Survey of Counties

As part of the best practices reviews on e-government and managing local computer systems, the Office of the Legislative Auditor surveyed Minnesota's 87 counties. The aggregate results of county responses are available here. Survey results from Minnesota cities and school districts are also available on our Web site.

Who was Surveyed and How Many Responded
We mailed surveys in October 2001 to information technology directors or to county administrators or auditors 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 78 counties for a response rate of nearly 90 percent. The margin of error for the county survey is plus or minus 3.6 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 counties 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.

OLA

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.S**

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 county provide any information or services to citizens on-line?** *(Select one of the following answers.)* (*N*=76)

Number	Percent		
49	64.5%	1	Yes.
9	11.8	2	No, but we will within the coming year.
12	15.8	3	No, but we would like to sometime in the future.
6	7.9	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*=73)	*N*=0 0.0%	*N*=1 1.4%	*N*=10 13.7%	*N*=62 84.9%
b.	Elected leaders do not view e-government as a high priority. (*N*=75)	*N*=1 1.3%	*N*=10 13.3%	*N*=22 29.3%	*N*=42 56.0%
c.	Expenses for e-government are too high given our other needs. (*N*=76)	*N*=11 14.5%	*N*=25 32.9%	*N*=28 36.8%	*N*=12 15.8%
d.	We are not sure where to begin. (*N*=73)	*N*=0 0.0%	*N*=11 15.1%	*N*=25 34.2%	*N*=37 50.7%
e.	We do not have access to high-speed telecommunications lines, cabling, or other infrastructure. (*N*=77)	*N*=0 0.0%	*N*=0 0.0%	*N*=9 11.7%	*N*=68 88.3%
f.	We do not have the computers, software, or other necessary equipment. (*N*=74)	*N*=3 4.1%	*N*=6 8.1%	*N*=17 23.0%	*N*=48 64.9%
g.	Staff do not have e-government background or training. (*N*=76)	*N*=6 7.9%	*N*=20 26.3%	*N*=40 52.6%	*N*=10 13.2%
h.	Not enough staff hours are available to offer e-government. (*N*=76)	*N*=15 19.7%	*N*=28 36.8%	*N*=25 32.9%	*N*=8 10.5%
i.	We are unable to keep up with rapidly changing technology. (*N*=76)	*N*=4 5.3%	*N*=18 23.7%	*N*=28 36.8%	*N*=26 34.2%
j.	Other (*Please specify.*) (*N*=6)	*N*=2 33.3%	*N*=1 16.7%	*N*=1 16.7%	*N*=2 33.3%

The next two questions deal with *all* of your county'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 county?** *(For each row indicate whether it is in use and, if applicable, part of a computer network.)*

		N for In Use	In Use Yes	In Use No	*N* for Networked*	Fully	Partially	None
a.	Individual personal computers or workstations	*N*=78	*N*=78 100.0%	*N*=0 0.0%	*N*=78	*N*=72 92.3%	*N*=6 7.7%	*N*=0 0.0%
b.	Mid-range (mini-computers) or mainframe computers	*N*=73	*N*=68 93.2%	*N*=5 6.8%	*N*=65	*N*=56 86.2%	*N*=9 13.8%	*N*=0 0.0%
c.	File servers	*N*=73	*N*=73 100.0%	*N*=0 0.0%				
d.	Other (*Please specify.*)							

* Out of all those who responded that they had computers.

4. **What arrangements does your county 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*=76)	*N*=26 34.2%	*N*=38 50.0%	*N*=11 14.5%	*N*=1 1.3%
b.	We rely on a collaboration(s) of local governments (or a cooperative). (*N*=72)	*N*=0 0.0%	*N*=5 6.9%	*N*=35 48.6%	*N*=32 44.4%
c.	We rely on a consultant or computer-service vendor(s) for the computers we own. (*N*=75)	*N*=4 5.3%	*N*=13 17.3%	*N*=45 60.0%	*N*=13 17.3%
d.	We house computers and their applications off-site and a vendor there manages them. (*N*=71)	*N*=0 0.0%	*N*=0 0.0%	*N*=8 11.3%	*N*=63 88.7%
e.	Other. (*Please specify.*) (*N*=2)	*N*=0 0.0%	*N*=0 0.0%	*N*=0 0.0%	*N*=2 100.0%

> **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*=48)

Number	Percent		
5	10.4%	1	Yes.
14	29.2	2	We have a plan, but it is not written. (*Go to Question 7.*)
29	60.4	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*=5; out of those who answered yes to Q5.)

