U.S. States E-Governance Report (2008)

An Assessment of State Websites

Marc Holzer
Aroon Manoharan
Robert Shick
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Co-Sponsored by

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U.S. States E-Governance Survey (2008)
A Nationwide Assessment of U.S. State Websites

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EXECUTIVE SUMMARY

The U.S. States E-Governance Survey assessed the practice of digital governance in states across the United States by evaluating their websites and ranking them on a national scale. Simply stated, digital governance includes both digital government (delivery of public service) and digital democracy (citizen participation in governance). Specifically, we analyzed security, usability, and content of websites; the type of online services currently being offered; and citizen response and participation through websites established by state governments (Holzer & Kim, 2007).

The methodology of the U.S. survey of state websites mirrors our previous research on digital governance worldwide in 2003, 2005 and 2007. Our instrument for evaluating state websites consisted of five components: (1) Privacy/Security; (2) Usability; (3) Content; (4) Services; and (5) Citizen Participation. For each of those five components, our research applied 18-20 measures, and each measure was coded on a scale of four-points (0, 1, 2, 3) or a dichotomy of two-points (0, 3 or 0, 1). Furthermore, in developing an overall score for each state we have equally weighted each of the five categories so as not to skew the research in favor of a particular category (regardless of the number of questions in each category). This reflects the same methods utilized in the worldwide surveys. To ensure reliability, each state website was assessed by two evaluators, and in cases where a significant variation (+ or – 10%) existed on the adjusted score between evaluators, websites were analyzed a third time.

Based on the 2008 evaluation of the 50 states, Maine, Oregon, Utah, South Carolina and Indiana represent the states with

the highest evaluation scores. Table 1 lists the top 20 states in digital governance in 2008 along with their scores in individual categories. Tables 2 to Table 6 represent the top-ranked ten states in each of the five categories.

[Table 1] Top 20 States in Digital Governance (2008)

Rank	State	Score	Privacy	Usability	Content	Service	Participation
1	Maine	69.17	14.00	16.25	12.80	13.39	12.73
2	Oregon	66.46	14.00	15.32	15.40	11.02	10.73
3	Utah	63.17	14.40	18.75	15.40	11.53	3.10
4	South Carolina	63.11	13.60	16.25	17.40	9.49	6.37
5	Indiana	61.29	14.80	16.88	14.40	10.85	4.37
6	Missouri	60.41	12.00	16.25	16.40	10.85	4.91
7	New Hampshire	58.61	14.00	16.26	11.40	9.32	7.64
8	Massachusetts	56.99	15.60	15.32	11.00	10.17	4.91
9	Arkansas	55.96	11.60	14.38	12.60	11.02	6.37
10	Arizona	55.91	12.00	14.69	12.80	11.70	4.73
11	California	55.75	9.20	15.01	13.20	10.17	8.19
12	Michigan	55.51	6.80	15.94	11.60	11.36	9.80
13	Minnesota	55.26	11.20	15.63	10.40	12.04	6.00
14	New Jersey	55.14	10.00	12.50	13.00	12.54	7.09
15	Georgia	54.73	11.60	17.82	12.40	7.46	5.46
16	Mississippi	54.21	13.20	11.25	15.20	9.83	4.73
17	Pennsylvania	53.82	13.60	13.44	13.00	7.97	5.82
18	Rhode Island	53.74	7.60	14.07	14.20	11.70	6.18
19	Tennessee	53.62	13.60	17.19	11.80	8.31	2.73
20	Kentucky	53.30	13.20	15.32	12.40	7.12	5.27

[Table 2] Top 10 States in Privacy/Security (2008)

Ranking	State	Privacy
1	Massachusetts	15.60
2	Indiana	14.80
3	Utah	14.40
4	Maine	14.00
4	Oregon	14.00
4	New Hampshire	14.00
4	Maryland	14.00
8	South Carolina	13.60
8	Pennsylvania	13.60
8	Tennessee	13.60

[Table 3] Top 10 States in Usability (2008)

Ranking	State	Usability
1	Utah	18.75
2	Georgia	17.82
3	Tennessee	17.19
4	Delaware	16.88
4	Indiana	16.88
6	New Hampshire	16.26
7	Maine	16.25
7	South Carolina	16.25
7	Missouri	16.25
10	Michigan	15.94

[Table 4] Top 10 States in Content (2008)

Ranking	State	Content
1	South Carolina	17.40
2	Missouri	16.40
3	Oregon	15.40
3	Utah	15.40
5	Mississippi	15.20
6	Oklahoma	14.60
7	Indiana	14.40
8	Rhode Island	14.20
9	Virginia	13.40
10	California	13.20

[Table 5] Top 10 States in Service Delivery (2008)

Ranking	State	Service
1	Maine	13.39
2	New Jersey	12.54
3	Minnesota	12.04
4	Texas	11.87
5	Arizona	11.70
5	Rhode Island	11.70
7	Utah	11.53
8	Michigan	11.36
9	Oregon	11.02
9	Hawaii	11.02
9	Arkansas	11.02

[Table 6] Top 10 States in Citizen Participation (2008)

Ranking	State	Participation
1	Maine	12.73
2	Oregon	10.73
3	Michigan	9.80
4	California	8.19
5	New Hampshire	7.64
6	New Jersey	7.09
7	South Carolina	6.37
7	Arkansas	6.37
9	Rhode Island	6.18
10	Minnesota	6.00

Our survey results indicate that all the 50 states selected for the survey have developed official websites, and the average score for digital governance in states is 50.12. Maine received a score of 69.17, the highest ranked state website for 2008. Oregon had the second highest ranked state website with a score of 66.46, while Utah ranked third with a score of 63.17. South Carolina and Indiana complete the top five ranked state websites with scores of 63.11 and 61.29, respectively.

This research represents a longitudinal effort to evaluate digital governance in the 50 states in the United States. The continued study of states, with the next U.S. Survey planned in 2010, will further provide insight into the direction and the performance of e-governance in the United States.

1

INTRODUCTION

This research replicates the global surveys completed in 2003, 2005 and 2007, and evaluates the practice of digital governance in the 50 states across the United States in 2008. The following chapters represent the overall findings of the research. Chapter 2 outlines the methodology utilized, including the instrument used in the evaluations. Our survey instrument uses 98 measures and a rigorous approach for conducting the evaluations. Chapter 3 presents the overall findings for the 2008 evaluation. The overall results are also broken down into results by regions.

Chapters 4 through 8 take a closer look at the results for each of the five e-governance categories. Chapter 4 focuses on the results of Privacy and Security with regard to state websites. Chapter 5 looks at the Usability of state websites throughout the United States. Chapter 6 presents the findings for Content, while Chapter 7 looks at Services. Chapter 8 concludes the focus of specific e-governance categories by presenting the findings of Citizen Participation online, with Chapter 9 providing recommendations and a discussion of significant findings.

2

METHODOLOGY

The methodology of the U.S. survey of state websites mirrors our previous research on digital governance worldwide in 2003, 2005 and 2007. The worldwide survey focused on cities throughout the world based on their population size; this research focused on the 50 states. Our instrument for evaluating state websites consisted of five components: (1) Privacy/Security; (2) Usability; (3) Content; (4) Services; and (5) Citizen Participation. For each of those five components, our research applied 18-20 measures, and each measure was coded on a scale of four-points (0, 1, 2, 3) or a dichotomy of two-points (0, 3 or 0, 1). Furthermore, in developing an overall score for each state we have equally weighted each of the five categories so as not to skew the research in favor of a particular category (regardless of the number of questions in each category). This reflects the same methods utilized in the Worldwide Surveys. To ensure reliability, each state website was assessed by two evaluators, and in cases where a significant variation (+ or – 10%) existed on the adjusted score between evaluators, websites were analyzed a third time. Table 2-1 is a list of the 50 states and their regional divisions.

