
Survey of Cities

As part of the best practices reviews on e-government and managing local computer systems, the Office of the Legislative Auditor surveyed 521 out of Minnesota's 854 cities. The aggregate results of cities' responses are available here. Survey results from Minnesota counties and school districts are also available on our Web site.

Who was Surveyed and How Many Responded

To achieve a representative sample of cities, we grouped all of them by geographic area and by size, and then we randomly selected samples of cities from within each of the subgroups. The October 2001 survey went to information technology managers in the randomly selected cities or to city managers, administrators, or clerk-treasurers when we did not have the name of a technology contact. Participants had an option of responding on-line or using the paper questionnaire. We received responses from 429 cities for a response rate of 82 percent. The margin of error for the city survey is plus or minus 3 percentage points. Additional information on survey methodology is in Appendix A of both reports.

Notes on Survey Results

Of the 32 questions on the survey, 2 applied to the computer systems that cities had in place and how they were maintained. Viewers interested in those answers should look at questions 3 and 4 on the survey. All remaining questions pertained to e-government.

In analyzing the results, it became necessary to exclude certain incongruous answers from a small number of respondents. As an example, for question 3 we report the number indicating that their computer systems were fully or partially networked, but we include in this number only those who indicated that they had personal computers or workstations in use. Some reported that their computers were networked even though they reported they had no PCs. Although we were able to clarify some responses by telephoning the respondents, we excluded a few that were not clarified. In addition, some city respondents said they used a computer owned not by the city, but by the clerk or some other official; we included them among those responding affirmatively to question 3 on use of computers, but we excluded them from other analyses.



Minnesota Office of the Legislative Auditor

SURVEY ON E-GOVERNMENT

Thank you for answering this survey on electronic government, which is part of a study on best practices in local e-government around Minnesota. For this study,

“E-government” is defined as: information or transactions provided on-line by governments to their citizens using the Internet and Web sites; it does not include government-to-business interactions, such as on-line procurement systems. Nor does this survey cover “intranets” used for agencies’ internal information and communication. E-government examples range from posting board minutes to registering participants to paying fees on-line.

For your information, *Minnesota Statutes* (2000) §3.978, subd. 2 gives our office authority to collect this information from public officials and requires them to respond. We will report results from the survey only in the aggregate, not by individual respondent. Upon completion of this project in spring of 2002, however, all information, including survey responses, will be public data (as defined by *Minnesota Statutes* (2000) §13.03, subd. 1) and available to the public upon request.

You have the option of completing an on-line version of this survey by following the directions on the blue sheet enclosed with this mailing. If you choose the paper survey, please return it in the postage-paid envelope by **November 6, 2001**. Direct questions about the survey to Jody Hauer at 651/296-8501 or jody.hauer@state.mn.us.

1. Does your city provide any information or services to citizens on-line? (Select one of the following answers.) (N=425)

| Number | Percent | |
|--------|---------|---|
| 124 | 29.2% | <input type="checkbox"/> 1 Yes. |
| 47 | 11.1 | <input type="checkbox"/> 2 No, but we will within the coming year. |
| 84 | 19.8 | <input type="checkbox"/> 3 No, but we would like to sometime in the future. |
| 170 | 40.0% | <input type="checkbox"/> 4 No, we have no such plans. |

2. Whether or not you currently offer e-government to citizens, how has any of the following limited your ability to offer e-government? (For each obstacle, indicate how serious it is, if at all.)

| | Very Serious Obstacle | Serious Obstacle | Moderately Serious Obstacle | Not an Obstacle |
|--|-----------------------------|---------------------|-----------------------------------|--------------------|
| a. Citizens indicated they are not interested in e-government. (N=378) | N=22 5.8% | N=27 7.1% | N=66 17.5% | N=263 69.6% |
| b. Elected leaders do not view e-government as a high priority. (N=390) | N=32 8.2% | N=56 14.4% | N=96 24.6% | N=206 52.8% |
| c. Expenses for e-government are too high given our other needs. (N=393) | N=96 24.4% | N=81 20.6% | N=128 32.6% | N=88 22.4% |
| d. We are not sure where to begin. (N=395) | N=37 9.4% | N=69 17.5% | N=118 29.9% | N=171 43.3% |
| e. We do not have access to high-speed telecommunications lines, cabling, or other infrastructure. (N=388) | N=61 15.7% | N=41 10.6% | N=63 16.2% | N=223 57.5% |
| f. We do not have the computers, software, or other necessary equipment. (N=400) | N=71 17.8% | N=40 10.0% | N=63 15.8% | N=226 56.5% |
| g. Staff do not have e-government background or training. (N=399) | N=85 21.3% | N=86 21.6% | N=141 35.3% | N=87 21.8% |
| h. Not enough staff hours are available to offer e-government. (N=399) | N=124 31.1% | N=97 24.3% | N=105 26.3% | N=73 18.3% |
| i. We are unable to keep up with rapidly changing technology. (N=383) | N=66 17.2% | N=82 21.4% | N=142 37.1% | N=93 24.3% |
| j. Other (Please specify.) (N=32) | N=10 31.3% | N=5 15.6% | N=2 6.3% | N=15 46.9% |

