

**Executive Summary of the Forthcoming
Macromedia Government Internet Best Practices Manual
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The pertinent question for state and local government executives today is not “should my government go online” but “how can we use electronic government to create value for our constituents?” Simply stated, electronic government, or e-Gov, has arrived as a basic government work tool. The challenge now is to use this tool to improve government—make it more responsive, accessible, efficient, and useful to all constituents. Today, it no longer takes a technologist to understand and to use electronic government. Its transparency makes it approachable. What is needed, however, is the electronic government champion, a visionary who is willing and able to create an electronic government environment that is not merely more efficient, but is truly transformational.

True electronic government goes beyond just having a website; it is much more than providing phone numbers and office locations and hours of government agencies. It also means more than offering some of your forms online for downloading. These are

True electronic government goes beyond just having a website... the real value will be realized in delivering and completing transactions online.

just the baby steps in getting started, the first stages of becoming an *electronic government*. Moving from hosting a website to delivering and completing transactions online is where the real value will be realized, for government, citizens, and businesses. Electronic government

has the power to reach out to these customers, and become an expected, valued, and daily part of their lives.

Laying the Groundwork

What is electronic government or e-Gov? It is likely that your agency, state, county, city, or township already has some facet of e-Gov in place and that you already have an intuitive grasp of the concept. While formal definitions abound, all agree that electronic government is:

- Grounded in information technology, including extensive use of the Internet.
- Centered on bringing effective and useful services, characterized by ease-of-access, to citizens.
- Open every day, all day.
- An enabler for efficient and effective coordination of enterprise information that can lead to a powerful return on value for government operations.

Electronic government can take one or more of three orientations:

- Government-to-Citizen
- Government-to-Business
- Government-to-Government (including intra-governmental operations)

Government-to-Citizen, or G2C as it has become known, is the initial motivator for providing electronic government. The focus is on the citizen as a customer of

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government information and services, with the desired outcome being satisfied customers. The objective is to provide one-stop, three-click answers and services online, twenty-four hours a day, seven days a week. Ease-of-access, availability, convenience, and adoption rate are measures of good customer service.

The City of [Evanston, IL](#) has online access that enables constituents to protest parking tickets without having to go to court. Online, violators fill out and submit a form requesting a judgment on a parking citation and will receive, within one week, a written decision on their appeal. Evanston also offers its citizens a variety of electronic bill paying options for water, recycling, and sewer services.

Another G2C example can be seen at the State of Virginia [Department of Motor Vehicles](#) site. Citizens can design and purchase their own state license plates, change their address, renew their driver's license, and pay DMV fees, in a protected and secure online environment.

An area of G2C that holds enormous promise is that of government online auctions of surplus materials. This has already proven a successful venture at the federal level and is now being adopted in state and local governments. The City of [Plano, TX](#) states that their online auctions bring a 50% higher monetary return than do their more traditional, on-site auctions.

Government-to-Business, or G2B, is a rapidly growing way for government to work efficiently with businesses online. The opportunities to cut costs and increase process effectiveness by collecting data once and using it often, shorten transaction time, and enhance business communications are endless. Governments and businesses are just starting to envision the possibilities for transforming business transactions.

G2B e-Gov offers the opportunity to cut costs and increase effectiveness in processes by collecting data once and using it often.

Reporting requirements for businesses can be streamlined, and the commonly encountered red tape can disappear.

In [Wichita, KS](#) the "Real Estate Directory Online" is one example of using an eGov strategy to streamline and enhance the flow of business data. The Directory offers contact information for building permits, infrastructure, public/private partnerships, land planning and other related resources. Where applicants once took up valuable time – theirs and that of Wichita staff – to search for this information in its cumbersome paper form, they can now use a one-stop electronic shop to gather data. Ultimately, initiatives like the one in Wichita result in more correct applications directed to the appropriate departments, freeing staff to deliver higher-value services to constituents.

Government-to-Government, or G2G, lets governments improve how they share and use information across agencies and levels of government, creating internal efficiencies and external program delivery benefits. Significant cost savings are gained with online intergovernmental reporting systems. Modernization of internal government

G2G expands government's ability to execute its responsibilities by streamlining coordination across entities.

processes coupled with coordination of intra-governmental data can increase a government's ability to execute its responsibilities. For example, being able to coordinate, simplify, and unify the interactions among federal, state, and local governments during times of disaster is a critical expected outcome from G2G public safety activities. Carl Sawyer and Cynthia Everage, technology experts working with the U.S. Navy provide an excellent example of a successful G2G application in their chapter, "Automating Process-Deploying Applications." They describe a fully integrated training solution for U.S. Navy pilots offered over an intranet. Their assessment of the benefits of this application is especially useful in making the case for G2G.

