E-Michigan Customer Research

Administrative/Management Readers' Guide

The Michigan Department of Management and Budget engaged Public Policy Associates, Incorporated to examine how the State could organize the information and services it offers over the Internet in a manner that is more responsive to customer needs and preferences, and that capitalizes on efficiencies provided by technology. The study included the design of a prototype that demonstrates the organization and functionality suggested by the research findings.

This document summarizes the key findings of the study and consists of the following materials:

Final Report

This report synthesizes all of the streams of research that were conducted in an effort to understand the needs and preferences of potential users of the e-Michigan Web portal. It includes screen shots of the prototype along with responses of focus group members who had a brief opportunity to review the prototype in a computer laboratory setting.

Research Reports

Agency Contact Log Analysis

This report contains an analysis of customer contact logs submitted by seven units of Michigan State government, including the Departments of Consumer and Industry Services (CIS), Civil Service (CS), Environmental Quality (DEQ), Career Development (MDCD), Treasury, the Lottery Bureau, and the Michigan Economic Development Corporation (MEDC).

E-Mail Analysis

This report presents the findings of an examination of e-mail inquiries submitted to the State of Michigan Network Operating Center (NOC) through the State's main portal Web site at www.state.mi.us between September 11, 1999 and January 18, 2000.

Focus Group #1 with Executive Summary

This report describes insights gathered in the first round of focus groups with potential users of the e-Michigan portal. It includes an executive summary that highlights major recommendations for the design, functionality, and content of the Web prototype.

Focus Group #2 with Executive Summary

This report documents responses of focus group members who had a brief opportunity to review the prototype in a computer laboratory setting, focusing primarily on design and functionality.

The executive summary highlights major recommendations for the design, functionality, and content of the future Web portal derived from the focus group discussions.

Customer Survey with Executive Summary

This report summarizes the findings from a randomized phone survey of 1200 Michigan residents that included 600 Internet users and 600 nonusers. The survey research examined the degree of current use of the Internet, assessed the degree of interest in using the Web to access government information and services, and identified the types of information and services of greatest interest to individuals most likely to use the Web to access State government information in the near future. The executive summary highlights the key implications for the portal in the areas of marketing, design, and content.

Suggested Initiatives for Theme Development

These documents summarize the major findings gathered from interviews with stakeholders, focus groups and surveys about developing the various content themes for the e-Michigan web portal. Suggested content themes include: Business, Travel/Recreation, Educators, and Licensed Professionals.

E-Michigan Customer Research

Final Report

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As always, the staff at PPA contributed significant time and effort to ensure the high level of quality both the State's e-Michigan client team and we demanded. In this effort, Lisa Marckini, Jessica Campbell, Sheila Sikora, Stephanie Baker, and Carol Goodearl each played an important role.

The people mentioned here deserve a major share of the credit for whatever value this report may ultimately have for the State of Michigan and its customers—the people of Michigan.

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Executive Summary

The Michigan Department of Management and Budget engaged Public Policy Associates, Inc. to examine how the State could organize the information and services it offers to the general public over the Internet in a manner that is more responsive to customer needs and preferences including the design of a second generation prototype that demonstrates the organization and functionality suggested by the research findings.

The e-Michigan Customer Research study incorporates information from a variety of sources, including:

- Analysis of e-mail inquiries submitted to the State of Michigan Network Operating Center.
- Analysis of selected State agency contact logs.
- Two rounds of focus groups.
- Interviews with key stakeholders in selected business and professional associations.
- Telephone survey research.

Key Findings

- Customers visit the State's Web site looking for information on a broad array of topics and services. The portal should be designed with these needs in mind.

- Young Michigan students who visit the State's Web page have a particularly difficult time finding what they need to complete homework assignments.

- Customers need a clearly organized Web portal that is easy to navigate.

- Customers would value a user-friendly search engine for the e-Michigan site that allows users to refine their searches.

- A "book mark" or "favorite place" feature would be appreciated by many customers of the e-Michigan portal.

- Security is an important issue for users of the e-Michigan portal, suggesting the need to incorporate features that safeguard transactions.

- Web-based transactions will be popular with many users but will not replace traditional service delivery methods.

- Customers conducting transactions via the Internet would like to receive e-mail notifications that their inquiries have been received and are being processed.

- Camping reservations and professional licensing services are popular features that should be priorities for development.
- The ability to customize the e-Michigan Web portal will be attractive to a substantial portion of customers.
- Most customers feel comfortable conducting personal business with the government via the Internet.
- Customers want a clearly written and prominently posted security and privacy policy.
- Customers would like to receive personal reminders regarding time-sensitive transactions.
- Customers want the option to select from a variety of informational newsletters provided by the State.
- Customers are willing to provide personal contact information in order to receive e-mail notifications and other information.
- Customers have information needs that cut across State agencies, as well as branches and levels of government.
- Web site users come to the State government Web page seeking information that may or may not be a function of State government agencies.
- Michigan citizens and customers look to the State as their primary access to government services regardless of what level of government is responsible for the desired service.
- Focus group participants liked the idea of grouping related information and services together.
- Some customers may be accustomed to and, hence, prefer to continue selecting from a list of specific state government offices to locate the information they need.
- Most customers are strongly opposed to the idea of banner advertising.
- Other types of more subtle advertising are somewhat more acceptable to customers.
- Some customers may need more individualized assistance to find the information they need on the e-Michigan portal.
- Customers want a timely response to their requests for assistance but they do not expect 24-hour-per-day service.
- The State should aim to exceed the public's expectations for customer service.

- In general, the design features and functionality of the prototype are very consistent with customer needs and interests.

Next Steps

- The e-Michigan customer research has shown that a relatively large fraction of the public is eager and able to engage with the State government using the World Wide Web. A robust response by the State will provide far better service than government has traditionally delivered at a fraction of the cost.

- Even as the State moves forward with this initiative, it must continue to recognize, as a matter of public policy, that not all residents are wired. Some Michiganians lack the technology, capability, or interest to connect with the State electronically, and, although they represent a declining segment of the population, their ability to receive information and services from government must be maintained.

- For those increasing numbers of customers who connect via the Internet, the research and development done for this project suggests some important next steps:

  - ***Fulfill orders zealously.*** Perhaps the most critical aspect of the e-Michigan portal is the absolute imperative that it deliver all that it promises. Fulfillment of customer orders for information or transactions will determine the ultimate success or failure of the system. The fulfillment process must be monitored *systematically* to determine whether the automated and human-powered systems are performing properly.

  - ***Pursue New Revenue Streams.*** The State must move aggressively to strike deals with commercial enterprises for a presence on the e-Michigan Web portal. Such relationships must be negotiated wisely by the State to assure that a fair price is realized.

  - ***Craft a credible promise of confidentiality.*** The State must develop a clear, simple promise that personal information provided for the purpose of accessing the full functionality of the e-Michigan portal will never be used for another purpose. Doing so will preempt any worries which might arise about uses of the information by those inside or outside State government. Customers must have confidence that, if they give a credit card number to reserve a campsite, it will not be used to collect delinquent taxes or child support. They must also be assured that their e-mail addresses or other profile information will not be released to marketers or political organizations. In order to protect information provided with the promise of confidentiality, the e-Michigan office should seek legal counsel on whether confidentiality can be maintained under current law.

  - ***Market the portal aggressively and consistently.*** The State communicates with the public millions of times per year. All such communications must carry the top

level Web address for the portal. As the State attracts more traffic to the site, it will drive up the value of the new revenue streams mentioned previously. It will, of course, also be providing service to more customers and, ultimately, will drive down the volume and cost of traditional services.

- ***Track customer satisfaction.*** Related to, but distinct from, monitoring fulfillment is the need to constantly assess the degree to which customers are satisfied with the portal. For the e-Michigan web portal, these might include value, speed, timeliness, friendliness, ease of use, accuracy, and overall experience.

- ***Commit to continuous improvement.*** Michigan must invest in a significant commitment to continuous improvement of its Web offerings, both in terms of their breadth and their quality. When the portal becomes operational, the work of the e-Michigan Office will have just begun. This investment must take the form of an ongoing engagement with a technical partner who has the capacity, competence, and mandate to make improvements as necessary. Such comment will increase the pace at which change can be made and, therefore, the State's ability to maintain the highest levels of customer satisfaction.

- ***Monitor and push system usage.*** The level of usage of the system must be monitored continuously and compared with the usage of traditional services. Accurate baseline estimates of the use of each delivery system must be established and targets set for migrating users from the traditional channels to the Web.

- ***Continue to push the envelope.*** The prototype for the e-Michigan portal encompasses a combination of capabilities not currently found on any state Web site in the nation. Other areas not explored in this project which merit attention by the e-Michigan Office that go beyond service transactions to governance itself. Examples include voting and electronic town hall meetings.

As Michigan moves forward aggressively to create the most advanced state Web presence in the nation, it is setting the stage for a profound shift in the relationship between the public and the government. If the Web lets the public see the government as competent and helpful, rather than bumbling and heavy-handed, it will lead to a different feeling about all public officials and employees.

The e-Michigan portal can reshape public opinion about State government. This shift can result in the public giving the government the benefit of the doubt, rather than assuming the worst at every turn. Eventually, this new relationship will affect the expectations that the public has of candidates for public office. If government is seen as working well, then "running against the government" will go out of fashion as a campaign strategy.

The e-Michigan initiative is far more than a technical shift from one delivery system to another, from a less efficient to a more efficient strategy. It is an opportunity to forge a relationship between the government and the public that may dramatically change the

public's perception of the capacity, responsiveness, and, ultimately, the value of State government.

Section One: Introduction

Background

The e-Michigan customer research summarized in this study began in the Spring of 2000 amidst a flurry of activity around e-commerce within Michigan. In the early fall of 1999, several events focused attention on the use of Web-based technology to deliver government services:

- Michigan's Department of Management and Budget developed an initial prototype that captured the imagination and interest of State government leaders who saw it as a way to increase both government efficiency and customer satisfaction;

- A select group of public-sector technology partners attended a briefing at which the State's plan to improve and expand the State of Michigan home page portal was announced and described;

- The Michigan Economic Development Corporation sponsored an e-commerce conference that highlighted the State's increased emphasis on the use of the Internet by individuals conducting business with selected units of State government including the Secretary of State, the Department of Consumer & Industry Services, the Department of Treasury, and others; and

- The State's Information Technology team recognized that in order to design a home page portal to provide the services and information customers want and need, it was essential to do a systematic analysis of the needs and opinions of the customers of e-Michigan.

The excitement and enthusiasm around the application of advanced information technologies to the development of the e-Michigan home page portal led to the customer research summarized in this report.

Problem Statement

The State of Michigan serves three distinct groups with unique information and service needs which can be addressed through creative use of Web-based technologies. These include:

- State government employees,
- Vendors who contract with the State to provide goods and services, and
- Members of the general public who contact the State to obtain information and conduct personal business.

This study focused specifically on the needs of the general public.

The Michigan Department of Management and Budget engaged Public Policy Associates, Inc. to examine how the State could organize the information and services it offers over the Internet in a manner that is more responsive to customer needs and preferences including the design of a second generation prototype that would demonstrate the organization and functionality suggested by the research findings.

Research Questions

The e-Michigan customer research study sought answers to the following questions:

- Who are the current and potential customers of the e-Michigan Web portal?
- What are their current and future demographics?
- What is their current and expected level of access to the Web?
- What are customer perceptions of current delivery systems?
- What are their beliefs and expectations for the quality and timeliness of services?
- How, when, and where do customers want services delivered?
- What do key customer groups think of as the scope of e-Michigan possibilities?
- How do customers respond to various potential e-Michigan services?
- What worries do customers have about e-commerce specific to the governmental context?
- How do customer needs vary by the intensity of their relationship with the State?

Information Sources

The e-Michigan Customer Research study incorporates information from a variety of sources, including:

- Analysis of e-mail inquiries submitted to the State of Michigan Network Operating Center.
- Analysis of selected State agency contact logs.
- Two rounds of focus groups.
- Interviews with key stakeholders in selected business and professional associations.
- Telephone survey research.

Together these research activities provide a knowledge base to inform the design of an e-Michigan prototype and, subsequently, the further development of the e-Michigan home page portal.

- This document provides an overview and synthesis of the customer research.

- Detailed analytical reports were prepared for several of the research tasks and were submitted under separate cover.

Organization of the Report

This report consists of four sections and an Appendix.

Section One, this section, introduces the study.

Section Two summarizes the key customer research findings.

Section Three describes the key features of the prototype using screen shots as a guide.

Section Four discusses next steps in the development of the e-Michigan home page portal.

Appendix: This contains a list of prototype design and development assumptions.

Section Two: e-Michigan Customer Research

Overview of Research Activities

The prototype created as one of the primary deliverables for this project was informed by findings from several research tasks including:

E-mail Log Analysis

E-mail inquiries submitted to the State of Michigan Network Operating Center (NOC) through the State's main portal Web site at www.state.mi.us between September 11, 1999 and January 18, 2000 were analyzed. (Further information regarding the analysis can be found in a separate report entitled *e-Michigan: Analysis of e-mails,* February 2000.)

State Agency Contact Log Analysis

Customer contact logs submitted by seven units of Michigan State government, including the Departments of Consumer and Industry Services (CIS), Civil Service (CS), Environmental Quality (DEQ), Career Development (MDCD), and Treasury, plus the Lottery Bureau and the Michigan Economic Development Corporation (MEDC) were analyzed. (Further information regarding this analysis can be found in a separate report entitled *e-Michigan: Analysis of State Agency Contact Logs*, May 2000.)

Stakeholder Interviews

Stakeholder interviews were conducted with leaders of several organizations within the State of Michigan including the Small Business Association of Michigan, the Michigan Chamber of Commerce, the Michigan Association of Secondary School Principals, the Michigan Automobile Association, the National Federation of Independent Business Owners, the Michigan Retailers Association, and the Michigan Grocers Association. (Comments and suggestions from these interviews are embedded in the Content Theme suggestions included in the Appendix of this report.)

