UNIVERSITY OF ILLINOIS AT SPRINGFIELD

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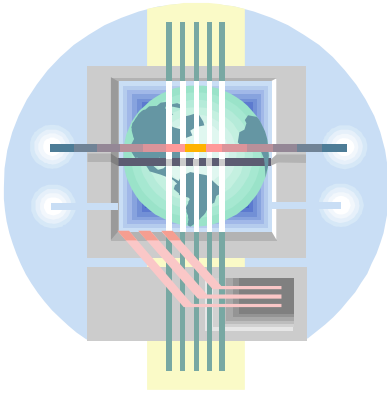# Illinois E-Government Fact Book

Illinois E-Government Fact Book

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Executive Summary

Since 1999, the Illinois Department of Commerce and Economic Opportunity (formerly The Illinois Department of Commerce and Community Affairs) and public universities including University of Illinois at Springfield have been collaborating with business, government and civic leaders throughout Illinois to *"establish a consensus on a long term economic development strategy cognizant of the competitive position of the state's regions and the needs of commerce and industry."* State and Regional Development Strategy Act, 20 ILCS 695.

During calendar year 2000, the second year of the project, the five university partners surveyed over 29,000 individuals by direct mail and spoke with 950 participants at 19 summit meetings held around the state. From the surveys and summit meetings, a common set of 15 strategic goals and 40 development objectives were articulated.

To encourage regional leadership to address regional issues, the Department of Commerce and Economic Opportunity and the University of Illinois at Springfield have partnered to provide brokering/advocacy, grant administration or offer technical assistance in support of the Central region's strategies. Projects that were funded were projects that build on the priorities identified at the regional summits and are designed to support local efforts while fostering a sense of regional partnership among participants. The outputs of the projects address Central Illinois issues and are useful to the region and other regions with similar economic development issues. These projects and outputs, along with the strategic goal they address are described in the table below.

Another goal of these projects has been *capacity building*—specifically to bring people in the region together to build capacity for regional cooperation and development. By creating linkages within the region through these activities, show how organizations can achieve more by working together. Tangible capacity building results from these projects include:

- Formed central Illinois network of economic development professionals, local government officials and citizens.
- Developed functioning community development team between Abraham Lincoln Center for Governmental Studies at UIS and University of Illinois Extension and Illinois Chamber.
- Grants management seminar.
- Developed faculty and doctoral student expertise on regional economic development and Central Illinois economic development issues.
- Websites focused on economic development issues in Central Illinois.

In the Spring of 2003, the Department of Commerce and Economic Opportunity and the University of Illinois at Springfield partnered to complete an assessment of the scope of digital government in Illinois. In doing so a comprehensive study of state of e-government in Illinois municipal governments was completed.

Research Methodology

This project utilizes survey data from Illinois municipalities in order to get an idea about the e-government movement in local communities, in an effort to better grasp the approaches, progress and commitment on the part of the local governments in the State of Illinois. In the Spring of 2003 a mail Survey was sent out to a randomly selected set of Illinois Municipalities. A mailing list of 1290 Illinois municipalities from the Illinois Municipal League was used to randomly select 550 communities. Of the 550 communities surveyed 244 questionnaires were returned for a response rate of 44.4 percent.   The survey contains both open-ended and closed-ended questions that address many of the important issues surrounding the e-government movement.

What is E-government

A recent 2001 report initiated by the United Nations and the American Society for Public Administration, detailed various elements of e-government globally. The define e-government very broadly, suggesting that "e-government includes the use of all information and communication technologies, from fax machines to wireless palm pilots, to facilitate the daily administration of government." (UN and ASPA 2001) In addition, e-government should improve "citizen access to government information, services, and expertise to ensure citizen participation in, and satisfaction with the government process." (UN and ASPA 2001).

Who is Using E-government

37.3 percent of the responding Illinois municipalities have their own website. A little less than 29 percent of the communities developed their websites over the past 5 years. In fact, a sizeable proportion of the communities have just had a their websites running for one year or less. Most communities with a small population do not have websites. Much as is the case nationally the larger Illinois communities are more willing to be innovative, potentially have more affluent and politically active constituencies. Larger communities also have the advantage of larger administrative, technical and administrative resources.

Strategies and Barriers to Implementation

People and groups often stimulate the adoption of policies. Local governmental staffs and elected officials are perceived as the most important catalysts to local e-government innovation. However, only 15 percent of the respondents indicated that individual citizens play a significant role in their community in initiating e-government programs.

While advocates of e-government all agree there's no single right strategy to get started several approaches are viewed as important catalysts to implementation. Using an in-house staff is believed to be more important than outsourcing to a service provider when developing programs. Nearly 2 out every 5 communities indicate that a survey is an important tool when developing their e-government programs.   The Illinois Municipal League and other Illinois communities are also valuable resources for gaining information.

Often, when local governments plan to offer new services or implement new policies there are various barriers that exist that hinder the process. The single biggest barrier to effective

implementation is the lack of expertise. While a lack of financial resources and issues regarding security also prove to be important, resistance to change by staff and a lack of support form elected officials are viewed as relatively weak barriers to implementation.

E-government Services

Generally speaking e-government includes the delivery of services in four major aspects: the development of a government intranet for cooperation and interaction among governmental agencies; web-based delivery of services; online democracy; and the development of e-commerce services. At this point, most local governments in Illinois have not advanced much past the provision of general information about the communities. However, many Illinois communities have plans to move to full, highly developed e-government programs.

Conclusions

E-government is clearly the wave of the future for governments looking to reinvent the way they do business. Whether governments begin to initiate these programs is dependent largely on the size of the community. Larger communities have the capacity and the demand to advance the move to e-government reliance.

The study also finds that most communities are in the early stages of e-government service provision. While, most governments are still just posting and distributing information, many governments are now moving towards a future of a fully integrated e-government community.

