

Assessment of Connecticut's Implementation of E-Government

Legislative Program Review & Investigations
Committee Staff:
Findings and Recommendations
December 16, 2010

Study Scope

- Study scope included:
 - Examination of organizational structure in place to plan and implement e-government services
 - Assessment of agency websites from citizen/business perspective
 - Comparison to leader states

Methodologies

- Website Examination
 - Layout and content
 - Online services offered
- 57 state agencies surveyed
 - 89% response rate
- 4 leader states selected
 - MA, ME, MI, UT

Key Factors

- Strong leadership
- Strategic planning
- Design of state portal
- Review web traffic statistics
- Marketing the state portal – CT.gov

Report Presentation

- CT web presence and best practices
- E-government decision-making structure
- Evaluating visitor satisfaction with online information and services

Connecticut's Web Presence

CT Web Presence

- CT.gov
- Individual agency websites
- Online services
- Web policies
 - User policies
 - Employee policies

Best Practices: Websites

- Similar visual layouts
- Easy navigation and search
- Strong website policies

Agency Websites

- 80% use DOIT-created web template
 - establish a common look and feel
- 92% include relevant links
 - 89% link to other CT agencies
 - 23% link to municipalities
- 86% include downloadable forms

Agency Websites

- 55% have FAQs
- 26% have a site map
- 28% have foreign language access
- 5% have a "help" section

Recommendations (#1 & 4)

■ Agency Websites

- Amend the web template to include additional navigation and help features
- Require agencies to use CT.gov and web template

Website Policies

- Privacy/security policy
 - Last updated 2002
 - 92% of agencies
- Disability/accessibility policy
 - Not linked to privacy policy
 - 22% of agencies

Agency Use of Social Media

Feature	% Considered Feature	% Using Feature
Facebook page	56.9%	13.8%
Twitter account		10.8%

Source: PRI analysis

Recommendations (#5 - 7)

■ Web Policy

- Create a single policy page for all website user policies
- Regularly review web policies

Best Practices: Web Portal

- CT.gov
- Focus on user and activities
 - Not on government structure
- Create value-added services
 - Cross-agency and statewide services

GOVERNMENT FAMILY & HOME TRAVEL & RECREATION EMPLOYMENT BUSINESS EDUCATION FACTS & HISTORY

Search Maine.gov Go



Duplicate Vehicle Registration
Order a duplicate of a valid Maine vehicle registration online in minutes. Order now!

Featured Services: 1 2 3 4

Services Agencies FAQ How Do I Events

Search for an online service Search

- Burning Permits
Court Fines & Fees Online Payment Service
Crash Reports Order Service
Dog Licensing
Duplicate Vehicle Registration Request
Hunting & Fishing Licenses
Maine Organ Donor Registry Online Service
Maine State Archives Online Store
Maine State Park Passes
Maine Vital Records - Order Records
PayTixx Pay Traffic Tickets
Public Criminal History Records
Sex Offender Registry Search
Unemployment Claim Filings
Vanity Plate Purchase
Vehicle Registration Renewal

[More Services] RSS

Media Gallery
View Official State Agency Video and Audio

Mapping
Directions to State Parks, Polling Places, State Offices, and more

Maine DataShare
Free access to public government data

Transparency
Learn how government money is spent

Local Government
Locate your city, town or county office

Connect
Connect with government on Facebook, Twitter and Blogs

Hot Topics

- Women Veterans Plaque Donations
Health Reform for Maine
Flu comes in waves
Maine HealthCost

State Highlights

- Maine Kids' Page
511: Traffic & Road Conditions
211: Health & Human Services Information

Latest News

- Secretary of State Announces District Attorney District 7 Recount Results
Governor Mourns Death of Soldier with Maine Ties
DEP Helps Community Clean-up Contaminated Land
Nominations Open for Governor's Award for Business Excellence

[More News] RSS



Fall Tree, Gulf Hagus by Kathryn O'Connell
More photos

Photo Contest | Maine ePostcards

Online Services

Maine.gov online services make it possible to complete your transactions with state and local government online, saving you time and hassle. Online services include interactive features such as payments, registrations, licensing and permit applications, purchases, searches, email notifications, and more. [Learn more about online service fees, privacy, security, and help.](#) Some online services are available only to InforME subscribers. If you are a frequent user of online business services you may want to explore becoming an [InforME subscriber](#).



