Subcommittee of the
RIGHT TO KNOW ADVISORY COMMITTEE
Technology Subcommittee

Monday, November 10, 12 pm

Location: State House, Room 209 (Hybrid Meeting)
Public access also available through the Maine Legislature's livestream:
https://legislature.maine.gov/Audio/#209

1. Introductions

2. Review draft letters to Maine Municipal Association and Maine School Management Association

    a. *If desired*: Review draft letter to Maine County Commissioners Association

3. Discussion: Use of AI in FOAA

    a. Review and discuss AI Task Force Report (https://www.maine.gov/future/sites/maine.gov.future/files/2025-10/_AI%20Report_DIGITAL.pdf)

    b. Review "IN.gov Chatbot Project Analysis" from Tyler Technologies

        i. State of Indiana website with the AI chatbot ("Ask Indiana…"): https://www.in.gov/core/index.html

4. Discussion: Recommendations

5. Adjourn

Senator Anne Carney, Chair
Representative Rachel Henderson
Amy Beveridge
Jonathan Bolton
Hon. Justin Chenette
Lynda Clancy
Julie Finn
Betsy Fitzgerald

Jen Lancaster
Brian MacMaster
Kevin Martin
Judy Meyer
Hon. Kimberly Monaghan
Tim Moore
Cheryl Saniuk-Heinig
Eric Stout
Connor P. Schratz

STATE OF MAINE

RIGHT TO KNOW ADVISORY COMMITTEE

XX XX, 2025

Rebecca Lambert
Maine Municipal Association
60 Community Drive
Augusta, Maine 04330
Via email: RLambert@memun.org

Dear Rebecca Lambert:

Over the past several years, the Right to Know Advisory Committee (RTKAC) has considered the challenges of burdensome Freedom of Access Act (FOAA) requests. This year RTKAC formed a subcommittee on technology to explore how technology interacts with the FOAA. The Technology subcommittee became specifically interested in exploring how technology may assist state agencies, counties, municipalities and schools fulfill FOAA requests. Simultaneously, the Burdensome FOAA Requests subcommittee was also interested if technology can reduce the burden on public access officers. As such, the Technology subcommittee invited you to present at the subcommittee's second meeting on October 27, 2025. We appreciated your input at that meeting.

Joined by a delegation of members from the Burdensome Requests subcommittee, subcommittee members received a memo and brief presentation from you regarding how municipalities use technology to fulfill FOAA requests. The subcommittees recognize you were not able to gather information from a representative sample of municipalities given our time limitations; however, the memo with initial information from select municipalities made it clear to subcommittee members that there is significant variability in the technologies used in municipalities.

To better understand which technologies are available to municipalities, as well as which technologies are used to respond to FOAA requests, the Technology subcommittee and the Burdensome Requests subcommittee request that the Maine Municipal Association distribute a survey to its members to collect information on the technology used by municipalities when responding to FOAA requests. The goal of the survey is to use the information collected as a springboard for the 21st RTKAC to further explore how technology may assist municipalities in fulfilling FOAA requests.

The subcommittees request Maine Municipal Association to return, by July 1, 2026, your member organizations' responses to the following questions. **Please note that information provided to the subcommittees in response to this survey will be distributed to all Right to Know Advisory Committee members and is public information.**

Requested Information

- Detail the technology currently used by the municipality to retain records and/or respond to FOAA requests.
    - What platforms/applications/software are used (e.g., Micorosft365, Google Vault, etc.)? How old is this technology, and how much does it cost?
    - Who determines the technology used in the municipality? What factors contribute to the decision-making process?
- Describe the ways in which the municipality uses that technology to fulfill FOAA requests.
    - If the municipality uses technology to fulfill requests:
        - What technology is used?
        - When in the process of responding to the FOAA request is the technology used and how, specifically, is it used?
        - Who uses the technology?
            - Is this person (or are these individuals) trained in both the FOAA process and the use of the technology?
            - Stated another way: Is the public access officer for the municipality the one using the technology, or is another person (perhaps not trained in the FOAA process) using the technology and then providing the information to the public access officer to disseminate to the FOAA requestee?
    - If the municipality does not use technology to fulfill FOAA requests:
        - What factors contributed to the decision not to use technology for fulfilling FOAA requests?
        - How are FOAA requests currently fulfilled?
- Detail any challenges, potential or realized, with using technology to respond to FOAA requests.
    - Does technology impede or help the response times and/or burden on the municipality to respond to FOAA requests? Please explain how the use of technology increases or reduces burden on the municipality.
- Describe how the municipality uses AI to help fulfill FOAA requests.
    - If the municipality uses AI to help fulfill FOAA requests:
        - Which application is used (e.g., Microsoft Copilot, ChatGPT, etc.)?
        - How often is AI used to assist to gather information for FOAA requests?
        - Does the municipality have a policy on use of AI?
            - If so, please consider sharing the policy.
        - What are any benefits and challenges with the use of AI thus far?

- o If the municipality uses AI but does not use it to fulfill FOAA requests:
  - Which application is used (e.g., Microsoft Copilot, ChatGPT, etc.)?
  - How is AI used, and how often is AI used?
  - What are any benefits and challenges with the use of AI thus far?
  - Does the municipality have a policy on use of AI?
    - If so, please consider sharing the policy.
- o If the municipality does not use AI to fulfill FOAA requests:
  - What factors contributed to the decision not to use AI for fulfilling FOAA requests?
  - Is the use of AI something the municipality has considered using?
  - Does the municipality have a policy on use of AI?
    - If so, please consider sharing the policy.
- Determine whether a list of best practices would be helpful for the municipality to determine more efficient ways to fulfill FOAA requests, including through the use of technology.

Thank you for your attention to this matter. You may provide your responses by email to XX.XX@legislature.maine.gov or via mail to:

Right to Know Advisory Committee
c/o Office of Policy and Legal Analysis
13 State House Station Cross Office Building,
Room 215 Augusta, Maine 04333-0013

If you have any questions or concerns about our request, please do not hesitate to reach out to Advisory Committee staff, XX or XX, at (207) 287-1670.

Senator Anne Carney, Chair
Representative Rachel Henderson
Amy Beveridge
Jonathan Bolton
Hon. Justin Chenette
Lynda Clancy
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STATE OF MAINE

RIGHT TO KNOW ADVISORY COMMITTEE

XX XX, 2025

XX
Maine School Management Association
49 Community Drive
Augusta, ME 04330
Via email: XX@email

Dear XX:

Over the past several years, the Right to Know Advisory Committee (RTKAC) has considered the challenges of burdensome Freedom of Access Act (FOAA) requests. This year the RTKAC formed a subcommittee on technology to explore how technology interacts with the FOAA. The Technology subcommittee became specifically interested in exploring how technology may assist state agencies, counties, municipalities and school districts fulfill FOAA requests. Simultaneously, the Burdensome FOAA Requests subcommittee was also interested if technology can reduce the burden on public access officers. As such, the Technology subcommittee invited Justin Cary, an attorney at Drummond Woodsum who represents certain school districts, to present at the subcommittee's second meeting on October 27, 2025.

Joined by a delegation of members from the Burdensome Requests subcommittee, Mr. Cary provided an overview of the ways in which school districts utilize technology. Mr. Cary noted that many school districts in which Drummond Woodsum assists use Google services, like Google Vault which may help retrieve information for FOAA requests. In addition, Mr. Cary explained school districts have been experimenting with generative AI, using programs like MagicSchool AI, to help sift through information requested under FOAA. During this presentation, it became clear to subcommittee members that there is significant variability in the technologies used by school districts. This includes who is using technology at the school district to respond the requests. Specifically, the subcommittees learned district superintendents and technology directors, if the district has one, are primarily responsible for using technology to search for information related to the FOAA request.

To better understand which technologies are available to schools, as well as which technologies are used to respond to FOAA requests, the Technology subcommittee and the Burdensome Requests subcommittee requests that the Maine School Management Association, in collaboration with the Maine Educational Technology Directors Association, distribute a survey

to its members to collect information on the technology used by school districts when responding to FOAA requests. The goal of the survey is to use the information collected as a springboard for the 21st RTKAC to further explore how technology may assist school districts in fulfilling FOAA requests.

The subcommittees request Maine School Management Association to return, by July 1, 2026, your member organizations' responses to the following questions. **Please note that information provided to the subcommittees in response to this survey will be distributed to all Right to Know Advisory Committee members and is public information.**

Requested Information

- Detail the technology currently used by the school district to retain records and/or respond to FOAA requests.
  - What platforms/applications/software are used (e.g., Micorosft365, Google Vault, etc.)? How old is this technology, and how much does it cost?
  - Who determines the technology used in the school district? What factors contribute to the decision-making process?
- Describe the ways in which the school district uses that technology to fulfill FOAA requests.
  - If the school district uses technology to fulfill requests:
    - What technology is used?
    - When in the process of responding to the FOAA request is the technology used and how, specifically, is it used?
    - Who uses the technology?
      - Is this person (or are these individuals) trained in both the FOAA process and the use of the technology?
      - Stated another way: Is the public access officer for the school district the one using the technology, or is another person (perhaps not trained in the FOAA process) using the technology and then providing the information to the public access officer to disseminate to the FOAA requestee?
  - If the school district does not use technology to fulfill FOAA requests:
    - What factors contributed to the decision not to use technology for fulfilling FOAA requests?
    - How are FOAA requests currently fulfilled?
- Detail any challenges, potential or realized, with using technology to respond to FOAA requests.
  - Does technology impede or help the response times and/or burden on the school district to respond to FOAA requests? Please explain how the use of technology increases or reduces burden on the school district.

- Describe how the school district uses AI to help fulfill FOAA requests.
  - If the school district uses AI to help fulfill FOAA requests:
    - Which application is used (e.g., Microsoft Copilot, ChatGPT, MagicSchool, etc.)?
    - How often is AI used to assist to gather information for FOAA requests?
    - Does the school district have a policy on use of AI?
      - If so, please consider sharing the policy.
    - What are any benefits and challenges with the use of AI thus far?
  - If the school district uses AI but does not use it to fulfill FOAA requests:
    - Which application is used (e.g., Microsoft Copilot, ChatGPT, MagicSchool, etc.)?
    - How is AI used, and how often is AI used?
    - What are any benefits and challenges with the use of AI thus far?
    - Does the school district have a policy on use of AI?
      - If so, please consider sharing the policy.
  - If the school district does not use AI to fulfill FOAA requests:
    - What factors contributed to the decision not to use AI for fulfilling FOAA requests?
    - Is the use of AI something the school district has considered using?
    - Does the school district have a policy on use of AI?
      - If so, please consider sharing the policy.
- Determine whether a list of best practices would be helpful for the school district to determine more efficient ways to fulfill FOAA requests, including through the use of technology.

Thank you for your attention to this matter. You may provide your responses by email to XX.XX@legislature.maine.gov or via mail to:

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Right to Know Advisory Committee
c/o Office of Policy and Legal Analysis
13 State House Station Cross Office Building,
Room 215 Augusta, Maine 04333-0013

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If you have any questions or concerns about our request, please do not hesitate to reach out to Advisory Committee staff, XX or XX, at (207) 287-1670.

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STATE OF MAINE

RIGHT TO KNOW ADVISORY COMMITTEE

XX XX, 2025

Lauren Haven
Maine County Commissioners Association
4 Gabriel Drive, Suite 2
Augusta, Maine 04330
Via email: lauren.haven@mainecounties.org

Dear Lauren Haven:

Over the past several years, the Right to Know Advisory Committee (RTKAC) has considered the challenges of burdensome Freedom of Access Act (FOAA) requests. This year RTKAC formed a subcommittee on technology to explore how technology interacts with the FOAA. The Technology subcommittee became specifically interested in exploring how technology may assist state agencies, counties, municipalities and school districts fulfill FOAA requests. Simultaneously, the Burdensome FOAA Requests subcommittee was also interested if technology can reduce the burden on public access officers. As such, the Technology subcommittee dedicated its second meeting on October 27, 2025 to begin gathering information.

Given our subcommittees' time constraints, we were unable to reach you during this interim to learn more about the processes at the county level. The subcommittees, however, remain interested in gathering information on how counties use technology to fulfill FOAA requests. To better understand which technologies are available to counties, as well as which technologies are used to respond to FOAA requests, the Technology subcommittee and the Burdensome Requests subcommittee request that the Maine County Commissioners Association to distribute a survey to its members. The goal of the survey is to use the information collected as a springboard for the 21st RTKAC to further explore how technology may assist counties in fulfilling FOAA requests.

The subcommittees request the Maine County Commissioners Association return, by July 1, 2026, your member organizations' responses to the following questions. **Please note that information provided to the subcommittees in response to this survey will be distributed to all Right to Know Advisory Committee members and is public information.**

Requested Information

- Detail the technology currently used by the county to retain records and/or respond to FOAA requests.
  - What platforms/applications/software are used (e.g., Micorosft365, Google Vault, etc.)? How old is this technology, and how much does it cost?
  - Who determines the technology used in the county? What factors contribute to the decision-making process?
- Describe the ways in which the county uses that technology to fulfill FOAA requests.
  - If the county uses technology to fulfill requests:
    - What technology is used?
    - When in the process of responding to the FOAA request is the technology used and how, specifically, is it used?
    - Who uses the technology?
      - Is this person (or are these individuals) trained in both the FOAA process and the use of the technology?
      - Stated another way: Is the public access officer for the county the one using the technology, or is another person (perhaps not trained in the FOAA process) using the technology and then providing the information to the public access officer to disseminate to the FOAA requestee?
  - If the county does not use technology to fulfill FOAA requests:
    - What factors contributed to the decision not to use technology for fulfilling FOAA requests?
    - How are FOAA requests currently fulfilled?
- Detail any challenges, potential or realized, with using technology to respond to FOAA requests.
  - Does technology impede or help the response times and/or burden on the county to respond to FOAA requests? Please explain how the use of technology increases or reduces burden on the county.
- Describe how the county uses AI to help fulfill FOAA requests.
  - If the county uses AI to help fulfill FOAA requests:
    - Which application is used (e.g., Microsoft Copilot, ChatGPT, etc.)?
    - How often is AI used to assist to gather information for FOAA requests?
    - Does the county have a policy on use of AI?
      - If so, please consider sharing the policy.
    - What are any benefits and challenges with the use of AI thus far?
  - If the county uses AI but does not use it to fulfill FOAA requests:
    - Which application is used (e.g., Microsoft Copilot, ChatGPT, etc.)?
    - How is AI used, and how often is AI used?
    - What are any benefits and challenges with the use of AI thus far?
    - Does the county have a policy on use of AI?
      - If so, please consider sharing the policy.

- o   If the county does not use AI to fulfill FOAA requests:
  - ▪ What factors contributed to the decision not to use AI for fulfilling FOAA requests?
  - ▪ Is the use of AI something the county has considered using?
  - ▪ Does the county have a policy on use of AI?
    - • If so, please consider sharing the policy.
- • Determine whether a list of best practices would be helpful for the county to determine more efficient ways to fulfill FOAA requests, including through the use of technology.

MAINE ARTIFICIAL INTELLIGENCE TASK FORCE REPORT

OCTOBER 2025

LETTER FROM CO-CHAIRS

Dear Governor Mills,

As co-chairs of the Maine Artificial Intelligence Task Force, we are pleased to deliver to you, the Legislature, and the people of Maine this report synthesizing the Task Force's findings and presenting a set of policy recommendations for consideration. As directed, this report explores AI's implications for Maine's economy and workforce, analyzes the potential harms AI poses to Maine people, and proposes guiding principles and promising use cases for enhancing public sector service delivery.

Underlying the Task Force's findings is a unifying insight: during this period of rapid and profound change, the pursuit of potentially transformative opportunities from AI must be navigated through the novel or still unknown risks it creates.

Throughout our deliberations, Task Force members agreed that Maine should treat AI not as a passing trend, but as a transformative force that will shape the economy, labor markets, education and healthcare systems, and public governance for years to come. Planning now will allow Maine to be proactive rather than reactive, unlock new economic opportunities, and protect Maine people. By engaging early and thoughtfully, Maine can avoid being left behind as AI reshapes industries and institutions across the nation. The Task Force is grateful to Governor Mills for recognizing that Maine's approach must extend beyond State government at a time when most other states have focused narrowly on internal operations to consider how AI will affect communities, workers, and residents statewide.

Over the course of our work, the Task Force heard from dozens of Mainers and national experts, including business owners, educators, workers, and State and local officials, who are already engaging with AI in their work and life. We learned about small businesses using AI to streamline operations and reach new markets; teachers exploring AI to enhance student learning and engagement; healthcare professionals improving diagnostics and reducing provider burnout through AI tools; and governments leveraging AI to speed up housing permitting and production.

We also heard from Maine people about their very real fears surrounding AI. Public input urged caution about how AI in schools could impact children's mental health, learning outcomes, and cognitive development; how AI might disrupt Maine's labor force; and how energy-intensive data centers might impact local energy and water infrastructure systems.

Where we are optimistic, we see opportunities that align closely with Maine's enduring priorities: enabling job creation in rural communities and strengthening local economies; leading the nation in delivering healthcare more efficiently and equitably to people in every corner of the state; and making government more transparent, responsive, and accountable to the Maine people it serves.

At the same time, meeting this challenge will require continued vigilance at every level: from policymakers who craft guardrails that encourage innovation while protecting the public interest; from educators and employers who prepare Maine people to thrive in a changing economy; and from communities that continue to guide how technology serves the common good. This report represents only the first step in that collective effort – a foundation upon which future leaders, partners, and Mainers themselves can continue to build.

AI literacy in particular will be important for Maine moving forward. This report considers ways to broaden exposure to AI technologies in safer and lower-risk settings. Looking to examples of rapid technological shifts from the recent past like the advent of the Internet, the proliferation of personal computers and smartphones, and the rise of social media can be instructive. Increasing AI literacy not only illustrates its value and teaches best practices but also helps people identify when AI is being used, guard against bad actors, and grapple with unintended harms that AI might create.