In sum, the promise of the e-government movement was that it would improve the way governments are doing business. E-government is believed to improve the effectiveness and efficiency of the internal workings of an organization. In addition, e-government technologies should improve the linkage between the government and its citizenry. Unfortunately, most of what e-government promised has not been realized. Only time will tell whether e-government will be the cure-all proponents suggested it would be.

Chapter 1. E-Government in Illinois
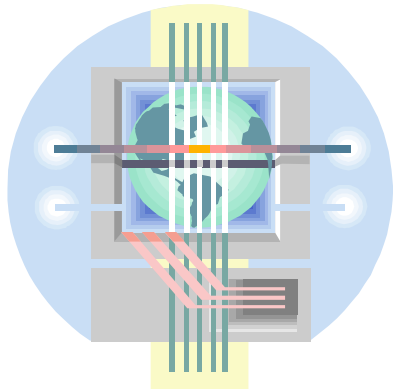
For the last decade governments around the country and the world are initiating major reforms in the way they deliver services. Behind these reforms is the belief that information technology (IT) can improve the internal managerial efficiency and the quality of public service to citizens. Because of this, many governments are searching for ways that e-government practices can improve the process of governing. The research discussed in the following sections is the result of an effort to gain an appreciation of the ways that Illinois communities are embracing e-government practices.

In order to examine the current state of e-government usage in Illinois, an examination of data from a Survey of a sample of Illinois municipalities is undertaken. The survey was sent to the clerk of each of the municipalities. The clerk was then asked to fill out the questionnaire or give it to the person in the organization with the most knowledge of the issues. The questionnaire was deigned to assess local government activities in the area of e-government, how e-government has changed governance, potential barriers of implementations, and the important implementation strategies that governments have used. The survey was sent to 550 of the roughly 1300 municipalities. A total of 244 surveys were returned for an overall response rate of 44 percent[1].

1.1. E-Government: Concepts and Practices

A recent 2001 report initiated by the United Nations and the American Society for Public Administration, detailed various elements of e-government globally. The define e-government very broadly, suggesting that "e-government includes the use of all information and communication technologies, from fax machines to wireless palm pilots, to facilitate the daily administration of government." (UN and ASPA 2001) In addition, e-government should improve "citizen access to government information, services, and expertise to ensure citizen participation in, and satisfaction with the government process." (UN and ASPA 2001). Others have defined e-government more narrowly as the ways in which governments use Information Technology to produce and deliver government services.[2]

The questions then are, where do Illinois municipalities fit in the larger e-government universe? This report is designed to determine what municipalities have begun to reform using e-government practices? What barriers exist when implementing these reforms? What strategies are governments using, and what services are they providing? Finally, what successes and failures exist, and what does all this means for the future of e-government in Illinois? In the rest of this section and the sections to the follow, we will address these questions and more.

1.2. Whose using E-government

Just having a website does not guarantee that communities have completely embraced the e-government reform movement. However, the discussion here begins with a discussion of website

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[1] For a more detailed discussion of the methodology as well as the survey instrument see the Appendix
[2] For a good and succinct review of what e-government is and is not see Moon (2002).

adoption because it represents the initial movement towards e-government reliance. Of the 244 communities responding to the survey:

- 37.3 percent of the responding Illinois municipalities have their own website (See Table 1.1). Of the 153 communities that responded that they did not have a website, only 21 communities stated that they are planning on developing a website in the future.

Table 1.1. The Adoption of a Website, and Length of Time with a Website		
Does the community have a website	How long have they had a website	
Yes 62.7% (153)	Less than 1 year	8.8% (8)
No 37.3% (91)	1 year	8.8% (8)
	2 years	23.1% (21)
	3 years	18.7% (17)
	4 years	12.1% (11)
	5 or more years	28.6% (26)

- A little less than 29 percent (26 of 91) of the communities developed their websites over the past 5 years. This suggests that the implementation of e-government is still a recent phenomenon. In fact, a sizeable proportion of the communities have just had a their websites running for one year or less (17.6 percent, or 16 of 91).

- Previous research of municipalities around the country and globally have found that overwhelmingly the single biggest factor that explains the presence of a website is the size of the community. Larger communities are much more likely to have websites and other e-government services (See for example UN and ASPA 2001; Moon 2002; Moon and deLeon 2001). Illinois municipalities are no different.

Table 1.2. The Adoption o f a Website by Population Size			
Population Size	No Website	Website	Total
Less Than 1000 People	93.5% (101)	6.5% (7)	100% (108)
1001-5000	64.3% (45)	35.7% (25)	100% (70)
5001-10000	25% (5)	75% (15)	100% (20)
10001-20000	11.8% (2)	88.2% (13)	100% (15)
20001-30000	0	100% (13)	100% (13)
30001-50000	0	100% (10)	100% (10)
Greater than 50000 People	0	100% (6)	100% (6)
Total	153	91	

- Over 93 percent of those communities with a population less than 1,000 people do not have websites (Table 1.2). Only two of the communities with a population over 10,000 do not have a website and all municipalities with populations over 20,000 people

have websites. Much as is the case nationally the larger Illinois communities are more willing to be innovative, potentially have more affluent and politically active. Larger communities also have the advantage of larger administrative, technical and administrative resources.

Table 1.3. The Adoption of a Website by Per Capita Income			
Per Capita Income	No Website	Website	Total
Less Than $15,000	77.1% (27)	22.9% (8)	100% (35)
15,001-20,000	77.3% (85)	22.7% (25)	100% (110)
20,001-25,000	55.3% (26)	44.7% (21)	100% (47)
25,001-30,000	22.2% (4)	77.8% (14)	100% (18)
30,001-35,000	36.4% (4)	63.3% (7)	100% (11)
35,001-40,000	20% (1)	80% (4)	100% (5)
Greater than 40,000	33.3% (6)	66.7% (12)	100% (18)
Total	153	91	

- As shown in Table 1.3 the more affluent communities are also more likely to initiate e-government practices. While this relationship does not appear to be as clear as the size of the population, of the 153 responding communities without a website 112 have a per capita income of less than 20,000 dollars.

On the other hand only 33 of the 91 communities with a website have a per capita income of less than 20,000 dollars.