[Table 2-1] List of 50 States (2008)

Midwest (12)	
Illinois	Missouri
Indiana	Nebraska
Iowa	North Dakota
Kansas	Ohio
Michigan	South Dakota
Minnesota	Wisconsin
Northeast (9)	
Connecticut	New York
Maine	Pennsylvania
Massachusetts	Rhode Island
New Hampshire	Vermont
New Jersey	
South (16)	
Alabama	Mississippi
Arkansas	North Carolina
Delaware	Oklahoma
Florida	South Carolina
Georgia	Tennessee
Kentucky	Texas
Louisiana	Virginia
Maryland	West Virginia
West (13)	
Alaska	Nevada
Arizona	New Mexico
California	Oregon
Colorado	Utah
Hawaii	Washington
Idaho	Wyoming
Montana	

WEBSITE SURVEY

In this research, the main state homepage is defined as the official website where information about state administration and online services are provided by the state. States across the United States are increasingly developing websites to provide their services online; however, e-government is more than simply constructing a website. The emphasis should be more focused on using such technologies to effectively provide government services. According to Pardo (2000), some of the initiatives in this direction are: (1) providing 24/7 access to government information and public meetings; (2) providing mechanisms to enable citizens to comply with state and federal rules regarding drivers licenses, business licenses, etc.; (3) providing access to special benefits like welfare funds, pensions; (4) providing a network across various government agencies to enable collaborative approaches to serving citizens; and (5) providing various channels for digital democracy and citizen participation initiatives. Thus, it is essential that the fundamentals of government service delivery are not altered simply by introducing a website as the new window on government (Pardo, 2000). E-government initiatives clearly extend beyond the textual listing of information to a more "intentions-based" design so that citizens can more effectively utilize web portals (Howard 2001).

The state website includes information about the governor, as well as the legislative and executive branches. If there are separate homepages for agencies, departments or the council, evaluators examined if these sites were linked to the menu on the main state homepage. If the website was not linked, it was excluded from evaluation.

E-GOVERNANCE SURVEY INSTRUMENT

The Rutgers E-Governance Survey Instrument is the most comprehensive index for e-governance research today. With 98 measures and five distinct categorical areas of e-governance research, the survey instrument is more extensive than any other.

Our instrument for evaluating state websites consists of five components: (1) Privacy/Security; (2) Usability; (3) Content; (4) Services; and (5) Citizen Participation. Table 2-2, E-Governance Performance Measures, summarizes the 2008 survey instrument, and Appendix A presents an overview of the criteria.

[Table 2-2] E-governance Performance Measures

E-governance Category	Key Concepts	Raw Score	Weighted Score	Keywords
Privacy/ Security	18	25	20	Privacy policies, authentication, encryption, data management, cookies
Usability	20	32	20	User-friendly design, branding, length of homepage, targeted audience links or channels, and site search capabilities
Content	20	48	20	Access to current accurate information, public documents, reports, publications, and multimedia materials
Services	20	59	20	Transactional services - purchase or register, interaction between citizens, businesses and government
Citizen Participation	20	55	20	Online civic engagement/ policy deliberation, citizen based performance measurement
Total	98	219	100	

Our survey instrument utilizes 98 measures, of which 43 are dichotomous. For each of the five e-governance components, our research applies 18 to 20 measures, and for questions which were not dichotomous, each measure was coded on a four-point scale (0, 1, 2, 3; see Table 2-3 below). Furthermore, in developing an overall score for each state, we have equally weighted each of the five categories so as not to skew the research in favor of a particular category (regardless of the number of questions in each category).

The dichotomous measures in the Services and Citizen Participation categories correspond with values on our four point scale of 0 or 3; dichotomous measures in Privacy or Usability correspond to ratings of 0 or 1 on the scale.

[Table 2-3] E-governance Scale

Scale	Description
0	Information about a given topic does not exist on the website
1	Information about a given topic exists on the website (including links to other information and e-mail addresses)
2	Downloadable items are available on the website (forms, audio, video, and other one-way transactions, popup boxes)
3	Services, transactions, or interactions can take place completely online (credit card transactions, applications for permits, searchable databases, use of cookies, digital signatures, restricted access)

Our instrument placed a higher value on some dichotomous measures, due to the relative value of the different e-government services being evaluated. For example, evaluators using our instrument in the "service" category were given the option of scoring websites as either 0 or 3 when assessing whether a site allowed users to access private information online (e.g. educational records, medical records, point total of driving violations, lost property). "No access" equated to a rating of 0. Allowing residents or employees to access private information online was a higher order task that required more technical competence, and was clearly an online service, or 3, as defined in Table 2-3.

On the other hand, when assessing a site as to whether or not it had a privacy statement or policy, evaluators were given the choice of scoring the site as 0 or 1. The presence or absence of a

security policy was clearly a content issue that emphasized placing information online, and corresponded with a value of 1 on the scale outlined in Table 2-3. The differential values assigned to dichotomous categories were useful in comparing the different components of state websites with one another.

To ensure reliability, each state website was assessed by two evaluators, and in cases where significant variation (+ or – 10%) existed on the weighted score between evaluators, websites were analyzed a third time. Furthermore, an example for each measure indicated how to score the variable. Evaluators were also given comprehensive written instructions for assessing websites.

E-GOVERNANCE CATEGORIES

This section details the five e-governance categories and discusses specific measures that were used to evaluate websites. The discussion of Privacy/Security examines privacy policies and issues related to authentication. Discussion of the Usability category involves traditional web pages, forms and search tools. The Content category is addressed in terms of access to contact information, access to public documents and disability access, as well as access to multimedia and time sensitive information. The section on Services examines interactive services, services that allow users to purchase or pay for services, and the ability of users to apply or register for state events or services online. Finally, the measures for Citizen Participation involve examining how local governments are engaging citizens and providing mechanisms for citizens to participate in government online.

PRIVACY/SECURITY

The first part of our analysis examined the security and privacy of state websites in two key areas, privacy policies and authentication of users. In examining state privacy policies, we determined whether such a policy was available on every page that accepted data, and whether or not the word “privacy” was used in

the link to such a statement. In addition, we looked for privacy policies on every page that required or accepted data. We were also interested in determining if privacy policies identified the agencies collecting the information, and whether the policy identified exactly what data was being collected on the site.

Our analysis checked to see if the intended use of the data was explicitly stated on the website. The analysis examined whether the privacy policy addressed the use or sale of data collected on the website by outside or third party organizations. Our research also determined if there was an option to decline the disclosure of personal information to third parties. This included other state agencies, other state and local government offices, or businesses in the private sector. Furthermore, we examined privacy policies to determine if third party agencies or organizations were governed by the same privacy policies as was the state website. We also determined whether users had the ability to review personal data records and contest inaccurate or incomplete information.

In examining factors affecting the security and privacy of local government websites, we addressed managerial measures that limit access of data and assure that it is not used for unauthorized purposes. The use of encryption in the transmission of data, as well as the storage of personal information on secure servers, was also examined. We also determined if websites used digital signatures to authenticate users. In assessing how or whether states used their websites to authenticate users, we examined whether public or private information was accessible through a restricted area that required a password and/or registration.

A growing e-governance trend at the local level is for states to offer their website users access to public, and in some cases private, information online. Other research has discussed the governance issues associated with sites that choose to charge citizens for access to public information (West, 2001). We add our own concerns about the impact of the digital divide if public records are available only through the Internet or if states insist on charging a fee for access to public records. Our analysis specifically addresses online access to public databases by determining if public

information such as property tax assessments, or private information such as court documents, is available to users of state websites. In addition, there are concerns that public agencies will use their websites to monitor citizens or create profiles based on the information they access online. For example, many websites use "cookies" or "web beacons"[1] to customize their websites for users, but that technology can also be used to monitor Internet habits and profile visitors to websites. Our analysis examined state privacy policies to determine if they addressed the use of cookies or web beacons.

USABILITY

This research also examined the usability of state websites. Simply stated, we wanted to know if sites were "user-friendly." To address usability concerns we adapted several best practices and measures from other public and private sector research (Giga, 2000). Our analysis of usability examined three types of websites: traditional web pages, forms, and search tools.

To evaluate traditional web pages written using hypertext markup language (html), we examined issues such as branding and structure (e.g., consistent color, font, graphics, page length, etc.). For example, we looked to see if all pages used consistent color, formatting, "default colors" (e.g., blue links and purple visited links) and underlined text to indicate links. Other items examined included

[1] The New York City privacy policy (www.nyc.gov/privacy) gives the following definitions of cookies and web bugs or beacons: "Persistent cookies are cookie files that remain upon a user's hard drive until affirmatively removed, or until expired as provided for by a pre-set expiration date. Temporary or "Session Cookies" are cookie files that last or are valid only during an active communications connection, measured from beginning to end, between computer or applications (or some combination thereof) over a network. A web bug (or beacon) is a clear, camouflaged or otherwise invisible graphics image format ("GIF") file placed upon a web page or in hyper text markup language ("HTML") e-mail and used to monitor who is reading a web page or the relevant email. Web bugs can also be used for other monitoring purposes such a profiling of the affected party."

whether system hardware and software requirements were clearly stated on the website.

