inforME

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CHAIR'S MESSAGE

Thanks to the hard work and ingenuity of many individuals, the Maine.gov portal continued to expand its offering of information and services in 2004, and was once again recognized nationally for its commitment to excellence. On behalf of the Information Resource of Maine (InforME) Board of Directors, I want to express appreciation to the growing number of individuals, businesses and organizations that make use of Maine's eGovernment services each day. And I want to recognize everyone in state government who provides what our customers need and deserve—outstanding online services and accurate information in partnership with InforME.

Since its establishment in 1997, InforME's mission has been focused on providing fast, efficient and convenient access to information and services through a self-supporting and cost-effective electronic gateway—www.Maine.gov. During the past seven years, the mission has remained the same, but the number and variety of functions and applications available through Maine.gov has expanded at a tremendous rate. And people are noticing. During 2004, for example, the portal received first place honors in The Center for Digital Government's annual Best of the Web Competition. Maine was recognized as having the best state government web portal.

InforME now offers well over 300 interactive online services. New services launched in 2004 benefit Maine families and businesses, as well as visitors to our state. Let me give you a couple of examples. First, we launched a Driver's License and ID Card Renewal and Replacement Service in June. It became obvious within days that this new offering would be tremendously popular and very well-received. It provides a measure of convenience that people truly appreciate.

InforME also worked with state agencies to create a valuable resource for citizen participation in civic life. Maine's eDemocracy site (www.Maine.gov/edemocracy) not only provides detailed information about local, county, state and federal government, but it also opens up avenues for citizens to connect with their elected officials and play a more active role in society. We believe the potential for eDemocracy—especially among young people—is enormous.

In addition to launching innovative new services, we have seen substantial increases in the adoption rate of existing services. Annual use of Maine's online renewal of automobile registrations, known as Rapid Renewal, has more than doubled since 2002. The state's criminal history records search, launched last year, has an adoption rate of approximately 90 percent. Roughly 60 percent of Maine's campground reservations are now performed online, as are nearly all searches of UCC filings (97 percent).

In 2004, we also adopted a new 2-year strategic plan to guide Maine's portal into the future. The plan includes useful direction and benchmarks, but it also provides the flexibility necessary to adjust to realities in the ever-changing world of eGovernment.

With the strategic plan in place, and net revenue for the self-supporting portal projected to increase in 2004, InforME is well-positioned for continued success.

In the coming year, state government will work with InforME to develop new applications, such as a "Business Licensing Assistant" program and live online support for prospective entrepreneurs and business owners seeking to establish a company in Maine. This initiative, and others like it, will not only broaden and strengthen InforME's outreach, but they will also support and benefit state government and Maine's economy. Everyone associated with InforME looks forward to the challenges, opportunities and successes ahead.

DAN A. GWADOSKY

Secretary of State
Chair, InforME Board

2004: LEADING THE NATION

The InforME Board's mission to maintain Maine.gov and deliver eGovernment services that profoundly impact the lives of citizens, businesses and visitors continued in 2004. With more than 300 eGovernment services offered across state and local government, a consistent and accessible Maine.gov, and a growing list of statewide Web solutions and standards, Maine can be proud of its many accomplishments.

eGovernment has taken hold in Maine. Citizens have demonstrated that eGovernment is the preferred method of interacting with their government. In the past five years, Maine.gov page hits have increased by more than 700% and the adoption of online services has increased 150%, with customer satisfaction measured at 95%.

100% of Maine's government agencies have recognized the value of eGovernment as a means to delivering superior services to customers while easing the burden of customer support costs. As a result, enterprise-wide applications have increased the speed of deployment ten fold. Today, every state agency has benefited from a variety of flexible, enterprise-wide solutions, with a focus on delivering high impact services that matter most to the public.

Customer service is at the heart of InforME. By focusing on transaction usage, web logs, online service adoption and customer feedback, and making adjustments accordingly, InforME and Maine.gov are revolutionizing the way citizens and businesses interact with their government.

Maine.gov

User Response

"Maine.gov is a wonderful service! Thank you for making life a little easier!"

"This is one of the BEST websites I have come across. I currently am a Mother of triplets and they were all given a project about Maine. The resources you have on your website are truly amazing!"

"This is a grand informational site. THANKS VERY MUCH!"

AWARDS

Maine.gov wins 1st Place in the 2004 Best of the Web awarded by The Center for Digital Government. For the last five years, Maine's Web site has been ranked among the top four state eGovernment portals in the Best of the Web competition.