The next two questions deal with *all* of your city's computer systems—not just computers that you may use for e-government.

3. Which of the following best describes the computers currently used in your city? (For each row indicate whether it is in use and, if applicable, part of a computer network.)

| | N for In Use | In Use | | N for Networked* | Networked | | |
|--|-----------------|----------------|----------------|---------------------|----------------|---------------|----------------|
| | | Yes | No | | Fully | Partially | None |
| a. Individual personal computers or workstations | N=419 | N=372 88.8% | N=47 11.2% | N=316 | N=112 35.4% | N=63 19.9% | N=141 44.6% |
| b. Mid-range (mini-computers) or mainframe computers | N=321 | N=50 15.6% | N=271 84.4% | N=46 | N=29 63.0% | N=10 21.7% | N=7 15.2% |
| c. File servers | N=333 | N=109 32.7% | N=224 67.3% | | | | |
| d. Other (Please specify.) | | | | | | | |

*Out of all those who responded that they had a computer.

- 4.* What arrangements does your city have for the updating, security, and daily operations of all the computer system(s) in your jurisdiction? (Indicate the extent to which each row applies.)

| | For All of the Systems' Upkeep | For Most of the Systems' Upkeep | For Some of the Systems' Upkeep | For None of the Systems' Upkeep |
|--|--------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| a. We rely on in-house staff. (N=336) | N=135 40.2% | N=104 31.0% | N=61 18.2% | N=36 10.7% |
| b. We rely on a collaboration(s) of local governments (or a cooperative). (N=298) | N=5 1.7% | N=12 4.0% | N=37 12.4% | N=244 81.9% |
| c. We rely on a consultant or computer-service vendor(s) for the computers we own. (N=330) | N=65 19.7% | N=66 20.0% | N=113 34.2% | N=86 26.1% |
| d. We house computers and their applications off-site and a vendor there manages them. (N=295) | N=7 2.4% | N=5 1.7% | N=16 5.3% | N=267 90.5% |
| e. Other. (Please specify.) (N=28) | N=2 7.1% | N=0 0.0% | N=4 14.3% | N=22 78.6% |

*All Q4 Ns: N does not include respondents indicating their governments have no computers.

The following questions apply only if you already offer e-government—that is, you answered “yes” to Question 1 on page 1. If you do not currently provide information or services to citizens on-line, you may STOP here and return the survey. Thank you.

This next set of questions deals with *planning* for e-government.

5. Do you have a written strategic plan that includes plans for your e-government services? (Select one.) (N=122)

| Number | Percent | |
|--------|---------|---|
| 10 | 8.2% | <input type="checkbox"/> 1 Yes. |
| 31 | 25.4 | <input type="checkbox"/> 2 We have a plan, but it is not written. (Go to Question 7.) |
| 81 | 66.4 | <input type="checkbox"/> 3 No. (Go to Question 7.) |

6. If YES, which of the following characterizes your strategic plans for e-government?*(Select all that apply.) (N=10; out of those who answered yes to Q5.)*

| Number | Percent | | |
|--------|---------|--------------------------|---|
| 7 | 70.0% | <input type="checkbox"/> | a. They describe the city's vision for how e-government will work and serve citizens. |
| 6 | 60.0 | <input type="checkbox"/> | b. They are aligned with the city's overall strategic plan or comprehensive plan or business plan. |
| 6 | 60.0 | <input type="checkbox"/> | c. They specify which information or services are suitable for electronic delivery. |
| 2 | 20.0 | <input type="checkbox"/> | d. They specify which work processes need to change to accommodate on-line service requests. |
| 6 | 60.0 | <input type="checkbox"/> | e. They consider how citizens might gain access to the Web site, especially for citizens without computers. |
| 7 | 70.0 | <input type="checkbox"/> | f. They are reviewed and updated on a regular basis. |