Chapter 2: Strategies and Barriers of E-Government Implementation
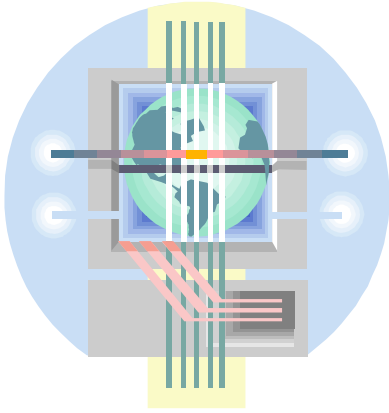
The previous chapter provided an overview of the amount of usage of e-government practices. This section discusses the actors that help initiate e-government usage and the important strategies that governments use when implementing e-government programs. In addition, the section discusses many of the barriers that governments face when developing their e-government systems.

2.1. Actors Stimulating E-government Innovation
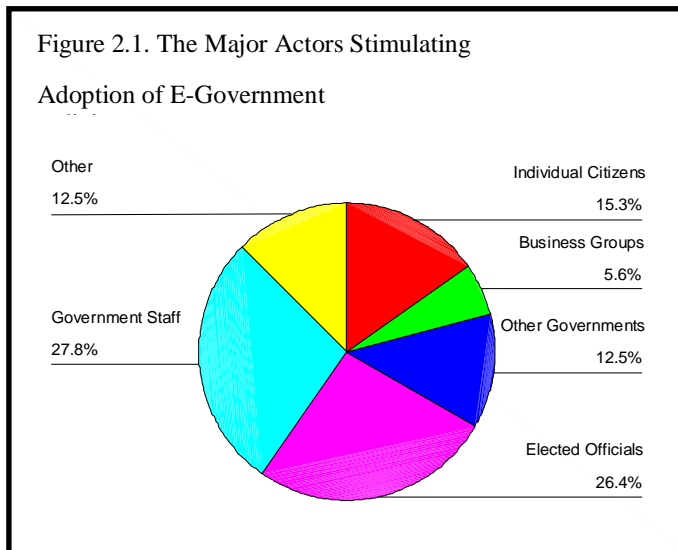
People and groups often stimulate the adoption of policies. Individuals with convictions, energy, and creative minds can transcend business-as-usual politics and prompt significant policy change. In this project we asked respondents with e-government programs to indicate whom the most important actors are that helped bring about new e-government services (Figure 2.1).

- Local governmental staffs are perceived as the most important catalysts to local e-government innovation. Close to 28 percent of the respondents indicate that the most important actors in stimulating e-government adoption are the local government staff.

- More than a quarter of the respondents (26.4 percent) indicated that elected officials are important stimulants to e-government innovations. The importance of elected officials is not at all surprising given the role that elected officials play as policy entrepreneurs in other policy areas as pushing to get new policies and programs implemented.

Figure 2.1. The Major Actors Stimulating Adoption of E-Government

Other 12.5%

Individual Citizens 15.3%

Business Groups 5.6%

Government Staff 27.8%

Other Governments 12.5%

Elected Officials 26.4%

- As noted previously one of the main advantages of e-government is that these services will provide a better link between the government and its citizenry. E-government allows citizens to do business, such as pay taxes, on online. Technology allows citizens an avenue to communicate with elected officials and it allows government to provide information to its citizens. However, only 15 percent of the respondents indicated that individual citizens play a significant role in their community in initiating e-government programs.

- Many in the community view business Groups, such as the Chamber of Commerce, as major proponents of the e-government movement. E-government and information technology should provide a better link between the business sector and the government.
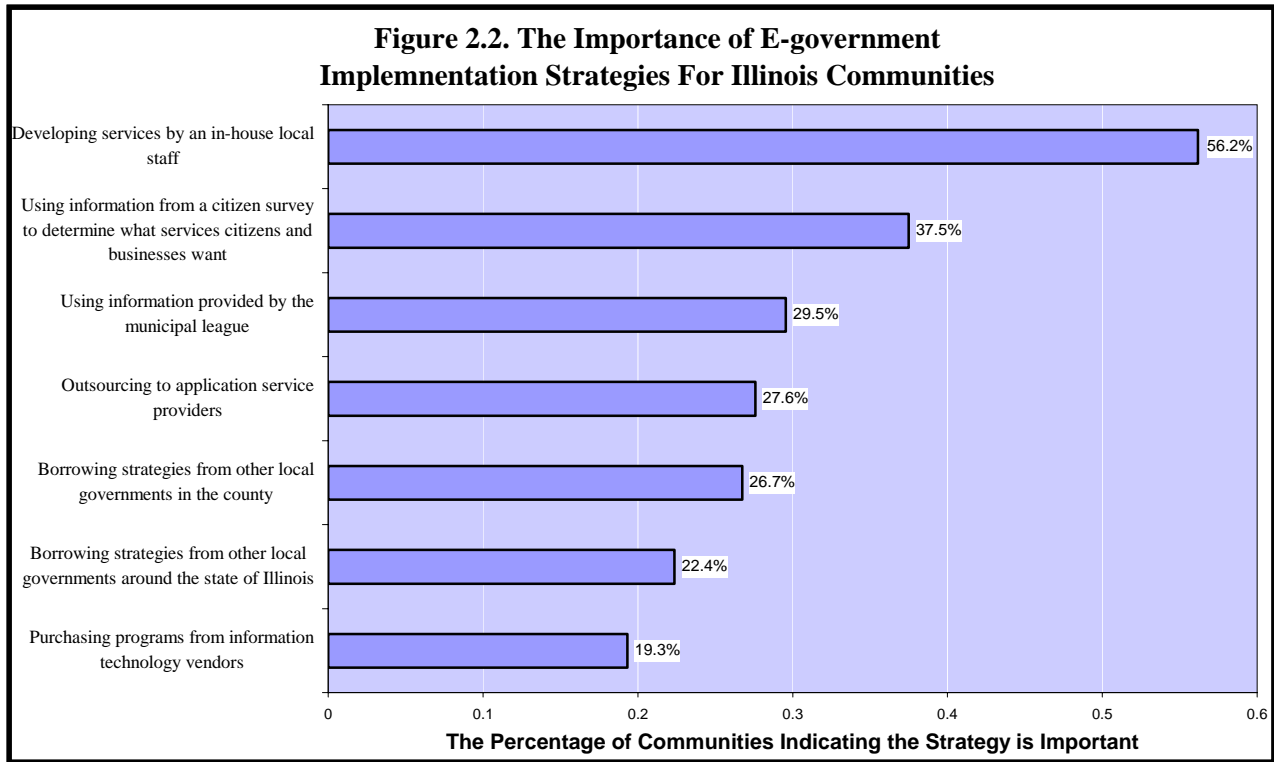
Surprisingly however, only 5.6 percent of the respondents indicate that business group play a significant role in stimulating e-government innovation.