Secretary of State's SOSonline.org website wins 5th place in the 2004 Best of the Web, government to business category, awarded by The Center for Digital Government.

Maine.gov ranks 2nd in the nation in the 2004 Brown University Survey.

Secretary of State's SOSonline.org website was chosen as one of 10 winners by a panel of editors from Government Computer News (GCN) and Washington Technology for innovative IT accomplishments.

STRATEGIC PLAN UPDATE

The InforME Board's 2-year Strategic Plan sets the direction with a commitment to online service excellence and strong eGovernment policy. This most recent Strategic Plan spans 2004-2006, and defines the over-arching goals and the strategies to achieve them.

During the Strategic Planning retreat held in January, 2004, the InforME Board and management staff discussed the key issues facing InforME over the next two years and the direction InforME should take. As a result, the over-arching goals were updated to reflect these discussions.

OVER-ARCHING GOALS

1. *Maintain Maine.gov as a self-supporting portal of excellence that places users' needs first and delivers superior electronic services to the public.*

2. *Grow and diversify Maine.gov by aggressively marketing existing online services and continuing to create new eGovernment products which profoundly impact people who are living and doing business in Maine.*

3. *Provide an enterprise-wide framework for citizens to interact seamlessly with government, including through the expansion of multi-agency and multi-jurisdictional services.*

4. *Be a source of eGovernment solutions and standards that assist governmental agencies as they seek to achieve greater efficiency and cost-effectiveness.*

Portal

"Maintain Maine.gov as a self-supporting portal of excellence that places users' needs first and delivers superior electronic services to the public."

Maine.gov

The Strategic Plan emphasizes the importance of maintaining a portal of excellence to meet the needs of the public. The InforME Board and the state are confident that receiving 1st place in the 2004 Best of the Web is evidence of an effective strategy.

With customer service at the heart of all efforts, InforME works to maintain its 95% satisfaction rate. In 2004, the following modifications were made to Maine.gov

- A clean, fresh look and feel with less homepage content and more intuitive navigation;
- A bolder Maine.gov logo for clearer branding;
- More centralized services including eDemocracy Portal, Local Government Portal, and Citizen Alert System;
- Dynamic content and industry standard XHTML and CSS coding, which has reduced the average page load time by 50% and enhanced accessibility for individuals with disabilities;
- Search engine upgrade to Google appliance; and
- Consistent eGovernment service templates.

STRATEGIC PLAN UPDATE

Maine has been a leader in setting standards and policies for accessibility, privacy, and securities. Policies can be accessed at:

- State web accessibility policy: *www.state.me.us/CIO/accessibility/webpolicy.html*
- State web privacy policy: *www.maine.gov/portal/privacy.html*
- Maine.gov security statement: *www.maine.gov/portal/security.html*

Online Government Services

"Grow and diversify Maine.gov by aggressively marketing existing online services and continuing to create new eGovernment products which profoundly impact people who are living and doing business in Maine."

Maine.gov is providing more eServices than ever before. With a suite of more than 300 electronic services, both fee-based and free, the InforME Board focuses on delivering services that matter.

Maine.gov is the first to provide Annual Report bulk filings using XML technology; one of three states in the country to deliver a suite of services found in the Driver's License/State ID Renewal & Duplicate service, and Maine.gov offers the most cross jurisdictional/multi-agency list of services as compared to any other state. For a complete look at these services, visit the online services page: http://www.maine.gov/portal/online_services/index.html.

The InforME Adoption Rate Wizard measures usage and adoption of online services. Adoption is calculated by comparing the number of online services against the total number of transactions conducted at the agency. All transaction and adoption rates are archived, so growth can be tracked to assess the value of specific promotional efforts, brand recognition, eGov growth trends, service usability and customer satisfaction.

Enterprise Commitment

"Provide an enterprise-wide framework for citizens to interact seamlessly with government, including through the expansion of multi-agency and multi-jurisdictional services."

The InforME Board, through the Strategic Plan, defines enterprise eServices as "those which support the enterprise of state government."

