Muskie School Capstones and Dissertations   Student Scholarship

5-31-2013

The Government Service Technological Revolution: Challenges and Opportunities to Local Governments in Regard to E- Government Implementation and Advancement

Staci L. Beal
University of Southern Maine, Muskie School of Public Service

Follow this and additional works at: https://digitalcommons.usm.maine.edu/muskie_capstones

Part of the E-Commerce Commons

The Government Service Technological Revolution: Challenges and Opportunities to Local Governments in regard to E-government Implementation and Advancement

Staci L. Beal

Capstone Advisor: Associate Professor Carolyn Ball

Table of Contents

1) Abstract

This analysis addresses the various issues that affect local government's ability to provide services via the web. Specifically, the focus will be on e-government services provided through local town websites. Discussed are the various obstacles and opportunities that local municipalities and small government entities face with the adoption of e-governance services. Challenges and benefits to both the citizens and the municipalities themselves will be outlined, including a detailed discussion of numerous management and organizational issues which have a direct relationship on the success of IT (information technology) implementation.

Small, medium, and larger municipality's websites will be reviewed for availability of services on websites. Variations between each sized municipality, the quality of online services offered, and the consequences of low quality websites will be discussed. Implementation requirements, concerns specific to local government entities, and ways to overcome those concerns are reviewed. Obstacles to and benefits of technological advances on government services and the impact of those services on overall service and satisfaction levels of citizens will also be discussed.

Finally, the analysis will conclude with discussion of the various problems associated with the planning and implementation of ITs in local government and suggestions for overcoming those issues, including the development of a best practice guide and intergovernmental cooperation among various government entities and agencies.

2) Introduction

Technology today touches everything we do. From personal use to business use, technological advances have drastically changed the way we function as a society. We have become, on an individual level, impacted daily by technological innovations. We are clearly now dependent on these technological innovations, their flexibility, access, and the level of services they provide to us.

Technology empowers organizations to grow faster, produce more, serve better and be more efficient. Technology is a tool that has the ability to connect individuals in and to an organization and allows those in remote locations to team up with others virtually, sharing ideas and sharing workloads. Technology gives us an ability to cut down on costs by reducing errors and duplicated work efforts. Computers, fax machines, networks, cable television, fiber optics, etc., have all played a pivotal role in the way we communicate with one another, work/do business, and play/entertain ourselves.[1]

Government services, and our expectations of them, are not to be left out of this equation. Organizations, including towns and cities, generally wish to harness technological advances, both (1) to make their jobs easier, and (2) to benefit those citizens/clients they serve. The Internet has redefined the delivery of government services. The federal government has embraced the IT wave; you can do almost everything online via the USA.gov portal that you once had to do in person at a government office (such as the US Post Office, or the Office of Social Security).[2] *USA gov* (next page) has hundreds of services available at the click of a button, in addition to its own facebook page, twitter account, and youtube channel. The

---

[1] Suzanne Beaumaster, "Information Technology Implementation Issues: An Analysis" (Dissertation, Virginia Polytechnic Institute and State University, Doctor of Philosophy in Public Administration and Public Policy, 1999). Blacksburg, Virginia.

[2] United States. http://www.usa.gov/Citizen/Services.shtml

advances in federal and state governments use of technology, and ability to provide e-government, has increased our individual expectations on local municipalities.

E-government has the potential to shrink the importance of size, distance, and remoteness in interacting with state oversight agencies and in delivering services to local residents.[3]

Where at one time you had to go to your town hall for everything, citizens these days have less and less of a need to visit town halls in person to get their business done. Nearly all services regularly needed by citizens are available online, at least in some towns. From hunting and fishing licenses, tax assessment data, dog registration, absentee ballot requests, to automobile registration; an in-person visit to the town office is a less common occurrence these days for many Mainers. However, we do not all have the same access to those online services based on where we live. This research will focus on technologies influence on the day-to-day functions of municipalities and their efforts to keep up.

In addition to its convenience, electronic interaction between community institutions, government agencies, and individuals, builds greater opportunities for active participation in community affairs.

---

[3] Commonwealth of Massachusetts Department of Revenue. (2013). *Technology: No Small Town Left Behind*. Commonwealth of Massachusetts. Retrieved from: http://www.mass.gov/dor/local-officials/local-information-technology/technology-no-small-town-left-behind.html

Technology has the ability to better serve citizens of every town in Maine, no matter the size. The state can support localities to overcome the various barriers they face in order to provide quality and consistent e-government services. This report examines how Maine communities are utilizing technology to benefit citizens. An analysis of current services in varied sized Maine municipal websites is conducted followed by a discussion regarding the responsibilities that each town has to their citizens and whether or not towns are meeting those responsibilities.

3) E- Government's Impact —the Benefits

- *To the Municipality, State and Citizen*

In addition to the practical functions of e-government outlined in the introduction, electronic interaction between community institutions, government agencies, and individuals builds greater opportunities for active participation in community affairs. Community members can use technology to develop and promote a wide range of civic activities and connections that enrich public life while expanding the network of involved participants. It is argued that technology can be used to organize community events, to encourage volunteerism and youth participation, and to facilitate problem-solving for community concerns, almost like a virtual town hall of sorts.[4]

By capitalizing on the internet revolution, governments can create new channels of communication and new methods of participation via e-government, by providing the community with a convenient and secure way to digitally access to government resources and

---

[4] Institute of Museum and Library Services, University of Washington Technological and Social Change Group, International City/County Management Association. 2012. *Building Digital Communities.* Washington, DC: Institute of Museum and Library Services. Retrieved from: http://icma.org/en/icma/knowledge_network/topics/kn/topic_documents /137/technology

services. A national survey of local governments showed that technological adoption has led to an increase in interaction between local government players, citizens and stakeholders, and a generally feeling of improvements in government services, public policy making and citizen's trust of government.[5] These are positive indications that web-based technologies can and are being used by local governments to increase civic engagement and potentially boast the economy.

In North Carolina, for example, the state legislature actually created a *Joint Select Committee on IT* in order to address the significant interest and concerns surrounding IT and its potential for the state. It stated that the benefits for the state in investing in technological improvements within government— including investments in major research universities located in the state — make the state a "quite attractive site" for technology advancement and business.[6]

The theories of the state of North Carolina have trickled down to the smaller communities, which have also invested time into prioritizing technical systems to better serve citizens. In the Town of Cary, NC, town staff and council members heard from citizens across the town that information was difficult to find online; that current methods used such as *The Cary News* (the town's newsletter) and the occasional postcard, were not reaching intended audiences. They conducted surveys, which showed that citizens wanted online tools to be the main method of communication. The Town Council formed the *Technology Services Task Force* to address these and other issues.

---

[5] Shannon Schelin. 2007. Article 24: Local Government Information Technology. County and Municipal Government. North Carolina University of North Carolina. Chapel Hill School of Government. Retrieved from: http://sogpubs.unc.edu/cmg/cmg24.pdf.

[6] Mike Bajorek, Bill Stice, Susan Moran and Lisa Glover. 2012. *Technology Services Task Force: Staff Report to Town Council.* Town of Cary North Carolina. Retrieved from: http://www.townofcary.org/Town_Council/Agendas___Minutes/Staff_Reports/AD12-017_Technology_Services_Task_Force.htm

Technological tools started with the desktop computer, which individuals usually utilized at home, the public library, or at work, in order to access resources available online. New technologies (such as iPads and mobile applications available with smartphones) have also provided a new way to engage and connect with citizens, and these trends are continuing. (Bajorek 2012). E-government has become a mainstay in local, state, and federal government. According to the 2004 International City/County Managers Association e-government survey, over 91% of municipalities with populations larger than 2,500 have websites, compared to 73% in 2002. (Schelin 2007, 5). According to the 2012 Digital Use Survey done by the same organization, 81% of those surveyed are now using a smart phone, 99% of those with smartphones use them to access the internet. (ICMA, 2012, 1).