2.2. Implementation Strategies

While advocates of e-government all agree there's no single right strategy to get started several approaches are viewed as important catalysts to implementation. Whether it is establishing and maintaining top-level support, most government initiatives require skills in project management, business planning, policy review and development. Did governments rely on an in-house local staff or did they purchase program from service providers or outsource to service providers. Another concern for policy makers is what strategy do they take in order to gather the appropriate information necessary to make good decisions. Have communities rely on information provided to them by groups such as the municipal league or do they borrow and/or information from other governments in the state or nationally? Respondents were asked to indicate how important a number of strategies were when they implemented e-government strategies (Figure 2.2).

- Communities are much more likely to indicate that using an in-house staff is more important than outsourcing to a service provider. 56 percent of the respondents indicate that using an in-house local staff was an important strategy. However, this is in contrast to the use of outsourcing, which only 27.6 percent indicate as an important implementation strategy.

- The vast majority of governments view the purchasing or contracting out from technology vendors as unimportant. Less than 1 in 5 (19 percent) governments indicated that this is an important strategy.

- When governments get information about what services they need to provide, the most important approach is through the use of a citizen survey. Nearly 2 out every 5 communities (38 percent) indicated that a survey is an important tool when developing their e-government programs.

- 29.5 percent indicate that using information from the Illinois Municipal League is important.

- 26.7 percent of the local governments indicate that borrowing strategies from other local governments in the county is important, while 22.4 percent indicate borrowing from other governments in the state is important.

**Figure 2.2. The Importance of E-government
Implemnentation Strategies For Illinois Communities**

Strategy	Percentage
Developing services by an in-house local staff	56.2%
Using information from a citizen survey to determine what services citizens and businesses want	37.5%
Using information provided by the municipal league	29.5%
Outsourcing to application service providers	27.6%
Borrowing strategies from other local governments in the county	26.7%
Borrowing strategies from other local governments around the state of Illinois	22.4%
Purchasing programs from information technology vendors	19.3%

The Percentage of Communities Indicating the Strategy is Important

2.3. Barriers to Implementation

Often, when local governments plan to offer new services or implement new policies there are various barriers that exist that hinder the process. Many of these barriers, such as a lack of technical expertise, are internal to the organization while others, such as a lack of support from elected officials, are external influences or barriers. For example:

- 48 percent of the communities indicate that the lack of web expertise, an internal barrier, is a strong barrier to effective implementation of e-government programs.

- Close to 46 percent of the communities indicate that the internal barriers of a lack of financial resources, and a lack of a web staff are strong barriers.

- The weakest of the barriers is an external influence. Only 15 percent indicate that the lack of support from elected officials is a strong barrier to successful implementation. However, at times elected officials can informally set a tone for how a government is run. For example, one respondent indicated that, "Our Mayor doesn't have a computer, doesn't want one, and I don't think he has ever checked his e-mail." This attitude has a significant influence on the behavior of the government and what is viewed as important.

Figure 2.3. The Strength of Barriers to Successful Implementation.

Barrier	Percentage
Lack of a web expertise	47.8%
Lack of financial resources	45.6%
Lack of a web staff	45.6%
A need to upgrade technology	37.8%
Security issues	28.4%
Issues relating to convience fees for online transactions	24.4%
Difficulties justifying a return on an investment	23.0%
Lack of information about e-government applications	20.9%
Lack of collaboration among departments	18.6%
Staff resistance to change	17.0%
Lack of support from elected officials	14.8%

Percentage of Respondents that Indicated the Barrier is Strong

Chapter 3: E-Government Services

Generally speaking e-government includes the delivery of services in four major aspects: the development of a government intranet for cooperation and interaction among governmental agencies; web based delivery of services; online democracy; and the development of e-commerce services. These aspects present a way of governing that provides internal and external service delivery changes. Each of these aspects provides different levels of enhancement to the way governments are run internally and externally (Moon, 2002). Internally these programs are developed in the hope that they will be effective and efficient managerial tools. Externally, the web should provide a greater linkage with the citizenry.

Research has developed typology of e-government services that details the levels of technical sophistication necessary and the level of interaction with users. While these typologies are just conceptual tools they provide an interesting lens to view how governments are evolving (See Table 3.1). These typologies generally spell out stages of e-government services that detail the degrees of sophistication moving from Stage 1 that is the most basic form of government providing basic information to other governments and the public. As will be discussed later most Illinois local governments do not move much beyond this most basic form of government. At the other extreme Stage 4 and Stage 5 represent the most integrated of web-based services to moving to full online political participation. At this point, very few if any Illinois governments are approaching Stage 4 and 5 of the e-government practices (See Hiller and Belanger 2001, Layne and Lee 2001, Moon 2002).

Table 3.1. E-Government Typology: Stages of E-Government		
	Type of Government	Example
Stage 1	Information Dissemination	Tourist Information, Dates of Elections
Stage 2	Two-way Communication	Requests election forms
Stage 3	Service and Financial Transactions	Paying Taxes Online
Stage 4	Vertical and Horizontal Integration	One-Stop Shopping
Stage 5	Political Participation	Voting Online

Adopted from Hiller and Belanger (2001) and Moon (2002)

For this research local governments were asked to indicate what they are doing now and what they plan to do in the future.