In addition, our research examined each state's homepage to determine if it was too long (two or more screen lengths) or if alternative versions of long documents, such as .pdf or .doc files, were available. The use of targeted audience links or "channels" to customize the website for specific groups such as citizens, businesses, or other public agencies was also examined. We looked for the consistent use of navigation bars and links to the homepage on every page. The availability of a "sitemap" or hyperlinked outline of the entire website was examined. Our assessment also examined whether duplicated link names connect to the same content.

Our research examined online forms to determine their usability in submitting data or conducting searches of state websites. We looked at issues such as whether field labels aligned appropriately with field, whether fields were accessible by keystrokes (e.g. tabs), or whether the cursor was automatically placed in the first field. We also examined whether required fields were noted explicitly, and whether the tab order of fields was logical. For example, after a user filled out their first name and pressed the tab key, did the cursor automatically go to the surname field? Or, did the page skip to another field such as zip code, only to return to the surname later?

We also checked to see if form pages provided additional information about how to fix errors if they were submitted. For example, did users have to reenter information if errors were submitted, or did the site flag incomplete or erroneous forms before accepting them? Also, did the site give a confirmation page after a form was submitted, or did it return users to the homepage?

Our analysis also addressed the use of search tools on state websites. We examined sites to determine if help was available for searching a state's website, or if the scope of searches could be limited to specific areas of the site. Were users able to search only in "public works" or "the governor's office," or did the search tool always search the entire site? We also looked for advanced search features such as exact phrase searching, the ability to match all/ any

words, and Boolean searching capabilities (e.g., the ability to use AND/OR/NOT operators). Our analysis also addressed a site's ability to sort search results by relevance or other criteria.

CONTENT

Content is a critical component of any website. No matter how technologically advanced a website's features, if its content is not current, if it is difficult to navigate, or if the information provided is not correct, then it is not fulfilling its purpose. When examining website content, our research examined five key areas: access to contact information, public documents, disability access, multimedia materials, and time sensitive information. When addressing contact information, we looked for information about each agency represented on the website.

In addition, we also looked for the availability of office hours or a schedule of when agency offices are open. In assessing the availability of public documents, we looked for the availability of the state code or charter online. We also looked for content items, such as agency mission statements and minutes of public meetings. Other content items included access to budget information and publications. Our assessment also examined whether websites provided access to disabled users through either "bobby compliance" (disability access for the blind, http://www.cast.org/bobby) or disability access for deaf users via a TDD phone service. We also checked to see if sites offered content in more than one language.

Time sensitive information that was examined included the use of a state website for emergency management, and the use of a website as an alert mechanism (e.g. terrorism alert or severe weather alert). We also checked for time sensitive information such as the posting of job vacancies or a calendar of community events. In addressing the use of multimedia, we examined each site to determine if audio or video files of public events, speeches, or meetings were available.

SERVICES

A critical component of e-governance is the provision of state services online. Our analysis examined two different types of services: (1) those that allow citizens to interact with the state, and (2) services that allow users to register for state events or services online. In many cases, states have developed the capacity to accept payment for state services and taxes. The first type of service examined, which implies interactivity, can be as basic as forms that allow users to request information or file complaints. Local governments across the world use advanced interactive services to allow users to report crimes or violations, customize state homepages based on their needs (e.g., portal customization), and access private information online, such as court records, education records, or medical records. Our analysis examined state websites to determine if such interactive services were available.

The second type of service examined in this research determined if states have the capacity to allow citizens to register for state services online. For example, many jurisdictions now allow citizens to apply for permits and licenses online. Online permitting can be used for services that vary from building permits to dog licenses. In addition, some local governments are using the Internet for procurement, allowing potential contractors to access requests for proposals or even bid for state contracts online. In other cases, local governments are chronicling the procurement process by listing the total number of bidders for a contract online, and in some cases listing contact information for bidders.

This analysis also examined state websites to determine if they developed the capacity to allow users to purchase or pay for state services and fees online. Examples of transactional services from across the United States include the payment of public utility bills and parking tickets online. In many jurisdictions, cities and states allow online users to file or pay local taxes, or pay fines such as traffic tickets. In some cases, states around the world are allowing their users to register or purchase tickets to events in city halls or arenas online.

CITIZEN PARTICIPATION

Finally, online citizen participation in government continues to be the most recent area of e-governance study and very few public agencies offer online opportunities for civic engagement. Our analysis looked at several ways public agencies at the local level were involving citizens. For example, do state websites allow users to provide online comments or feedback to individual agencies or elected officials?

Our analysis examined whether state governments offer current information about state governance online or through an online newsletter or e-mail listserv. Our analysis also examined the use of internet-based polls about specific local issues. In addition, we examined whether communities allow users to participate and view the results of citizen satisfaction surveys online. For example, some states used their websites to measure performance and published the results of performance measurement activities online.

Still other states used online bulletin boards or other chat capabilities for gathering input on public issues. Online bulletin boards offer citizens the opportunity to post ideas, comments, or opinions without specific discussion topics. In some cases agencies attempt to structure online discussions around policy issues or specific agencies. Our research looked for state use of the Internet to foster civic engagement and citizen participation in government.

3

OVERALL RESULTS

The following chapter presents the results for all the evaluated state websites during 2008. Table 3-1 provides the rankings for 50 state websites and their overall scores. The overall scores reflect the combined scores of each state's score in the five e-governance component categories. The highest possible score for any one state website is 100. Maine received a score of 69.17, the highest ranked state website for 2008. Oregon had the second highest ranked state website with a score of 66.46, while Utah ranked third with a score of 63.17. South Carolina and Indiana complete the top five ranked state websites with scores of 63.11 and 61.29, respectively.

The results of the overall rankings are separated by region in Tables 3-2 through 3-5. Indiana (Midwest), Maine (Northeast), South Carolina (South), and Oregon (West) emerged as the top ranked state for each region in the United States. Also included in the rankings by region are the scores for each of the five e-governance component categories.

[Table 3-1] Overall E-Governance Rankings (2008)

Ranking	State	Score
1	Maine	69.17
2	Oregon	66.46
3	Utah	63.17
4	South Carolina	63.11
5	Indiana	61.29
6	Missouri	60.41
7	New Hampshire	58.61
8	Massachusetts	56.99
9	Arkansas	55.96
10	Arizona	55.91
11	California	55.75
12	Michigan	55.51
13	Minnesota	55.26
14	New Jersey	55.14
15	Georgia	54.73
16	Mississippi	54.21
17	Pennsylvania	53.82
18	Rhode Island	53.74
19	Tennessee	53.62
20	Kentucky	53.30
21	Delaware	52.40
22	Virginia	52.33
23	Oklahoma	52.20
24	Texas	50.91
25	Louisiana	49.22
26	Idaho	48.73
27	Iowa	48.63
28	Connecticut	48.53
29	Hawaii	48.25
30	North Dakota	46.63
31	Maryland	46.42
32	Kansas	46.32
33	Wisconsin	46.13

[Table 3-1] (*cont.*) Overall E-Governance Rankings (2008)

Ranking	State	Score
34	Alabama	45.31
35	Washington	45.15
36	Illinois	44.94
37	Vermont	44.86
38	West Virginia	44.65
39	Colorado	44.61
40	North Carolina	43.62
41	New Mexico	43.45
42	Florida	43.13
43	Alaska	41.58
44	New York	41.50
45	Nevada	41.30
46	Ohio	40.89
47	Nebraska	39.13
48	Montana	38.52
49	South Dakota	35.26
50	Wyoming	35.18

[Table 3-2] Overall Results of States in Midwest (2008)

Rank	State	Score	Privacy	Usability	Content	Service	Participation
1	Indiana	61.29	14.80	16.88	14.40	10.85	4.37
2	Missouri	60.41	12.00	16.25	16.40	10.85	4.91
3	Michigan	55.51	6.80	15.94	11.60	11.36	9.80
4	Minnesota	55.26	11.20	15.63	10.40	12.04	6.00
5	Iowa	48.63	11.20	15.32	11.80	8.14	2.19
6	North Dakota	46.63	11.60	14.38	9.80	5.77	5.09
7	Kansas	46.32	11.20	13.75	8.80	9.66	2.91
8	Wisconsin	46.13	12.00	14.69	9.80	7.46	2.18
9	Illinois	44.94	10.00	15.01	10.80	6.78	2.37
10	Ohio	40.89	10.40	11.25	8.38	7.95	2.91
11	Nebraska	39.13	10.40	12.82	6.60	6.95	2.37
12	South Dakota	35.26	11.20	9.69	7.60	4.41	2.37

[Table 3-3] Overall Results of States in Northeast (2008)