7. Before implementing e-government, did your city assess its readiness for e-government in any of the following areas? (Select all that apply.) (N=123; including those not responding to this question but completing subsequent ones.)

| Number | Percent | | |
|--------|---------|--------------------------|--|
| 46 | 37.4% | <input type="checkbox"/> | a. Leadership support needed for e-government |
| 85 | 69.1 | <input type="checkbox"/> | b. Staff competency to plan, develop, and maintain the Web site |
| 80 | 65.0 | <input type="checkbox"/> | c. Availability of computers, technical equipment, and telecommunications capabilities |
| 36 | 29.3 | <input type="checkbox"/> | d. Ability to assess citizen expectations for e-government |
| 80 | 65.0 | <input type="checkbox"/> | e. Funding for equipment and staff |
| 39 | 31.7 | <input type="checkbox"/> | f. Legal issues, such as copyrights or protecting privacy of on-line data |
| 3 | 2.4 | <input type="checkbox"/> | g. Other <i>(Please specify.)</i> _____ |

8. Did your city plan how it would implement e-government, once it decided to proceed?*(Select one answer.) (N=123)*

| Number | Percent | | |
|--------|---------|----------------------------|---|
| 13 | 10.6% | <input type="checkbox"/> 1 | Yes, we had written plans. |
| 53 | 43.1 | <input type="checkbox"/> 2 | We planned implementation, but did not write it down. <i>(Go to Question 10.)</i> |
| 57 | 46.3 | <input type="checkbox"/> 3 | No. <i>(Go to Question 10.)</i> |

9. If YES, which of the following did your implementation plans contain? (Select all that apply.) (N=13; out of those who answered yes to Q8.)

| Number | Percent | | |
|--------|---------|--------------------------|--|
| 11 | 84.6% | <input type="checkbox"/> | a. A description of the on-line initiatives to be undertaken |
| 12 | 92.3 | <input type="checkbox"/> | b. An economic analysis of the initiatives' costs |
| 13 | 100.0 | <input type="checkbox"/> | c. Identification of staff resources |
| 10 | 76.9 | <input type="checkbox"/> | d. Proposed funding sources |
| 7 | 53.8 | <input type="checkbox"/> | e. Marketing plans for the e-government services |
| 13 | 100.0 | <input type="checkbox"/> | f. A schedule for implementation |
| 5 | 38.5 | <input type="checkbox"/> | g. Customer relations activities to support and respond to users' questions and problems |
| 3 | 23.1 | <input type="checkbox"/> | h. An assessment of changes needed to your business processes |
| 0 | 0.0 | <input type="checkbox"/> | i. Other <i>(Please describe.)</i> _____ |

10. Has your city developed policies for any of the following? (Select one for each row.)

| | Have a Written Policy | Certain Practices Are Followed, But Are Unwritten | No Policy Has Yet Been Set |
|---|--------------------------|--|----------------------------------|
| a. Purpose of Web use in city business (N=121) | N=27; 22.3% | N=45; 37.2% | N=49; 40.5% |
| b. Appropriate staff use of the Web (N=122) | N=48; 39.3% | N=35; 28.7% | N=39; 32.0% |
| c. Public access to records (N=122) | N=35; 28.7% | N=36; 29.5% | N=51; 41.8% |
| d. Privacy of data (N=122) | N=43; 35.2% | N=42; 34.4% | N=37; 30.3% |
| e. Security of network resources (N=122) | N=15; 12.3% | N=56; 45.9% | N=51; 41.8% |
| f. Records management and storage (N=122) | N=29; 23.8% | N=49; 40.2% | N=44; 36.1% |
| g. Marketing Web site to the larger community (N=121) | N=1; 0.8% | N=34; 28.1% | N=86; 71.1% |