Focus Groups (Round One)

Focus group discussions provided insight into how the e-Michigan Web portal should be designed to best satisfy the information needs of various types of users that come to the portal seeking information and services from State government. Five frequent or high volume user groups were included: travelers/tourists, small business owners, educators, licensed professionals, and human services professionals. (Further information regarding the findings of

this aspect of the study can be found in a separate report entitled *e-Michigan Focus Group Report: Suggestions for the e-Michigan Home Page Portal*, June 2000.)

e-Michigan Customer Survey

A randomized phone survey of 1200 Michigan residents was conducted, including 600 Internet users and 600 non-users. The survey research examined the degree of current use of the Internet, assessed the degree of interest in using the Web to access government information and services, and identified the types of information and services of greatest interest to individuals most likely to use the Web to access State government information in the near future. (Selected findings from this aspect of the customer research study are embedded in this report. A more comprehensive analysis and report is available as *e-Michigan Survey Report: Understanding Capacities, Interests, and Desires of e-Michigan Customers*, July 2000.)

Focus Groups (Round Two)

A second round of focus groups was held to gather feedback and reactions to the e-Michigan prototype, focusing primarily on its design and functionality. The participants had an opportunity to explore the prototype briefly in a computer laboratory setting, and then were invited to share thoughts regarding the features they liked and disliked, and what suggestions they might offer to improve the prototype. Four Internet user-groups were recruited, including travelers/tourists, licensed professionals (real estate), students, and members of the general public. (Further information regarding the findings of this aspect of the study can be found in a separate report entitled *e-Michigan Focus Group Report: Focus Group Report: Reactions to the e-Michigan Home Page Portal Prototype*, July 2000.)

The research activities described above provided a wealth of data that was used as a basis to design the e-Michigan prototype and gather reactions and feedback from users. The findings of the research are summarized below.

Design and Content Recommendations from e-Michigan Customer Research

The following pages summarize the wants, needs and preferences of Michigan's citizens for Web-based information and services. The summary synthesizes information collected through the various research methods described above and includes actual quotes from first round focus group participants.

Design and Functionality

Navigation and General Use
Focus group participants were asked what features they find attractive in the Web sites they have visited. Their preferences included:

- Minimal, yet visually appealing, graphics.
- "Thumbnails" graphics that can be expanded when customers desire more information.
- Minimal scrolling required to view pages (although the need to scroll is sometimes affected by a user's computer system rather than the host site).
- A navigation bar that is always readily accessible in the banner at the top of the Web site.

Search Capability
The e-mail log analysis indicated that the type of information requested through e-mails is extremely varied. 45 percent requested specific information spanning a broad range of categories from where to find Michigan's judicial case history to information about the State bird and motto. Another 40 percent of the e-mails sought guidance on how to accomplish a specific task, ranging from starting a new business to renewing an elderly parent's driver's license.

- These findings indicate that customers visit the State's Web site hoping to find information on a broad array of topics and services. The portal should be designed with these needs in mind.

The e-mail log analysis also indicated that many of the State government resources which are currently available on the Web are difficult for some users to find. The majority of those who sought assistance from State of Michigan's Network Operations Center (NOC) were referred to an existing State Web site (although whether or not those referrals were appropriate could not be determined from the available data). The log analysis also revealed that young Michigan students who visit the State's Web page have a particularly difficult time finding what they need to complete homework assignments.

- This analysis suggests that customers need a clearly organized Web portal that is easy to navigate.

Focus group members reported that they typically use a search engine to find information on the Web. However some users complained about search engines which return so many links that it is overwhelming rather than helpful.

> *"There are teachers that are frustrated as can be just like the students. You do a search for American history and here's 365,000 links. Like where do you go from there? I've had teachers almost burst out into tears because they were just beside themselves. They had no idea where to go with it."*
>
> *Educator respondent*

The second most common method for locating information was the use of electronic "bookmarks" or "favorite places" which were characterized as valuable time savers.

The survey research confirmed the popularity of search engines, finding that an overwhelming majority of users (90.2 percent) have used search engines, and almost 60 percent of users identified search engines as their most frequently used means of searching for information on the Internet.

- The findings indicate that customers would value a user-friendly search engine for the e-Michigan site that allows users to refine their searches.

- The research also suggests that a "book mark" or "favorite place" feature would be appreciated by many customers of the e-Michigan portal.

Online Transactions

Even though most focus group participants were aware that automobile tab renewals and tax filing could be done on line, many expressed a preference for more traditional ways of renewing and filing (i.e., standing in line; mail). Focus group participants suggested that the fear their credit card information might be stolen could keep them from using the Internet to do transactions. The telephone survey research confirmed that this was a concern for 61 percent of the users who were surveyed. However, these fears are apparently not so intense as to stop the 55 percent of users who have made multiple Web purchases.

- The findings indicate that security is an important issue for users of the e-Michigan portal, suggesting the need to incorporate features that safeguard transactions.

Some focus group members felt that their failure to use the Web-based service was simply a matter of not being aware that the services were available; however, others said they were more comfortable with a personal touch, and felt more reassured that the transaction was actually completed when they did it in person.

- The findings suggest that Web-based transactions will be popular with many users but will not replace traditional service delivery methods.

Focus group participants also were hesitant to conduct transactions over the Web because of a perception that it would be difficult to track the transaction if something went wrong. They indicated that they would be more comfortable if they received an immediate response that the transaction had been received and was being processed.

- Customers conducting transactions via the Internet should receive email notifications that their inquiries have been received and are being processed.

The survey research revealed a relatively strong interest in renewing license tabs, filing taxes, reserving campgrounds, and renewing professional licenses, particularly among current Internet users. However, the survey findings suggest that interest in the Internet option is more widespread among campers and licensed professionals than among tax filers and those registering vehicles.

- Camping reservations and professional licensing services are popular features that should be priorities for development.

Customization

Perceptions of usefulness

It is possible to customize a Web site—such as MyYahoo! or Excite.com—so that it provides information of particular interest to a user. The survey research revealed that 40 percent of Michigan Internet users report using the customize features of "MyYahoo" or Excite.com, the majority of those who have used this feature find it useful.

Focus group members shared this assessment, as approximately one-third of participants reported having "personalized" a Web page. Others in the groups were interested in learning how to customize Web pages. For those who had previous experience personalizing Web pages, many found it useful and a valuable time saver.

> *"The functionality to me is really important. I want to be able say, 'This is what I want to look at.' I don't want to have to go to twelve different sites and find this information. It's nice if I could just have it come up when I log on."* *Small Business respondent*

- The ability to customize the e-Michigan Web portal will be attractive to a substantial portion of customers.

Privacy and Security

Overall, there was some degree of contention in the focus groups regarding divulging personal information to the State. Some participants were un-phased by the thought of providing personal information to a government Web site, while others were wary of giving out information over the Internet, feeling that too much of their information is already posted on the Internet. Still others felt strongly that the State's Web site should not require any personal information at all.

Even though several expressed a sense of realism regarding the personal information that the State already possesses, there was still a concern about the purposes for which information would be requested and the extent to which it might be used for other purposes**.**

> *"A privacy policy that guarantees that this information is not going to be sold to advertisers and will be kept in strict confidence. The Better Business Bureau has an online privacy program which has certain rules that in order to be a part of the program, you have to abide by these certain rules. I think programs like that . . . will help people feel more secure about doing business."*
>
> *Travel/Recreation respondent*

To address the latter concern, participants recommended that the State have a policy/privacy statement that assures that their personal information will not be sold or shared with other agencies, departments or the private sector.

The survey research findings confirmed the viewpoints expressed by members of the focus groups but placed their concerns in a larger public context. Fully 80 percent of the users surveyed felt no difference between using a company or government Web site and 13 percent felt more comfortable using a government site. The most frequent reasons cited for this position included a belief that the government is more trustworthy, has a greater respect for privacy and confidentiality, and would emphasize security more than a private company. Only a small number of individuals in this category were of the opinion that, since the government already had access to confidential information, it was less of an issue.

Just 6 percent of the users surveyed reported being more comfortable with a company Web site, the most frequent reasons cited included a distrust of government generally, a belief that companies are more likely to keep information to themselves, and a concern that the government already knows too much about individual citizens.

- Most customers feel comfortable conducting personal business with the government via the Internet.

- Customers want a clearly written and prominently posted security and privacy policy.

E-mail Notifications and Subscriptions

Overall, focus group participants were receptive to the idea of the State sending e-mail on a variety of subjects including auto license tab renewals, professional licenses, conference announcements, and even deals for cheap airline tickets. Participants were quite enthusiastic about receiving personal reminders about renewing their driver's license via the Web, even though many admitted that they were aware of, but had not used, the Web-based renewal system.

- Customers would like to receive personal reminders regarding time-sensitive transactions.

Participants were also interested in selecting from a broad array of informational newsletters on specific topics of interest including summaries of important State government committee meetings, conferences targeted for members of professional associations, and other topics of more general interest to hunters, travelers, and parents.

- Customers are interested in having the option to select from a variety of informational newsletters provided by the State.

Just as focus group members valued the opportunity to opt for these notification and subscription services, they also expressed a desire to have an easy method to unsubscribe.

The survey research confirmed that customers who visited the e-Michigan portal would be likely to use this type of notification and subscription service, as nearly 85 percent of the users surveyed have visited a site which asked for personal information. Of those, over three-quarters (76.5 percent) have provided personal information to such sites.

- Most customers are willing to provide personal contact information in order to receive email notifications and other information.

Content and Organization

The content of many e-mail inquiries submitted to the NOC can be categorized by the State agency with jurisdiction over the subject of the inquiry. E-mails to NOC were categorized as falling within the jurisdiction of the following agencies or offices:

- Department of Consumer and Industry Services (CIS)
- Secretary of State (SOS)
- Community Health (DCH)
- Treasury
- Family Independence Agency (FIA)

Several other categories were created to accommodate inquiries that spanned agency boundaries or involved areas and issues not administered by any specific Michigan Department. These categories are as follows:

- E-mails related to the jurisdiction of the Departments of Natural Resources (DNR) and Environmental Quality (DEQ) or involving tourism;
- Inquiries seeking very general information about Michigan—frequently referred to the Michigan Information Center by NOC employees;
- Inquiries about the State Legislature, its members and/or pending business, or the Governor's office were placed in the category of Michigan Political Process;
- Matters administered by other levels of government such as counties, cities, or the federal government were placed into the category of Local/Federal.

The e-mail logs provide evidence that many incoming requests for information may be addressed by a single department of State government, yet many other information needs may cut across agencies, branches, and levels of government. Making information more easily accessible to the customers of e-Michigan could have a dramatic effect on many aspects of life within the State.

> *"I'm interested to adopt a child. That ought to be enough to cut across State and perhaps even federal links. You shouldn't have to get bogged down with which department handles adoptions. I mean that is really bureaucratic already."*
> *–Human Services professional*

- Customers have information needs that cut across State agencies, as well as branches and levels of government.

Content Themes

The e-mail log analysis indicates that many Web site users come to the State government Web page seeking information that may or may not be a function of State government agencies. The e-mail logs revealed that many customers cannot effectively distinguish between the roles and responsibilities of different levels of government. Further, many Web site users may not clearly distinguish between public responsibilities and functions and, private organizations with a public service mission. The e-mails indicate that many Michigan citizens and customers look to the State as their primary access to government services regardless of what level of government is responsible for the desired service.

Focus group participants found the idea of grouping related information and services appealing:

- Members of the "Travelers and Tourist" group wanted direct access to all information needed to plan a trip, including local weather, county road conditions, public and private lodging options, community events, and information about boating, hunting, and fishing licenses.

- When asked what sorts of information would be useful for instructional purposes, members of the "Educators" group stressed Michigan Curriculum Framework-based, text resources and access to "virtual tours" for students unable to visit sites of educational interest, information about interesting family field trips, and career planning information.

- The realtors, property assessors, and builders who participated in the "Licensed Professionals" group were interested in online licensing, continuing education credit information, updates on regulations governing land use, direct access to county and local government offices, road construction updates, driving directions, and weather reports.

The survey research confirmed that Internet users valued having a variety of current interest information from which to choose. While the level of interest varied considerably, direct access to weather information and travel/mapping information was favored by approximately 50 percent of users surveyed.

The survey research also confirmed public interest in a wide array of general purpose information. Half of the Internet users were interested in information on historic Michigan places or travel, local schools, and higher education and training opportunities. A second tier, which drew the interest of about 45 percent included information on job postings and upcoming voting opportunities. Business information and tax filing was of interest to about a quarter of users.

- When customers come to the State's Web portal, they seek more than information from a particular administrative unit of State government.

- Some customers may be accustomed to, and hence, prefer to continue selecting from a list of specific state government offices to locate the information they need.

- When information needs cut across administrative units of State government, branches, and levels of government, and include both public and private sources of information, content themes offer an alternative approach that may better meet the needs of a wide range of customer groups.

Advertising

The focus groups were opposed, *in theory*, to having advertising, particularly banner advertising, placed on the State's Web site. This position was widely held, even when it was posed as a means to generate funds to build and maintain the site. A frequent reason cited for not engaging in advertising was the political ramifications of having advertising on the State Web site. Participants felt that the State should not be advocating a certain position or favoring one company over others.

> *"I think you would tend to question the motivations and maybe start looking at the possibility of improprieties. Where is the loyalty of the State, is it to us, the citizens, or is it to their advertisers?"*
>
> – *Travel/Recreation respondent*

While a few were open to advertisements that were directly related to their interest in visiting a particular Web page (e.g., outdoor clothing for individuals registering for a hunting license), many felt it was more appropriate to provide a link to a commercial site than to have a banner advertisement on the State's Web site.

- Most customers are opposed to the idea of banner advertising.

- Other types of more subtle advertising are somewhat more acceptable to customers.