Rank	State	Score	Privacy	Usability	Content	Service	Participation
1	Maine	69.17	14	16.25	12.8	13.39	12.73
2	New Hampshire	58.61	14	16.26	11.4	9.32	7.64
3	Massachusetts	56.99	15.6	15.32	11	10.17	4.91
4	New Jersey	55.14	10	12.5	13	12.54	7.09
5	Pennsylvania	53.82	13.6	13.44	13	7.97	5.82
6	Rhode Island	53.74	7.6	14.07	14.2	11.7	6.18
7	Connecticut	48.53	11.2	13.76	12	5.76	5.82
8	Vermont	44.86	10	13.76	10.4	7.8	2.91
9	New York	41.5	9.6	13.76	10.2	5.77	2.18

[Table 3-4] Overall Results of States in South (2008)

Rank	State	Score	Privacy	Usability	Content	Service	Participation
1	South Carolina	63.11	8.80	14.69	11.00	8.82	2.00
2	Arkansas	55.96	11.60	14.38	12.60	11.02	6.37
3	Georgia	54.73	8.80	16.88	13.00	8.81	4.91
4	Mississippi	54.21	8.40	14.69	10.40	7.46	2.18
5	Tennessee	53.62	11.60	17.82	12.40	7.46	5.46
6	Kentucky	53.30	13.20	15.32	12.40	7.12	5.27
7	Delaware	52.40	10.80	15.63	10.60	7.29	4.91
8	Virginia	52.33	14.00	14.07	9.00	6.44	2.91
9	Oklahoma	52.20	13.20	11.25	15.20	9.83	4.73
10	Texas	50.91	7.20	14.38	11.40	8.64	2.00
11	Louisiana	49.22	11.20	14.38	14.60	7.12	4.91
12	Maryland	46.42	13.60	16.25	17.40	9.49	6.37
13	Alabama	45.31	13.60	17.19	11.80	8.31	2.73
14	West Virginia	44.65	13.20	11.88	9.60	11.87	4.37
15	North Carolina	43.62	13.20	11.88	13.40	9.49	4.36
16	Florida	43.13	12.80	10.94	9.60	9.49	1.82

[Table 3-5] Overall Results of States in West (2008)

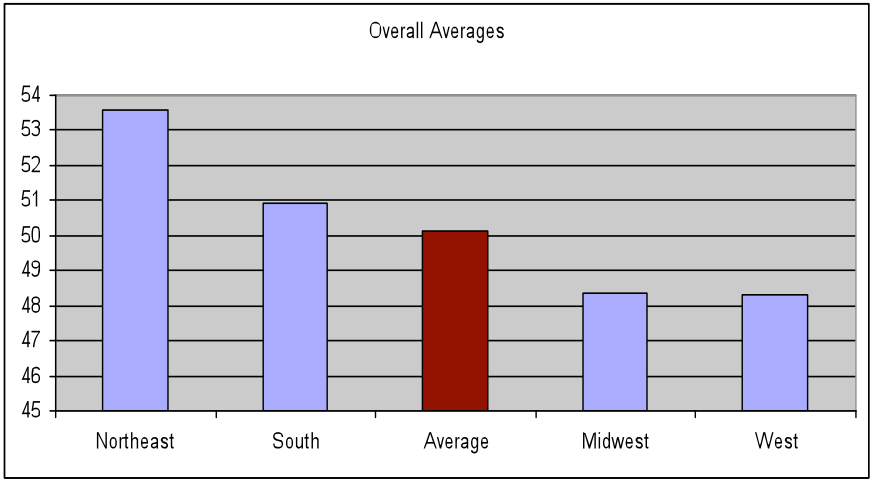
Rank	State	Score	Privacy	Usability	Content	Service	Participation
1	Oregon	66.46	9.20	15.01	13.20	10.17	8.19
2	Utah	63.17	8.80	14.07	9.80	8.31	3.64
3	Arizona	55.91	12.00	14.69	12.80	11.70	4.73
4	California	55.75	10.40	12.82	12.20	11.02	1.82
5	Idaho	48.73	13.20	13.13	10.80	7.97	3.64
6	Hawaii	48.25	9.60	10.94	8.00	7.80	2.18
7	Washington	45.15	10.40	12.82	9.20	7.80	1.09
8	Colorado	44.61	3.60	14.69	12.60	9.84	2.73
9	New Mexico	43.45	14.00	15.32	15.40	11.02	10.73
10	Alaska	41.58	8.40	11.88	10.80	8.14	2.37
11	Nevada	41.30	14.40	18.75	15.40	11.53	3.10
12	Montana	38.52	8.80	11.88	12.60	9.33	2.55
13	Wyoming	35.18	4.80	13.76	9.20	5.42	2.00

The average scores for each region are presented in Figure 3-1. The Northeast was the highest ranked region with an average score of 53.59, and the South with a score of 50.94 ranked second, followed closely by the Midwest and West with scores of 48.36 and 48.31 respectively. The overall average score for all states is 50.12.

[Table 3-6] Average Score by Region 2008

	Northeast	South	Average	Midwest	West
Overall Averages	53.59	50.94	**50.12**	48.36	48.31

[Fig 3-1] Average Score by Region (2008)



The results of the evaluation will be discussed in further detail in the following chapters.

4

PRIVACY AND SECURITY

The following chapter highlights the results for Privacy and Security. Results indicate that Massachusetts, Indiana, Utah, Maine, Oregon, New Hampshire and Maryland are top ranked states in the category of Privacy/Security. Massachusetts is ranked first with a score of 15.60, while Indiana follows in the second position with a score of 14.80 points. Utah ranks third with a score of 14.40, while the remaining states share the fourth position with a score of 14.0 points. Table 4-1 summarizes the results for all the states evaluated in this category.

The average score in this category is 11.02, with states in the Northeast ranked the highest with an average score of 11.73. States in the South scored 11.58 on average in this category, followed by the states in the Midwest and West with scores of 11.07 and 9.82 respectively.

[Table 4-1] Results in Privacy/Security (2008)

Ranking	State	Privacy
1	Massachusetts	15.60
2	Indiana	14.80
3	Utah	14.40
4	Maine	14.00
4	Oregon	14.00
4	New Hampshire	14.00
4	Maryland	14.00
8	South Carolina	13.60
8	Pennsylvania	13.60
8	Tennessee	13.60
11	Mississippi	13.20
11	Kentucky	13.20
11	Virginia	13.20
11	Texas	13.20
11	Idaho	13.20
16	West Virginia	12.80
17	Missouri	12.00
17	Arizona	12.00
17	Wisconsin	12.00
20	Arkansas	11.60
20	Georgia	11.60
20	North Dakota	11.60
23	Minnesota	11.20
23	Oklahoma	11.20
23	Iowa	11.20
23	Connecticut	11.20
23	Kansas	11.20
23	South Dakota	11.20
29	Louisiana	10.80
30	Hawaii	10.40
30	Nevada	10.40
30	Ohio	10.40
30	Nebraska	10.40

[Table 4-1] (*cont.*) Results in Privacy/Security (2008)

Ranking	State	Privacy
34	New Jersey	10.00
34	Illinois	10.00
34	Vermont	10.00
37	New York	9.60
37	Montana	9.60
39	California	9.20
40	Delaware	8.80
40	Alabama	8.80
40	Washington	8.80
40	Colorado	8.80
44	Florida	8.40
44	Alaska	8.40
46	Rhode Island	7.60
47	North Carolina	7.20
48	Michigan	6.80
49	Wyoming	4.80
50	New Mexico	3.60

Table 4-2 represents the average score in Privacy/Security by region. The average score in this category is 11.02, with states in the Northeast ranked the highest with an average score of 11.73. Figure 4-1 illustrates the data presented in Table 4-2.

[Table 4-2] Average Score in Privacy/Security by Region (2008)

	Northeast	South	Midwest	Average	West
Privacy	11.73	11.58	11.07	**11.02**	9.82

[Figure 4-1] Average Score in Privacy/Security by Region (2008)

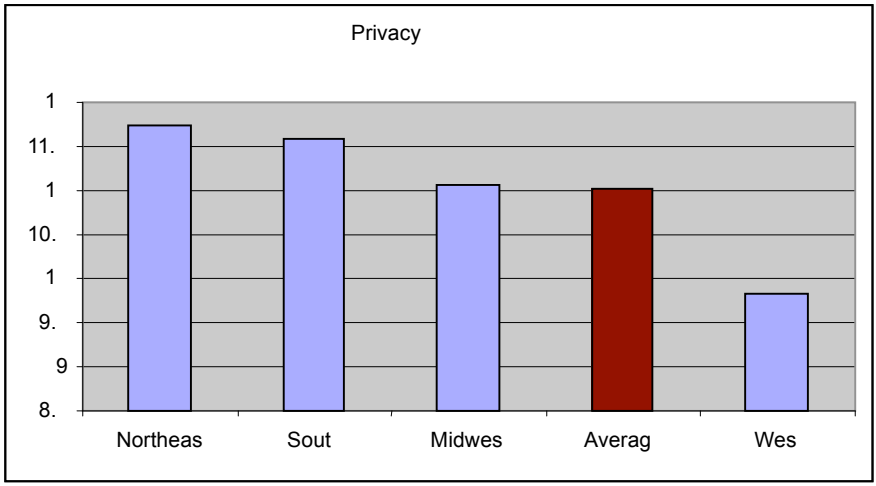


Table 4-2 lists the results of evaluation of key aspects in the category of Privacy/Security by region. All the states in the Midwest, Northeast and South are found to have a privacy statement.