11. How successful has your city been in attempting the following? (Select one for each row.)

| | Successful | Somewhat Successful | Somewhat Unsuccessful | Unsuccessful | Has Not Been Attempted |
|--|---------------|------------------------|--------------------------|--------------|------------------------------|
| a. Seeking support for e-government from top elected and administrative officials (N=122) | N=63 51.6% | N=37 30.3% | N=3 2.5% | N=2 1.6% | N=17 13.9% |
| b. Seeking citizen input through a public approval process, e.g., public hearing (N=121) | N=8 6.6% | N=13 10.7% | N=6 5.0% | N=3 2.5% | N=91 75.2% |
| c. Identifying potential users and their needs and desires to make the Web site "citizen-oriented" (N=122) | N=17 13.9% | N=41 33.6% | N=13 10.7% | N=2 1.6% | N=49 40.2% |
| d. Assigning e-government responsibility to a specific project manager or department (N=121) | N=41 33.9% | N=46 38.0% | N=7 5.8% | N=3 2.5% | N=24 19.8% |
| e. Promoting staff awareness of e-government as a means of conducting day-to-day business (N=121) | N=15 12.4% | N=48 39.7% | N=15 12.4% | N=4 3.3% | N=39 32.2% |
| f. Using staff from multiple departments to coordinate the e-government effort (N=121) | N=16 13.2% | N=43 35.5% | N=12 9.9% | N=7 5.8% | N=43 35.5% |

12. To the best of your knowledge, how adequate is the infrastructure now available to support your Web site? (Infrastructure includes cabling, telecommunication protocols, hardware standards, high-speed access, etc.) (Select one.) (N=120)

| | | | | |
|--------------------------------|---|---|----------------------------------|--------------------------------|
| <u>Adequate</u> N=59; 49.2% | <u>Somewhat Adequate</u> N=36; 30.0% | <u>Somewhat Inadequate</u> N=13; 10.8% | <u>Inadequate</u> N=12; 10.0% | <u>Don't Know</u> N=0; 0.0% |
|--------------------------------|---|---|----------------------------------|--------------------------------|

12(a). Comments: _____

13. In undertaking e-government, did your city work independently or with others? (For each column, indicate with whom you worked, if anyone.)

| | (N=107) For Planning E-Government | (N=107) For Implementing E-Government | (N=105) For Maintaining E-Government |
|--|---|---|--|
| a. Independently | N=47; 43.9% | N=38; 35.5% | N=47; 44.8% |
| b. With a nearby city(ies) | N=6; 5.6% | N=5; 4.7% | N=4; 3.8% |
| c. With a nearby school district(s) | N=6; 5.6% | N=6; 5.6% | N=6; 5.7% |
| d. With a nearby county(ies) | N=4; 3.7% | N=1; 0.9% | N=0; 0.0% |
| e. With the local library | N=3; 2.8% | N=3; 2.8% | N=2; 1.9% |
| f. With a community or technical college or university | N=1; 0.9% | N=2; 1.9% | N=1; 1.0% |
| g. With businesses, consultants, or nonprofits | N=48; 44.9% | N=53; 49.5% | N=38; 36.2% |
| h. Other (Please specify.) | N=14; 13.1% | N=12; 11.2% | N=14; 13.3% |

14. When planning for e-government, did your city estimate expenses using “life-cycle” costs? (Life-cycle costs look at expected use, maintenance, energy, training, and disposal costs over the life of the item as well as the initial purchase price.) (For each row, indicate the cost considerations that were made.)

| | Not Included as a Cost | Estimated Only the Initial Purchase Price | Estimated Using Life- Cycle Costs |
|--|------------------------------|---|---|
| a. Research and development (N=116) | N=65; 56.0% | N=40; 34.5% | N=11; 9.5% |
| b. Hardware and software (N=117) | N=37; 31.6% | N=55; 47.0% | N=25; 21.4% |
| c. Infrastructure (cabling, telecommunication lines, etc.) (N=116) | N=48; 41.4% | N=51; 44.0% | N=17; 14.7% |
| d. Contracts with Internet service providers (N=115) | N=26; 22.6% | N=55; 47.8% | N=34; 29.6% |
| e. Staff time for technical work and Web page content (N=116) | N=56; 48.3% | N=35; 30.2% | N=25; 21.6% |
| f. Staff time for maintaining the Web site (N=116) | N=60; 51.7% | N=26; 22.4% | N=30; 25.9% |
| g. Likely overtime pay (N=116) | N=96; 82.8% | N=15; 12.9% | N=5; 4.3% |
| h. Opportunity costs for staff time (N=113) | N=92; 81.4% | N=14; 12.4% | N=7; 6.2% |
| i. Ongoing maintenance and software updates (N=115) | N=43; 37.4% | N=38; 33.0% | N=34; 29.6% |