It is important to emphasize that this report is not an endpoint but a foundation. Artificial intelligence is a dynamic, fast-evolving field, and no single report could anticipate every development to come. Instead, we offer a roadmap for continued collaboration across State government, all levels of education, industry, local communities, and the public to bolster innovation, strengthen guardrails against AI-related harms, and build capacity. The work ahead will require sustained monitoring of technical and policy developments, thoughtful investment and novel partnerships, and continued dialogue with the people of Maine.

In closing, we extend our gratitude to the members of the Task Force and our Technical Advisors for their time, expertise, and spirited engagement; to the many Mainers who shared their experiences and insights; and to the staff of the Governor's Office of Policy Innovation and the Future and Maine's Office of Information Technology.

We thank you, Governor Mills, for your leadership in convening this Task Force and for your commitment to ensuring that Maine approaches artificial intelligence with both ambition and care.

David Daigler
President, Maine Community College System

Mary Dickinson, Ph.D.
Executive Vice President and Chief Scientific Officer, The Jackson Laboratory

Co-chairs, Maine Artificial Intelligence Task Force

TABLE OF CONTENTS

EXECUTIVE SUMMARY

On December 20, 2024, Governor Janet Mills signed an Executive Order establishing the Maine Artificial Intelligence Task Force. Their report comes in response to a rapid surge of technological advancements that are poised to revolutionize how people live and work.

Artificial intelligence (AI) refers to computer systems that perform tasks by mimicking human-like intelligence via pattern recognition, predictive modeling, language processing, and content generation. Previous analytical and generative technologies rely on traditional logic-based coding – "if-then" models, deterministic analysis, or mechanistic processing. AI instead analyzes large amounts of training data and makes inferences based on patterns, with more powerful capabilities unlocked in recent years by greater computing power, more sophisticated datasets, and advances in training procedures. Generative AI (GenAI) is a subset of this technology referring to AI tools that leverage Large Language Models (LLMs) that are trained on large quantities of data to produce something qualitatively new. This includes natural-language chatbots like ChatGPT or Google Gemini, text-to-image models like Midjourney or DALL-E, and text-to-video tools like Sora.

AI is moving from experimental technology to structural force. The questions now facing policymakers are pressing and complex: What steps are required to ensure that workers, students, and communities can adapt to these changes? What protections are needed to ensure AI systems are deployed safely, responsibly, and equitably? How will rising demand for energy and broadband infrastructure affect state and national capacity? And, critically, how can Maine capture the benefits of this new technology while mitigating its risks?

The Task Force's recommendations begin to answer these questions for Maine. They chart a path forward by proposing actions that augment Maine's capacity to benefit from AI responsibly while protecting people from potential harms. They call for strengthening AI literacy across sectors, modernizing State and local government operations, safeguarding security and privacy, and ensuring that Maine's economy, workforce, education, and healthcare systems are prepared for the changes ahead.

Task Force Recommendations

The Task Force's recommendations are organized according to the three directives in the Governor's Executive Order:

Prepare Maine's economy and workforce for the opportunities and risks likely to result from advances in AI	
TOPIC	**RECOMMENDATION**
Topic A: Economy	A1. Expand entrepreneurial assistance for AI-enabled startups and Maine businesses
	A2. Identify and pursue new economic opportunities where AI can broaden prosperity and create good jobs
	A3. Help private sector firms, community nonprofits, and other organizations enhance cybersecurity
	A4. Improve access to advanced computing resources
	A5. Provide regulatory predictability to support safe adoption of AI tools by Maine businesses
	A6. Continue to strengthen Maine's broadband and energy infrastructure to prepare for AI's impacts
Topic B: Workforce	B1. Actively evaluate AI's real-time impacts on Maine's workers and labor markets with enhanced real-time labor market intelligence
	B2. Expand training opportunities that prepare Maine workers with the skills needed for an AI-enabled workplace
	B3. Ready Maine's workforce investment strategy and re-employment policies for the AI era
	B4. Leverage AI tools to expand reach, speed, and impacts of State workforce programs
	B5. Engage workers to ensure AI improves careers and expands opportunities for all
	B6. Equip Maine students and trainees to learn on state-of-the-art industry tools and infrastructure that prepare them for the future workplace
Topic C: Education	C1. Recognize and support Maine educators leading in AI adoption and create pathways for their insights to guide peers
	C2. Reach every educator in Maine with professional development supports focused on AI
	C3. Prepare new teachers to use and teach about AI
	C4. Embed AI literacy into the curricula for all graduating students and adult learners
	C5. Explore AI-backed tools and technologies with the greatest potential to jumpstart learning outcomes, particularly for students with learning challenges and in less-resourced districts
	C6. Support school administrative units to protect students' privacy, well-being, and development from potential AI harms
Topic D: Healthcare	D1. Establish Maine as a national innovation hub for the discovery and demonstration of how AI can improve rural health outcomes
	D2. Identify and validate AI literacy and training resources for healthcare professionals
	D3. Prepare Maine's health regulatory landscape to enable Mainers to safely benefit from emerging AI health technologies while mitigating potential risks
	D4. Upgrade technology infrastructure and build out partnerships that help AI technology reach patients in all of Maine's communities

Protect Maine residents from potentially harmful uses of AI technologies, such as safeguarding consumer data privacy, mitigating bias in datasets, and mandating disclosure around AI utilization	
TOPIC	**RECOMMENDATION**
Topic E: Protecting Mainers from AI-related harms	E1. Pursue near-term legislative and executive action where harmful AI uses are apparent, responses are clear, and protections are lacking, ensuring that Maine is prepared to respond as these risks become more complex and widespread
	E2. Conduct dedicated study and ongoing monitoring domains where harmful uses or impacts of AI are still emerging, where the appropriate regulatory response path is ambiguous, or the breadth of AI's impact will be significant
	E3. Ground AI policy in principles of regulatory balance, accountability transparency, modernized standards, and ethical use by government
	E4. Consider ways to affirm to courts how and where existing Maine statutes apply to circumstances involving AI
	E5. Launch a public AI literacy campaign to help Mainers navigate these emerging technologies in their daily lives
	E6. Actively monitor AI's emerging use cases and associated risks to Maine residents

Explore the most promising uses for State agencies, quasi-State agencies, and other public entities such as municipalities to deploy AI technologies to address capacity gaps and improve service delivery to the populations they serve	
TOPIC	**RECOMMENDATION**
Topic F: Public Sector	F1. Position AI as a policy priority across State agencies
	F2. Invest in State capacity for AI adoption and governance
	F3. Enhance public transparency into how AI tools are deployed in State government operations and where they are improving outcomes for Maine people
	F4. Support municipalities in assessing opportunities, developing technology plans, and identifying implementation funding for AI tools that improve local service delivery
	F5. Collaborate with Maine's higher education institutions to launch a Maine AI Innovation Hub
	F6. Enable innovative procurement strategies to solicit AI solutions for critical challenges

The Task Force has identified several issues where, through proactive investment and targeted efforts, Maine has a unique opportunity to carve out areas of national leadership in the rapidly evolving field of artificial intelligence. This includes AI for rural health innovation (addressing structural health challenges in rural areas of the state through investments in new technologies that build on existing partnerships and infrastructure) and AI to help address strategic priorities by augmenting municipal capacity (helping Maine's nearly 500 cities and towns overcome long-standing capacity and resource constraints that limit their ability to engage with constituents, deliver services efficiently, and advance policy initiatives such as housing).

The report concludes with key considerations for implementation, including the need to help Mainers learn about AI's potential benefits and risks and to continue to bolster protections against harms, while at the same time taking steps to unlock long-term,

large-scale opportunities. Continued State engagement will be critical, as will innovative partnerships and funding strategies.

The recommendations in this report attempt to balance the need to harness AI's potential to grow Maine's economy, create good jobs of the future, and improve the ways that public sector services are delivered against the very real harms that AI can create or exacerbate – both by arming threat actors with new, more sophisticated tools and by producing unintended consequences when used without adequate training or understanding.

The Task Force's work is aimed at helping Maine establish itself as a national proving ground for not only adopting AI responsibly, but also demonstrating how this technology can strengthen communities, economies, and public institutions, while also protecting Maine people from AI-created or enabled harm.

"Crafting regulation at a technological inflection point is inherently difficult; having principles when decisions have to be made quickly would serve us well."

—TASK FORCE TECHNICAL ADVISOR JUSTIN CARY, DRUMMOND WOODSUM

INTRODUCTION

On December 20, 2024, Governor Janet Mills signed an Executive Order establishing the Maine Artificial Intelligence Task Force. At that time, about half of all U.S. states had created similar bodies to advise state policymakers on emerging AI-related technologies. Maine's Task Force stands out among this group for its wide-ranging scope. Whereas most other state AI task forces, commissions, or councils are exclusively focused on AI's implications for state government operations, the Governor's Executive Order charges Task Force members with also recommending ways to respond to AI's broader implications for Maine's economy and workforce, and for other public sector entities such as municipalities.

This report comes in response to a rapid surge of technological advancements that are poised to transform how people live and work. Consumer adoption of new AI-related technologies is outpacing that of the Internet and personal computers. AI has the potential to create new jobs and businesses, improve productivity and efficiency, and reduce barriers to entry in some technical fields.

The Task Force conducted its work in the context of a dynamic federal policy environment, which further reinforcesd the importance of state leadership on AI policy.

The AI Task Force met in Augusta on September 28, 2025, to discuss and draft its recommendations. Credit: Governor's Office of Policy Innovation and the Future

Defining AI

Artificial intelligence (AI) refers to computer systems that perform tasks by mimicking human-like intelligence via pattern recognition, predictive modeling, language processing, and content generation. Previous analytical and generative technologies rely on traditional logic-based coding – "if-then" models, deterministic analyses, or mechanistic processing. AI instead analyzes large amounts of training data and makes inferences based on patterns, with more powerful capabilities unlocked in recent years by greater computing power, more sophisticated datasets, and advances in training procedures. This ability to generate compelling outputs without requiring prescriptive instructions is what makes AI so powerful – and also what makes it more complicated to interpret, audit, and manage.

Generative AI (GenAI) is a subset of this technology referring to AI tools that leverage Large Language Models (LLMs) that are trained on large quantities of data to produce something qualitatively new. This includes natural-language chatbots like ChatGPT or Google Gemini, text-to-image models like Midjourney or DALL-E, and text-to-video tools like Sora. As AI capabilities grow, new forms are beginning to emerge, including "Agentic AI"— models that are capable of operating independently for long periods of time and with significant autonomy.

This AI moment

In November 2022, the San Francisco firm OpenAI released a general-purpose AI chatbot called ChatGPT. Within two months, ChatGPT reached 100 million monthly active users, making it one of the fastest-growing consumer applications in history. Other large tech companies launched their own models, while venture capital funding for AI startups surged – over half of the near-record-high venture capitalist funds in the first half of 2025 were driven by investment in AI companies.

ChatGPT's launch exposed the public to a class of technologies that has existed for decades. Prior to this recent surge in popularity, AI tools were used in specialized computing labs and research settings, but with little consumer adoption. Over the past several years, AI has increasingly become part of the way that we work and live, with more than 60% of U.S. adults reporting they interact with AI at least a few times each week.

Businesses in every sector have moved quickly: some surveys have shown that 92% of companies plan to invest in AI over the next three years. In healthcare, the U.S. Food and Drug Administration has authorized approximately 950 AI- or machine-learning-enabled medical devices since 1995, including more than 200 in 2023 alone, signaling a rapid acceleration of AI in clinical contexts. In education, one in four U.S. teenagers now reports using ChatGPT for schoolwork, up from just over one in 10 in 2023.

In the workforce, national studies estimate that nearly one in five American jobs involves tasks that could be replaced or substantially transformed by AI, and a growing share of workers report that AI already plays a role in their day-to-day responsibilities.

These developments underscore the pace at which AI is moving from experimental technology to structural force. The questions now facing policymakers are pressing and complex: What steps are required to ensure that businesses, workers, students, governments, and communities can adapt to these changes? What protections are needed to ensure AI systems are deployed safely, responsibly, and equitably? How will rising demand for energy and broadband infrastructure affect state, regional, and national capacity? And, critically, how can Maine capture the benefits of this new technology while mitigating its risks?

State of Maine AI actions to date

As the capabilities of consumer-facing Generative AI technologies emerged in the months following ChatGPT's release, the State of Maine took steps to ensure the responsible use of GenAI in State government. In June 2023, Maine's Office of Information Technology imposed a six-month moratorium on the use of Generative AI (such as ChatGPT) in executive branch agencies. This pause – ultimately extended a further three months – gave the State time to study the new technology's implications. Maine IT officials conducted risk assessments focused on security and privacy threats, examined potential bias and ethical issues, and surveyed the patchwork of evolving federal guidance and regulations. By early 2024, this work led to the publication of guiding principles and an acceptable use policy for Generative AI in State government, aligning Maine's approach with emerging best practices. Governor Mills subsequently established the Maine Artificial Intelligence Task Force in December 2024 to further investigate AI's implications for Maine.

Maine's legislature has begun to act on AI as well. In June 2025, Governor Mills signed two AI-related bills into law: LD 1944, which adds AI-generated content to Maine's existing revenge porn statute; and LD 1727, which prohibits companies from using an AI chatbot without proper disclosure.

National policy context

The Task Force's work occurred concurrently with federal and other state efforts to grapple with AI policy. At the federal level, the Take it Down Act was signed into law in May 2025 after bipartisan support in the Congress. The bill addresses nonconsensual deepfakes and is one of the first major acts passed by Congress to tackle AI-related harm.

Some recent federal efforts have aimed to limit certain AI regulation. The summer 2025 budget reconciliation bill passed by the House of Representatives proposed a 10-year prohibition on states enforcing "any [state] law or regulation regulating artificial intelligence models, artificial intelligence systems, or

automated decision systems," with some exceptions. This language was ultimately stripped from the bill before it passed into law.

The White House released a national AI Action Plan in July 2025 that set forth goals for U.S. leadership in AI. The strategy is organized around accelerating AI innovation, building AI infrastructure, and addressing AI security. The plan calls for investments in workforce development, manufacturing capabilities, and science and technology.

States led by governors across the political spectrum are taking steps to embrace AI's opportunities and address AI's potential harms in their communities. The National Conference of State Legislatures (NCSL) estimates that over 1,100 AI-related bills were introduced across more than 45 states in the first half of 2025, an increase from 480 in 2024, 135 in 2023, and 67 in 2022. A National Governor's Association (NGA) analysis of these bills notes that they address the design, development, or use of AI tools and frequently touch on issues such as data privacy, transparency, reliability and effectiveness, and fairness and equity.

Task Force process

The Task Force was co-chaired by Dr. Mary Dickinson, Executive Vice President and Chief Scientific Officer at the Jackson Laboratory, and David Daigler, President of the Maine Community College System. It was comprised of 21 individuals appointed by Governor Mills, including State and local officials, legislators, representatives from higher education, and business and non-profit leaders. The Task Force was supported by an 11-member Technical Advisory Committee that included experts in technology, legal issues, science, technology, engineering, and mathematics (STEM) education, energy and broadband policy, and workforce analysis. Staff from the Governor's Office of Policy Innovation and the Future (GOPIF) and Maine's Office of Information Technology provided policy and technical support.

AI Task Force Co-Chair David Daigler leads a discussion on AI in the technical workforce at the IEEE-USA Innovation, Workforce, and Research Conference (IWRC) AI Summit in Portland, Maine in May 2025. The summit brought together stakeholders from industry, government, and academia. Credit: Governor's Office of Policy Innovation and the Future

AI-Related Bills Introduced in State Legislatures, 2022–2025
as of July 2025
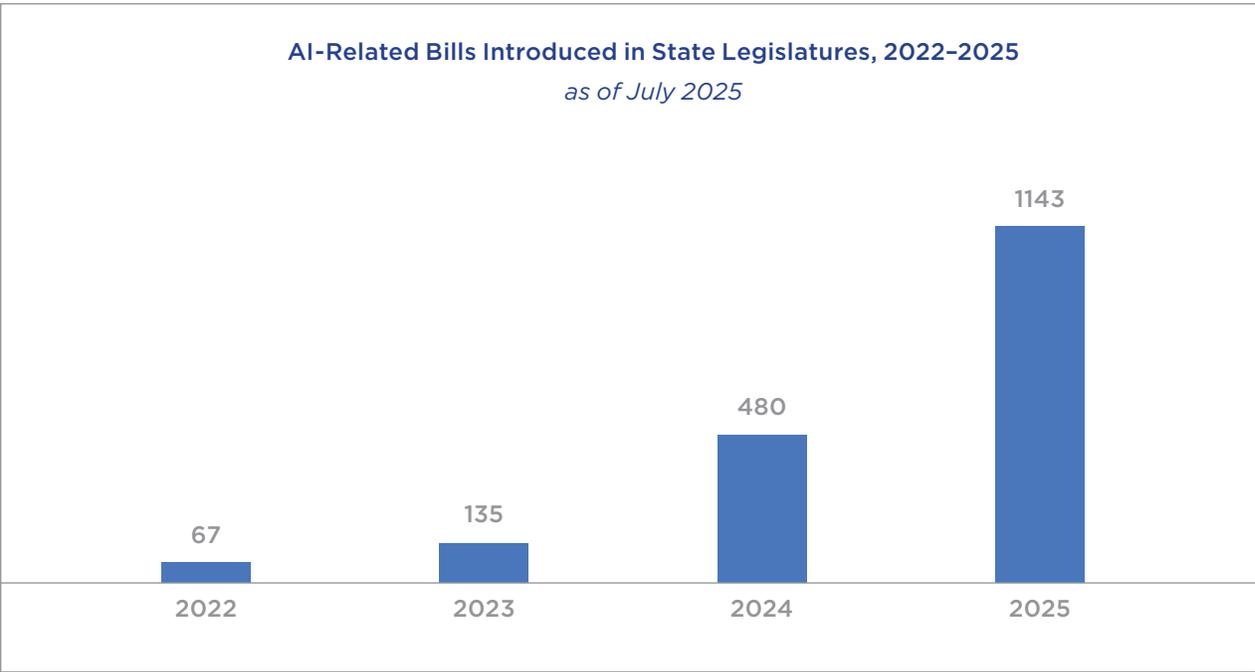
Source: NCSL AI Legislation Tracker (ncsl.org/technology-and-communication/artificial-intelligence-2025-legislation)

Task Force meetings

The Task Force, which was announced in December 2024, held 12 public meetings between January and October 2025. These meetings, which were open to the public, recorded, and posted on a dedicated Task Force website, allowed members to hear directly from technical experts, practitioners, and State and national leaders. The Task Force's meetings, a mixture of virtual and hybrid, engaged experts from Maine and several other states, and leveraged the Task Force and Technical Advisory Committee's expertise on a wide range of AI-related topics. This work was supplemented by two opportunities for public comment; the first, in June 2025, surveyed the public about their exposure and priorities around AI, and the second, in October 2025, solicited reactions to the Task Force's draft recommendations. GOPIF staff also managed an email newsletter that announced upcoming meetings and encouraged recipients to access materials from all meetings on the Task Force website.

