get down to the customer level, all they know is they have issues, and they need solutions. They need to look across, horizontally, at all of those smokestacks, and be able to be able to understand how it affects how they do business.

One example. We were able to bring in this very technologically advanced company to Northern Maine. It was involved in the forest products industry, but highly, highly automated. This company was making a \$40m investment. They were going to be able to produce 200m board feet a year, with 130 people making very good wages. To get this investment, though, this company had a whole list of things that needed attending to. It needed to be able to make sure it could get its raw materials to the plant from out in the hinterland. It needed to make sure it could get its product to market by rail or by road. It needed to make sure it could bring technical people and customers in by air service, and have the overnight services to get packets and couriers out. Basically, it needed to look at the whole range of transportation options. That is our customer base. We needed to help it integrate right across the board. And at the community level, we need to be tied in with what's happening in land-use decisions and economic- and community-development decisions.

This is interesting! As a matter of fact, I wish I could stay for the rest of this conference, because this is an area that I think is particularly critical, and I'd be interested in listening to and sharing experiences. As a matter of fact, I'm going to try to come back and do that, if that's all right. I won't bother you guys too much.

So again, I'll echo Jonathan's statements about leadership. Basically, I've told our folks in the office to be tough when you need to be, but accommodating when you can be. And hopefully, we're smart enough to know the difference. If you're going to be a leader, you've got to make tough decisions, and you've got to keep things moving. You can't have consensus in all cases. But on the other hand, you've got to truly listen and learn and understand, or you're going to be doomed to repeat it all again. If you don't learn by your experiences and your mistakes, you never will get better.

With that, again, welcome to Maine! You have picked a good week to be here. It should be very good weather, this week. You're right here at the end of the tourist season. Make reservations, if you can; some of the places are very busy. Our folks are very good in terms of directions and stuff. Again, in tourism, we are in the logistics business. This is the era, now. It's all well and good to try to bring people to your state, but people live in a very hurried world, where they're time-challenged. They're looking for experiences, and those states that can package it and move people to amenities and experiences are the ones that are going to be successful. And we're going to try to move them well, aren't we, Judith? Thank you.

Anyways, welcome again, and thank you.

**Audience:** [Applause].

**Moderator:** Excuse me. Dave? Dave? Please.

**David Cole:** Thank you.

**Moderator:** Yes. We want to thank you for speaking.

**David Cole:** Thank you.

**Moderator:** Please come back again if you can!

**Audience:** [Applause]

**David Cole:** They think it's cool to have a CEO around here.

**Audience:** [Applause]