15. How does your city pay for setting up and running your Web site? (Select one for each row.)

| | Use Exclusively | Use in Part | Have Not Used |
|--|-----------------|-------------|---------------|
| a. General fund or other local tax dollars (N=120) | N=69; 57.5% | N=42; 35.0% | N=9; 7.5% |
| b. Capital-improvement program dollars (N=83) | N=0; 0.0% | N=28; 33.7% | N=55; 66.3% |
| c. User fees (N=81) | N=1; 1.2% | N=8; 9.9% | N=72; 88.9% |
| d. Partnerships with other entities (N=81) | N=1; 1.2% | N=17; 21.0% | N=63; 77.8% |
| e. Philanthropic grants (N=79) | N=1; 1.3% | N=5; 6.3% | N=73; 92.4% |
| f. Advertising revenue (N=79) | N=0; 0.0% | N=4; 5.1% | N=75; 94.9% |
| g. State or federal assistance (including grants) (N=78) | N=1; 1.3% | N=3; 3.8% | N=74; 94.9% |
| h. Other (Please specify.) (N=23) | N=4; 17.4% | N=4; 17.4% | N=15; 65.2% |

Now we would like to ask you about the *development and design* of your Web site.

- 16. What steps did your city follow in developing your Web site?** (*Select all that apply.*)
(N=123; including those not responding to this question but completing subsequent ones.)

| Number | Percent | | |
|--------|---------|--------------------------|---|
| 85 | 69.1% | <input type="checkbox"/> | a. Defined the likely target audience for the site |
| 26 | 21.1 | <input type="checkbox"/> | b. Surveyed potential users about their information needs |
| 51 | 41.5 | <input type="checkbox"/> | c. Developed lists of users' likely on-line needs |
| 33 | 26.8 | <input type="checkbox"/> | d. Relied on user information in making design decisions |
| 11 | 8.9 | <input type="checkbox"/> | e. Observed users as they performed tasks using the Web site and solicited their feedback |
| 13 | 10.6 | <input type="checkbox"/> | f. Conducted usability tests of the site to evaluate its structure, content, presentation, or interface |

- 17. How would you describe the extent of the current content of your Web site?** (*Select all that apply.*)
(N=123; including those not responding to this question but completing subsequent ones.)

| Number | Percent | | |
|--------|---------|--------------------------|---|
| 118 | 95.9% | <input type="checkbox"/> | a. Provides information describing your city and its operations |
| 56 | 45.5 | <input type="checkbox"/> | b. Provides forms that may be printed and mailed (e.g., employment applications, permit renewals) |
| 48 | 39.0% | <input type="checkbox"/> | c. Offers a means to submit information on-line (e.g., service requests, citizen polls, registration information) |
| 10 | 8.1 | <input type="checkbox"/> | d. Offers a means to complete financial transactions on-line (e.g., pay fees) |
| 12 | 9.8 | <input type="checkbox"/> | e. Other (<i>Please specify.</i>) _____ |

- 18. Indicate which features are part of your current Web site.** (*Select all that apply.*)
(N=122; including those not responding to this question but completing subsequent ones.)

| Number | Percent | | |
|--------|---------|--------------------------|--|
| 93 | 76.2% | <input type="checkbox"/> | a. Consistent use of headers, fonts, and backgrounds from page to page |
| 113 | 92.6 | <input type="checkbox"/> | b. Use of plain English instead of technical jargon |
| 47 | 38.5 | <input type="checkbox"/> | c. Text-only or low-graphics options to allow fast loading of Web pages |
| 89 | 73.0 | <input type="checkbox"/> | d. Identification of your city on each Web page |
| 35 | 28.7 | <input type="checkbox"/> | e. Date stamps to indicate the most recent revisions of information |
| 104 | 85.2 | <input type="checkbox"/> | f. Contact names, addresses, e-mail addresses, and telephone numbers displayed prominently |
| 34 | 27.9 | <input type="checkbox"/> | g. A page of "frequently asked questions" |
| 45 | 36.9 | <input type="checkbox"/> | h. Information on how to answer questions not covered on-line |
| 85 | 69.7 | <input type="checkbox"/> | i. Clearly labeled navigation buttons used consistently across pages to return users to specific pages |
| 79 | 64.8 | <input type="checkbox"/> | j. E-mail links to useful resources both inside the city and external to it |
| 47 | 38.5 | <input type="checkbox"/> | k. An index or search function |
| 27 | 22.1 | <input type="checkbox"/> | l. Automated tracking of the times users access various pages or download documents |

