



Maine Memory Network

Maine Historical Society

www.mainememory.net

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ABSTRACT

The Maine Memory Network (MMN), referred to as “Maine’s Statewide Digital Museum,” was created by the Maine Historical Society as a means of supporting the efforts of large and small archives and historical societies across the state. By framing the project as a partnership and investing in intensive outreach and training, the program has succeeded in bringing in over 270 partners from across the state, from the Maine State Archives, to Colby College, to Friends of the Kottzschmar Organ. Maintaining the growth of the Network is labor intensive, but since an integral part of the work involves capacity-building around the state and there have been clear signs of impact from at least some of the partners, the project has been funded by federal and private grants, through several stages, for over a decade. The outreach and partnership strategy, in place since MMN’s earliest days, is now considered a model other states and organizations seek to emulate.

INTRODUCTION

The state of Maine is the least densely populated state east of the Mississippi River. While the census describes today’s population as racially homogeneous, other social, cultural, economic and geographic divisions abound, separating rural from urban dwellers, the wealthy in Kennebunk from the impoverished in northern rural counties, and the well-traveled eastern coast from the sparsely inhabited northwest. About 20 percent of Maine’s 1.3 million residents live in the Greater Metropolitan Portland area on the state’s southeastern coast, while 20 percent of the state’s land makes up Aroostook County, the sock-shaped county that encompasses the northernmost part of the state. (Route 1 and I-95 may well run through the state, but they hug the coastline, leaving the north and western quadrants difficult to access.)



The Maine Memory Network is an online platform aggregating the content of historical societies and other heritage collections, created, in part, to address those challenges by providing a shared platform for historical documents and artifacts from the 223 historical societies, 77 museums, 288 libraries, and 5 archives scattered throughout the state, and thus to “expand the stakeholders in local history,” according

Courtesy of Maine Historical Society.

to Steve Bromage, Executive Director of the Maine Historical Society (MHS). Launched in 2001, MMN includes about 36,400 objects including “letters, journals, photographs, paintings, drawings, museum objects, broadsides, maps and sound and video files, all relating to Maine....Our goal is to represent the entire state through the cultural heritage of its historical source materials.” As of 2013, about a fifth of the objects included in MMN come from the collections of the MHS (representing just 1 percent of the full MHS holdings), a third are the series of 1924 Portland Tax Records, and the balance come from 270 partners across the state.

Users of MMN are able to:

- Search the database by keyword, and browse by category, town, or contributing partner
- View online exhibits
- Create their own “albums”
- Read transcriptions of manuscript documents
- Purchase high-resolution images through a sister website, Vintage Maine Images (vintagemaineimages.com)

BACKGROUND

Maine Memory Network was created by and is run by the Maine Historical Society, an independent not-for-profit organization located in Portland.¹ Seed funding came in the form of a \$220,000 grant from the state of Maine’s New Century Community Program (NCCP), created by the state legislature in 1999 for the purposes of “advancing the economic and social development of Maine’s communities by strengthening their arts and cultural resources; expanding access to education resources; and preserving Maine’s historic resources—properties, artifacts, and documents.”² The initial impetus of MMN was to share the considerable holdings of MHS and other content holders with those throughout the state, but the decentralization of the smaller collecting organizations themselves posed its own challenge. According to a program evaluation conducted in 2003, “There were a number of problems posed by the existing infrastructure of organizations.” Maine is a large, predominantly rural state; many of its residents did not have access to large collections of historical and cultural assets held in urban centers, and many of the state’s societies and museums are also geographically isolated and were limited in their ability to preserve the unique documents and other materials they held.³

The project team realized fairly early on that the value of the project would not just be in sharing the MHS collection with others, but in welcoming other organizations to contribute their collections on the Maine Memory Network platform as well. “One of the goals of the Opportunities program grant was to spread

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technology through the state,” according to Kathy Amoroso, Director of Digital Projects. “There are all these small historical societies, museums, libraries, archives...that don’t have technology, so it’s our duty, our mission, to go out and not only train them on how to scan and catalog their items, but to teach them what

computers are good to have...to give them basic skills on how to use those.” In addition, MHS staff found themselves offering guidance on the make and model of different scanners, when potential partners did not have them already. Capacity-building among partner institutions of all sizes was both a necessary requirement for building the Network and an important outcome.