InforME continues to provide state agency webmasters with tools, guidelines, training and consultation services for effective web design practices, including meeting ADA accessibility and W3C guidelines, as well as assisting agencies in conducting user testing. For a complete look at these resources and solutions, visit the webmaster Resource Center at: http://www.maine.gov/webmasters/

Enterprise services delivered to agencies in 2004 include:

Consistent Maine.gov: InforME has delivered consistent Service and web page templates for agency's use. The Maine.gov sliver header provides every state government website with standard branding, navigation and functionality. The consistent online service template ensures that users know what to expect each time they transact with their government online.

eDemocracy Portal: Making government information and services more accessible through online delivery is transforming the very concept of democracy to one of "eDemocracy", and Maine is a leader. From the branded eDemocracy portal, citizens can access such services as polling place lookup across 500+ municipalities, "find your elected official", election day count down, scheduled Q&A with elected officials, and much more. This collaborative effort crosses multiple state and local offices as well as the League of Women Voters and the Secretary of State's Promote the Vote initiative.

Local Government Portal: Ready. Set. Gov! is a revolutionary tool enabling local government delivery: http://www.readysetgov.com. No other state provides such a complete local and county government portal to the public. The burden to municipal budgets and resources is non-existent – the tool is available to all 520 local/county offices. Content can be easily updated, additional Web pages built and interactive services provided. Also, municipal customers of Ready. Set. Gov! are not required to have technical experience. Just click and type, and the tool does all the work. The results for Maine.gov visitors are better, faster, more accurate local government information and services. http://www.maine.gov/local.

Cost-Savings

"Be a source of eGovernment solutions and standards that assist governmental agencies as they seek to achieve greater efficiency and cost-effectiveness."

eGovernment is fostered statewide by a free InforME toolset available to all agency webmasters and IT managers. The result: better, faster deployment of eGovernment services across government agencies.

Solutions that have been custom built to meet the needs of state and local government include the following free applications:

News and Calendar Tool:
www.state.me.us/webmasters/technical/whatsnew.html

Auto Forms: www.state.me.us/cgi-bin/formproc-v2?_f=admin

Ready. Set. Gov! www.maine.gov/readysetgov.com

Sliver Header: any state agency website

Google Search Engine: any state agency website

Consistent Web templates: www.maine.gov/webmasters/templates/

Consistent eService templates

Single Payment Engine: all online services with payment

Citizen Alert System: www.maine.gov

Auto Reminders: http://www.maine.gov/portal/customize/

"Watch this Page": part of the "Sliver Header"

LiveHelp: www.maine.gov

InforME performs customer service at no cost to the state or taxpayer:

Respond to help desk inquiries of approximately 3,000 webmaster email, 2,300 LiveHelp questions and 4,500 service–oriented calls per year;

Monitor and update the Maine.gov portal;

Host more than 100,000 web pages across state agencies;

Conduct market research and user testing to ensure superior service and design, and to make changes accordingly;

Develop eServices: InforME built, hosts and maintains more than 300 fee and free eServices, delivered over a span of five years, and uses Web browser, IVR, Faxback, XML, wireless, customization and email delivery mechanisms;

Develop eGov Tools: InforME develops and supports many free tools to help state agencies provide online services & interactivity;

Provide web expertise and consulting services to agencies venturing into the eGov arena;

Design accessible and user-friendly websites and eServices;

Collect and distribute statutory fees, and provide accounting and billing services to customers.

CURRENT & FUTURE SERVICES

New Fee Services

Designation of Trustee Process: Online application that allows financial institutions to file an initial or renewed designation. This service also includes a search to obtain designated officer information. ($25 per filing; free search)

Annual Reports Online XML: Electronic filing service that allows businesses and non-profit corporations to file their annual reports in XML format (Non-profit: $20 per filing, $10 additional for late filings, $10 additional per year for suspended filings; Corporations, LPs, LLCs, LLPs: $60 per filing, $25 additional for late filings, $125 additional per year for suspended filings.

Driver's License & ID Card Renewal and Replacement Service: Internet application that allows for the renewal and replacement of driver's licenses and ID cards. ($31 per driver's license renewal; $6 per driver's license replacement; $6 per ID card renewal or replacement)

Crash Reporting Online Search & Ordering Service: Electronic application that allows users to search for and request crash reports from the Maine State Police Crash Database. (Free to search, $5 per crash report)

Overlimit Permits: Online service that allows application submission and payment for Overlimit permits from the Bureau of Motor Vehicles. (Fees vary depending on length and height of load)

Driver Record Check: Electronic access to individual State of Maine driving records retrieved directly from the Bureau of Motor Vehicles database. ($7 per driving record)

