2011-2014
Strategic Plan

VISION

Be recognized as the premier electronic gateway to Kansas government information and services

Information Network of Kansas, Inc.
623 SW Van Buren
Topeka, KS 66603

KANSAS.GOV

Table of Contents

Executive Summary

Kansas is considered the birthplace of eGovernment. Kansas legislation, KSA 74-9301 et seq., was passed in 1990 authorizing the creation of the Information Network of Kansas, Inc (INK). INK was created to develop electronic access for the private sector that utilizes Kansas government information and services.

Over the past 18 years, INK has worked with over 150 state and local government partners to open the gateway between the private and public sector by providing government information and create interactive services online. These efforts have not come without recognition as INK has received many national awards for its innovation and excellence.

To build upon its successes, the INK Board of Directors has developed a three-year plan to guide the INK Board's strategic and business activities. The INK strategic plan focuses on collaborating with state and local government entities to create services, which are enterprise in scope and highly integrated. INK has five statutory objectives and has adopted six strategies in support of accomplishing them.

INK's vision is predicated upon strategies which constitute the pillars of success, each with their own requirements. The strategies listed in this plan provide the Means to accomplish the Vision's desired Ends result.

INK's Vision:
> *"Be recognized as the premier electronic gateway to Kansas government information and services."*

Statutory Objectives
- Increase Citizen/Business Access
- Align to State Initiatives
- Expand Portal Information
- Improve Access Technologies
- Self-funding Revenue Generation

Board Strategies
- Provide increased *Access* to multiple entities with Kansas state, county and municipal entities.
- Demonstrate the *Perceived Value* of collaboration with state portal to state, county and local governments.
- Develop expanded data *Distribution* mechanisms to citizens, business and state and local entities.
- Implement an *Infrastructure* environment to accommodate maximum scalability, security, recoverability, and availability.
- Maintain a highly *Secure* environment to attain compliance to applicable industry standards.
- Accomplish *Benchmarks* to measure the progress toward the completion of established metrics with associated timelines.

For 2011, INK anticipates processing approximately $269 million dollars, of which approximately 97% will be submitted to state agencies and local entities for statutory or contractual fees. Of the 3% remaining net revenue 85% is paid to the Network Manager for portal operational management and INK retains the resulting 15% for board management and technology grant funding opportunities.

There are five main elements that comprise the majority of the total budget for INK's expenses – Network Manager Remuneration, Grants and Program Development, Salaries, Professional Consulting and Rent. INK provides technology grants which support INK's statutory objectives. Grant requests are accepted annually and since inception has granted in excess of $3.5 million dollars to support eGovernment in Kansas. The Network Manager maintains network administration, application development, marketing, project management and customer service staff for the exclusive support of the Kansas portal.

INK strongly believes that with the cooperation and collaboration with the state and local government entities, coupled with the application rating methodology for grants and service requests, validated by an ongoing measurement through extensive market and customer and state partner interviews and surveys, supported by investments and continued enhancements to the portal, this strategic plan will position INK for the future as a valued partner to Kansas' state and local partners to provide valuable and quality information to Kansas citizens businesses and government partners.

Looking Ahead

As state and local government entities continue to move more of their services online, the future of state and local governments will require the cooperation and collaboration of several entities to develop holistic views of services supported by individual processes. The word "holistic" is used here to describe the consolidated understanding of the processes and services required to perform a specified task to completion. Users are currently required to visit multiple entities to complete a task, such as starting a business in Kansas where the user must visit the Kansas Secretary of State, Kansas Department of Revenue, Kansas Department of Labor, and depending on the business type the Kansas Department of Agriculture and the Kansas Department of Health and Environment. Understanding and documenting whole functions of government, including public safety, health and human services, economic development, environmental issues, and so on will require the collective understanding of the processes of disparate entities.

With the economic downturn and reduced agency budgets, INK and our agency partners must understand the collective processes and develop cost effective ways to better serve our shared customers. As customers become more accustomed to the web services provided by the private sector, they realize the benefits of having information available from a single location, from variety of sources. The future of an efficient state government and the focus of this strategic plan is to position INK as the primary destination for user access to government information, and the generation of services from multiple entities that coordinate individual agency requirements into a single, holistic process to provide greater value to the user and participating agencies.

The state has already initiated several development activities to utilize the cross agency applications in several areas, e.g. Criminal Justice Information System, Kansas Health Policy Authority, and the Kansas Business Center. These initiatives take into account a broader vision than that of a single entity and are working to understand the processes required as a whole to create better communication amongst the entities and to derive expanded and efficient services to their customers.