An April 2013 Pew Research Center Study noted that nearly 40% of adults conduct political and civic activities using social networking sites. (Smith, 2013, 3). The study discusses that the digital landscape has changed drastically even since 2008, and that the dramatic increase in the usage of social networking sites is a large part of the social media boom whose value should not be ignored. 33% of responders in the Pew study noted the use of social network sites in 2008, just four years later that increased to 69%, more than doubling the number of users active in social networking.

The 2013 Municipal Technology Conference held various seminars encouraging increased training and supporting municipalities on what technological advances were available to them and why they were important. The conference topics were outlined on the Maine Municipal Associations webpage, one seminar was devoted to using email and social media to communicate with constituents.[7] Transparency, informing, building relationships and "maintaining happy citizenry" were all part of the discussion. In addition to connecting and

---

[7] Maine Municipal Association. http://www.memun.org/public/news/TechConf/2013/techconf.htm

engaging, technology can also help enhance government transparency and accountability. Live webcasts of city-council meetings, online treasury reports etc., all allow quick access to government workings.

Transparency though e-government can actually save municipalities money. For example, a 2012 report by Liz Farmer, reported that Florida could save millions of dollars if a budget transparency website, which taxpayers have already spent $4.5 million on, were permitted to go live. The site, a comprehensive searchable database, was developed by the state Senate, but remains on hold because no party wants to take responsibility for maintaining and paying for the website. State officials reported that the site "would be forced to justify the way they spend Floridian's tax dollars," which would actually cause them to be more mindful of spending, cutting costs. The report goes on to note that several other states have reported clear cost savings when they increased their budget transparency through similar websites. This benefit is not limited to the States, but is beneficial to local governments as well.

4) Analysis, Part I: Methodology

a) Determining Which Towns to Examine

US Census data from 2012 was used to generate a list of towns/cities in Maine ordered by size of population. A random sample of small, medium, and large towns was needed in order to conduct this analysis. After breaking that list into three categories (1) highest 10 populated towns ("Tier I"), (2) the middle populated towns ("Tier II"), as determined by the median, and (3) lowest 10 populated towns ("Tier III"), a random number table was used to select three towns in each category to examine. In addition, I reviewed the website of the town of Gray which I currently reside, whose population is on the higher end of the lowest population category.

TIER I		TIER II		TIER III	
Highest Populated Towns	**Population**	**Median Populated Towns**	**Population**	**Lowest Populated Towns**	**Population**
Lewiston	36,592	Wilton	2,198	Casco	587
Biddeford	21,277	Berwick	2,187	Unity	469
Westbrook	17,494	Thomaston	1,875	Naples	428
				Gray	884

It should be noted that 90% of towns in Maine have less than 10,000 people.[8] This means that for my highest populated towns, the highest populated town in Maine (Portland, with a population of 66,194) was in the same category as Waterville, with a population of 15,722. This means that for my most populated town category, there was a population variance of over 50,000. While my Tier II towns had a variance of just 362 (highest of the 10 was Mechanic Falls at 2,237, lowest was Falmouth at 1,885.) My lowest 10 populated towns had an average population of 421, with the highest of that tier, Casco, at 587, and the lowest of that tier, Little John Island, at 118. Little John Island is the only town in Maine with less than 200 people.
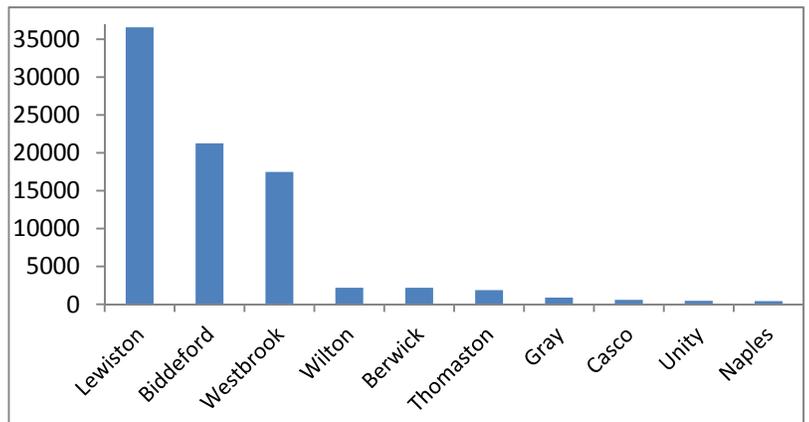
b) *Qualities & Attributes Examined*

The state of Maine does not currently have a Best Practice guide for municipalities to use in the development and maintenance of their town websites nor does the Maine Municipal Association. In order to evaluate the town and city web sites, I used the Best Practice guide

---

[8] Cubit Planning, Inc. *Maine Demographics*. http://www.maine-demographics.com/cities_by_population

issued by the State of Vermont.[9] The guide, just under four pages, provides an immense amount

of information and guidance with regard to website content and design to towns of all sizes in the

state of Vermont.

The guide discusses that the first step to website design is creating a strategic plan,

including a vision, goals and objectives, a timeline and a budget. After that, the guidelines for

managing and governing the website are discussed, which include linking and privacy policies,

collaboration and cross-department efforts, etc.   Finally, and most important to this analysis, is

lengthy list outlining several key items to include on a quality municipal website.

Using this information, I created a score card (see next page), based upon the Vermont

guide to evaluate each municipal website in my sample. I also added the services that Maine

provides to towns through InforME, the state authority that encourages web development such as

online automobile registration/renewal, boating permits, and dog licenses, etc.   The highest

possible total would be 31/31; resulting in a 100% score. Points were not weighted yet it could

be argued that some items are more important to have on a site than others, and should be worth

more "points". For example, is having the ability to review budget meeting minutes from

meetings equally important as having a search feature or links to social media? Competed

scorecards for each town can be found in the appendix.

5) *Analysis, Part II: Limitations*

After the random sample of towns was determined using the methodology described

previously, I did a quick check to make sure a website existed for each in order to conduct my

analysis. After this check, it was determined that a backup choice for one of the Tier III towns

---

[9] State of Vermont, e-Vermont Community Broadband Project. (2013). Retrieved from: www.e4vt.org.

EXHIBIT A: SCORE CARD

DISCRIPTION	Yes	No
1. Provide dates and ensure content is current.		
2. Documents posted as PDFs		
3. Have an uncluttered and usable home page		
4. Use basic common content, terminology and placement.		
5. Contact Us page (contact information)		
6. About Us page (organization information) / History		
7. Frequently asked questions (FAQs)		
8. Town committees /Town officers /Select board information		
9. Meeting agendas and minutes		
10. Videos of meetings		
11. Laws and ordinances		
12. Events calendar		
13. Job announcements		
14. Social media (links)		
15. Business, vacation or retirement destinations		
16. Search function		
17. Emergency information		
18. Land records /Assessing		
19. Pay taxes, fines and license fees		
20. View attractions and special event information		
21. Town demographics and data		
22. Reports		
23. Announcements		
24. Community/School links		
Links to State for various services, including:		
25. Boat Registration Renewal		
26. Maine Pay Port		
27. Rapid Renewal - Online Vehicle Registration		
28. Dog Licensing		
29. Burn Permits		
30. Voter registration/request for absentee ballot		
31. Hunting/Fishing licenses ("MOSES": the Maine Online Sportsman Electronic System)		

was needed, as the town of Blaine (population 301) did not have a website at all. I again used the number sampler to generate a backup town to remedy this.

