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**Audit Report**

**CITY OF AUSTIN'S  
E-GOVERNMENT INITIATIVE**

**January 22, 2008**

**Office of the City Auditor  
Austin, Texas**

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# City of Austin



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Date: January 22, 2008

To: Mayor and Council  
From: Stephen L. Morgan, City Auditor  
Subject: City of Austin's e-Government Initiatives

I am pleased to present this audit report on the City's e-Government initiatives. This audit was approved as part of our Fiscal Year 07 Service Plan.

We found that the City's current efforts are not completely documented and are missing an executive-level sponsor or leader who is known to all involved parties. Additionally, the City of Austin is at a similar stage of e-government development when compared to best-practice cities. However, its website has fallen behind when analyzed using best-practice criteria.

While the Communications and Technology Management Office (CTM) is promoting the current website redesign project, it is unclear that this is only the beginning of a structured e-government initiative.

Also, the City's departmental planning has suffered from the lack of a single citywide strategy; however, some City departments are providing new online services which demonstrates their progression up the stages of e-government development.

We have issued four recommendations aimed at ensuring that the City's e-government initiative is fully documented and explained to all involved parties, and that department directors identify the organizational readiness of their employees and processes.

We appreciate the cooperation and assistance we received from staff in the Communications and Technology Management and Public Information Offices during this audit.

Stephen L. Morgan, CIA, CGAP, CFE, CGFM  
City Auditor

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## COUNCIL SUMMARY

E-government is a term whose meaning has evolved over time. However, it is basically about the fundamental transformation of government processes through the use of traditional information technology and the Internet.

E-government is changing how governments work, share information, and deliver services to external and internal clients by harnessing information and communications technology to transform relationships with citizens and business and between arms of government. Additionally, it can increase operational efficiency and automation. So, e-government creates an opportunity to rethink business processes and reengineer them to enable them to be offered electronically through a government's website.

This report provides the results of our audit of the City's e-Government initiatives, which began back in the 1990s and are currently undergoing renewed efforts. We found that the City's current efforts are not completely documented and are missing an executive-level sponsor or leader who is known to all involved parties. While the Communications and Technology Management Office (CTM) is promoting the current website redesign project, it is unclear that this is only the beginning of a structured e-government initiative. Distribution of an enterprise-wide strategic plan will aid in building support for the project.

The stages of e-government development define how far a City has gone towards transforming the way that it does business in the electronic age. We found that the City of Austin is at a similar stage of e-government development when compared to best-practice cities. However, its website has fallen behind when analyzed using best-practice criteria. As we mentioned, CTM has recently launched the first phase of a website redesign project. They are planning on implementing best-practice technologies to help keep content current and aid in making information easy to access by users.

The City's departmental planning has suffered from the lack of a single citywide strategy and CTM has instructed the departments not to undertake major revisions while the City's website is being redesigned. We found that departments are also not continuing to explore which services could be offered online. Without using this time to plan future initiatives, departments will not be ready to reengineer service delivery to their various customers when the website redesign is completed.

However, the services being offered online demonstrate the departments' (and the City's) progression up the stages of e-government development. The addition of online mapping and permitting services along with the implementation of the online access to the City's 3-1-1 system show that the City is beginning to use an enterprise-wide approach to service provision.

We have issued four recommendations aimed at ensuring that the City's e-government initiative is fully documented and explained to all involved parties, and that department directors identify the organizational readiness of their employees and processes. Management has concurred with these recommendations.

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## ACTION SUMMARY NAME



Rec. #	Recommendation Text	Management Concurrence	Proposed Implementation Date
1	Recognizing that a well-designed website is only part of what a City needs to reach the transformation stage of e-government development, the City Manager should ensure that the City's Chief Information Officer produces an enterprise-wide strategic plan for the implementation of the City of Austin's e-government initiative for all departments to follow.	<p data-bbox="850 506 964 531">Concur.</p> <p data-bbox="850 573 1198 1528">When the process began in 2005, the City Manager designated the Chief of Staff as the CMO-level sponsor. As part of the Austin Government Online project, a communication plan was developed. Executive Staff, Department directors, and internet liaisons citywide were briefed about their support and involvement to achieve project objective and goals. In addition, each Department Director has assigned an Assistant Director and high-level Single Point of Contact to manage their department's role and to communicate project plans and ongoing updates to departmental staff.</p> <p data-bbox="850 1570 1198 1902">This organizational structure, in addition to the expressed commitment from Austin City Council has been communicated as part of the project plan by a Council resolution, a press conference, press releases, and</p>	03/15/2008

internal departmental communications via the Corporate Public Information Office. As the project reaches the stage where departments will be directly engaged, the City Manager will communicate and reinforce the organizational structure and governance of the project to all city staff.

- |   |   |  |            |
|---|---|--|------------|
| 2 | In order to ensure the effectiveness of the e-government initiative, the City Manager should appoint a CMO-level sponsor for the initiative, announce the appointment, and direct all City employees to support the initiative. | Concur.  | 10/15/2008 |
|   |   | The Austin Government Online project planning phase began in 2005 and stated that the redesign of the website was only one step in providing expanded services online. As part of the standard project methodology, the Chief of Staff and Executive Steering Committee will direct the development of a citywide implementation plan based on the requirements gathered in the inclusive process. As defined in the initial scope, key components and requirements such as conducting automated online transactions, payments, and registrations are ongoing and will continue to expand as the project develops. This process will see each department evaluate and document their user groups, service offerings, and |            |

business goals to align with the City's overall plan as guided by legal and industry best practices.

- |   |  |  |            |
|---|--|--|------------|
| 3 | In order to continue on the path to more efficient delivery of government services, the City Manager should direct the City's Chief Information Officer to continue efforts to redesign the City's website, as a first step toward the ultimate goal of transformation, using examples from other best-practice cities and using the latest technologies.                | Concur   | 02/15/2008 |
|   |  | The Austin Government Online project is in progress and is based on best-practices as outlined by the Web managers Advisory Council, of the Interagency Committee on Government Information. Since 2005 the City has utilized evaluation tools published by the Center for Digital Government, a leading national research and advisory institute on information technology policies and best practices in state and local government. |            |
|   |  | The Chief of Staff and Executive Steering Committee will direct Chief Information Officer to continue to use best practices and the latest technologies.   |            |
| 4 | In order to ensure the success of the City's e-Government project, the CMO-level sponsor should direct the Chief Information officer to coordinate efforts to: itemize departmental services that can be offered online; identify the level of organizational readiness at each department; and, prepare a plan for educating departmental employees about reengineering | Concur.  | 02/15/2008 |
|   |  | The project plan includes a re-engineering of the City's information architecture utilizing new technologies to manage content and provide tools that will allow Departments staff to more readily engage in the online government   |            |

processes to better offer City services online.

initiative. The Chief of Staff and the Executive Steering Committee will direct the process with each department to assess services and organizational readiness and needed business process changes. The implementation and ongoing support of the initiative will be addressed through training, organizational change and development methodologies facilitated by in-house staff and industry leading consultants.

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## INTRODUCTION TO E-GOVERNMENT

The meaning of e-government has evolved over time. One definition is the fundamental transformation of government processes through the use of traditional information technology and the Internet. E-government is changing how governments work, share information, and deliver services to external and internal clients by harnessing information and communications technology to transform relationships with citizens and business and between arms of government.

**The benefits of e-government are usually identified as improving delivery of services to citizens and businesses.** E-government can increase operational efficiency and automation and may create an opportunity to rethink business processes. Typical benefits include increased accountability, transparency, greater convenience, higher revenues, lower costs, and reduced corruption. But case studies show that these benefits do not result solely from the use of information and communications technology. Instead, e-government initiatives should be part of broader reforms to improve public sector performance in:

- Delivering services to citizens. E-government can reduce delays, consolidate multiple services under one roof, and eliminate the need for frequent visits to government offices. Additionally, publishing rules and procedures online can increase transparency.
- Delivering services to businesses. Electronic delivery can shorten the turnaround on license and permit applications from several weeks to a few days. Rules can be made transparent and consistent across departments. Transaction costs for both businesses and government can be reduced.
- Increasing efficiency. E-government can lead to higher productivity. Data captured by an electronic system often enables more frequent and accurate data sharing across departments, closer monitoring of employee productivity, easier identification of pressure points for delay and corruption, and improved compilation of historical data that can be mined for policy analysis. And government can benefit from more efficient revenue collection.

Studies indicate that governments are saving up to 70% of the cost of providing services by moving them online compared to the cost of providing the same services in traditional ways (face to face, telephone, mail, etc.) That figure does not include costs incurred by the users themselves: taking a day off work, driving, traffic congestion, parking, waiting in line, hiring special staff to create, file, track and follow-up on business to government transactions.

**There are many factors identified as being important to successful e-government initiatives.** E-government initiatives involve much more than just a website. A June 2006 report, prepared for the Congressional Research Service by a research team from the University of Texas at Austin's LBJ School of Public Affairs, identified a number of commonly-used factors that contribute to the functioning of state e-government initiatives.

- Strategies
- Funding
- Leadership
- Technology
- Performance Measures

The report states that implementers of e-government initiatives should consider these factors while managing economic and political constraints. More detail on these factors can be found in Appendix B.

**Success in implementing e-government initiatives may ultimately depend on the ability of public managers to promote them.** Public managers who understand the complexity of e-government can help set more realistic goals and develop better e-government strategies. Organizational, institutional, and contextual factors, as well as their multiple interactions, affect the way information technology is selected, designed, implemented, and used. Public managers who are aware of these factors can adjust their expectations and strategies accordingly.

**Governments use enterprise-wide strategic planning to achieve e-government goals and realize the associated benefits.** Development of a comprehensive e-government strategy is fundamental in reengineering processes and procedures to support e-government and in implementing e-government initiatives. Best practice strategies typically include:

- The organization's definition of e-government that includes key areas to be addressed and identification of all customers.
- A vision that is easily understood and succinctly expresses the organization's concept of and plans for e-government.
- Specific goals and objectives that can be monitored and measured.
- Identification of policies necessary to support e-government.
- A methodology for determining organizational readiness.
- A process for identifying and prioritizing e-government initiatives.
- A business model with a funding plan to sustain e-government initiatives.
- A marketing and communications plan.

An enterprise-wide approach, using standardized policies and determining organizational readiness, can aid in implementing cross-departmental solutions.

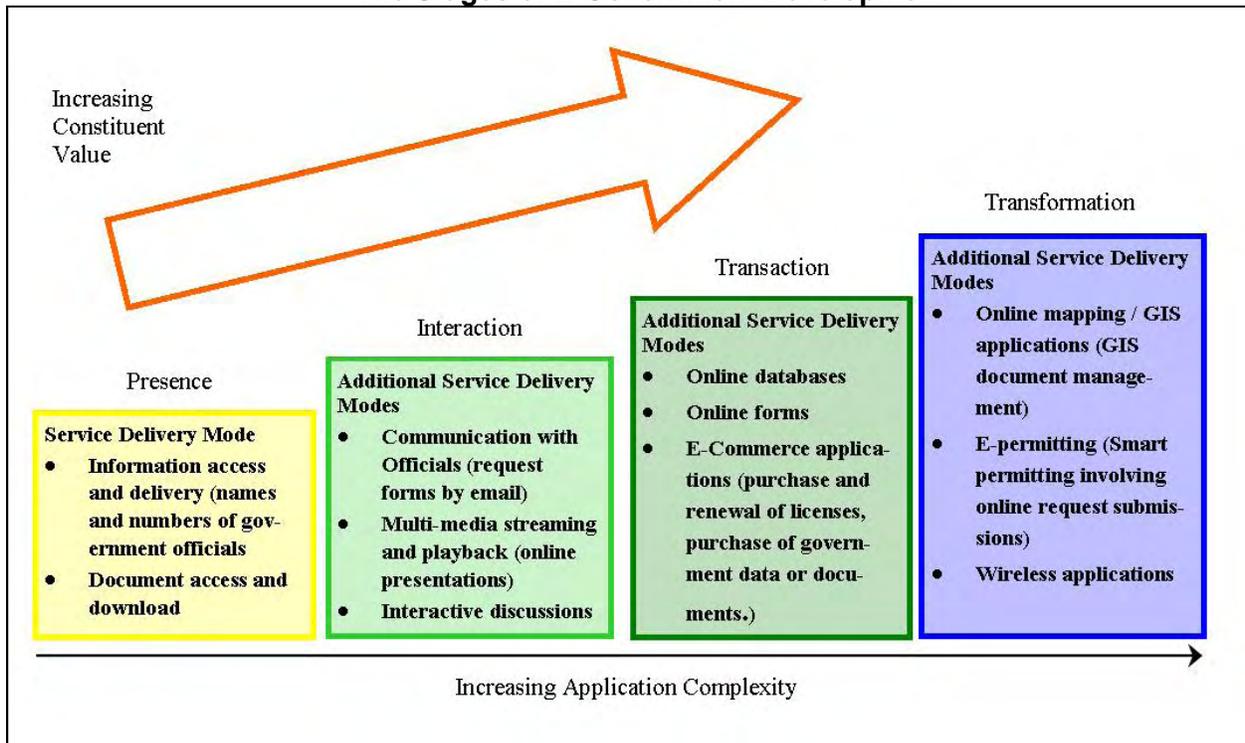
**Instead of launching new online services on a department-by-department basis some cities, using an enterprise-wide approach, are aggregating services across departments, accessible through a common "portal."** There is now a significant and growing interest in using portal technologies to deliver e-government, thus, bringing together in one easy-to-use accessible place all the information and services that government provides. A "portal" is a main website that acts as a window to an array of online content. Portals are comprehensive and integrated to provide the most usability to a diverse set of users with minimal "clicks" of the mouse button.

By paying attention to the ways in which people read and respond, administrators of these new portal-based sites incorporate the two most prevalent design methodologies: intentions based selections and affinity grouping. Menus of transactions are presented according to the user's "intention" for visiting the site, as well as according to the e-community or "affinity group" to which this user may belong. The user doesn't have to surf through multiple departments to find the service.

**E-Government portals have evolved to aid cities in reaching the transformation stage, which is the ultimate goal in e-government development.** A 2000 study by the Gartner Group included a model that has four stages of e-government development. It considers the level of information technology used by the government to relay information online. Cities can progress through the stages of development by expanding upon their service delivery modes.

Exhibit 1 below shows the stages along with descriptions and examples.

## Exhibit 1 The Stages of E-Government Development



Source: Adapted by LBJ School research group, 2005

Each stage of e-government development builds upon the previous one, until government reaches a new method for providing services to citizens and businesses. Most major cities have websites that provide information and documents about city officials, city events, and city services; this is the presence stage.

In the second stage, interaction and communication, cities provide advanced communication methods using e-mail forms and multi-media files. The transaction stage includes advanced applications available to stakeholders through the website at any time or day; this changes how businesses register with the city and how the city collects payments for bills and other fees.

When a city adds more advanced services such as interactive mapping and enhanced online permitting to the previous examples, it reaches the transformation stage of e-government development.

## BACKGROUND

**The City of Austin's e-government efforts began in the mid 1990s.** The City established its first website in 1995, and created the Office of Internet Services (OIS) in 1998. That office worked closely with the Public Information Office (PIO). After OIS was eliminated, the Communications and Technology Management Office (CTM) took over technical responsibility for the website and continued to work closely with PIO, which is responsible for the website's content.

The earliest e-government-related plan was the October 1998 Strategic Plan which included a mission statement, description of services, plan scope, goals, and guiding principles. That plan was intended to provide direction through the year 2000, and it is the City's last specific e-government plan.

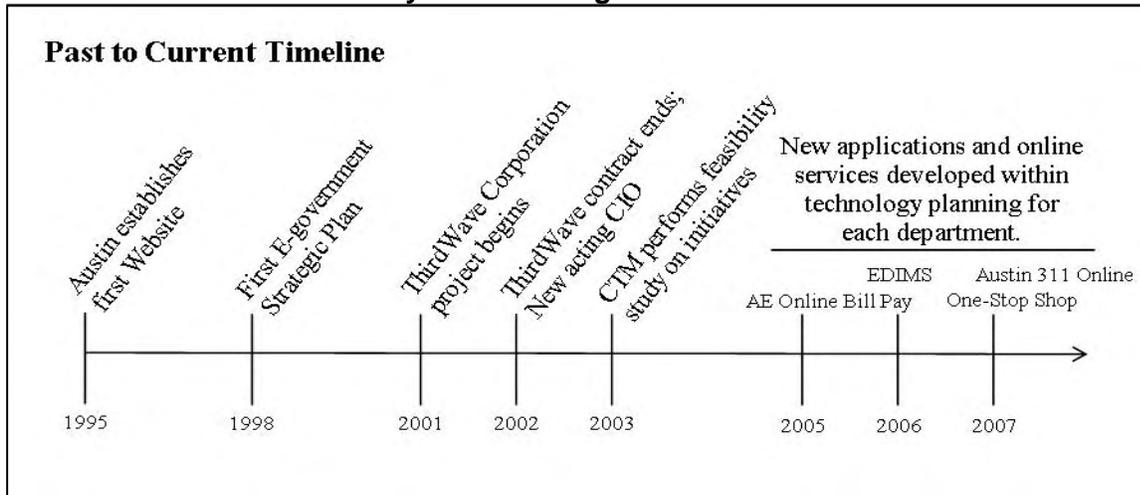
In 2001, the City started a multi-phase project in which ThirdWave Corporation was contracted to identify e-government goals, assess capabilities, and provide an e-government implementation plan. In the fall of 2002 the City received a comprehensive final report; however, CTM management reviewed those plans and decided not to implement them. The reason, according to the Chief Information Officer, was that the proposed design was done from the City's perspective, or "inside-out."

From past studies and current knowledge, the best way to design a government website would be to incorporate user/citizen feedback, from the "outside-in," as well as using departmental knowledge of traditional services offered. So, instead of using the ThirdWave implementation plan CTM leadership chose to prioritize the proposed initiatives into high, medium, and low priorities using their own criteria. The projects were integrated into individual department IT strategic planning, with the funding as the main factor affecting the priority ratings.

Despite the loss of 12 budgeted positions in FY2003, CTM employees continued to expand the City's online presence by adding information and services to the City's homepage and departmental websites. During the same time, some departments with employees who knew Web programming continued modifying their own websites. According to CTM, they also researched tools and selected Plone as the new content management system (CMS). They trained staff in its use, and piloted the CMS in the Austin Police Department.

Exhibit 2 below shows the timeline for the City's e-government efforts.

## Exhibit 2 City of Austin E-government Timeline



SOURCE: OCA compilation from CTM documentation, August 2007

Notes: AE = Austin Energy  
EDIMS = City Clerk's Office Enterprise-wide Document Imaging and Management System

**In 2005 the City began its latest planning efforts for the City's future e-government initiatives.** The first step in those efforts was planning for a redesign of the City's website using a portal-like design. According to CTM, the trend for e-government sites has been to use portals because they are seen as more user perspective-driven; they are typically organized by topical areas and user groups. Portals also allow easier navigation based on what the user is searching for as opposed to how the city is structured and what each department offers.