The success of INK will ultimately depend on the added value that it can offer to its broad array of state agency partners, citizens and business users. The emphasis on openness (reliance on open-source software) and flexible interoperability (reliance on global standards such as XML and Web Services) in the technological choices of INK, underscores the business strength of the portal. Using these standards will allow INK to engage partners more readily, irrespective of their own technological choices within their entities. This will foster network externalities in the aggregation of content, further increasing the value of the networks and communities supported by the portal. It will require ongoing investments in infrastructure to ensure the scalability, security and reliability of the site and investments in marketing to create widespread awareness and recognition of the availability of INK services.

Approach

The INK strategic planning process is designed to specifically support the INK enabling statute, KSA 74-9301 et seq. This process is designed to accomplish the following planning and business process flow.

KSA 74-9301 et seq.

↕

INK Board of Directors

↕

3 Year Strategic Plan

↕

Strategies

↕

Requirements

↕

INK Annual Business Plans

The INK Board of Directors provides oversight and direction of the portal. The 10-member Board of Directors is non-compensated and consists of Cabinet Secretaries, County and City executives, private sector executives and statewide user groups. This unique combination of private and public representation effectively places the governing control over the portal development with the data suppliers and the user groups who utilize the data. The INK Board is staffed with an Executive Director who oversees the day to day operations of the INK office, monitors Network Manager Contract compliance, and participates with state committees and councils.

The development and promotion of the state's Web portal (Kansas.gov) is facilitated through a private company, Kansas Information Consortium, Inc. (KIC), a wholly owned subsidiary of leading eGovernment firm NIC Inc. As the Network Manager, under the contractual oversight of INK, KIC works with state and local government agencies, professional associations, business leaders, educators, and citizens to understand the needs of their organization and constituency to enhance existing transactional services through streamlining agency operational processes and/or develop new applications to meet their specific needs.

The INK strategic plan aligns its efforts with the state Strategic Information Management Plan (SIM Plan) and the shared strategic objective items in the 2007 Kansas Inc. economic development strategic plan. INK must focus on collaborating with state and local government entities to create services, which are enterprise in scope and highly integrated. INK has five statutory objectives and has adopted six strategies in support of accomplishing them.

Statutory Objectives
- Increase Citizen/Business Access
- Align to State Initiatives
- Expand Portal Information
- Improve Access Technologies

- Self-funding Revenue Generation

Board Strategies
- Provide increased *Access* to multiple entities with Kansas state, county and municipal entities.
- Demonstrate the ***Perceived Value*** of collaboration with state portal to state, county and local governments.
- Develop expanded data ***Distribution*** mechanisms to citizens, business and state and local entities.
- Implement an ***Infrastructure*** environment to accommodate maximum scalability, security, recoverability, and availability.
- Maintain a highly ***Secure*** environment to attain compliance to applicable industry standards.
- Accomplish ***Benchmarks*** to measure the progress toward the completion of established metrics with associated timelines.

The Vision

A vision statement provides INK an overall focus and goal for work performed by or on behalf of INK. The vision statement encompasses the foundational intent and vision of the organization, incorporate the needs of it diverse constituency and strives to nurture the Kansas economic environment. This vision is predicated upon strategies which constitute the pillars of success, each with their own requirements. The strategies listed in this plan provide the Means to accomplish the Vision's designed Ends result.

INK's Vision Statement:

> *"Be recognized as the premier electronic gateway to Kansas government information and services."*

Strategies and Requirements

This section of the INK strategic plan identifies specific strategies that are underway or planned, which will substantially promote INK's vision. The list identifies high priority strategies that will help guide future efforts. This list is intended to be a dynamic document, with additions as new opportunities are identified.

Strategy 1 – Provide increased *Access* to multiple entities with Kansas state, county and local entities:

Anyone needing to do business with Kansas government will be able to go to the state's Web site, easily find the information or service they need, and if they desire, complete all appropriate transactions electronically.

Requirements
1. Maintain modern best-practice and optimized access solutions and technologies.

2. Provide service, information and open-government capabilities, enhancing transparency, accountability, interaction, collaboration and engagement.
3. Employ integration and one-stop solutions that provide seamless cross-boundary access for partners, including citizens, businesses and other governmental entities.
4. Provide new-media services, including social networking and mobile platforms.