Due to the small size of the sample, I was unable to extrapolate results for all communities. This analysis simply provides preliminary evidence of the status of technology implementation standards, or lack thereof, in general for communities of various sizes in the state.

In addition to sampling issues, this study recognizes that scoring may vary depending on the personal viewpoints and biases of the particular user or reviewer of the webpage. For example, the answers to several of the qualities of a "good website" are left up to the discretion of the user/viewer of the website. What one person may describe as "user friendly and uncluttered" or "uses basic common content, terminology and placement" could be arguable to another user, dependent on the skills/experience levels of the reviewer. Certain people are able to navigate most any website easily, while for others even the most basic of web content may be confusing and frustrating to navigate. What I may have assessed as user friendly may have been arguable to another user of the same site, given that technological skills vary from person to person.

In addition to the simple navigational abilities that vary among different people, it should be noted that judgment calls had to be made with regard to evaluating websites content. For example, some websites may have indeed had minutes and agendas posted, but if they were not current (within the last few months) I issued no "points" for those categories. Giving zero points to a town that has simply outdated information as compared to giving zero points to a town that had no minutes/addenda section at all may be harsh, but in my opinion the information is useless if it is not current. Some may argue that the town having the information up in the first place shows that they know it is valuable and are making efforts.

6) *Analysis, Part III: Results*

- *Comparison of Scores*

The highest possible score was 31 of 31, resulting in a score of 100%. Lewiston received a perfect score of 100%, while Unity received the lowest with a score of 22%. Not unexpectedly, the more heavily populated communities (with larger budgets) have the highest scores, and seem to have prioritized e-government services in their budgets and focused efforts on having high functioning websites as compared to smaller communities that have not done so. (See appendix for a look at the home page of each community examined.)

Average Website Score by Tier

The city of Lewiston prides itself on its website quality, proudly displaying a banner showing a grade of "A- Top Transparency Website in 2013". This is a grade assigned by *Sunshine Review*, which evaluates government and non-profit websites on numerous criteria and assigns "grades" based on those results.[10] The criteria *Sunshine Review* looks for was very similar to the criteria I was looking for, which the exception of my addition of online taxpayer services of boat registration renewal, dog licensing, burn permits, voter registration provided through InforME. It is not surprising to me that both my grade and the *Sunshine Review* grade of Lewiston's website were both comparable.

Overall, the Tier I towns favored well, with an average score of 90%. The Tier I towns also ranked highest with regard to the utilization of online services offered through InforME (items 25-31 on the score card, , etc. and will be further discussed later).   Not one of the middle

---

[10] The Sunshine Review. http://sunshinereview.org/index.php/City_websites

populated towns (Tier II) utilized *any* of the InforME services. The Tier III towns utilized an average of half of the InforME services examined.

Surprisingly, Tier II towns had the lowest average score of the three population categories. Wilton, a Tier II town, scored very low, with 32%. While the town scored with items such as great items like video links to meetings and current postings of meeting agendas and minutes, they lacked a user friendly format, as they had cluttered pages and lacked a search function. A lot of digging had to be done to navigate the website itself and search for the specific criteria being evaluated. In addition, they failed to post events and announcements, links to the school board, laws and ordinances, or offer any of the online services through the InforME website. In the end, the Tier II towns averaged a score of 48%.

Although the Tier III towns scored higher than Tier II towns, they still averaged a score just above passing, with the average score being 63%. One reason why these smaller tiers did well was their utilization of several InforME services. Smaller towns may have found that by "outsourcing" those services online, they are able to save manpower hours in processing those items locally.

However, the range of scores within the lower tier category had the highest range level of all three categories. The difference between the highest score (90) and the lowest score (22) was 68 points, a rather large figure which skews the average tally considerably.

Every site examined had at least contact information for the physical office and a listing of town officials. Several also had meeting agendas and minutes of most committees and boards, and, with the exception of the town of Naples, kept that information current. Least common was the ability to pay taxes and fees, which was only offered by the Tier I towns, with the addition of the town of Gray (Tier III).

For some communities, it appeared that transparency was more difficult to achieve because of the need to keep information current. 40% of the communities examined had outdated information which would require a citizen to go to the town office or call to see if information could be emailed (or worse, snail mailed) to them. Several concerns were raised while conducting this examination, particularly with regard to outdated information and "grading" for outdated information, which was not as cut and dry as I was expecting.

For example, Naples, which has a current events calendar listed on their homepage, also had meeting agendas posted, but they had not been updated for over a year. In Thomaston, for example, budgets and agendas had not been listed since 2011, and most of the committees listed did not have links to minutes or agendas at all. In addition, town demographics for Thomaston were based on 2000 census info. Unity, with one of the lowers scores, had only very basic information, similar to what you would find in a phone book, listed in unorganized format appearing to have been generated using HTML code. It was noted on the Unity website that the Town Office is currently running out of the Elementary school, so keeping up with their website is probably low on their priority list.

- *Outsourcing Options Being Utilized*

Some towns can or did provide good websites by outsourcing. Positives to note were Casco's efforts and the use of Google Docs as a user friendly way to stay on top of their postings

with regard to agendas and meeting minutes. Though somewhat hard to sort through for the lay-person (information overload?), Casco has at least have every bit of information available from all town committee meetings since 2009, everything from their Board of Selectmen to the Thompson Lake Dam committee.

Naples also utilized outside services to increase quality and share the burden of maintenance. They utilized G*ovOffice.com* to maintain their website. According to the *GovOffice* website, *GovOffice* serves over 1,400 communities, small to large, across the United States, and prides itself on "easy-to-use website technologies and services to empower organizations and entities of any size to rapidly deploy and cost-effectively maintain customized, interactive and robust websites."[11]

In addition to the use of *GovOffice*, Naples also has their assessor information database externally run and links to a private firm that does that work for 12 other towns in Maine. This reduces the burden on the town to upload and update that information. However, it should be noted that Naples has not updated their boards/committee minutes since Fall of 2012, and their events page still shows winter 2012 events under the announcements section. Even though they use an outside service to assist them in keeping the system running, the person responsible for updates to that system has not been doing their job (or does not exist).

- *Summary*

The most heavily populated three towns had all had scores above 80%, however, two of the lower populated towns also seemed to have been making great strides, the town of Gray for example scored 90%, and Naples, with the lowest population evaluated, scored 67%.

---

[11] GovOffice.com (2013).

Even with those two anomalies, overall results support the argument that lower populated/more rural towns, though making strides, are not keeping up with e-government services. E-government capabilities and expectations correlate with municipality size. As mentioned in the methodology section, 90% of Maine towns have less than 10,000 people in them, with 85% of those having less than 5,000. Towns with higher than 10,000 are clearly advanced as compared to the lower populated municipalities.

What are the consequences of this? If a citizen in a larger community has more ease of access and more transparency based on the economic factors of his/her town, how does that affect the citizen? Do local governments have a duty to provide services equally regardless of their size? What are the consequences if they don't?