- 19. Has your city developed policies that govern what information will be collected from visitors to the Web site?** (*Select one.*) (N=118)

| Number | Percent | | |
|--------|---------|--------------------------|--|
| 5 | 4.2% | <input type="checkbox"/> | 1 Yes. |
| 13 | 11.0 | <input type="checkbox"/> | 2 We follow certain privacy practices, but they are unwritten. (<i>Go to Question 21.</i>) |
| 100 | 84.7 | <input type="checkbox"/> | 3 No. (<i>Go to Question 21.</i>) |

20. Which of the following applies to your city's privacy policies? *(Select all that apply.)*
(N=5; out of those who responded yes to Q19.)

| Number | Percent | |
|--------|---------|---|
| 3 | 60.0% | <input type="checkbox"/> a. They specify what data are to be collected from Web-site users. |
| 2 | 40.0 | <input type="checkbox"/> b. They state who are the potential recipients of the data. |
| 3 | 60.0 | <input type="checkbox"/> c. They specify the intended uses of the information. |
| 3 | 60.0 | <input type="checkbox"/> d. They detail the steps taken to protect the data's confidentiality. |
| 3 | 60.0 | <input type="checkbox"/> e. They appear in a conspicuous place on the Web page near where the data are actually collected. |
| 1 | 20.0 | <input type="checkbox"/> f. They give users a choice about use of their personal information for secondary purposes (e.g., being placed on a mailing list or being transferred to a third party). |
| 1 | 20.0 | <input type="checkbox"/> g. They provide users a means to review information collected on-line. |
| 2 | 40.0 | <input type="checkbox"/> h. They provide users a means to correct data that are inaccurate. |
| 0 | 0.0 | <input type="checkbox"/> i. The Web site displays a privacy seal indicating third-party approval of privacy practices. |

21. Does your Web site provide for users who do not speak English or who have physical disabilities? *(Select one response for each row.)*

| | Yes | No | Users Do Not Need | Don't Know |
|---|--------------|----------------|-------------------|---------------|
| a. Site provides an alternative language feature (N=120) | N=2 1.7% | N=105 87.5% | N=1 0.8% | N=12 10.0% |
| b. Site complies with federal or state guidelines on accessibility (N=119) | N=11 9.2% | N=26 21.8% | N=1 0.8% | N=81 68.1% |

22. Which security measures, if any, has your city taken for its Web site? *(Select one for each row.)*

| | Done Fully | Done Partially | Not Done | Not Applicable | Don't Know |
|--|---------------|----------------|---------------|----------------|---------------|
| a. Conducted risk assessment of Web site data security (N=115) | N=17 14.8% | N=14 12.2% | N=41 35.7% | N=17 14.8% | N=26 22.6% |
| b*. Wrote security policies and procedures based on results of risk assessment (N=116) | N=6 5.2% | N=7 6.0% | N=63 54.3% | N=20 17.2% | N=19 16.4% |
| c. Installed and tested firewall(s) (N=117) | N=48 41.0% | N=7 6.0% | N=23 19.7% | N=15 12.8% | N=24 20.5% |
| d. Installed current security patches (N=115) | N=38 33.0% | N=11 9.6% | N=19 16.5% | N=15 13.0% | N=32 27.8% |
| e. Used current anti-virus programs (N=115) | N=67 58.3% | N=10 8.7% | N=9 7.8% | N=13 11.3% | N=16 13.9% |
| f. Developed plans for data backups and disaster recovery (N=117) | N=47 40.2% | N=24 20.5% | N=19 16.2% | N=12 10.3% | N=15 12.8% |
| g. Granted employee data access on "need-to-know" basis (N=116) | N=28 24.1% | N=12 10.3% | N=24 20.7% | N=32 27.6% | N=20 17.2% |
| h. Changed security clearances when employees turned over (N=115) | N=32 27.8% | N=6 5.2% | N=23 20.0% | N=38 33.0% | N=16 13.9% |
| i. Required periodic password changes (N=114) | N=16 14.0% | N=15 13.2% | N=49 43.0% | N=17 14.9% | N=17 14.9% |
| j. Separated servers for Web site and other functions (N=118) | N=52 44.1% | N=5 4.2% | N=21 17.8% | N=23 19.5% | N=17 14.4% |
| k. Internally controlled who changes the Web site and when (N=116) | N=74 63.8% | N=12 10.3% | N=10 8.6% | N=9 7.8% | N=11 9.5% |
| l. Periodically reviewed security system's adequacy (N=114) | N=25 21.9% | N=22 19.3% | N=33 28.9% | N=14 12.3% | N=20 17.5% |
| *Have security policy, but not risk assessment | N=1 0.9% | | | | |