[From A-Z](#) [Category](#) [State Agency](#) [Free Services](#) [Fee Services](#)

- [911 Addressing Officer Search](#)
- [911 Interactive Kids' Site](#)
- [Abandoned Vehicle Notification](#)
- [Absentee Ballot Request](#)
- [Adoption Interest Form](#)
- [Agency License Management Online Services](#)
- [Agricultural Fairs](#)
- [Air Quality Monitoring Data Service](#)
- [Any Deer Hunting Permit Application](#)
- [Apple Orchard Search](#)
- [Archives Records Ordering](#)
- [Archives Records Search](#)

Featured Online Services

[Burning Permits](#)

Purchase open burning permits online from participating municipalities.

[Corrections Money Deposit Service](#)

[Court Fines & Fees Online Payment Service](#)

Pay court fines and fees online with a credit card.

[Crash Reports Order Service](#)

Order crash reports online from the Maine State Police Crash Database.

[Dog Licensing](#)

License or renew your dog license online (participating towns)! This service also



Mass.Gov Home

For Residents

For Businesses

For Visitors

For Government



ONLINE SERVICES

- * Flu facts you need to know
- * Apply for unemployment
- * Find volunteer opportunities
- * SNAP benefits (formerly food stamps)
- * Find health insurance
- * Search the Massachusetts General Laws (M.G.L.)
- * Check status of tax refund
- * Get help with economic downturn
- * Find a job
- * Foreclosure resources
- * RMV Online Transactions
- * Apply for child support
- * Grants & funding
- * Search for unclaimed money
- * WebFile your tax return
- * Key resources for elders

More...

SEARCH

Search input field

Connect with us online

DETAILS

NEWS & UPDATES

- Phone solicitations: not always a good call
- Preparing for winter weather
- Precautions for extreme cold weather
- Craigie Drawbridge: lanes reopen
- Weekly flu report, December 2, 2010
- First Triple-A credit rating in state's history
- More...
- Subscribe | Learn more

GOVERNMENT LINKS

- State Government
 - Executive
 - Governor & Lt. Governor
 - Attorney General
 - Auditor
 - Secretary of State
 - Treasurer
 - Legislature
 - Judiciary
 - More...

- Local Government
- Federal Government

CITIES AND TOWNS

Find resources in your community.

Choose a community dropdown menu with Go button

National Flu Vaccine Week

December 5-11 is National Influenza Vaccination Week, reminding us that getting a flu shot is the single best way to [protect yourself and your family from the flu](#). We don't usually see the peak of flu season until February or even March - so there's still time to get your flu shot. And this year, there's more vaccine available than ever before. You can search for a clinic in your area on this easy-to-use [flu vaccine locator](#), or contact your health care provider.



Holiday Shopping Tips

It's the holiday season and many of you are out shopping for friends and family. Below are some tips on saving money and shopping wisely during this time of year.



Be aware of your rights as a consumer

Learn more about state law that protects [your consumer rights](#) including information about warranties, merchandise credits and more.



Official Commonwealth of Massachusetts Social Media Accounts

State Office	Twitter	YouTube	Flickr	Blog
Administration & Finance, Executive Office for				
Agricultural Resources, Department of				
Attorney General				
Consumer Affairs & Business Regulation, Office of				
Corrections, Department of				
District Attorney, Essex County				
Emergency Management Agency, Massachusetts (MEMA)				
Energy & Environmental Affairs, Executive Office of				
Energy Resources, Department of				
Environmental Protection, Department of				
Fire Services, Department of				
Governor's Office				
Health & Human Services, Executive Office of				

Connect with us online



flickr

DETAILS 

RELATED LINKS

[Social Media Guidance & Best Practices](#)

SUGGEST CONTENT

Have a site suggestion?
Let us know.

(Please Note: This form is for content suggestions only. If you are searching for something and cannot find it, please visit our [help](#) page.)

Note: All fields are required.

Your Feedback:

- GOVERNMENT
- RESIDENTS
- VISITORS
- BUSINESS
- EMPLOYMENT
- EDUCATION
- ABOUT
- ONLINE SERVICES



Search Utah.gov

Search agencies, information, forms, and over 1240 online services

Popular searches this week

- [election results](#)
- [vehicle renewal](#)
- [hunting and fishing licenses](#)
- [jobs](#)
- [start a business](#)
- [transparency](#)
- [public meetings](#)

LOCAL MEETINGS & RESOURCE

- LOCAL MEETINGS
- LOCAL SERVICES
- LOCAL GOVERNMENT

Not in Saint George?