- 91 percent of the communities provide general information about the city or town on a website. About 4 out of every 5 respondents provide links to other important websites. A vast majority of communities that have e-government services that can be classified as Stage 1 type of services (Figure 3.1).

- As technology demands increase, the number communities with services decrease. Less than 60 percent of the responding communities (56 percent) provide citizens with the ability to communicate with elected and appointed officials (Stage 2 type services). Only 46 percent of the respondents have another Stage 2 service, the provision of forms that can be downloaded for manual completion.

- 36 percent and 33 percent respectively allow for the public requests for local government records and requests for services.
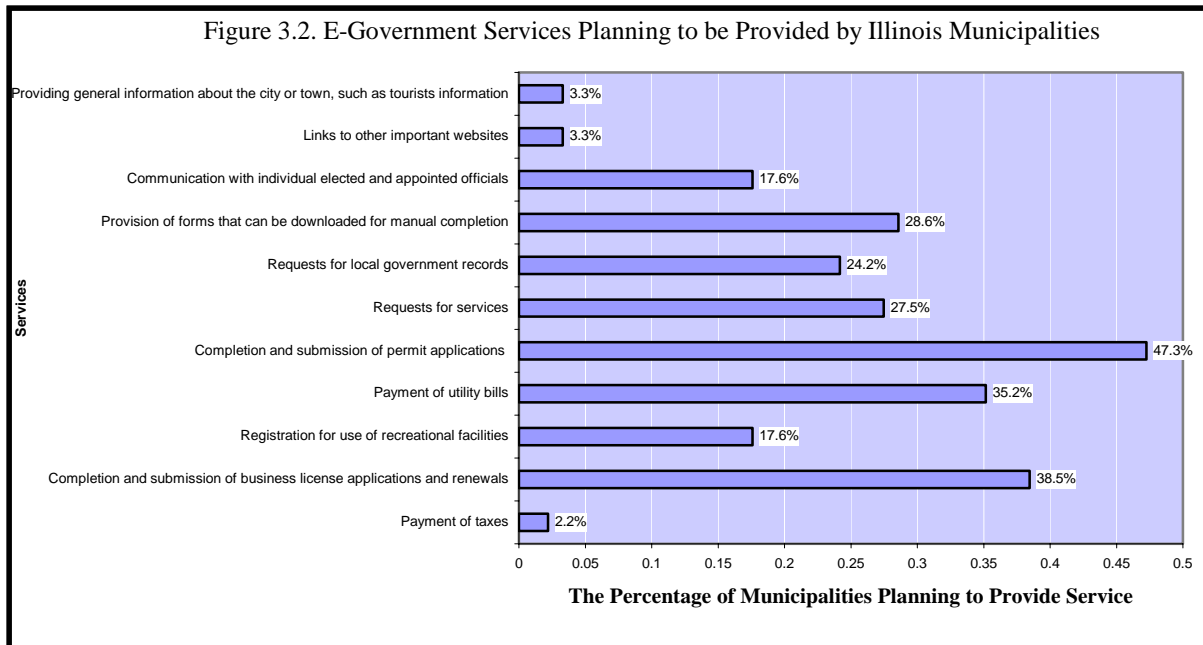
- Very few if any communities allow for the payment of utility bills (9.9 percent), submission of permit application (11 percent), registration for use of recreational facilities (8.8 percent), and completion and submission of business license applications and renewals (6.6 percent). No community has yet to develop programs designed for the online payment of taxes. These are all services that could be categorized as Stage 3 programs as they allow for service and financial transactions. At this point most governments are unable to move to developing programs that will provide these services.

Figure 3.1. E-Government Services Provided by Illinois Municipalities

Services	Percentage
Providing general information about the city or town, such as tourists information	91.2%
Links to other important websites	78.0%
Communication with individual elected and appointed officials	56.0%
Provision of forms that can be downloaded for manual completion	46.2%
Requests for local government records	36.3%
Requests for services	33.0%
Completion and submission of permit applications	11.0%
Payment of utility bills	9.9%
Registration for use of recreational facilities	8.8%
Completion and submission of business license applications and renewals	6.6%
Payment of taxes	0.0%

The Percentage of Communities with the E-government Services

- According to the typology discussed above Stage 4 in the community evolution of e-government would be full integration. As Table 3.2 shows very few governments have anything approaching full integration of e-government into the overall online integration of government work.

- 31 communities, or nearly a third of all respondents with a e-government programs, only have one or two of the services discussed above.

- While 16.5 percent of the communities provide 6 of the services discussed above, only one community provides ten services and none of the communities provide all 11 services.
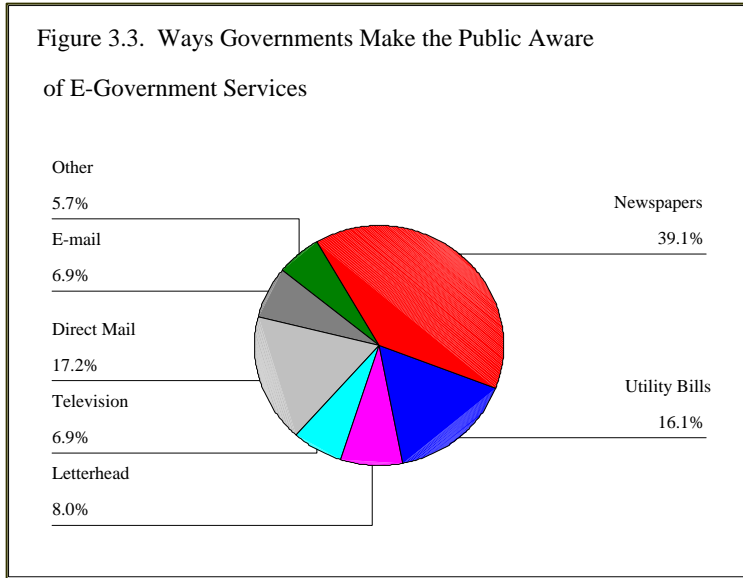
- While many governments do not have full integration that proponents of e-government demands, it does not appear that it is because communities are unwilling to develop the programs (Figure 3.2).