The initial grant allowed MHS to hire a project director, design the original website and input system, and begin to digitize the MHS collection. The site was launched in December 2001. According to Amoroso, at that time MMN consisted of a platform with about 2,000 items from the MHS; it was “built with the back end so

that it could accept partners, but it did not have any yet.” It was, in fact, the next phase that really determined the course of the Network. In 2001, MHS received a three-year, \$377,000 grant from the U.S. Department of Commerce’s National Telecommunications and Information Administration (NTIA). This Tech Opportunities Program (TOP) grant provided funding to hire two outreach coordinators “to go around the state of Maine and get partners for the MMN.”



Courtesy of Maine Historical Society.

Today, Steve Bromage is the Maine Historical Society’s Executive Director, and Kathy Amoroso is its Director of Digital Projects, but they started out in 2001 as the original outreach coordinators and have played a significant role in the success of the program. They worked with ten initial pilot partners, identified because of strong relationships with MHS, including some large content holders such as the Maine State Archives. Over about three months, Amoroso set to work developing

the Contributing Partners Manual, a document that spells out everything from how to think about rights and permissions to the proper way to create and name files,⁴ as well as the formal application process for potential contributing partners.

To identify partners, they worked with a list from the Maine Archives and Museums group of all the cultural organizations in Maine, of which about nine hundred met their initial criteria: That they had collections of their own, and that they were not simply looking for a place to list merchandise. The main issue for MMN was that to be a potential partner, an organization needed to possess a physical collection that it expected to keep and to share. A vendor of vintage postcards, for example, might be eager to show his wares on the MMN site, but he might also end up selling them, making it impossible for anyone to view the originals. Bromage and Amoroso chose to keep the bar for acceptance quite low, welcoming “any organization with a historical collection related to Maine.” According to Amoroso, they have intentionally kept the process very simple, and today the application is nearly unchanged from the original, asking simply “who are you, who is your main contact, what collections do you have, and when are you available for training.”

These efforts in the early days paid off, bringing in eighty-six partners in the first year or so. While the 36,400 images in the collection today is still below the scale of content originally planned for, new development phases have built on what MHS has learned, including the importance and value of having partners within the community work collaboratively. Overall, the project has been considered a success for its ability to bring in partners of all sizes, from all around the state.⁵

By developing clear documentation and simple input systems, MHS has attempted to develop a platform that could—in theory—run itself

Maine Memory Network represents just a part of what the Maine Historical Society considers to be its online presence. According to MMN curator Candace Kanen, in addition to MMN, “all of our museum objects are online, cataloged

through Past Perfect. Our entire MHS collection is also searchable online....MMN includes (images of) what we consider to be highlights of our collection, or particular topics we have an interest in for one reason or another. The goal has never been to digitize the whole collection, but to pick and choose what we put on there.”

SUSTAINABILITY STRATEGY

Today, the sustainability strategy for MMN relies heavily on grant funding, the contribution of staff time from MHS, and some modest revenue generation. Early investments in the database and interface created a system

that makes it easy and inexpensive for partners to continue to contribute to the platform. By developing clear documentation and simple input systems, MHS has attempted to develop a platform that could—in theory—run itself. But in practice, the partners have not always continued contributing once their specific project is done. So, subsequent rounds of grant funding have helped MHS to persuade its partners to make further content contributions.

In addition, some revenue opportunities have developed as a result of the aggregated content and the process of developing the Network and partnerships. This includes revenue generated through Vintage Maine Images, which grosses about \$20,000 per year, and MHS has also been invited to act as a consultant to other organizations seeking to implement similar networks. But by far, its most obvious strategy has been to deliver on the mission aims of building capacity throughout the state through outreach, training, and alignment with educational standards.

Economic Model

The budget for the Maine Memory Network is part of the larger Maine Historical Society budget, and is not typically broken out. That said, in a typical year, the costs for running MMN include:

- Program management (60 percent of Digital Director Amoroso’s time)
- Outreach (70 percent of the total outreach done by the Society)
- Salary of the MMN curator
- Salary of a cataloger
- Payment of programmers, who are paid on a retainer of \$1,200 per month, which is currently covered by project funds
- Storage

With regard to the last item, MHS has considered paying for servers versus paying for cloud storage. Right now, according to Amoroso, hosting “gets cobbled together from various grants” and costs about \$620 per month, though “there is no operating budget money for that right now.”