Montgomery County CIO Alisoun Moore explains that while transactional capabilities are the new wave of e-Gov initiatives, collaboration is the next wave. Such intergovernmental cooperation will provide both constituents and service providers with seamless avenues for accessing information and organizing their lives, whether around public safety, recreation, or child care resources.

e-Gov strategies can also be applied to increase *internal efficiency* and effectiveness. Tallahassee, FL is applying eGov to the challenge of providing employee training with real success. The learnitnow.net program offers more than 1,000 courses to city employees on a wide range of work related topics. An electronic interface means that Tallahassee can meet a more varied set of employee needs than would be possible in a traditional classroom-based training environment.

Adopting this New Approach to the Business of Government

The United States is fast becoming an online nation with a growing information economy. According to the U.S. Department of Commerce, the digital economy is no longer emerging; it has emerged and is thriving. The estimates of Internet penetration in the U.S., based on access to and use of the Internet at home, work, and school, range from 54%ⁱ to 70%.ⁱⁱ

Internet users are increasingly accessing local, state, and federal government websites. Government Internet access rates range from 43% to 75% of the Internet user population.ⁱⁱⁱ Another study noted that 68 million Americans have used a government agency website to find out information about government, policies and issues relating to governance.^{iv} A recent poll reported that more than 33% of U.S. Internet users visited a government website in February, 2003.^v Results from the highly regarded Pew Foundation's *Internet and America Life*^{vi} project have raised the bar—when looking for information on government, government services, and government agencies, 65% of all Americans said that they expected to find answers on the web.

Citizens have become sophisticated users of technology—and they expect business-class websites and services. Just as electronic commerce has transformed the entire purchasing experience, Internet users expect electronic government to transform their relationship with government. The convenience of online purchasing is not limited to e-

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business interactions—government must also enable processes that are accessible, easy-to-use, and entirely online. Electronic government is not just a website; it is thinking differently about how government interacts and reaches out to all its constituents.

In “Implementing & Adjusting an eGov Strategy,” Dr. David McClure details the importance of re-examining the business of government. He notes “*Change management lies at the heart of many eGov strategies. Just as the Internet and web-based technologies should force organizations to reconsider their business processes, they should also force organizations to reconsider their customers.*” McClure’s experience as the Vice President for e-Government at the Council for Excellence in Government puts him in an excellent position to understand the implications and the opportunities afforded by going electronic.

Offering government transactions exclusively offline is rapidly becoming a losing proposition. In addition to frustrating citizen expectations, it takes more staff time for what are typically straightforward transactions when conducted electronically. The potential value from and need for electronic government for both government and its constituents is well stated by National Association of Counties (NACo) Executive Director Larry E. Naake:

“Citizens have come to expect the same convenience from counties that they receive from buying books and paying their utility bills online. The winning counties offer excellent examples of how to bring government closer to the people and improve the way services are provided.”

The payoff from electronic government extends beyond the visible citizen interactions. There is also inherent value in using this tool to improve government administration and performance. Governments that invest in a robust electronic presence find that they gain a healthy return-on-investment from attention to three core principles:

1. Electronic Government applications rely on streamlined internal business processes, which result in increased operational efficiency. Integrating and reengineering information systems results in faster, more efficient, more effective work processes.

2. Electronic government offers the potential to transform the services offered to constituents, with high-quality service improvements often yielding high levels of customer satisfaction. Electronic government is full-service, citizen-oriented government, not dependent on office hours or physical building location. This opens up access and availability to constituents, enabling them to meet government when and where they need it.

Electronic government is full-service, citizen-oriented ... operates beyond the restrictions created by office hours and physical buildings.

3. Electronic government goes hand-in-hand with economic development. It gives a global reach to promote the attractiveness of a community to businesses, potential residents, and tourists. It is an as-yet-untapped tool for economic competitiveness. And electronic government is used to cut the cost of compliance and reporting to businesses, it becomes a powerful magnet for attracting and maintaining businesses in your community.