The City's Web team used the Center for Digital Government's Digital Cities Survey criteria for some of the recent improvements to Austin's current homepage. A City Web Project report dated October 2006 lays out the purpose, goals, and challenges to consider in the redesign process. The team also decided to standardize the posting of information to the City's website by implementing Plone citywide. This system will allow easier content updates and decentralized input of information with centralized review and posting. A Web content syndication format, Really Simple Syndication (RSS), will allow users to automatically receive news updates from the City.

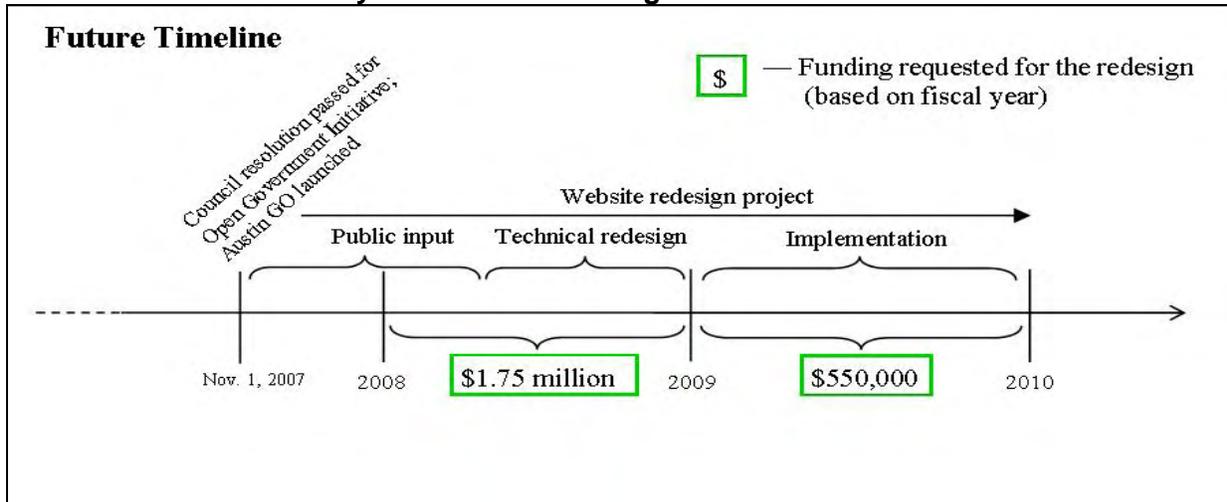
Since then, CTM assembled two sub-committees, one for content and one for design, which included people from most departments to give input on the redesign project. The design subcommittee determined the basic elements that it wanted for the portal by reviewing other sites to get ideas about industry standards. The content subcommittee also reviewed other cities' home pages and how they compared to Austin's home page. CTM then developed a presentation that was given to all department heads and CMO which includes a section about the current state of affairs and the challenges they face, as well as looking ahead and what's next.

In summer of 2007, CTM issued three requests for proposals (RFPs) for the redesign of the City's website including two major requirements: a CMS to allow for easier posting of information, and community input into what information and services should be included. Since no offer was accepted after the three RFPs, CTM decided to do the redesign in-house.

The redesign project, according to the CTM/PIO team, will be a part of a larger initiative intended to bring more transparency into City government. The public input phase of that initiative, named Austin Government Online (Austin GO), was launched in November 2007.

Exhibit 3 below depicts the City’s future timeline.

**Exhibit 3**  
**City of Austin Future E-government Initiative**



SOURCE: OCA compilation from CTM documentation, October 2007

## OBJECTIVES SCOPE & METHODOLOGY

### Objectives

The objectives of this audit were:

- To determine whether the City of Austin's current e-government plans meet best-practice criteria on critical factors affecting e-government development and implementation by local governments.
- To determine how the City of Austin's website, as a tool of e-government, compares against best-practice cities both within and outside of Texas using identified critical factors.
- To determine how the City of Austin's departmental e-government efforts compare against best-practice criteria and critical factors.

### Scope

We evaluated the planning for the City of Austin's current (1998 to present) and future e-government initiatives against best practice criteria.

We also studied Austin's current website and seven other major Texas cities' websites. We also selected eight non-Texas cities that are considered the top performing e-government websites based on previous research and awards given in this field, including some also studied by CTM. The time frame for this study was June to August 2007.

Austin's official kickoff for its e-government initiative, referred to as Austin Government On-line (Austin GO), had not occurred before fieldwork was completed.

### Methodology

Comparing Austin to best-practice cities is difficult because e-government initiatives involve much more than just a website. Therefore, our comparison was limited to the best-practice criteria that apply to government websites for each of the cities studied.

There are many ways that previous studies have attempted to assess e-government initiatives and define e-government success. Because of the variety and multitude of previous research and studies in this field, we have chosen to use studies that appear to have incorporated many of the most common factors recognized as parts of successful e-government initiatives. Based on our research, we selected the following best-practice criteria. We then used these criteria to identify the stage of e-government development for each city.

- Leadership - Success results from sustained leadership over time; must have someone who is an e-government "champion" to increase buy-in among stakeholders.
- Strategy documents - Strategic documents should be current; they provide departments with a consistent vision/direction to follow.
- Performance Measurements/Site Reform - Used to evaluate if e-government is cost efficient, serves stakeholders, and is used effectively by government agencies, staff, citizens, and businesses. Various methods can be used, but they should be fully implemented and regularly used to update the services offered.
- Marketing - Marketing and communications plans should be included in an e-government strategy; it is vital to adoption of e-government initiatives.

- Stage of e-government development - Early research placed e-government evolution into four stages: presence, interaction, transaction and transformation. The last, transformation, should be the goal as it may change the way government functions are conceived, organized, and executed.

City websites were evaluated using the following criteria:

- Website – A city’s website is a tool for e-government service delivery.

<i>Design:</i>	How the government decides to present information can significantly affect the number of users of online services. The portal has become the most popular design choice for government websites.
<i>Usability:</i>	The site should be reliable and easy to use and navigate through. This can increase overall usage.
<i>Content:</i>	Using a content management system is important to present a consistent message for the city. For purposes of our audit, we looked at how current is the information found in websites.
<i>Transparency:</i>	The site should make it easy for users to find city council schedules, monitor official public records, and communicate with city officials.
<i>Online Services:</i>	The site should allow users to easily find and complete a wide range of online transactions.

To perform our analysis:

- We contacted 15 other cities both inside and outside of Texas to determine where they are in the stages of e-government development and implementation. This was done using surveys and telephone calls to interview personnel involved in other cities’ e-government efforts.
- We compared where the City of Austin is against both the best-practice critical factor criteria developed during the survey phase, and the other cities surveyed.
- We studied twenty-seven COA Departmental websites and itemized/inventoried the services and information offered electronically.
- We surveyed departmental staff and CTM liaisons to determine the status of their e-government planning efforts. We obtained survey information from twenty-four of the twenty-seven departments with an external website.

Internal controls were examined in-so-far as they related to the reliability of the information used in the analysis. No control deficiencies were detected that would cause the data used in this analysis to be unreliable.

The inherent risk of fraud, waste, and abuse in the area of e-government planning is low. Therefore we did not design or perform tests to provide us with a reasonable basis for detecting fraud, waste, and abuse on the information examined.

Although the review of websites was performed by a temporary auditor with experience in evaluation of websites, we cannot be considered independent of our own function. However, we should also note that the ratings for our website did not impact the evaluation of the City’s website as a whole, or that of each of the departmental websites.

We conducted this performance audit in accordance with generally accepted government auditing standards.

## AUDIT RESULTS

The City's current e-government efforts are not completely documented and are missing a CMO-level sponsor or leader who is known to all involved parties. Compared to best-practice cities, the City of Austin is at a similar stage of e-government development, but its website has fallen behind when analyzed using best-practice criteria. Additionally, the City's departmental planning has suffered from the lack of a single citywide strategy; however, some city departments are providing new online services which demonstrate their progression up the stages of e-government development.

### **The City's current e-government efforts are not completely documented and are missing a CMO-level sponsor or leader who is known to all involved parties.**

A complete strategic plan has not been documented and disseminated citywide. Although CTM has appointed a project manager for the website redesign project, leadership of the City's e-government initiative has not been announced. As a result, it is unclear that the redesign of the City's website is only the beginning of a structured e-government initiative.

**A complete strategic plan has not been documented and disseminated citywide.** An e-government strategy should include key areas to be addressed: a vision that is easily understood, specific goals and objectives that can be monitored and measured, identification of policies, a methodology for determining organizational readiness, a process for identifying and prioritizing e-government services, and a business model to sustain those efforts. While CTM has given a presentation that includes most of that information at meetings with department heads, the City is still missing a strategic document that includes the above items. There is also no funding plan that ensures funding through multiple fiscal years. CTM has mentioned the need for funding the redesign project in their request to the budget office for a two-year period. A comprehensive plan would ensure all departments are on the same page in understanding why the redesign is happening and what the overall goals are for the future.

**City management has not announced the leadership of the latest e-government initiative.** Execution of e-government objectives requires strong leadership that champions e-government and works to increase buy-in among stakeholders. Public officials must operate with long-term vision, overcome implementation challenges, and reinforce the department's mission. In the City of Austin, there has been no directive, other than a presentation made to all department directors, from the City Manager's office (CMO) to all city departments and employees outlining the plan and naming a "champion" or executive-level sponsor. Although the City Manager's Chief of Staff oversees the Public Information Officer, who co-chairs the project along with CTM, as of the writing of this report an executive-level manager has not been officially announced. Without this leadership, city departments continue to wait to improve their websites and lack direction in research and planning ways to transform their service delivery after the redesign is complete.

**CTM has not promoted the website redesign as only the beginning of a structured e-government initiative.** Research suggests the completion of a comprehensive strategic document and identifying the leadership will assist in driving the reengineering efforts necessary to move the City through the stages of e-government towards transformation. CTM's current

plans are to redesign the City's website from an information-heavy website to a comprehensive portal designed to provide government services to the public in a user-oriented manner. These efforts are the first steps toward setting the infrastructure needed for the transformation of some of the City's services to include an online aspect. Transformation will occur when the necessary business processes are reengineered and new services appropriate for online delivery are available online.

## **Recommendations**

01. In order to ensure the effectiveness of the e-government initiative, the City Manager should appoint a CMO-level sponsor for the initiative, announce the appointment, and direct all City employees to support the initiative.

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### **MANAGEMENT RESPONSE: CONCUR**

When the process began in 2005, the City Manager designated the Chief of Staff as the CMO-level sponsor. As part of the Austin Government Online project, a communication plan was developed. Executive Staff, Department directors, and internet liaisons citywide were briefed about their support and involvement to achieve project objective and goals. In addition, each Department Director has assigned an Assistant Director and high-level Single Point of Contact to manage their department's role and to communicate project plans and ongoing updates to departmental staff.

This organizational structure, in addition to the expressed commitment from Austin City Council has been communicated as part of the project plan by a Council resolution, a press conference, press releases, and internal departmental communications via the Corporate Public Information Office. As the project reaches the stage where departments will be directly engaged, the City Manager will communicate and reinforce the organizational structure and governance of the project to all city staff.

- 
02. Recognizing that a well-designed website is only part of what a City needs to reach the transformation stage of e-government development, the CMO-level sponsor should ensure that the City's Chief Information Officer produces an enterprise-wide strategic plan for the implementation of the City of Austin's e-government initiative for all departments to follow.

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### **MANAGEMENT RESPONSE: CONCUR**

The Austin Government Online project planning phase began in 2005 and stated that the redesign of the website was only one step in providing expanded services online. As part of the standard project methodology, the Chief of Staff and Executive Steering Committee will direct the development of a citywide implementation plan based on the requirements gathered in the inclusive process. As defined in the initial scope, key components and requirements such as conducting automated online transactions, payments, and registrations are ongoing and will continue to expand as the project develops. This process will see each department evaluate and document their user groups, service offerings, and business goals to align with the City's overall plan as guided by legal and industry best practices.

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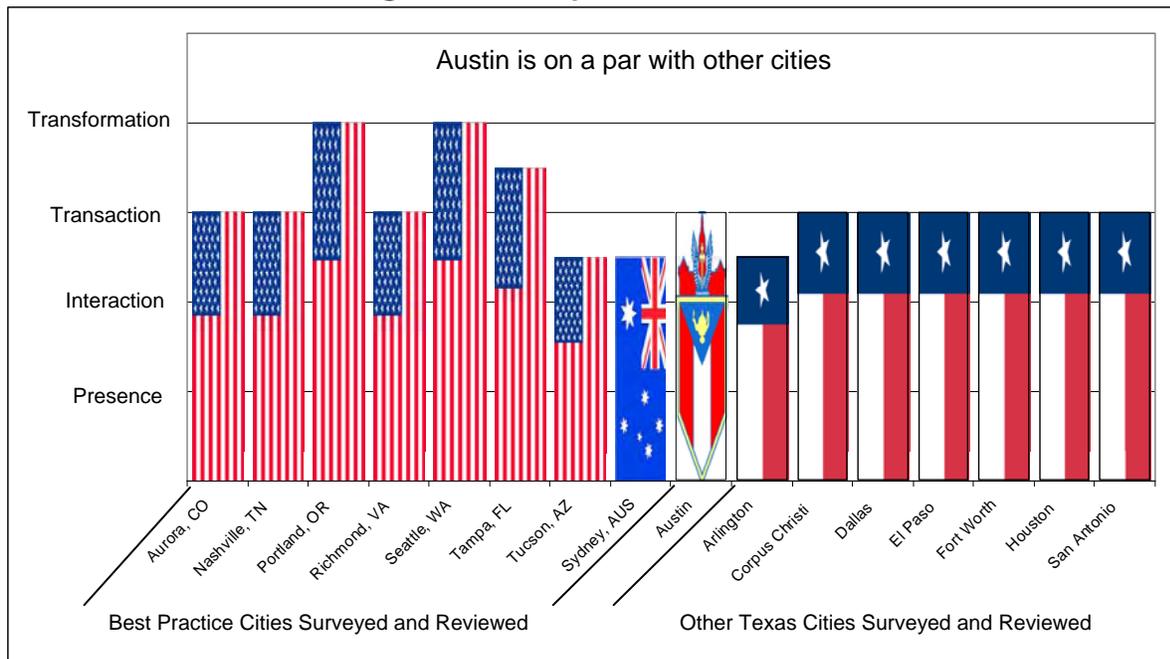
**Compared to best-practice cities, the City of Austin is at a similar stage of e-government development, but its website has fallen behind when analyzed using best-practice criteria.**

Using Gartner’s stage of development model, Austin’s website is on a par with the other best practice cities studied. The City’s website does fare well in promoting transparency, but could improve its transparency-related features. Austin’s website is not as easy to use or navigate as other cities’ sites, and it is challenging for Austin to keep its online content current. While the City has recently increased the number of online offerings available, it still could improve upon the quality and number of services available. Austin’s website allows users to access the City’s departmental information, but its design is outdated.

**Austin is at the transactional stage of development, which is on a par with many of the other cities studied.** As noted in the introduction section, a city can be classified into one of the four stages of e-government development based on its e-government initiatives: presence, interaction, transaction, and transformation. We used the factors in the Gartner model and the other criteria listed in our methodology section to identify each city’s stage of development.

Exhibit 4 below displays how the cities studied rank on the stages of development.

**Exhibit 4  
Stages of Development for Cities Studied**



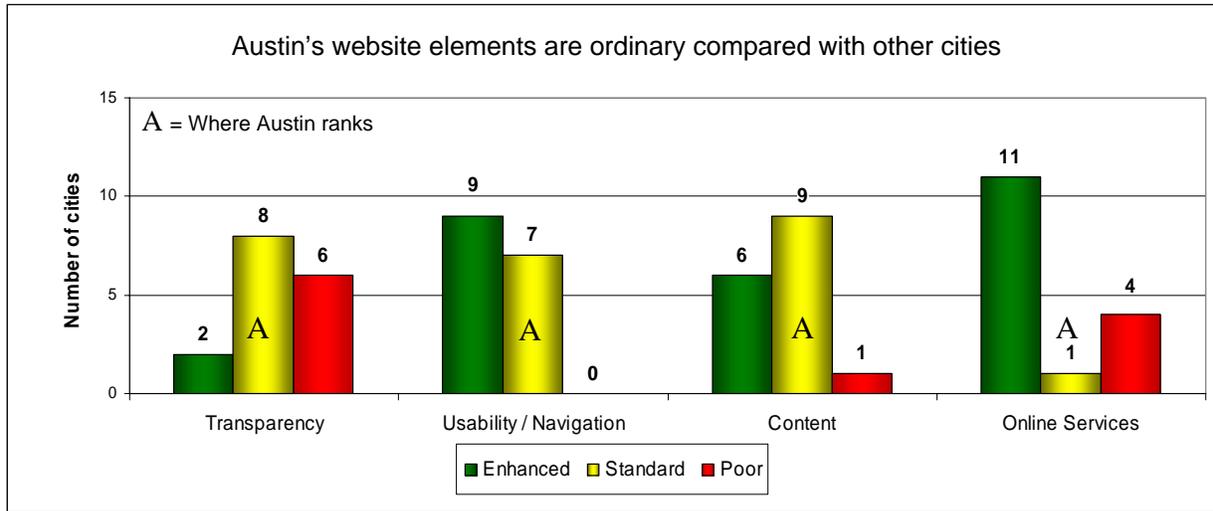
SOURCE: Based on evaluation of other cities’ websites by OCA, August 2007

Our analysis indicates that Austin is at the transactional stage. GIS applications/online mapping is one area where the City is heading towards the transformation stage, which is the ultimate goal of e-government development. However, at this point the primary focus of CTM’s current e-government efforts is the redesign of the City’s website. With strong leadership, a strategic plan,

and the website redesign the City would be poised to begin reengineering processes in order to reach the transformation stage.

Our detailed analysis of these cities’ websites covered transparency, usability, content, and online services offered. Exhibit 5 below illustrates the results of our analysis.

**Exhibit 5  
Rating Best Practice Cities with Website Criteria**



SOURCE: Based on OCA survey of best-practice cities, August 2007

The sections below provide detail about our survey and our examination of best-practice city websites.

**Austin fares well on the issue of transparency in government websites compared to the best practice cities but could improve the online transparency-related features.** Many cities have city council member information, agendas, and meeting schedules online. Ten of the sixteen city websites studied employ some kind of meeting or events calendar, but there are major differences in usability and information contained. Fort Worth, for example, has a calendar service that provides users flexibility in what they want to see and how they want to see it. Nashville also provides an event calendar that is user-friendly.