The first two Task Force meetings (January 31 and February 14, 2025) were designed to introduce the charges set out in Governor Mills' Executive Order and to provide information for Task Force members about the state of AI today. The Task Force also provided input about the topics they thought the Task Force should explore to address the charges laid out in the Executive Order.

Between March and July 2025, the Task Force held six meetings on the topic areas that emerged as high priority: AI's implications for Maine's economy, workforce, education system, and healthcare system; AI's use in Maine's public sector (State and local); and a discussion of potential harms to Maine people that AI could create or exacerbate. In parallel, six subgroups (one focusing on each of these topics) met between May and August 2025 to dive deeper into their area and generate recommendations for the rest of the Task Force to consider.

At the Task Force's final four meetings (September 5, September 26, October 8, and October 24), they synthesized their learnings and developed their recommendations.

Structure of this Report

This report reflects months of study, analysis, and deliberation, and is intended to provide an initial set of guidance for Maine policymakers to begin to respond to the opportunities and risks of artificial intelligence. It covers many of the sectors where AI is already beginning to be deployed in Maine, weaving together what the Task Force learned, the principles that emerged from those discussions, and recommended actions to better position the State to respond to AI's policy implications for Maine people, businesses, and communities.

The report is organized according to the three charges set out in the Governor's Executive Order:

In response to "**Prepare Maine's economy and workforce for the opportunities and risks likely to result from advances in AI,**" the Task Force recommends a series of actions to support Maine businesses, protect Maine workers, and understand how AI is already showing up in the Maine economy. This section examines how AI might increase productivity, create new industries, and support entrepreneurs, while also acknowledging real risks around workforce disruption in fields ranging from manufacturing to professional services.

The Task Force met 12 times between January and October 2025.

This section also contains a deeper dive into AI's implications for Maine's education system, recognizing that Maine's schools are at the front lines of technological change; and Maine's healthcare system, with particular focus on identifying safe and responsible uses of AI to improve health delivery, expand access in rural communities, and ease burdens on healthcare sector workers.

In response to "**Protect Maine residents from potentially harmful uses of AI technologies, such as safeguarding consumer data privacy, mitigating bias in datasets, and mandating disclosure around AI utilization**," the report addresses some of the risks created or exacerbated by AI, recognizing that its rapid spread brings not only opportunity but also new forms of harm, including AI-created deepfakes, increasingly sophisticated fraud schemes, the rapid spread of mis- and disinformation, and new cybersecurity concerns for Maine's public and private sectors. This section of the report highlights some of the most pressing of these harms, and emphasizes that AI literacy and protections against risk must stand alongside innovation as priorities for Maine.

Finally, in response to "**Explore the most promising uses for State agencies, quasi-State agencies, and other public entities such as municipalities to deploy AI technologies to address capacity gaps and improve service delivery to the populations they serve**," the report examines how AI can transform the work of government itself. This section lays out some actions that State agencies and local governments could take to improve service delivery despite budgetary and staffing constraints. AI may offer opportunity for government to streamline licensing and permitting, improve customer service, and modernize core systems. Doing so will require thoughtful investment in infrastructure, data governance, and capacity building across public institutions.

The report concludes with a section outlining some initial steps the State should take to begin to implement the Task Force's recommendations.

LEARN MORE

All materials related to the Maine Artificial Intelligence Task Force including meeting recordings, presentations, prepatory documents, public comments, and draft reports are available on the Task Force website.

Visit maine.gov/future/artificial–intelligence-task-force
to explore the full record of the Task Force's work.

DIRECTIVE

Make recommendations to prepare Maine's economy and workforce for the opportunities and risks likely to result from advances in AI

Topic A: Economy

Artificial intelligence holds the potential to help Maine businesses of all sizes and increase productivity, competitiveness, and innovation and expand opportunities for good jobs. For large employers, AI tools can expand markets, improve business processes, and support a broader workforce by enabling participation among workers who are traditionally left out. For smaller enterprises, AI can unlock capabilities that were once out of reach, such as expanding access to business intelligence, automating routine tasks, and streamlining operations to save time and cost.

Yet adoption remains a significant hurdle, particularly for small and mid-sized firms that face inconsistent AI literacy, infrastructure gaps, and cybersecurity and data-management challenges.

RECOMMENDATIONS

A1) Expand entrepreneurial assistance for AI-enabled startups and other Maine businesses

The State should explore ways to enable Maine businesses to leverage AI tools to grow, support employees, and establish appropriate governance and data privacy policies, while also continuing to lower the barriers to entry for entrepreneurs looking to build new AI-powered startups in Maine. For Maine's small businesses in particular, AI can dramatically strengthen market intelligence, allow access to previously unaffordable technical capabilities, and smooth operations.

The LOOKOUT AI Marine Vision System, developed through the Blue w(AI)ve Accelerator, a partnership between the Gulf of Maine Research Institute and the Roux Institute at Northeastern University, addresses the top causes of marine accidents, from operator inattention to poor visibility. Its combination of night vision, computer vision AI, and augmented reality navigation plugs into any standard helm display. Credit: Lucy Barrett, Gulf of Maine Research Institute

Maine Medical Center, part of the Maine Health system, is among the employers in Maine that have already begun introducing AI tools into their operations.

AI Adoption Among Maine's Large Employers

Maine's larger businesses are beginning to experiment with AI tools. Bangor Savings Bank has launched an initiative to equip all employees with AI education and literacy. Researchers at Bath Iron Works have developed a first-of-its-kind AI tool for early identification of maintenance needs on Navy vessels. MaineHealth's HE(ART) initiative is using AI for real-time monitoring in intensive care units and new AI-based charting tools are enabling providers to focus more time with patients. New England Marine Monitoring applies AI-driven image recognition to improve fish stock assessments, while the University of Maine utilizes AI for forest mapping and pest management. J.D. Irving's Ashland Sawmill is implementing AI for timber identification, optimizing efficiency in lumber production. The Jackson Labs in Bar Harbor recently rolled out a line of new AI-enabled consumer products. IDEXX Laboratories is deploying AI-powered veterinary diagnostics.

One model to consider expanding upon is the Maine Technology Institute's Maine Entrepreneurial Resource Corp, which recently launched an initiative specifically designed to equip entrepreneurs with AI skills relevant to their business. New AI-powered tools could also be developed to help businesses more easily discover and access existing financial and technical resources like tax incentives, grants, or loans.

A2) Identify and pursue new economic opportunities where AI can broaden prosperity and create good jobs

AI offers Maine promising paths for economic growth and job creation. The State should explore pathways to cultivate economic innovation unlocked by AI, especially in areas where the state has competitive advantages and long-standing strengths. For example, new opportunities may include AI tools that improve rural health outcomes; solutions for monitoring the health of forests, coasts, and oceans; new advances in smart manufacturing and precision agriculture; and biotechnology breakthroughs that use AI to advance animal and human health diagnostics.

As access to data underpins much AI-driven innovation, the State should also foster the production of open-source, AI-ready training data in areas of its economic priorities and pressing challenges while developing structures that ensure benefits of such innovation accrue to Maine. In a recent survey of venture capital investors, more than half of respondents cited a startup's access to good data as the factor most likely to make them stand out in a crowded field. AI-ready datasets (cleaned, anonymized, and maintained) can not only help existing Maine businesses increase competitiveness and expand market intelligence, but also draw in entrepreneurs and innovators looking for data on which to train their AI tools in ways that benefit Maine.

A3) Help private sector firms, community nonprofits, and other organizations enhance cybersecurity

As AI accelerates the volume and sophistication of cyberattacks, it will be imperative that Maine's small businesses, nonprofit organizations, municipalities, and other non-public entities continue to modernize their protections against threat actors. Existing programs in Maine offer help on cybersecurity, such as subsidized access to business consultants through Maine Technology Institute's Maine Entrepreneurial Resource Corps and technical expertise from University of Maine Augusta's Cybersecurity Center and Maine Cyber Range program. The State should take steps to continue to grow supports like these.

"Advancements in AI represent an opportunity to improve the efficiency and performance of our energy system, but also come with potential load growth challenges from new data centers. Maine is working to understand the benefits, challenges, and best practices to ensure future developments strengthen our grid, drive economic development, and support affordable energy for people and businesses."

—TASK FORCE TECHNICAL ADVISOR DAN BURGESS, ACTING COMMISSIONER, MAINE DEPARTMENT OF ENERGY RESOURCES

A4) Improve access to advanced computing resources

Training AI models requires significant investment in computing power. To lower the barrier for early-stage companies to start here, Maine should explore strategies to improve access to advanced computing resources for firms that may not otherwise have relationships or financial resources to leverage top-tier AI tools. This could involve public-private partnerships, targeted incentives, or shared-use models that reduce costs for smaller actors. By investing in the underlying infrastructure upon which AI depends, Maine can help ensure that the benefits of innovation are broadly distributed across sectors and geographies.

A5) Provide regulatory predictability to support safe adoption of AI tools by Maine businesses

Regulatory predictability will be critical to helping Maine's firms adopt AI tools with confidence necessarily to globally compete. Clear, consistent guidelines around safety and consumer protections will need to be tailored to the realities of Maine's small business landscape. Incremental rulemaking, long implementation timelines, and robust stakeholder engagement can also provide firms with predictability while allowing businesses to adapt and grow alongside emerging AI capabilities.

A6) Continue to strengthen Maine's broadband and energy infrastructure to prepare for AI's impacts

AI's economic potential will only be realized if the underlying infrastructure is in place to support it. The State should assess broadband, computing, and energy and water infrastructure needs — particularly in rural communities and for small businesses — in light of growing AI use and align infrastructure investments with economic and climate goals.

The State should consider ways to forecast AI-related demand in energy and broadband planning efforts, including capacity gaps, interconnection needs, ratepayer protections, and data center siting considerations; explore shared-use models for high-performance computing infrastructure that reduce costs for small businesses, startups, and public agencies; and develop a playbook for responding to data center development project opportunities while ensuring that development supports State goals.

Leveraging AI for Language Access

ESM Global Productions is an IT consulting and innovation firm operating at the intersection of technology, security, and education, and NKENNE, the leading African language learning and translation company in the market. Headquartered in Maine and founded by Michael Odokara-Okigbo, ESM Global is a technology and IT security consulting firm that partners with organizations to drive innovation and impact through digital transformation. Its sister company, NKENNE, leverages cutting-edge artificial intelligence and immersive cultural design to make African languages accessible, engaging, and globally relevant. Through the NKENNE app, users can learn over a dozen African languages—including Igbo, Yoruba, Swahili, Somali, and Twi—via interactive lessons, audio flashcards, daily streaks, and offline study tools. Beyond learning, NKENNE fosters community through podcasts, blogs, and live conversations that connect learners with native speakers.

In December 2024, NKENNE received a National Science Foundation award to develop a multilingual, tonally sensitive AI Translation Database—a groundbreaking advancement in African language technology that combines linguistic preservation with state-of-the-art AI innovation.

Maine Technology Institute Supports
Maine Companies Adopting AI

In Fall 2024, the Maine Technology Institute surveyed 106 early-stage companies that had received funding from the institute. They found that half of companies were using AI tools in their business and, among those, most reported using AI multiple times per week and six firms reported that their business model was built around AI technologies. Only one of 106 respondents was not interested in applying AI in their business. Among firms not using AI, the three most common reported barriers were consistent: the cost of implementation, insufficient understanding of how AI could be applied to their business, and a lack of technical skills or resources.

Responding to these insights, in May 2025, the Maine Technology Institute debuted a new program to provide AI training to Maine businesses. MERC-AI, an offshoot of MTI's established Maine Entrepreneurial Resource Corp. (MERC), helps businesses that are interested in using AI to improve operations but do not have the structured support to do so. Applicants fill out an online form and short application and MERC-AI provides access to hundreds of cutting-edge AI trainings, ranging from beginner-friendly introductions to targeted training in areas like marketing, finance, and customer service, all at no cost to businesses. So far, 55 learners have joined, accounting for nearly half of the licenses available, and have shown consistently increasing engagement since enrollment. The program has received positive feedback for both the quality and accessibility of content and instructors.

Topic B: Workforce

AI technologies are expected to change the nature of work across many occupations, influencing the types of skills in demand, the structure of job tasks, and the speed of labor-market change. Some jobs, particularly in low- and middle-wage service occupations, could be disrupted, while others could be created as new technologies drive innovation and productivity. Many workers are concerned about AI's impact on future job prospects, employment fairness, and surveillance. Existing data tools, both nationally and here in Maine, tell an incomplete story about AI's current impact on labor markets and credible research points to a wide range of future scenarios. Like their peers across the country, many Maine employers and training providers are responding to these changes by helping people build new AI-ready work skills.

RECOMMENDATIONS

B1) Actively evaluate AI's real-time impacts on Maine's workers and labor markets with enhanced real-time labor market intelligence

Develop leading and longer-term data metrics that enable the State to actively monitor potential AI-related job disruptions, wage impacts, and other labor market effects. Insights should be shared back with workers and employers continuously, including, for example, information about future high-wage, in-demand occupations. Policy leaders should regularly discuss these data to allow rapid policy responses as the labor market changes and workers' needs evolve. The State Workforce Board can help Maine's training institutions continue to stay abreast of how AI is changing the skills sought by Maine employers and solicit input from workers about AI's impact on their careers.

Bangor Savings Bank and Roux Institute Partner to Offer AI Skills for Employees

Bangor Savings Bank has partnered with Northeastern University's Roux Institute to launch the "Accelerating Insights" initiative, designed to integrate AI tools and enhance data fluency across the organization. This initiative enables the Bank's employees to derive greater value from their work while deepening customer relationships. It includes educational pathways for all 1,200+ employees and hands-on projects to build practical AI skills. Importantly, Bangor Savings Bank is committed to a responsible approach to AI, ensuring the technology augments work rather than replaces it and frees up time for higher-value tasks and enhanced customer experiences.

Bangor Savings Bank staff participate in a training on data fluency and responsible AI. Credit: Bangor Savings Bank & The Roux Institute at Northeastern University

B2) Expand training opportunities that prepare Maine workers with the skills needed for an AI-enabled workplace

To keep Maine's workforce competitive, the State should integrate AI into existing training programs and encourage employers to invest in AI skills for their employees. Developing credential and educational standards can help ensure trainees gain the competencies needed for a technology-driven economy. New career exploration and apprenticeship programs can be developed that focus on emerging occupations related to AI. Higher education and training providers should partner with employers to develop and deliver AI-focused training, and the State should work with these organizations to ensure streamlined access to funding resources like the Dirigo Business Incentive and other programs.

B3) Ready Maine's workforce investment strategy and re-employment policies for the AI era

Artificial intelligence is reshaping industries, workflows, and employment patterns across Maine. While the pace and scope of these changes may not yet be visible, their cumulative effects – job opportunities and disruptions that cut across sectors, communities, and skill levels – could be profound and may require updating or changing portions of existing State workforce strategy. For example, some State re-employment initiatives are specifically designed for place-based workforce impacts, whereas AI may have job implications across specific occupations regardless of geography.

The State should also explore ways to proactively build the State's capacity to help workers retrain, transition, and thrive as AI transforms the economy. The State should consider ways to update proven workforce retraining and career transition services; cultivate innovative partnerships with employers and educators to develop new training curricula and foster digital literacy; and ensure that our rapid response and re-employment practices are equipped to react to distributed, occupation-specific disruptions. The speed at which these changes might occur also suggests the need for the State to identify new resources, including federal funds.

B4) Leverage AI tools to expand reach, speed, and impacts of State workforce programs

AI tools offer promise to expand the reach of State workforce programs and make them more helpful for Mainers that use them. For example, Indiana has used AI's data analytic capabilities to offer unemployment filers with tailored recommendations and customized data based on personalized employment histories. New Jersey is using AI to more seamlessly translate documents into workers' native languages and adjust them based on educational background. Workforce programs with intensive navigation services – like ASAP, which is proven to increase college completion

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"As we think about employer perspectives and employer engagement, it's equally important to think about perspectives of workers and how we're connecting with folks who are seeing these changes as they roll out. Oftentimes they're the ones that have the best sense what this actually looks like on the ground."

– TASK FORCE MEMBER SAM BOSS, APPRENTICESHIP, WORKFORCE, AND EQUITY DIRECTOR, MAINE AFL-CIO

for at-risk students — may benefit from innovations to expand their reach through AI supports that complement human coaches. AI policy "answer bots" and automated documentation tools could help Maine's career counselors and eligibility workers spend less time hunting for answers and completing compliance-oriented paperwork, and more time with clients.

B5) Engage workers to ensure AI improves careers and expands opportunities for all

AI has the potential to create new jobs and advancement opportunities, improve pay, and reduce unsafe or repetitive tasks, but these outcomes will not happen automatically. As work and career opportunities evolve, worker perspectives must shape how AI is introduced and used. The State should elevate worker voices in policy discussions on training, job quality, and technology adoption, while employers can engage employees directly in decisions about AI in the workplace. AI may also allow business to bring more people into the workforce, especially those that are currently being left out of job opportunities.