In his chapter “Measuring eGov Success,” Christopher Lee, Executive Director of Administrative Services for the City of Mobile, AL, demonstrates how [Mobile, AL](#), has developed an effective end-to-end e-Gov initiative, and uses Mobile’s five years of experience to outline specific tools for taking a comprehensive approach to the full range of government “customers.” Mobile presents an excellent example of a city offering a total electronic government experience to the benefit of its employees and its constituents.

Progress to Date

All 50 states have home pages, many with well-branded and integrated state government sites. The [Center for Digital Government](#) recently completed a five-year analysis of trends in state electronic government. For overall electronic government performance, medium-sized (by population) states have outperformed all others. Thirty-one state capitals now provide broadband Internet access for state legislators. The problem of digital records management and archiving is being actively pursued with projects in three-quarters of all states. Integrated criminal justice information systems are evident in 60% of all state governments. Election returns are electronically calculated in 31 states.

According to a 2002 electronic government survey^{ix}, 83% of city/county governments have, minimally, an informational website. Putting up a home page to your government's information and services is the first step in ascending the electronic government ladder. The same survey found that 49% of city websites offered fully executable services, 71% enabled online communication with elected and appointed officials, and 31% provided for making service requests online, while only 5% of local governments offered online payment for utility bills.

Another recent survey, sponsored by the [National Association of Counties](#), found that 85% of the counties currently online provide e-mail or online communications access to county officials. This opens up access points to local officials on an "as-wanted" basis rather than limiting constituents to business hours. 15% of the counties also offer streaming video, which will enable government to add full use of digital media to its electronic toolkit. With streaming media, you can create and send services and information in a highly accessible and visually compelling format, no longer constrained by text. The NACo survey also noted that 82% of online counties offered online job information, not a novel use of the Internet (think [Monster.com](#) or [USAjobs.gov](#)), but certainly a value-added service. And, in an era where homeland security grabs the headlines, 38% of online counties are offering emergency preparedness guidelines and emergency warnings on their county home pages. Interpreting the national threat advisories on a local basis is extremely relevant and useful to local constituents.

The most recent Urban e-Government Survey (September, 2003) made the following observations:

- 89% of government websites are not easily accessible to the citizenry because the sites read at higher than an eighth grade level of literacy.
- Only 34% of state and federal sites in the United States meet the W3C disability guidelines and only 24% satisfy Section 508 of the U.S. Rehabilitation Act of 1973.
- 44% of state and federal sites have services that are fully executable online, compared to 23% last year.
- A growing number of sites offer privacy and security policy statements.
- 13% of sites offered any sort of foreign language translation features.^x

The above data highlight the importance of managing web content in a comprehensive and dynamic manner. Dr. Kristin R. Eschenfelder, of the University of Wisconsin's Department of Library and Information Studies, outlines best practices in content management in her chapter "Keeping Content Fresh," offering proven techniques to ensure web site quality and integrity. According to Eschenfelder, content management should be viewed as a basic information management practice. And Christopher Schweda of the Illinois Criminal Justice Information Authority further enforces that point with his case study on the development, implementation, and maintenance of a single-entry-point web site that keeps its content "fresh."

Governments are only beginning to explore the potential of looking at electronic government as a *portal* or front door to government, where the web creates a new government *space* for constituents, with untold rooms yet to be designed. There are possibilities for electronic government to create what defines citizen-centered, business-enabled, online *governance*. The winners will be the governments that forge ahead, explore potentialities, and redefine what government can do. Governments that enable true metamorphosis in policy, structure, and process will be the leaders in the next decade. Bert Waisanen, ICMA's e-Gov program director acknowledges:

"We believe that the real change brought about by technology in government is really not about managing the technology but managing the local government agency. The speed of technology requires faster decisions. It requires quicker service to citizens. It's raising expectations".

Vision

Putting government online is much more than merely automating paper processes, more than just posting a home page. Those are yesterday's technologies, and citizens are well aware of that. These same citizens are users of electronic purchase and payment systems, interactive mapping and travel planning, and interactive media and streaming video. Applying those same technologies to the provision of government services is the direction e-Government is moving.

Constituents expect to receive *business-quality* government information and service on the web—and not in a passive manner. The web enables government to come to citizens

Constituents expect to receive business-quality government information and service on the web

in their homes, at work, and in their community. Electronic government is the tool that is making it possible to end the era of frustrating attempts to find answers to questions, governmental blind alleys, and being

bound in red tape. According to President Bush:

"eGovernment is not about putting thousands of government forms or reams of information online. Rather, it is about government making better use of technology to better service citizens and improve government efficiency, cutting government's time to make decisions from weeks or months to hours or days."^{xi}

Best Practices

An often-heard phrase when asking how to create an electronic government presence is "Copy, copy, copy!" There is already a good track record existing on what does and does not work, and building on the lessons of others is a proven winner. Here are six best practices that are consistent across the electronic government discipline. Each of these are discussed in more detail throughout the chapters of the Macromedia Government Internet Best Practices Manual.