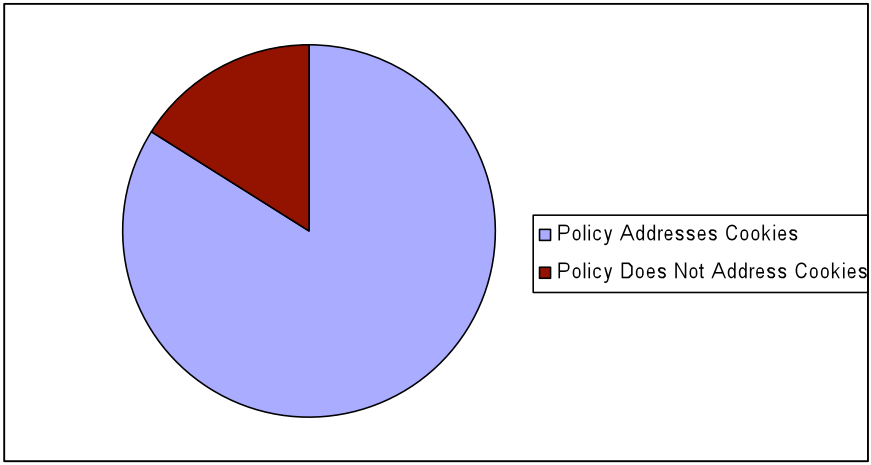
With regard to the use of encryption in the transmission of data, more than half of all states evaluated in the Midwest, as well as 44% of states in the Northeast, 50% in the South, and 35% of states in the West have a policy addressing the use of encryption on their websites. The overall percentage for states that have a policy addressing the use of encryption online is 46%. In addition, all states in the Northeast, 75% of states evaluated in the Midwest, 73% of states in the West, and 91% of states in the South have a policy addressing the use of "cookies" or "web beacons" to track users. The overall percentage for states that have a policy addressing the use of "cookies" or "web beacons" to track users is 84%.

[Table 4-3] Results for Privacy/Security by Region (2008)

	Average	Midwest	Northeast	South	West
Privacy or Security Policy	**99%**	100%	100%	100%	96%
Use of encryption	**46%**	54%	44%	50%	35%
Use of cookies	**84%**	75%	100%	91%	73%
Digital Signature	**3%**	0%	11%	0%	4%

On average, about 84% of all states evaluated have a policy addressing the use of "cookies" to track users as depicted by Fig 4-3.

[Figure 4-2] Existence of Privacy or Security Statement/Policy (2008)



5

USABILITY

The following chapter highlights the results for Usability. Results indicate that Utah, Georgia, Tennessee, Delaware and Indiana are the top ranked states in the category of Usability. Utah is ranked first with a score of 18.75, while Georgia follows in the second position with a score of 17.82 points. Tennessee is ranked third with a score of 17.19, followed by Delaware and Indiana with a score of 16.88. Table 5-1 summarizes the results for all the states evaluated in this category.

The average score in this category is 14.24, with states in the South ranked the highest with an average score of 14.47. States in the Northeast scored 14.34 on average in this category, followed by the states in the Midwest and West with scores of 14.30 and 13.83 respectively.

[Table 5-1] Results in Usability (2008)

Ranking	State	Usability
1	Utah	18.75
2	Georgia	17.82
3	Tennessee	17.19
4	Delaware	16.88
4	Indiana	16.88
6	New Hampshire	16.26
7	Maine	16.25
7	South Carolina	16.25
7	Missouri	16.25
10	Michigan	15.94
11	Minnesota	15.63
11	Louisiana	15.63
13	Oregon	15.32
13	Massachusetts	15.32
13	Kentucky	15.32
13	Iowa	15.32
17	California	15.01
17	Illinois	15.01
19	Arizona	14.69
19	Wisconsin	14.69
19	Alabama	14.69
19	New Mexico	14.69
19	Florida	14.69
24	North Dakota	14.38
24	Arkansas	14.38
24	Oklahoma	14.38
24	North Carolina	14.38
28	Rhode Island	14.07
28	Maryland	14.07
28	Colorado	14.07
31	Connecticut	13.76
31	Vermont	13.76
31	New York	13.76

[Table 5-1] (*cont.*) Results in Usability (2008)

Ranking	State	Score
31	Wyoming	13.76
35	Kansas	13.75
36	Pennsylvania	13.44
37	Idaho	13.13
38	Hawaii	12.82
38	Nevada	12.82
38	Nebraska	12.82
41	New Jersey	12.50
42	Texas	11.88
42	Washington	11.88
42	Alaska	11.88
42	Virginia	11.88
46	Mississippi	11.25
46	Ohio	11.25
48	West Virginia	10.94
48	Montana	10.94
50	South Dakota	9.69

Table 5-2 represents the average score by region in Usability. The average score in this category is 14.24, with states in the South ranked the highest with an average score of 14.47. Figure 5-1 illustrates the data presented in Table 5-2.

[Table 5-2] Average Score in Usability by Region (2008)

	South	Northeast	Midwest	Average	West
Usability Averages	14.47	14.34	14.30	**14.24**	13.83

[Figure 5-1] Average Score in Usability by Region (2008)

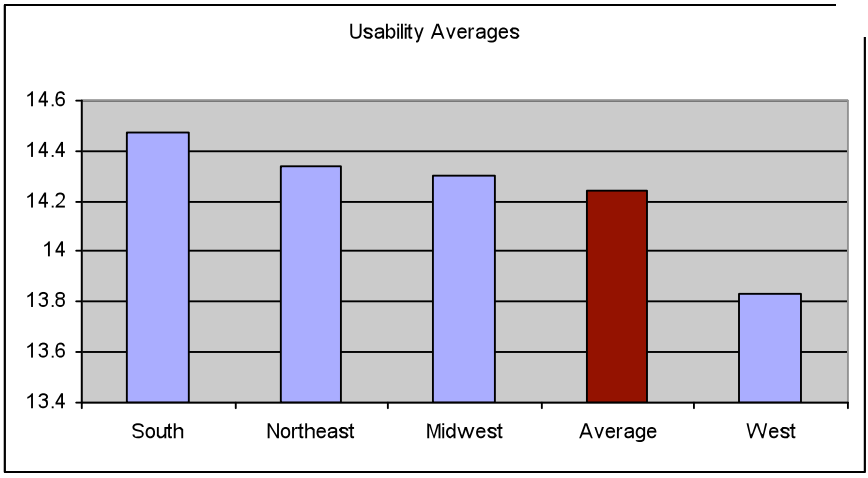


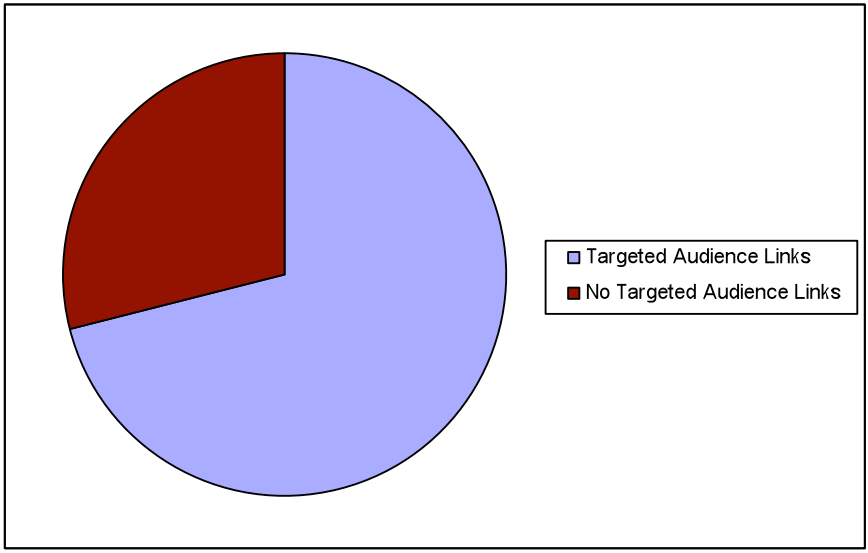
Table 5-2 lists the results of the evaluation of key aspects in the category of Usability by region. In terms of homepage length, with text size set to "medium" at the "view" menu of Internet Explorer on a 17 inch monitor, states in the Northeast, West and South score above average, while states in the South are below average. That is, under the conditions above, many states in the Northeast, West and Midwest require two screens or less to view the main state homepage.