Austin’s homepage usually has the dates and links for council meetings and other events. It also has a link to a Connection Calendar on the homepage, but it is small and in grey lettering, saying “View this month.” During interviews, CTM employees mentioned there is a good calendar application within the new content management system (CMS) that will be reviewed and implemented within the redesign. Additionally, the city council’s page could better inform citizens about city business and increase public access to Council information. These elements can promote government transparency, and an informed citizenry has the opportunity to fully participate in their government.

**Austin’s website is not as easy to use or navigate as other cities’ websites.** In our website evaluation, almost all of the “best practice” cities included in our study were ranked easy to navigate. We noted common design elements used by best-practice cities: consistent menus across the top of all webpages, “link trains” which remind the user of how they got to where they

are and which pages they have just visited, and “themes” that organize the content or information. Use of these design elements allows the user to navigate sites in a smooth manner.

Aurora, CO., Richmond, VA., Seattle, WA., and Sydney, Australia are among the best we studied, although they each have distinct qualities. Aurora uses a simple design layout with limited options for its user-friendly site, while Seattle typically has many options available on each webpage. Richmond and Sydney employ more stylistic designs which are vibrant and still easy to use.

Austin’s site has not employed these techniques very well. While there are consistent navigation panes at the top and bottom on most of the City’s webpages, they tend to be just links to more links. The user could spend more time trying to get to where he/she wants to go than on the page itself. Additionally, within some departments it is difficult to get back to the previous page without having to start at the department homepage again.

**It is challenging for Austin, like many other cities, to keep its online content current across the City’s many webpages.** Content should be fresh and informative to the user who is looking for specific information or just wants to be on top of city events. CTM estimated that Austin’s website has over 30,000 pages, some with information dating back to 2004 as the “latest information.” CTM’s Web team has recognized this problem and is implementing a CMS to keep information current on the redesigned City website. Current content keeps users informed and interested in returning to the website, possibly increasing usage of other online services. Additionally, the use of a Web content syndication format called Really Simple Syndication (RSS) feed will allow users to automatically receive specific new content whenever it is posted.

Only half of the cities surveyed stated that they frequently update their online content. The other half stated that their departmental content is not updated as frequently. Tampa and Seattle have done a good job using “what’s new” or “event highlights” boxes to keep content current across most departments.

**Online services are the most visible aspects of typical e-government initiatives, and although Austin has recently improved its online services, it still lags behind the best-practice cities.** Most best-practice studies focus on the area of online offerings because this is where the return on investment from online services becomes most apparent. Continued focus on new online services will help departments use their resources more efficiently, thereby enabling them to move through the stages of e-government development.

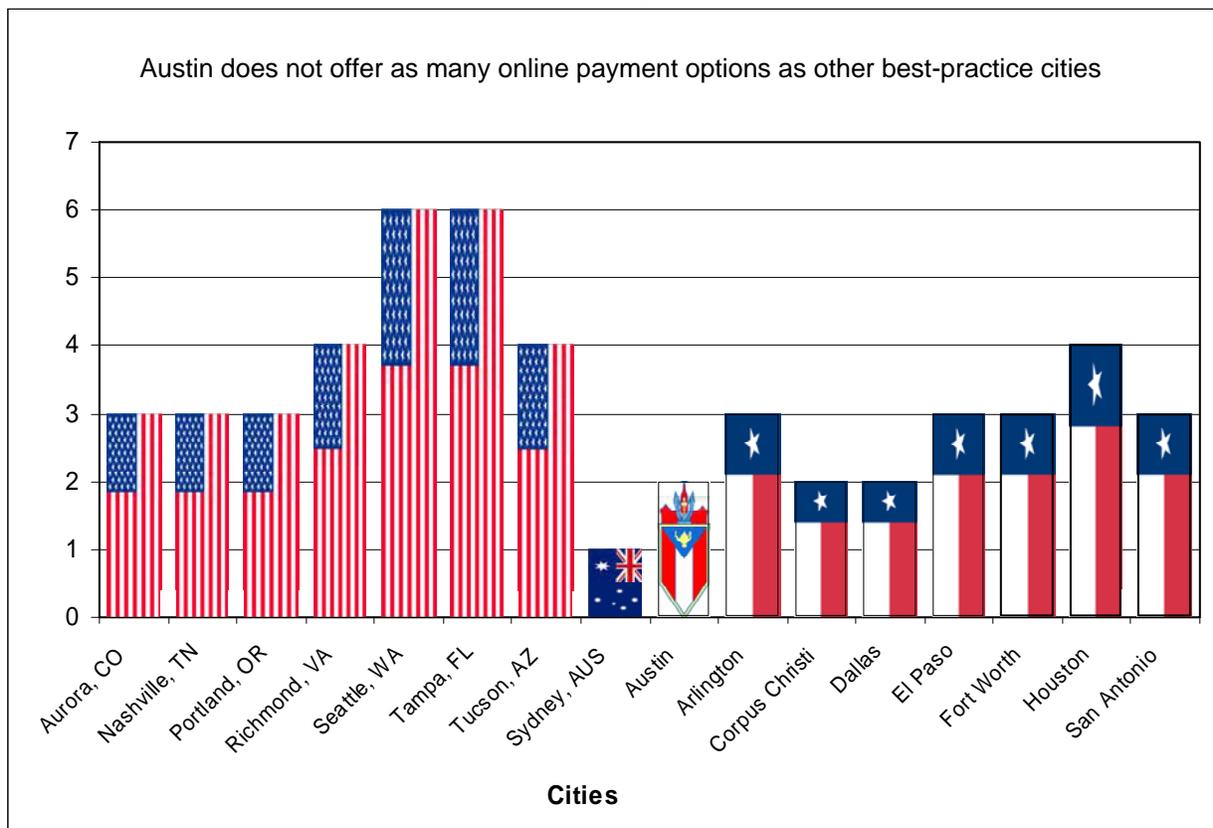
The user’s ability to find and use services from the homepage or portal is just as important as developing new services. Dallas has symbols next to its online service listing to let you know which services are just informational and which are interactive service requests. El Paso provides many links, lets the user know which are online payments, and even provides external links that their citizens might need to pay bills online. Austin’s new 3-1-1 online services application allows users to make service requests for a range of issues from lost animals to street repairs and water issues, and positions Austin to catch up with the other best practice cities studied. Additionally, 3-1-1 is easily found on the City’s homepage.

Interactive forms promote using online methods for greater convenience, reduced administrative costs, and increased efficiency. Aurora provides an interactive “contact us” page that allows citizens to pick the content area and provide feedback. Portland employs services like “the Back Fence” which lets neighbors and city employees discuss their issues online together. Seattle has a wealth of interactive forms, and Nashville allows for many services to be requested through their customer service request forms. Austin’s One-Stop Shop (OSS) website allows some forms to be completed online, but the forms are difficult to find.

We found that the highest-ranked best-practice cities typically provide the most online payment options. The Austin City Connection only provides two online payment options: utility accounts and parking tickets (on the Austin Energy and Municipal Court sites, respectively).

Exhibit 6 below displays the actual number of online payments that each city has available.

**Exhibit 6  
Number of Online Payments Available**



SOURCE: Based on OCA evaluation of best-practice cities, August 2007

Geographic Information Systems (GIS) have become an important part of providing information to users. Seattle has a “My Neighborhood Map” service that provides relevant information to citizens about their neighborhood. Portland uses Portlandmaps.com to provide even more information about a specific area in an organized fashion. Austin’s current online services do not compare well with the sophistication of the previous communication and mapping examples. With a good application, citizens can enter their address and receive all the pertinent information to their specific area, and have it mapped for ease of understanding.

We summarize the items and services offered by each City of Austin department in Appendix C, and a full listing by department can be found in Appendix D. An inventory of services with online payment options by other cities is found in Appendix E.

**Austin’s website allows users to access the City’s departmental information, but its design is outdated.** As stated in the introduction section, the use of a portal-type website is the most efficient method of offering government services. This design offers users a variety of choices where one click accesses multiple categories of information. Users do not have to surf through multiple departments to find the service. CTM Web team intends to redesign Austin’s outdated website into a more comprehensive and integrated, user-friendly portal.

The best site designs among those we looked at are in Aurora, CO and Sydney, Australia. Aurora’s website is one of the most intuitive, organized sites as it uses clean layouts, well-functioning drop-down menus and consistent design throughout all departments. Sydney’s website is the most attractive site we analyzed, utilizing color, graphics, and layout techniques that are engaging and striking.

We noted that most of the other cities’ sites studied were completed by their IT staff or in-house talent, and almost all of them were completed from a user’s perspective. Since CTM is not going to use an outside vendor, it will also redesign the website in-house. Because of this, it has the opportunity to emulate the best-practice techniques from other cities.

The next section will discuss the various criteria specifically as they apply to Austin’s sites at the departmental level.

## **Recommendation**

03. In order to continue on the path to more efficient delivery of government services, the CMO-level sponsor should direct the City’s Chief Information Officer to continue efforts to redesign the City’s website, as a first step toward the ultimate goal of transformation, using examples from other best-practice cities and using the latest technologies.

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### **MANAGEMENT RESPONSE: CONCUR**

The Austin Government Online project is in progress and is based on best-practices as outlined by the Web managers Advisory Council, of the Interagency Committee on Government Information. Since 2005 the City has utilized evaluation tools published by the Center for Digital Government, a leading national research and advisory institute on information technology policies and best practices in state and local government.

The Chief of Staff and Executive Steering Committee will direct Chief Information Officer to continue to use best practices and the latest technologies.

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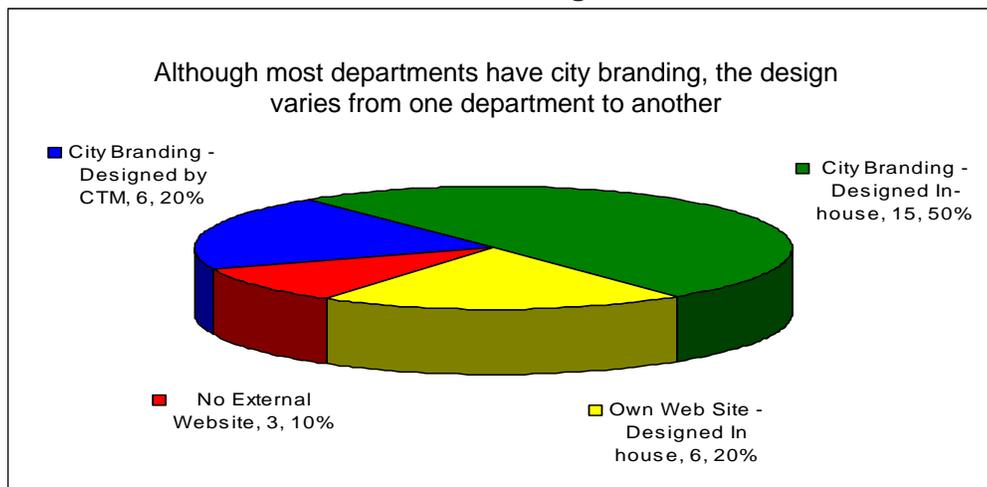
**The City’s departmental planning has suffered from the lack of a single citywide strategy; however, some city departments are providing new online services which demonstrate their progression up the stages of e-government development.**

Lack of a citywide strategy prevents the City departments’ websites from being consistent and well structured across all of the departments. Some departments understand what it will take to transform the way they do business, but they are not moving forward with planning until the City’s website is redesigned. Currently, only one-third of the City’s departments meet the criteria for effective e-government initiatives. Most departments are in the presence stage of e-government development and some departments are at the transaction stage.

**Because they evolved independently, the City departments’ websites are not consistent and well structured across all of the departments.** We found that twenty-one of the departmental websites display the City of Austin “branding” but we noted that menus and other parts of page design vary from one department to another. This is because updates to departmental websites were routinely made in the departments while some requests were sent to CTM, resulting in many different ways that information is presented throughout the City’s many webpages. CTM recognizes this and believes that the implementation of a CMS with the website redesign will allow the City to maintain its “branding” on all City departments’ websites.

The results of our analysis related to website design are shown graphically in Exhibit 7 below.

**Exhibit 7  
Website Design**



SOURCE: OCA evaluation of departmental websites, August 2007

Three departments do not have public websites: Government Relations, Law, and the Integrity Office. However, all three have sites accessible only to City employees.

Our evaluation of departmental websites also found the following:

- Twenty of the twenty-seven departmental websites are designed from the “outside looking in,” meaning that the departments made menu options and links available from a user perspective.

- Two-thirds of the department websites were found to be easy to navigate because of consistent menus and logical structure. Seven departments had moderate navigation while one department was rated difficult to navigate.

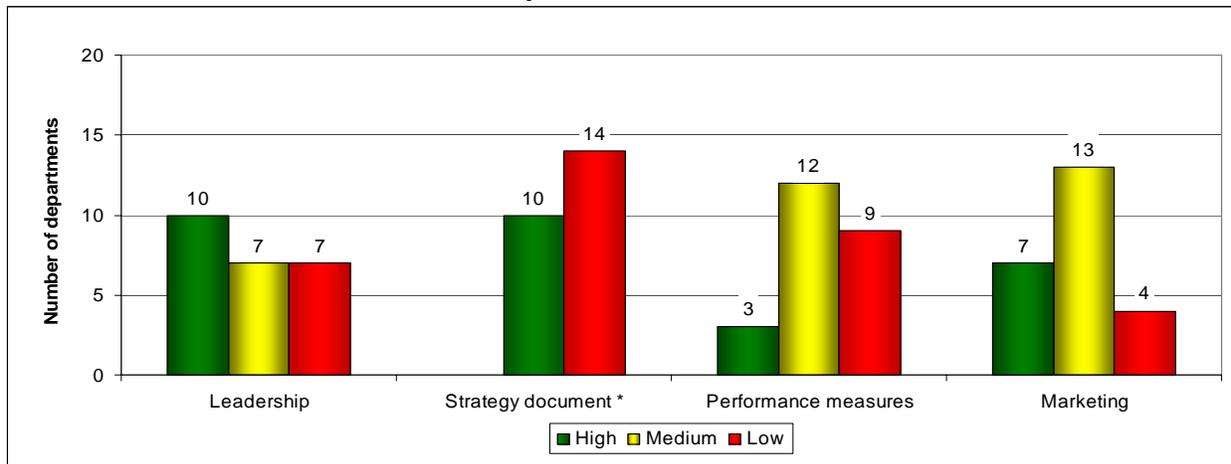
Finally, according to our survey, a majority of the departmental liaisons frequently update content on their websites, but fifteen percent of the departments update only when something “big” is happening or is anticipated to happen.

**While some departments understand what it will take to transform the way they do business, they are not moving forward with planning.** CTM has instructed departments not to undertake major revisions to their websites until after the City’s website is redesigned and a CMS is in place. However, survey responses indicate that departments are not continuing to explore which services could be offered online. Without using this time to plan future initiatives, departments will not be ready to reengineer service delivery to their various customers when the redesign is completed.

**Only one-third of the departments meet the criteria for effective e-government management including: leadership, strategic planning, performance measurements and marketing.** In order to be successful, e-government objectives require strong leadership that champions e-government and works to increase buy-in among stakeholders. In addition to having a citywide strategy, individual departments should also include e-government in their strategic plans to ensure each employee is continuously looking for ways to improve processes and service delivery. Performance measures are essential to evaluating whether e-government is cost efficient, serving customers, and being used effectively. Additionally, marketing programs allow departments to increase the visibility of, and the number of visitors to, their sites.

Exhibit 8 displays the level of compliance with best-practice criteria.

**Exhibit 8  
Level of Compliance with Best Practices**



SOURCE: OCA survey responses from 24 departmental liaisons, August 2007

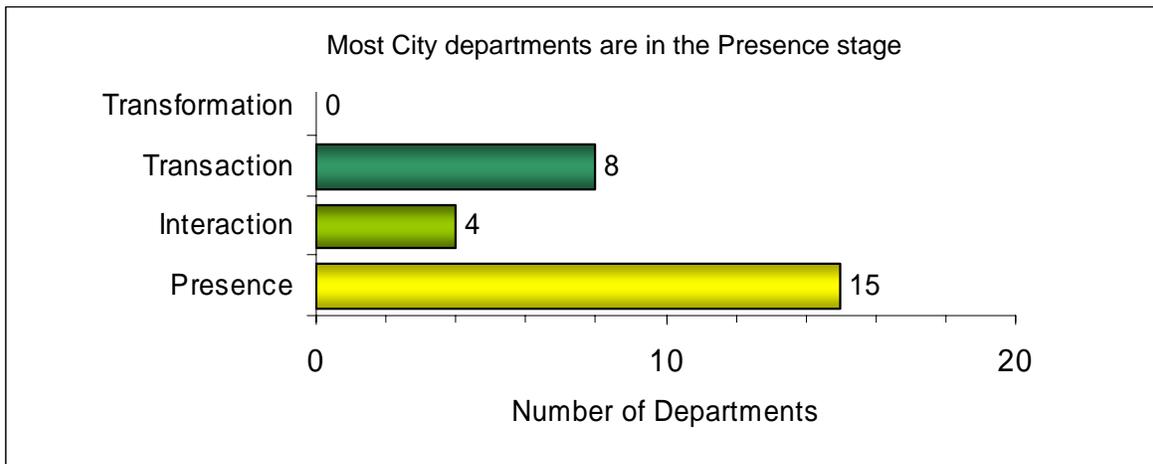
\*Note: Survey question on strategy documents was Y/N; there are no “medium” ratings.

From our study of the 27 departmental websites and our analysis of the results from the 24 survey responses we received from departmental internet liaisons, we found the following:

- One-fourth of the departmental e-government efforts are led by department heads, while the majority are led by managers or employees assigned to either the IT function (specifically Web design) or that are responsible for multiple functions within the department.
- Only ten of the department surveys showed that respondents had strong support from the department head for e-government initiatives.
- Ten of the departments stated that they have a strategic plan that includes e-government.
- The majority of the department liaisons are unaware of the funding situation in their department or indicate that employees are simply charging their time to website updates or redesign as needed.
- Eight departments are using feedback to update their websites, while twelve departments do not collect any feedback from users. Four departments stated they collect feedback, but it is not a major factor in reforming their sites.
- A majority of the departments do not have a defined list of criteria that they use to update their sites.
- Seven departments say they have a specific marketing program, thirteen departments have their websites listed on some materials, while the others do no marketing at all or did not respond.

**Currently, most departments are in the presence stage of e-government development, and eight departments are considered to be at the transaction stage.** We used the inventory of services offered by City departments (see Appendix D for complete list) to identify each department’s stage of development. According to our evaluation, fifteen of the City’s departments are in the presence stage as noted in Exhibit 9 below. Based on their missions, it may not be possible for some departments to move beyond the initial stages of development, however all departments can continue efforts to identify more online services and achieve the numerous benefits of e-government transformation.