23. How much nonpublic data do you maintain on any servers in connection with your Web site?

(Select one.) (N=118)

| Number | Percent | |
|--------|---------|--|
| 3 | 2.5% | <input type="checkbox"/> 1 Large amounts |
| 9 | 7.6 | <input type="checkbox"/> 2 Moderate amounts |
| 96 | 81.4 | <input type="checkbox"/> 3 Very little, if any |
| 10 | 8.5 | <input type="checkbox"/> 4 Don't know |

24. Has your government taken any of the following security steps to protect your site's data?

(Select one for each row.)

| | <u>Done Fully</u> | <u>Done Partially</u> | <u>Not Done</u> | <u>Not Applicable</u> | <u>Don't Know</u> |
|--|-------------------|-----------------------|-----------------|-----------------------|-------------------|
| a. Trained employees on importance of securing data (N=113) | N=11 9.7% | N=33 29.2% | N=34 30.1% | N=28 24.8% | N=7 6.2% |
| b. Besides passwords, required second authentication factor, e.g., smart card or token (N=113) | N=0 0.0% | N=5 4.4% | N=67 59.3% | N=33 29.2% | N=8 7.1% |
| c. Assigned responsibility for ongoing security monitoring to trained employees or consultants (N=112) | N=20 17.9% | N=21 18.8% | N=36 32.1% | N=28 25.0% | N=7 6.3% |
| d. Restricted physical access to data centers (N=113) | N=35 31.0% | N=22 19.5% | N=17 15.0% | N=29 25.7% | N=10 8.8% |
| e. Prepared incident-response procedures for possible incidents (N=113) | N=7 6.2% | N=12 10.6% | N=54 47.8% | N=29 25.7% | N=11 9.7% |
| f. Encrypted incoming and stored data (N=113) | N=3 2.7% | N=9 8.0% | N=48 42.5% | N=31 27.4% | N=22 19.5% |
| g. Disposed of nonpublic data when no longer needed (N=112) | N=13 11.6% | N=18 16.1% | N=27 24.1% | N=39 34.8% | N=15 13.4% |
| h. Installed intrusion detection software (N=113) | N=11 9.7% | N=8 7.1% | N=41 36.3% | N=27 23.9% | N=26 23.0% |
| i. Provided for third-party assessment of security controls (N=113) | N=10 8.8% | N=12 10.6% | N=43 38.1% | N=29 25.7% | N=19 16.8% |
| j. Implemented "public key infrastructure" with electronic "keys" to decrypt data (N=113) | N=3 2.7% | N=2 1.8% | N=48 42.5% | N=35 31.0% | N=25 22.1% |
| k. Other (Please specify.) (N=23) | N=1 4.3% | N=1 4.3% | N=10 43.5% | N=8 34.8% | N=3 13.0% |

25. Which of the following best describes your arrangements for the development, hosting, and day-to-day operations of your Web site? (For each column select all that apply.)

| | (N=114) For <u>Developing</u> | (N=109) For <u>Hosting</u> | (N=116) For Daily <u>Maintenance</u> |
|--|-------------------------------------|----------------------------------|--|
| a. We rely on in-house staff. | N=77 67.5% | N=29 26.6% | N=92 79.3% |
| b. We rely on a collaboration(s) of local governments. | N=6 5.3% | N=14 12.8% | N=3 2.6% |
| c. We use our own computers but rely on a consultant or Web-service vendor(s). | N=29 25.4% | N=31 28.4% | N=17 14.7% |
| d. Service is provided off-site by a vendor using off-site equipment. | N=24 21.1% | N=62 56.9% | N=26 22.4% |
| e. Other (Please specify.) _____ | N=0 0.0% | N=0 0.0% | N=0 0.0% |

The next set of questions applies to the *ongoing operations* of your city's Web site.