Strategic Planning A clear and compelling vision must drive your electronic government efforts. This has to be tightly and coherently aligned with the mission and goals of the jurisdiction. All of this must be spelled out in the context of a comprehensive and realistic business plan for government. Successful governments plan, plan carefully, and plan often.

The strategic plan should take into account the policies needed to facilitate the implementation and use of electronic government. Legal frameworks, operating procedures, and standards have to be carefully considered and applied.

The strategic plan should also define the infrastructure, the *how* of making electronic government available. This works best when you consider your government as a whole: all the departments, commissions, and branches that make up a government are the enterprise. By planning for the enterprise, you will avoid fragmentation of information and services and redundancies in service delivery, and your e-Gov portal will offer a consistent, single image to constituents.

In her chapter, "Building the Business Case for electronic government," Dr. Theresa A. Pardo of the award-winning Center for Technology in Government provides guidelines for how to plan an e-Gov initiative, from creating the vision, to developing the business case. Dr Pardo presents a strong case for planning in all of its manifestations, asserting that,

*"Government agencies investing in **before the beginning** analysis are finding it raises useful questions, engages partners, challenges old models, garners support, assesses policies, identifies risks, considers contingencies, and results in more successful innovation."*

Leadership Provide top-level, visible, sincere leadership for electronic government initiatives. Decades of information technology projects have taught that if the project does not have a visible champion, it will fail. Successful electronic government applications are successful because of an influential and skillful leader, a lobbyist for the concept. The champion is someone who understands the politics of the situation, who can skillfully navigate political dynamics. A recent study conducted by PricewaterhouseCoopers^{xii} found that the most important characteristics for leadership are adaptability, flexibility, vision, and the ability to think strategically. These characteristics, coupled with skilled and visible lobbying, are a powerful combination. This is a consistent theme throughout the chapters in the E-Gov Best Practices, from “Building the Business Case for E-Gov” to “Managing the Needs of Multiple Departments.”

Communication Everyone in the organization should be aware of and committed to making electronic government work. They cannot do this, however, if they don’t know about it—and inadequate communication about a new initiative is still a common mistake made by many organizations. Strategic, well-planned communication is vital to the success of electronic government:

- Educate
- Disseminate
- Market

Not everyone in the organization will understand what electronic government means, or its capabilities and potential. This requires organizational education, explaining to the

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lowest common denominator the *what’s*, *why’s*, and *how’s* of electronic government. Technology may still appear incomprehensible to many employees, so it is critical that the promise and the benefits of going online are explained.

Dissemination of information outside of the organization is also vital, since successful electronic government is dependent on actual use. People who don’t know about an application can’t use it, and low or partial adoption does little to help government realize the total value of these initiatives. When new policy is established around electronic government, it needs to be broadcast to all potential users through the press, community meetings, internal meetings, and newsletters.

Traditionally, marketing has been thought of as a private sector activity, but those who have stewarded successful electronic government applications know that marketing drives users to the application. Dr. Pardo outlines the importance of creating a marketing budget in “Building the Business Case for E-Gov”.

Collaboration and Partnership Collaborate and partner with experts to leverage resources and to encourage creation. Electronic government cannot exist in a vacuum. In fact, many of the best examples of Electronic government are actually partnerships between government and the private sector. It makes good fiscal sense to partner or outsource for IT capabilities, especially in times of fiscal strain. Public-private partnerships give governments access to state-of-the-art information technology and applications, as well as to highly experienced information professionals. Governments across all levels are finding it a best practice to leverage the creativity and expertise of private sector companies for web hosting, web design, portal design, and management.

In his chapter titled “Lease versus Buy,” Herndon, VA IT Director Bill Ashton, outlines an approach to making these decisions, and shares his own town’s experience with leasing software for some purposes in order to leverage resources for technology acquisitions in others.