Upcoming meetings in the area of Saint George

- A** [Regular Meeting Agenda - Dec 1 @ 5:30 AM](#)
- B** [Public Hearing Notice - Dec 8 @ 6:00 AM](#)
- [Learn more about Public Meeting Notice](#)

December 2010

Su	Mo	Tu	We	Th	Fi	Sa
			A	2	3	4
5	6	7	B	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25

Governor Gary Herbert



Governor's Priorities

[Economic Development](#)

Leader States Portal Features

- User Focused
- Easy to Navigate
- Statewide View
- Personalization
- Large number of online services



- Working
- Living
- Learning
- Doing Business
- Visiting
- Government



Connecticut at 375:
Industrious. Inventive. Enduring.

[MORE INFO >](#)

enter search term...

[site search](#) [ct keyword](#)



Latest News

Judicial Branch Announces Online Payment of Motor Vehicle and Criminal Infractions Tickets

2010 Election Information

The Job Fair Schedule for Fall, 2010

Hurricane Season 2010

DMV Launches Online System to Verify If a Vehicle is Properly Registered

Receive emails announcing new Exam/Job Posting

Elimination of Registration Stickers

Online Services

[CTJobCentral](#)

[Renew Vehicle Registration Online](#)

[Plan for College](#)

[Reserve State Campground Spot](#)

[Purchase a Hunting or Fishing License](#)

[File State Income Tax](#)

[More >](#)



- Working
- Living
- Learning
- Doing Business
- Visiting
- Government

Online Services

Ask. Apply. Register. Report. Reserve. Verify. Look Up. File. Speak Up.
These are just a few of the things you can do on State of Connecticut websites.

Online services and resources continue to be added to state agency websites, and the purpose of this page is to highlight many of general/widespread interest. If you find one we may have missed, let us know by sending an email to webmaster@ct.gov.

New! [Pay Your Traffic Ticket Online](#)

Reference

- [Ask a Question of the CT State Library](#)
- [Visit the Connecticut Digital Library](#)
- [CT Recovery Initiative](#)

Public Safety

- [Register to Receive Emergency Notifications with CTAlert.gov](#)
- [Get Notified When A Registered Sex Offender Moves Into Your Neighborhood](#)
- [Look up Outstanding Arrest Warrants \(Violation of Probation\)](#)
- [Look up Criminal/Motor Vehicle Court Cases](#)

Motor Vehicles and Transportation

- [Pay Your Traffic Ticket Online](#)
- [Renew Vehicle Registration Online](#)
- [Verify a License Plate Registration](#)
- [Find Auto emissions test date and location](#)
- [Find a Ride in Your Region](#)
- [On-Line "Vanity Plate" Lookup](#)
- [Take an Online Driver's License Practice Test](#)

enter search term...

site search ct keyword





Findings: Web Portal and Services

- CT.gov serves as a directory
 - few cross-agency features
- Number of online services is low
 - few informational services included

Recommendations (#2 & 3)

■ Web Portal

- Aggregate common features (#2):
 - Online services
 - Databases
 - Downloadable Forms
- Customization/Personalization (#3)

E-Government Structure, Planning, & Collaboration Efforts

Best Practices: E-Government Structure

Most important components:

- Leadership
- Buy-in from executive branch agencies
- Governance structure that communicates about, directs, and reviews all necessary activities

Connecticut's E-Government

- Leadership initiation and follow through has been sporadic
- Primary decision-making responsibilities are fragmented across agencies without focus or direction

E-Government in Leader States

Leader states have:

- Formal or informal e-government definition
- Specific resources for e-government
- Actively involved & diverse advisory boards

Connecticut Compared to Leader States

- Lack of consensus about scope of e-government
- Limited resources for e-government
- Minimally active steering committee

Recommendations (#8 & 9)

- Establish an E-Government Advisory Board w/ 19 members
 - 4 mandatory members
 - CIO
 - OPM
 - Secretary of State
 - State Librarian
 - 15 appointments

Recommendation Continued:

- 8 gubernatorial appointments:
 - Human Services
 - Health
 - Transportation
 - Regulation and Protection
 - General Government Administration
 - Conservation & Development
 - Education
 - Judicial

Recommendation Continued:

- 6 legislative appointments:
 - Municipal representative
 - Business representative (not IT vendor)
 - Public representative
- 1 judicial department appointment by Chief Court Administrator

Recommendation (#10)

- Board responsibilities:
 - E-government definition
 - Priorities for new online services
 - Recommend common functions
 - Consider convenience fees
 - Develop web traffic stats
 - Assist w/ strategic plan

Board Benefits

- Interagency forum to share experiences & discover opportunities
- Facilitate ongoing dialogue among different branch leaders

Recommendation (#11)

- E-Government should be a recognized function w/in DOIT
- At minimum, there should be an e-government director to:
 - Support expansion of online services
 - Advise CIO on needed resources
 - Recommend necessary changes
 - Promote cross collaboration

Recommendation Continued (#11)

E-government director would also:

- Assist w/ policies, standards, & common performance measures
- Review other states initiatives
- Prepare annual e-government report

Connecticut's Planning & Collaboration

Connecticut's strategic plan:

- Broad
- Provides limited guidance
- Portions are not transparent for public consumption

Connecticut's Planning & Collaboration

Existing planning process is weakened by:

- Inadequate agency IT plans
- Limited involvement by the executive steering committee
- Minimal cross collaboration efforts

Recommendation (#12)

- Separate strategic plan for e-government by CIO w/ board
- Planning activities should include:
 - Discussions w/ & survey of board, agency officials, IT staff
 - Review of web trends and leading research
 - Feedback from citizens, businesses on preferences & needs

Recommendation (#13)

- Statutorily require annual submission of individual agency IT plans
- Plans must conform to DOIT template (unless exempt by CIO) & include:
 - Priority objectives
 - Major IT initiatives
 - Specific projects for public
 - Web statistics
 - Coordination efforts w/ other state agencies, municipalities, or others

Recommendation (#14)

- Establish a cross boundary advisory group to foster IT partnerships w/
 - Inter-agency (other state agencies)
 - Intergovernmental (municipal/federal)
 - Public-private (e.g., CERC)
- Led by E-Gov director to:
 - Identify opportunities, incentives, barriers
 - Facilitate collaborative agreements
 - Communicate proposals or strategies to board

System Development Methodology (SDM)

- Continued feedback and evaluation at the end of a project is critical to identifying improvements
- No reported knowledge of what impact new e-government services will have on the current workforce

System Development Methodology (SDM)

Several reasons:

- Difficult to calculate
 - Adoption rates hard to predict
- Agencies hesitant to publicly report
 - Already functioning at low staff capacity

Recommendation (#15)

- Staff resource impact analysis should be made part of SDM
- DOIT should assist agencies to develop criteria & common methodology to estimate resource impact of new projects

Web Analytics, Online Surveys, and Feedback

Measuring Web Satisfaction

- Tools to measure website usefulness:
 - Web traffic statistics
 - Online surveys
 - Feedback links to webmaster
- Use of these tools considered best practice

Web Analytics

- Examples of some web analytics
 - Top pages – most viewed pages
 - Time on page
 - Top search words or phrases
 - Most downloaded files
 - Bounce rate – visit with one page view (visitor likely didn't engage)

Web Traffic Statistics

- No web traffic stats run on state portal since 2005
- Each agency decides whether or not to run them
- Survey shows 30 agencies did and 21 agencies did not

Online Survey/Feedback

- Maine and Michigan have links from state portals and on web templates
- Massachusetts has a random pop-up survey
- Utah has feedback link

Online Survey/Feedback

- No online survey found on CT.gov or in review of agency websites
- CT.gov and 45 of the 65 websites reviewed did have feedback link to email address of webmaster

Recommendation (#16)

- New E-Gov Board adopt measurable goals for main portal CT.gov
- DOIT develop an online user survey
- DOIT collect and report web traffic statistics for the portal and online survey results to the board

Recommendation (#16 & 17)

- DOIT:
 - Annually report web traffic statistics for state agencies and post on it's website
 - Recommend strategies to improve location of website content
- Each agency should have a working group to improve it's website

Marketing CT.gov

Marketing the State Portal

- Connecticut state agencies market online services in many ways
- No overall strategy for state portal – CT.gov
- Leader states focus on portal
 - Single gateway into state government
 - Easy to remember

Recommendation (#18)

- The E-Government Board adopt a marketing strategy to brand CT.gov as the state's gateway to electronic services
- DOIT shall implement the strategy

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