With respect to targeted audience links, 75% of states in the Midwest, 67% of states in the Northeast and 78% in the South have the targeted audience links divided into more than three categories (e.g. general citizens, youths, the old, women, family, citizens in need of social welfare services, businesses, industry, small businesses, public employees, etc.), while on average, 71% of all states have such links. Also, as to a search tool, all the fifty states provide search tools online.

[Table 5-3] Results for Usability by Region (2008)

	Average	Midwest	Northeast	South	West
Homepage Length	**98%**	93%	100%	100%	100%
Targeted Audience Links	**71%**	75%	67%	78%	62%
Search Tool	**100%**	100%	100%	100%	100%

[Figure 5-2] Availability of Search Tools (2008)



6

CONTENT

The following chapter highlights the results for Content. Results indicate that South Carolina, Missouri, Oregon, Utah and Mississippi are top ranked states in the category of Content. South Carolina is ranked first with a score of 17.40, while Missouri follows in the second position with a score of 16.40 points. Oregon and Utah are ranked third with a score of 15.40, followed by Mississippi with score of 15.20. Table 6-1 summarizes the results for all the states evaluated in this category.

The average score in this category is 11.62, with states in the South ranked the highest with an average score of 12.15. States in the Northeast scored 12.0 on average in this category, followed by states in the West and Midwest with scores of 11.69 and 10.53, respectively.

[Table 6-1] Results in Content (2008)

Ranking	State	Content
1	South Carolina	17.40
2	Missouri	16.40
3	Oregon	15.40
3	Utah	15.40
5	Mississippi	15.20
6	Oklahoma	14.60
7	Indiana	14.40
8	Rhode Island	14.20
9	Virginia	13.40
10	California	13.20
11	New Jersey	13.00
11	Pennsylvania	13.00
11	Delaware	13.00
14	Maine	12.80
14	Arizona	12.80
16	Arkansas	12.60
16	Washington	12.60
16	New Mexico	12.60
19	Georgia	12.40
19	Kentucky	12.40
21	Hawaii	12.20
22	Connecticut	12.00
23	Tennessee	11.80
23	Iowa	11.80
25	Michigan	11.60
26	New Hampshire	11.40
26	North Carolina	11.40
28	Massachusetts	11.00
28	Alabama	11.00
30	Idaho	10.80
30	Illinois	10.80
30	Alaska	10.80
33	Louisiana	10.60

[Table 6-1] (*cont.*) Results in Content (2008)

Ranking	State	Content
34	Minnesota	10.40
34	Vermont	10.40
34	Florida	10.40
37	New York	10.20
38	North Dakota	9.80
38	Wisconsin	9.80
38	Colorado	9.80
41	Texas	9.60
41	West Virginia	9.60
43	Nevada	9.20
43	Wyoming	9.20
45	Maryland	9.00
46	Kansas	8.80
47	Ohio	8.38
48	Montana	8.00
49	South Dakota	7.60
50	Nebraska	6.60

Table 6-2 represents the average score by region. The average score in this category is 11.62, with states in the South ranked the highest with an average score of 12.15. Figure 6-1 illustrate the data presented Table 6-2.

[Table 6-2] Average Score in Content by Region (2008)

	South	Northeast	West	Average	Midwest
Content Averages	12.15	12.00	11.69	**11.62**	10.53

[Figure 6-1] Average Score in Content by Region (2008)

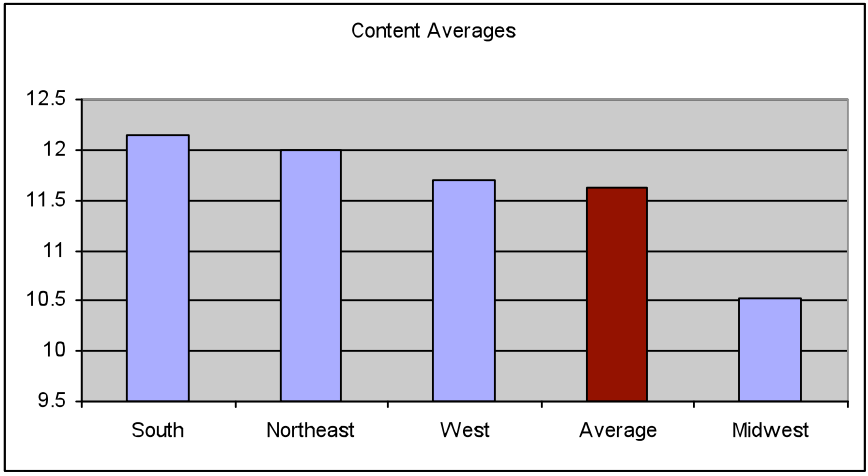


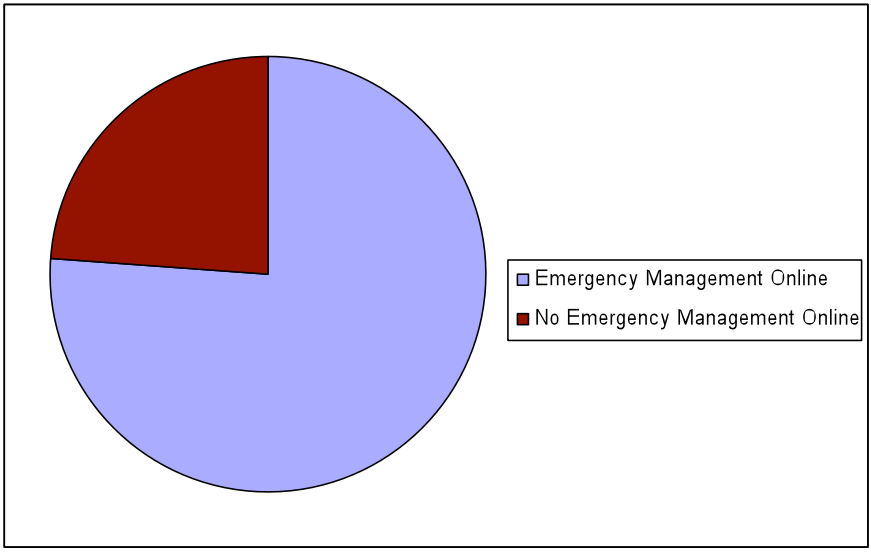
Table 6-2 indicates the results of evaluation of Content by region. About 76% of states evaluated, have websites with mechanisms in the area of emergency management or alert mechanisms (severe weather, etc.). Also, with regard to disability access for the blind, only about 37% of states have websites providing such access (e.g. Bobby compliant: http://www.cast.org/bobby). States in the South had the highest percentage of state websites with that feature. In addition, about 52% of states have websites providing disability access for the deaf (TDD phone service). States in South had the highest percentage of state websites with that feature, about 72%.

[Table 6-3] Results for Content by Region (2008)

	Average	Midwest	Northeast	South	West
Emergency Management	**76%**	75%	89%	72%	73%
Access for the Blind	**37%**	38%	22%	47%	35%
Access for the deaf	**52%**	29%	67%	72%	38%
More than one language	**51%**	42%	33%	69%	50%

Furthermore, with respect to the question "Does the site offer access in more than one language?," only about half of all states have a website that offers access in more than one language.

[Figure 6-2] Access in multiple languages (2008)



7

SERVICES

The following chapter highlights the results for the category of Services. Results indicate that Maine, New Jersey, Minnesota, Texas, Arizona and Rhode Island are the top ranked states in the category of Services. Maine is ranked first with a score of 13.39, while New Jersey follows in the second position with a score of 12.54 points. Minnesota is ranked third with a score of 12.04, and Texas is fourth with a score of 11.87, followed closely by Arizona and Rhode Island with scores of 11.70. Table 7-1 summarizes the results for all the states evaluated in this category.

The average score in this category is 8.9, with states in the Northeast ranked the highest with an average score of 9.38. States in the West scored 9.23 on average in this category, followed by states in the South and Midwest with scores of 8.66 and 8.52 respectively.