Customer Service

Even if the e-Michigan home page portal is designed to provide customers with easy access, convenient groupings of related content materials, and advanced search capabilities, there may still be instances where customers need assistance to find the information they need. Focus group

participants provided insight as to what customer service supports would be most attractive to them.

In case of difficulty in accessing information on a State of Michigan Web page, participants stated that, in addition to a search engine, they would like the ability to e-mail a State employee with their question. While this method is appealing, it could prove problematic for those that do not have e-mail addresses.

> *"I'd like to know if I need to know somebody to call to follow up my search or a fax number. . . give me a human being that I can reach or some way to connect to somebody so, if I'm not sophisticated in my search techniques, I can go to somebody to get it done."* - *Human services*

- Some customers may need more individualized assistance to find the information they need on the e-Michigan portal.

Participants stated that e-mail questions should be responded to in a timely manner. Most participants do not expect 24-hour, seven day-a-week service, but they do expect a response within 24-48 hours.

> *"When you have questions, they (Department of Treasury) have that one site where if you have questions, you type out your question, and you send, it and they answer back by e-mail and they answer your question. . . they answered me back in 48 hours. . . they actually told me to allow five days."*
> - *Small Business respondent*

It was also noted that getting an automatic response that the e-mail had been received and a message stating when an answer could be expected, would make waiting for a response less taxing.

- Customers want a timely response to their requests for assistance but they do not expect 24-hour per day service.

- Customers should be notified regarding the expected response time.

- The State should aim to exceed the public's expectations.

This section summarized key findings of the e-Michigan Customer Research project. The next section presents and describes the e-Michigan prototype and includes the reactions of focus group members who had an opportunity to explore the prototype prior to discussing its features and functionality.

Section Three: The e-Michigan Prototype

The findings from the first round of focus groups together with the results of the analyses of State agency contact logs, customer e-mail inquiries, stakeholder interviews, and telephone survey research, were used to inform the development of a prototype which demonstrates the design features and capabilities, content clusters, and range of services that customers prefer. This section describes the design and functionality of the prototype using screen shots from the prototype as a visual guide for the reader. Additional information related to the structure and content of selected content clusters can be found in the Appendix of this document.

It is important to note that it is impossible to capture a dynamic, hyperlinked application like the portal prototype on paper. To truly understand the functionality of the portal it must be viewed in a dynamic Web environment. Readers are strongly encouraged to conduct their own personal exploration of the e-Michigan prototype.

Note: The screen shots that follow are best viewed using Adobe Acrobat version 4 or higher.

Overview

This discussion is organized as follows:

- Brief description of design or functionality being illustrated.
- e-Michigan prototype screen shot.
- Bulleted list that explains key aspects of the design or function.
- Summary of the reactions and feedback provided by the second round of focus groups.
- Recommended changes or refinements of the prototype.

Design and Functionality of the e-Michigan Prototype

Navigation and General Use

The e-Michigan home page portal pictured below has basic design features intended to simplify navigation, including a top and side navigation bar. The top navigation bar includes direct access to a "My Michigan" customizable page, Frequently Asked Questions, a State Web page search engine, a place to create a list of "My Michigan" favorite place links, and a "Contact Us" help desk available through e-mail. The left navigation bar groups information under several general categories, provides a gateway for Registered Users (State employees and State business contractors), and includes some special features of recurring interest to a broad range of users (Michigan Surplus, Lottery, and Treasure Hunt).



The list of services and transactions provided in the main body of the page emphasizes the broad array of transactions and services available through the e-Michigan portal. Virtually all functionality of the portal is accessible from this page.

- Pictures and illustrations are kept to a minimum to enhance the functional speed of the site.

- The navigation bars provide users with direct access to a complete menu of options, regardless of where they may travel within the State Web site.

- Customers have multiple avenues for finding the information they need.

Focus Group Feedback

- Several participants characterized the coloring and graphics as "eye-catching" and uncluttered, and feel they facilitated quick access to the topics in which they were interested. However, others complained that there was too much information in the body of the first page.

- Participants reported that they were attracted to the "Look Here First" button at the top of the left hand navigation bar, and many like the fact that it contained content organized by interest area rather than the State agency directory structure which is currently used to organize the State of Michigan Web pages. Others complained about how the topics were organized, for example, preferring that taxes be included in the Government section rather than included within content clusters.

- A few participants reported that they expected the "Look Here First" button to provide information about the Web site itself rather than a listing of topic areas.

- Some focus group members characterized the e-Bay and Michigan Lottery icons as trivial and thought they should be replaced with more important information such as emergency numbers, driving, and travel information.

- Participants noted that the pages loaded very quickly and the wait time was minimal when opening up subsequent pages of the portal.

Recommendations

- Provide an "About this Site" button on the left menu bar that describes the main features of the portal.

- Create a concise "Greetings from the Governor" message for the front page text, however maintain some of the direct click transactions (e.g., plan a vacation, register your car or boat, get driving directions, contact your elected officials).

- Maintain the "Look Here First" button title for content clusters.

- Move "Online Treasure Hunt" and "Michigan Lottery" to "Of Current Interest."

Customization

There are two ways to access the features and content of the e-Michigan portal. The primary screen was illustrated on the previous page. This page displays the customize "My Michigan" page. It is accessible by clicking on the "Personalize this Site" button which appears both in the left hand navigation bar shown on the previous page. It can also be reached by clicking on the words "My Michigan" that appear in the top navigation bar. The default "My Michigan" page is shown below.



The "My Michigan" page provides access to all the information and features available through the left hand navigation bar, but offers users the option of deciding which information to display.

The information that appears in the center column includes important messages and special announcements of new features available through e-Michigan. It is created, and periodically updated, by the State.

- Any user can access the "My Michigan" default page illustrated above without submitting a user name or password; however, the user will not be able to enjoy the full functionality of the site. (Note: The prototype needs to be edited to reflect this design feature.)

- To customize a "My Michigan" page, the user must create a user name and password. This information is entered and stored in the "My Michigan Profile" Web page mentioned below.

- Personal contact information is NOT required to have a "My Michigan" customized page; however, users will not be able to enjoy the full functionality of the site (e.g., e-mail notifications).

- To benefit from many of the features of "My Michigan," only a user-created ID, password, and e-mail address are required.

Focus Group Feedback

- Some participants report being confused by the phrase "Personalize this Site" which appears on the button used on the front page of the e-Michigan portal, while others do not find the terminology confusing.

- Most participants have no previous experience with customizing a Web site.

- Others think it would be useful because it would allow them to go straight to the things they used most often.

- Several participants suggested providing a better explanation of the customization feature, citing the explanation used by "Yahoo" as a user-friendly example.

- One participant likes the clear organization of the "My Michigan" page so much that he suggested it be used as the start-up page for the e-Michigan portal.

Recommendations

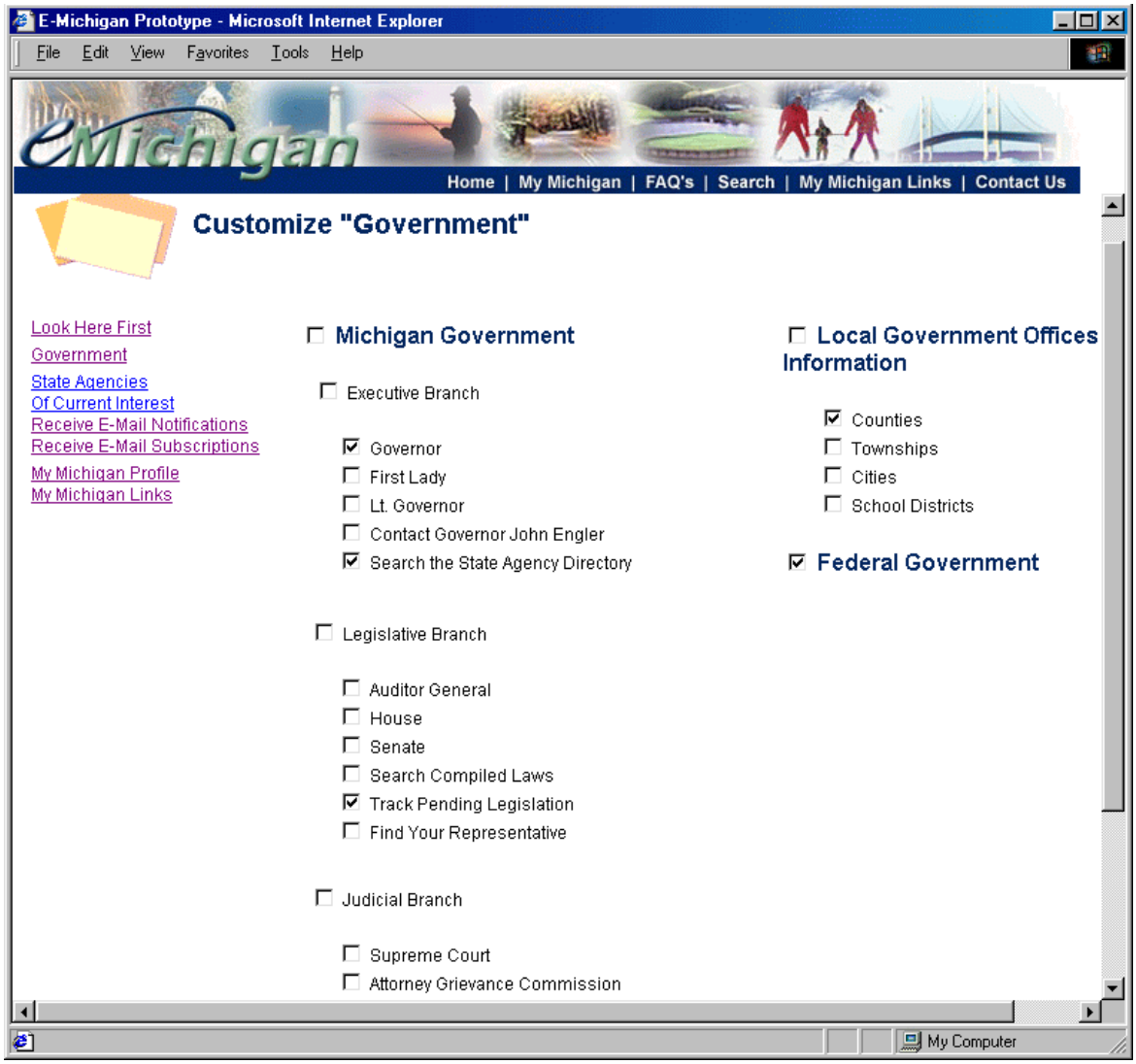
- Change "Personalize this Site" to "Create your *My Michigan* page."

- Include a description of the "My Michigan" customize features, emphasizing its benefits, in the "About this Site" text.

- Offer the "My Michigan" page as an alternative to, rather than a replacement for, the e-Michigan front page.

Editing "My Michigan"

The information which appears under each of the category headings on the "My Michigan" page is just a fraction of the information available for display on a customized "My Michigan" screen. Some of the choices available within the "My Government" category appear below.



- The "Edit" function of the "My Michigan" customize page allows the user to opt for whatever mix of information and services desired.

- All of the categories listed on the "My Michigan" page have similar check lists available for editing.

- Users can register for e-mail subscriptions using the edit function on this page. They are also invited to sign up for related subscriptions as they visit specific areas of the Web portal and conduct transactions for which related subscriptions are available.

- The "My Michigan" page also allows users to save favorite State of Michigan Web pages using the "My Michigan Links" feature listed on the top navigation bar.

Focus Group Feedback

- Several of those who had previous experience with customizing a Web page find the option to be quite useful.

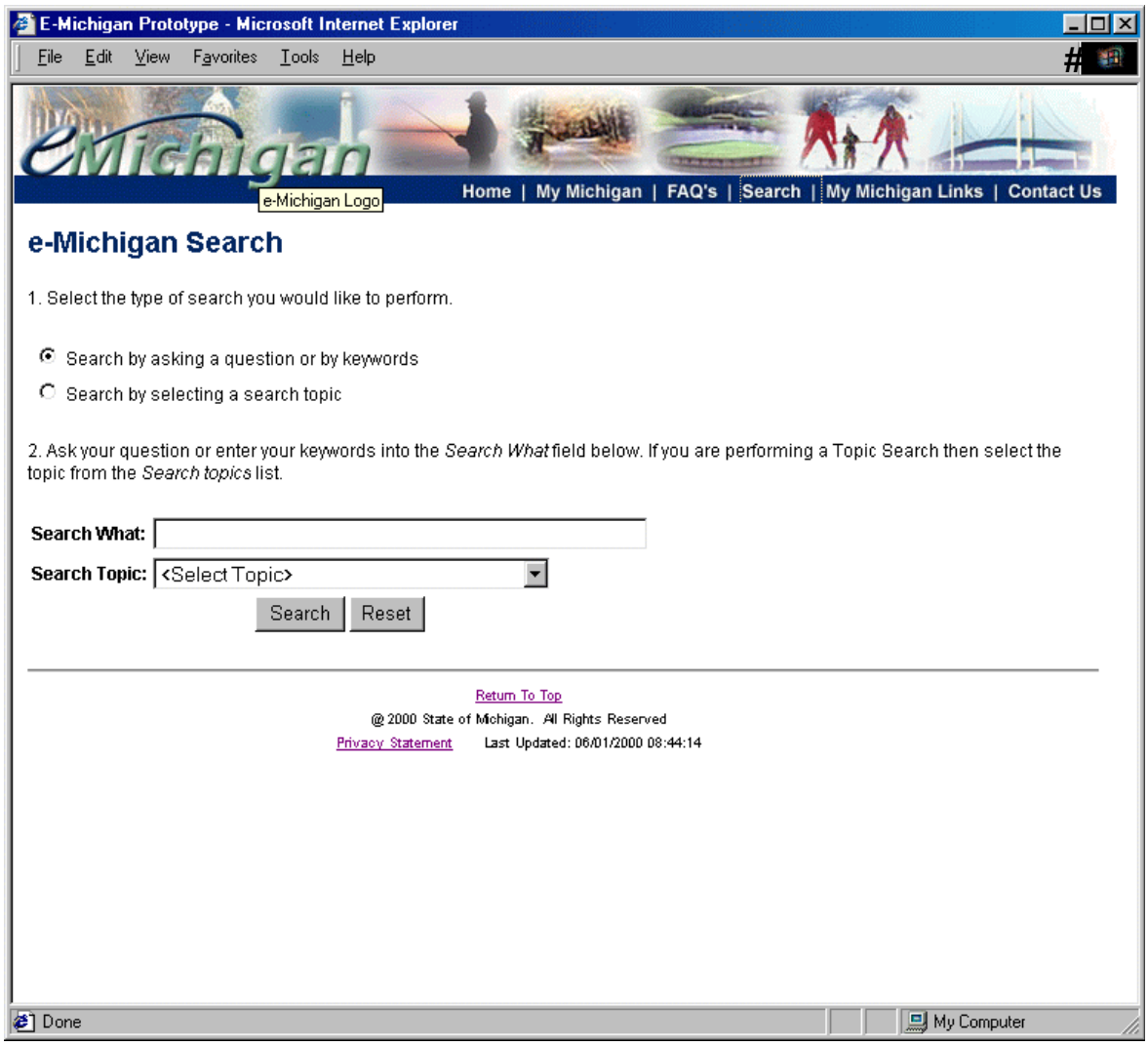
- In general, participants like having the ability to exercise complete control over the process of receiving e-mail notifications and subscriptions from the State.