The decisions around how to provide e-Gov services become more real when we look at the data for website management in local government. While a recent ICMA survey noted that 51% of local websites are under the guidance of a Web Manager, only 26% of these Web Managers worked full-time in that role. Outsourcing or planning to outsource web management is an item that is on the top of local government agendas. In fact, 65% of local governments currently outsource the hosting of their websites with website design, operations, and data integration being fast followers.^{xiii}

Managed Website Content Website content needs to be managed. If the site does not offer what constituents want, they won't use it. Government must understand its different user audiences, and design content according to their information and service needs. In their chapters "Understanding Your Audience," and "Soliciting Feedback from your Constituency," Jeffrey Veen, author of *The Art & Science of Web Design*, and Brian Moura, Assistant City Manager for San Carlos, CA, provide specific tools for defining your audience, and for creating a feedback loop that will allow you to continue to progress your e-Gov capabilities according to audience needs.

Content should also be designed to facilitate usability of the site, which means that users can navigate the website with little effort and few clicks. Help functions should be visible and accessible from all main pages. Returning to the home page should be easy and intuitive.

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Author Mike Kuniavsky stresses the importance of this practice in his chapter on "usability." As he puts it, "Mediocre user experience makes valuable

information hard to find and important services difficult to use." His chapter outlines a simple and successful process that can be used by any organization to conduct usability tests throughout the development cycle.

In developing content, we must also keep in mind that not everyone is equally familiar with the functions of government. Make sure that what you present is understandable, and that information and services are findable by topic or need, and not by government agency.

And make sure once your audience gets to the right page, the information is useful. Currency, timeliness, and accuracy are three essential attributes for any website. The bricks-and-mortar government cannot get by with using yesterday's reports, being late with responsibilities, or giving wrong information. Neither can the electronic government. In fact, it becomes even more pressing to insure that the website is up-to-date, that information appears as it is needed, and that the information is correct. An electronic government is a highly visible government, and this visibility should cast government in its best light.

Consistency in presentation is also a must. This means that as users navigate down and across the website, the *look* of the government remains the same. What initially seemed like a good idea, letting each department design their own *look*, has been found to be a worst practice. The end users want to know where they are, and this can be communicated by creating uniformity in the site's electronic pages or layers. Another good practice includes developing a *brand* for the site. A brand is a graphic representation of the government. It generally appears at the top of the portal page and then reappears at the top of all subsequent web pages on the site. Branding lets each government create how it wants to be seen, and then reinforces that look throughout the website. It also offers clarity to the users who will always know what city, county, or state website they are visiting.

Accessibility is another website feature that is growing in importance today. By now we are all familiar with accessibility in terms of meeting the needs of people with disabilities and those for whom English is not a first language. But in the world of e-Gov, accessibility also takes into consideration people with high or low bandwidth. These are policy-level

issues that will need to be determined before the site is designed. To what extent a site is accessible depends on the values of the government community as well as the specific needs of the constituents. In the chapter on access, Bob Regan, a recognized expert on accessibility and a Macromedia author, offers a framework for approaching accessibility in order to provide citizens with the appropriate level of access to information.

It's easy to build a bad website. But by carefully considering these content issues, you can learn from past mistakes and create a useful positive experience. In all aspects relating to content, Electronic government has to perform at the level of electronic commerce. This is an attainable goal and, for your users, an expected goal.

Security, Trust, and Value You need to create an electronic government that is as available, secure, trusted, and valued as the traditional government presence. Not everyone flocks willingly to the Internet. In addition to people's discomfort with the electronic medium, in our post 9-11 world, Internet security has become a critical concern. People worry about the security of their personal information in government databases. They worry about the security of financial transactions over the Internet.

Adoption of electronic government requires change, and a successful e-Gov presence takes into consideration the aspects of change that can cause mistrust or discomfort. Important aspects of this change are privacy and website security, in addition to intentionally creating the electronic community—making it a place people want to visit.

Information privacy is the foremost concern. The general public is notoriously suspect of how government uses their personal information. A number of surveys have noted that a majority of Americans believe that government often deliberately misuses their personal information and that the private sector is much more circumspect in their treatment of personal information^{xiv}. While numerous

Information privacy is the foremost concern.

audits and reports point to the error of this perception, it persists. The state and local records laws about privacy and records management should be visible,

and the electronic government site must conform to these laws. Many state and local governments have open records acts. This concept is not intuitively clear to constituents, so you need to spell out what this means. Tell them, in basic English, what personal information will be collected at your site, how it will be used, and who it is shared with. Privacy protection is one of the most important aspects of being electronic today.