- While 56 percent of the communities have services that allow for communication with elected and appointed officials, another 17.6 percent of the respondents are planning on providing these services.

- Close to half of the respondents (47.3 percent) are planning on developing programs that allow for completion and submission of permit applications.

- Close to 39 percent (38.5) are planning on developing services that will allow businesses to complete and submit license applications and renewals. In addition, 35 percent are planning for online payment of utility bills. In fact, several communities are planning for the online payment of taxes.

- While Illinois communities do not have full integration of e-government, and online political participation appears to be a little further away, communities are moving closer and closer to full integration.

Figure 3.2. E-Government Services Planning to be Provided by Illinois Municipalities

Services	Percentage
Providing general information about the city or town, such as tourists information	3.3%
Links to other important websites	3.3%
Communication with individual elected and appointed officials	17.6%
Provision of forms that can be downloaded for manual completion	28.6%
Requests for local government records	24.2%
Requests for services	27.5%
Completion and submission of permit applications	47.3%
Payment of utility bills	35.2%
Registration for use of recreational facilities	17.6%
Completion and submission of business license applications and renewals	38.5%
Payment of taxes	2.2%

The Percentage of Municipalities Planning to Provide Service

- Now that more and more governments are moving towards a strong reliance on e-government services, how do governments make the public aware of the services they provide(Figure 3.3)?

Figure 3.3. Ways Governments Make the Public Aware of E-Government Services

Other
5.7%

E-mail
6.9%

Direct Mail
17.2%

Television
6.9%

Letterhead
8.0%

Newspapers
39.1%

Utility Bills
16.1%

- Traditional media approaches appear to still be important resources for publicizing the services governments provide. 39 percent of the respondents indicate that the most important resource for publicity is the use of the newspaper. In addition another 7 percent of the communities rely on the television, and 17 percent use direct mail.

- 16 percent of the communities rely on utility bills to publicize what services they provide.

- Finally, 8 percent publicize their website address on their letterhead and another 7 percent use e-mail to let people know what services the community provides.
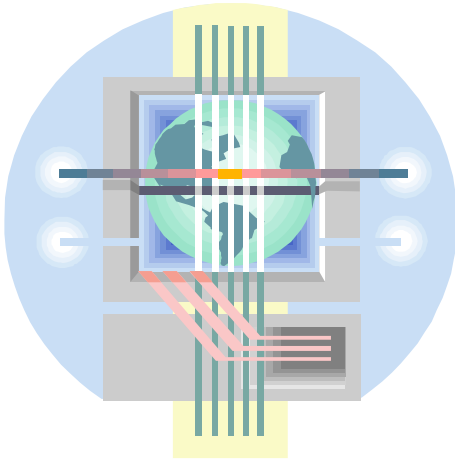
Chapter 4. E-Government Effectiveness

The promise of e-government is that it could improve organizational operations. Most proponents suggest that e-government practices can make government run more smoothly and efficiently while at the same time allowing for greater interaction between the government and citizens. As discussed in previous sections communities have developed a wide range of services in attempt to change the way government does business. As a part of this research, respondents were asked to react to the changes or benefits that e-government has brought.

Respondents were asked to comment on the perceived effectiveness of e-government in a number of different areas: Cost Savings, Entrepreneurial Activities, Changing Work Environment, and External Communication. Table 4.1 indicates the number of respondents who agree or strongly agree that e-government has been effective in the specific areas. On the whole the results indicate that very few of the e-government programs have been effective in the areas discussed above. For example:

- Most governments have not experienced any real cost savings. Only 10 percent of the communities experienced any real reduction in administrative costs, while only 2 percent indicated that e-government reduced the number of staff. However, over 1 in 5 communities (22 percent) did indicate that these programs made businesses processes more efficient.

Table 4.1. E-Government Effectiveness in Illinois Local Governments		
Potential Changes	**Number of Communities Indicating Potential Effectiveness**	**Percentage**
Cost Savings		
• Reducing administrative costs	9	10%
• Reducing the number of staff	2	2%
• Making businesses processes more efficient	19	22%
Entrepreneurial Activities		
• Increasing non-tax based revenues from fees	1	1%
• Increasing non-tax based revenues from advertising	0	0
Changing Work Environment		
• Changing the role of staff	19	22%
• Reducing time demands on staff	7	8%
• Increasing demands on staff	29	33%
• Reengineering business process	13	15%
• Increasing the availability of information for managerial decisions	44	49%
External Communication		
• Making it easier to respond to requests for information from other governments	41	46%
• Increasing citizen contact with elected and appointed officials	50	56%

- While very few governments indicated that they experience cost savings even less indicated that e-government provided them entrepreneurial opportunities. None of the communities experience increased revenues from advertising, while only one community indicated that they have increased revenue as a result various types of fees.

- As a whole governments have been more successful changing the work environment through e-government programs. However this change is not always as expected. For

example while, 8 percent of the communities indicate that e-government has reduced time demands on staff, but a third of the communities indicate that overall demands placed on the staff have actually increased. This is runs contrary to the expectations of proponent who suggest that e-government will help government run smoother. 22 percent of the communities indicate that e-government has changed the role of staff and 15 percent indicate that e-government allows for business processes to be reengineered. However, most encouraging for supporters of e-government is that nearly half of the respondents (49 percent) specify that e-government is increasing the availability of information when making managerial decisions.

- Perhaps communities are experiencing the most success with e-government practices when they develop programs that help expand the ability for external communication. 46 percent of the responding communities indicate that e-government makes it easier to respond to request for information from other governments. Most encouraging for proponents of the e-government movement is that 56 percent (the highest level of acceptance for any item) of the respondents indicate that citizen contact with elected and appointed officials has increased as a result of e-government practices. While many governments are not realizing any real efficiency gains as of yet , they are in fact able to increase the contact between citizens and government as was expected by e-government supporters.