Ongoing attention is also needed to how AI affects working conditions, including surveillance of workers,

Fewer than 1 in 8 workers nationally had received job training related to AI as of October 2024, according to the Pew Research Center.

worker autonomy, and the role of professional judgment in mission-critical tasks. In rural communities, where access to training and infrastructure is more limited, prioritizing worker voice is especially important to make sure AI strengthens economic opportunity.

B6) Equip Maine students and trainees to learn on state-of-the-art industry tools and infrastructure that prepare them for the future workplace

Maine has made substantial investments in upgrading facilities and equipment available to students and trainees in K–12 classrooms, at Career and Technical Education programs, and across Maine's public higher education institutions. Maine should continue to pursue creative solutions that help keep this infrastructure modern as AI changes the tools and equipment used in the workforce.

AI Impact on Maine's Labor Market

The Maine Department of Labor's Center for Workforce Research and Innovation (CWRI) conducted an early assessment of AI's likely impact on Maine's labor market. The Center's analysis, portions of which were included in the Consensus Economic Forecasting Commission's April 2025 report, found that Maine has likely not yet experienced widespread layoffs due to AI but warned of substantial impacts in the years ahead as job tasks shift, occupations evolve, and certain functions face concentrated displacement.

CWRI also found that, "compared to past waves of automation in which impacts were concentrated in specific industries and geographic areas, impacted workers in specific education and demographic groups, the impact of AI could be much more diffuse. Occupations most likely to be impacted by AI include those in the computer and mathematical and administrative support industries. These jobs often involve skills related to computer/IT, analysis/critical thinking, writing/reading, problem solving, and decision making. Jobs in these fields are somewhat divided between higher-paying roles that require advanced education/training for entry and lower-paying positions — many clerical or administrative in nature — that have already experienced declining labor demand in recent decades." Jobs in manual labor-related occupations — production, construction, maintenance, farming, and food preparation — have the lowest share of tasks that could be accomplished by AI.

MAINE
DEPARTMENT OF
LABOR
Bureau of Rehabilitation Services

Topic C: Education

Educators across Maine are beginning to explore how AI can enhance teaching and learning, from using generative tools to improve students' writing skills, to creating more dynamic lesson plans tailored to different learning styles, to finding new ways to engage students who might otherwise struggle to participate. Teachers and staff are also leveraging AI to automate time-consuming administrative tasks such as grading, lesson planning, and progress tracking, freeing more time for direct interaction with students.

However, the adoption of AI in classrooms also raises important challenges. Impacts on cognitive development, behavioral health, and learning are crucial considerations any time new technologies are introduced in schools. Those districts that do wish to adopt AI tools must navigate still-emerging guidance on best practices and persistent financial and infrastructure gaps, particularly in rural areas, that make it harder to access or effectively integrate these emerging tools safely and responsibly.

RECOMMENDATIONS

C1) Recognize and support pioneering Maine educators who are leading in AI innovation and create pathways for their insights to guide peers.

Adoption of AI in education has largely been driven by a small number of early pioneering teachers, administrators, and other educators experimenting with ways to improve their pedagogy and administrative tasks. The State can continue highlighting AI's potential to improve learning by supporting and accelerating peer education through priority access to emerging tools,
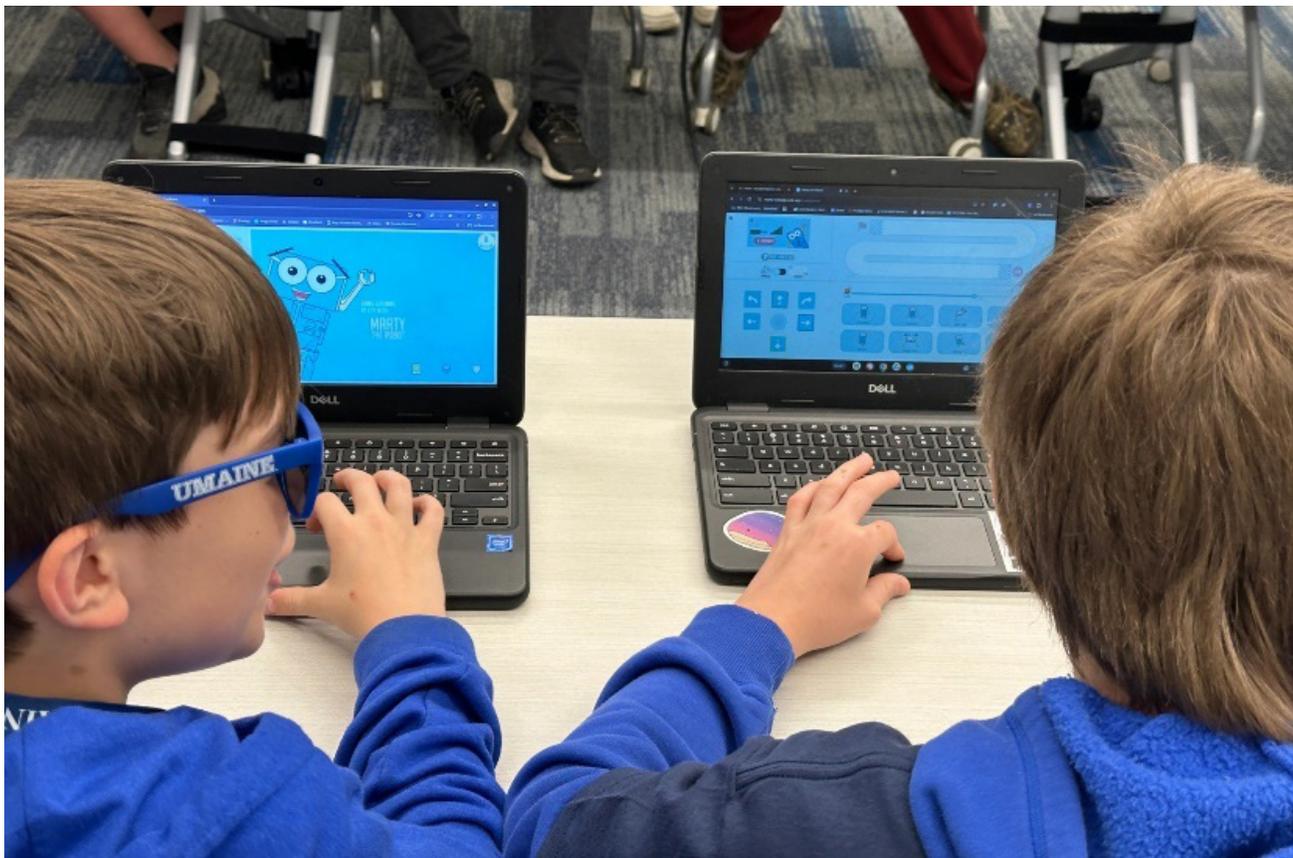
Over 1,000 K–12 students from Maine participated in the 2025 Maine Learning Technology Initiative Student Conference last spring in Orono, which focused on AI and technology. The free day–long event provided students and teachers with hands–on learning for new technologies. Maine was the first state in the nation to offer a 1:1 learning with technology initiative and remains the largest program in the country, deploying tablets and laptops to more than 80,000 teachers and students. Credit: Maine Department of Education

AI technology is powering uncrewed aircraft used across Maine to inspect infrastructure health, document storm damage, and monitor forest health. The University of Maine at Augusta's Uncrewed Aircraft Training Program offers a Bachelor's Degree in Applied Science with unmanned aircraft as a major. UMA has trained over 500 students in the basic commercial drone course. Credit: Dr. Dan Leclair, University of Maine at Augusta

platforms to collaboratively address challenges and learn from each other, and structured opportunities to share insights with State leaders and peer educators. The State could build on models like Maine's annual Learning Technology Initiative Conference to regularly capture their experiences and highlight their successes as a way to create a practical knowledge base and inspire other educators to explore AI in their own classrooms.

C2) Reach every educator in Maine with professional development supports focused on AI

Many Maine educators and administrators are eager to learn about AI but districts lack the capacity, time, or technical expertise to do so. Maine should build on resources like the Maine Department of Education's best-in-class AI guidance and toolkit and peer learning programs offered by groups such as the Maine Math and Science Alliance. Efforts like these can help convert pockets of AI innovation into resources from which all Maine educators can benefit. The State can also help districts and school administrators interested in piloting AI tools, highlighting promising use cases aligned with real-world needs and exploring potential funding mechanisms to support innovation.

Creativity and Caution at MDI High School

Kate Meyer is an English and design thinking teacher and instructional innovation coach at Mount Desert Island High School. She uses AI as a creative collaborator and as a tool to provide students with timely, targeted feedback on their writing. Beyond her own teaching, Meyer leads her district's AI working group, which brings together educators, administrators, librarians, professors, business leaders, and tech specialists to explore responsible and innovative uses of AI in education.

"We are working together as a group to figure out how we want to implement AI in the district in a way that is really creative and innovative, but also cautious, recognizing that AI is a tool that is here but also really represents a cultural shift that has really far-reaching implications for how we learn and how we teach."

AI in Maine's Higher Education Institutions

Maine's public and private institutions of higher education are at the front lines of investing in AI. UMaine AI recently hosted its second-annual Maine AI Conference, bringing together policymakers, academics, and the private sector to engage on a range of AI-related topics. Northeastern University's Roux Institute in Portland has debuted a number of AI initiatives, including partnerships with municipalities, private industry, and the State, and published a State of AI in Maine report in October 2023. The Maine Community College System has begun to incorporate AI into many of their courses, including an Intro to AI course through Central Maine Community College and digital literacy courses throughout the system. Colby College Davis Institute for Artificial Intelligence is the nation's first cross-disciplinary AI center at a liberal arts college. And Bowdoin College recently announced the launch of their new Hastings Initiative for AI and Humanity, which will focus on teaching students how to use AI for the common good.

Credit: Washinton County Community College
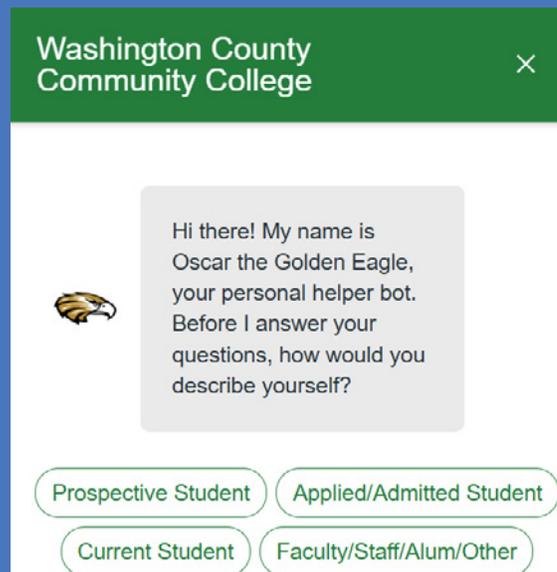
An AI-enabled chatbot is easing the transition to college for first-generation and new community college students at Washington County Community College in Calais. During the 2024–25 school year, 96% of new students signed up for the chatbot (named "Oscar the Golden Eagle" after the school's mascot), which college officials credit with a notable reduction in "summer melt" – when students who enroll in the spring don't show up for their classes in the fall.

C3) Prepare new teachers to use and teach about AI

Integrating AI concepts and tools into Maine's teacher preparation programs will help new educators enter the workforce ready to engage with AI technologies responsibly and effectively. Exposure during pre-service education can build familiarity with AI's classroom applications, ethical considerations, and potential risks before teachers face them in practice. Focused coordination on AI topics between the Maine Department of Education, colleges of education, and accrediting bodies could help establish consistent expectations so that all graduates, regardless of program, are prepared to guide students in an AI-enabled learning environment.

C4) Embed AI literacy into the curricula for all graduating students and adult learners

Just as Maine's educational institutions play a central role today in helping students to safely and critically navigate the Internet, schools in Maine should ensure their students graduate with the foundational AI literacy necessary to navigate life and workplaces of the future. Students and adult learners should be exposed to how AI tools work, introduced to topics of AI safety and ethics, and shown how to evaluate AI outputs. Opportunities for students and life-long learners to learn both with and irrespective of AI will be crucial to their long-term adaptability and success.

C5) Explore AI-backed tools and technologies with the greatest potential to jumpstart learning outcomes, particularly for students with learning challenges and in less-resourced districts

As research grows about how and where new AI-backed tools can benefit student learning, Maine should pilot deployment of the most promising tools as part of broader efforts to strengthen learning outcomes while uplifting and supporting Maine's educators. There may be particular benefits for closing inequities experienced by rural districts, students with learning challenges, and schools with high shares of non-native English speakers. Other states may offer models. For example, Iowa and Louisiana have both recently rolled out AI-based reading skills tools in public elementary schools at low or no cost to their districts, and Indiana piloted a grant program for districts to implement an AI platform of their choice during the 2023-24 school year.

C6) Support school administrative units to protect students' privacy, well-being, and development from potential AI harms

During its second and final public comment period, the Task Force received extensive feedback urging caution about introducing AI tools into Maine's classrooms. Many commenters expressed unease about potential risks to student privacy, equity, cognitive development, and the integrity of learning itself. They also noted that future decisions about AI use in education must be made with meaningful public input and transparency.

The State should in collaboration with local school administrative units (SAUs) facilitate a process for gathering such input from a broad set of stakeholders, including parents, educators, mental health professionals, and students to better equip SAUs to make informed choices about the appropriate use of AI in their schools. This should include developing model guidelines that invite community discussion and collaboration while promoting transparency, protecting mental and social wellness, ensuring age-appropriate use, and upholding human-centered learning that cultivates empathy, logical reasoning, and critical thinking.

In addition to its consideration of public comment, the Task Force devoted significant time to AI's implications for the privacy, well-being, and development of children. Those implications are reflected in Recommendation E2 (beginning on page 39).

Surveys indicate that nearly nine in 10 students globally are using at least one AI tool on a regular basis in their studies. Source: Digital Education Council's Global AI Student Survey 2024.

Maine Department of Education's
AI Guidance Toolkit

The Department of Education created the AI Guidance Toolkit to help educators and administrators make thoughtful, responsible choices. The toolkit is designed to introduce key AI-related topics, highlight success stories from around Maine, and suggest practical tools for educators looking to get started. This resource reflects DOE's commitment to supporting schools in navigating new technologies while keeping student learning at the center.

The AI Guidance Roadmap

Travel Key
This guide is designed so you can:
• Enter where you need to,
• Stop/Break when you want to, and,
• Return as many times as you'd like.

Alternatively, you can navigate this guide page by page using the "Next" and "Back" buttons.
For more information on how to navigate this toolkit, click on Martln.

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"We are committed to equipping students and educators with both skill and discernment to navigate AI and other emerging technologies, prioritizing safety, privacy, and mental health, while also embracing innovation and change."

– PENDER MAKIN
COMMISSIONER, MAINE DEPARTMENT OF EDUCATION

Topic D: Healthcare

AI offers significant promise for improving the delivery of healthcare for Maine people, especially in rural communities where access to care can be limited. Across the state, health systems are already deploying AI tools such as ambient documentation, remote patient monitoring, and AI-assisted diagnostics, with early results showing gains in provider retention, reduced employee burnout, and more accurate and timely diagnoses. These tools are helping Maine's healthcare system deliver higher-quality care, and they illustrate how responsible innovation can improve both patient outcomes and clinician well-being.

However, access to these cutting-edge technologies remains uneven, with smaller, independent providers often lacking the financial and operational capacity to deploy AI tools. In addition, many best-in-class AI tools have been trained on datasets from large, urban patient populations, leaving a need for additional innovation for older, more rural populations like Maine's. AI technologies are also introducing new diagnostic, operational, and communications capabilities that often directly interact with patients in ways not yet fully contemplated by Maine's existing oversight systems.

RECOMMENDATIONS

D1) Establish Maine as a national innovation hub for the discovery and demonstration of how AI can improve rural health outcomes

Rural health communities nationwide are experiencing widening care gaps as costs push traditional providers out of business. New AI applications in areas like virtual behavioral healthcare delivery, wearables, and hospital business operations could offer major

MaineHealth is piloting purpose–built AI tools like Abridge, a phone app that provides ambient dictation during patient visits. Tools like this can provide insights and efficiencies that may improve patient care. Credit: Abridge AI, Inc.

opportunities to close those gaps – yet little of that tech is being designed with rural health populations in mind.

Maine should aggressively pursue the opportunity to become a national hub for attracting AI health innovation focused on rural communities. This initiative could include investments to establish innovation demonstration sites at Maine rural hospitals with supports for technology and data gathering, policy revisions, project management, and technical assistance; spurring development of AI tools that support older, rural patients or those trained on rural

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"Patient data from just three states trains most AI diagnostic tools: California, Massachusetts, and New York."

– STANFORD INSTITUTE FOR HUMAN-CENTERED AI

patient population data; trialing clinical deployment of emerging AI tools in rural health settings; and developing a regulatory and reimbursement environment tailored to R&D and commercialization activities. Duke University's Health AI Partnership offers an example of a hub-and-spoke model in which larger health systems serve as technical partners and testing grounds, helping smaller rural centers pilot AI tools and share knowledge.

D2) Identify and validate AI training resources for healthcare professionals

AI adoption in healthcare settings has been robust (over 70% of respondents in a 2024 survey reported pursuing GenAI tools) and offers enormous potential benefits to hospitals and patients. However, healthcare's high stakes, heightened privacy restrictions, and the need for trust between patient and provider require healthcare professionals to achieve a greater level of proficiency when using AI than workers in many other sectors.

The State should collaborate with external partners to identify and validate best-in-class training options. Health organizations, workers, patients, and academic institutions could partner to develop new training modules tailored to different healthcare roles, grounded in human-centered care and real-world case studies. Providing adequate AI exposure and training to health professionals ahead of their use in real-world clinical settings is critical to ensuring that AI is used responsibly, safely, and ethically.