Government Agencies: Public Sector
- Cross Agency Data Sharing Agreements – Seek to develop agreements which involve multiple entities
- Mapping of Government Data – Assist in the understanding of government processes
- Availability to Pool – Expand the amount of data from entities available to the portal
- Organizational Standards – Adhere to state and industry data and security standards
- Enterprise Searching – Provide best-in-class search capability across Kansas government data sets
- Presentation
  - Useful – The information must be applicable to the user, without clutter.
  - Fluid – The application progression must be easy to understand.
  - Multi Level – The application must include agency process integration, where appropriate.
  - Compliant – The application must meet the requirements of industry compliance for accessibility and security.

Citizen/Private Sector
- Convenient – The portal must always be available, without regard to agency brick and mortar office hours.
- Uniform – Enterprise web page "look and feel" must be promoted and maintained to ensure customer trust.
- No Wrong Door – Enterprise navigation should be made available to all entities.

Strategy 2: Demonstrate *Value* of collaboration with state portal to state, county and local governments

INK must demonstrate the cost effectiveness of its solutions as agencies examine internal operations to determine cost-effective e-government applications and solutions.

Requirements
1. For each application development request, INK must consider and document the value of expanded collaboration.

   - Self-Funded Model – Must demonstrate the advantages of self-funding to government partners, legislators and customers.

- o Perceived Affordability – Must demonstrate the cost effectiveness of INK solutions.
- o Reduced Agency Cost – Must identify the agency cost avoidance through INK solutions.
- o Streamline Agency Processes – Work with entities to better understand their processes when converting them to electronic means.
- o Enterprise Services – Understand the larger picture of how individual entities processes fit into the overall government process.
- o Accuracy – The customer must have confidence that the information presented is correct and accurate.

- o Private – Citizens
  - Convenient – The service must be available at all times.
  - Affordable – The service must be provided in a cost-effective manner.
  - Easy to Use – The service must be intuitive and easy to understand.
  - Accurate – The information presented must be correct.
  - Quality – The service must include cross-agency integrated processes, where applicable.
  - Value-Added Service – The service must seek to provide expanded access to agency processes from multiple agencies, where appropriate.

- o Public – Agencies, Internal Portal
  - Extensible – The service must be composed of reusable application code or services, where possible.
  - Project Acceptance Evaluation and Recommendation – Project acceptance must include a careful analysis to understand all the costs and benefits for both the government partner and the portal.
  - Maintain Grant Trends – The amount provided by INK for grants must continue to increase.
  - Relationships – Establishing trust with government partner administrators must be continually reinforced.

Strategy 3: Demonstrate expanded data *Distribution* mechanisms to citizens, business and state and local entities

INK must expand the method of service delivery to increase the service availability of government applications and services.

Requirements
- Education and Awareness – Develop promotional materials to demonstrate INK's expanded service delivery mechanisms.
- Build Transition Plans for Government Leadership Changes – Communicate INK opportunity to new leaders.

- Balanced Marketing Approach to Target Audiences: Citizens, partners, business community.
- Local Government Offering - Strengthen and expand partnerships beyond state government into local governments and private sectors, including connectivity, health, education, energy and other functional/service areas.
- Expanded Data Sources – Look for opportunities for data sharing from both state and local levels through the portal.
- Enhanced Technologies – All application development services must consider multiple delivery mechanisms to serve customers such as; Mobile, RSS feeds, and Web services.
- Data Integrity – Ensure data transmitted is protected properly.

Strategy 4: Implement a recoverable, scalable *Infrastructure* environment.

Requirements
1. Continue evolving INK's technology standards and architecture to enable a robust and agile service delivery platform.
2. Utilize best practices in the management of INK assets, including hardware, software, and data as well as information systems and applications.
3. Provide optimal levels of security and citizen privacy.
   - High Availability – The portal must be available 99.9% of the time.
   - Disaster Recovery – Plans must be updated and exercised to ensure recoverability.
   - Scalable – The environment storage must be able to grow rapidly.
   - Redundancy – Resiliency in the system must be incorporated for business continuity.
   - State-of-the-Art – Any hardware purchased for the portal must incorporate proven, state-of-the-art technology.
   - Succession Planning and Documentation – Business operational processes of the organization must be documented and maintained to ensure transition.
   - Support Broadband Initiatives – INK must support the appropriate initiatives that will expand the number of users to the portal.

Strategy 5: Maintain a highly *Secure* environment to attain compliance to applicable industry standards.
Government partners and the public expect the technology infrastructure will be secure, tested and that the investment can be utilized well into the future.