Conclusions

This reports provides the details the initial results from a comprehensive study of the state of e-government practices in Illinois municipalities. E-government is clearly the wave of the future for governments looking to reinvent the way they do business.

Whether governments begin to initiate these programs is dependent largely on the size of the community. Larger communities have the capacity and the demand to advance the move to e-government reliance. While advocates of e-government all agree there's no single right strategy to get started several approaches are viewed as important catalysts to implementation. Using an in-house staff is believed to be more important than outsourcing to a service provider when developing programs. Nearly 2 out every 5 communities indicate that a survey is an important tool when developing their e-government programs.   The Illinois Municipal League and other Illinois communities are also valuable resources for gaining information.

The study also finds that most communities are in the early stages of e-government service provision. While, most governments are still just posting and distributing information, many governments are now moving towards a future of a fully integrated e-government community.

In sum, the promise of the e-government movement was that it would improve the way governments are doing business. E-government is believed to improve the effectiveness and efficiency of the internal workings of an organization. In addition, e-government technologies should improve the linkage between the government and its citizenry. Unfortunately, most of what e-government promised has not been realized. Only time will tell whether e-government will be the cure-all proponents suggested it would be.

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Appendix 1
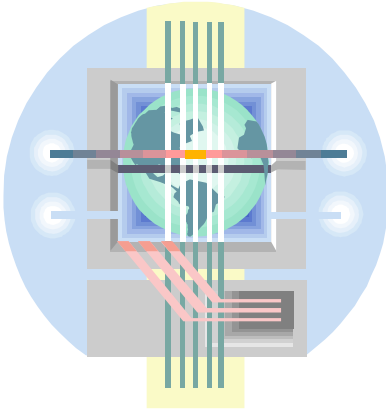
Survey Methodology

This project utilizes survey data from Illinois municipalities in order to get an idea about the e-government movement in local communities, in an effort to better grasp the approaches, progress and commitment on the part of the local governments in the State of Illinois. In the Spring of 2003 a mail Survey was sent out to a randomly selected set of Illinois Municipalities. A mailing list of 1290 Illinois municipalities from the Illinois Municipal League was used to randomly select 550 communities. Given the desire for representativeness, 550 was believed to be a large enough sample given the expectation of a reasonable response rate. Stratified random sampling procedures were used to ensure a large enough sample of large communities. This was deemed necessary given the large amount of small communities in the state. In doing so the communities in the state were divided in to two groups: those with a population below 20,000 and those with a population above 20,000.

In the Spring of 2003 a questionnaire, with a cover letter and a business reply envelope was sent to the clerk of each of the 550 municipal governments. In the cover letter the clerk was asked to fill out the questionnaire or give it to the person in the organization with the most knowledge of these issues. Of the 550 communities surveyed 244 questionnaires were returned for a response rate of 44.4 percent. The responding communities have the following characteristics:

Table 1. Number of Respondents, by Population Grouping		
Population Size	Number of Respondents	Percentage
Less Than 1000 People	108	44.3%
1001-5000	70	28.7%
5001-10000	20	8.2%
10001-20000	17	7.0%
20001-30000	13	5.3%
30001-50000	10	4.1%
Greater than 50000 People	6	2.5%
Total	244	100%

- 44 percent of the respondents are from communities with a population less than 1000 (Table 1).

- 2.5 percent of the communities have a population greater than 50,000. These results roughly mirror the entire population of communities in the state of Illinois.

Table 2. Number of Respondents, by Per Capita Income Grouping		
Per Capita Income	Number of Respondents	Percentage
Less Than $15,000	35	14.3%
$15,001- $20,000	110	45.1%
$20,001- $25,000	47	19.3%
$25,001- $30,000	18	7.4%
$30,001- $35,000	11	4.5%
$35,001- $40,000	5	2.0%
Greater than $40,000	18	7.4%
Total	244	100%

- 14 percent of the respondents are communities with per capita incomes of less than $15,000 per year.

- 24 percent of the communities have per capita incomes between $15,000 and $20,000 a year.

- 18 communities (7.4 percent) have per capita incomes of greater than $40,000 a year.

Appendix 2

I. **First, we would like to ask you some general questions about e-government in your community.**

A. Does your local government have a web site?

    1. Yes ⟶ If yes please skip to question B

    2. No ⟶ Do you plan to create a web site in the next year?
                1.Yes
                2. No

    Why or why not? (Please skip to section VIII)

B. How long has your local government had a web site?

    1. Less than 1 year
    2. 1 year
    3. 2 years
    4. 3 years
    5. 4 years
    6. 5 + years

C. Which Department has overall responsibility for the day-to-day management of the website?

    1. City manager
    2. IT department
    3. Finance department
    4. Communications office
    5. Library
    6. Mayor's office
    7. Clerk
    8. Business development office
    9. Consultant/Contractor
    10. Other

D. Do you have the position of web manager/web administrator in your local government?

    1. Yes

    2. No

Appendix 2

E.   Does your local government have a separate technology department that is
      responsible for all information technology needs, including e-government?

                    1. Yes   ⟶   How many people work in this
      department?

                                       1. 1-5 people
                                       2. 6-10 people
                                       3. 11-20 people
                                       4. More than 20 people

                    2. No

F.   Do you provide web services in other languages?

                    1. Yes   ⟶   What other languages is your web
      services offered in?

                    2. No   ⟶   Are you planning to incorporate
      multi-lingual services in the future?

                                       1. Yes (When?)_____
                                       2. No

G.   How necessary is providing multilingual services in your community?

1   2   3   4   5
Not Necessary   Very Necessary

Appendix 2

II. **We would now like to know about some of the important strategies that your local government took when implementing an e-government strategy and developing a website.**

	To what extent are these strategies important?				
	Extremely Unimportant				Extremely Important
a. Using information from a citizen survey to find out what services citizens and businesses want.	1	2	3	4	5
b. Developing services by in-house local staff.	1	2	3	4	5
c. Purchasing programs from information technology vendors.	1	2	3	4	5
d. Outsourcing to application service providers.	1	2	3	4	5
e. Using information provided by the municipal league or other organizations.	1	2	3	4	5
f. Borrowing strategies from other local governments in your county (Specify who)_____.	1	2	3	4	5
g. Borrowing strategies from other local governments in the state (Specify who)_____.	1	2	3	4	5
h. Other (Specify)_____.	1	2	3	4	5

Appendix 2

III. **We would like to know about some of the potential barriers your local government faced when trying to implement e-government initiatives. Below are a few potential barriers, please indicate the strength of each**.