D3) Prepare Maine's health regulatory landscape to enable Mainers to safely benefit from emerging AI health technologies while mitigating potential risks

The State should proactively prepare Maine's healthcare regulatory landscape to capture potential opportunities for emerging AI tools to improve patient outcomes and quality of care, close inequitable access gaps, and address other structural healthcare challenges. This includes enabling safe and equitable deployment of technologies that can improve patient outcomes, enhance quality, and reduce inequities. Incorporating AI as a tool to address Maine's structural healthcare challenges – including significant coverage gaps in rural areas, creating long waits for primary care physicians and specialists like behavioral health providers – may necessitate speeding up outdated adoption processes and working with insurance providers and MaineCare to negotiate coverage for new health applications.

The State should create clear pathways for approving innovative, evidence-based AI tools that can supplement health services and help individuals navigate to the most appropriate level of care. This work should include extensive engagement with patient groups,

clinicians, licensing boards, payers, and other critical stakeholders. It should address readiness topics including safety, licensing, oversight, reimbursement models, malpractice responsibility, and insurance network adequacy rules.

D4) Upgrade technology infrastructure and build out partnerships that help AI technology reach patients in all of Maine's communities

Today most providers and health organizations access AI-backed health innovations as they are offered through or together with their existing electronic medical record system or enterprise resource management system. (For example, the passive charting tools now widely used at MaineHealth are integrated tightly within EPIC, the system's electronic medical records platform.) When health centers remain stuck on previous-generation or limited-feature platforms – as is the case for many of Maine's independent hospitals, clinics, and Federally Qualified Health Centers (FQHCs) – it means that it can take many years for these providers and their patients to benefit from tools available to others today. Technology upgrades and technical assistance can help these providers access modern tools and develop operational practices for how to benefit from them most.

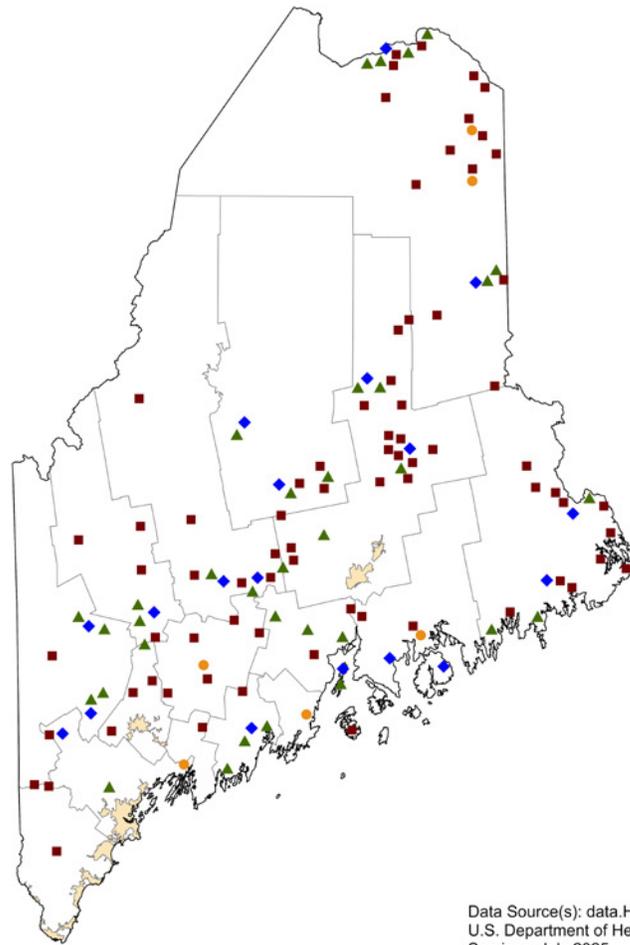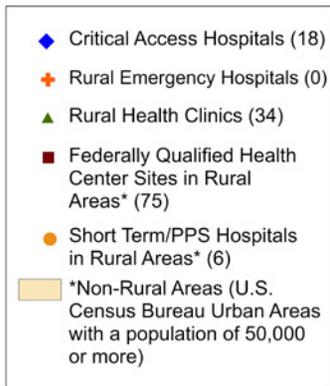## JAX Maximizes AI to Advance Human Health

The Jackson Laboratory (JAX) is using AI to advance its mission to discover genomic solutions for disease, deliver precision medicine to rural patients and add power to JAX® Mice through a machine learning–enabled research platform. The JAX Maine Cancer Genomics Initiative (MCGI) is developing an LLM–based tool to speed the delivery of clinical genomic tumor boards (GTBs) to Maine oncologists to help their cancer patients receive appropriate precision treatments. Oncologists will use the MCGI GTBs to understand and then communicate a range of treatment options to their patients. AI–gained efficiencies will help MCGI reach more patients in rural Maine.

JAX has also developed Envision™, an AI and machine learning–enabled home cage platform that provides scientists constant digital monitoring of mouse behavior and physiology. Envision can automatically monitor, record and measure mouse activity and subtle physical characteristics like posture, gait or grooming behaviors that were previously interpreted and recorded by a human observer. Envision is not only expanding the depth of information that can be derived from research studies but also holds the promise of improving human health by better aligning mouse models with human disease characteristics.

Credit: The Jackson Laboratory

Selected Rural Healthcare Facilities in Maine

Legend:
- ◆ Critical Access Hospitals (18)
- ✚ Rural Emergency Hospitals (0)
- ▲ Rural Health Clinics (34)
- ■ Federally Qualified Health Center Sites in Rural Areas* (75)
- ● Short Term/PPS Hospitals in Rural Areas* (6)
- ▭ *Non-Rural Areas (U.S. Census Bureau Urban Areas with a population of 50,000 or more)

RHIhub
Rural Health Information Hub

Data Source(s): data.HRSA.gov, U.S. Department of Health and Human Services, July 2025

Credit: Rural Health Information Hub

AI in Rural Health Innovation

Maine is America's oldest and most rural state, where rural residents face higher risks of chronic disease than the national average. Complex health needs, combined with an aging population, drive rising demand for services among many of Maine's rural communities, while rural geography adds costs, logistical barriers, and workforce constraints.

The emergence of new AI tools offers promise to close rural health disparities by expanding access to advanced care, reducing clinician administrative burdens, and introduce new solutions for conditions that disproportionately affect rural Americans. However, many rural Mainers access care through small providers which often don't have expertise or resources to access modern digital healthcare tools and the vast majority of existing AI health solutions are designed using data from large, urban states.

The Task Force heard from innovators and researchers from around the country that no state or region has yet emerged as a clear leader in applying AI tools to address rural healthcare gaps or spurring the development of new AI solutions custom-built for rural populations.

Maine Health Providers Using AI to Improve Care

Since 1976, the Sacopee Valley Health Center in Porter, Maine, has provided primary care, dental, behavioral health and walk-in services for newborn to geriatric patients in the rural Sacopee Valley and Kezar Falls area. Credit: Sacopee Valley Health Center

Across Maine, health systems large and small are putting practical, clinician-guided AI to work. MaineHealth, the state's largest system, is piloting tools that lighten administrative load and sharpen clinical insight: ambient dictation that drafts visit notes in the background so clinicians can focus on patients; remote patient monitoring that flags concerning trends between visits; and cardiac analysis that helps interpret complex signals faster and more consistently. These efforts aim to save time, reduce documentation burden, and surface risks earlier, without changing who makes decisions about care.

Sacopee Valley Health Center, a small rural Federally Qualified Health Center, has shown how AI can boost quality in primary care. By using an AI-powered diabetes care audit to scan records, close care gaps, and prompt follow-up, the center reports a marked improvement in key diabetes quality metrics. Dr. Todd Kitchens from Sacopee Valley emphasized the need for Maine to adopt a risk-based regulatory framework that validates AI tools on rural populations, clarifies liability, and ensures equity, calling for policies that support innovation while protecting patients.

Together, these examples illustrate Maine's opportunity: responsibly deployed AI can help clinicians spend more time with patients, reach rural communities more effectively, and raise the baseline of care statewide.

"We need to make sure AI doesn't widen the gaps we're trying to close," by protecting rural patients while bringing the benefits of AI to primary care.

– DR. TODD KITCHENS, SACOPEE VALLEY HEALTH CENTER

DIRECTIVE

Make recommendations to protect Maine residents from potentially harmful uses of AI technologies, such as safeguarding consumer data privacy, mitigating bias in datasets, and mandating disclosure around AI utilization

Topic E: AI-related Harms

Keeping Mainers safe from harmful uses and impacts of AI will be of growing importance as uses of AI technologies grow and change. In many circumstances, current federal and State law offer protections and remedies against unlawful behavior regardless of the underlying enabling technology. In other cases, AI's novel capabilities – such as its ability to generate realistic content, personalize mass messaging, and operate with new levels of autonomy – introduce new challenges.

Considering recent historical examples, such as the harms created by the emergence of social media, may offer important lessons for how the State can protect Maine people from risks created or exacerbated by AI. Over the coming years, the reach of new technology will further blur distinctions between those products and services that use AI and those that do not. Maine policymakers alone will not be able to anticipate or counter every harmful use or impact of AI. Absent complementary strategies that grow AI literacy, legislation and regulation alone will not be sufficient to help residents safely benefit from AI technologies.

RECOMMENDATIONS

E1) Pursue near-term legislative and executive action where harmful AI uses are apparent, responses are clear, and protections are lacking, ensuring that Maine is prepared to respond as these risks become more complex and widespread, including:

- **Election security:** Preventing fraud or misinformation campaigns amplified by AI. Maine election laws currently make no mention of plain language disclosure requirements around artificial or manipulated content; many other states have passed laws regulating deepfakes in elections that may offer models.

- **Consumer protection:** Safeguarding that AI-generated output does not mislead, manipulate, or cause harm to users, particularly in commercial, financial, and healthcare contexts. Maine's 132nd legislature has initiated some work here with LD 1727, An Act to Ensure Transparency in Consumer Transactions Involving Artificial Intelligence, which requires disclosure of use of AI chatbots to customers where they might otherwise reasonably believe they are interacting with a human.

- **Deepfake mitigation:** Expanding and enshrining protections against impersonations, cloned voices, and fake personas deployed for malicious gain, including sexually explicit images. Deepfakes potentially fall within traditional defamation frameworks if they falsely depict someone doing or saying something harmful presented as fact, but testing in the courts has been limited. For example, Tennessee's ELVIS Act explicitly prohibits unauthorized digital simulations of an individual's voice or likeness in a commercial or deceptive manner, and California's AB 1831 expands the state's child sexual abuse material (CSAM) protections to include AI-generated or manipulated materials.

- **State cybersecurity:** Ensuring that Maine State information systems have the resources and access to expertise necessary to keep public information safe in current and emerging threat environment. Recent and ongoing investments by MaineIT offer a foundation on which to continue building.

- **Data autonomy and privacy:** Defining consumer rights over personal data and self-image, such as access, deletion, sharing and expectations for institutions to disclose how collected data are used. Because AI tools are trained on data, a data privacy framework can provide a valuable foundation for subsequent AI-specific law.

E2) Conduct dedicated study and ongoing monitoring in domains where harmful uses or impacts of AI are still emerging, where the appropriate regulatory response path is ambiguous, or the breadth of AI's impact will be significant, such as:

- **Healthcare:** Addressing licensing, standards, and oversight for AI-assisted health services and tools. For example, healthcare licensing statutes (32 M.R.S. §3171 et seq.) assume a human provider, leaving unclear how certain AI health tools could be safely approved and deployed.

- **Agentic AI and autonomous systems:** Clarifying State regulatory and legislative policy that enables new and more powerful forms of autonomous systems while addressing accountability for oversight, liability for harms, and how individuals may designate AI software to act as fiduciaries on their behalf.

- **Bias and discrimination:** Ensuring consistent protections and expectations to protect against discriminatory AI outputs. Maine's Human Rights Act (5 M.R.S. §4551-4634) already prohibits discrimination based on race, color, sex, sexual orientation, disability, age, and other factors in employment, housing, credit, education, and public accommodations.

"The need for AI literate policymakers and constituents has never been greater. AI will soon be intersecting with every corner of the economy, if it isn't already. Make no mistake: many of the changes AI is driving will be for the better. But there are very real concerns, and it's imperative that policymakers take steps to ensure their constituents are armed with the skills today's economy requires."

–GEOFF LANE, BIPARTISAN POLICY CENTER

- **Intellectual property and creative industries:** Examining how AI affects artists, writers, musicians, and software developers in Maine, their creative output, and unauthorized uses of likeness or style.

- **Protections for children:** Examining how to protect children from emerging AI technologies that heighten vulnerabilities they already face online, such as exposure to sexualized content, exploitation of private information, addictive attributes of social media, inappropriate relationships, and effects on cognitive development.

E3) Ground AI policy in principles of regulatory balance, accountability, transparency, modernized standards, and ethical use by government

As the legislature and executive shape State policy on AI, several common principles can anchor deliberations across a range of specific domains. These include:

- **Balancing regulatory precautions with beneficial opportunities.** Policymakers should carefully consider how to protect Mainers from potential harms without preventing them from accessing opportunities with potentially substantial benefits. Underserved communities may be especially vulnerable to policy actions that create barriers to innovation, jobs, or essential services – particularly in healthcare, employment, and housing.

- **Making responsibility and accountability for outcomes of AI adoption transparent to the public.** Users should be able to expect that those developing or deploying AI tools have taken reasonable steps to mitigate and disclose potential risks and should benefit from reasonable transparency into how AI tools function. At the same time, individuals and organizations using AI tools should be accountable for the outcomes of their own use of AI technology. In many cases, the role of policy may be to ensure that user agreements are explicit and transparent about these rights and responsibilities.

- **Modernizing thresholds for regulated activity.** Certain existing State regulations are based on spending (i.e., disclosure of campaign donations is only required once a certain dollar threshold is met). In light of the much greater audience reach that AI-based algorithmic targeting could afford, some of these regulations may need revision – it may no longer be effective to exclusively use spending or cost as a threshold for determining what activities may be subject to regulation.

- **Ensuring government is ethical, transparent, and secure in its use of AI.** State policies and practices should enshrine a commitment to using AI in ways that are ethical, transparent, and secure. Maine should lead by example through its practices in evaluating and procuring AI tools, including with a lens towards choosing energy-efficient software; its transparency about how these tools are used; its practices for data collection, management, protection, and user control; its security standards; and its efforts to build employee AI literacy. Collecting data to train and operationalize AI tools should be thoughtfully weighed against the tradeoffs of collecting, storing, and using new data, as collecting data can create user burdens and increase risks of disclosure or unauthorized use. Maine should also leverage local private sector expertise to ensure State cybersecurity protections continue to reflect the evolving threat environment.

Maine Legislators Respond to AI

In June 2025, Governor Janet Mills signed two landmark pieces of legislation aimed at curbing deceptive and harmful uses of artificial intelligence in Maine. First, LD 1727 ("An Act to Ensure Transparency in Consumer Transactions Involving Artificial Intelligence") prohibits companies from deploying AI-chatbots in ways that could mislead consumers into believing they are interacting with a human. Businesses must clearly disclose when a chatbot is powered by AI, and failure to do so will be treated as a violation of Maine's Unfair Trade Practices Act, enforceable by the Attorney General's Office. Second, LD 1944 ("An Act to Protect Individuals from the Threatened Unauthorized Dissemination of Certain Private Images, Including Artificially Generated Private Images") updates Maine's criminal and civil harassment statutes to explicitly cover AI-generated non-consensual intimate imagery (NCII), enabling victims to seek protection orders and hold creators or distributors accountable under the State's anti-abuse laws. Together, these measures mark some early steps to protect Maine people in the age of AI.

Libraries as Learning Hubs for AI

Rural populations across the country often face barriers to developing AI literacy, including limited access to reliable technology, broadband, and training opportunities. Utah State Librarian Cara Rothman is tackling this challenge in Utah through an AI kiosk program that will allow the public to safely try out AI at the Salt Lake City Public Library to gain a deeper understanding of the technology and help guide development for use in their library system. Additionally, they have held a series of discussions aimed at familiarizing librarians with AI tools and the ways they might be useful in their communities. Her goal is to expand equitable access to new technologies by leveraging libraries' unique role as trusted, community-centered institutions.

E4) Consider ways to affirm to courts how and where existing Maine statutes apply to circumstances involving AI

The Legislature, State agencies, and the State Attorney General's Office should consider ways to provide targeted guidance to the courts for applying existing laws to emerging AI-related applications as AI is accelerating the volume, speed, and sophistication of unlawful activities. One option may be through a statutory statement of intent that clarifies legislative expectations for how these laws should apply to new technologies.

E5) Launch a public AI literacy campaign to help Mainers navigate these emerging technologies in their daily lives

A multiplatform, multimodal campaign should aim to enable Mainers to spot AI when interacting with it, understand AI's potential risks and benefits, and take steps to safely navigate AI in their daily lives. The campaign should build students' capabilities for leveraging AI as well as understanding its limitations and help Maine workers identify opportunities and benefits from building AI competency. It should close access gaps by offering safe ways for Mainers to interact with AI. The campaign should build on the State's existing digital equity strategy and the Maine Department of Education's AI Toolkit for Educators. It should leverage a wide range of trusted community organizations – including libraries, financial institutions, faith organizations, public health clinics, and legal services organizations. To ensure broad reach, materials should be accessible in multiple languages; available in rural areas; and tailored to meet the needs of older adults and youth in particular. The campaign should be continuously updated to reflect the rapidly changing AI landscape, ensuring that Maine residents receive timely, relevant, and practical guidance.


"For folks like my 93-year-old dad, the technology is outpacing his detection skills for sorting through what's real from what's fake."