7) *E-government—Obstacles and Remedies*

In order to make e-government accessible to the wide range of rural towns in Maine, two things will be required: (1) fast and reliable connections to the Internet, and (2) inexpensive and simple technologies that are appropriate to non-technical part-time local officials.[12] Implementation of IT upgrades can introduce their own special problems and concerns into the organizational setting, particularly for those with limited budgets and resources, such as local government municipalities.

---

[12] Commonwealth of Mass. Department of Revenue. (2013). Technology: No Small Town Left Behind. Commonwealth of Massachusetts. Retrieved from: http://www.mass.gov/dor/local-officials/local-information-technology/technology-no-small-town-left-behind.html

- *Funds & Training Concerns*

Generally, local government administrators and employees lack access to the same levels education (with regard to IT) as those in the private sector or state and federal governments. (Beaumaster, 1999, 3). Training is made more difficult due to budget constraints.

Due to their limited funds, human resources, and IT knowledge, and expertise from which to draw from, many localities are unable to react proactively as technologies constantly change and evolve around them, and suffer from what is known as "IT lag time." Information technologies become affordable quickly but the rapidity of change in the environment keeps small and medium sized local governments a step behind. (Beaumaster, 1999, 4). IT lag time is clearly demonstrated by the results of this study.

Time, expense, or technical difficulty used to excuse good intentions gone amuck with regard to this lag time issue. However, at this point, changing technology will continue to eliminate these excuses as technology is much more user friendly now than it used to be and continues to become a part of our everyday lives in our society. Auditors now may view ensuring backup of essential data, for example, as a simple matter of executive competence or negligence.[13] Citizens are also losing patience with inept sites that are not helpful or kept current, the internet is not new and is not going anywhere anytime soon. Ignorance and a lack of knowledge or an effort to learn is no longer an excuse for not providing services.

Localities' face the problem of having sites built, perhaps by a third party, but not keeping them properly maintained or updated. They have outdated links that lead to nowhere, shoddy graphics, and are simply not user friendly to navigate. The smaller governments always appear about 5 years behind the larger ones—or worse than that, they serve no function other

---

[13] Mass.gov Department of Revenue. (2013). Technology: No Small Town Left Behind. Commonwealth of Massachusetts. Retrieved from: http://www.mass.gov/dor/local-officials/local-information-technology/technology-no-small-town-left-behind.html.

than that of a simple brochure. "While it is relatively inexpensive and getting easier to create a website, too often the result is information that seldom changes and does not offer current budgets; bylaws and ordinances; agenda and minutes; and town meeting agenda and results of all votes".[14] A website must serve a higher purpose other than simply providing directory information such as addresses and phone numbers.

- *Digital Literacy Concerns*

In addition, any change in how government does its business must be made with the citizen at the forefront of the decision, not only in regard to saving them money—but in regard to actually improving services. Even if resources are available for municipality upgrades, it's vital to explore the landscapes and individual expectations of certain population subgroups and demographics, realizing that certain factors influence positively or negatively depending on their backgrounds. Such characteristics such as income, education, digital literacy, the nationality, language spoken, life experience, age, physical and mental state, etc.; the needs of citizens and how these are valued by the citizens, the culture, the attitudes, the beliefs, all play a factor.[15]

This is not as large of an issue in Maine as it is in more diverse states, however it is something that needs to be remembered when considering any changes or upgrades to the current systems. Digital literacy is a barrier for a large part of world population.[16] There are no studies which indicate the level of computer literacy in Maine, but our youth and young people are certainly far ahead of many other states due to the program that provides a laptop to every

---

[14] Ibid.

[15] Haroula N. Delopoulos. "Barriers and Opportunities for the Adoption of e-Governance Services.*"
World Academy of Science, Engineering and Technology.* (Athens, Greece, 2011). 613. Retrieved from:
https://www.waset.org/journals/waset/v42/v42-101.pdf

[16] Ibid. 612.

middle school student (grades 7-8).[17] Some citizens simply prefer face to face communication or

the telephone communication when using public services. [18] The loss of face to face interaction

may also create a loss of trust when we know little about the internal workings of our towns.

- *Remedies & Current Efforts*

    -InforME

    In 1998, the Maine State Legislature enacted the *InforME Electronic Access to Public*

Information Act, which called for the creation of a public/private "long-term partnership to build

a portal network to public information".[19] The result was the InforME network, operated with

oversight by the InforME Board, which is comprised of public and private members, who set

policy and approve fees for InforME services.[20] The intent is to maximize the delivery of

services and information to the public at a lower cost than might be achieved otherwise.[21]

According to InforME, "Maine citizens expect online services from all levels of government," it

is up to the towns, however, to participate in this online service offered through the InforME site,

and they are not free.

    As mentioned in my results section, this study looked for the existence of seven specific

online services on each website. Those online services all link to the InforME site for

processing. The towns that have these services on their website pay a fee to the state in order to

have that service. Municipalities are told they can "click to learn more" about the "very low

---

[17] The Maine Learning Technology Initiative (MLTI). http://maine.gov/mlti/about/index.shtml
[18] Haroula N. Delopoulos. 613.
[19] eGovernment. Office of Information Technology. Retrieved from: http://www.maine.gov/oit/egov/index.shtml
[20] Ibid.
[21] OIT InforME Network Services Policy. Maine State Government, Dept. of Administrative & Financial
Services. Office of Information Technology. Retrieved from:
 http://www.maine.gov/oit/policies/InforMENetworkServicesPolicy.htm

costs" online service solutions by clicking various links and filling out a request form.[22] The

municipality continues to receive its portion of fees, for example, InforME takes $1.00 of the

$7.00 cost it takes to license a dog, the town does not get a check for the licensing, but rather "a

credit on their state report" at the end of each month.[23] With automobile renewals, the *Rapid*

Renewal Service distributes the excise tax amounts collected for each municipality and deposits

those funds directly into the account the municipal office has indicated. All registration funds

and agent fees are separated from the excise tax and those funds are deposited into the

appropriate accounts.[23]

-The Office of Information Technology (OIT)

In a January 6, 2005, Order entitled, "*An Order Concerning Effective Application of*

Information Technology," Governor John Baldacci declared that IT is a vital business enabler for

Maine government, business and economic development; that innovative improvements are

necessary in the access and delivery of services for the citizens and customers of the state of

Maine, including coordination of services between state, federal, and municipal government; that

taxpayers of the state have an expectation of their government to operate efficiently, that unified

division and meaningful strategic planning should be utilized to create a common technology

architecture and infrastructure. [24] This order is at the heart of the mission of the Office of

Information Technology (the OIT) in Augusta.

While the OIT's main mission is IT support and oversight for the state of Maine, the

Order makes it clear that, in addition, the CIO, as led by the Chief Information Officer (CIO):

---

[22] Municipal Services. InforME. Retrieved from: http://www.maine.gov/informe/municipal/index.htm
[23] Ibid.
[24] An Order Concerning Effective Application of Information Technology. Retrieved from:
http://www.maine.gov/oit/about/committees/ciocouncil/executiveorder.html

- Shall lead and coordinate statewide IT outreach efforts to municipalities and other government entities to improve governmental services and foster economic development efforts;

- Are charged and empowered with the responsibility to evaluate opportunities for unified, enterprise IT initiatives, including E-government Web Services;

- Are charged with the authority and responsibility for identifying and coordinating one-stop services or similar services that can be provided to clients from a minimum of service points; and

- The CIO and InforME will develop accessible web service templates that all departments will utilize to ensure unified and appropriate e-government services to customers and clients. [25]

The Office of Information Technology has made e-government services a priority. The *E-government Services* division of the OIT office is charged with leading and coordinating the planning, architecture, standards, accessibility, policy-making, awareness and training to ensure unified and appropriate electronic government services to customers and clients.[26] *E-government Services* works with the *InforME* Board in managing the Maine.gov portal.