26. Does your city have a written plan describing procedures and a schedule for Web site upkeep?
(N=119)

| Number | Percent | |
|--------|---------|--|
| 5 | 4.2% | <input type="checkbox"/> 1 Yes. |
| 45 | 37.8 | <input type="checkbox"/> 2 We have a plan but it is not written. |
| 69 | 58.0 | <input type="checkbox"/> 3 No. |

27. If your city has in-house staff who work on e-government, how would you describe the adequacy of the number of staff needed for e-government, their competence, their use of training, and the general quality of the training? (Select one response for each row.)

| | <u>Adequate</u> | <u>Somewhat Adequate</u> | <u>Somewhat Inadequate</u> | <u>Inadequate</u> | <u>Not Applicable</u> |
|--|-----------------|--------------------------|----------------------------|-------------------|-----------------------|
| a. Number of staff needed for e-government (N=113) | N=30 26.5% | N=38 33.6% | N=15 13.3% | N=19 16.8% | N=11 9.7% |
| b. Staff competence to offer e-government (N=113) | N=25 22.1% | N=47 41.6% | N=13 11.5% | N=17 15.0% | N=11 9.7% |
| c. Staff Use of Available Training | | | | | |
| 1. Start-up training (N=109) | N=27 24.8% | N=27 24.8% | N=14 12.8% | N=22 20.2% | N=19 17.4% |
| 2. Ongoing training (N=108) | N=16 14.8% | N=29 26.9% | N=19 17.6% | N=26 24.1% | N=18 16.7% |
| d. Quality of Training | | | | | |
| 1. Start-up training (N=109) | N=26 23.9% | N=27 24.8% | N=17 15.6% | N=17 15.6% | N=22 20.2% |
| 2. Ongoing training (N=109) | N=17 15.6% | N=31 28.4% | N=20 18.3% | N=20 18.3% | N=21 19.3% |

28. For which of the following activities, if any, has your city assigned specific responsibility to either in-house staff or others? (Select all that apply.) (N=121; including those not responding to this question but completing subsequent ones.)

| Number | Percent | |
|--------|---------|--|
| 95 | 78.5% | <input type="checkbox"/> a. Posting new pages to the site |
| 93 | 76.9 | <input type="checkbox"/> b. Regularly reviewing Web pages' content and updating as needed |
| 70 | 57.9 | <input type="checkbox"/> c. Testing Web pages before releasing them publicly |
| 72 | 59.5 | <input type="checkbox"/> d. Checking links on the Web page and changing "dead" links |
| 76 | 62.8 | <input type="checkbox"/> e. Responding to Web-generated requests for information or service |
| 48 | 39.7 | <input type="checkbox"/> f. Tracking user activity of the site |
| 22 | 18.2 | <input type="checkbox"/> g. Actively monitoring the site to identify security breaches |
| 54 | 44.6 | <input type="checkbox"/> h. Maintaining updated antivirus software and installing software "patches" |

29. Has your city evaluated the Web site to determine how well it is meeting your e-government goals?
(Select one answer.) (N=119)

| Number | Percent | |
|--------|---------|---|
| 27 | 22.7% | <input type="checkbox"/> 1 Yes. |
| 57 | 47.9 | <input type="checkbox"/> 2 No. (Go to Question 31.) |
| 35 | 29.4 | <input type="checkbox"/> 3 No, but we plan to within the year. (Go to Question 31.) |

30. If YES, how satisfied are you that your city's experience with e-government has met your original expectations? (Select one.) (N=25; out of those who answered yes to Q29.)

| <u>Satisfied</u> | <u>Somewhat Satisfied</u> | <u>Somewhat Unsatisfied</u> | <u>Unsatisfied</u> | <u>Don't Know</u> |
|------------------|---------------------------|-----------------------------|--------------------|-------------------|
| N=10; 40.0% | N=10; 40.0% | N=4; 16.0% | N=0; 0.0% | N=1; 4.0% |

31. Has your city taken either of the following steps? (For each row select one response.)

| | <u>Yes</u> | <u>No</u> | <u>No, But We Plan To Within The Year</u> |
|--|---------------|---------------|---|
| a. Identified measures to determine whether the Web site is cost-effective (N=112) | N=14 12.5% | N=80 71.4% | N=18 16.1% |
| b. Reviewed and revised the Web site based on feedback from users (N=113) | N=50 44.2% | N=39 34.5% | N=24 21.2% |

Finally, we would like to ask for your comments.

32. What innovative or effective methods has your city used in developing and maintaining e-government?

33. Please include any additional comments or concerns. (Use an additional sheet, if needed.)

Thank you for completing this questionnaire!

Please send the completed form in the pre-addressed envelope,
or fax it to 651/296-4712, by November 6, 2001.

Office of the Legislative Auditor

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