Recommendations

- No changes.

Search Feature

The search feature displayed below allows customers to perform a search of e-Michigan Web pages using a variety of different approaches. The search feature is available by clicking the term "Search" which appears in the top navigation bar. Users may choose whether to submit their request in the form of a question, to use keywords, or to select a search topic from a drop-down list.



- To ensure that customers can find the information they need, the database that supports this search engine must cut across agencies and branches of State government.

- The e-Michigan search engine must accommodate common language terms that a customer may use to conduct their search. So, for example, a key word search for "licensed foot doctors" should link with podiatrists in the searchable database.

- For those who are unable to find the information they need using the search engine, a "Contact Us" e-mail option is provided.

Focus Group Feedback

- Several focus group members feel the Search engine that is listed in the top navigation bar should have a far more prominent place on the front page.

- Most participants prefer to use e-mail if they encounter any difficulties using the e-Michigan Web site. A toll-free "Help Desk" phone number is a popular alternative.

- Most focus group members expect help to be available during business hours; however, if it is not immediately available, participants said they would like to receive an e-mail notification that their request for help was received and being processed.

- An automated response is acceptable as long as it contains helpful information.

- The expected turnaround time for a response is between 24 and 48 hours.

- Participants value a quick response, but stated that they were more apt to accept longer turnaround times if they are informed of what to expect.

Recommendations

- Move the "Search" feature to the left navigation bar. Display it in a manner that makes its functionality clear to users.

- Include a "Help Desk" phone number within the search engine field and list the specific business hours during which calls will be answered.

State Government Information

The Web page displayed below illustrates a traditional method for locating State government information. By clicking on the "State Agencies" button within the left hand navigation bar, a customer can access a detailed listing of administrative units of State government (including all three branches of government), access a State Directory, and get directions to State government offices in the Lansing area.



- Some customers of State government may feel more comfortable using a list of State agencies and offices to find the name of a specific office with which they have conducted business in the past.

- By creating a State Agency Directory that is searchable not only by the employee name, but also by agency function and content or topic areas, individuals who seek information through this avenue will find it easier to find what they need without seeking assistance through customer service.

- Providing maps of State government buildings and offices and explicit driving directions to the Lansing area will enhance accessibility of State government.

Focus Group Feedback

- Participants value the opportunity to also have access to information through traditional channels such as State Agency listings.

Recommendations

- Create a clearly organized listing of State government "Agencies and Offices."
- Change "Contact State Government" to "State Government Directory."
- Create a "State Government Directory" that cuts across branches of State government and is searchable by employee name, topic, or administrative unit.

Content Themes

The Travel and Recreation theme displayed below provides direct access to an array of related content of special interest to individuals interested in visiting the State of Michigan. The subheadings denote the various types of information that might be used in planning a vacation within the State, including information about various types of outdoor activities, news of local events, driving information, and weather reports.



- The subheadings within the Travel and Recreation theme include information that cuts across State agencies (road conditions, boating registrations, and fishing licenses).

- The subheadings also include interesting and useful information available from sources outside of State government (weather, local events, etc.).

- Rather than having to search through various State government offices (and beyond) to find necessary information, a customer can access all the information they need from this single screen.

Focus Group Feedback

- Focus group members think the content of the Travel and Recreation theme is very informative and clear. They particularly liked the array of useful information suggested by the headings within the cluster, noting that it would make their travel planning quicker and easier.

- Group members would like more pictures and icons, such as a tent icon to go along with "Camping." They also suggested that the icons should have explicit titles underneath them so that people are clear what the icons are referencing.

- A few participants noted the information seems geared to Michigan residents, and that it might be useful to provide information for out-of-state visitors, such as rules for hunting and fishing.

- Additional information about State forests, wildlife, festivals, and biking was requested.

- When comparing the organization of the Travel and Recreation theme with other themes listed in the "Look Here First" category, focus group members indicated a preference for a common method of organizing and presenting subheadings within and across all of the cluster groups. They found the organization of the "Business" theme and "Working in Michigan" theme particularly attractive.

Recommendations

- Provide additional, small icons that correspond with each of the activities listed in the sub-categories; however, be careful not to extend the length of the screen to avoid scrolling as much as possible. Include a title under each icon so that people are clear what the icons are referencing.

- Include hunting and fishing rules information within the appropriate activity listing.

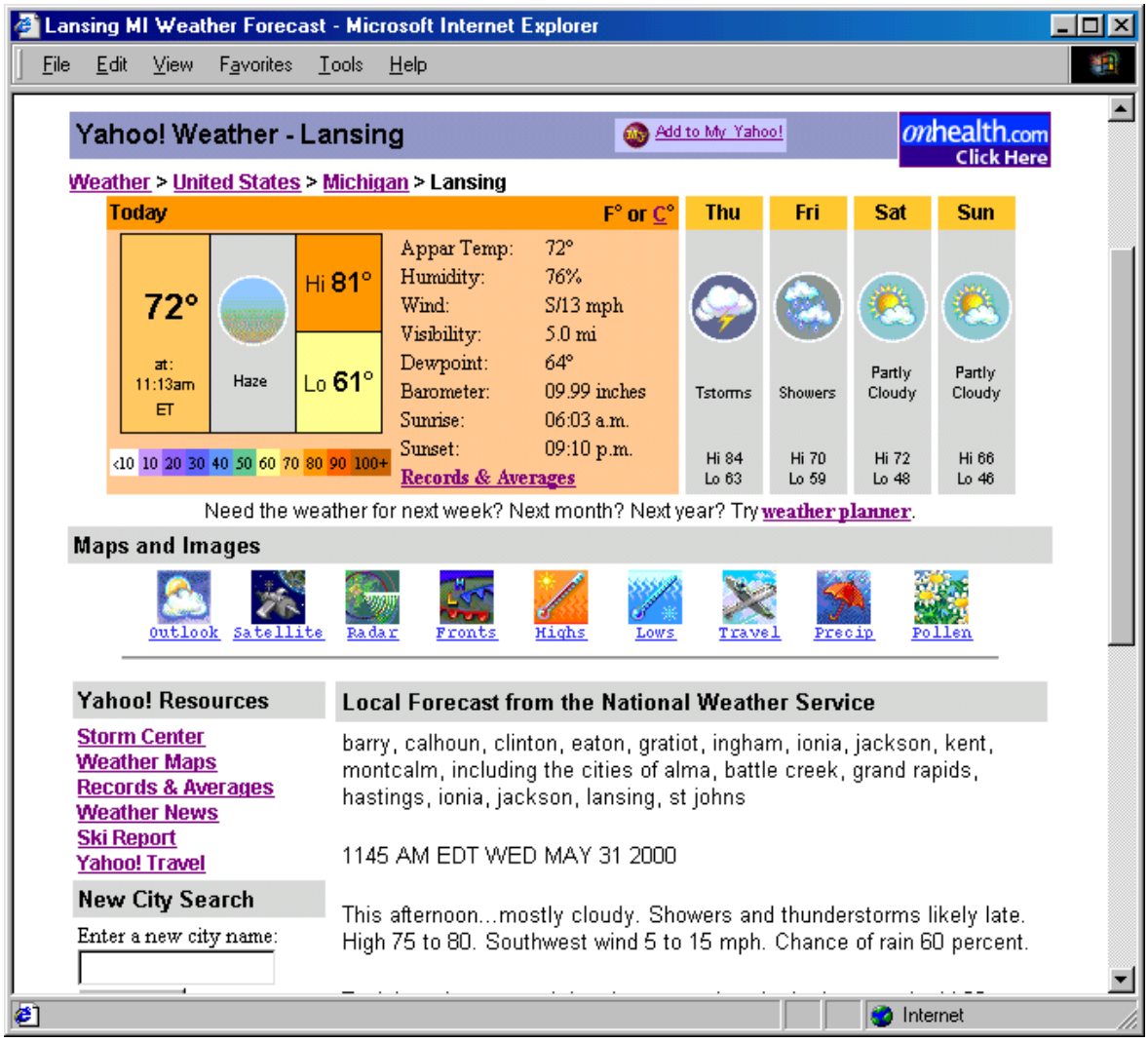
- Provide information about State forests, wildlife/naturalist activities, festivals and biking.

- Create a consistent navigation look and feel within each content theme.

Accessing information from Outside of State Government

The dialogue box displayed below notifies users that the information they have selected is comes from a source outside of e-Michigan state government. The example below shows weather information provided by Yahoo! Other examples would include driving directions from MapQuest, federal government sources (e.g., federal tax filing), and other private service companies (e.g., private campgrounds listed as choices in the Travel and Recreation cluster).





When accessing this site from the e-Michigan portal, the screen appears within a single pop-up browser window. If an additional site external to State government was selected, the

new site would replace what is displayed in the pop-up browser window.

- The use of a pop-up browser window emphasizes the fact that the customer is viewing information outside the domain of State government, ensures that customers do not become confused by having multiple browser windows open simultaneously, and allows customers to return easily to the State's Web page.

Focus Group Feedback

- Participants noticed and appreciate the dialogue box informing them that they were leaving the State's Web site.

- They also noticed the additional browser window that popped up after the dialogue box, remarking that it made it easy for them to return to their place on the e-Michigan site.

- Some participants found the alert sound that accompanied the message box annoying.

Recommendations

- Mute the alert sound that accompanies the message box.

Advertising/Other Revenue Streams

The "Camping" topic page selected from the "Interests" sub-category of the Travel and Recreation cluster is shown below. In addition to providing users with the ability to search for a campground that suits their needs and interests, the site includes an offer for a free catalogue from the Gander Mountain company. This screen also illustrates a State business partnership with an online auction service (i.e., the e-Bay Michigan Surplus Store that appears at the bottom of the left navigation bar).



- By embedding advertising within selected areas of the e-Michigan Web portal, the State may generate revenues that will help offset the cost of building and maintaining the system.

- A competitive procurement process linked to specific topics within e-Michigan would provide the State with control over the type of information posted and would provide potential bidders with a fair and open process for advertising their goods and services.

- Even though most of those who participated in the initial round of focus groups were opposed, *in theory,* to the use of advertising on a State Web site, a small number of them were open to the idea of context-related advertising. The Gander Mountain logo featured on this Web page was used to test how customers would respond to a context-related advertisement, *in practice.*

- Another possible revenue stream would include providing the content for e-mail subscription newsletters linked to a broad spectrum of user interests (skiing, fishing, nutrition, etc.).

Focus Group Feedback

- Some participants are discontent with the presence of the Gander Mountain advertisement, feeling that the State is pushing one company on consumers to the exclusion of other companies, while others are comfortable with the advertisement because it was context-related.

- Even if a competitive procurement process is in place, several focus group members wonder how fairness can be assured since larger companies can afford advertising more easily than smaller companies.

- Several respondents suggested that the State should insert a disclaimer that they are not endorsing companies and are not responsible for a customer's experience with them.

- Other respondents fear that advertisements might dilute the credibility of a State-sponsored site.

- A few respondents remarked that, if a portion of the proceeds from the advertisement support good causes (e.g., improvements at State parks), they might feel less negative about the advertisement.

- Some participants view the e-Bay Michigan Surplus Store as fundamentally different from the Gander Mountain advertisement, feeling that it is more acceptable for the State to contract for a service such as that offered by e-Bay.

Recommendations

- Use a competitive procurement process to solicit bids for companies who wish to advertise on the e-Michigan site. Closely link the specifications for successful bids to the context of the Web page in which the advertisement will appear.

- Do not use banner advertisements.

- Include a disclaimer statement that the State does not endorse, or assume responsibility for, company products or services.

- Develop a strategic partnership with an online auction service for the purpose of selling State government surplus goods.

- Change the icon on the left navigation bar to make it clear that, by clicking on the icon, the user will enter the store.

Cutting Across Levels of Government and Public/Private Options

The search results shown below illustrates several dimensions of information available to customers. In this instance, customers have received the results of a search for campgrounds within the State of Michigan.



Customers using this search feature received information about State parks, federal parks and private campgrounds. They also have the opportunity to reserve their campsite online and to conduct other related transactions including obtaining fishing and hunting licenses, registering their boat, etc.

- Users seeking information about the private campground (KOA) and federal park (Sleeping Bear Dunes) will receive notice that they are leaving the e-Michigan Web site and will view these screens in a pop-up browser window.