Requirements:
1. Risk Assessment – Perform an annual risk assessment of the portfolio and platform
2. Data Loss Prevention – Maintain appropriate physical and system security measures to prevent unauthorized access.
3. Be compliant with state government and national industry standards

4. Privacy – Ensure private customer data is properly managed and secured.
   - Threats
     - Physical – Perform audits to prohibit unauthorized physical access to equipment.
       - IP Video Surveillance – Capture and retain video logs of physical access to portal hardware.
     - Virtual - Perform audits to prohibit unauthorized system-level network access.
       - Log monitoring – Capture and monitor appropriate system logs to prohibit unauthorized system access to portal equipment or information

Strategy 6: Establish *Benchmarks* to measure progress toward the completion of the established metrics with associated timelines

A plan is only as good as its proven accomplishments. Benchmarks are required to ensure ongoing compliance with the plan. The following provides a year by year synopsis of the intended accomplishments for years 2011-2014 to provide for the success measurement of the plan. Each of the items is identified by the established strategies and the required accomplishments.

Annually:
- Security: Retain Cybertrust accreditation.
- Value: Review portfolio analysis.
- Security: Experience zero data loss or unauthorized access from outside intruders.
- Security: Perform third-party security audit.

2011
- Value: Implement project acceptance criteria and other board policies.
- Value: Identify all non-performing applications and services using Portfolio Analysis.
- Infrastructure, Secure: Transition portal network environment into world-class data center.

2012
- Value: Resolve all non-performing applications and services.
- Infrastructure: Document INK office business operational processes and state participation activities.
- Security: Perform comprehensive risk assessment.

2013
- Access, Value: Establish three cross-agency collaboration efforts.
- Access, Value: Complete the Kansas Business Center data integration initiative with appropriate entities.
- Access, Value: Implement expanded data sharing with seven government entities.

2014

- Access, Value: Coordinate access to information external to the state for seven services.
- Distribution: Implement ten mobile services.
- Distribution: Implement fifteen RSS feeds available from the portal.

Revenue and Expenses

INK was designed as a self-funded enterprise, meaning INK receives no state appropriated tax dollars to fund the development of electronic information access or electronic commerce applications. INK is a model example of a government service that incorporates the entrepreneurial spirit and operational efficiencies found in the private sector. Minimal user fees generated through enhanced access to commercially viable applications are used to fund information services, which are free to the public and developed to benefit both private citizens and businesses, as well as create substantial internal efficiencies to the government partners.

From 1993 to 2009, the growth of portal net revenue (after agencies were paid) has increased at an average rate of 10.64% per year. The average growth of the portal net revenue from 2007 to 2009 has increased at a rate of 7% per year. For 2011, INK anticipates processing approximately $269 million dollars, of which approximately 97% will be submitted to state agencies and local entities for statutory or contractual fees. The portal net revenue consists of the remaining 3%. From the portal net revenue, 85% is paid to the Network Manager for portal operational management and INK retains the resulting 15% for board management and technology grant funding opportunities.

	% of Growth Since 2007	2011 Budget	2012	2013	2014	Average Yearly Growth
Portal Net Revenue	7.0%	$5,410,325	$5,435,715	$6,193,724	$6,626,986	**$405,554**
INK Revenue	4.6%	$811,549	$848,880	$887,929	$928,773	**$39,075**
INK Expenses	7.6%	$455,209	$487,052	$521,122	$560,866	**$35,219**
INK Grants	7.6%	$510,500	$549,434	$591,337	$636,436	**$41,979**

As the chart indicates, the portal net revenue is expected to continue to grow but over the last two or three years the growth rate has decreased. Factors such as the downturn in the economic environment and contractual agency revenue share changes influence the growth rate. To maintain or increase the portal revenue growth rates into the future, INK must develop a better understanding of the applications and services they choose to undertake, taking into account the resource allocation required and the revenues that are anticipated. Careful and thoughtful monitoring of the application portfolio will be required.

There are five main elements that comprise the majority of the total budget for INK's expenses – Network Manager Remuneration, Grants and Program Development, Salaries,

Professional Consulting and Rent. After projected INK operation expenses, a portion of INK's net income is allocated to the portal theme grant amounts. Since inception, INK has provided technology grants to state and local entities exceeding $3.5 million dollars. The INK Board annually reviews and adjusts INK's forecasted revenues.