Number	Percent		
2	40.0%	☐	a. They describe the county's vision for how e-government will work and serve citizens.
4	80.0	☐	b. They are aligned with the county's overall strategic plan or comprehensive plan or business plan.
1	20.0	☐	c. They specify which information or services are suitable for electronic delivery.
0	0.0	☐	d. They specify which work processes need to change to accommodate on-line service requests.
1	20.0	☐	e. They consider how citizens might gain access to the Web site, especially for citizens without computers.
2	40.0	☐	f. They are reviewed and updated on a regular basis.

7.   Before implementing e-government, did your county assess its readiness for e-government in any of the following areas? *(Select all that apply.)* (*N*=49; includes those not responding to this question but completing subsequent ones.)

Number	Percent		
20	40.8%	☐	a. Leadership support needed for e-government
33	67.3	☐	b. Staff competency to plan, develop, and maintain the Web site
35	71.4	☐	c. Availability of computers, technical equipment, and telecommunications capabilities
14	28.6	☐	d. Ability to assess citizen expectations for e-government
30	61.2	☐	e. Funding for equipment and staff
26	53.1	☐	f. Legal issues, such as copyrights or protecting privacy of on-line data
2	4.1	☐	g. Other *(Please specify.)* _____

8.   Did your county plan how it would implement e-government, once it decided to proceed?
(Select one answer.) (*N*=48)

Number	Percent		
3	6.3%	1	Yes, we had written plans.
24	50.0	2	We planned implementation, but did not write it down. *(Go to Question 10.)*
21	43.8	3	No. *(Go to Question 10.)*

9.   If YES, which of the following did your implementation plans contain? *(Select all that apply.)*
(*N*=3; out of those who answered yes to Q8.)

Number	Percent		
2	66.7%	☐	a. A description of the on-line initiatives to be undertaken
1	33.3	☐	b An economic analysis of the initiatives' costs
2	66.7	☐	c. Identification of staff resources
2	66.7	☐	d. Proposed funding sources
1	33.3	☐	e. Marketing plans for the e-government services
2	66.7	☐	f. A schedule for implementation
0	0.0	☐	g. Customer relations activities to support and respond to users' questions and problems
0	0.0	☐	h. An assessment of changes needed to your business processes
1	33.3	☐	i. Other *(Please describe.)* _____

10.   Has your county 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 county business (*N*=48)	*N*=29; 60.4%	*N*=10; 20.8%	*N*=9; 18.8%
b. Appropriate staff use of the Web (*N*=49)	*N*=41; 83.7%	*N*=5; 10.2%	*N*=3; 6.1%
c. Public access to records (*N*=49)	*N*=14; 28.6%	*N*=22; 44.9%	*N*=13; 26.5%
d. Privacy of data (*N*=49)	*N*=24; 49.0%	*N*=16; 32.7%	*N*=9; 18.4%
e. Security of network resources (*N*=49)	*N*=16; 32.7%	*N*=29; 59.2%	*N*=4; 8.2%
f. Records management and storage (*N*=49)	*N*=19; 38.8%	*N*=19; 38.8%	*N*=11; 22.4%
g. Marketing Web site to the larger community (*N*=48)	*N*=0; 0.0%	*N*=11; 22.9%	*N*=37; 77.1%

11.   How successful has your county 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*=48)	*N*=12 25.0%	*N*=22 45.8%	*N*=6 12.5%	*N*=1 2.1%	*N*=7 14.6%
b. Seeking citizen input through a public approval process, e.g., public hearing (*N*=48)	*N*=0 0.0%	*N*=6 12.5%	*N*=1 2.1%	*N*=3 6.3%	*N*=38 79.2%
c. Identifying potential users and their needs and desires to make the Web site "citizen-oriented" (*N*=47)	*N*=3 6.4%	*N*=19 40.4%	*N*=4 8.5%	*N*=1 2.1%	*N*=20 42.6%
d. Assigning e-government responsibility to a specific project manager or department (*N*=48)	*N*=17 35.4%	*N*=15 31.3%	*N*=1 2.1%	*N*=1 2.1%	*N*=14 29.2%
e. Promoting staff awareness of e-government as a means of conducting day-to-day business (*N*=48)	*N*=5 10.4%	*N*=22 45.8%	*N*=8 16.7%	*N*=1 2.1%	*N*=12 25.0%
f. Using staff from multiple departments to coordinate the e-government effort (*N*=49)	*N*=5 10.2%	*N*=26 53.1%	*N*=6 12.2%	*N*=1 2.0%	*N*=11 22.4%