- TASK FORCE MEMBER JOHN BRAUTIGAM, EXECUTIVE DIRECTOR, LEGAL SERVICES FOR MAINE ELDERS

E6) Actively monitor AI's emerging use cases and associated risks to Maine residents

State agencies should monitor and regularly report to the Governor, the Legislature, and the public about how novel AI applications in the economy and society are impacting their stakeholders and emerging in the domains they regulate. The State should closely track the federal regulatory landscape – including both legislation and court decisions – and work with Maine's Congressional delegation on AI issues that affect residents. The State should also consider multistate coordination efforts to learn from other states and collaborate on federal advocacy where appropriate. A central executive branch entity should be charged with coordinating these efforts across the administration and should be given the resources to do so.
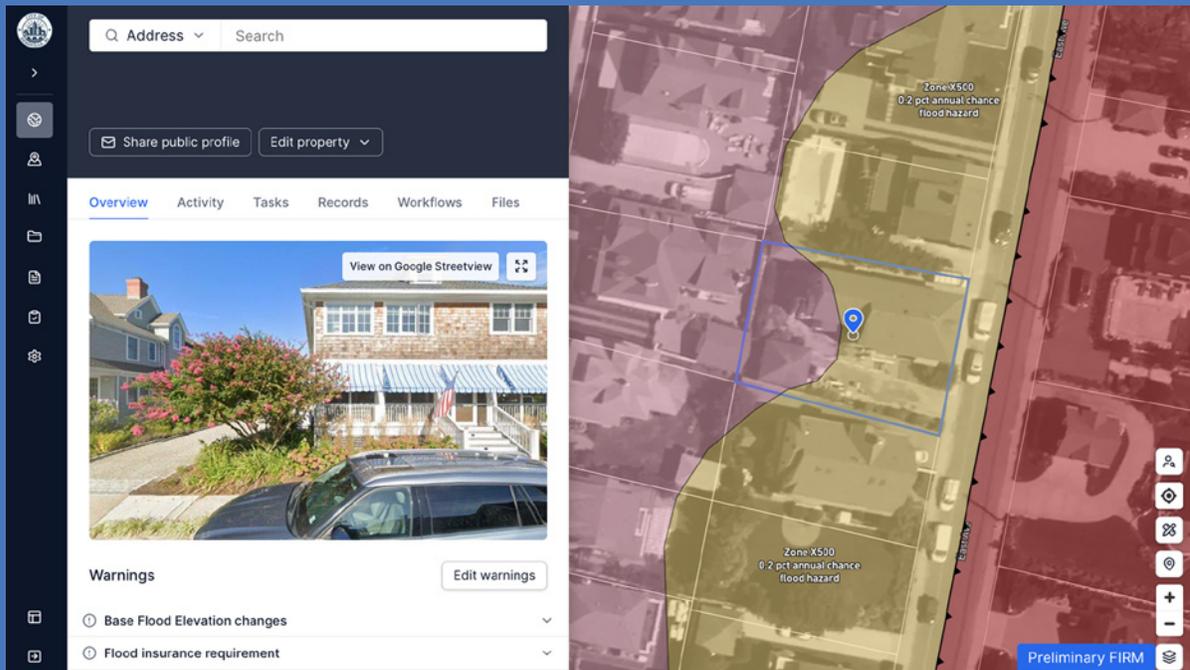
Forerunner Equips Public Agencies for Storm Response and Resilience

The devastating storms of winter 2023–24 underscored how increasingly common and severe flooding events are straining the capacity of Maine's municipalities and State agencies.

Forerunner, a Maine-based company, offers an AI-powered geospatial platform for government that helps public sector agencies modernize operations across floodplain management, emergency management, and more. By centralizing geospatial and regulatory data, automating critical workflows, and improving communication across departments, Forerunner enables state and local officials to make more coordinated, informed decisions before, during, and after disasters.

"We're really excited about the future of AI to help public agencies," said Forerunner co-founder JT White. "These are tools that let state and local workers do more for their communities."
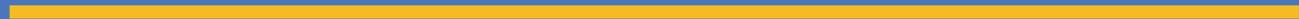
California City Alleviates Housing Bottlenecks with AI

Affordable housing production is a structural policy challenge, in Maine and around the country. The Task Force heard testimony from the City of Corona, California, which recently rolled out a new AI-powered permit review tool that enables builders and developers to secure approval of building plans and permits more quickly, more accurately, and more transparently. The city has observed a 95% reduction in wait times for reviews. It is now developing new tools that allow developers to get real-time feedback on their planning documents as they are drafted to increase the quality and responsiveness of materials prior to submission.

Construction of housing in Corona, California has been streamlined with the use of technology to ease the processes necessary for municipalities to move efforts forward.

DIRECTIVE

Make recommendations to explore the most promising uses for State agencies, quasi-State agencies, and other public entities such as municipalities to deploy AI technologies to address capacity gaps and improve service delivery to the populations they serve

Topic F: Public Sector

For Maine's State agencies, quasi-State entities, and nearly 500 municipalities, the most promising AI use cases can help address capacity and resource constraints and improve responsiveness. Government employees are already using AI to automate certain administrative tasks, support real-time information retrieval, and enhance decision-making in areas such as budgeting, contracting, and data analysis. Other states are using similar tools to match job seekers with training, streamline permit reviews, detect fraud, and monitor environmental conditions, demonstrating how AI can advance policy priorities like housing, workforce development, and resource protection. However, long-standing challenges risk inhibiting adoption of innovative AI tools by the public sector in Maine, including scarce technical expertise, fast changing cybersecurity threats, and plodding acquisition requirements. And the public entities most poised to benefit from AI's capabilities – including Maine's legislature, judiciary branch, boards, and local governments in small communities – often have the least operational capacity to overcome these barriers.

RECOMMENDATIONS

F1) Position AI as a policy priority across State agencies

AI and other related technologies will impact the mission and operations of every State agency in Maine. Each cabinet agency should develop a plan for how they will monitor and respond to impacts AI might have on their constituencies, as well as how their agency could utilize new digital technologies to improve service delivery.

The State should also consider establishing an interagency leadership council responsible for monitoring AI trends, promoting shared learning and talent development, and supporting coordination on AI governance policies and practices. This group could be a first point-of-contact on AI topics for external groups (including the public, higher education institutions, the private sector, and organizations responsible for Maine's energy resources and broadband infrastructure) to provide input, thereby maintaining robust public engagement on AI-related issues.

F2) Invest in State capacity for AI adoption and governance

To ensure Maine State government can responsibly and effectively adopt AI, the State should invest in developing AI capacity across all three branches of government, including educating its existing workforce, bringing in technical expertise, and coordinating AI policy. All State employees should receive training on how to safely and responsibly use AI tools in their work, with opportunities to extend training to municipalities in partnership with organizations such

Adding AI-Powered Capacity in Aroostook County

Sandra Fournier serves as the Town Manager for the rural communities of Mapleton, Castle Hill, and Chapman, which total around 3,000 residents. She describes AI as a vital tool for her small, rural communities, where staff often need to wear multiple hats. Fournier has experimented with using AI to analyze the municipal comprehensive plan, revamp employee evaluations to foster more feedback, and polish her emails for clearer and more professional communication. Sandra highlights that AI helps her efficiently manage her multiple responsibilities, acknowledging she has some hesitation due to concerns about misuse, but overall, she finds it a valuable tool for more effective governance in resource-limited towns like hers.

as the Maine Municipal Association. AI also offers opportunities for the legislative and judicial branches to improve operations and increase transparency.

At the same time, Maine should strengthen its technical and policy capacity across agencies, ensuring MaineIT and State agency teams have the talent, partnerships, and expertise to evaluate, design, and deploy AI tools, monitor risks, and maintain strong cybersecurity protections. Finally, the State should consider building out centralized policy coordination to map AI's non-technical implications; track trends across state and local governments; and align Maine's AI strategy with broader economic, regulatory, and social priorities.

F3) Enhance public transparency into how AI tools are deployed in State government operations and where they are improving outcomes for Maine people

To build public trust and ensure accountability, Maine should publish what AI tools are being used across government, for what purposes, and with what safeguards. A public dashboard or registry could track these tools' status, intended outcomes, and any evaluations. Regular reporting can help elevate stories of where new AI investments are making a difference for Maine people. This transparency effort also creates a foundation for public dialogue and ethical oversight.

F4) Support municipalities in assessing opportunities, developing technology plans, and identifying implementation funding for AI tools that improve local service delivery

Municipalities often lack the capacity to explore how AI might help them meet their goals. The State should explore paths to enable technical assistance, planning grants, and implementation resources that help towns and regions responsibly explore AI use. The model could include needs assessments via trusted third parties like consultants or regional partners, grants for municipalities to pilot or scale AI solutions, and incentives for interlocal projects that demonstrate regional cooperation. Other public entities such as locally owned utilities may benefit from similar support, particularly around cybersecurity.

F5) Collaborate with Maine's higher education institutions to launch a Maine AI Public Innovation Hub

Maine's public and private universities could serve as partners in helping Maine government entities identify, design, deliver, and evaluate AI and other digital innovation projects. This centralized clearinghouse could match students and faculty with real-world needs in State and local government, offering support on technology design, procurement, deployment, and return on investment evaluation. Modeled on programs like UMA's Maine Cyber Range and New Jersey's AI Hub, this Hub could also strengthen the public sector talent pipeline by exposing students to public service careers.

F6) Enable innovative procurement strategies to solicit AI solutions for critical challenges

Maine agency success in deploying AI tools will hinge in large part on the effectiveness of the State's procurement and contracting practices. Today, technology projects can take more than a year to progress from conceptualization to having a signed contract in place, a timeline that leaves government vulnerable to falling behind rapidly evolving technology. Procurement solicitations are often detailed and prescriptive, which can make it harder to consider innovative or lower-cost options from new AI solutions, and the required compliance processes may contribute to delays.

New procurement tools developed in other places may offer models for Maine AI projects. For example, California has used a Request for Innovative Ideas tool, which was established via executive order, to identify and pilot AI solutions for complex problems facing the State. Maine should update and monitor technology procurement and delivery policy, practices, and resources to enable the State to more effectively onboard technology that can improve outcomes for residents.

Maine Municipal Association's Municipal Technology & Innovation Conference, held in May 2025, offered workshops exploring various technology topics, including broadband access, cyber security, and digital literacy and inclusion for representatives of municipalities. Credit: Maine Municipal Association

Navigating AI in Local Government

Local governments are on the front lines of nearly all of Maine's most pressing policy challenge, from housing and broadband to public health and climate resilience. Yet many of Maine's cities and towns face long-standing capacity and resource constraints that limit their ability to engage with constituents, deliver services efficiently, and consider new policy initiatives. For smaller and more rural municipalities in particular, day-to-day operations often leave little bandwidth to explore or implement new tools, even when they could meaningfully reduce burdens over time.

While most peer states have focused their AI efforts on state government alone, Governor Mills' Executive Order charged the Task Force with considering how AI might impact municipalities as well. The Task Force heard about existing efforts in Maine, such as model guidance published by the Maine Municipal Association (MMA). MMA's AI Policy Framework provides critical guidance as local governments begin their AI journey. The Policy Framework emphasizes the importance of considering how to prevent harms, clearly define AI governance, and identify promising use cases. This resource reflects MMA's commitment to helping municipalities navigate emerging technologies and ensure adoption is both safe and effective.

In their work, the Task Force heard several examples of ways that AI could ease administrative burdens and advance municipal policy priorities such as housing development.

Promising AI Use Cases to Address Capacity Gaps and Improve Government Service Delivery

Across the country, new AI uses are emerging every day that offer new ways for state and local government to improve service delivery, enhance constituency experiences, and be more responsive and transparent their communities. These use cases tackle many top policy priorities for Maine, including housing, workforce development, economic innovation, public benefit delivery, natural resource protection, and energy resource management.

OPERATIONAL ENHANCEMENTS

- Enhance core business functions, such as budget forecasting, management data analysis, capital project and maintenance sequencing, and contracting

- Enable client-facing customer service representatives to provide more efficient, clear, and accurate support through easier real-time access to information, policies, and guidance

- Reduce the time required to draft written documentation, such as records of customer interactions or administrative decisions

- Translate government documents, websites, policies into different languages to enable greater access to non-English-speaking Mainers

- Promote more efficient, transparent, and navigable legislative and judicial processes, and engage the public in policy development

POLICY OPPORTUNITIES

- Streamline permit and license application, review, decision explainability, and status transparency

- Connect economic development and infrastructure projects with best-fit incentive programs, grant opportunities, and capital stacks

- Offer tailored education and workforce opportunities for job seekers, as well as augmenting career navigation and coaching supports

- Monitor health of forests, oceans, lakes, and other natural resource systems and improve identification of wildlife and gamefish

- Predict, anticipate, and mitigate power grid disruptions and improve building efficiency through advanced control systems

- Prevent and detect fraud in government programs

"We're taking a structured, responsible approach to Generative AI, making sure that we're dealing with potential risk, piloting use, making sure we have firm governance, and building a long-term center of excellence to maintain the technology going forward."

—TASK FORCE TECHNICAL ADVISOR NICK MARQUIS, ACTING STATE CIO FOR MAINE

Implementing the Task Force's Recommendations

The recommendations of the Task Force are designed to position Maine to capture the greatest benefit from an AI-enabled future while protecting Maine people from new and evolving risks. As the Task Force's work concludes, the work to accomplish these goals is only just beginning.

Over the next year, the State should take steps to establish a strong foundation for future action, including:

Enable Mainers to learn about AI, its potential benefits, risks, and how to stay safe

Public engagement, public-private partnerships, and continual engagement with a diverse set of voices will be central to Maine's ongoing response to AI technologies and to implementing the recommendations of this Task Force. Launching an AI literacy campaign that is informed by Mainers' experiences and priorities, helping small businesses learn about new AI tools, and connecting schools and municipalities with existing technical resources will set a strong foundation for informed, robust dialogue about the State's forward-looking approach to AI.

Continue to bolster protections against the harms that AI creates or exacerbates

This report recommends taking immediate action in domains where harmful AI uses are apparent, responses are clear, and protections are lacking. Specifically, the Executive and Legislative branches should act quickly to address election security concerns, protect consumers, guard against AI-enabled deepfakes, and bolster State cybersecurity protections. The State should also set in motion studies to examine and engage the public on more complex topics, including healthcare, agentic AI and autonomous systems, data autonomy and privacy, bias and discrimination, intellectual property and creative industries, and protections for harms specific to children.

At the same time, protecting Maine people will require preparing the infrastructure that underpins AI's economic and social potential. The State can begin by incorporating AI-related considerations into existing broadband and energy planning processes and developing a structured approach to responding to proposals for AI-related development projects.

Take enabling steps that unlock long-term, large-scale opportunities

The Task Force's recommendations highlight opportunities to position Maine as a leader in responsible and innovative AI use. Unlocking these opportunities will require early steps to lay the groundwork for long-term impact. Identifying and developing a small number pioneering open-source, AI-ready datasets can set an example for how to attract AI innovation to priority areas. In rural health, the State can partner with providers to identify pressing needs and pilot solutions for spreading innovative AI tools that improve outcomes in underserved areas. And to support municipalities – many of which face significant capacity constraints – the State should work

"The technology just changes so fast – something that was created in March is outdated by September. So we can't stand still."

— TASK FORCE MEMBER RYAN LOW, VICE CHANCELLOR FOR FINANCE AND STRATEGIC A.I. INTEGRATION AT THE UNIVERSITY OF MAINE SYSTEM

with towns and cities to identify areas where AI can address common problems in service delivery, permitting, housing, and beyond.

Enable ongoing State engagement on AI issues

Many of the Task Force's recommendations will require continuous engagement as the technology evolves. Establishing State leadership and governance mechanisms that are responsive to rapid technological change will be essential as will be efforts to continue building AI-related knowledge and expertise among the public workforce The State should also continue steps that ensure policymakers have the data and other information to continue examining AI's impacts and implications.

Pursue innovative partnerships and funding strategies

These opportunities cannot be realized without sustained investment. To move from recommendation to action, Maine will need to pursue innovative funding strategies, drawing on State budget allocations, federal funding streams, and external partnerships with businesses, non-profits, and philanthropies. By combining these sources, Maine can maximize resources and ensure that promising initiatives have the support to succeed.

Conclusion

This is a moment of rapid and accelerating technological change and uncertainty. The Task Force's work is meant to provide Maine with foundational guidance to help make informed policy decisions around AI's continued proliferation throughout our economy, our workforce, and our communities. The recommendations in this report attempt to balance the need to harness AI's potential to grow Maine's economy, create good jobs of the future, and improve the ways that public sector services are delivered against the very real harms that it can create or exacerbate – both by arming threat actors with new and more sophisticated tools and by producing unintended consequences when used without adequate training or understanding.