**Exhibit 9  
Phases of Development for Departments with External Websites**



SOURCE: OCA evaluation of departmental external websites, August 2007

## Recommendations

04. In order to ensure the success of the City's e-Government project, the CMO-level sponsor should direct the Chief Information officer to coordinate efforts to: itemize departmental services that can be offered online; identify the level of organizational readiness at each department; and, prepare a plan for educating departmental employees about reengineering processes to better offer City services online.

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### MANAGEMENT RESPONSE: CONCUR

The project plan includes a re-engineering of the City's information architecture utilizing new technologies to manage content and provide tools that will allow Departments staff to more readily engage in the online government initiative. The Chief of Staff and the Executive Steering Committee will direct the process with each department to assess services and organizational readiness and needed business process changes. The implementation and ongoing support of the initiative will be addressed through training, organizational change and development methodologies facilitated by in-house staff and industry leading consultants.

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**APPENDIX A**  
**Management Response**

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## MEMORANDUM

**TO:** Steve Morgan, City Auditor

**FROM:** Kristen Vassallo, Chief of Staff  
Peter Collins, Chief Information Officer

**DATE:** January 17, 2008

**SUBJECT:** Management Response to the E-Government Audit Report

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This document is submitted in response to the E-Government Audit Report ("Audit Report") prepared by the Office of the City Auditor. This document summarizes management's response to the Audit Report's recommendations. Management's specific response and action plan on each recommendation can be found on Attachment 1.

We appreciate the opportunity that you provided to engage in a dialogue with you and your staff during the audit process, and your willingness to consider some of our observations and suggestions.

The audit process has been a cooperative effort and it is recognized that it is difficult to audit a project that is in progress. As you will note from the responses in Attachment 1 all of the recommendations are currently incorporated in the ongoing Austin Government Online project.

**MANAGEMENT ACTION PLAN  
E-GOVERNMENT AUDIT**

Rec. #	Recommendation Text	Proposed Strategies for Implementation	Current Status of Strategies	Responsible Person/Phone Number	Proposed Implementation Date
1	<p>In order to ensure the effectiveness of the e-government initiative, the City Manager should appoint a CMO-level sponsor for the initiative, announce the appointment, and direct all City employees to support the initiative.</p>	<p>Concur</p> <p>When the process began in 2005, the City Manager designated the Chief of Staff as the CMO-level sponsor. As part of the Austin Government Online project, a communication plan was developed. Executive Staff, Department directors, and internet liaisons citywide were briefed about their support and involvement to achieve project objective and goals. In addition, each Department Director has assigned an Assistant Director and high-level Single Point of Contact to manage their department's role and to communicate project plans and ongoing updates to departmental staff.</p> <p>This organizational structure, in addition to the expressed commitment from Austin City Council, has been communicated as part of the project plan by a Council resolution, a press conference, news releases, and internal departmental communications via the Corporate Public Information Office. As the project reaches the stage where departments will be directly engaged, the City Manager will communicate and reinforce the organizational structure and governance of the project to all city staff.</p>	Underway	Kristen Vassallo 974-2410	3/15/2008

Rec. #	Recommendation Text	Proposed Strategies for Implementation	Current Status of Strategies	Responsible Person/Phone Number	Proposed Implementation Date
2	<p>Recognizing that a well-designed website is only part of what a City needs to reach the transformation stage of e-government development, the CMO-level sponsor should ensure that the City's Chief Information Officer produces an enterprise-wide strategic plan for the implementation of the City of Austin's e-government initiative for all departments to follow.</p>	<p>Concur</p> <p>The Austin Government Online project planning phase began in 2005 and stated that the redesign of the website was only one step in providing expanded services online. As part of the standard project methodology, the Chief of Staff and Executive Steering Committee will direct the development of a citywide implementation plan based on the requirements gathered in the inclusive process. As defined in the initial scope, key components and requirements such as conducting automated online transactions, payments, and registrations are ongoing and will continue to expand as the project develops. This process will see each department evaluate and document their user groups, service offerings, and business goals to align with the City's overall plan as guided by legal and industry best-practices.</p>	Underway	<p>Kristen Vassallo 974-2410</p> <p>Peter Collins 974-2344</p>	10/15/08
3	<p>In order to continue on the path to more efficient delivery of government services, the CMO-level sponsor should direct the City's Chief Information Officer to continue efforts to redesign the City's website, as a first step toward the ultimate goal of transformation, using examples from other best-practice cities</p>	<p>Concur</p> <p>The Austin Government Online project is in progress and is based on best-practices as outlined by the Web Managers Advisory Council, of the Interagency Committee on Government Information. Since 2005 the City has utilized evaluation tools published by the Center for Digital Government, a leading national research and advisory</p>	Underway	<p>Kristen Vassallo 974-2410</p> <p>Peter Collins 974-2344</p>	2/15/2008

Rec. #	Recommendation Text	Proposed Strategies for Implementation	Current Status of Strategies	Responsible Person/Phone Number	Proposed Implementation Date
	and using the latest technologies.	<p>institute on information technology policies and best practices in state and local government.</p> <p>The Chief of Staff and Executive Steering Committee will direct Chief Information Officer to continue to use best practices and the latest technologies.</p>			
4	In order to ensure the success of the City's e-Government project, the CMO-level sponsor should direct the Chief information officer to coordinate efforts to: itemize departmental services that can be offered online; identify the level of organizational readiness at each department; and, prepare a plan for educating departmental employees about reengineering processes to better offer City services online.	<p>Concur</p> <p>The project plan includes a re-engineering of the City's information architecture utilizing new technologies to manage content and provide tools that will allow Departments staff to more readily engage in the online government initiative. The Chief of Staff and the Executive Steering Committee will direct the process with each department to assess services and organizational readiness and needed business process changes. The implementation and ongoing support of the initiative will be addressed through training, organizational change and development methodologies facilitated by in-house staff and industry leading consultants.</p>	Underway	<p>Kristen Vassallo 974-2410</p> <p>Peter Collins 974-2344</p>	02/15/2008

Status of strategies: planned, underway, or implemented.

## **APPENDIX B**

### **Additional Background Information**

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This section is intended to present additional research information on e-government initiatives.

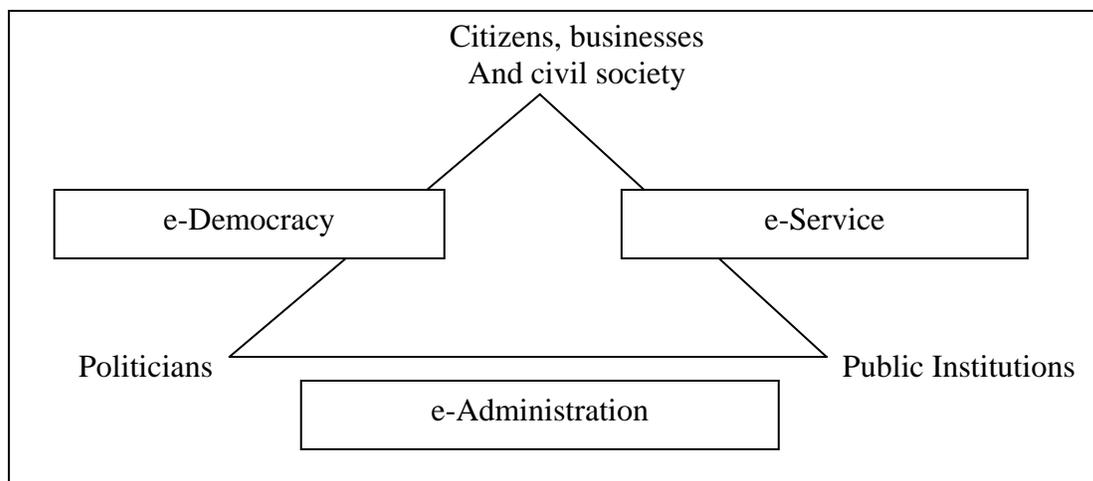
## Major e-Government Stakeholder groups

A 2005 University of Oslo study, *Assessing e-Government Progress*, proposes a framework where three distinct groups of stakeholders are defined: politicians; public institutions; and, citizens, businesses and civil society. The interactions between the three groups are described as e-dimensions, which are distinguished as follows:

- The Democratic dimension - focuses on the political processes and interaction between the constituents and the government,
- The Service dimension - comprises the delivery of all types of electronic services, and
- The Administrative dimension - includes various types of management work, internal routines, etc.

Exhibit 1 below is an illustration of the three major stakeholders and dimensions of e-Government.

**Exhibit 1**  
**The Stakeholders and Dimensions of e-Government**



SOURCE: Assessing E-Government Progress, Univ. of Oslo, 2005

The study also states that the functions and activities in the different dimensions cannot be completely separated, but their focus and priorities are clearly different. One cannot use the same theories and models when doing research linked to these different dimensions. Thus, in each of these areas, we should apply adequate theories and models that we find in well established research fields such as e.g. organizational studies, business administration, and political science.

## **Factors that contribute to the success of e-Government Initiatives**

A June 2006 report, prepared for the Congressional Research Service by a research group from the University of Texas at Austin's LBJ School of Public Affairs, identified a number of factors that contribute to the functioning of state e-government programs. The report used the factors to evaluate programs and help to draw distinctions and make comparisons between several state e-Government programs. The report states that future e-government programs must take these factors into account while considering economic and political constraints that inevitably shape e-government programs.

Strategies – Some states may use formal published documents, while others use fluid guidelines or flexible plans which may be augmented as needed. The diverse set of strategies among states indicates that there is no single successful formula.

Outsourcing – More complex systems may cause a government to rely on expertise from the private and nonprofit sectors, but this involves some loss of control and decline in autonomy. Also, there are no guarantees that outsourcing projects will lead to successful applications and programs; many outsourced projects do fail.

Funding – Governments may fund their e-government programs in a variety of ways, including user fees, use of the general fund, or public-private partnerships. However, when resources are limited, e-government funding may lose funding to other programs deemed to be more important.

Leadership – Execution of e-government objectives requires strong leadership that champions e-government and works to increase buy-in among stakeholders. Public officials must operate with long-term vision, overcome implementation challenges, and reinforce the department's mission. They must identify, articulate, and advocate the benefits of e-government and its programs.

Centralized/Decentralized Technology Management – The degree of centralization in e-government refers to the administrative structure that manages e-government as well as to the specific infrastructure and presentation of information. Centralized administrative systems allow IT requests to be filtered to one state agency or city department to reduce the variation and duplication in e-government systems. In terms of Web presentation of e-services and information, states with centralized systems often use a Web portal, indicating a shift towards a fully integrated, user-friendly system. States with decentralized e-government systems allow individual agencies more control over e-government administration and content, leading some to think that decentralized information is more accurate because it is provided closer to the source.

Performance Measures – Applying performance measures is essential to evaluate whether e-government is cost efficient, is serving stakeholders, and is being used effectively by government agencies, staff, citizens, and businesses. There are various measures to evaluate e-government programs, such as: the number of hits on a site, user contact sessions, number of downloads, amount of time spent on the site, information accessed most frequently, and number of times forms are completed.

In terms of cost measures, agencies can evaluate costs savings related to overhead and operating costs such as paper use, postage, and transportation costs incurred through traditional modes of communication. They can also evaluate how employees manage caseloads through face-to-face interaction in contrast to e-government interaction. Performance measures need to be implemented on a regular basis to allow for comprehensive evaluation.

Phases of e-government Development - The evolution of e-government programs can be conceptualized in a number of ways. Because of different political and economic circumstances, programs can develop and change quickly, sometimes “skipping” a developmental phase. In contrast, programs can remain in a particular phase for a longer period due to funding constraints or political pressure to maintain the status quo.

## Strategic Planning for E-Government Initiatives

**As governments transform, they need a step-by-step incremental plan and implementation strategy.** Such a strategy must deliver a clear guide, weaving elements such as end-to-end electronic administration, service delivery, workflow, collaboration and knowledge management, with process redesign, policy, organizational change, governance, performance accountability and behavioral change.

Establishing a definition of e-government for the organization is the first step in developing an overall strategy. While this definition may be slightly different for each organization based on the community's values, goals and culture, it is important to understand that e-government is much more than a website, electronic mail (e-mail), or processing transactions via the Internet. While many of today's e-government vendors narrowly focus their product and service offerings in these areas, organizations that overlook the broad implications of e-government will not realize its true benefits and will be ill prepared to serve the emerging digital citizenry.

**A sound e-government strategy is more than just a definition.** Development of an e-government strategy is fundamental to navigating through the exploding e-government market place, re-engineering processes and procedures to support e-government, and implementing e-government initiatives. This strategy should include:

- The organization's definition of e-government that includes key areas to be addressed and identification of all customers;
- A vision that is easily understood and succinctly expresses the organization's concept of and plans for e-government;
- Specific goals and objectives that can be monitored and measured;
- Identification of policies necessary to support e-government;
- A methodology for determining organizational readiness;
- A process for identifying and prioritizing e-government initiatives; and
- A business model to sustain e-government initiatives.

Most importantly, an organization must have an enterprise approach to e-government that is adhered to by all facets of the organization. This approach can include policies as fundamental as having a single portal for the organization, i.e. an official website, developing standards for a consistent look and feel for all interfaces, using a single credit card processing service, and integrating applications where ever possible.

A marketing and communications plan should also be included in the e-government strategy. It is vital to adoption of e-government initiatives.

**The e-government strategy should also include a business model and sustainable funding plan.** Government can internally develop their own e-government solutions, procure solutions with or without integration services, outsource the entire effort, or select a business model that combines these options. Government also has many funding options including self-funding these initiatives on a pay-as-you-go basis, bond or other financing, charging transaction fees, and partnering with third party providers. Again government can combine these options in a variety of fashions.

## Identification of Risks and Organizational Readiness

**Another important aspect of an e-government strategy is identification of risks and methods to minimize them especially in the areas of privacy and security.** The very nature of the Internet introduces risk into e-government initiatives that utilize it. While standards are still emerging, a plan for access by all facets of society is an important aspect of an e-government strategy.

The sheer number of possible e-government initiatives requires that government create a process for determining priorities. Criteria can include availability of funding, chance of success, return on investment, readiness of the function/service, and customer demand.

**One of the key questions facing governments is their readiness to implement e-government.**

Readiness depends on an enabling environment that includes a:

- Mature technical infrastructure in various government departments
- Civil service willing to reengineer, share information, and treat citizens as customers
- Deep Internet penetration or presence of many public access points
- Legal framework that fosters public confidence and supports a government mandate to conduct transactions online
- Political commitment from departmental champions and managers
- Demanding, aware citizenry that understands its rights and is willing to express them – and fight for them in cases of laxity and inefficiency

Few governments are completely ready on all the above dimensions. But that should not deter governments from starting small – through experimental pilot projects used to bring about changes in public sector performance.

The critical success factors related to organizational readiness are focused around three key drivers, the:

- Process - Review and re-engineer where necessary to support a new way of doing business. As with any application of technology, business process review should be performed, streamlining opportunities should be identified, processes and procedures should be improved, and solutions should be designed around these improved processes.
- People - Have an adequate level of well-trained people to both support and use these systems.
- Technology - Focuses on assessment of the current infrastructure, identification of improvements needed to support e-government initiatives, implementation of those improvements, and integration of existing autonomous systems and between new and legacy systems, with a focus on providing a total solution. Implementation of a uniform messaging standard, adequate bandwidth and reliable, redundant networks are examples of critical infrastructure requirements that support e-government initiatives.

## **e-Government Leadership Milestones**

Janet Caldw, the Director of the IBM corporation's Institute for Electronic Government, states that leaders who define e-government in a narrow sense -- simply moving services online -- miss larger opportunities which will determine competitive advantage in the long run. In a paper titled "*Seven E-Government Leadership Milestones*", she presents the following milestones as equal parts of achieving those opportunities and reaching a new level of e-government, which in turn can create a competitive advantage. The milestones are:

### Integration

- Although one-stop shops/portals allow customers to get services, it is still a one-to-one relationship with the department for that service offered. This happens because cross boundary operations, organizational structures, and information technology systems are not integrated.
- Customer relationship management (CRM) serves constituents through the phone, in person and by mail with a single view to the customer using a variety of technologies.

### Economic development

- Help businesses get online and then getting them connected with your citizens by building upon Milestone One - integrate from your citizens' perspectives. Provide easy citizen access from the government portal to reach local businesses.

### E-democracy

- The spectrum ranges from voter registration, voting, public opinion polling, communication among elected representatives and their constituencies, universal access to technology, wired legislative bodies, and legislative processes that encourage greater citizen participation. Online hearings, submitting expert testimony online, opinion polling and open communication and information provide opportunities for real-time participation throughout the democratic process - not simply disseminating information after the fact.

### E-communities

- People are not just citizens of a government. They are parents, families, volunteers, neighbors, consumers, students, sports enthusiasts, senior citizens, children, and members of religious and social institutions - forming communities of interest within a geographic community. Together they weave the rich tapestry of geo-community, the cornerstone of society.

### Intergovernmental

- Within countries, there are growing needs to integrate national, state/provincial and local government operations, services and technologies. Citizens and businesses need to interact with all levels of government.
- As economic competition heats up, reducing the time and financial burdens of complying with multiple levels of government regulation is a distinct advantage. The sheer weight of government can be lifted from businesses to make them faster to market, to open new international markets, and to enable higher performance in ongoing operations.

### Policy environment

- A flurry of fundamental issues, including taxation, digital signatures, authentication, privacy, the digital divide, international trade, consumer protection, intellectual property rights, and telecommunications deregulation have appeared on the legislative agenda of virtually every country, state/province and local governing body.

### Next Generation Internet

- The Next Generation Internet is characterized by seven trends: Fast, Always On, Everywhere, Natural, Intelligent, Easy, and Trusted.

According to the author, the milestones are neither discrete nor sequential in nature. Each milestone has equal priority, contributing to the cumulative attainment of the others. Concurrent activity among the seven areas are required from the beginning. Collectively, these milestones require a common underlying management foundation and investment -- strategy, collaboration, governance structures, financial investment, human resources, and partnerships. Without this leadership foundation, progress will be limited in overall impact and fragmented at best.