Maine Marine Licenses: Phase Two of the marine license service that allows for online renewal of 14 various commercial and non-commercial marine licenses. (Fees vary based on license type)

New Free Services

MYDAUS Survey
Online Ozone Monitoring Update
SOS Road to Maine Laws Animation
SOS Printable Board Games
Adoption Rate Wizard
Maine.gov Local Government Portal
Maine.gov eGov Services Template
Ready.Set.Gov!
DOE Fingerprint Registration
Air Quality Data Search & Monitoring
Crash Report Tracker

Any Deer 2004
Submit a Tribute to a Veteran
Find Your Elected Officials
Voter Information Lookup Service
eDemocracy Portal
Election FAQ
Election 2004 Countdown
Student Mock Election Results Tracking System
State Parks Search upgrade
Webmaster Forums
PUC Utility Complaint Form

CURRENT & FUTURE SERVICES

Premium Services

UCC Special Request Service: A specialized search of UCC data. The $0.10 per record fee covers the cost of extracting the record from the UCC database.

Driver CrossCheck: A value added service to track any changes in a driver's record history. The fees are $15 per check of up to 10 drivers plus a $1 for each additional driver in a profile.

Crash Report Special Request Service: A specialized search request of bulk crash report data. The $0.50 per record fee covers the cost of extracting and customizing the information from the Maine State Police Crash Database.

Current Fee Services

Online Service	Fees	Agency	Deployment Date
Batch Driving Records	$7 per record	Bureau of Motor Vehicles	August 1999
Interactive Driver Records Search	$7 per record	Bureau of Motor Vehicles	August 1999
Interactive Title & Registration Record Search	$5 per record	Bureau of Motor Vehicles	August 1999
Bureau of Motor Vehicle Special Request	$.06 per record; $.02 per record full file	Bureau of Motor Vehicles	September 1999
Hunting & Fishing License	Various fees with $2 agent fee	Inland Fisheries & Wildlife	December 1999
Corporate Records Bulk Database	$600 per download	Bureau of Corporations, Elections & Commissions	March 2000
UCC Record Bulk Database	$600 per download	Bureau of Corporations, Elections & Commissions	March 2000
IF & W Special Request	$25 minimum per request	Inland Fisheries & Wildlife	April 2000
Trademark & Service Mark Bulk Database	$300 per download	Bureau of Corporations, Elections & Commissions	May 2000
Online Professional License Renewal	Various fees	Office of Licensing & Registration	July 2000
Rapid Renewal	$25 registration fee; various exise tax fee; $2 agent fee	Bureau of Motor Vehicles	December 2000

CURRENT & FUTURE SERVICES

Online Service	Fees	Agency	Deployment Date
Interactive Corporate Services	Various record fees	Bureau of Corporations, Elections & Commissions	January 2001
Portland Parking Ticket	Various violation fees;	City of Portland	May 2001
UCC Searches	$12 per search; $5 additional to certify	Bureau of Corporations, Elections & Commissions	August 2001
IF & W storefront	Various fees	Inland Fisheries & Wildlife	October 2001
UCC Filing	Various filing fees	Bureau of Corporations, Elections & Commissions	January 2002
PayTixx	Various violation fees;	Violations Bureau	May 2002
Annual Reports Online	Various filing fees	Bureau of Corporations, Elections & Commisions	May 2002
Rapid Renewal Manual Towns	$25 registration fee; various excise tax fees; $2 agent fee	Bureau of Motor Vehicles	August 2002
Turkey Permit	Various fees; resident & nonresident	Inland Fisheries & Wildlife	December 2002
Moose Permit	Various lottery fees; resident & nonresident	Inland Fisheries & Wildlife	December 2002
Online Aircraft Registration Renewal	$10 registration fee; various excise tax fees	Department of Transportation	January 2003
MOSES - Maine Online Sportsman Electronic Service	Various fees; $2 agent fee	Inland Fisheries & Wildlife	March 2003
Public Criminal Records Search	$15 per record for in-state subscribers; $25 for out-of-state and non-subscribers	Maine State Police	May 2003
Online Water Test Kit	Various water test kit fees	Health & Environmental Testing Laboratory	June 2003
Any Deer Swap	$5 per swap	Inland Fisheries & Wildlife	October 2003

CURRENT & FUTURE SERVICES

Current Fee Services   (continued)