Focus Group Feedback

- When looking at the various listings included as campsite choices, some participants like having as many options as possible while others do not think it is appropriate to include private campgrounds.

- Other respondents feel that it would be acceptable to have private campgrounds listed on the site as long as they paid for the opportunity to have their listings included in the searchable database.

- A suggestion was made to structure the listings to more clearly distinguish between State, federal, and private facilities.

Recommendations

- Include private campgrounds in the search results.

- Do not require private campgrounds to pay for the opportunity to have their listings included in the searchable database.

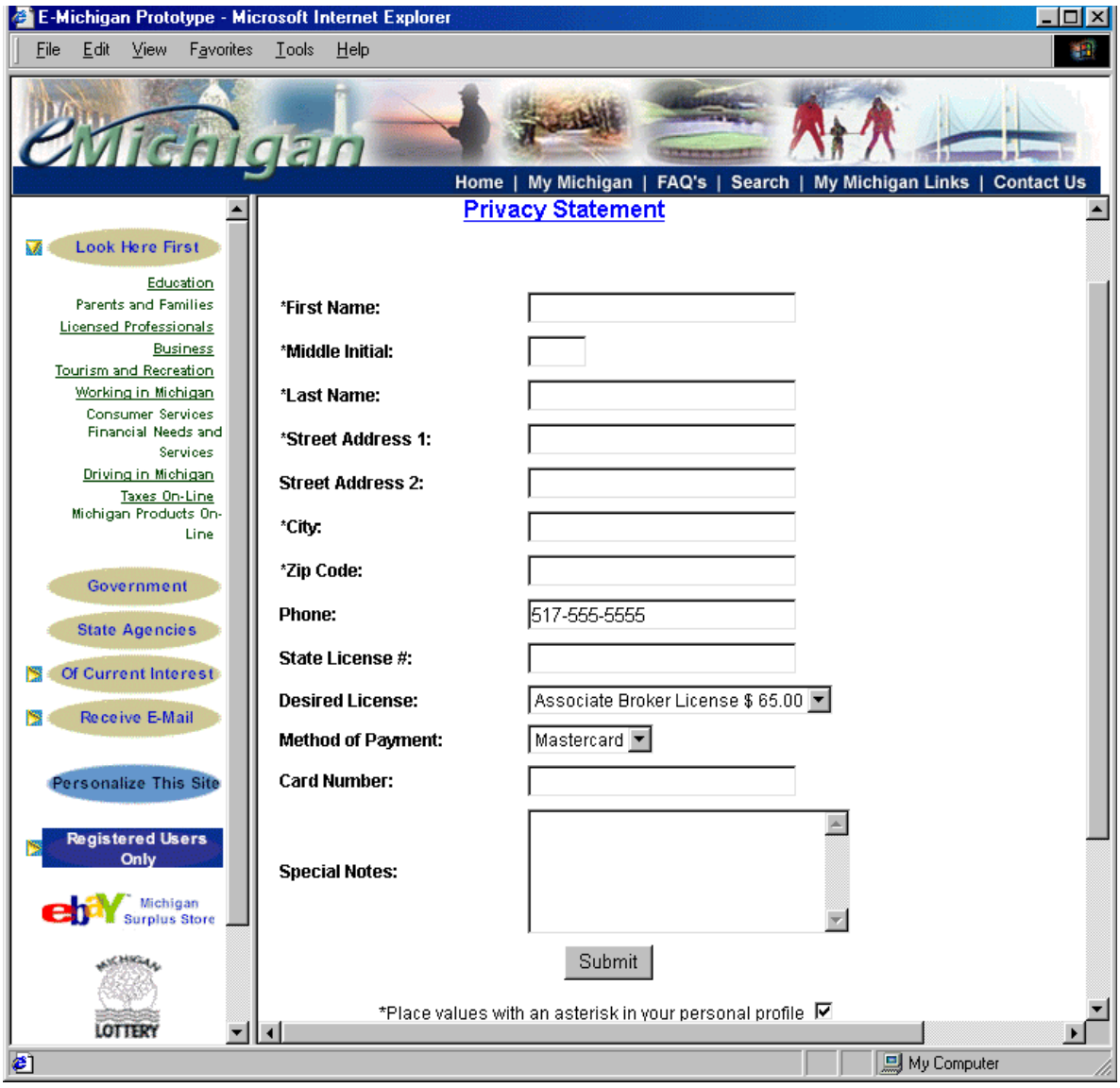
- Include a disclaimer statement that the State does not endorse, or assume responsibility for, company products or services.

- Display the search results by State, federal, and private campground subheadings.

- Create a search tool that allows users to do a keyword search by the type of activity they desire (skiing, swimming, fishing) as well as geographic location.

Online Transactions

Campground registration is just one example of how the Web can be used for online transactions. The Real Estate License Form displayed below illustrates how the e-Michigan portal can meet the needs of a variety of different stakeholder groups. In this instance, a real estate professional may use the portal to apply for a broker's license.



Customers visiting the "Licensed Professionals" content cluster within "Look Here First" may submit their application and receive a prompt notification that their request has been received and processed.

Users may access this feature in a variety of ways. In addition to accessing it through the "Licensed Professionals" content cluster, they may click on the appropriate office within the Department of Consumer and Industry Services within the "State Agencies" button, use the

State Agency Directory, or use "Real Estate License" as a search term for the entire e-Michigan Web site.

- To obtain a Real Estate License online, the customer must provide personal contact information and a credit card number with expiration date. The applicant is given the option of having this information stored as part of their personal profile information.

- Customers have the opportunity to review a prominently featured online privacy statement to learn how their personal information will be protected.

Focus Group Feedback

- Some participants are not worried about security, especially when the information is scrambled or encrypted.

- Other participants worry about security and think the State's privacy statement should include assurances that contact lists will not be sold, or otherwise provided, to entities outside State government.

- A few respondents suggested that the State use a "Secure Server" symbol similar to the lock symbol used on the Internet Explorer browser to assure users who may not take the time to ready privacy statements.

Recommendations

- Scramble or encrypt transaction information.

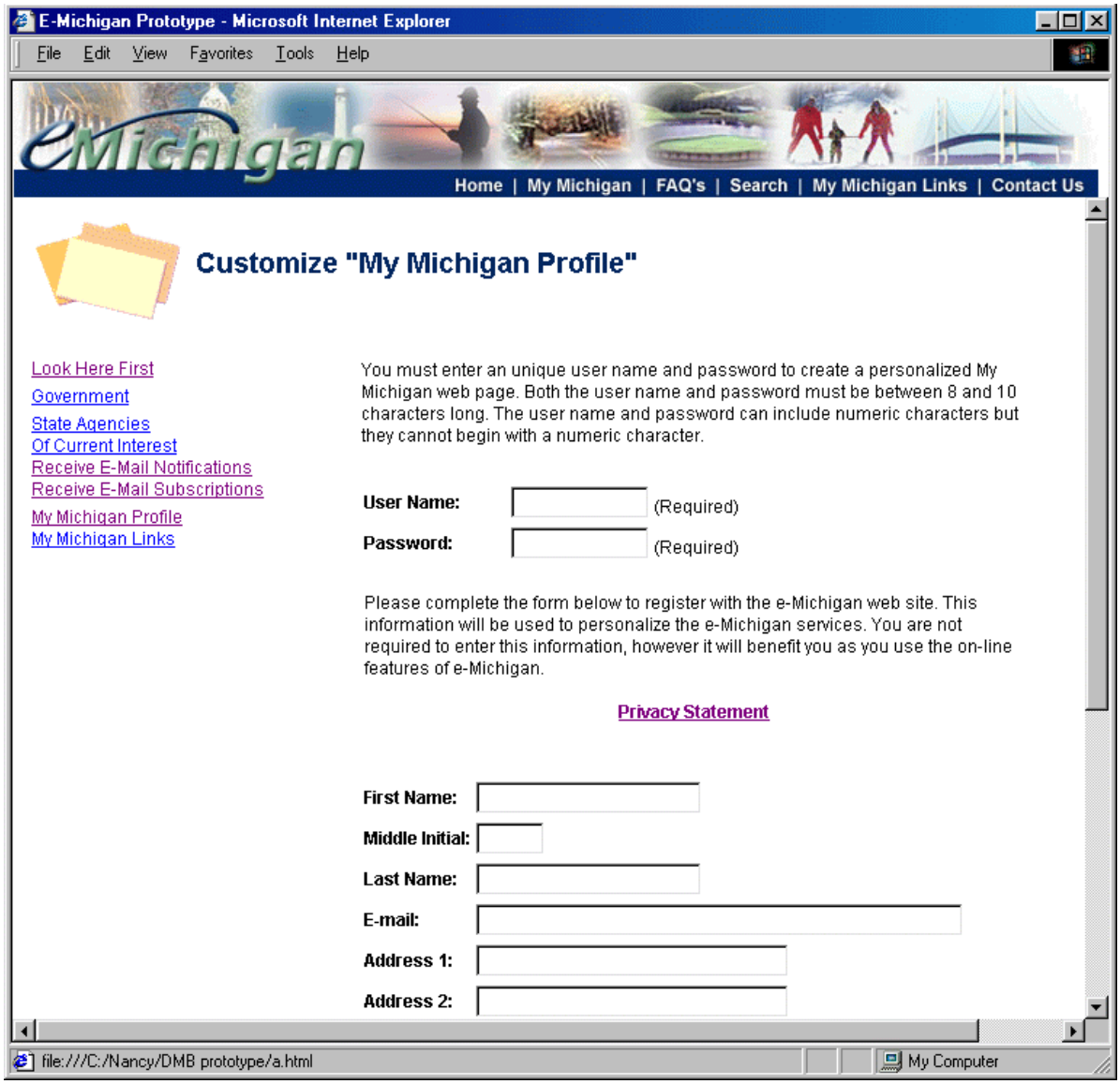
- Create a privacy statement that makes it very clear how personal information will be used and protected. Ensure that such a statement can withstand requests for disclosure under the Michigan Freedom of Information Act.

- At the very bottom of the Web page, change the wording that prompts the user to: "Add this information to my personal profile."

- Provide a Secure Server and include a "Secure Server" symbol in a prominent place on the transaction screen.

Personal Profile Information

The personal contact information fields included in the "My Michigan Profile" are presented in the screen below. A real estate licensee who opted to have their personal contact information stored as part of their personal profile information, would find it populating the information fields at the bottom of this Web page.



- A personal profile is not required to use the e-Michigan Web portal, however those who opt to have personal contact information stored in the "My Michigan Profile" will be able to utilize more fully the online features of e-Michigan.

- Contact information from the profile is used to enhance customer service by pre-populating online forms used for various transactions, including applications, reservations, and location-dependent information queries (e.g., state representatives).

- A licensed real estate broker who chooses to store personal contact information in this system has the option of receiving e-mail updates from the State regarding the status of continuing education credits, impending deadlines for license renewal, and other relevant notices.

Focus Group Feedback

- Focus group members stated that they would be interested in this feature, particularly if it was clear how storing the information in the "My Michigan Profile" would benefit them.

- One participant stated that, if he trusted the site and went back to it over and over, he would be more inclined to divulge the information.

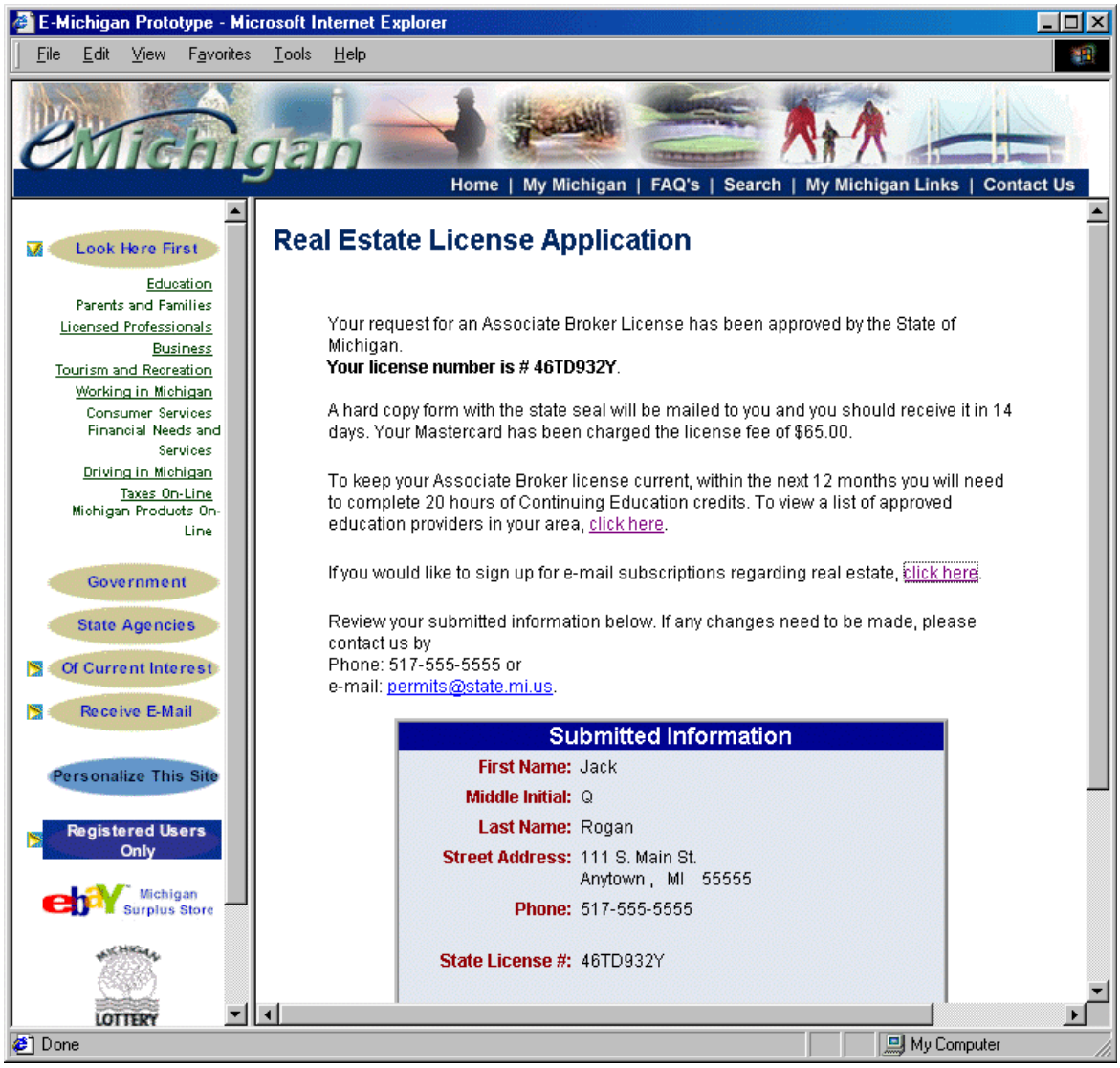
- Many participants expressed concerns about the selling of personal information and are uncomfortable with the idea of divulging personal information over the Internet.