The development and promotion of the state's Web portal (Kansas.gov) is facilitated through a private company, Kansas Information Consortium, Inc. (KIC), a wholly owned subsidiary of leading eGovernment firm NIC Inc. As the Network Manager, under the oversight of INK, KIC works with state and local government agencies, professional associations, business leaders, educators, and citizens to understand the needs of their organization and constituency to enhance existing transactional services through streamlining agency operational processes and/or develop new applications to meet their specific needs.

The Network Manager (KIC) maintains network administration, application development, marketing, project management and customer service staff for the exclusive support of the Kansas portal. The percentage revenue share compensates the Network Manager for their staff, all hardware and software related expenses and annual Network investment for supporting the ongoing maintenance and development of the portal.

Enterprise Influence, Success and Support

The strategic plan for new and enhanced applications and services is anchored by the continued enhancements scheduled for the state's official Web site, www.Kansas.gov . The state portal must be easily found and accessed. The site can be accessed using several web addresses, including www.Kansas.gov, www.Ks.gov, and www.state.ks.us,

State Participation

INK is an active participant and important component in Kansas' enterprise IT governance model. INK's position in the governance model is unique in that the organization supports all three branches of government, Executive, Judicial and Legislative. From the onset, INK was envisioned to be enterprise in nature and scope.

INK is a member of the Information Technology Executive Council (ITEC) whose 17 member body is made up of government and private executives. This council is responsible for establishing IT policy for all three branches of government for the Kansas IT enterprise. INK is a participant in the Information Technology Advisory Board (ITAB), which is made up of senior managers of state information technology organizations along with representatives of private industry and local units of government. INK also is a member of the IT Security Council, which makes policy recommendations to the ITEC. INK also participates with the state's Long Range IT Planning Committee which is responsible for the state's Strategic Information Management Plan (SIM Plan). The current SIM Plan has 15 e-Government objectives and 21 specific initiatives. INK takes lead responsibility for five of these initiatives and shares responsibility for eleven others. This plan is supportive of the objectives and initiatives in the SIM Plan.

Digital State Survey

One measure of the progress we have made in implementing eGovernment is to look to national reports on eGovernment. Over the past three years, the Center for Digital Government, The Progress & Freedom Foundation, and Government Technology Magazine have conducted a detailed survey of digital government in all 50 states, called the "Digital State Survey."

Looking at how Kansas has scored provides a tool for measuring our progress. However, as with all surveys, there are elements of subjectivity in this survey -- what may be deemed as an important aspect of eGovernment for those conducting the survey may not directly align with our focus in Kansas. With that note, Kansas scored a B- in 2010. Although very respectable, it identifies that work should continue to enhance the portal to better communicate how Kansas is meeting the expectations of our diverse constituency.

The scores in six categories kept Kansas from ranking in the top 10 for 2010. These include Digital Democracy; Electronic Commerce/Business Regulation; Law Enforcement/Courts; Education; and GIS/Transportation. It is our goal that the current strategies will assist in improving in these categories in 2012.

Legislative

First introduced in the 2009 session, INK will seek legislative sponsorship for a bill to allow agencies to lower the price of their online services and increase the price of services for paper submissions. INK believes this type of legislation will greatly enhance INK's ability to increase adoption of existing services and supports agency missions to provide the necessary services which are reflective of the cost to produce, process and maintain them.

The 2010 election and the movement of legislative committee chairs with the state legislature will require INK to re-assert its value to the enterprise through testimony to legislative committees and individual meetings with legislators. Primary targets for this committee communication will be the Government Efficiency Committee and the Joint Committee on Information Technology. In past years, these committees have proven to be very helpful with communicating the value of INK to the larger legislative body and have been supportive of INK initiatives to improve the enterprise.

Conclusion

This plan indicates where INK needs to direct their efforts to achieve the greatest benefits from eGovernment for its customers and government partners. INK strongly believes that a more efficient government can be accomplished and can ultimately be more effective with the accomplishment of the objectives, strategies and requirements set forth in this plan

INK strongly believes that with the continued cooperation and collaboration with the state and local government entities, this strategic plan will position INK for the future as a valued partner to government entities and provide valuable and quality information and experience to Kansas citizens, and businesses.

INK Board of Directors

Dan Yunk: User Association, Kansas Farm Bureau
Cynthia Dunham: Kansas Bar Association, Johnson County
Nick Jordan: Executive Branch Secretary, Kansas Department of Revenue
Deb Miller: Executive Branch Secretary, Kansas Department of Transportation
Travis Rozean: User Association, Manatron, Inc.
Joe Connor: User Association, Kansas Association of Counties
Stan Ahlerich: Kansas Inc., President
Kris Kobach, Kansas Secretary of State
David King, Kansas Library Association: Topeka Shawnee Public Library
TBD: Executive Branch Chief Information Technology Officer, ex-officio

Jim Hollingsworth: INK Executive Director
Lisa Jones: Kansas Information Consortium: General Manager

For further information, please access the INK Board Web site at www.kansas.gov/board or contact Jim Hollingsworth at e-mail: Jim.Hollingsworth@ink.ks.gov, phone: 785-296-4277.