## E-government Lessons Learned

The August 2004 article by the World Bank titled: “Building Blocks of e-Government: Lessons From Developing Countries” points to general lessons learned from a evaluation of e-Government projects. They are:

1. Strong project management skills are crucial – Project managers should clearly identify goals and benefits. The task is often vast, and not manageable with the resources available in a single government department. Adopting established standards and protocols can minimize the need for customization. If off-the-shelf software is available, it should be used instead of reinventing the wheel. Systems analysis, which provides the cues needed for reengineering, should be done internally. But design, software development, data preparation, training, and the like can easily be outsourced.
2. Departmental ownership and capacity building is also crucial – No external agency can drive needed changes within a department. External agencies can be useful in mobilizing resources and providing technical inputs, but departments need to have champions who can conceptualize an application and implement it successfully, often by building partnerships with other agencies.
3. Training and capacity building – These usually take about 10-percent of the budget on successful e-Government projects. Awareness about project benefits has to be raised among senior civil servants and political leaders. Training is required for project managers, who need to define project deliverables, negotiate with consultants and vendors, and manage outsourced developmental efforts. Clerical staffs need to be trained on specific applications. Supervisors and managers need to be trained on using information, and citizens need to be made aware of online services and how to use them.
4. Significant process reengineering is required – Documenting existing procedures is an important aspect of initiating e-Government. Simplifying procedures into tasks that can be completed in a few steps with compromising their basic purposes is also important. The process of simplifying documents and workflows, points of approval, and audits is termed reengineering. Most e-Government projects that have reduced processing times and costs have done so through substantial process reengineering. Such reengineering must precede any effort at automation because it modifies processes to reduce steps and the number of necessary employees. This often creates the greatest challenge in e-Government implementation: overcoming resistance from civil servants. Because e-Government projects are designed to make decision-making more transparent, they should strive to provide benefits and training to civil servants who are losing authority.
5. Private partners can play an important role – Partners are asked to build a project, to build, own, and operate, or to build, operate, and transfer. Regardless of the specific agreement, partnerships should build local capacity. If private partners are involved, contracts should be fair to both parties – so that the private sector earns reasonable profits and the public sector achieves its goals for efficiency and service delivery.
6. Complete automation is not necessary – Handling a few critical components electronically can provide significant benefits.

## **APPENDIX C**

### **Summary of Services offered on City of Austin Website that are rated above the Presence Stage**

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# Summary of COA E-Services above the Presence Stage

We analyzed 27 City departments' websites and assigned the stage of development (Presence, Interaction, Transaction, Transformation) to each department website based on our evaluation. This list shows those services ranked above the Presence stage (Transaction and Interaction stages) organized by stage and

## Transaction Stage

	Departments
Flight search tool	ABIA
Tool for tracking and paying bills	AE
Load profiler for businesses	AE
On-line application for vacancies	City Clerk
Public Records/Election History on-line browsers	City Clerk
City Code browser: through external link	City Clerk
On-line conflict of interest questionnaire	City Clerk
Criteria manual browser	City Clerk
Citizen recognition on-line form	City Clerk
Community registry search tool, sign up form	CPI
Search tool for news	CPI
Vendor Self Service	FASD - Purchasing
On-line I-Net live feed request form	FASD - Telecom. & Reg. Affairs
On-line recruiting survey	Fire Department
Birth / death certificate copies: external sites	HHS
Dogs-on-Patio Restaurant Registry	HHS
Search for jobs online	HR
Interlibrary loans	Library
Library account maintenance	Library
Online databases of materials	Library
Paying fines	Municipal court
Arrest warrant	Municipal court
Criminal and traffic, and parking, search	Municipal court
Interactive GIS maps	NPZD
Online tee time reservation--> links to www.golfgopher.com	Parks and Rec
Incident report database	Police
Real-time traffic report	Police
Warrant search	Police
CodeRED® Residential Data Collection	PSEM
ROWMAN: requests for road works/projects	Public Works
GIS online viewer	Watershed Protection and Development Review
One-stop shop, searchable permits and building plans	Watershed Protection and Development Review

## Interaction Stage

	Departments
Flight departure and arrival 'real time'	ABIA
Report leakage form	AWU
Residential application, with billing information included	AWU
Interactive form for citizen feedback	Community Court
Presentation about new Financial System's effects on vendors	FASD - Purchasing
Presentation on how to do business with the City as a vendor	FASD - Purchasing
Life Insurance and disability calculators	HR - Benefits
Fraud reporting form	Office of the City Auditor
Contact Us online form	Most departments

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## **APPENDIX D**

### **Inventory of Services offered by City of Austin Departments**

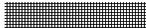
This appendix is an inventory of services created from our analysis of the COA departmental websites. Each department's inventory contains menu items found on their website's homepage as well as other links and information offered on the homepage on the left-most column. Sub-links that lead to services offered by departments are listed under the main links. The center column shows comments to describe what the links lead to. The last column represents the stage of development of the services offered along with additional comments, as necessary, to describe the services offered.

LEGEND:

Links on Dept Homepage  
Sub-links/pages

Comments

Services Offered

	Transformation
	Transaction
	Interaction
	Presence

NOTE: If you are reading a black and white copy of this report, the right-most column will have no shading for the "Presence" stage services.

# Austin Energy

http://www.austinenergy.com/

## Inventory of Services on Dept website

Links on Dept homepage Sub-links/pages	Comments	Services Offered
<i>Customer Care</i>		
Request all COA Utility Services On-Line		
Electronic Funds Transfer		
<i>Commercial Customers</i>		
Load Profiler		
Multi-Family Partnership Program		
Explore Onsite Generation		
<i>Residential Customers</i>		
Rebates		
Loans		
Register/Log In		Tool for tracking and paying bills
Austin Energy Green Building		
GreenChoice® Renewable Energy		
Rebates		
Loans		
Participating Companies for Rebates & Incentives		
Employment		
Espaniol		
News	Multiple links to news	

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
Customer Care		
Access Account Information		Tool for tracking and paying bills
Electric Services	Fees and deposits information, listing of pay stations Customer assistance program information, payment types information, extensive information about different rates around the Texas and US, pdf fee schedule, deferred payment agreement program information, fee waivers and discount information	EFT pdf form, customer rights, Texas Sales Tax Exemption
Billing		
Contact Customer care		
Other Services	Tree pruning information, street lightning information, call before you dig information	pdf form to nominate a tree for pruning
Power Outages	Information on how to report power outages, how the power is restored etc	
Account Information		
Your Electric service		Tool for tracking and paying bills
Power Outages	How to report, what to do	
Call Before You Dig	Contact Info	

Links on Dept homepage Sub-links/pages	Comments	Services Offered
Commercial		
Electric Services	Viewing account and paying tool	Tool for tracking and paying bills
Billing		
Power Quality		
Commercial Energy Efficiency	Rebates, Incentives information Multi-family Property Electric Service Status, On-Site Energy Systems, Infrastructure & Property Leasing Program, Outdoor Lightning Services	Multiple application pdf forms
Commercial/Industrial Services		
Search Bar		
Multi-Family Partnership Program		Pdf Enrollment form and
Load Profiler	Monitoring energy use tool	Commercial/Business Energy Analysis
Commercial Energy Rebates	Rebates information	Rebate application forms
Free Energy Misers	Information about misers	Application form (pdf)
AE Green Building	Resources about green buildings	
SB Customers Newsletter	Pdf newsletter	
Residential		
Electric Services	Viewing account and paying tool	Tool for tracking and paying bills
	Customer assistance program information, payment types information, extensive information about different rates around the Texas and US, pdf fee schedule, deferred payment agreement program information, fee waivers and discount information	Tool for tracking and paying bills
Billing		
Residential Energy Efficiency	Loans, rebates and other information about energy use efficiency Street lightning, tree trimming, line down, Call before you dig information	Pdf application forms
Other Services		
Power Outages	How to report, what to do	
Free Home Energy Improvements	Information about free home energy improvements	
Account Information	Viewing account and paying tool	Tool for tracking and paying
Rebates and Low-Interest Loans	Rebates and low-interest loans options	Pdf applications
Payment Options	Options to pay including on-line payments	On-line payment
Get a Free Thermostat		Pdf application
Energy Efficiency	Residential and Commercial energy efficiency options	
About Us		
<b>Opportunity for improvement</b>		
No suggestion.		

# Austin Water Utility

www.ci.austin.tx.us/water/

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Important numbers Dillo Dirt (logo) WTP 4 (logo) Austin Clean Water Program (logo) Water Reclamation Initiative (logo) Construction awareness (logo)		
Wastewater averaging Green Water Treatment Plant Decommissioning Service projects for RMMA Various recent news links Links at the bottom of the page: Important numbers, education, water related links, construction awareness		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
TOP Home  Who to contact Jobs Link to city job site Report Leaks General information	Links to emails and other ways to get information, including link to "online customer care"	Report leakage
LEFT Who we are Mission Stmt, General Information, treatment plants, awards, FAQs News Releases Water and Wastewater Commission calendar, agenda, workplan, etc Customer Service/TAPS Billing Information, Log into account, TAPS Customer Service, wastewater averaging Service Rates Service Extension Request Dillo Dirt Decentralized WW Program Alternative wastewater collection, onsite sewage facilities, decentralized wastewater management  Water/Wastewater Reports Consumer confidence, drinking water, and wastewater reports Traffic (Construction Awareness) Construction awareness, road works  Austin Clean Water Program	Same "general information" link as above  Menu changes to this topical area  New menu, different design  Links out  New menu, different design	Residential application, with billing information included

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
Pretreatment		
Water Protection		
Standard Products		
Product approval process, Product approval application forms, status of pending approvals, current standard product list, previous standard product list		
Wildland Conservation		
Wildland Conservation, Water quality protection lands, Balcones canyonlands preserve	New menu, different design	
Water Conservation	New menu, different design, drop down menu that overlaps itself, but the menu moves down as you scroll down	
Water Reclamation		
Center for Environmental Research		

**Opportunity for improvement**

No suggestion.

# Aviation

<http://www.ci.austin.tx.us/austinairport/default.htm>

Inventory of Services on Dept website		
Links on Dept homepage	Comments	Services Offered
Sub-links/pages		
Site Index		
Home		
Contact Us		
Search		
News		
Happenings		
Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
Getting to ABIA	Maps	
Airlines and Flights		
Flight Arrivals		Interactive schedule of flight
Flight Departures		Interactive schedule of flight
Airlines	Airlines and contact info	
Nonstop Services	Destinations	
Direct, Same Plane Services	Pdf document with destinations and codes for them	
Airline Flight Guide	Search engine for flight from and to Austin	Flight search tool
Austin Weather Information	Link to National weather services	
Austin Metro Lane Closures	TxDOT Expressway	
Monthly Activity/Statistical Reports	Archive of pdf documents with statistics	
Travel Tips		
AUS Security Checkpoint Wait Times		
FAQ		
Airlines	Map of gates matched with airlines	
Concourse Travel	Map of gates matched with airlines	
Baggage Claim	Map for baggage claim	
Mezzanine Level	Map of mezzanine level	
Services for Travelers with Disabilities		
Opening Times of Passanger Services		
Austin Weather Information		
Hunting/Firearms	Pdf fact sheet	
Information for International Travel	Info about visas, passports, etc	
Items Prohibited at Passenger Security Screening Checkpoints		
Parking	Link to tsa.gov	
Ground Transportation	Map, rates, etc	
About ABIA	Car Rental	
Doing Business		
Advertising Venues	Advertising options offered by ABIA	
Welcoming Services		Welcoming service application
"Live" Music Sponsorship		
Air Cargo		
General Aviation		

<b>Menu Items on Dept homepage</b>		
<b>Sub-links/pages</b>	<b>Comments</b>	<b>Services Offered</b>
Lease Space/bldgs. and Land Parcels		Application form (pdf)
Filming Opportunities		
Rules of Adoption	Rules	
News		
Links		

**Opportunity for improvement**

The menu items on the homepage could benefit from having consistent drop-down menus with the main topics on the next page. This would let the user get to where s/he is going faster, and see what options are available on each page without having to click

# Office of the City Auditor

<http://www.ci.austin.tx.us/auditor/>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered

none

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered	
Performance	Vision, Mission, Goals, Accomplishments and Annual Service Plans, OCA budget		
Services			
Reports	Links to reports issued in pdf format		
Audit & Finance Committee	Agendas and Minutes		
Employment	Link to a citywide jobsearch database, payscale information, job descriptions		
Outreach			
Investigations	Reporting Fraud, Waste and Abuse of City Resources		Integrity Violation Reporting Form
Awards			
Links & Resources			
The Beacon Newsletter	Pdf letter		

<b>Opportunity for improvement</b>
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The menu items on the homepage could benefit from having consistent drop-down menus throughout the department's pages. This would let the user get to where s/he is going faster, and see what options are available on each page without having to click thr

# City Clerk's Office

<http://www.ci.austin.tx.us/cityclerk/default.htm>

Links on Dept homepage Sub-links/pages	Comments	Services Offered
City Clerk Deputy City Clerk City Records Manager Management Analyst		

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
Alcoholic Beverage Permit	States that OCC can provide a tracking number to follow up on your application (not checked how the process works)	Contact form for alcohol permit coordinator, Lenda Ferrel
Appointment of Capaign Treasurer	PDF appt documents	
Boards and Commissions		
Index		
Vacancies		On-line application
Meeting Information		
Agendas		
Campaign Finance Reports	PDF reports	
Citizen Recognition		Citizen recognition on-line form
City Code/ Charter	<a href="http://www.amlegal.com/austin_tx/">http://www.amlegal.com/austin_tx/</a>	Code browser
City Council Meetings		
Conflict of Interest		
Conflict of Interest Questionere		On-line questionairre
Vendors Filed Forms		
City Officials filed forms		
Counci-Approved Records Program		
Council Subcommittees		
Criteria Manuals	<a href="http://www.amlegal.com/austin_techmanuals/">http://www.amlegal.com/austin_techmanuals/</a>	Manual browser
Election		
Election History		Search engine
Lobbyists	Several PDF forms	
Public Records		Search engine
Rules Notice		

## Opportunity for improvement

The menu items on the homepage could benefit from having consistent drop-down menus with the main topics on the next page. This would let the user get to where s/he is going faster, and see what options are available on each page without having to click

# Communications and Public Information

<http://www.ci.austin.tx.us/news/>

Inventory of Services on Dept website		
Links on Dept homepage	Comments	Services Offered
Sub-links/pages		
Other departments news		

Menu Items on Dept homepage	Comments	Services Offered
Sub-links/pages		
About Us		
Austin City News		
Census Analysis	City of Austin Demographic (including some pdf documents)	
Neighborhood Services	Links to other departments' statistics and information	Community registry search tool, sign up form
RoadWorks	Link to transportation division	
Browse News Archive		
Search News Archive		Search tool
Contact Us		Contact Us on-line form

## Opportunity for improvement

There are many pages on the CPI site that are just lists of links, could use a calendar style for the lists of press releases by date. The department would definitely benefit from interactive forms for contacting employees, and reporting news by citizens

# Community Care Services

<http://www.ci.austin.tx.us/communitycare/>

Links on Dept homepage	Inventory of Services on Dept website	
Sub-links/pages	Comments	Services Offered

none

Menu Items on Dept homepage	Comments	Services Offered
Sub-links/pages		

About CHCs		
FQHC Board of Directors		
CHC Locations	Map	
CHC Eligibility		
CHC Services	Services listed	
CHC Appointments	List of locations with contact information	
MHMR Emerge Program		
CHC Reach Out and Read		
CHC Privacy Notice		
CHC Publications	Brochure, guide to services,notice of privacy practices, patient rights and responsibilities pdfs	
CHC Employment	Link to COA jobsearch page	
About MAP		
About the AWH		
AWH Location	Map	
AWH Eligibility	List of locations	
AWH Pre-registration	List of locations with contact information	
AWH Privacy Notice at UTMB	Link to UTMB web site: Purpose, who need to follow, understanding your health record etc	
AWH Publications	Newsletter, magazine	
AWH Employment at UTMB	Link to UTMB web site	
About the Department		
Health Initiatives	Community Healthcare Issues and Collaborative Initiatives	
Volunteer Opportunities		

<b>Opportunity for improvement</b>
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This department could offer appointment registration, and online forms that could be filled out for pre-registration requirements. The many locations would be perfect for a GIS application that would let the user fill in an address and find the closest c

# Community Court

<http://www.ci.austin.tx.us/comcourt/>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered

What is community court?		
Who are we?		
Alternative sanctions		
Gallery		
How to reach		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered

What is community court?		
Who are we?		
Alternative sanctions		
Gallery		
How to reach		
Citizen Feedback	Interactive form	

## Opportunity for improvement

It is a simple site, and does have a menu, but it is too small. I am unsure of how the court handles cases, but maybe it could provide a log-in for people to review their cases and make appeals or pay fines.

# Convention Center

<http://www.ci.austin.tx.us/convention/>

Links on Dept homepage	Inventory of Services on Dept website	
Sub-links/pages	Comments	Services Offered
Directions & Maps Events Calendar ACVB Web Link Utility Services Catering IT Services Audio/ Video Building Specs Building Maps Rates & Info Diagrams		

Menu Items on Dept homepage	Inventory of Services on Dept website	
Sub-links/pages	Comments	Services Offered
Updates Austin Rankings Facility Awards Facility Overview General Information Technical Services ACCD Spring News 2007 Press Release Contact Key People Physical Addresses Mailing Address Email address Services Utility Services Technical Services Catering Services Audio/ Video Services Site Map Calendar	Pdf document with Austin rankings Austin Convention Center awards (pdf) Newsletter Convention Center and PEC Events Key people's names and titles Exhibit Hall Utilities, Ballroom Utilities, Meeting Room Utilities, Lightning System, Audio Capabilities, Telecommunications Internet access, voice support, network support, satelite downlink/ uplink Booth service menu, catering guidelines, sample food and beverage autharization, payment information, new catering menu	Payment information form (doc)

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
Planning	Decorator guidelines, ACCD policy, building maps, hangpoint locations, rates & information , facility diagrams, ACC gallery, event planning, equipment services, rigging plots (pdf), specifications, fire regulations.	

**Opportunity for improvement**

There is a separate site that has most things, maybe the city link should just go there directly. Registration and payment could be done online.

# Economic Growth & Redevelopment Office (EGRSO)

<http://www.ci.austin.tx.us/redevelopment/>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
COA Economic Development Policy		
Downtown Redevelopment Information & Links		
Downtown Alliance Website		
Downtown Austin Neighborhood Assoc's Website		
Downtown Commission Information	This is a link to City Clerk's Commission Info pages	
Downtown Emerging Projects Info	This is a link to the Downtown Redevelopment webpage	
Business Retention and Enhancement Program Informa	Includes link to application	
Cultural Arts Division Info Page		
Cultural Funding Program Info Page		
Arts in Public Places Info and News Page		
Dialogue on Civic Arts Webpage	This is a link to the Tx Commission on Arts website	
Small Business Development Program Website		
Links to Projects		
City Projects		
Joint Public/Private Projects		
Private Developments		
Special Reports		
Desired Development Zone Map	Link to the map.	