Recommendations

- Create a privacy statement that makes it very clear how personal information will be used and protected.

E-Mail Notifications and Subscriptions

The screen below illustrates a two-step process for obtaining a real estate license online. Once the online application is submitted, the system generates an automatic response notifying the user that their application has been received. After the application is reviewed and approved, the user will receive an approval notice via e-mail. Both of these steps are shown in the screen below.



#

If the broker has saved personal contact information in a "My Michigan Personal Profile," they have the option of receiving e-mail notifications regarding the status of their license, including the number of continuing education credits needed for renewal.

The broker can opt to receive an e-mail notification when the expiration date of their license is near.

A hard copy of the approved license is sent to the user via conventional mail.

- If the broker has chosen not to save personal contact information in a "My Michigan Profile," s/he may still opt to receive e-mail subscriptions to a broad range of topic newsletters, so long as they have supplied an e-mail address.

Focus Group Feedback

- E-mail confirmations of online transactions and reservations are highly valued by focus group participants.

- Some of the respondents are concerned that e-mail messages might be trashed inadvertently. They recommended that the State make it very clear in the title of the e-mail message that the contents regarded State information or updates.

- There was a suggestion that users should be able to unsubscribe using a link embedded in the e-mail message itself.

Recommendations

- Clearly label the e-mail message "Subject" title to make it clear that the notifications pertain to State government business or information.

- Provide more prominent icon to emphasize the availability of e-mail subscriptions.

- Provide more prominent icon to emphasize the availability of information regarding continuing education credits.

- Include written label to explain the meaning of the icons.

Summary

This section describes and discusses the key design features and functionality of the e-Michigan home page portal prototype. By providing citizens with the most easily accessible and useful methods of finding the information they seek from the State of Michigan, the State can ensure that its citizens enjoy the full benefits of the many resources the State has to offer. The reactions of focus group participants to the prototype suggest that, in general, the design features and functionality are very consistent with their needs and interests, however as with any "work in progress," there is much more that can be done to provide the customers of e-Michigan with an e-government Web experience that communicates clearly the State's commitment to quality and responsiveness.

The final section of this report discusses next steps for the e-Michigan initiative, focusing on the lessons learned from the e-Michigan customer research project that need to be considered as part of the strategic planning process. Additional suggestions regarding next steps in planning and implementing selected aspects of the e-Michigan home page portal are included in the Appendix.

Section Four: Next Steps for the E-Michigan Initiative

The e-Michigan customer research has shown that a relatively large fraction of the public is eager and able to engage with the State government using the World Wide Web. A robust response by the State will provide far better service than government has traditionally delivered at a fraction of the cost. The prototype design presented in the previous section showed the outlines of such a response.

Even as the State moves forward with this initiative, it must continue to recognize, as a matter of public policy, that not all residents are wired. Some Michiganians lack the technology, capability, or interest to connect with the State electronically, and, although they represent a declining segment of the population, their ability to receive information and services from government must be maintained. But for those increasing numbers of customers who connect via the Internet, the research and development done for this project suggests some important next steps. In this section, we present a summary of the next steps implied by the move to e-government by the State. These include:

- Fulfill orders zealously
- Pursue new revenue streams
- Craft a credible promise of confidentiality
- Market the portal aggressively and consistently
- Track customer satisfaction
- Commit to continuous improvement
- Monitor and push system usage
- Continue to push the envelope

Each of these important next steps is discussed in the section below. All must be considered by any vendor retained by the State to assist with the development of the portal. If embraced by the State of Michigan, these actions will assure that its Web portal will move to the forefront of electronic government in the United States.

- ***Fulfill orders zealously.*** Perhaps the most critical aspect of the e-Michigan portal is the absolute imperative that it deliver all that it promises. Fulfillment of customer orders for information or transactions will determine the ultimate success or failure of the system. Commercial firms like Amazon.com invest untolled millions in the hardware that processes transactions and the systems that deliver the goods. If Michigan is to enter the world of e-Government in a serious way, the State must decide whether it will make commensurate investments in fulfillment. Given the types of services contemplated in the prototype, this will take the following three forms:

  - *Acknowledgment.* When a customer places an order or makes a request and it cannot be filled instantly, the system must be designed to acknowledge that it has been received.

Further, it must tell the customer when the order will be filled. As shown in the focus group research, the absolute timeline for delivery is not nearly as important as honoring whatever commitment is made to customers.

- **Q** *Accuracy.* From a customer's point of view, an order is not truly fulfilled unless it is done so accurately. An inaccurate order requires the customer to follow up and attempt to resolve the problem. This process results in dissatisfied customers and the waste of time of both customers and staff. In general, electronic delivery must carry with it an order confirmation number to simplify tracking in case of a problem. Typically, e-Commerce systems generate an e-mail confirmation, in addition to the information displayed, as the transaction is completed. This provides the customer an electronic record that is more persistent than a Web page.

- **Q** *Delivery.* Some transactions can be completed instantly and confirmed electronically. Others, however, require a physical completion, such as the mailing of a license or deer tag. Again, the customer must be told when to expect delivery and the State must live up to the commitment. When unusual circumstances prevent timely delivery, the system must be capable of detecting orders that will be late and notifying customers of the nature of the problem and the new delivery date.

The fulfillment process must be monitored *systematically* to determine whether the automated and human-powered systems are performing properly. Reviewing complaints on an *ad hoc* basis is not adequate, since complainers are not representative of all customers.

- **#** ***Pursue New Revenue Streams.*** The State must move aggressively to strike deals with commercial enterprises for a presence on the e-Michigan Web portal. One approach amounts to "page sponsorships," as illustrated by the link to Gander Mountain in the camping section of the prototype. Another might be to contract with private entities to provide content for at least some of the e-mail subscription services. A third illustration is an auction arrangement with a commercial provider for surplus state goods. Such relationships must be negotiated wisely by the State to assure that a fair price is realized.

  For a page sponsorship with a link to a commercial Web site, compensation is typically arranged on a *per click* basis, that is, the State would be paid a fixed amount for each person who used the link. The value of such an arrangement is much higher for "qualified prospects" which suggests that such sponsorships would have less value per hit at the top level pages and more value in content area pages that suggest a specific interest by the user.

  For content providers, the compensation would be similar. An agreed upon price would be paid for each individual who requested the particular information update for a set period of time. For instance, Merrill Lynch might agree to provide a periodic bulletin on financial planning. The State Web portal would offer the financial planning bulletin, making clear that Merrill Lynch would be the provider, and customers could choose to receive it by checking a box. If 10,000 individuals check the box, the State's revenue would be 10,000 times the rate for each month of the contract.

Online auctions generate higher prices than private auctions because more potential bidders have access to the goods and because the auctions typically last for a period of days rather than minutes. The State could generate revenue by negotiating an arrangement with a commercial auction provider such as eBay to be the sole auctioneer for State goods. For the provider, this would represent a huge influx of auction items, which brings with it substantial value, and for the State, it would mean higher prices for the goods. The State would negotiate a substantially reduced fee for listing its items for auction. The work of the State employees at the surplus goods warehouse would shift to posting the information and arranging for the shipping of sold items. The warehouse would no longer have to physically house hundreds of people for an auction. Since the auctions would be ongoing instead of taking place only several times a year, a much smaller volume of merchandise would accumulate freeing much of the warehouse space to be used for other purposes.

Selecting providers for these arrangements should be done through a request for proposals (RFP) process. The RFP would specify the type of content the State would be seeking and the experience and credibility of the provider. For qualified providers, the State would retain the right to negotiate final terms and conditions, including price. This approach would obviate the problem of having to accept advertising from all comers—an issue that would be very difficult to manage if the State were to allow banner advertising.

Craft a credible promise of confidentiality. The State must develop a clear, simple promise that personal information provided for the purpose of accessing the full functionality of the e-Michigan portal will never be used for another purpose. Doing so will preempt any worries which might arise about uses of the information by those inside or outside State government. Customers must have confidence that, if they give a credit card number to reserve a campsite, it will not be used to collect delinquent taxes or child support. They must also be assured that their e-mail addresses or other profile information will not be released to marketers or political organizations. A link to this statement must be prominently displayed on each page on which personal information is requested.

Even if such a statement can be devised, the State may face legal obstacles to abiding by it. The Michigan Freedom of Information Act (MCLA 15.243) indicates that information held by a public body cannot be exempted from disclosure simply because it is personal in nature. The Act requires that, in order to be exempt, the public body must be able to show that ". . . disclosure of the information would constitute a clearly unwarranted invasion of an individual's privacy.[1]" If individuals decide to provide personal information over a non-secure Internet connection, it could be reasonably argued that disclosure would not meet this narrow test.

[1] Excerpt from the Michigan Freedom of Information Act, MCLA Section 15.243, "Exemptions from disclosure; withholding of information required by law or in possession of executive office:

Sec. 13. (1) A public body may exempt from disclosure as a public record under this act: (a) Information of a personal nature where the public disclosure of the information would constitute a clearly unwarranted invasion of an individual's privacy."

In order to protect information provided with the promise of confidentiality, the e-Michigan office should:

- Seek legal counsel on whether confidentiality can be maintained under current law.
- If necessary, seek a specific exemption from the Michigan Freedom of Information Act.

Market the portal aggressively and consistently. The State communicates with the public millions of times per year. Tax forms, license and registration renewals, and hunting and fishing licenses and guidebooks account for well over 10 million contacts—and these are only a small fraction of the total. All such communications must carry the top level Web address for the portal. While various agencies are likely to argue that a more specific Web address must be included to help customers find a particular service quickly, the top level address should always be included. As the State attracts more traffic to the site, it will drive up the value of the new revenue streams mentioned previously. It will, of course, also be providing service to more customers and, ultimately, will drive down the volume and cost of traditional services.

Track customer satisfaction. Related to, but distinct from, monitoring fulfillment is the need to constantly assess the degree to which customers are satisfied with the portal. Customer satisfaction is comprised of several components which together determine just how satisfied a customer will be. For the e-Michigan Web portal, these might include:

- *Value.* Does the system provide customers good results relative to their investment of time?

- *Speed.* Does the system meet customer's expectation for rapid loading of pages and transaction processing?

- *Timeliness.* Does the system promise a specific timeline for delivery? Does it deliver when it promises?

- *Friendliness.* Is the system as friendly to customers as the best human service provider would be? Does it speak a non-technical language that customers understand or is it sprinkled with insider jargon?

- *Ease of use.* Can customers find what they need quickly and do the necessary business in a straightforward manner?

- *Accuracy.* Does the transaction generate the right result? If mailed, does it go to the right place?

- *Overall experience.* On balance, was the experience in using the system a positive one?

Often, satisfaction is measured by asking customers to rate their level of satisfaction with each component on a numeric scale. These ratings can then be combined into a satisfaction index, taking into account which components influence overall satisfaction most heavily. The

individual ratings can help the State identify the aspects of the system that contribute to and contradict customer satisfaction.

- ***Commit to continuous improvement.*** The expectations of Web users are high, but the State is perfectly capable of building an e-Michigan portal that meets or exceeds those expectations. The real challenge comes from the rate of increase in what customers want, need, and expect from an electronic connection with government. As customers begin to do *some* transactions on the Web, they will quickly wonder why they cannot do *all* transactions electronically. When they are first offered a subscription to an update of *one* subject of interest to them, they will immediately think of *other* subjects that could be treated the same way. The State will face a steep curve of rising expectations driven by its own success, but also by the offerings of commercial Web sites. It is, by contrast, to those that the State's portal will be judged, not solely in terms of the improvement over the old way of doing business with the State.

  Customer satisfaction research can provide one input into the improvement process, but there must be others. The State must *anticipate* customers expectations and service opportunities by scanning the emerging Web technologies and imagining how they might be adapted to the public sector.

  This implies that Michigan must invest in a significant commitment to continuous improvement of its Web offerings, both in terms of their breadth and their quality. When the portal becomes operational, the work of the e-Michigan Office will have just begun. This investment must take the form of an ongoing engagement with a technical partner who has the capacity, competence, and mandate to make improvements as necessary. Such comment will increase the pace at which change can be made and, therefore, the State's ability to maintain the highest levels of customer satisfaction.

- ***Monitor and push system usage.*** The e-Michigan portal has the potential to dramatically shift the ways in which the public interacts with government. To determine whether and how this is happening, the level of usage of the system must be monitored continuously and compared with the usage of traditional services. Accurate baseline estimates of the use of each delivery system must be established and targets set for migrating users from the traditional channels to the Web. Budget targets for agencies should reflect an expectation that such a shift will occur, with increasing budgets for electronic service and decreasing budgets for traditional methods. Without such a financial impetus, it is likely that the old systems would be maintained at their current costs and the Web delivery would be a costly add-on. Instead, the State must push for a net savings over time from this shift. Savings would accrue from reduced printing runs of many publications, shifting of staff resources from labor intensive service delivery to more efficient Web delivery, and ultimately lower facility costs.