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*=49)

Adequate	Somewhat Adequate	Somewhat Inadequate	Inadequate	Don't Know
N=25; 51.0%	*N*=19; 38.8%	*N*=3; 6.1%	*N*=2; 4.1%	*N*=0; 0.0%

12(a). *Comments*: _____

_____

_____

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

	(*N*=43) For Planning E-Government	(*N*=43) For Implementing E-Government	(*N*=41) For Maintaining E-Government
a. Independently	N=24; 55.8%	N=22; 51.2%	N=27; 65.9%
b. With a nearby city(ies)	N=3; 7.0%	N=3; 7.0%	N=1; 2.4%
c. With a nearby school district(s)	N=0; 0.0%	N=4; 9.3%	N=2; 4.9%
d. With a nearby county(ies)	N=6; 14.0%	N=3; 7.0%	N=0; 0.0%
e. With the local library	N=0; 0.0%	N=1; 2.3%	N=0; 0.0%
f. With a community or technical college or university	N=0; 0.0%	N=1; 2.3%	N=0; 0.0%
g. With businesses, consultants, or nonprofits	N=17; 39.5%	N=19; 44.2%	N=11; 26.8%
h. Other (*Please specify.*)	N=0; 0.0%	N=0; 0.0%	N=2; 4.9%

14. **When planning for e-government, did your county 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*=41)	N=29; 70.7%	N=10; 24.4%	N=2; 4.9%
b. Hardware and software (*N*=42)	N=14; 33.3%	N=21; 50.0%	N=7; 16.7%
c. Infrastructure (cabling, telecommunication lines, etc.) (*N*=42)	N=20; 47.6%	N=20; 47.6%	N=2; 4.8%
d. Contracts with Internet service providers (*N*=42)	N=20; 47.6%	N=16; 38.1%	N=6; 14.3%
e. Staff time for technical work and Web page content (*N*=42)	N=24; 57.1%	N=13; 31.0%	N=5; 11.9%
f. Staff time for maintaining the Web site (*N*=42)	N=26; 61.9%	N=8; 19.0%	N=8; 19.0%
g. Likely overtime pay (*N*=41)	N=35; 85.4%	N=3; 7.3%	N=3; 7.3%
h. Opportunity costs for staff time (*N*=40)	N=37; 92.5%	N=3; 7.5%	N=0; 0.0%
i. Ongoing maintenance and software updates (*N*=42)	N=25; 59.5%	N=11; 26.2%	N=6; 14.3%

15. **How does your county 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*=47)	N=25; 53.2%	N=21; 44.7%	N=1; 2.1%
b. Capital-improvement program dollars (*N*=37)	N=0; 0.0%	N=11; 29.7%	N=26; 70.3%
c. User fees (*N*=35)	N=0; 0.0%	N=4; 11.4%	N=31; 88.6%
d. Partnerships with other entities (*N*=34)	N=0; 0.0%	N=5; 14.7%	N=29; 85.3%
e. Philanthropic grants (*N*=34)	N=0; 0.0%	N=0; 0.0%	N=34; 100.0%
f. Advertising revenue (*N*=34)	N=0; 0.0%	N=0; 0.0%	N=34; 100.0%
g. State or federal assistance (including grants) (*N*=35)	N=0; 0.0%	N=3; 8.6%	N=32; 91.4%
h. Other (*Please specify.*) (*N*=7)	N=2; 28.6%	N=1; 14.3%	N=4; 57.1%

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

16.   **What steps did your county follow in developing your Web site?** *(Select all that apply.)*
      (*N*=49; including those not responding to this question but completing subsequent ones.)