The internationally recognized privacy expert, Robert Gellman, offers some good advice on privacy and access issues in electronic government initiatives. Gellman suggests the use of *Fair Information Practices* as a tool to help insure a basic level of privacy protection, which he outlines, and provides a framework for addressing privacy and access when they are competing interests.

Once users are reassured on privacy and security issues, it becomes important to create a web presence that is welcoming and comfortable. Creating a *community* online is a critical aspect of creating a successful electronic government site. Many localities are also enabling constituents to create their own *neighborhoods* on their government sites. Another way to create a community is to let the constituents design personal, "mygovernment.gov" websites at the government site. In creating a thriving and vital online community, local governments have found that they can, in turn, encourage participation in governance, in democracy, in exercising the right to participate in government decision making. This is truly empowering and has the potential to be one of the most transformational facets of electronic government.

Measurable performance Deliver Electronic government with goals against which you can measure and evaluate success. There are many possible gains from creating an electronic government. These include reducing the cost of internal operations, creating new revenue streams, attracting new businesses, new residents, and tourists to a jurisdiction, and making your locale a better place for residents to live, work, and do business. These benefits can and should be clearly identified and measured. In starting up electronic government activities, many governments first focus on one or two areas of return, but the most successful electronic governments are those that deliver benefits in all categories. These categories include:

- **Finance** Look for enhanced revenue collection gains and reduced cost of government operating expenses. These are generally the first and the easiest benefits to accrue, as well as the easiest to measure.
- **Information systems** Seek to reduce redundancy in information systems, integrate and consolidate an organization's information systems into a coherent enterprise architecture. The result is more reliable and valid information for decision makers, at a lower cost.
- **Service** Improved service to constituents is another measure of electronic government success. This is the first and enduring reason to create an electronic government, and performance measures here will provide a critical look at your success. While these outcomes may seem intangible, they are not immeasurable. Look for time savings, convenience, use, and overall quality of information.

Governments use a wide range of methods to measure these categories. Benchmarking remains a popular way to see how a site is doing as compared to the best practice leaders. Customer satisfaction surveys are a critical component of measurement. To maintain a thriving and vital electronic government community, constant feedback is needed from your users. Return-on-investment, cost-benefit analysis, net-present-value, and internal rate-of-return are also frequently used tools for providing valid measures.

Accountability and performance measurement dominate the government landscape today. This is as true for electronic government as it is for the physical infrastructure of government. One valuable way to define and measure outcomes is through using a business case approach. Business cases are already a requirement for federal agencies. They offer a sensible way of insuring that an organization has looked at and analyzed alternatives, measured the cost of each activity against meeting the business need, and tried to capture potential funding and partnering synergies.

No government today is immune to the pressure to measure performance. In chapters by Christopher Lee, David McClure, and Theresa Pardo offer suggestions on what to measure, how to measure, and when to measure, reaffirming that measurement is no longer an optional practice. As put so succinctly by Lee, "you cannot improve what you do not measure."

Standing at the Doorway

We are all standing at the steps of the electronic doorway to government. This is where constituents can expect to meet government in the future. This doorway is the one-stop point of entry into the new world of government—a government that is integrated in services and functions, extremely accessible and easy-to-use, and available every minute of the day, every day of the week, and every week of the year. This report offers the tools and the guidance to open the door.

The task is complex and it is risky. But it is not without precedent and lessons learned. There are rational and successful practices that can be employed when developing electronic government. This Executive Summary is a brief introduction to the valuable chapters that follow. A focus on best practices creates the framework for the doorway that the citizens are poised to enter.

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- ⁱ A Nation Online. U.S. Department of Commerce. February 2002.
- ⁱⁱ Center for Digital Government “Citizen 2010” 2003
- ⁱⁱⁱ Council for Excellence in Government “The new e-Government equation” April 2003
- ^{iv} Pew Internet and American Life Project, April 2002
- ^v Nielsen//NetRatings
- ^{vi} <http://www.pewinternet.org/>
- ^{ix} International City/County Managers Association 2002
- ^x Urban e-Government Survey, September 2003. Brown University Center for Public Policy.
- ^{xi} The President’s Management Agenda. August 2001.
- ^{xii} PricewaterhouseCoopers Endowment for the Business of Government.
<http://www.pwcglobal.com/extweb/ncsurvres.nsf/DocID/07FAC43DEB9933F785256798006DA3D0>
- ^{xiii} ICMA 2000 Electronic Government Survey.
- ^{xiv} 2001 ITAA survey; 2000 Council for Excellence in Government survey.