- ***Continue to push the envelope.*** The prototype for the e-Michigan portal encompasses a combination of capabilities not currently found on any state Web site in the nation. This will soon change. It is almost certain that other states are engaged in development processes much like this one and may yield similar results. There are, however, other areas not explored in this project which merit attention by the e-Michigan Office that go beyond service transactions to governance itself. Examples include:

- *Voting*. As security issues are resolved, Internet voting is becoming technologically feasible. Along with many other efforts by the Secretary of State, Internet voting could increase voter turnout. If coupled with increased use of absentee ballots, it could eventually eliminate the need for most physical voting places. The cost savings of such a shift would be substantial.

- *Electronic town hall meetings.* The popular chat room technologies could easily be adapted to focused discussion of important public issues. Chats with public officials could be coupled with Web-based issue content that would bring the public and decision makers into direct contact, without the intermediation of journalists.

As Michigan moves forward aggressively to create the most advanced state Web presence in the nation, it is setting the stage for a profound shift in the relationship between the public and the government. If the Web lets the public see the government as competent and helpful, rather than bumbling and heavy-handed, it will lead to a different feeling about all public officials and employees. Just as the Web-savvy of Amazon.com makes us feel positive about the company and its leadership, so the e-Michigan portal can reshape public opinion about State government. This shift can result in the public giving the government the benefit of the doubt, rather than assuming the worst at every turn. Eventually, this new relationship will affect the expectations that the public has of candidates for public office. If government is seen as working well, then "running against the government" will go out of fashion as a campaign strategy.

The e-Michigan initiative is far more than a technical shift from one delivery system to another, from a less efficient to a more efficient strategy. It is an opportunity to forge a relationship between the government and the public that may dramatically change the public's perception of the capacity, responsiveness, and, ultimately, the value of State government.

Appendix: Prototype Design and Development Assumptions

Organization

- Creation of the e-Michigan portal will be a priority within and across State agencies and branches of Michigan State Government.
- A priority list/work plan for e-Michigan build out will be developed, adopted, and funded.
- Interagency teams working to develop content will have the authority to make decisions regarding same.
- Interagency teams working to develop content will reach consensus within established deadlines.

General Features and Functionality

- The e-Michigan portal will be compatible with version 4.0 of Microsoft Internet Explorer and version 4.0 of Netscape.
- The content of the e-Michigan portal will be cross-cutting on several different dimensions: across State agencies, administrative units and branches of State Government, across levels of government (federal, state, local), and across public/private entities.
- Users will receive notification each time they click on a hyperlink that takes them out of the Michigan State Government Web pages.
- State agency pages linked directly to the portal will show the content of the Web page but not the banner of the state agency from which the page has been drawn.
- State agency Web sites will provide the "date last updated" on all Web pages.
- State agencies will take full responsibility for assuring that the information on all Web pages is timely and accurate.
- State agency Web pages will include a telephone number and e-mail address that users can contact if they do not find the information they need.

- Emphasis will be placed on quick page-loading speed (5 seconds or less).

- Large graphics (pictures) will be minimized and thumbnails will be provided to increase loading speed.

- The portal will have streaming video capability.

- State Web-page links will be periodically checked to assure that the correct Web address is being used and that no error messages occur.

- Hyperlink pages outside the State's domain will be checked regularly for functionality, correct Web address, error messages, etc.

Front Page

- A comprehensive Michigan State Government Web-page search engine that searches by employee name, agency, unit, and keyword/topic will be developed.

- Sets of questions and answers for various e-Michigan user interests will be identified and developed.

- A privacy statement will be developed that explains clearly and definitively how the State intends to use any personal information captured through use of the various features of the e-Michigan portal, including provision of identifying information to sources both internal and external to the State.

- The privacy statement will draw a distinction between use of personal information provided within the State's Web pages and personal information requested as part of transactions outside the State's domain (i.e., through hyperlinks).

- The State of Michigan will honor the promises made in the privacy statement.

- An on-line customer/user satisfaction survey will be created and the responses will be continuously monitored to identify customer needs and implications for the Web portal.

- Feedback coming to the State through the "Contact Us" feature will be monitored closely and responded to quickly and appropriately.

- If users send questions via the "Contact Us" e-mail feature, they will receive an immediate response notifying them that their e-mail has been received and how long they should expect to wait before receiving a response.

- The accuracy and currency of e-mail subscription and notification distribution e-mail addresses will be periodically checked and edited.

- A policy will be developed stating the standard for response times for customer e-mail inquiries and the State will consistently meet or exceed the standard.

- Two additional areas, available for registered users only, will be developed for State employees (Intranet) and those doing business with the State of Michigan (Extranet).

Interest Clusters

- There may be some duplication of content within each of the interest clusters (i.e., they are not mutually exclusive).

- Users opting for e-mail notifications will receive them in a timely manner.

- Content for e-mail subscriptions may be internal to State Government or may be provided by an external entity, providing an additional revenue stream for State Government.

- Developmentally appropriate, non-grade specific content will be identified or developed for each learner category in the education cluster.

- Content categories within ALL interest clusters will cross-cut state agencies, levels of government, and public and private entities wherever possible.

- External (to Michigan State Government pages) search engines that are age appropriate (e.g., Ask Jeeves for Kids, Study-Web) will be identified and provided to learners at each level (beginners, intermediate, advanced).

E-Commerce

- The e-Michigan logo and other e-Michigan Web pages will be copyrighted.

- All on-line transactions will be secured.

- The State will be rigorous in utilizing security features that protect customer information databases.

- The State will solicit and select advertising proposals from vendors in specific content categories that relate to the theme or thread within which the ad may be placed.

- The State of Michigan will develop a partnership with an existing, well-established, Web-based vendor (such as e-Bay) to conduct Web-based auctions of surplus materials on behalf of the State of Michigan.

Underlying Databases

- The underlying database that maintains users' names, passwords, optional personal information, and requests for e-mail notifications and subscriptions must be able to communicate with various State agency databases that maintain records of specific customer transactions (e.g., drivers' licenses, license renewal dates, etc.).

e-Michigan

Analysis of State Agency Contact Logs

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Executive Summary: e-Michigan Customer Research

Overview

The objectives of this aspect of the Customer Research project were to:

- develop a better understanding of what types of routine customer inquiries and transactions might be translated into Web-based transactions;
- establish baseline data about the method of communication used by customers in high-volume inquiries and transactions so that over time the State might be able to measure how Web-based information and transactions impact the overall flow of incoming requests for customer service; and
- identify specific customer groups whose information needs could be explored more deeply through subsequent project activities, including focus groups and surveys.

This report presents a qualitative analysis of customer contact information from seven units within Michigan State Government including CIS, Civil Service, DEQ, Lottery, MDCD, MEDC, and Treasury.

The contact information was compiled by the units for various administrative purposes. It was shared with the research team in hopes that it would provide data of sufficient quality and value to support further development of the e-Michigan Customer Research project.

Summary Lessons with Implications for Additional Customer Research

Documenting Contact Volume

The customer contact log analysis identified numerous bureaus, divisions, and offices reporting a high volume of customer contact. This was particularly true for several units within CIS, with the Unemployment Agency, the Public Service Commission, and the Bureau of Safety and Regulation together accounting for nearly 79% of the total CIS customer contacts reported. The sheer volume of customer interaction taking place in these units suggests they may be prime targets for increased Web-based services. However, the sum total of customer interactions does not provide any insight into the nature and complexity of the various customer interactions. The project team will conduct stakeholder interviews and targeted customer focus groups to gain further insight into the nature of customer contacts with these offices and the degree of customer interest in obtaining information and services through the Web in the future.

Identifying Possible Targets of Opportunity

The analysis revealed several instances in which a limited number of customer contact types accounted for a relatively high percentage of the overall customer interaction for a given agency or administrative unit. For example, the DEQ reported that 80% of customer contacts took place within just four of its 37 content categories. The Department of Civil Service reported that 54% of customer contacts took place within just three of its 20 content categories. The Michigan Lottery reported that 57% of its customer contacts occurred within just five of its 48 different content categories.

Addressing a greater proportion of these requests through the Web would enable existing staff to focus their energies on more complex transactions. However, the contact logs do not provide any information about the various customer groups making these requests, their attitudes about using the Web to interact with State government offices, or their concerns about privacy and security of electronic transactions generally. Additional information about citizen attitudes regarding e-government services, their patterns of Internet use, and their concerns about privacy and security will be gained through upcoming focused discussions with targeted groups of customers and through the upcoming customer survey.

Locating the Appropriate Office to Address Customer Needs

Considering the number of different administrative units within the various departments and agencies analyzed for this report, it should come as no surprise that customers may find it difficult to locate the specific unit responsible for their particular information need. The logs document the volume of contact by content category but give no indication of the number of different agencies and offices that customers had to contact before finally finding the appropriate office to address their needs. Organizing the e-Michigan portal by interrelated content areas rather than by agency divisions and administrative structures will result in a user interface that is far more accessible and useful to Michigan citizens. The project team will use focus groups and survey research to learn more about the design features customers value and the extent to which they would be interested in customizing their e-Michigan home page to accommodate their own particular interests.

Identifying Clusters of Transactions

While the logs provide data on the number of customer contacts with individual offices and the method of communication used in each instance, they do not capture situations in which customers needed to deal with more than one office to accomplish their goal. For example, an individual contacting a local Michigan Works! service center seeking re-employment services might benefit from access to information about training providers, relocation information to areas in the state where there is greater employer demand for skilled workers, and school district profile information to consider when selecting a community in which to settle. Identifying clusters or interrelated threads of information, including those that cut across traditional State department boundaries, will allow the State to package services in ways that transform the way State government does business. The project team will identify some of these threads through focus group discussions with targeted customer groups and will explore these themes in depth

through personal interviews with representatives of selected stakeholder organizations, yet this will only scratch the surface of what promises to be an exciting and wonderfully creative opportunity for design innovations.

Understanding Reasons for Underutilization

The contact logs identified customer inquiries and transactions that are currently available through the Web yet are underutilized. For example, 42% of the DEQ's customer contact involves getting information about permits, yet only 5% of these contacts are conducted via the Web. The Higher Education Division within the Department of Treasury reported that 58% of their incoming mail and phone requests for publications requested a booklet that was available for download from the Department's Web site. The patterns of customer inquiry suggest that further study is necessary to understand why customers are not making more use of the Web. In addition to exploring customer access to and attitudes about using the Internet, the project team will explore customer views regarding the appropriateness of State government using marketing strategies to increase Web use, including banner advertising and push marketing.

Considering Reporting Purposes

It was not clear from the contact logs what purpose the log reports play in the overall administration of the various reporting units. In some instances, agencies may simply report aggregate data to justify claims that high volume necessitates increased funding to pay for additional staff. In other instances, agencies may disaggregate the data to get a clearer understanding of the specific information management challenges their units face. As the e-Michigan initiative develops, it will be important to establish a common understanding of the functions, uses, and value of tracking various customer interactions, including those conducted via the Web.

Establishing Reporting Standards

The analysis demonstrates that there is tremendous variation in how units of State government collect, organize, report, and use customer contact data. For example, the Office of Hearings and Bureau of Health Facilities within CIS either did not report the division of contact media or indicated the media primarily used rather than the percentages or actual numbers of contacts taking place through each contact medium. Neither the higher-education-related offices within the Treasury nor the Department of Environmental Quality count documents downloaded from the departments' Web pages as customer contacts. Some agencies may report e-mail as written communication, while others may consider it a Web-based customer contact.

Furthermore, while the various units may report the frequency of Web-based customer transactions, these figures alone do not give an indication of the degree to which the transactions are carried out in "real time" or whether they are "batch processed." Distinguishing between the two would have implications for the efficiency of the Web-based transaction, the perceived cost savings of Web-based services, and the need for further IT development.

As State government agencies increasingly embrace Web-based services and look for opportunities to further develop their Web offerings, the importance of gathering accurate and consistent data within and across agencies will increase.

Measuring Impact

The contact logs currently maintained by State of Michigan departments provide limited data for measuring the impact of IT initiatives on individual agencies. Most of the departments whose logs were analyzed in this report do not currently measure their "Web contact." Developing a set of reporting standards and performance measures will allow departments to more accurately measure the impact of their information technology initiatives and will facilitate the alignment of policy priorities, customer needs, and fiscal considerations.

Section One: Study Framework

Introduction

The State of Michigan and many of its departments have provided Web-based access to constituents for several years. Internet technology has expanded rapidly since many of the State's Web pages were developed, creating the potential for Michigan to update its Web presence to offer customers more sophisticated communications and interaction with State government. To maximize the advantages of current technology, the State of Michigan engaged Public Policy Associates to examine the behavior, attitudes, wants, and needs of Michigan's citizens to assess how the State's customers can best be served by the existing and expanding technology initiatives.

Purpose of the Study

This report documents an important early step in a larger effort to understand the information needs of customers of Michigan State government. It provides an analysis of the agency contact log information collected by various units of State government. Through this analysis, we sought to:

- develop a better understanding of what types of customer inquiries and transactions are being done routinely that might be translated into Web-based transactions;
- establish baseline data about the method of communication used by customers in high-volume areas of inquiry so that over time the State might be able to measure how Web-based information and transactions might effect the overall flow of incoming requests for customer service; and
- identify specific customer groups whose information needs could be explored more deeply through subsequent project activities, including focus groups and surveys.

By studying the patterns of customer contact, the project team hoped to gain a deeper understanding of the challenges and opportunities that could be addressed by designing the e-Michigan home page portal in a manner that would support more efficient and effective provision of State government information and services.

Research Questions

The research questions used to guide this component of the e-Michigan Customer Research project flow from the preceding discussion:

- What types of inquiries and transactions are fielded on a routine basis by State agency staff?