Funding sources

The Maine Memory Network has been grant-supported from the start, from several sources—from IMLS National Leadership Grants, to a Department of Commerce TOP grant, to NEH and others. Only about \$75,000 per year comes from the state. “We are always pushing and pounding the pavement,” says Amoroso.

The initial creation of MMN was funded through a \$220,000 grant that the MMN received to hire a project manager and develop a prototype. In 2001, a \$377,000 TOP grant helped to create the partnership network through a system of outreach and education, to expand the content uploaded on the site, and to undertake an outreach effort to promote the use of the Network for educational purposes in the state. Other development phases have included:

- In 2006, a \$440,000 National Leadership Grant for Museums from the IMLS funded the hiring of a historian to create the exhibits that are now featured on the website, with the home page featuring the most recent ones. It also allowed MHS to bring in supplementary materials to accompany a major textbook on the history of the state of Maine, including lesson plans and materials for teachers. “Maine History Online” built out the educational content on the MMN by adding in essays written about significant eras and themes. These developments allowed MHS to begin to see MMN as “an interpretive place, not just a collections place,” in the words of Bromage.

- In 2008 MMN received \$300,000 from the state, through a bond supported by taxpayers, to cover programming costs. “Voters voted to enhance the cultural infrastructure in the state, with funds specifically allocated to support the MMN. This allowed us to do all sorts of things that,” according to Amoroso, “were not grant funded, including lots of back-end things the public never sees.”
- As of summer 2013, the MHS has applied for a new NLG grant from IMLS that would permit them to open the Maine Memory Network to individual contributions.

As part of the Maine Historical Society, MMN both contributes to and benefits from the overall sustainability of the organization in several ways, beyond the grants received for its development. As a private not-for-profit organization, for its full budget MHS depends on revenues from a variety of sources, including donations, grants, and earned income from admission to the museum and to Longfellow House,⁶ gift shop revenues, and sales of high-resolution image files and prints suitable for framing handled by Vintage Maine Images (VMI).

The content of MMN directly feeds the VMI database, and Contributing Partners choose which of their images to include. Vintage Maine Images uses a model in which 50 percent of the sale price of an image goes to the content holder, and 50 percent goes to MMN. This service generally brings in around \$20,000 per year.

Public Benefit

Audience

In 2003 MMN averaged about 2,600 unique users per month and 28,000 page views. In January 2013, the MMN site had 25,436 unique visitors and 208,000 page views. About a quarter of the visitors are returning visitors.

In 2003, over a two-month period, a survey of users was put on the Maine Memory Network site by the evaluation team. During this period, a total of 807 users responded. The survey provides a good overview of who was visiting the site and the purpose of their visits. About 61 percent of the visitors were residents of the state. Many of the others had some connection to the state; they either owned a second home in Maine, vacationed in Maine, attended college in Maine, had grown up in Maine, or had ancestors from Maine.⁷ The survey also found that people were hearing about MMN largely from word of mouth and from Internet search engines (33 percent of site users discovered the sight through a search engine, 24 percent learned of it from a friend or colleague, 16 percent read about it).⁸ Since that time, MMN has collected Google Analytics, but has not conducted further user surveys.

Unlike other community-based scanning projects that focus on individual participation or online visitors as the primary benchmark for success,⁹ the Maine Memory Network more frequently cites its number of institutional partners (270 as of mid 2013) as a more significant indication that it is reaching its goals.

Aligning with educational goals

MNN has been successful so far at developing strong ties with key constituents. The organization’s development of connections with education in Maine, its offering of curriculum and lesson plans, and its being a good partner to the local communities, many of which may not be able to consider hosting their own content, helps the organization meet its programmatic aim of sharing Maine’s history throughout the entire state. Since 2007 the Maine Memory website has hosted the ancillary materials for *Finding Katahdin: An Exploration of Maine’s Past* by Amy Hassinger. This textbook, published by the University of Maine Press in 2001, is used widely in the high school curriculum. The online material is presented as a supplement to the text, and includes both primary source documents and lesson plans to support each chapter in the book.¹⁰ At this time, there are no plans for an update. Though it seems to be a

significant collection, and has had 10,139 page views since October 2007, little further data is available concerning how many or which schools are actively using this resource within MMN and how they are using it.