Appendix A:

How citizens and businesses use e-government

An April 2010 study performed by the Pew Research Center[1] reveals that 82% of internet users (representing 61% of all American adults) looked for information or completed a transaction on a government website in the twelve months preceding this survey. In order to gain a more detailed understanding of how Americans interact with government online, they asked internet users how many of eleven specific activities they had done in the preceding year on a local, state or federal government website. Their responses illustrate the range of government services used by the online population, as eight in ten had visited a government website for at least one of these reasons:

- 48% of internet users have *looked for information about a public policy or issue* online with their local, state or federal government. The college-educated, those under age 65 and those with relatively high household incomes are especially likely to look for this type of government information online.
- 46% have *looked up what services a government agency provides*. Young adults (those ages 18-29) and seniors (those 65 and older) are much less likely than 30-64 year olds to go online to look up government services, and this activity is also relatively uncommon among those earning less than $30,000 per year. Additionally, males and those with college experience are more likely than women and those with a high school education to look up government services online.
- 41% have *downloaded government forms*. This activity is particularly common among whites, 50-64 year olds, college graduates and those with high household incomes.
- 35% have *researched official government documents or statistics*. As with downloading government forms, this activity is most common among whites, college graduates and those with a household income of $75,000 or more per year.
- 33% have *renewed a driver's license or auto registration*. A range of different online demographic groups participate in this activity, although those earning less than $30,000 per year and those without a high school degree are relatively unlikely to do so.
- 30% have *received recreational or tourist information* from a government agency. This activity is especially common among parents, whites, college graduates and those with annual household incomes of $75,000 or more.
- 25% have gotten advice or information from a government agency about a *health or safety issue*. College graduates are particularly likely to look for this type of information on a government website.
- 23% have gotten information about or applied for *government benefits*. There are few major demographic differences on this question.

---

[1] Smith, A., *Government Online*, Pew Internet & American Life Project, http://pewinternet.org/Reports/2010/Government-Online.aspx, April 27, 2010

- 19% have gotten information about how to *apply for a government job*. This type of information seeking is particularly common among African-Americans, the college-educated and those younger than 65.
- 15% have *paid a fine*, such as a parking ticket. Young adults, African-Americans and Latinos are especially likely to have done this in the last year.
- 11% have *applied for a recreational license*, such as a fishing or hunting license. Men, whites and those under age 65 are particularly likely to go online for a recreational license.

Search engines are the most common entry point for government website interactions. Among those who could recall the government website they visited most recently, 44% used a general search engine to figure out where they needed to go. Other methods for finding government
websites made an appearance in our survey, although none were nearly as common as search.
Again among those who recalled the last time they visited a government website:
- 16% went to a site they had used before
- 14% found out about the site from a friend, family member or advertisement
- 11% went to a site listed in a government publication or notice
- 4% found the site through a general government website such as usa.gov
- 9% found the site some other way

When businesses were surveyed about which activities they would like to perform online,
- 43% reported they would like to use the Internet to obtain or renew professional licenses and
- 39% wanted access to one-stop shopping to apply for all new business licenses and permits.

Other services sought by business users, as reported by the survey, included:
- 38% access to criminal history background checks;
- 36% apply for a business permit;
- 34% obtain a limited criminal history report.

Businesses sited the benefits of participating in e-government as:
Speed (51%);
Convenience - no line (43%); and
Better hours (22%).[2]

Citizens also reported improved interactions with government when using government Internet sites. Overall, 60% of government Web site users say such sites had improved their interaction with at least one level of government, and 45% said it had improved the way they interact with state government.[3]

2 *Benchmarking the eGovernment Revolution*, Momentum Research Group of Cunningham Communications, July 26, 2000.
3 Larsen, E., *The rise of the e-citizen*, Pew Internet & American Life Project, http://www.pewinternet.org/, April 3, 2002.

The study reveals the number of citizens and businesses who visit government websites and the information or service they seek. The studies indicate that government continues to improve their Internet presence and the services they offer. City, state and local government have an opportunity to provide a cost effective solution to meet the needs of their constituents.