I had a chance to sit down with Jim Smith, the current CIO, Eric Strout, IT Project Manager at the OIT, and Doug Averill, Deputy Chief Operating Officer. I brought along with me the Order as summarized above as the main focus of our discussion. I was informed that the OIT's main focus is on supporting improvements to state agency websites, and does not get involved with local matters. We discussed that the InforME board was responsible for any aspects that are offered to local municipalities as options on their websites, but in general, they

---

[25] Ibid.
[26] http://www.maine.gov/oit/egov/index.shtml

do not "push" their services onto the local governments. I got the feeling that they felt that type of action would not be well received by the localities, that it would be viewed as the state "getting into their business" vs. offering support.

Based on my interviews and research, the CIO's main focus is on State e-government efforts. Aside from general assistance and offering the InforME services, towns and municipalities options and services are fairly independent from the state. In essence, they are on their own.

8) Final Recommendations

The State of Maine needs to make funding for technological solutions for municipal services a priority. E-government makes abundant sense to local state agencies, which can deliver services and information cheaper and faster over the Internet. Unless state agencies can reliably reach every single locality through digital means, however, they must continue to maintain outdated parallel systems to reach those other municipal customers, often at considerable cost. State and local governments, therefore, both have a vested interest in expanding the potential of E-government services to all municipalities. E-government could and should greatly improve the operations and services of small towns that typically have part-time employees available only a few hours a week.[27] The small towns capability for success is apparent in the example provides by the town of Gray's successful e-government implementation efforts.

---

[27] Mass.gov Department of Revenue. (2013). Technology: No Small Town Left Behind. Commonwealth of Massachusetts. Retrieved from: http://www.mass.gov/dor/local-officials/local-information-technology/technology-no-small-town-left-behind.html.

a. *Critical Success Factors*
- ### *Develop a Best Practice Guide*

The Best Practice guide that Vermont has developed would be a great place to start in terms of developing one for the State of Maine. In addition to the various Best Practice guides offered by several states, there are also private groups that offer valuable guidance such as Sunshine Review discussed earlier. The Center for Digital Government (CDG) conducts the Digital Cities and Digital Counties Surveys to study and rank local governments use of digital technology in their use of streamlining operations and improving service to constituents. They list several "leading edge" communities such as Louisville, Kentucky, Boston, Massachusetts, Ann Arbor, Michigan and Sussex County, New Jersey, to model IT innovations off from, and discuss recommendations in several key areas including strategic leadership, economic development, constituent apps and engagement, cyber security, return on investment, and much more. (Schrier, 2013).

The OIT, members from the InforME Board, and representatives from the MMA should be responsible with the development of this guide. Once a Maine version has been created, the Maine Municipal Association could make it available on its website. The development of this guide may take some time to be developed and approved by those involved. In the meantime, at the very least to comply with its mission and the Order, OIT and the MMA should offer resources and guidance to municipalities as well as stress the importance and benefits that quality e-government service can offer to towns.

In addition, the towns need options and guidance with this effort in order to make these goals appear achievable. Vermont has actually set up an *e-Government Help Center* for Vermont towns, serving as a virtual "toolkit" for officials and citizens who want to build a Web

presence for their town or make improvements to existing online information—similar efforts would be helpful here as well.

- *Cooperation, Support and Leadership*

The state has a responsibility to the towns to offer support and guidance in this process. The state has the ability to enable every town, no matter the size, to provide equal service quality to all Maine citizens. Cooperation among all levels of government is needed to gain consistency among the services currently offered from location to location, and strong leadership will be needed in order to rally support for the project.

Too often today, agencies' communications with citizens exist in "silos of operations" that do not connect with each other, although these agencies are communicating with common customers.[28] Websites especially, as demonstrated in those studied here, each have their own staff and mission, each attempt to organize information in their own way and end up thwarting successful citizen navigation.

If local municipalities worked together with larger or senior ones (towns working with counties, counties with the states), they would be able to identify barriers to improving service and would be able to assign responsible for addressing them. A true leader in this process would need to be identified, possible at various levels, such as county and then state wide. That/those official/officials would be responsible for overseeing these government-wide initiatives that promote collaboration and information sharing, both within and between agencies, in an effort to reduce the costs of providing and improving citizen services.[29]

---

[28] The Government Contact Center Council. *Removing Barriers to Citizen Engagement A White Paper for the Obama Administration*. (Washington, DC, 2009) 1. Retrieved from: http://www.howto.gov/sites/default/files/Removing-Barriers-to-Citizen-Engagement.doc
[29] Ibid 5

More important today than this new technology is a new type of leadership for citizen engagement, one that drives agencies to embrace this new technology and realize its full potential in concrete ways that helps answer questions for citizens versus just providing them information. Technology is nothing if it is not part of a focused and goal-oriented plan—if it exists independent of a comprehensive strategy to bring answers and information to people in the way that is best for them. [30]

b) *What the Future Holds*

The Internet and other communication tools let us live and work from anywhere. With the world's information at our fingertips and clients and colleagues instantly reachable, the internet is now a vital tool to our lifestyle, as commonplace as electricity and running water. Municipalities that do not find ways to easily adapt and grow will no longer be of value to those communities that they serve, they will get left behind. Citizens and businesses that lose faith in their communities will move on. Most at risk here is the local economy. When businesses find communities hard to access and difficult to work with, when they see a town as "stuck in the dark ages" verses "up on the times" they will not be attractive to businesses looking to develop, and focus efforts on more promising locations.

As mentioned previously, due to lack of resources it may be best to combine or transfer certain responsibilities up to the county level in some circumstances.   There are other resources that small localities can tap for knowledge, assistance, and in some cases, potential funding. Localities should research potential collaboration efforts with nearby communities directly and through various councils of government, such as the Maine Municipal Association, public

---

[30] Ibid 7

universities and the community college systems, (both in regard to students involved in public policy, community service programs, as well as IT programs).

So long as each of the parties identified can realize their similar goals, and work toward a common objective, the cooperation amongst both big and small government entities will improve services for those all across the state, from Unity to Lewiston, from Naples to Augusta. Consistency and cooperation will be the key to fully functioning e-services in the coming years, as we continue to adapt and change our resources, and our expectations.