[Table 7 -1] Results in Services (2008)

Ranking	State	Service
1	Maine	13.39
2	New Jersey	12.54
3	Minnesota	12.04
4	Texas	11.87
5	Arizona	11.70
5	Rhode Island	11.70
7	Utah	11.53
8	Michigan	11.36
9	Oregon	11.02
9	Hawaii	11.02
9	Arkansas	11.02
12	Indiana	10.85
12	Missouri	10.85
14	Massachusetts	10.17
14	California	10.17
16	New Mexico	9.84
17	Mississippi	9.83
18	Kansas	9.66
19	South Carolina	9.49
19	Virginia	9.49
19	West Virginia	9.49
22	Washington	9.33
23	New Hampshire	9.32
24	Alabama	8.82
25	Delaware	8.81
26	North Carolina	8.64
27	Tennessee	8.31
27	Colorado	8.31
29	Iowa	8.14
29	Alaska	8.14
31	Pennsylvania	7.97
31	Idaho	7.97
33	Ohio	7.95

[Table 7 -1] (*cont.*) Results in Services (2008)

Ranking	State	Service
34	Montana	7.80
34	Vermont	7.80
34	Nevada	7.80
37	Georgia	7.46
37	Wisconsin	7.46
37	Florida	7.46
40	Louisiana	7.29
41	Kentucky	7.12
41	Oklahoma	7.12
43	Nebraska	6.95
44	Illinois	6.78
45	Maryland	6.44
46	North Dakota	5.77
46	New York	5.77
48	Connecticut	5.76
49	Wyoming	5.42
50	South Dakota	4.41

Table 7-2 represents the average score by region. The average score in this category is 8.9, with states in the Northeast ranked the highest with an average score of 9.38. Figure 7-1 illustrate the data presented Table 7-2.

[Table 7-2] Average Score in Services by Region (2008)

	Northeast	West	Average	South	Midwest
Services	9.38	9.23	**8.9**	8.66	8.52

[Figure 7-1] Average Score in Services by Region (2008)

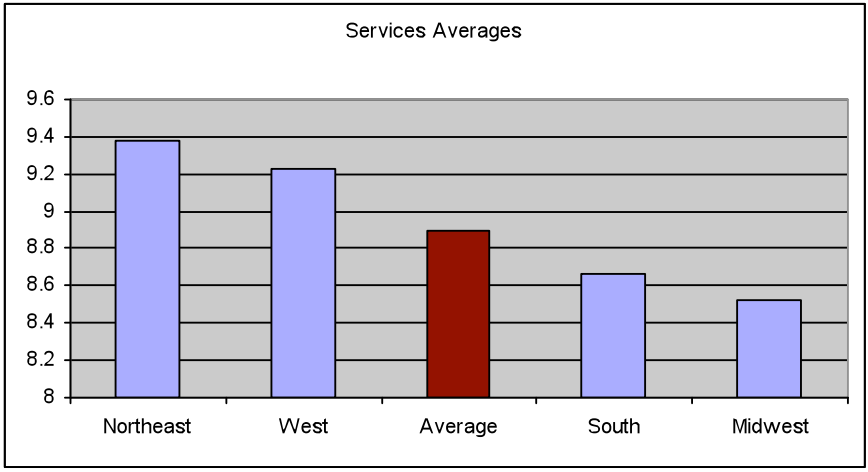


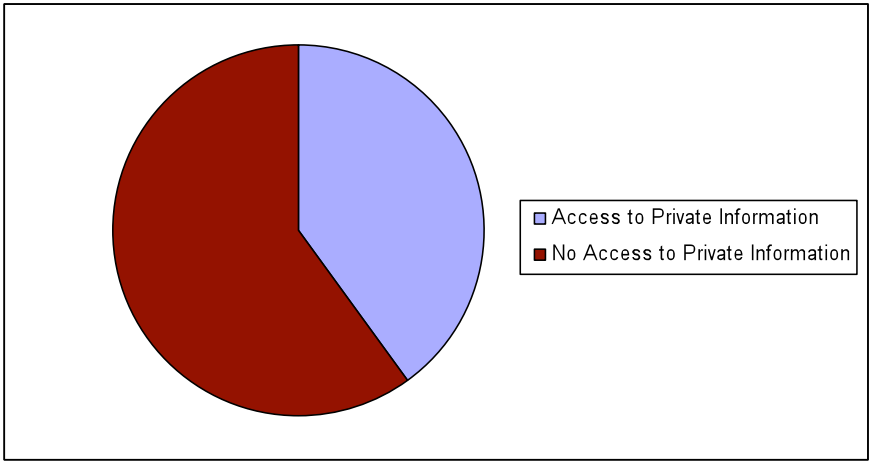
Table 7-2 indicates the results of key aspects selected in the category of Service delivery by region. With regard to searchable databases, more than 75% of states in the Northeast and West have websites offering a searchable database, while about 70% of states evaluated in Midwest and South have sites offering that capacity. In terms of portal customization, only about 16% of all states across the United States allow users to customize the main state homepage, depending on their needs. In addition, with respect to access to private information online (e.g. educational records, medical records, point total of driving violations, lost pet dogs, lost property), about 50% of states in the Midwest allow users to access private information online.

[Table 7-3] Results for Services by Region (2008)

	Average	Midwest	Northeast	South	West
Searchable Database	**78%**	71%	83%	72%	88%
Portal Customization	**16%**	17%	33%	13%	8%
Access to Private Info	**40%**	50%	22%	44%	38%

Overall, only about 40% of all states evaluated allow access to private information online in response to the question "Does the site allow access to private information online (e.g. educational records, medical records, point total of driving violations, lost pet dogs, lost property)?" Over 60% of states do not allow such access. Figure 7-2 illustrates this finding.

[Figure 7-2] Access to Private Information Online (2008)



8

CITIZEN PARTICIPATION

The following chapter highlights the results for Citizen Participation. Results indicate that Maine, Oregon, Michigan, California and New Hampshire are top ranked states in the category of Citizen Participation. Maine is ranked first with a score of 12.73, while Oregon follows in the second position with a score of 10.73 points. Michigan is ranked third with a score of 9.80, followed closely by California and New Hampshire with scores of 8.19 and 7.64 respectively. Table 8-1 summarizes the results for all the states evaluated in this category.

The average score in this category is 4.33, which can be attributed to the lack of support for such online citizen participation practices among states. Overall, states in the Northeast ranked the highest among the regions with an average score of 6.14, while states in the South scored 4.08 on average in this category. They are followed by the states in the Midwest and West with scores of 3.95 and 3.75 respectively.

[Table 8-1] Results in Citizen Participation (2008)

Ranking	State	Participation
1	Maine	12.73
2	Oregon	10.73
3	Michigan	9.80
4	California	8.19
5	New Hampshire	7.64
6	New Jersey	7.09
7	South Carolina	6.37
7	Arkansas	6.37
9	Rhode Island	6.18
10	Minnesota	6.00
11	Connecticut	5.82
11	Pennsylvania	5.82
13	Georgia	5.46
14	Kentucky	5.27
15	North Dakota	5.09
16	Missouri	4.91
16	Massachusetts	4.91
16	Delaware	4.91
16	Oklahoma	4.91
16	Louisiana	4.91
21	Mississippi	4.73
21	Arizona	4.73
23	Indiana	4.37
23	Texas	4.37
25	Virginia	4.36
26	Idaho	3.64
26	Colorado	3.64
28	Utah	3.10
29	Maryland	2.91
29	Ohio	2.91
29	Kansas	2.91
29	Vermont	2.91
33	Tennessee	2.73

[Table 8-1] (*cont.*) Results in Citizen Participation (2008)

Ranking	State	Participation
33	New Mexico	2.73
35	Washington	2.55
36	Illinois	2.37
36	Alaska	2.37
36	Nebraska	2.37
36	South Dakota	2.37
40	Iowa	2.19
41	Wisconsin	2.18
41	Florida	2.18
41	New York	2.18
41	Montana	2.18
45	Alabama	2.00
45	North Carolina	2.00
45	Wyoming	2.00
48	West Virginia	1.82
48	Hawaii	1.82
50	Nevada	1.09

Table 8-2 represents the average score by region. The average score in this category is 4.33, with states in the Northeast ranked the highest with an average score of 6.14. Figure 8-1 illustrates the data presented in Table 8-2.