Number	Percent		
35	71.4%	☐	a. Defined the likely target audience for the site
11	22.4	☐	b. Surveyed potential users about their information needs
21	42.9	☐	c. Developed lists of users' likely on-line needs
16	32.7	☐	d. Relied on user information in making design decisions
4	8.2	☐	e. Observed users as they performed tasks using the Web site and solicited their feedback
9	18.4	☐	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*=49; including those not responding to this question but completing subsequent ones.)

Number	Percent		
46	93.9%	☐	a. Provides information describing your county and its operations
33	67.3	☐	b. Provides forms that may be printed and mailed (e.g., employment applications, permit renewals)
14	28.6	☐	c. Offers a means to submit information on-line (e.g., service requests, citizen polls, registration information)
9	18.4	☐	d. Offers a means to complete financial transactions on-line (e.g., pay fees)
6	12.2	☐	e. Other *(Please specify.)* _____

18.   **Indicate which features are part of your current Web site.** *(Select all that apply.)* (*N*=49; including those not responding to this question but completing subsequent ones.)

Number	Percent		
40	81.6%	☐	a. Consistent use of headers, fonts, and backgrounds from page to page
48	98.0	☐	b. Use of plain English instead of technical jargon
24	49.0	☐	c. Text-only or low-graphics options to allow fast loading of Web pages
36	73.5	☐	d. Identification of your county on each Web page
22	44.9	☐	e. Date stamps to indicate the most recent revisions of information
40	81.6	☐	f. Contact names, addresses, e-mail addresses, and telephone numbers displayed prominently
15	30.6	☐	g. A page of "frequently asked questions"
17	34.7	☐	h. Information on how to answer questions not covered on-line
37	75.5	☐	i. Clearly labeled navigation buttons used consistently across pages to return users to specific pages
` 36	73.5	☐	j. E-mail links to useful resources both inside the county and external to it
20	40.8	☐	k. An index or search function
13	26.5	☐	l. Automated tracking of the times users access various pages or download documents

19.   **Has your county developed policies that govern what information will be collected from visitors to the Web site?** *(Select one.)* (*N*=48)

Number	Percent		
1	2.1%	1	Yes.
10	20.8	2	We follow certain privacy practices, but they are unwritten. *(Go to Question 21.)*
37	77.1	3	No. *(Go to Question 21.)*

20. Which of the following applies to your county's privacy policies? *(Select all that apply.)*
(*N*=1; out of those who answered yes to Q19.)

Number	Percent		
1	100.0%	☐	a. They specify what data are to be collected from Web-site users.
1	100.0	☐	b. They state who are the potential recipients of the data.
1	100.0	☐	c. They specify the intended uses of the information.
0	0.0	☐	d. They detail the steps taken to protect the data's confidentiality.
1	100.0	☐	e. They appear in a conspicuous place on the Web page near where the data are actually collected.
1	100.0	☐	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).
0	0.0	☐	g. They provide users a means to review information collected on-line.
0	0.0	☐	h. They provide users a means to correct data that are inaccurate.
0	0.0	☐	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*=48)	*N*=0 0.0%	*N*=47 97.9%	*N*=0 0.0%	*N*=1 2.1%
b.	Site complies with federal or state guidelines on accessibility (*N*=48)	*N*=8 16.7%	*N*=11 22.9%	*N*=0 0.0%	*N*=29 60.4%