KEY FACTORS OF SUSTAINABILITY

- 1. Creating an infrastructure to welcome partners.** Maine Memory Network project staff carefully developed several aspects of the platform and overall strategy to encourage and facilitate partner contributions, which they identified as the key to their long-term success. This work is reflected in two ways in particular: the easy-to-use platform for uploading content, in the interface that highlights partner contributions.

The platform permits each contributing partners to sign on, register the item to be deposited, and input the relevant catalog data and upload the image file. Once a contributing organization is registered, it has complete control over what it chooses to upload, and can edit or delete the files as needed. The registered partner can opt to include images in Vintage Maine Images for sale, or not. Once each file and record is uploaded, the MHS cataloger reviews the catalog data and makes any changes that might be needed. At the current rate of submission, this means that most new records go live just one week after upload.

While the original plan for MMN framed it as a shared platform, it was spearheaded by the Maine Historical Society and is run by them, and not all potential partners warmed immediately to the notion of uploading their content to what they perceived as someone else's site.

To address this, Kathy Amoroso and her colleagues took several steps: in their written materials and in-person presentations, they stress that all ownership of the content remains with the contributing partner. The web interface was designed to link back to the partner's home page. Each record very clearly cites the source of the image and provides contact information. It is not pure coincidence that MMN has devoted time to thinking about the user interface. Amoroso was brought on with a background in website information architecture and her initial focus was on usability and outreach. This has helped in developing guides and user interface that are intuitive, particularly for the contributing partners.

Among the documentation created to guide the partners is the Contributing Partners' Manual, a document of over seventy pages that includes information on everything from how to scan images, to a primer on copyright concerns, to cataloging guidelines concerning both formatting and content. Amoroso and her colleagues understood that their "audience" of contributors might be starting from zero, and so no topic was deemed too obvious, and the trainings they provide follow the same logic. MHS staff go on site and work through the process from start to finish with the partner's team, up and through the process of uploading the data to the MMN cataloger. As Amoroso noted: "Sometimes you have to go back a few times to train." In some cases, staff may be just learning computer technology; other times, they may let too much time pass between the training and trying it for themselves. Bringing a partner's team to Portland for training is one option MHS has tried, but this has not been nearly as successful as MHS staff conducting training at the partner organization. Amoroso finds that it is vital to train people on the exact equipment they will be using.

- 2. Outreach to develop the Network, one partner at a time.** In the early years of developing MMN, Amoroso and Bromage spent a lot of time on the road, getting out to the far reaches of the state, and they hired others to attend to the even more remote regions. They were sensitive to the cultural split between what they distinguished as "the County" up north and the big cities in the south, so one of the coordinators they hired was someone with roots in one region, and the other had roots in the other region. As Amoroso

put it, northern Maine sees the south as “the big city that gets all the funding ...so we knew we needed to plant someone there.” They were able to hire someone from Presque Isle to handle “the County,” and someone else to visit the Bar Harbor area of coastal mid-Maine. The training sessions were highly rated by those who participated in them and were considered to be a strong selling point in persuading organizations to participate in the first place. According to Pat Burdick, Associate Director of Special Collections at Colby College, the on site training from Kathy Amoroso definitely helped to sell Colby on the idea. She mentioned just how vital a role Amoroso, Bromage, and “other ambassadors” played in gaining the trust of partners for the project.

The road shows also had the benefit of allowing Amoroso and Bromage to become familiar with the environment of the organization they were working with. They noted that some potential partners did not have computers or scanning equipment, or were unsure of what equipment was needed; some historical societies were enthusiastic but staffed by volunteers who worked just a few hours a week. These observations encouraged them to scale back their ambitions for the volume of objects that would be uploaded, but to scale up training methods and materials, to meet the partners where they were. In some cases, Amoroso and her colleagues simply decided to do whatever it took to get partners to contribute, from multiple training sessions to direct assistance in scanning or creation and input of catalog records.

In the early years of the project a great deal of time was devoted to traveling the state, meeting people, and conducting trainings, and the relationships built in those early years are also a source of MHS’s positive reputation among partners for “the one-on-one assistance that they received, as well as the overall responsiveness of the staff.”¹¹

The first wave of trainings was modest; one included “three people huddled around a computer.” The aim of the trainings was not just to teach and leave, but to coach the partner through the process as much as possible. Staff at MHS might find errors in the metadata or the choice of vocabulary; a partner might describe the medium of an artifact as a drawing, when the cataloger would need to call it “ink on paper.” “The idea was to give them the ability to upload [images] themselves, and then to send it through the system, to the cataloger, who would check it over, maybe have some back and forth, and from there, put it online,” explained Amoroso. “The process has stayed the same over these eleven years.”