To successfully navigate an AI-powered future, states will need deliberate and flexible policies that identify innovative solutions to real-world challenges while prioritizing safe, ethical, and effective AI use. The Task Force's recommendations are aimed at helping Maine establish itself as a national proving ground for not only adopting AI responsibly, but also demonstrating how this technology can strengthen communities, economies, and public institutions, while also protecting Maine people from AI-created or enabled harm.
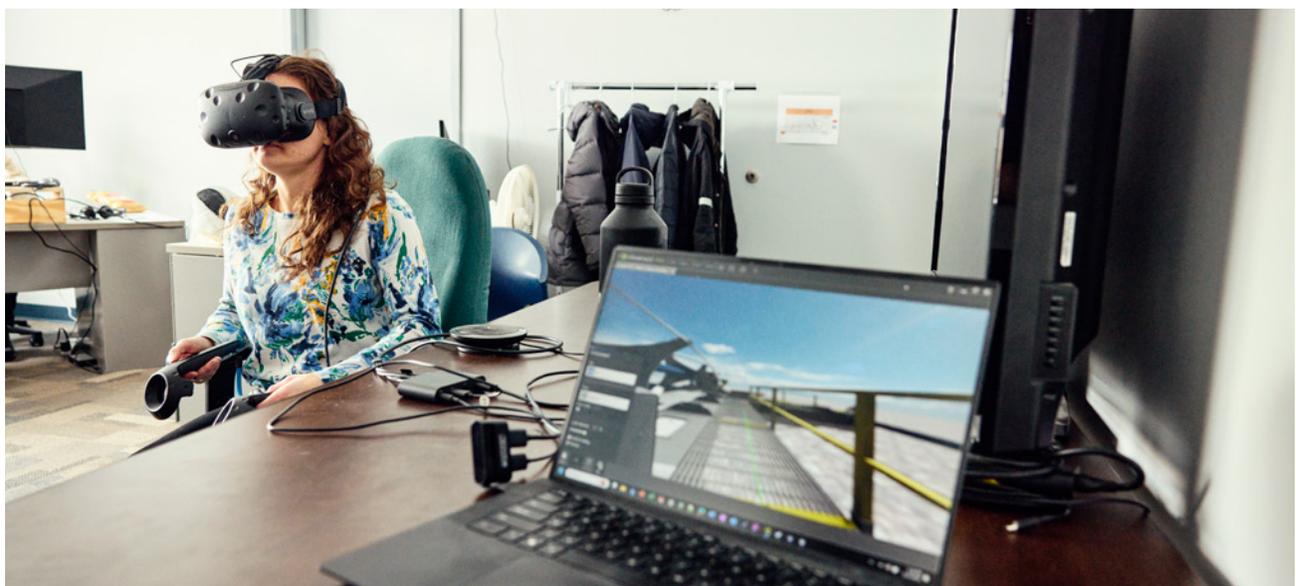
A staff member at Ocean Renewable Power Company, based in Portland, tests out a virtual reality headset used in their project operations. Credit: Maine Department of Energy Resources

Appendix – Executive Order Establishing the Maine AI Task Force

OFFICE OF THE GOVERNOR

An Order Establishing the Maine Artificial Intelligence Task Force

FY 24/25

WHEREAS, the recent proliferation of technologies that rely on artificial intelligence (AI) has significant policy implications for Maine's people, economy, and workforce;

WHEREAS, AI's potential positive impacts could include creation of new jobs and businesses, gains in productivity and efficiency, and reduced barriers to entry in some technical fields;

WHEREAS, up to a fifth of American jobs are considered "highly exposed" to AI – jobs for which AI could present both opportunities to increase performance and risks of displacement or other negative impacts;

WHEREAS, both established businesses and a growing community of startups in Maine have already begun to adopt AI-based technologies into their core business practices;

WHEREAS, AI relies on collecting and interpretating large amounts of data from end users, which makes it susceptible to reinforcing biases, removing transparency from decision-making, and misusing private consumer information;

WHEREAS, at least 26 other states have established or are in the process of developing task forces or similar bodies to study policy issues related to AI;

WHEREAS, Maine's Office of Information Technology has already taken steps to analyze risk for state infrastructure and has begun to develop capabilities to support state agency usage of AI tools;

WHEREAS, private industry, academia, and local and state government entities can collaboratively support and reinforce long-term AI policy strategies that leave Maine communities with less risk and better prepared for the future;

NOW THEREFORE, I, Janet T. Mills, Governor of the State of Maine, pursuant to authority conferred by Me. Const. Art. V, Pt. 1, §§ 1 & 12, do hereby Order the following:

1) **Task Force Established; Purpose**

   A. The Maine Artificial Intelligence Task Force ("Task Force") is hereby established.

   B. The purpose of the Task Force is to investigate the implications of recent and anticipated advances in the field of AI for the State of Maine and make recommendations to:

   1. Prepare Maine's economy and workforce for the opportunities and risks likely to result from advances in AI;

   2. Protect Maine residents from potentially harmful uses of AI technologies, such as safeguarding consumer data privacy, mitigating bias in datasets, and mandating disclosure around AI utilization;

   3. Explore the most promising uses for State agencies, quasi-State agencies, and other public entities such as municipalities to deploy AI technologies to address capacity gaps and improve service delivery to the populations they serve.

2) **Membership, Chairs, and Advisory Committee**

   A. The Task Force shall consist of the following members:

   1. The Commissioner of the Department of Labor or their designee;

   2. The Commissioner of the Department of Economic and Community Development or their designee;

   3. The Commissioner of the Department of Administrative and Financial Services designee;

   4. The Commissioner of the Department of Education or their designee;

   5. The Commissioner of the Department of Health and Human Services or their designee;

   6. The Chancellor of the University of Maine System or their designee;

   7. The President of the Maine Community College System or their designee;

   8. The Director of Governor's Office of Policy Innovation and the Future or their designee;

   9. The Director of the Maine Technology Institute or their designee;

   10. Two members of the Senate appointed by the President of the Senate, including one member from each of the two parties holding the largest number of seats in the Legislature;

   11. Two members of the House of the Representatives appointed by the Speaker of the House, including one member from each of the two parties holding the largest number of seats in the Legislature;

12.   A municipal leader;

13.   A representative of Maine workers;

14.   A representative from a civil rights advocacy organization;

15.   A representative from a consumer protection organization;

16.   A representative from a large employer or industry group;

17.   A representative from a small or medium business;

18.   A representative from Maine's entrepreneurship community;

19.   A leader from a Maine health care organization.

B.   A Technical Advisory Committee shall inform the Task Force's work. The Technical Advisory Committee shall consist of the following members:

1.   The Director of the Governor's Energy Office or their designee;

2.   The President of the Maine Connectivity Authority or their designee;

3.   The Maine Attorney General or their designee;

4.   The Maine Chief Information Officer;

5.   The Director of the Maine Office of Information Technology AI Center of Excellence;

6.   Two subject matter experts in AI technologies;

7.   A subject matter expert in legal issues presented by AI;

8.   A subject matter expert in Maine workforce data;

9.   A subject matter expert in financial markets.

C.   The Governor shall designate two members to serve as Co-Chairs of the Task Force and, unless otherwise indicated, shall appoint the members of the Task Force and Technical Advisory Committee identified in Sections II(A)&(B). The Co-chairs may, in their discretion, appoint additional experts to the Technical Advisory Committee.

3) Funding and Staffing

A.   The Governor's Office of Policy Innovation and the Future and the Office of Information Technology shall provide such staff as may be necessary to fulfill the Task Force's charge within existing resources and may seek staffing and financial support from other state agencies and private entities to accomplish the goals and work of the Task Force. Members of the Task Force and Technical Advisory Committee shall serve without compensation.

4) **Proceedings, Records, and Report**

A. The Co-Chairs will preside at, set the agenda for, and schedule Task Force meetings. To the extent practical the Commission should conduct its work in a manner that is open and accessible to the public. Records, proceedings and deliberations of the Commission are not subject to the requirements of 1 M.R.S. c. 13, in accordance with sections 402(2)(F), (3)(J) and § 403(6) of that Chapter. The Commission may conduct its work through subcommittees, which may include non-Task Force members in advisory roles.

B. The Task Force shall issue a public report of its findings to the Governor and the State Legislature no later than October 31, 2025.

Appendix – Task Force and Technical Advisory Committee Members

Task Force Members

- Laura Fortman, Commissioner, Maine Department of Labor

- Mike Duguay, Commissioner, Maine Department of Economic and Community Development

- Kirsten Figueroa, Commissioner, Maine Department of Administrative and Financial Services

- Pender Makin, Commissioner, Maine Department of Education

- Sara Gagné-Holmes, Commissioner, Maine Department of Health and Human Services

- Sarah Curran, Director, Governor's Office of Policy Innovation and the Future

- Ryan Low, Vice Chancellor for Finance & Administration, University of Maine System

- David Daigler (**Co-Chair**), President, Maine Community College System

- Brian Whitney, President, Maine Technology Institute

- Sen. Nicole Grohoski, D-Hancock

- Sen. James Libby, R-Cumberland

- Rep. Dan Sayre, D-Kennebunk

- Rep. Mathew McIntyre, R-Lowell

- Jay Brenchick, Director of Economic Development, City of Auburn

- Sam Boss, Apprenticeship, Workforce, and Equity Director, Maine AFL-CIO

- Molly Curren Rowles, Executive Director, ACLU of Maine

- John Brautigam, Executive Director, Legal Services for Maine's Elders

- JJ Rouhana, Chief Information Officer, L.L.Bean

- Michael Odokara-Okigbo, Chief Executive Officer, ESM Global/NKENNE

- Chris Mallett, Chief Administrative Officer, Roux Institute at Northeastern University

- Mary Dickinson (**Co-Chair**), Executive Vice President and Chief Scientific Officer, JAX

Technical Advisory Committee:

- Dan Burgess, Acting Commissioner, Department of Energy Resources

- Andrew Butcher, President, Maine Connectivity Authority

- Sarah Forster, Assistant Attorney General, Attorney General's Office

- Nick Marquis, Chief Information Officer, Maine Office of Information Technology

- Sachin Dhawan, Chief Technology Officer, WEX

- Sylvain Jaume, MIT Computer Science & Artificial Intelligence Laboratory

- Justin Cary, Attorney, Drummond Woodsum

- Mark McInerney, Director, Center for Workforce Research and Information, Maine Department of Labor

- Warren Valdmanis, Managing Partner, Future of Work Partners

- Ruth Kermish-Allen, Executive Director, Maine Mathematics and Science Alliance

- Dan Nigrin, Chief Information Officer, MaineHealth

Staff

- Scott Kleiman, Governor's Office of Policy Innovation and the Future

- Dan Matz, Governor's Office of Policy Innovation and the Future

Appendix – Public Comments Summary

Survey 1

Between April and June 2025, the Task Force solicited input from the public via a survey hosted on the GOPIF website. The Task Force received 65 responses from members of the public.

Participation was spread across the state, though most respondents were from Cumberland, York, and Penobscot counties. Nearly three quarters reported being very familiar with AI, while most others indicated at least some familiarity. Just under half of respondents said they use AI daily; only 6 reported never using it. Reported contexts of use were fairly evenly split between personal and work settings, with smaller numbers citing school and volunteer or community roles.

When asked where AI could have the greatest positive impact in Maine, respondents highlighted a range of areas. The most common responses included education, business, government services, and environment and energy. Other areas such as healthcare, transportation and infrastructure, and job opportunities were also frequently cited, though a minority expressed uncertainty or felt there was no area where AI would be beneficial.

The survey also asked respondents if they have concerns about AI's risks for Maine people. Many respondents cited concerns about job disruption and displacement, bias in AI systems, uncertainty about AI's impact on Maine's environment and energy grid, and educational implications. Others raised concerns around security of AI systems, issues around copyright and intellectual property, and the opportunity costs of being slow to adopt AI technologies.

Survey 2

The Task Force issued a second call for public comments on a draft version of their final recommendations. Between September 30 and October 7, 2025, the Task Force received 48 responses from members of the public.

In this round, the public was asked for their reactions to recommendations on any or all of the six topics (economy, workforce, education, healthcare, AI-related harms, and the public sector). The draft education recommendations received the most engagement, followed by those related to the economy and the harms created or exacerbated by AI.

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- Julie York, South Portland High School

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- Heather Johnson, Maine Department of Economic and Community Development (formerly)

- Sabrina Jandreau, Maine Department of Energy Resources

- Beth Lambert, Maine Department of Education

- Samantha Lee, The Jackson Laboratory

- Lisa Letourneau, Maine Department of Health and Human Services

- Michael McKernan, The Jackson Laboratory

- Phoenix McLaughlin, Maine Department of Economic and Community Development

- Jacob Meech, Harvard Law School

- Hannah Pingree, Governor's Office of Policy Innovation and the Future (formerly)

- Jenna Isaacson Pfueller, Governor's Office of Policy Innovation and the Future

- Julia Trujillo Luengo, Maine Community College System

- Cindy Butler, Cindy Butler Design

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State: Indiana

Agency: Indiana Office of Technology

Category: Artificial Intelligence

Project Title: Ask Indiana – A portal-wide Generative AI chatbot

Project Dates: October 2023 – April 2025

Contact: Graig Lubsen, Director of Digital Experience & External Affairs (glubsen@iot.in.gov)

Executive Summary

The State of Indiana is continually striving to enhance the digital experience for its customers. The primary objective is to provide necessary information or complete transactions efficiently, allowing clients to get back to their lives as quickly as possible. The latest innovation from IN.gov is the Ask Indiana generative artificial intelligence chatbot that pulls information from the entirety of the IN.gov web domain, becoming the first State generative AI chatbot with that breadth of knowledge. The purpose of Ask Indiana is to reduce the time it takes for customer interactions with the IN.gov site. Data since its launch demonstrates that users are spending less time on the suite of IN.gov websites.

IN.gov Chatbot Project Analysis

Idea

To modernize how Indiana residents interact with state services, IOT deployed "Ask Indiana", an AI-powered assistant embedded on the state's digital front door, www.in.gov. This chatbot leverages generative AI with natural language processing to help users navigate a wide range of government services, from information on renewing a driver's license to locating tax resources or applying for Medicaid. The solution is designed to break down agency silos and respond in real time, making critical information accessible 24/7. The bot has guardrails to only pull state-generated content hosted on IN.gov.

Indiana adopts a dynamic one-to-many service delivery model through syndication, enabling information to be centralized and effortlessly distributed across a diverse range of platforms. This innovative approach to data and knowledge management guarantees that users can access reliable and consistent information, no matter where they choose to engage with it. That structure allows for training the Ask Indiana bot to be a better managed experience.

IOT supports more than 386 state agency websites in a single content management system, making it a challenge for site visitors to find the information they are seeking. The State doesn't expect visitors to be experts in how government is organized, so how can we make it easier to find the information they are seeking?

Ask Indiana addresses the challenge of navigating the complex Indiana state government website ecosystem. It serves as a quick and efficient lookup tool for all webpages (nearly 100,000) and documents hosted (hundreds of thousands) on the www.in.gov domain, helping users find relevant information and resources. The chatbot directs users to appropriate webpages, PDFs, and Word documents based on their inquiries, ensuring they quickly access the information they need without having to manually search through multiple pages by relying on traditional search that doesn't provide context.

What makes "Ask Indiana" innovative is its seamless integration across multiple agencies and its ability to scale content without scaling headcount. Indiana implemented a fine-tuned model that allows for continuous iteration as new services are added or resident needs evolve.

Beyond the technology, the State's process was equally forward-thinking. IOT convened a cross-agency design team to map user journeys and prioritize high-impact use cases. Feedback loops were built into deployment, enabling rapid updates to improve relevance and responsiveness for residents. Combined, these efforts resulted in a smarter, faster, and more inclusive experience channel that reduces service friction and builds public trust.

Ask Indiana was deployed to Beta starting in June 2024, where it was available on the State's homepage nested under the primary search bar as an alternative method to find information.

On April 22, 2025, the State moved to full production, redoing the homepage so that Ask Indiana was the default customer engagement option, replacing traditional search – though that is still a choice for customers.

IN.gov Homepage in August 2024
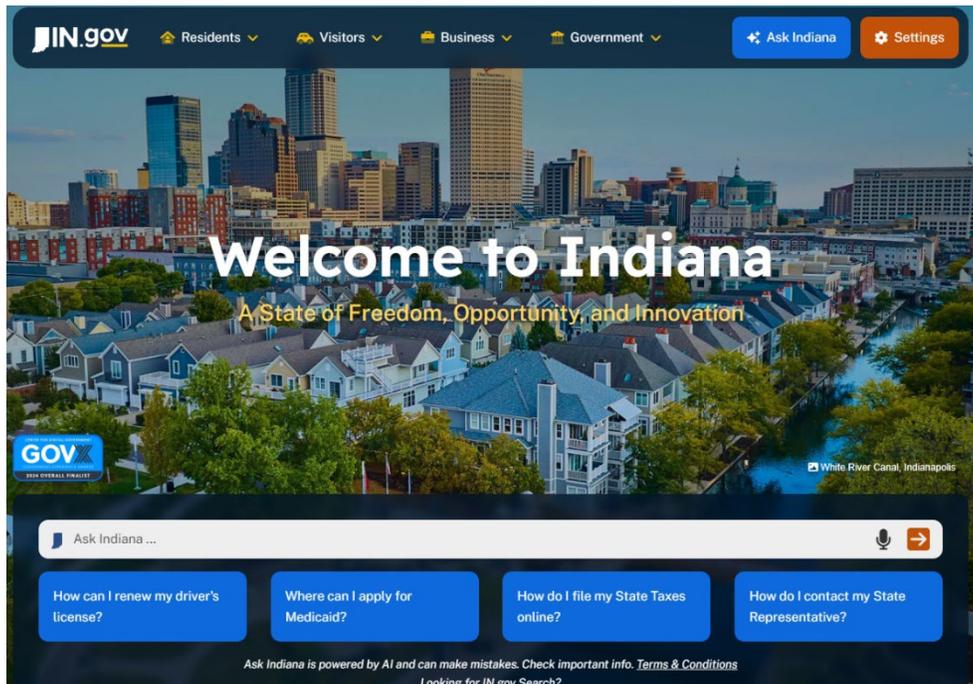
As a vital component of Indiana's digital engagement strategy, the chatbot improves user interactions by delivering accurate and timely information to residents and visitors of Indiana. It streamlines the process of finding government services and information, making state resources more accessible to citizens. Ask Indiana instills confidence by providing citations in each of its responses so a user can go directly to the source material.

What makes it different?

The IN.gov chatbot is innovative and distinct in several ways:

1. Specialized Content Focus: Unlike general-purpose chatbots, it exclusively references IN.gov content, ensuring all information provided is official and government-approved.
2. Advanced Technical Architecture: The chatbot utilizes a sophisticated operational flow that includes:
   - Content search using Bing as the behind-the-scenes search engine, configured to only retrieve information from public-facing IN.gov content
   - Retrieval and summarization using Large Language Models (LLM), such as Azure OpenAI
   - Function calling capabilities for performing specific tasks beyond mere information retrieval
   - Future integration with the state's customer service platform (in early stages) to effortlessly transfer complex queries to human agents
3. Risk Management Protocols: The chatbot employs robust content filtering, grounding in authoritative content, and low-risk system configuration to ensure reliable and safe information delivery.
4. The first portal-wide deployment of a generative AI bot in the country.