[Table 8-2] Average Score in Citizen Participation by Region (2008)

	Northeast	Average	South	Midwest	West
Citizen Participation	6.14	**4.33**	4.08	3.95	3.75

[Figure 8-1] Average Score in Citizen Participation by Region (2008)

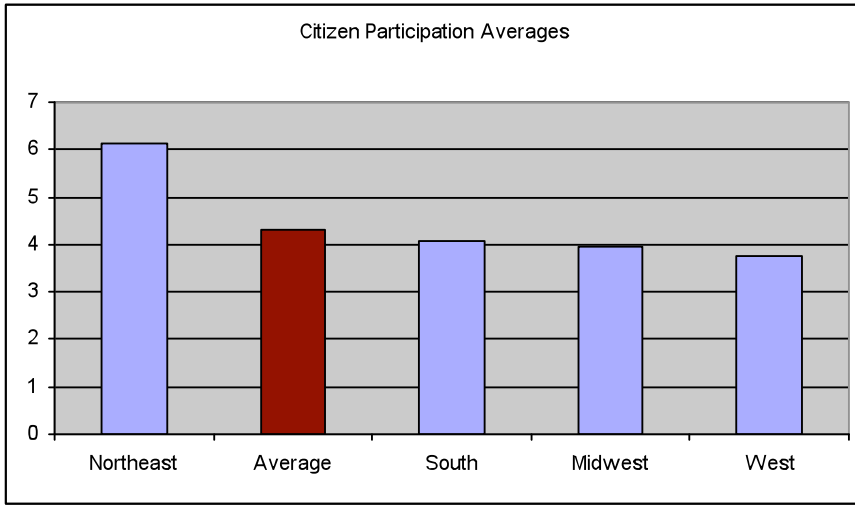
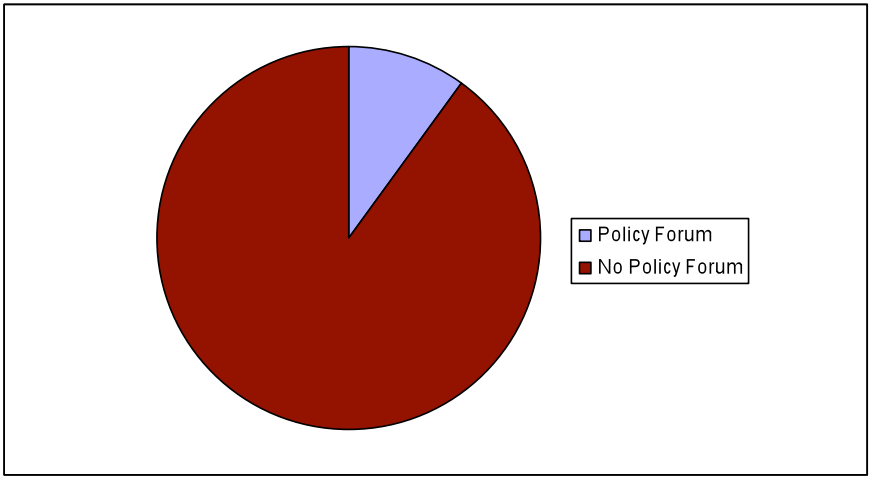


Table 8-2 indicates the results of key aspects selected for the category of Citizen Participation by region. In terms of the evaluation of "Does the website allow users to provide comments or feedback to individual departments/agencies through online forms?" 94% of states provide a mechanism allowing comments or feedback through online forms. With respect to online bulletin board or chat capabilities for gathering citizen input on public issues ("Online bulletin board" or "chat capabilities" means the state website where any citizens can post ideas, comments, or opinions without specific discussion topics.), about 11% do have these capabilities. With regard to online discussion forums on policy issues ("Online discussion forum" means the state websites where the state arranges public consultation on policy issues and citizens participate in discussing those specific topics.), 10% of states evaluated do have a site containing an online discussion forum.

[Table 8-3] Results for Citizen Participation by Region (2008)

	Average	Midwest	Northeast	South	West
Feedback Form	**94%**	96%	100%	94%	88%
Bulletin Board	**11%**	13%	6%	16%	8%
Policy Forum	**10%**	8%	22%	6%	8%
Performance Measurement	**25%**	25%	39%	19%	23%

[Figure 8-2] Online Policy Forums (2008)



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CONCLUSION

The study of state e-governance practices throughout the United States is an area that clearly requires ongoing research. Our first study in 2008 has produced findings that contribute to the e-governance literature, in particular in the areas of website Privacy/Security, Usability, Content, Services, and Citizen Participation. The 2008 study highlights the increased attention spent on Privacy, Usability and Content, and the need for further attention in the area of Services and Citizen Participation via state websites. Similar to our finding in the global surveys, citizen participation has recorded the lowest score among the five categories. States have yet to recognize the importance of involving and supporting citizen participation online. We therefore recommend developing a comprehensive policy that should include capacity building for states, including information infrastructure, content, applications and access for individuals, and educating the residents with appropriate computer education.

The continued study of states, with a second evaluation planned in 2010, will further provide insight in the direction of e-governance and the performance of e-governance throughout the United States. Every region has examples of best practices for overall performance and in each specific e-governance category. As states seek to increase their official website performance, searching for models within their region is an opportunity to identify e-governance benchmarks. Those states that serve as top performers in their respective regions can then look at the top ranked states throughout the nation, with a goal towards a continuous improvement of government services delivery online.

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APPENDIX

APPENDIX A

Privacy/ Security	
1-2. A privacy or security statement/policy 3-6. Data collection 7. Option to have personal information used 8. Third party disclosures 9. Ability to review personal data records 10. Managerial measures 11. Use of encryption	12. Secure server 13. Use of "cookies" or "Web Beacons" 14. Notification of privacy policy 15. Contact or e-mail address for inquiries 16. Public information through a restricted area 17. Access to nonpublic information for employees 18. Use of digital signatures
Usability	
19-20. Homepage, page length. 21. Targeted audience 22-23. Navigation Bar 24. Site map	25-27. Font Color 30-31. Forms 32-37. Search tool 38. Update of website
Content	
39. Information about the location of offices 40. Listing of external links 41. Contact information 42. Minutes of public 43. State code and regulations 44. State charter and policy priority 45. Mission statements 46. Budget information 47-48. Documents, reports, or books (publications)	49. GIS capabilities 50. Emergency management or alert mechanism 51-52. Disability access 53. Wireless technology 54. Access in more than one language 55-56. Human resources information 57. Calendar of events 58. Downloadable documents

Service	
59-61. Pay utilities, taxes, fines 62. Apply for permits 63. Online tracking system 64-65. Apply for licenses 66. E-procurement 67. Property assessments 68. Searchable databases 69. Complaints 70-71. Bulletin board about civil applications	72. FAQ 73. Request information 74. Customize the main state homepage 75. Access private information online 76. Purchase tickets 77. Webmaster response 78. Report violations of administrative laws and regulations
Citizen Participation	
79-80. Comments or feedback 81-83. Newsletter 84. Online bulletin board or chat capabilities 85-87. Online discussion forum on policy issues 88-89. Scheduled e-meetings for discussion	90-91. Online survey/ polls 92. Synchronous video 93-94. Citizen satisfaction survey 95. Online decision-making 96-98. Performance measures, standards, or benchmarks

Dr. Marc Holzer

Dr. Marc Holzer, Dean of the Rutgers School of Public Affairs and Administration, is a leading expert in performance measurement, public management and e-governance. He is the founder and director of the National Center for Public Performance, a research and public service organization devoted to improving performance in the public sector. He also developed the E-Governance Institute, created to explore the on-going impact of the internet and other information technologies on the productivity and performance of the public sector, and how e-government fosters new and deeper citizen involvement within the governing process.

Dr. Aroon Manoharan

Dr. Aroon Manoharan is an Assistant Professor of Public Administration at the Department of Political Science, Kent State University. His research focuses on e-governance, performance measurement and reporting, organization management and comparative administration. He holds an MPA from Kansas State University and PhD from Rutgers School of Public Affairs and Administration. He is also the Associate Director of the E-Governance Institute, Rutgers University-Newark.

Dr. Robert Shick

Dr. Robert Shick is an Assistant Professor of Public Affairs and Administration, Managing Director of the National Center for Public Performance and Director of the Executive MPA Program at Rutgers-Newark School of Public Affairs and Administration. He has extensive experience in the public sector as a senior administrator in New York City government. His research interests and publications are in the areas of privatization and the contracting-out of government services, nonprofit management and organizational development.

Dr. Genie Stowers

Dr. Genie Stowers is Professor and Chair of the Department of Public Administration at San Francisco State University. She was an early researcher in the field of e-government and has published widely in the area. Much of her work in the area concerns various aspects of online service delivery and the ability of under-served populations to access these services. Her current project is a comparative analysis of online service delivery in the San Francisco Bay Area.

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