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
	No menu on mainpage, links are part of the narrative of what EGRSO's functions are	

## Opportunity for improvement

There is a LOT of information on this site. It is organized by topical area, but the user has to scroll down a lot to find all of the information. Many of the links go to other sites that are not EGRSO, so it is difficult to get back without using the b

# Emergency Medical Services

<http://www.ci.austin.tx.us/ems/default.htm>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Office of the Medical Director	Home Page also has new and info	Links to send e-mail
Medical Directives		
Clinical Operating Guidelines		
Credentialing		
Case Studies		
Education		
Infection Control		
Communication		
Combined Clinical Council		
Equipment		
HIPPA		
Links		
Events		
Contact us		

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
General Information	Customer feedback forms and CPR/First Aid Training Class information	Schedule of Training Classes
Contact Information	PIO, Recruiting, Billing, and Public Education (including CPR classes) information	
Careers	ATCEMS System Synopsis with info on different positions within the system	
Newsroom Press Release Archives		

## Opportunity for improvement

This site is just a lot of writing, and four menu links that take you to another off-city site: <http://www.atcems.org/>. Maybe the link from the homepage should just go straight to that site that is more developed.

# FASD - Budget Office

<http://www.ci.austin.tx.us/budget>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Proposed Budget	Current year info	
Budget Presentations	Current year info	
Budget Questions & Answers	Current year info	

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
Budget Home	Link back to Budget homepage	Access to performance info
Annual Budget Archives	Approved & Proposed Budgets, Presentations, Q&As dating back to 1995-96	
Capital Improvement Projects	CIP Plans dating back to 2002-03	
Managing for Results	Tools & goals for developing business plans	
Community Scorecards	Community Scorecard info for 2000, 2001, & 2002 plus 2004 Report on Performance	
Performance Reports	Qtrly reports on financial and performance dating back too 2000-01	
Performance Measures Database	Info and access to City's performance measures database	
Citizen Survey	Results of survey dating back to 2003	
Budget Staff	Organization chart of budget staff	
Bond Election Advisory Committee	Info, incl calendar, on committee activities	
Bond Election 2006	Info, incl calendar, for bond election	
2006 Bond Oversight Committee	Info, incl presentation, related to implementation of 2006 bonds	

## Opportunity for improvement

Many of the links could be made into a menu, saving multiple pages on the departments' site that are just lists to pdf files.

# FASD - Controller's Office

<http://www.ci.austin.tx.us/controller>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Comprehensive Annual Financial Report (CAFR)	Current year info	
Report of Hotel Occupancy Tax	.pdf form to file Hotel Occupancy Tax each quarter	
Instructions for completing Hotel Occ Tax Rept	instruction for above form	
Claim of Tax Exemption	.pdf form to claim exemption from hotel occupancy tax	
Archive of prior CAFRs	.pdf of prior reports dating back to 1998	

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
--	----------	------------------

No menu is offered on this webpage

### Opportunity for improvement

These online forms could be made into interactive forms that tie into a database. The archived CAFRs should be available from the first page, saving multiple pages on the departments' site that are just lists to pdf files.

# FASD - Fleet Office

[http://www.ci.austin.tx.us/auditor/trans\\_fleetm&r.htm](http://www.ci.austin.tx.us/auditor/trans_fleetm&r.htm)

Links on Dept homepage Sub-links/pages	Inventory of Services on Dept website	Services Offered
---	---------------------------------------	------------------

	<p data-bbox="873 338 980 363">Comments</p>	
	<p data-bbox="750 367 1101 516">No information about Fleet Services is listed at all. The "Fleet" link on the FASD page goes directly to a report on the City Auditor Office's webpage.</p>	

## Opportunity for improvement

Why does this link to a 2001 audit exist?

# FASD - Purchasing

<http://www.ci.austin.tx.us/purchase/>

Inventory of Services on Dept website		
Links on Dept homepage		
Sub-links/pages	Comments	Services Offered
Vendor Self Service System Links		
Search for Solicitations	Multimedia demonstrations	
Register	Vendor Self Service--online database of account	
Account Activation	Multimedia demonstrations	
Account Maintenance	Multimedia demonstrations	
Doing Business with the City	Presentation about how to do business with City as a vendor	
Impact of New Technology	Presentation about new Financial System's effects on vendors	
Bid Tabulations		
Standard Bid Documents		
Conflict of Interest Disclosure	Link to City Clerk's office website	
No Gift Policy		
Minority Vendor Information		
MBE/WBE Ordinance		
Small & Minority Business	Link to SMDR website	
MBE/WBE Reports	Quarterly reports	
Links to Other City Sites		
Public Works Notices	Bid solicitation info	
Public Works Website	Link to Public Works website	
Small Business Development	Link to EGRSO's SBD office	

## Opportunity for improvement

No suggestion.

# FASD - Telecommunications And Regulatory Affairs

<http://www.ci.austin.tx.us/telecom/default.htm>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Austin Community Technology and Telecommunications Commission		
Mission Statement		
Members		
Workplan		
Schedule		
Projects		
Events & News		
Access Television	Links to the Access Television info page off the menu (see below)	
I-Net Live Feed Request Form		On-line I-Net Live Feed
Community Technology	Links to the community Technology info page off the menu (see below)	
Claims	Info on claims for money due the City of Austin	

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
Contact Info	Contact info for TARA personnel	
Franchises and Licenses		
Franchises	Links to .pdf versions of the ordinances establishing the franchises and licenses	
Licenses	Links to .pdf versions of the ordinances establishing the licenses	
Telecommunications		
Council Committee For Emerging Technology & Telecommunications Meeting Agenda	Outdated - March 2007 Agenda	
Community Technology and Telecommunications Commission Meeting/Worksession Agenda	Outdated - April 2007 Agenda	
Right of Way Use	Document outlining the principles of ROW use	
GAATN	Information on the City's GAATN high-speed wide-area network	
Telecommunications Tower Ordinance	Copy of the ordinance and link to Development webpage (info on tower placement)	
Cable Television		
Complaint Procedure	Listing of complaint procedure for customers	
Consumer Service Standards	Listing of Cable Operator standards	
Access Television - Public, Educational, Grant	Information on Public Access Television in Austin	

<b>Menu Items on Dept homepage</b>		
<b>Sub-links/pages</b>	<b>Comments</b>	<b>Services Offered</b>
Community Technology		
Grant for Technology Opportunities	Webpage that provides info and application for grants related to technology and access	
Austin Free Net	Link to website that provides information, training and access for the community	
Legislative		
Links to legislation information & news on utility licenses		
Complaints		
Information on cable operator complaints		
FAQs and Links		
Frequently asked questions		
Links to info		

**Opportunity for improvement**

Claims appears to have opportunities to do more through the Web for its customers, and grant applications and complaints would benefit from interactive forms online.

# FASD - Treasurer's Office

<http://www.ci.austin.tx.us/finance/treasury.htm>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Public Notice of Unclaimed Property Information Listings dating back to 1998 Claim Forms		Claim Forms
Official Statements of Bond Issuances	Dating back to 1999	

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
	No menu is offered on this webpage	

## Opportunity for improvement

Some of the unclaimed property forms could be done interactively online.

# Fire Department

<http://www.ci.austin.tx.us/fire/default.htm>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Annual report		
Thinking about fire safety		
Become a firefighter		On-line recruiting survey
Site map		
Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
About AFD		
Divisions/ Offices		
Emergency Response		Request of Incident report form-
Recruiting		
Hiring process	<a href="http://www.apdrecruiting.com">www.apdrecruiting.com</a>	
News		
Directory		
Fire safety information		
Fire Code		Request form for hydrant
Request for services		
Links		

## Opportunity for improvement

Menu items at the top need to utilize drop-down menus because they are all mostly links to more links to more links. The department offers four types of permits--why not put the process online?

# Health & Human Services (HHS)

<http://www.ci.austin.tx.us/health/>

Inventory of Services on Dept website		
Links on Dept homepage		
Sub-links/pages	Comments	Services Offered
Headlines	Links to news and current events	
En Espanol	Links to webpages in Spanish (itemized below at left)	
Medical Assistance Program		
Immunizations		
Women, Infants & Children (WIC) Program		
Link to .pdf about tips about food-borne illness		
Healthy Child Program		
Guide to opening a food business		
Calendar of where Health Van will be		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
Home		
Animal Services		
Town Lake Animal Center webpages		
Adoption		
Animal Protection & Control		
Receiving		
Lost & Found		
Pet Registration		
Partner Organizations		
In the Community		
How Can You Help		
Info on Managing Pets		
Birth/Death Records	links to external sites	
Consumer Protection		
Day Labor		
Education and Prevention		
Health News		
Infectious Disease		
Homeless Assistance		
Immunizations		
Neighborhood Services		
Public Health Emergency Response		
Restaurants Allowing Dogs		
Restaurant Inspection Scores		
Youth programs		
Other Links		

## Opportunity for improvement

Would benefit from better organization and drop-down menus.

# Human Resources - Employment

<http://www.ci.austin.tx.us/hr/default.htm>

Inventory of Services on Dept website		
Links on Dept homepage	Comments	Services Offered
Sub-links/pages		
Search for jobs online		
Learn more about the City's pay and benefits		
Discover Austin - one of the most liveable cities in America		
Find out more about the Human Resources Dept at the City of Austin		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
Find a job		
Working for the City		
Pay and benefits, policy overview, expectations, structure and leadership		
Living in Austin		
Everything Austin website, History center		
Human Resources		
Compensation information, employee policies, HR divisions		

## Opportunity for improvement

Boxed menu at top is unique, but using drop-downs might make it faster for the user to get where he is going.

# Human Resources - Benefits

<http://www.ci.austin.tx.us/hr/benefits.htm>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Medical Coverage United Healthcare Choice Plus Plan Blue Cross Blue Shield of Texas		
Dental Coverage		
Basic Life Insurance	Calculators provided	
Supplemental Life Insurance	Calculators provided	
FLEXTRA		
Retirement City of Austin Retirement System City of Austin Police Retirement System City of Austin Firefighter's Retirement System		
Deferred Compensation Program Link to Great-West Retirement Services		
Leave Program		
Short -Term Disability		
Long-Term Disability	Calculators provided	
Employee Assistance Program		
Tuition Reimbursement		
Worker's Compensation		
Velocity Credit Union Link to Credit Union		
Prepaid Legal Services		
Child Care Services		
Commuter Program		
HRD Update		
Service Incentive Pay		
Forms Tuition Reimbursement Request Dental Reimbursement FLEXTRA Dependent Care FLEXTRA Health Care Account Medical Claim Form Prescription Drug Mail Order, United Medco Prescription Drug, United Medco		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
Find a job		
Working for the City		
Living in Austin		
Human Resources		

## Opportunity for improvement

No suggestion.

# Library Department

<http://www.ci.austin.tx.us/library/default.htm>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Ask a Librarian		
Everything Austin Texas	Favorite links from Austin History Center	
Austin Public Library Online Articles and Databases		
Programs for Youth		
Austin Public Library Blog		
Austin Public Library Foundation		
Wired for Youth Program		
Interlibrary Loans	uses "WorldCat" service	
Centers for Immigrants		
Computer Classes		
Friends of the Austin Public Library		
APL Book Club		
Write On Austin		
Mayor's Book Club		
Job Opportunities		
News		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
Find it! - Library Catalog		
My Account	can see checked out books and fines owed, no pay option	
Locations and Hours		
About the Library		
Austin History Center		
Research Tools		
Library Services		
Youth Services		
Informacion en Espanol	Rules, Library Card Info, Library Catalog in spanish, and info for immigrants	
Support the Library		

<b>Opportunity for improvement</b>
------------------------------------

Users that have accounts online would love to be able to pay their late fines online, according to library employees.

# Municipal Court

<http://www.ci.austin.tx.us/court/>

## Inventory of Services on Dept website

Links on Dept homepage Sub-links/pages	Comments	Services Offered
Rules of the Court		
Municipal Court Organizational Chart		

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
Online Citation/Ticket Information		
Paying Your Fines		
Court Locations / Contacting the Court		
Resolving Traffic Tickets		
Resolving Parking Tickets		
Driving Safety Course	Can download affidavit	
Arrest Warrants		
Accident Reports		
Performance Measures	Link to e-Perf system	

## Opportunity for improvement

The site loses the menu and design as you click on any of the menu options.

# Neighborhood Housing & Community Development

<http://www.ci.austin.tx.us/housing/>

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Housing	links to AHFC page from menu	
Economic development	links to Economic Development page from menu	
DRAFT Action Plan for FY 2007-0-8	links to Reports & Publication page from menu	
Contact Listing	phone and email link	

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
AHFC	has information about GO Bond NOFA, homebuilders, developers, and About Us (includes board of directors, bylaws, faqs, links, glossary)	
Applications	many pdfs to download for homebuyers, repairs, renters, others	
First-time homebuyers	programs and homes for sale	
Helpful Links	same as menu	
Home repair		
Renter resources		
Bond Financing		
Builder assistance	SMART program, Bid opportunities	
Developer assistance	rental and homes, guidelines	
Housing counseling	same as menu	
SMART Housing	same as menu	
NHCD (homepage)		
Lender Opportunities		
News	same as menu	
General Obligation Bonds	same information from homepage	
Contact us		
Economic Development	small business development, neighborhood support services, commercial revitalization	
Helpful Links	from ownership to shelters tonon-profits to other government entities	
Housing Programs	same as AHFC	
Housing Counseling	registration form (not completed online) and class schedule	
LeadSmart Program	quick facts, blood testing and risk factors	
MFI Chart		
News	releases and archives--last was in April	
Reports & Publications	consolidated plans, action plans, CAPER, others	

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
S.M.A.R.T. Housing	fee waivers, expedited review, advocacy and other documents and guides	
Contact Us	address, email, fax	

**Opportunity for improvement**

So many documents to download, should have at least some of them be interactive. Could have registration opportunities online too.

# Neighborhood Planning & Zoning

[www.ci.austin.tx.us/planning/](http://www.ci.austin.tx.us/planning/)

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Design Standards and VMU Links to general information and questions, as well as VMU documents		
Single Family Development Regulations Design standards, ordinances, links to agenda minutes and other documents		
Neighborhood Planning process overview, zoning ordinances, <b>CALENDAR</b> , adopted plans		
GIS/Data Analysis demographic data, development, employment data, land use		
Long Range Transportation Planning Project plans and maps, links to other transportation issues both in and outside of the department		
Historic Zoning and Preservation Information lot of information, just a big list offered		
Transit-Oriented Development TOD explanations, districts with maps, other regulations and plans, contacts		
Urban Design design guidelines, great streets program, other plans/projects		
Annexation annexation and ETJ map		
Zoning Case Review-Development Process a link to development "one-shop"		
Austin Tomorrow Comprehensive Plan downloadable plan and three maps		
Code Amendments codes and contacts		
Regional Planning transportation and regional planning information		
Contact Us form		
<b>Opportunity for improvement</b>		
No suggestion.		

# Office of the Police Monitor

[www.ci.austin.tx.us/opm/](http://www.ci.austin.tx.us/opm/)

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Recent disciplinary action	all suspensions and documentation	

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
About Us	same as homepage	
Complaint process	form available to download and print	
Office of the Police Monitor	staff listing with phone numbers	
Citizen review panel	panel members, schedule, and past recommendations	
FAQ		
Contact Us	same as 'office of police monitor' link	
Annual reports	available as pdfs, latest is 2005	
News	old, April 2005	
Outreach	one future meeting shown	

## Opportunity for improvement

One of the stated duties on the site says to receive complaints from the public, why not online instead of print and mail pdf?

# Parks and Recreation

<http://www.ci.austin.tx.us/parks/>

## Inventory of Services on Dept website

Links on Dept homepage	Sub-links/pages	Comments	Services Offered
------------------------	-----------------	----------	------------------

<a href="#">Links</a>		Links to Parks and Rec History	
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Menu Items on Dept homepage	Sub-links/pages	Comments	Services Offered
-----------------------------	-----------------	----------	------------------

Summer Fun		Basic information on times/locations	
Youth Programs			
Teen Programs			
Seniors			
Arts & Museums			
Golf			Online tee time reservation--> links to <a href="http://www.golfgopher.com">www.golfgopher.com</a>
Tennis			
Pools			
Sport & Fitness			
Trails			
Trail directory		distance and maps for each	Trail directory
Parks			
Reservations		can't do it online, only information	
Urban Forestry			
Christmas tree recycling, Treaty Oak project			
Preserves			
Park Police		rules and safety tips	
Events & News		calendar available, updated information	
Jobs		information about temp jobs with PARD	
Class Listing		"partial list", over 340 activities	PARD Class Listings
Parks Board		leads to city clerk site, boards and commissions	

### Opportunity for improvement

There are many opportunities to make transaction-based services with reservations for facility rentals and class registration.

# Police Department

[www.ci.austin.tx.us/police](http://www.ci.austin.tx.us/police)

Inventory of Services on Dept website		
Links on Dept homepage	Comments	Services Offered
Sub-links/pages		
2007 National Night Out		
Process for Critical Incident Investigations		
Incident report database		Incident report database
Searchable database for police reports		
Austin Traffic collisions		Real-time traffic report
Says updated every 5 minutes		
Crime information		
Historical and current		
Registered Sex Offenders	to the TX department of public safety	
Warrant search		Warrant search
Rush hour rapid response/towing		

Menu Items on Dept homepage	Comments	Services Offered
Sub-links/pages		
About us		
Mission statement, news releases		
Permits		
Links to 3 types and information		
Divisions		
All units listed with links to each		
Recruiting		
Links to another major Website with different sections		
Helpful numbers		
Crime prevention		
Links to random groups and faqs		
Victim services		
Information for victims		
Registered sex offenders		
To the TX department of public safety		
Officers killed in the line of duty		
Listing of each person		
E-mail	online form	

## Opportunity for improvement

No suggestion.

# Public Safety and Emergency Management

[www.ci.austin.tx.us/oem/default.htm](http://www.ci.austin.tx.us/oem/default.htm)

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
--	----------	------------------

Emergency Conditions	Austin-Travis emergency condition information page	Real-time emergency conditions
What we do Activities, Programs, and related links		
Are you ready? Hazards, Before a disaster, During a disaster, After a disaster		
Volunteer! CERT volunteers, citizen corps council, and related links		
En Espanol		
Special Needs		
Newsroom	Outdated.	
CodeRed Emergency Notification system	valuable and can complete online	CodeRED® Residential Data Collection
About us		
Site map	Does provide a good index to get around the site, maybe others should too.	

Menu links change: What we do and Are you ready? Replace each other.  
Menu links change based on what page you are on.

## Opportunity for improvement

Improve attractiveness/usability of site design, use drop-down menus to facilitate navigation.