Online Service	Fees	Agency	Deployment Date
Engineers Registration Renewal	$50 renewal fee; $10 late fee	Maine Board of Engineering	November 2003
Marine License Renewal: Phase I	Various license fees	Department of Marine Resources	December 2003
Dog Licensing	$7 per altered dog; $11 per unaltered dog	Department of Agriculture	December 2003

Current Free Services

Online Service	Online Service
Annual Report "Fillable" Forms	Maine Arts Commission interactive website
Any Deer Transfer	Maine Foliage Live Help
Archives Interactive Search	Maine Lottery dynamic posting of winning numbers
AutoForms	Maine Remembers
BMV vanity plate availability check	Maine.gov Citizen Alert System
Bureau of Financial Institutions quarterly excise tax reporting	Maine.gov E-Postcards
Bureau of Human Resources Job Description Search	Maine.gov News System
Bureau of Human Resources Salary Listing Search	Maine.gov Online History Stories
Bureau of Insurance Survey Center	Maine.gov Photo Contest
Business Answers	Maine.gov Weather
Campground Reservations	My Maine.gov customizable portal and notification services
Children's crisis forms	"No Call" List
DOE higher education survey	Ocean temperatures and current flow reporting
DPS online scheduling request for fingerprinting	Online any deer permit application
E911 addressing officer search	Online Forums
E911 Kids Page	Online professional license renewal downloadable forms
Enhanced Farms Search	Ozone real time data
Entomology database query	Parks Accessibility Guide
Farm search	Parks and Lands search
Find a licensed professional	PUC Electronic Document Filing System
Find a WIC Clinic Near You	RemindME
Google search engine	Searchable Sex Offender database
Governor Baldacci's Budget Balancing Tool	Searchable State Job listing
Hosting of State agency websites	Secretary of State Kid's Page
IF&W Harvest Information System	Standard Maine.gov Website Header
Judicial Courts mediator search	Treasurer's Next Generation CD Auction
Judicial Courts search engine	Turkey Permit Transfers
Liquor Excise Tax Reporting	Webmaster Resource Website
Live Help	What's New Content Management Tool
Live Record Retrieval for licensed professional renewals	WIC Eligibility Checker

CURRENT & FUTURE SERVICES

Future Services

Online Service	Agency
Nursing License Renewal	Maine Board of Nursing
UCC XML Filing	Bureau of Corporations, Elections & Commissions
Maine Marine Licensing Expansion	Department of Marine Resources
Title & Registration Suspension Images	Bureau of Motor Vehicles
Eating & Lodging License/ Permit Renewal	Division of Health Engineering
Professional License Cross Check	Department of Professional & Financial Regulation
Conference Registration and Payment	InforME
Adult Education Registration and Payment	InforME
Property Tax Payments	InforME/ Various Municipalities
Business Licensing Portal	InforME/Various state agencies
Vehicle Inspection Sticker Ordering System	Department of Public Safety
Enterprise Shopping Cart/Payment Tool	InforME
ATV/Snowmobile Registration Renewal	Department of Inland Fisheries & Wildlife
Emergency Medical Services Provider License Renewal	Department of Public Safety
Emergency Medical Services Vehicle License Renewal	Department of Public Safety
Fire Sprinkler Installation Licenses	Department of Public Safety
Professional Fire Sprinkler License Renewal	Department of Public Safety
Rapid Renewal Service Expansion	Bureau of Motor Vehicles/Municipalities

Website Designs

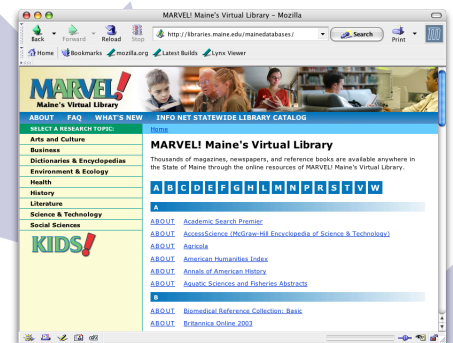| Agency	Web Address
State Agency Website Template Kit	http://www.maine.gov/webmasters/
State Homepage	http://www.maine.gov
First Lady's Website	http://www.maine.gov/firstlady/
Secretary of State	http://www.maine.gov/sos/
Safety Works	http://www.safetyworksmaine.com
Office of Community Development	http://www.meocd.org
Department of Labor	http://www.maine.gov/labor/
Maine Foliage 2004	http://www.mainefoliage.com
MARVEL website	http://www.maine.gov/MARVEL