Works Cited

2013 Municipal Technology Conference Agenda. Sponsored by the Maine Municipal Association and the Maine GIS User Group in cooperation with ConnectME Authority. Retrieved from: http://www.memun.org/public/news/TechConf/2013/techconf.htm

An Order Concerning Effective Application of Information Technology. January 6, 2005. Retrieved from: http://www.maine.gov/oit/about/committees/ciocouncil/executiveorder.html

Bajorek, Mike, Bill Stice, Susan Moran and Lisa Glover. 2012. *Technology Services Task Force: Staff Report to Town Council.* Town of Cary North Carolina. Retrieved from: http://www.townofcary.org/Town_Council/Agendas___Minutes/Staff_Reports/AD12-017_Technology_Services_Task_Force.htm

Beaumaster, Suzanne. 1999. Information Technology Implementation Issues: An Analysis. *PhD diss., Virginia Polytechnic Institute and State University,* Blacksburg, Virginia. Retrieved from: http://scholar.lib.vt.edu/theses/available/etd-042399-053715 /unrestricted/ DISSERTATION2.PDF

Best Practices for Vermont Town Websites. e-Vermont Community Broadband Project: www.e4vt.org.   http://evermontbroadband.org/ http://vtrural.org/sites/default/files/library/files/evermont/eVT_Snelling_Best_practices_websites.pdf

Mass.gov Department of Revenue. 2013. Technology: No Small Town Left Behind. Commonwealth of Massachusetts.   Retrieved from: http://www.mass.gov/dor/local-officials/local-information-technology/technology-no-small-town-left-behind.html

Delopoulos, Haroula, N. 2011. Barriers and Opportunities for the Adoption of e-Governance Services. *World Academy of Science, Engineering and Technology.* Athens, Greece. Retrieved from: https://www.waset.org/journals/waset/v42/v42-101.pdf

Garson, G. David. 2006. *Public Information Technology and E-Governance: Managing the Virtual State.* Boston, MA: Jones & Barlett. Retrieved from Google E-Books: http://books.google.com/books/about/Public_Information_Technology_and_E_Gove.html?id=OwYnTHQC4e0C

Haller, Megan K. 2012. The Use of Participatory Web-based Technologies by Local Governments, Part II: Do they Matter for Civic Engagement. *Science, Technology and Environment Policy Lab. University of Illinois at Chicago.* Retrieved from: http://www.uic.edu/orgs/stresearch/Documents/IPCE/Haller_Practioner%20Brief%20Part%20II%20Impact%20of%20Participatory%20%20tools_to%20IPCE.pdf.

Institute of Museum and Library Services, University of Washington Technological and Social Change Group, International City/County Management Association. 2012. *Building Digital Communities.* Washington, DC: Institute of Museum and Library Services. Retrieved from: http://icma.org/en/icma/knowledge_network/topics/kn/topic_documents /137/technology

Institute of Museum and Library Services, University of Washington Technological and Social Change Group, International City/County Management Association. 2012. *Summary of 2012 Digital Use Survey Responses.* Washington, DC: Institute of Museum and Library Services. Retrieved from: http://icma.org/en/icma/knowledge_network/topics/kn/ topic_documents/137/technology

Municipal Services. 2005. Information Resource of Maine: InforMe. Retrieved from: http://www.maine.gov/informe/municipal/index.htm

Office of Information Technology: eGovernment. Retrieved on 2013 May 10. Retrieved from: http://www.maine.gov/oit/egov/index.shtml OIT site

Schelin, Shannon. 2007. Article 24: Local Government Information Technology. *County and Municipal Government. North Carolina University of North Carolina.* Chapel Hill School of Government. Retrieved from: http://sogpubs.unc.edu/cmg/cmg24.pdf.

Schrier, Bill. 2013. *Digital Cities & Digital Counties Survey Best Practice Guide.* Center for Digital Government. http://www.govtech.com/library/papers/Digital-Cities--Digital-Counties-Survey-Best-Practice-Guide.html

The Government Contact Center Council. 2009. *Removing Barriers to Citizen Engagement A White Paper for the Obama Administration.* Washington, DC. Retrieved from: http://www.howto.gov/sites/default/files/Removing-Barriers-to-Citizen-Engagement.doc

West, Darrell M. 2005. *Digital Government*: *Technology and Public Sector Performance.* Princeton, NJ: Princeton University Press. Retrieved from Google E-Books: http://books.google.com/books?hl=en&lr=&id=bFY7Hyf588QC&oi=fnd&pg=PR9&dq= West,+D.++2005.++Technology+and+Public+Sector+Performance&ots=aUEp2gu4ei&si g=wWEDIm2tEMxVU47jonhFAIkUlgc#v=onepage&q=West%2C%20D.%20%202005. %20%20Technology%20and%20Public%20Sector%20Performance&f=false

Appendix

http://www.ci.lewiston.me.us/

SCORECARD—Lewiston

DISCRIPTION	Yes	No
1. Provide dates and ensure content is current.	✓	
2. Documents posted as PDFs	✓	
3. Have an uncluttered and usable home page	✓	
4. Use basic common content, terminology and placement.	✓	
5. Contact Us page (contact information)	✓	
6. About Us page (organization information) / History	✓	
7. Frequently asked questions (FAQs)	✓	
8. Town committees /Town officers /Select board information	✓	
9. Meeting agendas and minutes	✓	
10. Videos of meetings	✓	
11. Laws and ordinances	✓	
12. Events calendar	✓	
13. Job announcements	✓	
14. Social media (links)	✓	
15. Business, vacation or retirement destinations	✓	
16. Search function	✓	
17. Emergency information	✓	
18. Land records /Assessing	✓	
19. Pay taxes, fines and license fees	✓	
20. View attractions and special event information	✓	
21. Town demographics and data	✓	
22. Reports	✓	
23. Announcements	✓	
24. Community/School links	✓	
Links to State for various services, including:		
25. Boat Registration Renewal	✓	
26. Maine Pay Port	✓	
27. Rapid Renewal - Online Vehicle Registration	✓	
28. Dog Licensing	✓	
29. Burn Permits	✓	
30. Voter registration/request for absentee ballot	✓	
31. Hunting/Fishing licenses (MOSES)	✓	
TALLY	**31**	**0**

31/31=   100%

http://www.biddefordmaine.org/

SCORECARD—Biddeford

	DISCRIPTION	Yes	No
1.	Provide dates and ensure content is current.	✓	
2.	Documents posted as PDFs	✓	
3.	Have an uncluttered and usable home page	✓	
4.	Use basic common content, terminology and placement.	✓	
5.	Contact Us page (contact information)	✓	
6.	About Us page (organization information) / History	✓	
7.	Frequently asked questions (FAQs)		✓
8.	Town committees /Town officers /Select board information	✓	
9.	Meeting agendas and minutes	✓	
10.	Videos of meetings	✓	
11.	Laws and ordinances	✓	
12.	Events calendar	✓	
13.	Job announcements	✓	
14.	Social media (links)		✓
15.	Business, vacation or retirement destinations	✓	
16.	Search function	✓	
17.	Emergency information	✓	
18.	Land records /Assessing	✓	
19.	Pay taxes, fines and license fees	✓	
20.	View attractions and special event information	✓	
21.	Town demographics and data		✓
22.	Reports	✓	
23.	Announcements	✓	
24.	Community/School links	✓	
Links to State for various services, including:			
25.	Boat Registration Renewal	✓	
26.	Maine Pay Port	✓	
27.	Rapid Renewal - Online Vehicle Registration	✓	
28.	Dog Licensing	✓	
29.	Burn Permits	✓	
30.	Voter registration/request for absentee ballot		✓
31.	Hunting/Fishing licenses (MOSES)	✓	
TALLY		**27**	**4**

GRADE: 87%

http://www.westbrookmaine.com/

SCORECARD—Westbrook

DISCRIPTION		Yes	No
1.	Provide dates and ensure content is current.	✓	
2.	Documents posted as PDFs	✓	
3.	Have an uncluttered and usable home page		✓
4.	Use basic common content, terminology and placement.	✓	
5.	Contact Us page (contact information)	✓	
6.	About Us page (organization information) / History	✓	
7.	Frequently asked questions (FAQs)		✓
8.	Town committees /Town officers /Select board information	✓	
9.	Meeting agendas and minutes	✓	
10.	Videos of meetings	✓	
11.	Laws and ordinances	✓	
12.	Events calendar	✓	
13.	Job announcements	✓	
14.	Social media (links)		✓
15.	Business, vacation or retirement destinations		✓
16.	Search function	✓	
17.	Emergency information	✓	
18.	Land records /Assessing	✓	
19.	Pay taxes, fines and license fees	✓	
20.	View attractions and special event information	✓	
21.	Town demographics and data		✓
22.	Reports	✓	
23.	Announcements	✓	
24.	Community/School links	✓	
Links to State for various services, including:			
25.	Boat Registration Renewal	✓	
26.	Maine Pay Port	✓	
27.	Rapid Renewal - Online Vehicle Registration	✓	
28.	Dog Licensing	✓	
29.	Burn Permits	✓	
30.	Voter registration/request for absentee ballot	✓	
31.	Hunting/Fishing licenses (MOSES)	✓	
TALLY		**26**	**5**