# Public Works

[www.ci.austin.tx.us/publicworks/](http://www.ci.austin.tx.us/publicworks/)

Inventory of Services on Dept website		
Links on Dept homepage		
Sub-links/pages	Comments	Services Offered
Road construction/improvements		
Street and Bridge Division (about us, projects, plans, procedures)	has link to customer service request system--austin 311	
Traffic flow (road closures)		
Transportation Division (traffic signal operations survey, road works, CAMPO, Speed humps, citizen request, bike program,	Road Works (includes construction awareness, Right of way management system)	citizen request
Bicycle and Pedestrian needs		
Staff, plans, route maps, laws, tips, Lance		
Contracting information		
Contract documents, SMB reps, green building, RFQs		
Licensing agreements, vacating right-of-way, easement		
Real estate services (procedure packets) and for sale by sealed bid		
News Releases		
current and last years' news releases		
Hot Projects		
current and last years' projects		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
NO MENU		

## Opportunity for improvement

More licenses/permits/applications that can be completed online.

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# Small and Minority Business Resources

[www.ci.austin.tx.us/smbr/](http://www.ci.austin.tx.us/smbr/)

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Public Works		
City of Austin Public Works Notices		
Purchasing	Link to Advantage system	
Plan Room projects	Same as menu link	
ACCA 2007 National Training Institute	outside link	
IT business Development Conference and Expo	information about conference	
MBE/WBE and Small Business Council	link to event calendar	
MBE/WBE and Small Business Advisory Committee	link to contact information for committee members	
Purchasing office		
Service Providers	Contracted to do outreach for minority firms	
Small Business Development	link to small business development program	
Gold Pages	page of service categories and different orgs that perform the service, including their contact information and description	
Rotation List	pdf of SMB contracts and summaries of \$ awarded	
Requests for Change	pdfs and reports	
More...	same link as above	

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered
Home		
Ordinance and Rules		
MBE/WBE Ordinance Documents, Program Rules		
Certification		
New Application forms	links to VSS from Purchasing	
Certification Renewal forms		
DBE Application Forms		
Contract Compliance		
Participation goals		
Tips on successful bids for contracts		
Plan Room		
Plan Room receives construction projects plans, both hard and soft		
SMBR FAQ		
Contact DSMBR		
Has director and assistant directors' name, phone, and email		

## Opportunity for improvement

Application and renewal forms need to be interactive, add payment option where necessary.

# Solid Waste Services

[www.ci.austin.tx.us/sws/](http://www.ci.austin.tx.us/sws/)

Inventory of Services on Dept website		
Links on Dept homepage		
Sub-links/pages	Comments	Services Offered
How to Recycle	pdf for home users	
How do I dispose of?	alphabetical list of things	
Recycling Roundup game	outreach, for kids	
How your business can be WasteSMART	tip sheets, assesments, and other conservation programs	
All-in-One Recycling Pilot	map, schedule, guidelines, other links about recycling in Austin	

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
Home page		
New customers		
Curbside Service		
Brush Collection		
Yard trimmings, large brush links		
Bulk Collection		
Carts and Bins		
Collection Schedules		
hazardous waste facility, landfill		
Garbage		
extra garbage, special prep, items too large, produce less garbage		
Missed Pickup		
Recycling, Curbside		
pdf of how to, and other links about recycling in Austin		
Yard Trimmings	Same as 'brush collection' link on menu	
Drop off sites		
Batteries		
hazardous waste facility		
Computers	local recycler list with contact information	
Hazardous Waste		
map, flier to download, links about products and related topics		
Landfill		
recycling center link, wood chips, landfill report link, contact information for Austin area landfills		
Motor Oil		
hazardous waste facility		
Recycling, Drop off		
ecology action and diversion link		
Other services		
Code enforcement		

<b>Menu Items on Dept homepage</b>		
<b>Sub-links/pages</b>	<b>Comments</b>	<b>Services Offered</b>
List of links to common violations, filing complaint online link, process, timeline, and mission; code of ordinances link	directly to code enforcement form on Austin 311	
Composting compost bins, other alternatives, benefits, FAQs,		
Dead Animals		
Litter control downtown, organized cleanup, street sweeping, public garbage cans		
Outreach recycling game, for teachers, for residents		
Commercial Services		
Garbage collection downtown contract, extra garbage stickers, residential guidelines, recycling ordinance, waste reduction assistance		
Hazardous Waste		
Recycling Ordinance Plan form, report forms		
Recycling Resources for specific businesses, assessments, other conservation programs		
Contact Us		
Email Us		
Directory of Services links to 'programs', includes phone # and emails		
<b>Opportunity for improvement</b>		
Forms need to be interactive, add payment option where possible. Maybe a "schedule and pay" for big items to be thrown away. Review repetitive links.		

# Watershed Protection and Development Review

[www.ci.austin.tx.us/watershed/](http://www.ci.austin.tx.us/watershed/)

Inventory of Services on Dept website		
Links on Dept homepage Sub-links/pages	Comments	Services Offered
Avoid weed and feed Grow Green--landscaping program for water quality protection		
Barton Springs Master Plan Link to parks department page on Barton Springs		
Austin Green City Festival Details about festival and related programs		
Floodplain maps Project status, homes/businesses newly in floodplain, project details, view maps, more information		
Coal tar sealant banned Ban specifics, information, contacts		
Find your watershed map link, alphabetical list of watersheds		

Menu Items on Dept homepage		
Sub-links/pages	Comments	Services Offered
<b>Some menu items have drop-down menus</b>		
Hot topics Water Treatment Plant 4, Barton Creek Master Plan, Closed Landfills, Barton Springs Algae, Onion Creek Forest Buyout, Coal Tar Sealant Ban, New Floodplain Maps, Onion/Williamson Creek Flood Study, hot topics archive		
Features Erosion Project, Barton Springs Controversy, East Austin Environmental Initiative		
Flood control History, Safety, Floodplains, Why flood insurance?, Flash flooding, Flooding problems, flood solutions, flood programs, publications		
Water quality Monitoring, spills/hotline, education/outreach, permits, salamanders, stormwater treatment, creek erosion, data requests, related links, publications		
Creek erosion Stabilization projects, technical information, erosion hazard guidance, creek erosion home		
Master plan click for map, executive summary, 3 parts of master plan process		

Menu Items on Dept homepage Sub-links/pages	Comments	Services Offered	
Regulation Manuals, land development code, development assistance center, watershed ordinances	loses the menu sidebar		
Brownfields what are they, offices, services, loans, contact us, links			
Creek maintenance flood control ponds, water quality ponds, drainage concerns, drainage investigation	loses the menu sidebar		
Education/Outreach thumbnails of environmental programs sponsored by the department			
Publications searchable database, multiple categories			
About Us contact us, organization, mission			
Development Home links to one-stop shop and development process GIS Viewer online			One-stop shop, searchable permits and building plans GIS Viewer

**Opportunity for improvement**

No suggestion.

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## **APPENDIX E**

### **Summary of Services offered by Cities Surveyed**

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## Online Payment Services Offered by Other Cities

Online Service Offered	Best-Practice Cities										Other Texas Cities					
	Austin	Aurora, CO	Nashville, TN	Portland, OR	Richmond, VA	Seattle, WA	Sydney, AUS	Tampa, FL	Tucson, AZ	Arlington	Corpus Christi	Dallas	El Paso	Ft. Worth	Houston	San Antonio
Animal shelter donations						X										
Business license fees / tax payments				X		X		X	X							
Construction express permits fees								X		X					X	X
Fire and Police exam application fees						X										
Garage sale permits																X
Library fee payments														X		
Museum of Art membership applications/renewals								X								
Municipal court / Parking tickets	X	X	X		X	X		X	X	X		X	X		X	X
Personal income tax				X												
Pet Licenses		X				X					X					
Police traffic accident report request and payments								X								
Property taxes			X		X		X						X	X		
Real estate taxes					X											
Surplus property auctions			X						X						X	
Utility bill payments	X	X		X	X	X		X	X	X	X	X	X	X	X	

Other payment options that could be offered by the City of Austin:

- Parks and recreation program registrations
- City facility rentals
- Vendor reverse auction for city contracts

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## **APPENDIX F**

### **Other City Survey Information**

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Our evaluation of city websites was performed using information from two sources:

- A survey sent to website administrators for each of the cities selected; and,
- An evaluation of the websites by OCA auditors.

The standardized questions (see below) were created using the best-practice criteria gathered from background research and preliminary interviews as identified in the methodology section of this report.

Questions shown in italics were not asked of the survey respondent, they were determined during the evaluation of the websites. Additionally, some of the responses received were assigned a corresponding answer (also shown in italics) to standardize the responses received from the cities across our review.

### Website: Homepage Design

- |   |    |
|---|----|
| (a) How is your web-site designed? Is it consistent across departments? |    |
| 1. Portal, branding across all departments                              | 9  |
| 2. Portal, departments may differ                                       | 5  |
| 3. Not a portal   | 2  |
| <br>(b) Who designed the look/brand for the site?                       |    |
| <i>V. Vendor</i>  | 1  |
| <i>I. In-house (IT dept, programmer)</i>                                | 11 |
| N/A   | 4  |
| <br>(c) <i>Is the Website designed from a user perspective or city?</i> |    |
| <i>O. "Outside looking in"</i>  | 14 |
| <i>I. "Inside looking out"</i>  | 2  |

### Website: Usability

- |  |   |
|--|---|
| <i>How easy is it to navigate the website?</i>         |   |
| 1. <i>Easy to navigate, probably uses 'link train'</i> | 9 |
| 2. <i>Moderate navigation</i>                          | 7 |
| 3. <i>Difficult to navigate</i>                        | 0 |

### Website: Content

- |  |   |
|--|---|
| (a) How often is the content updated (home page, departments)?                             |   |
| 1. Recent and frequently updated   | 8 |
| 2. Some departments are not on same level  | 7 |
| 3. Old news/content across the sites   | 1 |
| <br>(b) Who updates the city's home page?  |   |
| <i>IO. Centralized in Management or Information office</i>                                 | 8 |
| <i>IT. Technology department</i>   | 3 |
| N/A  | 5 |
| <br>(c) Who updates the department's homepage?   |   |
| 1. Each department can easily update their own page.                                       | 4 |
| 2. Depts w/programmers can make their own updates, otherwise need help from IT department. | 5 |
| 3. Department must make a request for a programmer to make updates.                        | 3 |
| N/A  | 4 |

## Website: Transparency

(a) Are the city council members and meeting schedules accessible from the home page?

- |  |    |
|--|----|
| 1. City council schedule and links on homepage | 0  |
| 2. Link to city council on homepage            | 16 |
| 3. No links from homepage                      | 0  |

(b) Are other city government meetings posted on the homepage (possibly within a calendar)?

- |       |    |
|-------|----|
| Y Yes | 10 |
| N No  | 5  |
| N/A   | 1  |

(c) Are the annual budgets (and supporting budget development documentation) available online?

- |       |    |
|-------|----|
| Y Yes | 15 |
| N No  | 0  |
| N/A   | 1  |

## Website: Online Services

*What is the range of services provided on the home page?*

- |  |    |
|--|----|
| 1. Have wide variety and listing on homepage           | 11 |
| 2. Wide variety, but hard to access from the home page | 1  |
| 3. Weak in this area                                   | 4  |

What services do you currently offer that you consider most important?

What services are you planning to offer in the near future?

## Leadership

Who is leading e-government initiative (councilmembers, city management, department heads)?

*What is the level of e-government leadership?*

- |   |   |
|---|---|
| <i>SL. Strong, visible leadership in management and departments</i> | 6 |
| <i>L. Maybe a few leaders within city</i>                           | 5 |
| <i>NL. No true leadership</i>                                       | 0 |
| N/A   | 5 |

## Strategy documents

Do you have an e-government specific strategy document? How often is it updated?

- |  |   |
|--|---|
| 1. Strategy document exists, updated regularly | 3 |
| 2. Strategy document exists, not updated       | 3 |
| 3. No strategy document                        | 5 |
| N/A  | 5 |

## Funding

How do you approach funding your e-gov initiatives?

- |  |    |
|--|----|
| DF. Funding is dedicated to the Website, specific employees work on it                                     | 10 |
| OF. Use online service fees and have other ways to fund specific employees                                 | 0  |
| IT. Funding is only available through the IT department activities, no employees are dedicated to the web. | 0  |
| N/A  | 6  |

## Performance Measurements

(a) How do you incorporate user feedback into the website?	
1. Look at feedback to reform the site	8
2. Collect feedback, but not a major factor to reform the site	2
3. No real feedback forums	0
N/A	6
(b) Do you have standard performance measures that you use?	
1. Have a developed list of criteria and use it to reform the site	2
2. Rely mostly on web usage and other statistics	7
3. Do not use performance measures at this time.	1
N/A	6

## Marketing

How is the website marketed?	
1. Specific marketing program, the site is advertised in many forums	3
2. The website is listed on some city materials	7
3. No current marketing plan for the website	0
N/A	6

## Stage of e-government development

Has your e-government program initiated/encouraged transformational changes with your normal government processes? (ex. Automating payroll, one-stop shop online for developers)

1. <i>Using e-government initiatives to truly change the way they provide government services</i>	7
2. <i>Acknowledge how e-government can change processes, but not implementing many changes.</i>	3
3. <i>Appear to not realize the transformational aspect of e-gov programs.</i>	0
N/A	6

The table shown on the next two pages summarizes the information gathered through surveys (S) as well as our evaluation (E) of websites.

Comparable City Information

City	Original Texas Cities Reviewed							
	Austin, TX	Arlington, TX	Dallas, TX	El Paso, TX	Ft. Worth, TX	Houston, TX	San Antonio, TX	Corpus Christi, TX
Criteria								
Design (a)	2	1	2	3	3	1	1	2
Design (b)	1	N/A	1	1	V	1	N/A	N/A
Design (c)	1	0	0	0	0	0	0	1
Usability	2	2	2	2	1	1	2	2
Content (a)	2	2	2	1	2	1	1	2
Content (b)	10	N/A	10	10	11	11	N/A	N/A
Content (c)	2	N/A	3	3	1	2	N/A	N/A
Transparency (a) (Survey)	2	N/A	1	2	1	2	N/A	N/A
Transparency (a) (Eval)	2	2	2	2	2	2	2	2
Transparency (b)	Y	Y	Y	Y	Y	Y	N	N
Transparency (c)	Y	Y	Y	Y	Y	Y	Y	Y
Online Services	2	3	1	1	3	1	1	1
Services considered important		N/A	Online 3-1-1 service, online pymt, permits and inspection, RFP bidding, library	e-Pymt Services, access to permits, general info	Online pymt, some permitting, some GIS, resident inquiries	18 online svcs in drop box from homepage	N/A	N/A
Planned future services		N/A	e-Pymt for ALL city fees, all permits, open records, email alerts	More E-Pay and new apps	More robust applications, more pay services	Live Council Mtgs and citywide free wi-fi	N/A	N/A
Leadership - (Responsible Party)	City Mgr, IT	N/A	IT and PIO	City Mgmt	CM Web Mgmt team, IT	Mayor	N/A	N/A
Leadership – (Level)	L	N/A	SL	L	SL	L	N/A	N/A
Strategy documents	3	N/A	1	N/A	2	3	N/A	N/A
Funding	DF	N/A	DF	DF	DF	DF	N/A	N/A
Performance measurements (a)	2	N/A	1	1	1	2	N/A	N/A
Performance measurements (b)	2	N/A	1	2	3	2	N/A	N/A
Marketing	2	N/A	2	2	2	2	N/A	N/A
Stage of Development	2	N/A	1	1	2	1	N/A	N/A
OCA Ranking Stage of Dev	T	I+	T	T	T	T	T	T

SOURCE: Compiled from OCA survey and evaluation of departmental websites, August 2007

	CTM Cities Reviewed		Top ranked in Digital Cities Survey and other research					
City	Portland, OR	Sydney, AUS	Aurora, CO	Nashville, TN	Richmond, VA	Seattle, WA	Tampa, FL	Tucson, AZ
Criteria								
Design (a)	1	1	1	1	2	1	1	2
Design (b)	1	1	N/A	1	1	1	1	1
Design (c)	0	0	0	0	0	0	0	0
Usability	1	1	1	1	1	1	1	2
Content (a)	1	2	1	1	2	1	1	3
Content (b)	10	10	N/A	10	10	10	10	N/A
Content (c)	1	1	N/A	3	2	2	1	2
Transparency (a) (S)	2	1	N/A	1	1	2	1	N/A
Transparency (a) (E)	2	2	2	2	2	2	2	2
Transparency (b)	N	Y	N/A	Y	N	Y	Y	N
Transparency (c)	Y	Y	N/A	Y	Y	Y	Y	Y
Online Services	1	3	1	1	1	1	1	3
Services considered important	Svc requests, online pymt, threaded discussions, communications, event registration, GIS, blogs, online permits	Events Calendar, Council meeting reports & minutes, development apps	N/A	Archived videos, Live Govt Access TV, Budget guide, road closure, GIS, Surplus Auction	N/A	Online Payments Business development, community services, culture and rec	Customer service center, online pay, mapping, MyTampaGov, news, events, webcasts	N/A
Planned future services	Enhanced Business Services, online payments, geographic based content	Map Integration for localized view of council info	N/A	More online-based transactions	N/A	Expanded RSS, Podcast, multimedia, mobile content	Facility reservation, program enrollment and pymt, conv ctr exhibit orders	N/A
Leadership – (Responsible Party)	Comes from bottom up	IT, Department Heads	N/A	eGov Comm--IT Dept head, Fin Dir, others	Press Secretary	City Mgmt, Council, Department Heads	City Mgmt	N/A
Leadership – (Level)	L	SL	N/A	SL	L	SL	SL	N/A
Strategy documents	2	3	N/A	1	2	1	3	3
Funding	DF	DF	N/A	DF	N/A	DF	DF	N/A
Performance measurements (a)	1	1	N/A	1	N/A	1	1	N/A
Performance measurements (b)	2	1	N/A	2	N/A	2	2	N/A
Marketing	2	1	N/A	2	N/A	1	1	N/A
Stage of Development	1	1	N/A	2	N/A	1	1	N/A
OCA Ranking Stage of Dev	R	I+	T	T	T	R	T+	I+

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## **APPENDIX G**

### City of Austin Departmental Information

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Our evaluation of departmental websites was performed using information from two sources:

- A survey sent to department IT liaisons for each of the cities selected; and,
- An evaluation of the websites by OCA auditors.

The standardized questions (see below) were created using the best-practice criteria gathered from background research and preliminary interviews as identified in the methodology section of this report.

Questions shown in italics were not asked of the survey respondent, they were determined during the evaluation of the websites. Additionally, some of the responses received were assigned a corresponding answer (also shown in italics) to standardize the responses received from the cities across our review.