22. Which security measures, if any, has your county 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*=43)	*N*=9 20.9%	*N*=12 27.9%	*N*=16 37.2%	*N*=4 9.3%	*N*=2 4.7%
b*.	Wrote security policies and procedures based on results of risk assessment (*N*=43)	*N*=3 7.0%	*N*=10 23.3%	*N*=20 46.5%	*N*=7 16.3%	*N*=2 4.7%
c.	Installed and tested firewall(s) (*N*=44)	*N*=19 43.2%	*N*=9 20.5%	*N*=9 20.5%	*N*=6 13.6%	*N*=1 2.3%
d.	Installed current security patches (*N*=45)	*N*=26 57.8%	*N*=7 15.6%	*N*=4 8.9%	*N*=7 15.6%	*N*=1 2.2%
e.	Used current anti-virus programs (*N*=45)	*N*=32 71.1%	*N*=3 6.7%	*N*=2 4.4%	*N*=7 15.6%	*N*=1 2.2%
f.	Developed plans for data backups and disaster recovery (*N*=45)	*N*=23 51.1%	*N*=13 28.9%	*N*=4 8.9%	*N*=5 11.1%	*N*=0 0.0%
g.	Granted employee data access on "need-to-know" basis (*N*=42)	*N*=18 42.9%	*N*=7 16.7%	*N*=8 19.0%	*N*=8 19.0%	*N*=1 2.4%
h.	Changed security clearances when employees turned over (*N*=45)	*N*=28 62.2%	*N*=7 15.6%	*N*=3 6.7%	*N*=7 15.6%	*N*=0 0.0%
i.	Required periodic password changes (*N*=44)	*N*=20 45.5%	*N*=9 20.5%	*N*=8 18.2%	*N*=7 15.9%	*N*=0 0.0%
j.	Separated servers for Web site and other functions (*N*=45)	*N*=27 60.0%	*N*=7 15.6%	*N*=5 11.1%	*N*=5 11.1%	*N*=1 2.2%
k.	Internally controlled who changes the Web site and when (*N*=45)	*N*=37 82.2%	*N*=4 8.9%	*N*=3 6.7%	*N*=1 2.2%	*N*=0 0.0%
l.	Periodically reviewed security system's adequacy (*N*=43)	*N*=13 30.2%	*N*=15 34.9%	*N*=8 18.6%	*N*=5 11.6%	*N*=2 4.7%
	*Have security policy, but not risk assessment	*N*=1 2.3%				

23.   How much nonpublic data do you maintain on any servers in connection with your Web site? *(Select one.)* (*N*=48)

Number   Percent

1	2.1%	1	Large amounts
3	6.3	2	Moderate amounts
42	87.5	3	Very little, if any
2	4.2	4	Don't know

24.   Has your county taken any of the following security steps to protect your site's data?
(Select one for each row.)

		Done Fully	Done Partially	Not Done	Not Applicable	Don't Know
a.	Trained employees on importance of securing data (*N*=44)	*N*=13 29.5%	*N*=18 40.9%	*N*=6 13.6%	*N*=6 13.6%	*N*=1 2.3%
b.	Besides passwords, required second authentication factor, e.g., smart card or token (*N*=45)	*N*=0 0.0%	*N*=1 2.2%	*N*=36 80.0%	*N*=6 13.3%	*N*=2 4.4%
c.	Assigned responsibility for ongoing security monitoring to trained employees or consultants (*N*=44)	*N*=15 34.1%	*N*=12 27.3%	*N*=12 27.3%	*N*=4 9.1%	*N*=1 2.3%
d.	Restricted physical access to data centers (*N*=45)	*N*=28 62.2%	*N*=11 24.4%	*N*=1 2.2%	*N*=4 8.9%	*N*=1 2.2%
e.	Prepared incident-response procedures for possible incidents (*N*=44)	*N*=6 13.6%	*N*=9 20.5%	*N*=22 50.0%	*N*=4 9.1%	*N*=3 6.8%
f.	Encrypted incoming and stored data (*N*=44)	*N*=2 4.5%	*N*=6 13.6%	*N*=25 56.8%	*N*=7 15.9%	*N*=4 9.1%
g.	Disposed of nonpublic data when no longer needed (*N*=45)	*N*=9 20.0%	*N*=9 20.0%	*N*=5 11.1%	*N*=15 33.3%	*N*=7 15.6%
h.	Installed intrusion detection software (*N*=44)	*N*=10 22.7%	*N*=4 9.1%	*N*=23 52.3%	*N*=4 9.1%	*N*=3 6.8%
i.	Provided for third-party assessment of security controls (*N*=44)	*N*=12 27.3%	*N*=6 13.6%	*N*=17 38.6%	*N*=6 13.6%	*N*=3 6.8%
j.	Implemented "public key infrastructure" with electronic "keys" to decrypt data (*N*=42)	*N*=0 0.0%	*N*=2 4.8%	*N*=32 76.2%	*N*=6 14.3%	*N*=2 4.8%
k.	Other (*Please specify.*) (*N*=2)	*N*=0 0.0%	*N*=0 0.0%	*N*=1 50.0%	*N*=1 50.0%	*N*=0 0.0%