GRADE: 83%

http://www.wiltonmaine.org/

SCORECARD—Wilton

DISCRIPTION	Yes	No
1. Provide dates and ensure content is current.		✓
2. Documents posted as PDFs		✓
3. Have an uncluttered and usable home page		✓
4. Use basic common content, terminology and placement.	✓	
5. Contact Us page (contact information)	✓	
6. About Us page (organization information) / History	✓	
7. Frequently asked questions (FAQs)		✓
8. Town committees /Town officers /Select board information	✓	
9. Meeting agendas and minutes	✓	
10. Videos of meetings	✓	
11. Laws and ordinances		✓
12. Events calendar		✓
13. Job announcements		✓
14. Social media (links)		✓
15. Business, vacation or retirement destinations	✓	
16. Search function		✓
17. Emergency information	✓	
18. Land records /Assessing		✓
19. Pay taxes, fines and license fees		✓
20. View attractions and special event information	✓	
21. Town demographics and data		✓
22. Reports	✓	
23. Announcements		✓
24. Community/School links		✓
Links to State for various services, including:		
25. Boat Registration Renewal		✓
26. Maine Pay Port		✓
27. Rapid Renewal - Online Vehicle Registration		✓
28. Dog Licensing		✓
29. Burn Permits		✓
30. Voter registration/request for absentee ballot		✓
31. Hunting/Fishing licenses (MOSES)		✓
TALLY	**10**	**21**

GRADE: 32%

http://www.berwickmaine.org/

SCORECARD—Berwick

DISCRIPTION		Yes	No
1.	Provide dates and ensure content is current.	✓	
2.	Documents posted as PDFs	✓	
3.	Have an uncluttered and usable home page	✓	
4.	Use basic common content, terminology and placement.	✓	
5.	Contact Us page (contact information)	✓	
6.	About Us page (organization information) / History	✓	
7.	Frequently asked questions (FAQs)		✓
8.	Town committees /Town officers /Select board information	✓	
9.	Meeting agendas and minutes	✓	
10.	Videos of meetings		✓
11.	Laws and ordinances	✓	
12.	Events calendar	✓	
13.	Job announcements	✓	
14.	Social media (links)		✓
15.	Business, vacation or retirement destinations	✓	
16.	Search function	✓	
17.	Emergency information	✓	
18.	Land records /Assessing	✓	
19.	Pay taxes, fines and license fees		✓
20.	View attractions and special event information	✓	
21.	Town demographics and data		✓
22.	Reports	✓	
23.	Announcements	✓	
24.	Community/School links	✓	
Links to State for various services, including:			
25.	Boat Registration Renewal		✓
26.	Maine Pay Port		✓
27.	Rapid Renewal - Online Vehicle Registration		✓
28.	Dog Licensing		✓
29.	Burn Permits		✓
30.	Voter registration/request for absentee ballot		✓
31.	Hunting/Fishing licenses (MOSES)		✓
TALLY		**19**	**12**

GRADE: 61%

http://town.thomaston.me.us/site/

SCORECARD—Thomaston

DISCRIPTION	Yes	No
1. Provide dates and ensure content is current.		✓
2. Documents posted as PDFs	✓	
3. Have an uncluttered and usable home page		✓
4. Use basic common content, terminology and placement.	✓	
5. Contact Us page (contact information)	✓	
6. About Us page (organization information) / History	✓	
7. Frequently asked questions (FAQs)	✓	
8. Town committees /Town officers /Select board information	✓	
9. Meeting agendas and minutes	✓	
10. Videos of meetings	✓	
11. Laws and ordinances	✓	
12. Events calendar	✓	
13. Job announcements		✓
14. Social media (links)		✓
15. Business, vacation or retirement destinations		✓
16. Search function	✓	
17. Emergency information	✓	
18. Land records /Assessing	✓	
19. Pay taxes, fines and license fees		✓
20. View attractions and special event information		✓
21. Town demographics and data		✓
22. Reports	✓	
23. Announcements	✓	
24. Community/School links	✓	
Links to State for various services, including:		
25. Boat Registration Renewal		✓
26. Maine Pay Port		✓
27. Rapid Renewal - Online Vehicle Registration		✓
28. Dog Licensing		✓
29. Burn Permits		✓
30. Voter registration/request for absentee ballot		✓
31. Hunting/Fishing licenses (MOSES)		✓
TALLY	**16**	**15**

GRADE: 51%

http://cascomaine.org/

SCORECARD—Casco

	DISCRIPTION	Yes	No
1.	Provide dates and ensure content is current.	✓	
2.	Documents posted as PDFs	✓	
3.	Have an uncluttered and usable home page	✓	
4.	Use basic common content, terminology and placement.	✓	
5.	Contact Us page (contact information)	✓	
6.	About Us page (organization information) / History	✓	
7.	Frequently asked questions (FAQs)	✓	
8.	Town committees /Town officers /Select board information	✓	
9.	Meeting agendas and minutes	✓	
10.	Videos of meetings		✓
11.	Laws and ordinances		✓
12.	Events calendar	✓	
13.	Job announcements		✓
14.	Social media (links)		✓
15.	Business, vacation or retirement destinations	✓	
16.	Search function	✓	
17.	Emergency information	✓	
18.	Land records /Assessing	✓	
19.	Pay taxes, fines and license fees		✓
20.	View attractions and special event information	✓	
21.	Town demographics and data	✓	
22.	Reports	✓	
23.	Announcements	✓	
24.	Community/School links	✓	
Links to State for various services, including:			
25.	Boat Registration Renewal	✓	
26.	Maine Pay Port		✓
27.	Rapid Renewal - Online Vehicle Registration	✓	
28.	Dog Licensing	✓	
29.	Burn Permits		✓
30.	Voter registration/request for absentee ballot		✓
31.	Hunting/Fishing licenses (MOSES)	✓	
TALLY		**23**	**8**

GRADE: 74%

" Unity to our mind is the garden of Waldo County... Unity village is the largest and finest inland town in the county. A look of freshness and neatness pleasing to see...everywhere fine farm houses with everything of neatness and care."
Republican Journal
September 26, 1851

Town Offices and Services

Unity is in Waldo County, Maine, USA
Area Code: 207
Latitude: 44 36' 40" N
Longitude: 69 20' 06" W
Zip code: 04988
Elevation: 218

Incorporated: 1804
population in 2010 Census: 2099
Schools: RSU#3
property tax mill rate: 11.75
zip code: 04988
Unity Profile at KVCOG.
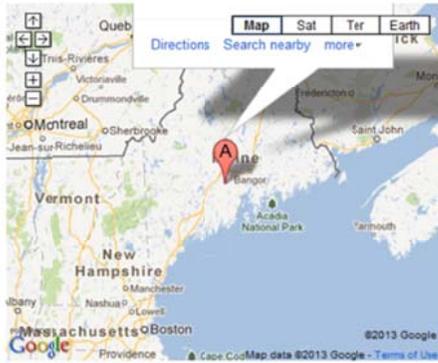
Fire 911
Ambulance 911
Sheriff 911 or 1-800-660-3398
State Police Emergency 911 or 1-800-452-2155
State Police Information 911 or 1-800-452-4664

Incorporated June 22, 1804
Government: Town Meeting and 3 member Board of Selectmen
Population in 2010 Census: 2099
Registered voters: 1437
Size: Unity contains 25,143 acres

Town Office located (temporarily) in Unity Elementary School
Hours: Monday through Friday 8:30 a.m. - 2:30 p.m.
Tuesday evenings 5:00 p.m. - 7:00 p.m.
Town Office Phone 207-948-3763 Fax Phone 207-948-3767
Town Office Email unity@uninets.net

Selectmen meet the 1st and 3rd Monday of each month at 6:30 p.m. at the Town Office.