ACTIONS OF THE BOARD

The InforME Board is committed to making a difference in the way citizens and businesses interact with government. The Board provided feedback on individual applications and designs, prioritized projects, and approved fees for new services. Below are the actions of the Board in 2004:

BOARD VOTING RECORD

February	Secretary of State, Bureau of Motor Vehicles, online Driver's License Renewal/ID renewal and replacement service. Service Level Agreement fee schedule unanimously approved. Secretary of State, Bureau of Corporations, Elections, and Commissions, weekly Bulk Corporate data. Service Level Agreement fee schedule unanimously approved. Modifications to the Rapid Renewal Service, Service Level Agreement, for the City of Augusta are unanimously approved. The Board unanimously approves to enter into the final two-year contract renewal, to expire July 14, 2006, with New England Interactive, LLC.
March	Secretary of State, Bureau of Corporations, Elections, and Commissions, Online Uniform Commercial Code Designation of Trustee Process Filing and Search and Uniform Commercial Code XML Filing services. Service Level Agreement fee schedule is unanimously approved. Department of Inland Fisheries and Wildlife, online hunting and fishing license (MOSES) service. Service Level Agreement fee schedule is approved with one opposed. Department of Professional and Financial Regulation, Office of Licensing and Regulation, online professional license renewal service. Service Level Agreement fee schedule is unanimously approved. Secretary of State, Bureau of Motor Vehicles, microfiche title and registration data service. Service Level Agreement fee schedule is unanimously approved.
June	Contract for Special Services with New England Interactive, LLC is unanimously approved. InforME Strategic Plan III is unanimously adopted.
July	Board of Nursing, online license renewal service. Service Level Agreement fee schedule is unanimously approved. Secretary of State, Bureau of Motor Vehicles, Service Level Agreement, fee schedule changes are unanimously approved.
October	Department of Public Safety, Crash Reporting Special Request service. Service Level Agreement fee schedule is unanimously approved. Secretary of State, Bureau of Corporations, Elections, and Commissions, online Annual Report Filings. Service Level Agreement fee schedule changes are unanimously approved. Department of Public Safety, Office of the Fire Marshal, online fire installation permit and fire sprinkler professional license renewal. Service Level Agreement fee schedule is unanimously approved.

TOPICS OF DISCUSSION

Maine.gov Strategic Plan Review
State search engine upgrade powered by Google
Maine.gov Consistency Initiative
Maine.gov Portal Upgrade
Schedule A on all future SLAs to include statutory reference of fee collection
Maine.gov ranks #1 in 2004 Best of Web
SOS Best of Web Government Achievement Award
Maine SOS Government Computer News Award
Maine.gov ranks #2 in Brown University study
Service growth statistics, Services launched, Websites launched

APPLICATION DEMONSTRATIONS

Consistency Initiative Prototype demo
Local Government Portal concept
Road to Maine Laws animation
2004 Maine.gov portal upgrade
eDemocracy Portal
Ready!Set!Gov! Local Portal
Ready!Set!Gov! content management system

BOARD OF DIRECTORS

Secretary of State
Dan A. Gwadosky,
Chair, InforME Board

Back row: Marilyn Lutz,
Anne B. Schink, Deborah B.
Carson, Jaynie Higgins

Front row: Richard F. Hinkley,
Carrie Gott, Gary Nichols.

Representing Nonprofit Organization Advancing Citizen's Rights of Access
Anne B. Schink, Maine League of Women Voters

Representing Statewide Association of Public Librarians
Marilyn Lutz, Maine Library Association

Representing Statewide Association of Municipalities
John Eldridge, Finance Director, Town of Brunswick

Representing the University of Maine
Gerry Dube, University of Maine, Orono

Public Member appointed by the Speaker of the House
Richard Trahey

Public Member appointed by the President of the Senate
Jaynie Higgins

State Librarian
Gary Nichols

Representing Major Data Custodians in the Executive Branch
Richard Record, Jr., Director of Admin. Services, Department of Inland Fisheries & Wildlife

Representing the Commissioner of the Department of Administrative and Financial Services
Richard F. Hinkley, Director of the Bureau of Information Services

Representing the Judicial Branch (non-voting member)
Deborah B. Carson, Financial Operations Officer

Representing a User Association
Cynthia Butts, Maine Association of Realtors

Staff to the Chair
Denise Garland, Office of the Secretary of State

Representing InforME (non-voting member)
Carrie Gott, General Manager