

## **Participants in Meetings, Interviews, and Work Sessions**

Gilbert Bilodeau	Director of Administrative Services, Dept. of Marine Resources
Alan Brigham	Policy Director, Dept. of Economic and Community Development
Erik Carson	State Planning Office/City of Augusta
Kevin Concannon	Commissioner, Department of Human Service
Scott Cowger	Representative, Hallowell
John Dority	Chief Engineer, Department of Transportation
Dan Gwadosky	Secretary of State, Department of the Secretary of State
Katie Fullam Harris	Assistant to the Commissioner, Department of Mental Health, Mental Retardation, and Substance Abuse Services
Jim Henderson	Director, Maine State Archives
Charles Jacobs	Deputy Commissioner, Dept. of Administrative & Financial Services
John Jolicoeur	Deputy Director of Business Services, Maine Workers' Compensation Board
Paul Harrision	State Planning Office
C. Michael Huston	City Manager, Hallowell
Ben Keating	Maine State Library
Bruce Keller	City of Augusta Planning Office
Brian Kent	Kent Associates
Mike Kucsma	School Construction Specialist, Department of Education
Ron Lovaglio	Commissioner, Department of Conservation
Kirk Mahoney	Maine Historic Preservation Commission
Judith Malcolm	School Support Systems Team Leader, Department of Education
Sawin Millett	Associate Commissioner of Administration, Department of Mental Health, Mental Retardation, and Substance Abuse Services
Rudolph Naples	Deputy Commissioner, Department of Human Services
J. Gary Nichols	State Librarian, Maine State Library
Delaine Nye	Augusta City Council/Capitol Riverfront Improvement District
Joseph R. Philips	Director, Maine State Museum
John Picher	Department of Conservation
Mike Poulin	Director, Department of Audit
Richard E. Record	Director of Administrative Services, Department of Inland Fisheries and Wildlife
John Rogers	Assistant to the Commissioner, Department of Public Safety
Patricia Ryan	Executive Director, Maine Human Rights Commission
Robert Spear	Commissioner, Department of Agriculture
Tony VanDenBossche	Director of Finance, State Planning Office
George Viles	Director of Management Services, Dept. of Environment Protection
Stephen G. Ward	Public Advocate Maine Public Advocate Office
Alden Wilson	Director, Maine Arts Commission
Tom Wood	ACE Service Center