**Website: Homepage Design**

- (a) Who was/is in charge of the department’s Website look and content?
  - 1. Department head 6
  - 2. Manager 6
  - 3. Specific employee 12
  - NR. No response 3
  - N/A. Not applicable (no website) 3
  
- (b) Who physically designed the look for the department’s site?
  - C. CTM programmers 6
  - I. In-house (IT dept, programmer) 21
  - N/A. Not applicable (no website) 3
  
- (c) *Does the homepage keep the branding and format of the City's main website, or does it have it's own branding?*
  - C. City’s 21
  - O. Own 6
  - N/A. Not applicable (no website) 3
  
- (d) *Is the Website designed from a user perspective or city?*
  - O. “Outside looking in” 20
  - I. “Inside looking out” 7
  - N/A. Not applicable (no website) 3

**Website: Usability**

- How easy is it to navigate the web-site?*
  - 1. Easy to navigate 19
  - 2. Moderate navigation 7
  - 3. Difficult to navigate 1
  - N/A. Not applicable (no website) 3

**Website: Content**

- (a) How often is the content updated?
  - 1. Recent and frequently updated 19
  - 2. Whenever there is big news to report 4
  - 3. Not a priority 1
  - NR. No response 3
  - N/A. Not applicable (no website) 3

(b) Who decides which content goes on the Website from within the department?

(c) Who physically updates the content for the department's site?

C. CTM programmers	3
I. In-house (IT dept, programmer)	21
NR. No response	3
N/A. Not applicable (no website)	3

(d) *Is the content current?*

Y. Yes	19
M. Mostly	6
N. No	2
N/A. Not applicable (no website)	3

### **Website: Transparency**

Is there a schedule of departmental activities and meetings available on the department's homepage?

1. Schedule and links on homepage	7
2. Link to schedule/meetings on homepage	4
3. No information or links from homepage	13
N/A Not applicable (no website)	3
NR	3

*Are mission/values and activities listed?*

1. On home page	15
2. Within two clicks	8
3. Limited - hard to find	4
N/A. Not applicable (no website)	3

### **Website: Online Services**

(a) What services do you currently offer that you consider most important?

(b) What services are you planning to offer in the near future?

(c) *Does the Dept. have their services listed?*

1. On home page	11
2. Within two clicks	9
3. Limited - Hard to find	7
N/A. Not applicable (no website)	3

### **Leadership**

*What is the level of leadership within the department?*

SL. Strong, visible leadership from department head	10
L. Managers try to push for online presence	7
NL. No true leadership	7
NR. No response	3
N/A. Not applicable (no website)	3

### **Strategy documents**

Is e-government an aspect of your department's current/future strategy planning?

Y Clearly part of current/future strategy plans/document	10
N Strategy plans/document does not include online goals	14
NR. No response	3
N/A. Not applicable (no website)	3

## Funding

How is the online aspect of your information and services budgeted?	
ST. Staff time	15
CTM. Through CTM	3
Other budgets as noted	3
Unknown	3
NR. No response	3
N/A. Not applicable (no website)	3

## Performance Measurements

(a) How do you incorporate user feedback into the website?	
1. Look at feedback to reform the site	8
2. Collect feedback, but not a major factor to reform the site	4
3. No real feedback forums	12
NR. No response	3
N/A. Not applicable (no website)	3
(b) Do you have standard performance measures that you use?	
1. Have a developed list of criteria and use it to reform the site	3
2. Rely mostly on web usage and other statistics	12
3. Do not use performance measures at this time.	9
NR. No response	3
N/A. Not applicable (no website)	3

## Marketing

How is the website marketed?	
1. Specific marketing program, the site is advertised in many forums	7
2. The website is listed on some departmental materials	13
3. No current marketing plan for the website	4
NR. No response	3
N/A. Not applicable (no website)	3

## Stage of e-government development

P = Presence	15
I = Interaction	4
T = Transaction	8
R = Transformation	0
N/A. Not applicable (no website)	3

The table shown on the next two pages summarizes the information gathered through surveys (S) as well as our evaluation (E) of websites as noted in the first row. Additionally, OCA's ranking of stage of development for each department is shown in the last column.

City of Austin Departmental Information

Criteria Department	Design (a) (SURVEY)	Design (b) (SURVEY)	Design (c) (EVAL)	Design (d) (EVAL)	Usability (EVAL)	Content (a) (SURVEY)	Content (b) (SURVEY)	Content (c) (SURVEY)	Content (d) (EVAL)	Transparency (a) (SURVEY)	Transparency (b) (EVAL)	Current OnLine Svcs (a) (SURVEY)
	Autog	3	I	O	O	1	1		I	Yes	3	2
Auter Utility	3	I	O	O	1	1		I	Mostly	2	2	
Av Department	1	I	O	O	1	1		I	Yes	3	2	
Ci (See Note A)	3	C	C	I	1	1		I	Yes	1	1	
Ci Office	3	C	C	O	2	1		I	Yes	3	1	
Co ations and Pu mation	1	I	C	I	3	1		I	Yes	1	3	
Co Care	3	I	C	O	1	2		I	Yes	1	1	
Co Court	NR	NR - C	C	I	1	NR		NR	Yes	NR	1	
Co Center	NR	NR - I	O	O	1	NR		NR	Yes	NR	1	
Ed Growth and Re ment	2	I	C	O	1	2		I	Yes	3	1	
En Medical	3	I	C	O	1	1		I	Yes	1	1	
Fi nd Ac ive Svcs	1	I	C	I	1	1		I	Yes	3	1	
Fi ment	2	I	C	O	1	2		C	Yes	3	1	
Go nt Relations	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A	
He Human	3	I	C	O	1	1		I	Yes	3	1	
Hu sources	2	I	O	O	2	1		I	Yes	3	2	
Int ice	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A	
La ment	N/A	N/A	N/A	N/A	N/A	N/A		N/A	N/A	N/A	N/A	
Lit	3	I	C	O	1	1		I	Yes	1	2	
Mu Court	1	I	C	O	1	1		I	Yes	3	1	
Ne od Ho d Co d Dev.	1	C	C	O	2	1		I	Mostly	3	2	
Ne od Pl and Zoning	3	I	C	I	2	1		I	Mostly	3	2	
Of e Po r	3	C	C	O	1	1		I	No	1	1	
Pa Recreation	2	I	C	O	1	1		I	Yes	2	3	
Po artment	2	I	C	O	1	3		C	Yes	3	3	
Pu ty and	3	I	C	I	2	1		I	No	3	2	
Ma nt	3	C	C	I	2	2		C	Yes	2	1	
Pu ks	3	C	C	I	2	2		C	Yes	2	1	
Sm Minority Bu esources	1	I	C	O	1	1		I	Mostly	2	1	
So e Services	NR	NR-I	C	O	1	NR		NR	Mostly	NR	3	
Wh Protection an ment Review	2	I	O	O	2	1		I	Mostly	1	1	

See pages 104-107 for actual answers to survey question.

SOURCE: Compiled from OCA survey and evaluation of departmental websites, August 2007

City of Austin Departmental Information (Continued)

Criteria	Future OnLine Svcs (b) (SURVEY)	Online Services (c) (EVAL)	Leadership (SURVEY)	Strategy documents (SURVEY)	Funding (SURVEY)	Performance measurements (a) (SURVEY)	Performance measurements (b) (SURVEY)	Marketing (SURVEY)	OCA ranking Stage of Development	
See pages 104-107 for actual answers to survey question.	Energy		1	SL	Y	AE IT budget and client budget	1	2	1	T
	Water Utility		3	NL	N	ST	2	3	1	P
	Public Information Department		2	SL	Y	Marketing and parking budgets	1	1	2	I
	Auditor (See Note A)		1	L	N	ST	3	2	3	P
	City Clerk's Office		2	SL	N	ST	3	3	3	T
	Communications and Information		2	SL	Y	ST	1	1	3	T
	Community Care Services		3	SL	N	ST	3	2	2	P
	Community Court		3	NR	NR	NR	NR	NR	NR	P
	Convention Center		3	NR	NR	NR	NR	NR	NR	P
	Economic Growth and Development Svcs		1	SL	Y	CTM	3	3	2	P
	Emergency Medical Services		1	L	N	CTM	1	2	1	P
	Financial and Administrative Svcs		1	NL	Y	ST	2	2	1	I
	Fire Department		2	SL	N	ST	3	2	1	P
	Government Relations		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Health and Human Resources		1	L	Y	CIP	3	1	1	I
	Information Resources		2	SL	N	ST	2	3	2	T
	Legal Office		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Police Department		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Public Works		1	L	Y	ST	1	2	2	T
	Supreme Court		1	L	Y	ST	3	2	2	T
	Neighborhood Planning and Community Dev.		3	L	N	ST	1	2	2	P
	Neighborhood Planning and Zoning		2	NL	N	ST	3	3	2	P
	Office of the Monitor		3	SL	N	ST	3	3	2	P
	Parks and Recreation		3	NL	N	ST	3	3	3	P
	Public Safety Department		1	NL	N	Unknown	3	2	2	T
	Public Safety and Emergency Management		2	NL	N	ST	3	3	2	P
	Public Works		2	NL	N	Unknown	1	3	2	I
	Small Business and Minority Business Resources		1	SL	Y	CTM	1	2	2	P
	Waste Services		2	NR	NR	NR	NR	NR	NR	P
	Wildlife and Fish Conservation Development		1	L	Y	Unknown	2	2	1	T

Notes: A – Although we (OCA) evaluated our own website, we must note that we are not independent of the function. Additionally, those ratings do not impact the ratings of the City's website as a whole, or those of the departmental websites.

Extended Answers to Survey Questions

Criteria Department	Content (b) SURVEY	Online services	Online services - plans
Austin Energy	Request for updates and new development are submitted to the Web Team. Requests are prioritized by the business unit in steering committee's to assign priority. Web team works with AE Marketing and client to develop content strategy.	<ul style="list-style-type: none"> <li>▪ austinenergy.com: primarily an informational site about AE products, services and community activities; provides user ability to sign-up online for many energy efficiency offerings</li> <li>▪ my.austinenergy.com: AE customer portal; provides secure access to specialized applications targeted to specific user groups. Currently, members of the multi-family community use my.austinenergy.com to monitor electric utility transactions for all units in their complex.</li> <li>▪ coutilities.com: provides online customer care, bill payment and bill presentment for all COA utilities</li> </ul>	All customer-facing Web site development is centered on extending the portal. Plans include: migrating the existing austinenergy.com into the WebSphere portal infrastructure, providing a Key Accounts portal that leverages information mined from a data warehouse and providing a customer utility outage portal
Austin Water Utility	I do, with input from staff and signoff from Division Manager when appropriate.	Information/applications for rebate programs and water conservation opportunities, information about outdoor watering recommendations & restrictions, online water waste reporting.	Online purchase of rainbarrels, online application for Free Toilet Program
Aviation Department	Jamy Kazanoff	Airline information and Airport Parking.	New/updated airline information, parking services
City Auditor (See Note A)	OCA management and/or Website team assigned	The ability to download complete audit reports or have a hard copy mailed to the requester.	None that I am aware of.
City Clerk's Office	City Clerk has final review.	<ul style="list-style-type: none"> <li>• 136 years of Council approved documents are available to the public</li> <li>• Information concerning most of our services is available on the website</li> <li>• A citizen can apply to serve on a board or commission</li> <li>• Vendors can report conflict of interest</li> <li>• Lobbyists can download all the forms they need but because money is involved, they have to mail or deliver the forms with their check.</li> <li>• Citizen's recognition – the citizen can complete the form on-line and then submit the form to the Citizen Recognition Coordinator.</li> <li>• There is a link to the Rules Notices so customers don't have to come to city hall to read the bulletin board to see what rules have been posted.</li> <li>• There is 125 years of election history summarized</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding the amount of information that is available</li> <li>• We constantly review our processes that bring citizens to our office and try to make those functions available through the web where possible.</li> </ul>
Communications and Public Information	David Matustik	<p>I personally have one Web site that has online services – ADA – they need to be very accessible so online forms make things much easier for them</p> <p>I also pulled together a portal of online services but they aren't personally mine</p>	N/A
Community Care Services	Website Liaison with input from management	Services offered, clinic locations, guide to services, privacy practices, patient rights and responsibilities Stage of dev-t	We are in the process of transitioning our department to the Travis County Healthcare District. This matter is currently under discussion as part of that transition.

Criteria Department	Content (b) SURVEY	Online services	Online services - plans
Community Court	NR	NR	
Convention Center	NR	NR	
Economic Growth and Redevelopment	Each division decides independently what is added and how often, within the constraints of the departmental policies.	We are a very diverse department with many important service areas: <ul style="list-style-type: none"> <li>- Downtown</li> <li>- Cultural Funding Programs</li> <li>- Art in Public Places</li> <li>- Small Business Development Program</li> <li>- Redevelopment</li> <li>- Music</li> <li>- Film</li> <li>- Seaholm</li> <li>- Mueller</li> <li>- International Programs</li> </ul> The e-government services we plan on adding include: <ul style="list-style-type: none"> <li>- An interactive tour of the Art in Public Places public art collection</li> <li>- Online applications for cultural arts funding programs</li> <li>- Online registration and payment for Small Business Development Program training classes and events</li> </ul>	We have been planning to completely redesign and integrate our diverse web sites into one cohesive website but have been delayed by CTM for two years. We plan to enhance the existing service areas and add: <ul style="list-style-type: none"> <li>- Centralized department news, publications and calendar</li> <li>- Emerging Technology</li> <li>- Economic Development</li> <li>- Civic Arts</li> </ul> The e-government services we plan on adding include: <ul style="list-style-type: none"> <li>- An interactive tour of the Art in Public Places public art collection</li> <li>- Online applications for cultural arts funding programs</li> <li>- Online registration and payment for Small Business Development Program training classes and events</li> </ul>
Emergency Medical Services	Managers, PIO	PIO Press Releases, Recruiting Information, Employee Portal to Intranet Site	Through employee portal access into internal pages including training (streaming video), web meetings, SharePoint Collaboration Sites, and information forums.
Financial and Administrative Svcs	Jeff Knodel	Up to date Financial information for Departments	Continued expansion of financial information
Fire Department	Public Information and Marketing Manager	Public education and fire safety information	Online application for firefighter applicants
Government Relations	NA	NA	NA
Health and Human Services	John Doty of Information Systems <b>If any of the programs within the department need an updated, they submit it to me. (Daniel Mora)</b> Each division has a content provider to our website	Registration and issuance of Birth, Death and Fetal Death records for COA <b>What do you mean? Theres a vital records purchase option from an outside company that we link to, if that's what you're asking.</b> It's pretty standard fare at the moment.	Information sharing of demographic and medical information as legally appropriate to the audience Our web specialist is currently re-designing the website to make it more contemporary looking and user-friendly.

Criteria Department	Content (b) SURVEY	Online services	Online services - plans
Human Resources	Collaboration between Web Designer (Claudia Rodriguez), HRIS Manager (Perry Perez), and City Web Master (Matt Esquibel).	Benefit Updates (highest Priority), City Management and Employee publications, Divisional Updates	<b>On-line Benefit statements</b>
Integrity Office	NA	NA	NA
Law Department	NA	NA	NA
Library	Carlos receives input from the Library administration, reference librarians, branch managers, children's librarians, the marketing office, the Austin History Center staff	The Library's Web site acts as an SPOC for library information and as an additional "Branch library" in that it provides access to reference databases, the library's catalog and patron account information, it provides access to ebooks and recommended Web sites.	You should talk to Carlos Lowry about that <a href="mailto:carlos.lowry@ci.austin.tx.us">carlos.lowry@ci.austin.tx.us</a> § 974-7326
Municipal Court	Department Director	Online payments, Case information and Court information	<b>Possibly efilings for submission of documents or motions to Court.</b>
Neighborhood Housing and Community Dev.	Staff gets manager/supervisor approval for minor changes and then Jacqueline Mayo posts. More substantive changes require director/deputy director approval.	Home repair and rehabilitation Home Sales Down Payment Assistance Housing Smarts Housing Counseling class	N/A
Neighborhood Planning and Zoning	Staff (annexation) Urban Design Division Consensus, decided upon at staff meetings. Urban design) Erica Leak manages the follow through with the changes. Ryan Robinson (census) Mainly employees, but during high visibility projects, managers (GIS)	The Urban Design Division website has links to design guidelines and ordinances that are useful to builders and developers (Urban design) I use the web site to make demographic data and products available to citizens (census) General information about the department, and links to department maps and data (GIS) provide information about annexation, etc. (annexation)	I plan to continue to post materials as they are generated. (census) More interactive features and a reorganization of some of the department pages (GIS) The Urban Design Division website will (after we have completed our over-haul) have more comprehensive information about relevant guidelines and ordinances. (urban design)
Office of the Police Monitor	Dept Head/Specific Employee	Statistics, Brochures, Contact Info, Complaint form	Recent/Updated Stats
Parks and Recreation	I do (Mendy Marshall)	We have none available now	I have been trying to offer online registration to activities and programs, and online reservation for facilities for over 5 years. We have been working with CTM and have been told an RFP has to go out to bid. Would love to have this available.
Police Department	Public Information and Marketing Manager.	APD Incident report database, registered sex offenders, warrant list and recruiting application.	No response

Criteria Department	Content (b) SURVEY	Online services	Online services - plans
Public Safety and Emergency Management	Updates to the front page are discussed by all staff members. Content is written by Tiffany Taylor. Content for the volunteer and educational portions of the web site are written and updated by Tiffany Taylor.	Due to the nature of our department, there isn't an inherent need to offer services in the traditional sense. Our website provides information on the department and our current projects and disaster plans. Up to date information is provided, as needed, if there is a current emergency situation. In addition, our website is an educational resource for the public. We provide citizens with vital information on personal preparedness and ways to remain safe in a variety of emergency situations. The volunteer portion of our site offers information on our volunteer program and downloadable applications.	Again, there is not a need to offer services in a traditional sense. We continue to strive to increase our engagement with citizens by giving them timely information on current emergency situations, keep them up to date on our activities, as well as providing an educational tool for personal preparedness.
Public Works	Myself, as Public Information Specialist, but I rely on "liaisons" within each of our divisions to help me keep the content up-to-date and informative. <b>I decide with help from PIO for the Bicycle and Pedestrian Program only.</b>	List of "hot" projects, news releases, contact information, contracting information... Free bicycle rack program, Bicycle Map availability.	<b>New City of Austin Bicycle Plan and Map</b> We plan to add much more to our current content, increasing services for citizens visiting the site.
Small and Minority Business Resources	Departmtr	We provide an application to become a certified firm with the City. We provide a list of bid opportunities currently available.	We will be providing our list of certified vendors to enable contractor can contact to the certified firms for work. We will also provide firms a website of contracts they have been awarded, which will allow them to better manage the contracts and review information/reports regarding the contract. We will continue to evolve our website to provide useful information
Solid Waste Services	NR	NR	
Watershed Protection and Development Review	Kathy Shay Departmental personnel	Program, contact, and educational information; surveys General information and customer service	Credit card when we get approval On-line permit fee payment possibilities

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