This method was necessary, and it has worked. The evidence is in the number of partners in MMN; strong feelings from the partners about the role MHS staff played; the impact, as expressed by the partners themselves; and high ratings from the evaluators, who noted that “MMN is somewhat unique in its orientation toward the quality of items that it uploads on the Network. Given its commitment to quality, staff recognized that the success of the Network depended fundamentally on the capacity of the potential contributing partners to the Network.”¹² The training and capacity-building process is time consuming, but it is seen as one of the core values of the program.

Project directors have observed the direct link between their effort and outcomes. Kanés recalled, “When MMN started, the idea was you go out, have this great resource, it’s all free, you will train them and it will help them share their stuff online...maybe get more support and more interest. There are some that keep participating ...some you never hear from again.” Bromage agrees: “The reality was that it varied place by place. Some would contribute, others would put up a few items and then stop. A lot of this was helping to figure out how MMN could help them achieve their own goals and interests, (and) it looks different in every community.”

Understanding the obstacles faced by potential partners was very important, as well. According to Kanen, only direct contact can hope to override the very real obstacles many smaller organizations face: “If there is individual contact with an organization, and you are there with them, they will put it online. It’s not that they are not interested. It’s that they do not have staff, are volunteers, do not have heat in their buildings. Don’t even ask about the collections’ storage! They are open a few days, a week, or just in summer. Even if they think it’s a great idea, the life of the organization overtakes their ability to focus on MMN. But if we are there and offer to engage with them, it is a different story.”

Among those who have participated in MMN, Amy Aldredge, Program Director/Curator at Yarmouth Historical Society, praised the training and spoke about the impact of MMN for her organization. “It gave us a presence on Maine Memory Network, which in Maine is absolutely necessary.” While Yarmouth Historical Society does have its own website as well, Aldredge points out that some smaller organizations “do not have a website or the means to get materials digitized and online.” For Yarmouth, “It’s a win-win situation to have images on MMN and to be connected to the MHS. It lends credence to our organization. We have this new building, and a significant ship building heritage. If people have not heard about us some other way, they may stumble upon us (via the MMN). If we don’t get the photos up there, no one outside this area will know we are here.”

- 3. Aligning with other state funding priorities, such as the state effort to boost tech uptake in the schools.** The success of the MMN is also due, in part, to its fortunate timing in relation to other state initiatives, as well as the strategic choices of the team in shaping their work to align with those initiatives. First, the state of Maine, which had a budget surplus in 1999, started considering supplying all seventh and eighth graders in the state with laptops and providing wireless access for their schools, a program that launched in 2006 and has since been expanded into many high schools in the state.¹³ With the tech infrastructure in place, there was support for projects offering content, particularly for educational uses. The MMN offers this in several ways: its weaving together of primary-source documents into exhibits and thematic and time-period-based modules, and its hosting of the ancillary materials meant to be used in conjunction with *Finding Katahdin*, the textbook for studying the history of Maine. Response from teachers has been very supportive.

ONGOING SUSTAINABILITY ISSUES

- **The pace of contribution is slow.** The trade-off for MMN’s careful outreach, training, and vetting process is that the volume of the collection has grown more slowly than planned. MHS’s goal in applying for its second grant was to bring in one hundred partners who would contribute a total of 50,000 images by the end of the grant period in 2003. A decade later, the online collection still totals only 36,400 digitized items.
- **Capacity-building is slow.** As outreach coordinators and other project staff admit, training the state’s historical societies is a slow process, one that may require multiple visits, phone calls, and editing, and may still only result in a relatively few new images in the database.

LESSONS FOR OTHERS

- 1. Outreach is vital, and complex.** Defining and understanding the needs of the intended audience has implications for every other part of the project. The decision of MMN to serve smaller historical societies and other holders of unique historical content shaped the way the outreach strategy and web-based interface were designed and the on-the-ground tactics used.

- 2. Building strong partnerships is only possible with an in-depth understanding of partners' strengths and weaknesses.** The staff of this project accepted at the outset that they would meet their partners wherever they were. Not every digital project will choose to make this level of commitment or investment, but in this case, it was judged to be a critical element for securing participation and ultimately building capacity.