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*=48) For Developing	(*N*=46) For Hosting	(*N*=47) For Daily Maintenance
a.	We rely on in-house staff.	*N*=35 72.9%	*N*=24 52.2%	*N*=43 91.5%
b.	We rely on a collaboration(s) of local governments.	*N*=2 4.2%	*N*=2 4.3%	*N*=0 0.0%
c.	We use our own computers but rely on a consultant or Web-service vendor(s).	*N*=16 33.3%	*N*=10 21.7%	*N*=4 8.5%
d.	Service is provided off-site by a vendor using off-site equipment.	*N*=12 25.0%	*N*=21 45.7%	*N*=5 10.6%
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 county's Web site.

26. Does your county have a written plan describing procedures and a schedule for Web site upkeep? (*N*=49)

Number	Percent		
1	2.0%	1	Yes.
20	40.8	2	We have a plan but it is not written.
28	57.1	3	No.

27. If your county 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.)*

	Adequate	Somewhat Adequate	Somewhat Inadequate	Inadequate	Not Applicable
a. Number of staff needed for e-government (*N*=46)	*N*=5 10.9%	*N*=12 26.1%	*N*=16 34.8%	*N*=11 23.9%	*N*=2 4.3%
b. Staff competence to offer e-government (*N*=46)	*N*=9 19.6%	*N*=22 47.8%	*N*=8 17.4%	*N*=4 8.7%	*N*=3 6.5%
c. Staff Use of Available Training					
1. Start-up training (*N*=43)	*N*=12 27.9%	*N*=11 25.6%	*N*=4 9.3%	*N*=7 16.3%	*N*=9 20.9%
2. Ongoing training (*N*=42)	*N*=10 23.8%	*N*=12 28.6%	*N*=5 11.9%	*N*=7 16.7%	*N*=8 19.0%
d. Quality of Training					
1. Start-up training (*N*=43)	*N*=12 27.9%	*N*=11 25.6%	*N*=3 7.0%	*N*=8 18.6%	*N*=9 20.9%
2. Ongoing training (*N*=43)	*N*=11 25.6%	*N*=11 25.6%	*N*=6 14.0%	*N*=7 16.3%	*N*=8 18.6%

28. For which of the following activities, if any, has your county assigned specific responsibility to either in-house staff or others? *(Select all that apply.)* (*N*=49; including those not responding to this question but completing subsequent ones.)

Number	Percent		
43	87.8%		a. Posting new pages to the site
39	79.6		b. Regularly reviewing Web pages' content and updating as needed
36	73.5		c. Testing Web pages before releasing them publicly
38	77.6		d. Checking links on the Web page and changing "dead" links
30	61.2		e. Responding to Web-generated requests for information or service
18	36.7		f. Tracking user activity of the site
14	28.6		g. Actively monitoring the site to identify security breaches
37	75.5		h. Maintaining updated antivirus software and installing software "patches"

29.   Has your county evaluated the Web site to determine how well it is meeting your e-government goals? *(Select one answer.)* *(N=47)*

Number   Percent

   7   14.9%   ☐1 Yes.

  30   63.8   ☐2 No. *(Go to Question 31.)*

  10   21.3   ☐3 No, but we plan to within the year. *(Go to Question 31.)*

30.   If YES, how satisfied are you that your county's experience with e-government has met your original expectations? *(Select one.)* *(N=7*; out of those who answered yes to Q29.)

	Somewhat	Somewhat		Don't
Satisfied	Satisfied	Unsatisfied	Unsatisfied	Know
N=2; 28.6%	N=5; 71.4%	N=0; 0.0%	N=0; 0.0%	N=0; 0.0%

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

	Yes	No	No, But We Plan To Within The Year
a. Identified measures to determine whether the Web site is cost-effective (*N=46*)	N=2 4.3%	N=36 78.3%	N=8 17.4%
b. Reviewed and revised the Web site based on feedback from users (*N=48*)	N=26 54.2%	N=15 31.3%	N=7 14.6%

Finally, we would like to ask for your comments.

32.   What innovative or effective methods has your county 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.

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