	To what extent are these barriers weak or strong?				
	Extremely Weak				Extremely Strong
a. Lack of technology or a web staff	1	2	3	4	5
b. Lack of technology or web expertise	1	2	3	4	5
c. Issues regarding privacy	1	2	3	4	5
d. Lack of financial resources	1	2	3	4	5
e. Need to upgrade technology	1	2	3	4	5
f. Difficulties justifying a return on investment	1	2	3	4	5
g. Issues relating to convenience fees for online transactions	1	2	3	4	5
h. Lack of collaboration among departments	1	2	3	4	5
i. Lack of information about e-government application	1	2	3	4	5
j. Lack of support from elected officials	1	2	3	4	5
k. Issues regarding security	1	2	3	4	5
l. Staff resistance to change	1	2	3	4	5

Appendix 2

IV. We are now interested in the ways that e-government has changed your local government. Please indicate how much you agree or disagree with the following statements.

	To what extent do you agree or disagree with the following statements?				
	Strongly Disagree				Strongly Agree
a. E-government has reduced the number of staff.	1	2	3	4	5
b. E-government has changed the role of staff.	1	2	3	4	5
c. E-government has reduced time demands on staff.	1	2	3	4	5
d. E-government has increased time demands on staff.	1	2	3	4	5
e. E-government has increased non-tax-based revenues from fees.	1	2	3	4	5
f. E-government has increased non-tax-based revenues from advertising.	1	2	3	4	5
g. E-government has increased citizen contact with elected and appointed officials.	1	2	3	4	5
h. E-government has allowed business processes to be re-engineered.	1	2	3	4	5
i. E-government has made business processes more efficient.	1	2	3	4	5
j. E-government has reduced administrative costs.	1	2	3	4	5
k. E-government has made it easier to respond to requests for information from other governments.	1	2	3	4	5
l. E-government has increased the availability of information for managerial decisions.	1	2	3	4	5

Appendix 2

V. Now, we would like to know about the services you provide on your local website. Please indicate for the following, whether you provide the following services to the public.

Services	Is this service currently offered?		If **No,** do you plan to offer the service?	
a. Online payment of taxes	Yes	No	Yes	No
b. Online payment of utility bills	Yes	No	Yes	No
d. Online completion and submission of permit application	Yes	No	Yes	No
e. Online completion and submission of business license applications/renewals	Yes	No	Yes	No
f. Online requests for local government records	Yes	No	Yes	No
g. Online requests for services	Yes	No	Yes	No
h. Online registration for use of recreational facilities	Yes	No	Yes	No
i. Forms that can be downloaded for manual completion.	Yes	No	Yes	No
j. Online communication with individual elected and appointed officials	Yes	No	Yes	No
k. Providing general information about the city/town, such as tourists information	Yes	No	Yes	No
l. Links to the other important websites	Yes	No	Yes	No
m. Other (Specify)_____	Yes	No	Yes	No

VI. People and groups often stimulate the adoption of certain policies, program or services. Below are some individuals or groups that potentially help to bring about e-government services in your community. Please list the three most important actors from the list below or others that might have influenced the decision to implement e-government programs. Please list groups in order of importance (i.e. most important would be 1).

Examples: Individual citizens, chamber of commerce, other business groups, other local governments, the state government, the federal government, elected officials, local government staff, consultants, lobbying groups, other.

1.
2.
3.

Appendix 2

VII. Now, we would like to ask you some questions regarding the ways in which you make the public aware of the services you are providing.

A. Do you publicize or make your website/services known to the citizens of your community?

   1. Yes
   2. No

B. Does an advertising budget exist for raising public awareness about services?

   1. Yes ⟶ Roughly how much do you spend each year in publicity?_____
   2. No

C. What are the most significant ways in which you make individuals or groups aware of you services? (Please write the letter for your top 3 choices in the spaces provided below).

   a. Newspapers
   b. Magazines
   c. Utility bills
   d. Letterhead
   e. Television
   f. Radio
   g. Direct mail
   h. E-mail
   i. Billboards
   j. Other (specify)_____

1st Choice _____   **2nd Choice_____**   **3rd Choice_____**

D. Do you offer a help line or an 800 number for assistance with your e-government services?

   1. Yes
   2. No

Appendix 2

VIII. Finally, since this is a random sample of municipalities in the state of Illinois, we need just a few more moments of your time to ask some background questions.

b. What is the population of your municipality?

        a. Less than 1,000
        b. 1,001 - 5,000
        c. 5,001 – 15,000
        d. 15,001 – 30,000
        e. 30,001 – 60,000
        f. 60,001 – 100,000
        g. 100,001 – 150,000
        h. 150,001 – 200,000
        i. Greater than 200,000

c. What is the per capita income of your municipality

        a. Less than $15,000
        b. $15,001 – $19,999
        c. $20,000 – $24,999
        d. $25,000 – $29,999
        e. $30,000 – $34,999
        f. $35,000 – $39,999
        g. $40,000 – $44,999
        h. Greater than $45,000

d. Are you the largest town/city in your county (population)?

        1. Yes
        2. No

e. Is your municipality the county seat?

        1. Yes
        2. No

f. Roughly, what percentage of your population is non-English speaking?_____

Thank you very much for your time and answers. Please place your completed questionnaire in the return envelope. No postage is necessary.