APPENDIX

Interviewees

Amy Aldredge, Program Director and Curator, Yarmouth Historical Society
Kathy Bolduc Amoroso, Director of Digital Projects, Maine Historical Society
Steve Bromage, Executive Director, Maine Historical Society
Patricia Burdick, Assistant Director for Special Collections, Colby College
Candace Kanen, MMN Curator and Historian, Maine Historical Society
Margaret (Maggie) Libby, Visual Resources Curator, Colby College

Resources Consulted

IMLS, Museums, Libraries, and 21st Century Skills, July 2009 (PDF), <http://www.imls.gov/assets/1/AssetManager/21stCenturySkills.pdf>; also available at http://www.mainememory.net/share_history/share_orgs.shtml.

Maine Historical Society, Contributing Partners' Manual (PDF) and other supporting documentation, "Collecting Organizations: Related Material," Maine Memory Network, http://www.mainememory.net/share_history/share_orgs.shtml.

Mt. Auburn Associates, Inc., "Evaluation of the Maine Memory Network," September 2003 (PDF), <http://ntiaotiant2.ntia.doc.gov/top/docs/eval/pdf/236001006e.pdf>.

NOTES

- 1 Maine Historical Society, "Project History," Maine Memory Network, http://www.mainememory.net/aboutus/aboutus_history.shtml.
- 2 Mt. Auburn Associates, Inc., "Evaluation of the Maine Memory Network," September 2003, p. 5, <http://ntiaotiant2.ntia.doc.gov/top/docs/eval/pdf/236001006e.pdf>. The NCCP grant enabled the MHS to design and build the MMN website, establish cataloguing standards, begin digitizing and uploading selections from MHS's own collections, and launch the site. A subsequent grant from the Department of Commerce's National Telecommunications and Information Administration enabled it to conduct outreach, soliciting cultural and historical organizations throughout the state to digitize materials from their collections and upload that content to the site. The formal program evaluation conducted in 2003 assessed the achievements of this second phase of work. The Society had set itself the goal of recruiting 100 partners and having 50,000 images from them online by the end of the grant period, but by that time it had just 69 partners who had contributed about 4,000 images. MHS also received a \$440,000 National Leadership Grant for Museums from the IMLS, which according to the evaluation was "to further support the editorial and educational activities related to the Network and to provide local cultural organizations with software, training, and support to assist them in scanning, uploading, cataloguing, and managing items from their collections." Other funders have included NEH, Jane's Trust and TOP.
- 3 Ibid., p. 6.
- 4 Maine Historical Society, "Contributing Partners' Manual: Your Guide to Digitizing and Cataloging Historical Items for Maine Memory Network," Maine Memory Network, http://www.mainememory.net/pdf_files/CPfiles/cp_manual.pdf.

- 5 New England Cable News, “Maine’s History Goes High Tech,” 2 January 2009, NECN. com, http://www.necn.com/01/02/09/Maine039s-history-goes-high-tech-/landing_styleboston.html?blockID=145030&tagID=26658.
- 6 The Longfellow House is also owned by the Maine Historical Society.
- 7 Mt. Auburn, “Evaluation,” table 3, p. 11, <http://ntiaotiant2.ntia.doc.gov/top/docs/eval/pdf/236001006e.pdf>.
- 8 Ibid., table 4, p. 12.
- 9 See, for example, Joanne M. Riley and Heather Cole, “The Mass. Memories Road Show: a State-Wide Scanning Project,” *Digitization in the Real World: Lessons Learned from Small and Medium-Sized Digitization Projects*, ed. Kwong Bor Ng and Jason Kucsma, (New York: Metropolitan New York Library Council, 2010), 223-241, http://works.bepress.com/joanne_riley/2.
- 10 Finding Katahdin: An Online Exploration of Maine’s Past, http://www.mainememory.net/schools/schools_FK.shtml
- 11 Ibid., p.9.
- 12 Ibid., p.11.
- 13 Maine Learning Technology Initiative, “About MLTI,” Maine.gov, <http://maine.gov/mlti/about/history.shtml>. The 2006 RFP outlining the plan for laptops and wireless access can be found at <http://maine.gov/mlti/resources/history/MLTIRFP2006.pdf>.

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