Unity Selectors are :
Ron Rudolph - March 2014
Clem Blakney - March 2015
Chris Rossignol - March 2016

Unity Town Clerk is Sue Lombard

http://www.unityme.org/unity.html

SCORECARD—Unity

DISCRIPTION		Yes	No
1.	Provide dates and ensure content is current.		✓
2.	Documents posted as PDFs	✓	
3.	Have an uncluttered and usable home page		✓
4.	Use basic common content, terminology and placement.		✓
5.	Contact Us page (contact information)		✓
6.	About Us page (organization information) / History		✓
7.	Frequently asked questions (FAQs)		✓
8.	Town committees /Town officers /Select board information	✓	
9.	Meeting agendas and minutes	✓	
10.	Videos of meetings		✓
11.	Laws and ordinances		✓
12.	Events calendar		✓
13.	Job announcements		✓
14.	Social media (links)		✓
15.	Business, vacation or retirement destinations		✓
16.	Search function		✓
17.	Emergency information	✓	
18.	Land records /Assessing	✓	
19.	Pay taxes, fines and license fees		✓
20.	View attractions and special event information		✓
21.	Town demographics and data		✓
22.	Reports	✓	
23.	Announcements		✓
24.	Community/School links	✓	
Links to State for various services, including:			
25.	Boat Registration Renewal		✓
26.	Maine Pay Port		✓
27.	Rapid Renewal - Online Vehicle Registration		✓
28.	Dog Licensing		✓
29.	Burn Permits		✓
30.	Voter registration/request for absentee ballot		✓
31.	Hunting/Fishing licenses (MOSES)		✓
TALLY		**7**	**24**

GRADE: 22%

Naples, Maine
Visit, play, stay.

Search 🔍

Real Estate & Personal Property Tax Information | ORDINANCES | JOB OPPORTUNITIES ▾ | Caretakers of Kent's Landing Town Beach and Boat Launch

Home

Boards and Committees ▸

Calendars ▸

Casco / Naples Transfer Station ▸

Causeway Restoration Committee ▸

Helpful Links ▸

Online Services

Tourism & Events ▸

Town Departments ▸

Bids

Town Meetings Calendar

May 2013

S	M	T	W	Th	F	S
28	29	30	1	2	3	4
5	6 ★	7	8	9	10	11
12	13	14	15	16	17	18
19	20 ★	21	22	23	24	25
26	27	28	29	30	31	

The way life should be...

New Information Center and Museum

Naples is one of the most picturesque small towns in Western Maine. If Windham is the "Gateway to the Lakes Region", then Naples surely is the "Heart of the Lakes Region" with eight lakes and ponds surrounding it. Summer visitors are drawn to the Causeway where they find lots of fun activities by day, then spectacular sunsets and bustling nightlife at restaurants and pubs. And no one should

miss the chance to cruise Long Lake or travel through historic Songo Lock.

Computer Rendering of Completed Causeway Renovations

Local marinas provide many watercraft options for fun on the water. Enjoy over 40 continuous miles of boating in the region starting either on Long Lake or Sebago Lake via Brandy Pond. Explore Sebago's many coves and islands, tie up at a local restaurant, or fish to your heart's content.

Whatever the season, Naples

Printer-friendly Version

Office Information

Telephone:
207-693-6364
Fax Number:
207-693-3667

Address:
Town of Naples
15 Village Green Lane
PO Box 1757
Naples, ME 04055

Office Hours:
Monday 8am - 1pm
Tuesday - Friday
8am - 4pm
The first and last Saturday of each month from
9am - 12pm

UPCOMING BIDS

Attention: Bid documents are listed and available below.

Town of Naples

Request for Bids

www.townofnaples.org

SCORECARD—Naples

DISCRIPTION	Yes	No
1. Provide dates and ensure content is current.	✓	
2. Documents posted as PDFs	✓	
3. Have an uncluttered and usable home page	✓	
4. Use basic common content, terminology and placement.	✓	
5. Contact Us page (contact information)		✓
6. About Us page (organization information) / History	✓	
7. Frequently asked questions (FAQs)		✓
8. Town committees /Town officers /Select board information	✓	
9. Meeting agendas and minutes		✓
10. Videos of meetings		✓
11. Laws and ordinances	✓	
12. Events calendar	✓	
13. Job announcements	✓	
14. Social media (links)		✓
15. Business, vacation or retirement destinations	✓	
16. Search function	✓	
17. Emergency information	✓	
18. Land records /Assessing	✓	
19. Pay taxes, fines and license fees		✓
20. View attractions and special event information	✓	
21. Town demographics and data		✓
22. Reports	✓	
23. Announcements	✓	
24. Community/School links	✓	
Links to State for various services, including:		
25. Boat Registration Renewal	✓	
26. Maine Pay Port		✓
27. Rapid Renewal - Online Vehicle Registration	✓	
28. Dog Licensing		✓
29. Burn Permits		✓
30. Voter registration/request for absentee ballot	✓	
31. Hunting/Fishing licenses (MOSES)	✓	
TALLY	**21**	**10**

GRADE: 67%

www.graymaine.org

SCORECARD—Gray

	DISCRIPTION	Yes	No
1.	Provide dates and ensure content is current.	✓	
2.	Documents posted as PDFs	✓	
3.	Have an uncluttered and usable home page	✓	
4.	Use basic common content, terminology and placement.	✓	
5.	Contact Us page (contact information)	✓	
6.	About Us page (organization information) / History	✓	
7.	Frequently asked questions (FAQs)		✓
8.	Town committees /Town officers /Select board information	✓	
9.	Meeting agendas and minutes	✓	
10.	Videos of meetings	✓	
11.	Laws and ordinances	✓	
12.	Events calendar	✓	
13.	Job announcements	✓	
14.	Social media (links)		✓
15.	Business, vacation or retirement destinations	✓	
16.	Search function	✓	
17.	Emergency information	✓	
18.	Land records /Assessing	✓	
19.	Pay taxes, fines and license fees	✓	
20.	View attractions and special event information	✓	
21.	Town demographics and data		✓
22.	Reports	✓	
23.	Announcements	✓	
24.	Community/School links	✓	
Links to State for various services, including:			
25.	Boat Registration Renewal	✓	
26.	Maine Pay Port	✓	
27.	Rapid Renewal - Online Vehicle Registration	✓	
28.	Dog Licensing	✓	
29.	Burn Permits	✓	
30.	Voter registration/request for absentee ballot	✓	
31.	Hunting/Fishing licenses (MOSES)	✓	
TALLY		**28**	**3**

GRADE: 90%