What makes it universal?

The IN.gov chatbot addresses universal state government challenges, including NASCIO's number two priority, artificial intelligence:

1. Digital Government Access: All states need to provide efficient digital access to government services and information, which aligns with State CIO Top Priorities for digital service delivery.
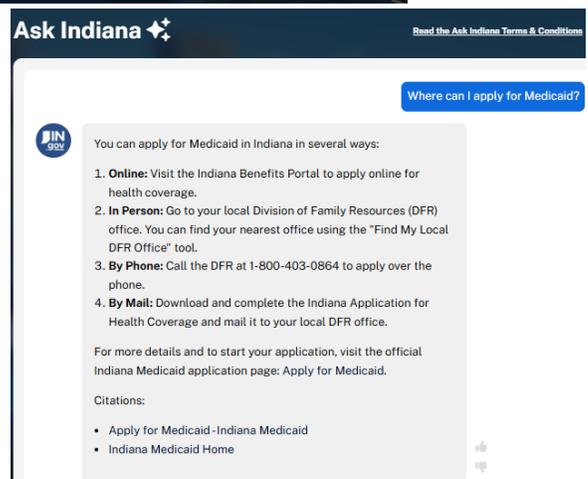
2. Information Management: The chatbot addresses the universal challenge of organizing and making accessible large volumes of government information across multiple agencies.
3. Citizen Engagement: Improving citizen engagement with government services is a priority for all states, and the chatbot provides a modern, accessible interface for this engagement.
4. Content Currency and Accuracy: The project addresses the universal challenge of maintaining up-to-date information across government websites, with specific processes to identify and archive outdated content.
5. Cross-Agency Coordination: The project highlights the need for agencies to work together to resolve conflicting information, a challenge faced by all state governments with multiple departments.

The framework developed for this chatbot—including testing methodologies, risk management protocols, and maintenance strategies provides a model that could be adapted by other states facing similar challenges in digital government service delivery.

Implementation

Ask Indiana is built on Tyler Technologies' Resident Assistance platform, which provides the user interface and API integrations into Microsoft's OpenAI API. Ask Indiana leverages a dedicated GPT 4o large language model (LLM) that is only trained on public IN.gov web content. Though the State hosts 226 local government websites, those are purposefully excluded to avoid common questions, such as 'When is the council meeting' from being provided for someone living in a different town.

The IN.gov chatbot project followed a structured roadmap:

Enterprise View Integration: The chatbot was designed as an integral part of the IN.gov website ecosystem, serving as a navigation tool for all content hosted on the www.in.gov domain. It fits into the broader enterprise strategy of improving digital engagement with Indiana residents.

Project Management Approach: The project followed a phased implementation approach:

1. Development of the chatbot's technical architecture
2. Comprehensive testing phases conducted at various stages of the implementation:
   o Automated testing with 50 frequently asked questions derived from historical search data (repeated for each GTP upgrade)
   o Broad testing with dedicated resources validating question-answer pairs
   o Adversarial testing to detect potential edge cases and security vulnerabilities (repeated for each GTP upgrade)
   o State user testing involving multiple stakeholder groups
   o Public beta testing with diverse user demographics for several months
3. Continuous refinement based on feedback and analytics
4. Preparation for full deployment

Assessment Framework: The project's success is measured through:

- User engagement metrics (visits, interactions)
- Response accuracy and relevance
- System performance (uptime, latency, processing speed)
- Completion of the Beta Checklist, which includes criteria for performance, testing, user feedback, content accuracy, and risk management

Who was involved?

The IN.gov chatbot project involved multiple stakeholder groups:

Key Groups:

- IN.gov Program representatives (leadership and approval)
- Tyler Technologies staff (development and technical implementation)
- Indiana Office of Technology (IOT) employees (testing and feedback)

- Management Performance Hub (MPH) employees. MPH is the state's data and privacy agency.
- IT directors from state agencies (testing and feedback)
- IN.gov Advisory Council (a group of webmasters from more than 50 state agencies)
- Public beta testers (including diverse demographic groups provided with targeted objectives and free-flow observations)
- Agency legal counsels (testing and feedback)

Like many of its services, the State used an extensive testing protocol to ensure that Ask Indiana is a high-quality service. First, IOT established 50 commonly asked questions generated from historical search data. Responses were scored by a panel of users and used as a baseline that each iteration used moving forward, with scores compared to document improvement. IOT conducts adversarial testing on each deployment to detect potential edge cases, biases, and security vulnerabilities.

Additionally, Ask Indiana underwent an AI Readiness Assessment based on NIST AI Risk Management Framework conducted by MPH, Indiana's data and privacy agency. IOT also tasked separate groups (legal, communications, & IT) to offer feedback before moving to public beta testing. Combined, these efforts ensured that the State and customers were confident in Ask Indiana.

How did you do it?

Resources Required: The project utilized:

- Human resources: Tyler Technologies staff, IN.gov Program representatives, state agency webmasters, IT directors, legal counsels
- Testing resources: UserTesting.com, automated testing systems, analytics tools

Technical Architecture: The chatbot's technical architecture includes:

1. Content Search: Uses Bing as the search engine, configured to retrieve only IN.gov content
2. Retrieval and Summarization: Employs Large Language Models (Azure OpenAI) to process and summarize information
3. Function Calling: Performs specific tasks beyond information retrieval
4. Genesys Integration: (Early stages) Allows transfer to human agents for complex queries
5. System Prompts: Follows predefined guidelines to maintain consistency and compliance

The IN.gov chatbot utilizes a systematic approach to deliver relevant and summarized content to users in Indiana. Below is an overview of its operational flow:

Content Search:
• The chatbot begins by conducting searches for relevant information using Bing as the behind the scenes search engine. It is configured to only retrieve information from a select range of public-facing IN.gov content as approved by IOT. This ensures that users receive up-to-date and pertinent information in response to their queries.

Retrieval and Summarization:
• Once relevant content is identified, the chatbot employs Large Language Models (LLM), and Azure OpenAI APIs, to retrieve and summarize the information. This step is crucial for providing users with concise, easy-to-understand answers.

Function Calling:
• The chatbot is equipped to perform specific functions beyond mere information retrieval. This includes advancing requests or executing specialized tasks based on user context, allowing for a more dynamic interaction.

System Prompts:
• Throughout the interaction, the chatbot follows predefined system prompts and guidelines. These instructions help steer conversations and ensure adherence to internal processes, maintaining consistency and compliance.

Since Beta launch, Ask Indiana has seamlessly undergone three under-the-hood upgrades to its underlying GTP that demonstrated significant improvements to its answers.

Impact

What did the project make better?

The IN.gov chatbot is designed to assist visitors by providing a quick and efficient way to navigate the IN.gov website. It serves as a lookup tool for all webpages and documents hosted on the www.in.gov domain, helping users find relevant information and resources. The chatbot directs users to the appropriate webpages, PDFs, and other information based on their inquiries, ensuring they quickly access the information they need. This service is integrated directly into the main IN.gov website, offering a streamlined and focused resource guide exclusively referencing IN.gov content.

The primary goal is to get people off IN.gov as quickly as possible, and results are showing Ask Indiana is successful. Compared to the same time frame as last year:

- 10% reduction in time on the IN.gov homepage
- The average time spent on all IN.gov pages is down more than a minute

Ask Indiana is surfacing a diverse set of content that traditional search couldn't replicate. Since go-live, Ask Indiana has cited 238,135 different sources in its answers from IN.gov, be they webpages, PDFs, Word documents or other uploads.

Multilingual:
• Users can interact in their native languages, including Spanish, German, French, Italian and Japanese - to name a few – and receive responses back in their native language. Since launch, Ask Indiana has conversed in 61 languages. Top languages shown on the right. IN.gov has a translation feature, but back-and-forth multi-lingual conversation far surpasses the capabilities of translation in the search results page.

Language	Share
English	94.83%
Portuguese	0.67%
French	0.47%
German	0.47%
Spanish	0.46%
Danish	0.43%
Korean	0.37%

Top 7 languages conversed with by Ask Indiana

Before the Project:

- Citizens had to manually navigate through multiple IN.gov webpages to find information
- Finding specific documents or services was time-consuming and potentially frustrating
- No immediate assistance was available for website navigation
- Users might miss important information due to navigation challenges

After the Project:

- Quick and efficient access to information through natural language queries
- Direct links to relevant webpages, PDFs, and Word documents
- Improved user experience with the IN.gov website ecosystem
- Higher engagement with state government digital resources
- More accessible government services for all Indiana residents

The chatbot has proven its robustness and reliability as a valuable resource for residents seeking access to state services. The iterative enhancements made during the beta phase have successfully addressed initial challenges, refined its natural language processing capabilities, and expanded its database to encompass all pertinent IN.gov webpages and documents.

Why does it matter?

The IN.gov chatbot matters because it significantly improves citizen access to state government services and information. The business rationale is supported by impressive engagement metrics since it was released to PROD in April 2025. A huge indicator of success is the reduction in traditional search. Going back to 2016, IN.gov averages 954,779 searches per month. Since go-live, that number has plummeted to less than half of the average. Conversely, Ask Indiana is averaging 3 questions per session, and has answered approximately 60,000 questions. The hypothesis is that the previously mentioned reduction in site time, combined with the steep decline in search is that Ask Indiana is getting people to the correct content more quickly.

Without this solution, citizens would continue to face challenges navigating the state's digital resources, potentially missing critical information or services. The chatbot reduces the time and effort required to find information, improving the overall citizen experience with state government.

The high average of 3 questions per user demonstrates that the chatbot successfully engages users beyond just answering a single question, showing its value in providing comprehensive assistance.

What now?

Long-term Plan: The long-term maintenance and enhancement strategy includes:

1. Continuous Monitoring and Evaluation:
   o Automated transcript reviews to identify potential issues
   o User feedback integration from multiple sources
   o Periodic updates to the chatbot's underlying AI models
2. Risk Management:
   o Ongoing content filtering to exclude harmful content
   o Grounding in trusted content sources on IN.gov
   o Maintaining low-risk system configuration
3. Rapid Response Capabilities:
   o Quick guardrail adjustments to correct inaccurate information
   o Fallback options if significant issues arise
4. Content Management Improvements:
   o Collaboration with agencies to keep web-facing content current
   o Clear expectations regarding content indexing timeframes
   o Coordination between agencies to resolve conflicting information

The Ask Indiana generative AI chatbot has significantly improved the citizen experience by providing quick and efficient access to information and services on the IN.gov website. By leveraging advanced natural language processing, the chatbot helps users navigate a wide range of government services and reduces friction in finding key information. This innovative tool reduces the time spent on the website, enhances user engagement, builds public trust, and makes state resources more accessible to all Indiana residents.

Right to Know Advisory Committee

Technology Subcommittee

Meeting #3

November 10, 2025

Potential Recommendations

1. *Recommendation:* Work with the Ombudsman to update the Maine FOAA website to include resources regarding best practices for state agency employees in responding to FOAA requests.

2. *Recommendation:* Request that the Maine Municipal Association and Maine County Commissioners Association distribute surveys regarding use of technology, including AI, in responding to FOAA requests.

3. *Recommendation*: Request that the Maine School Management Association distribute surveys regarding use of technology, including AI, in responding to school district FOAA requests, and that they include in that distribution district technology directors.

4. *Recommendation:* Based on results of surveys received, develop a best practices document to guide public entities in responding to FOAA requests.

5. *Recommendation:* Continue to monitor the rapid development of AI, particularly in its use by public entities and the intersection of AI and FOAA.

ARTIFICIAL INTELLIGENCE

Indiana's AI Tool Improves Access to 100-Plus Years of Data

The new "Captain Record" tool from the Indiana Secretary of State's Office leverages artificial intelligence to more efficiently find unstructured data from tens of millions of state records.

April 01, 2025 •
Julia Edinger
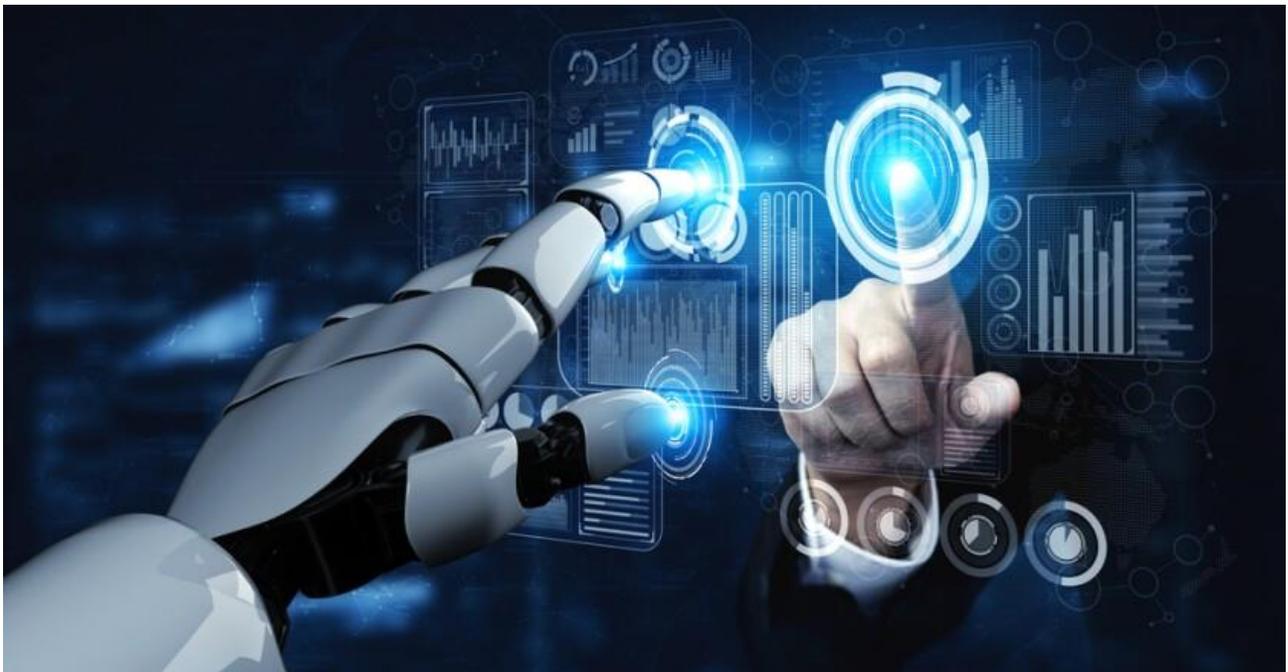
Shutterstock

The Indiana Secretary of State's Office (SOS) has launched a new artificial intelligence solution to transform the government records access process.

The state of Indiana has taken a cautious approach to generative AI following its February 2024 AI policy. SOS, specifically, has prioritized AI-enablement within its divisions, recently launching two AI-powered chatbots to support the user experience.

Government Technology, "Indiana's AI Tool Improves Access to 100-Plus Years of Data" (April 1, 2025)

Shared by RTKAC member, Lynda Clancy at the November 10, 2025 Technology Subcommittee meting of the RTKAC

The office's latest innovation is known as "Captain Record." This tool was built to help SOS obtain insights from more than 100 years of documents, making unstructured data searchable for staff, said Robert Fulk, CIO of SOS. A lot of this data was previously "locked up" in PDF formats, he said. The new tool makes tens of millions of records searchable with AI, from business filings to auto dealer records to historical licensing information. These could include PDFs and handwritten documents from decades past. SOS staff can communicate in plain language to ask the model a question or find information.

The state is at 20 million pages in this repository and growing, Fulk explained. Some old files are still being added; and notably, as SOS files new documents, those will need to be added, too. Currently, the database is approaching 10 terabytes and counting.

"This wouldn't have been possible without the latest AI tools and technology and the ability to scale," he said.

The data in these records is now publicly accessible by constituent request per legislative mandate, and things that used to take weeks or months to find can now be found in minutes.

The new solution, launched March 25, was built on Google Cloud Vertex AI using the Gemini 2.0 family of models. The project is powered by mavQ's automation platform.

Google's AI engine ran nonstop for weeks to ingest this volume of data, and as it was imported, the model was trained on it.

It was a "herculean effort" to train the model, with documents completed in different ways — handwritten or electronically — and saved in different formats, Fulk said. He noted that the AI can not only understand that file differentiation, but also categorize documents.

Government Technology, "Indiana's AI Tool Improves Access to 100-Plus Years of Data" (April 1, 2025)

Shared by RTKAC member, Lynda Clancy at the November 10, 2025 Technology Subcommittee meting of the RTKAC

"The AI can actually read and understand, so you can interact with the data," he added. This piece will be developed further in Phase 2.

The goal for Phase 2, which Fulk hopes to see live in the next six months, is to redact personally identifiable information as needed, to make the tool accessible for public use. Phase 2 will also enable the model to interpret and understand these documents to turn unstructured data into structured data, from which new insights can be garnered, like demographic trends over time. This will give SOS access to information about the state and cities within it that never has existed before, Fulk said. The question going forward, as he put it, is how all this data can now be used.

As Fulk said, this government data belongs to constituents: "We're here to serve the people, so [Captain Record]'s able to serve them and provide transparency and access to things as we move forward."

The tool is expected to act as a model on providing data access and transparency to constituents. Within the state, he said, the endeavor acts as a proof of concept for other departments looking to improve their archives access.

If other departments take on their own version of this project, Fulk said he recommends developing good partnerships and having the source at the table for planning discussions. Specifically, he said that having an AI partner made the project successful because AI is constantly changing.

Google was selected in part for its translation capabilities; looking ahead, the state is offering some documents in multiple languages to better serve constituents, so this tool may also enable state staff to interact with multilingual records.

SOS is already looking to other AI implementations, including agentic AI, to better serve the public.

Government Technology, "Indiana's AI Tool Improves Access to 100-Plus Years of Data" (April 1, 2025)

Shared by RTKAC member, Lynda Clancy at the November 10, 2025 Technology Subcommittee meting of the RTKAC