- What types of customer groups are most frequently making these inquiries?
- What methods of communication do customers use to make these inquiries?
- To what extent could these inquiries be addressed through the e-Michigan home page portal?
- What additional information about customers of various State government units would be useful to design the e-Michigan home page portal in a manner that will support more efficient and effective provision of State government information and services?

Approach

This report is a qualitative analysis of customer contact information from seven units within State government. The contact information was compiled by the units for administrative purposes. It was shared with the project team in hopes that it would provide data of sufficient quality and value to support further development of the e-Michigan Customer Research project.

The units whose contact logs were analyzed for this report include:

- Department of Consumer and Industry Services (CIS),
- Department of Civil Service (CS),
- Department of Environmental Quality (DEQ),
- Lottery Bureau (a division of the Department of Treasury),
- Michigan Department of Career Development (MDCD),
- Michigan Economic Development Corporation (MEDC), and
- Department of Treasury.

The contact logs maintained by these units include information about the volume of customer contact agencies experience, the media used for the contact (written, phone, in person, Web/e-mail), and the type of information or service the contact involved. This information was reviewed to determine the volume of contact agencies have with the public, the purpose or content of those interactions, and the media through which that contact occurs.

Data Limitations

Based on information gathered through personal interviews with Public Information Officers from several State agencies, the State does not currently prescribe the manner in which departments and agencies track customer contacts. Procedures for maintaining customer logs are determined by each department and, for some, by each agency or office within the department. The contact data analyzed in this report was generated by the agencies for their internal uses rather than for a comprehensive statewide initiative. Therefore, the contact logs do not all report the same information nor do they record information in the same manner. Below are some of the disparities that make analysis difficult.

- *Direction of contact.* Some agencies log only incoming customer contacts while others report incoming and outgoing communications in the aggregate. In most cases, there is no way to separate the data.

- *Points of contact.* For some of the agencies, there are specific points of contact that are not tracked. For example, the Department of Civil Service offers the option of downloading applications for State jobs from their Web site but does not track the number of applications downloaded. This point of contact would most likely add a significant number of contacts to the Department's total and change the proportion of Web contact relative to other points of contact.

- *Categories of contact.* Categories of customer contacts are not standardized across agencies. Some report phone and fax contacts together while others do not make a distinction. It may be that some agencies consider a fax to be a written communication. Similarly, some departments report Web/e-mail together. Other departments that do not make this distinction may consider e-mails to be written communication. When variability in reporting exists in these categories, there is no way to adequately sort the data.

- *Reporting period.* Agencies vary on the time interval for which contacts are reported. Most of the logs received report annual contact volume but do not specify a year. Others report year-to-date contacts for mid-December 1999. Still others report logs on a monthly basis. It is possible to adjust data to project an annual contact rate but these numbers would be inexact and could be highly skewed if the reported time intervals are unrepresentative of other time intervals.

- *Estimates.* Some agencies provided the volume of actual customer contacts while others provided an estimated volume. Because the methods used to gather data or to estimate volume were not specified, it is difficult to determine the relative validity of the data from each agency.

- *Web versus traditional contact.* Web-based self-service is generally not reported by the agencies. Substantial efficiencies each agency has achieved through moving standard customer inquiries and requests to the Web usually cannot be gleaned from the contact data.

- *Quality of contact.* Customer contacts are listed by volume of contacts. These statistics do not measure duration or quality of contact. It is difficult to draw conclusions about the significance of each instance of contact and whether or not the customer was satisfied with the results of that contact.

Given these limitations on the data we received, our analysis has attempted to draw the most meaningful conclusions possible. Clearly, with more complete and consistent data, we might have drawn somewhat different conclusions or would have had more confidence in those reported here.

Organization of the Report

This report is organized in three sections:

Section One introduced the study, providing an overview of the purpose, approach, scope, and limitations of the analysis.

Section Two contains a summary contact log analysis for each agency or department from which logs were received.

Section Three presents conclusions and implications for further research.

Section Two: Departmental Observations

This section provides a summary analysis of the customer contact logs provided by various agencies and departments of State government. Each summary begins with a set of observations about the content and structure of the contact data provided. This is followed by an analysis of customer contact distribution patterns including volume and type of media used.

Consumer and Industry Services

The Michigan Department of Consumer and Industry Services (CIS) is a sprawling agency responsible for a wide variety of licensing and regulatory functions. These responsibilities were once under the jurisdiction of seven separate departments of the State of Michigan. The Department was created to provide "one-stop" service for the needs of Michigan's consumers and business community.

The CIS customer contact data analyzed in this report comes from 25 units—divisions, bureaus, subbureaus (when a bureau reported with two separate logs), or offices—within the Department. Each unit within CIS maintains its own customer contact logs. Most of the divisions reported the data collected as part of the CIS's performance management process. Because each division designs its own customer contact reporting system, not all of the data is comparable.

The CIS provides a good example of how efficiencies can be gained through Web automation. According to the Department's Public Information Officer (PIO), the number of corporations who file electronically each month increased 538% between 1997 and 1999, a hand-held data collection system halved the turnaround for granting construction permits and providing inspection results, and the number of calls to staff regarding application status was reduced by one-half within four months of the system being automated to the Web. These innovations increased efficiency as well as customer satisfaction.

The data provided in the CIS contact logs were created from performance measures and data provided from individual divisions within CIS. The data does not clearly demonstrate the Department's Web automation innovations. Most of the CIS agency logs did not report the time interval during which the data was collected. Of those reporting the time interval, the Liquor Control Commission was the only agency to report CY-98 data. The Office of Hearings, Division of Adult Foster Care Licensing, Division of Child Day Care Licensing, Insurance Bureau, Office of Fire Safety, Bureau of Safety and Regulation, Unemployment Agency, and the Workers Compensation Appellate Commission all reported data from FY-99.

In total, 737 separate contact categories were reported. For each contact category, most of the contact logs indicated the proportion of contact that took place through available contact media. The following steps were taken to address disparities in reporting.

- For most divisions, the media types reported were written, phone, in person, and Web/e-mail. The division of Child Welfare Licensing reported fax communications separately.

Fax data for this agency were merged with written communications to standardize categories.

The Office of Hearings and Bureau of Health Facilities either did not report the division of contact media or only indicated the media primarily used rather than percentages or actual numbers of contacts that took place through each medium. When calculating overall CIS contact media distribution, the call volume from these divisions was excluded.

The Financial Institutions Bureau (FIB)/Office of the Commissioner and the Bureau of Regulatory Services/Organizational Support had discrepancies in the reporting of their contact media distribution (percentages did not sum to 100%). The contact volume from these logs was also excluded from the calculation of CIS contact media distribution. The number of cases that had to be excluded because of nonreporting or misreporting was not large enough to have a substantial impact on this analysis.

The following table indicates the units within CIS for which logs were analyzed, the number of content categories reported by each, and the total contact volume for each division.

Table 1: Consumer and Industry Services Distribution Across Units

(Percentages rounded to the nearest 100th of a percent)

Unit Name	# Content Categories	# Annual Contacts	% of Total
Michigan Unemployment Agency	51	10,895,337	54.27%
Michigan Public Service Commission	19	2,880,316	14.35%
Bureau of Safety and Regulation	34	2,032,455	10.12%
Corporation Securities and Land Development Bureau	47	1,179,554	5.88%
Workers Disability Compensation	18	752,437	3.75%
Insurance Bureau	75	550,320	2.74%
Liquor Control Commission	46	430,390	2.14%
Media Relations, BCC	86	386,203	1.92%
Office of Fire Safety	16	286,319	1.43%
Bureau of Regulatory Services, Organizational Support	112	163,531	0.81%
Division of Child Day Care Licensing	19	133,367	0.66%

Table 1: Consumer and Industry Services Distribution Across Units

(Percentages rounded to the nearest 100th of a percent)

Division of Adult Foster Care Licensing	10	82,186	0.41%
Financial Institutions Bureau (FIB), Licensing and Enforcement Log #1	13	78,100	0.39%
FIB, Administration Division	24	50,416	0.25%
Division of Child Welfare Licensing	11	49,176	0.24%
MES Board of Review	10	29,193	0.15%
Bureau of Health Facilities	25	25,556	0.13%
Workers Compensation Appellate Division	17	18,251	0.09%
FIB, Licensing and Enforcement Log #2	4	16,500	0.08%
FIB, Bank and Trust Division	14	14,392	0.07%
FIB, Policy and Legislation Division	15	8,778	0.04%
FIB, Office of the Commissioner Log #1	10	5,914	0.03%
Office of Hearings	29	4,021	0.02%
FIB, Credit Union	23	3,365	0.02%
FIB, Office of the Commissioner Log #2	9	1,485	0.01%
Total	**737**	**20,077,562**	**100%**

The number and type of customer contacts varied greatly across the CIS units. The Bureau of Regulatory Service/Operational Support reported in 112 distinct content areas. This contrasts to the Financial Institutions Bureau/Licensing and Enforcement Log #2[1] that included only four content categories. Including the categories from Log #1, this division reported 17 content categories.

Similarly, the volume of contacts varied greatly across CIS units. The Michigan Unemployment Agency logged the greatest number of contacts with 10,895,337. This is over 54% of CIS's overall customer contacts. The largest customer type for this agency is unemployment insurance claimants. Most of the contacts with these customers were routine applications, determination notices, informational calls, or payments. The divisions reporting the smallest volume of customer contacts were the Financial Institution Bureau/Office of the Commissioner Log #2 with 1,485 customer contacts and the FIB/Credit Union unit with 3,365 contacts.

[1]Several Bureaus or Offices provided two logs from the same division of the agency with different contact categories and dissimilar reporting methods, therefore, these logs were reported separately.

The distribution of the contact media through which the Department of Consumer and Industry Services interacts with its customers can be seen in **Figure 1**.

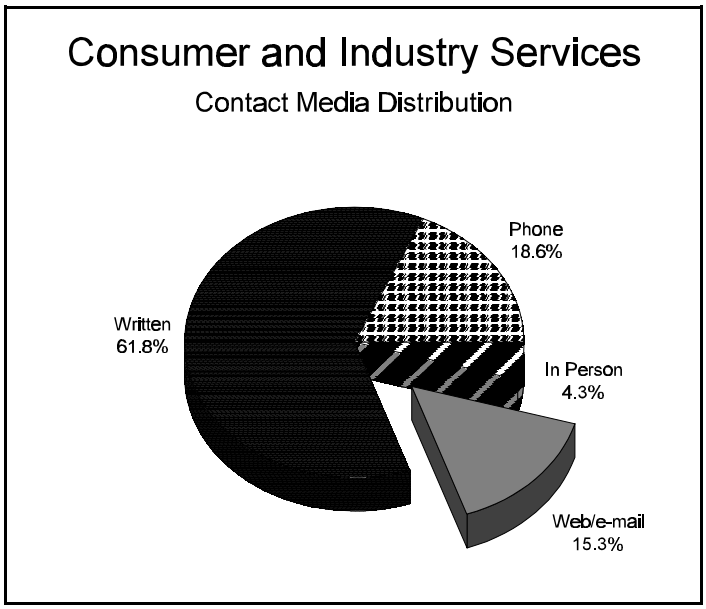


Figure 1

The majority of the customer contact reported by CIS (61.8%) was in written format. Phone contact (18.6%) was the second most frequent contact medium reported. Web/e-mail contacts were reported for 15.3 %. In-person contacts were the least frequent for CIS at 4.3%.

Table 2: Consumer and Industry Services Customer Contact Methods

(Percentages rounded to the nearest 1%)

Unit Name	# Annual Contacts	% Written	% Phone	%Web/ e-mail	% In Person
Michigan Unemployment Agency	10,895,337	72%	23%	1%	4%
Michigan Public Service Commission	2,880,316	7%	1%	92%	0%
Bureau of Safety and Regulation	2,032,455	95%	0%	0%	5%
Corporation Securities and Land Development Bureau	1,179,554	37%	36%	22%	5%
Workers Disability Compensation	752,437	82%	14%	0%	4%

Table 2: Consumer and Industry Services
Customer Contact Methods
(Percentages rounded to the nearest 1%)

Unit Name	# Annual Contacts	% Written	% Phone	%Web/ e-mail	% In Person
Insurance Bureau	550,320	81%	19%	0%	0%
Liquor Control Commission	430,390	66%	21%	3%	10%
Media Relations, BCC	386,203	65%	32%	1%	2%
Office of Fire Safety	286319	16%	69%	1%	14%
Bureau of Regulatory Services, Organizational Support*	163,531	77%	4%	10%	3%
Division of Child Day Care Licensing*	133,367	21%	60%	1%	17%
Division of Adult Foster Care Licensing	82,186	7%	48%	1%	44%
Financial Institutions Bureau (FIB), Licensing and Enforcement Log #1	78,100	50%	49%	1%	0%
FIB, Administration Division*	50,416	9%	34%	9%	47%
Division of Child Welfare Licensing*	49,176	20%	51%	0%	28%
MES Board of Review	29,193	65%	32%	1%	2%
Bureau of Health Facilities**	25,556				
Workers Compensation Appellate Division	18,251	90%	10%	0%	0%
FIB, Licensing and Enforcement Log #2*	16,500	61%	39%	1%	0%
FIB, Bank and Trust Division	14,392	13%	76%	4%	7%

Table 2: Consumer and Industry Services
Customer Contact Methods
(Percentages rounded to the nearest 1%)

Unit Name	# Annual Contacts	% Written	% Phone	%Web/ e-mail	% In Person
FIB, Policy and Legislation Division	8,778	13%	86%	1%	0%
FIB, Office of the Commissioner Log #1*	5,914	58%	35%	4%	5%
Office of Hearings**	4,021				
FIB, Credit Union	3,365	45%	51%	3%	1%
FIB, Office of the Commissioner Log #2*	1,485	11%	53%	12%	0%
All CIS Units	**20,077,562**	**62%**	**19%**	**15%**	**4%**

* Percentages reported by this unit did not sum to 100%.

** Did not report contact media percent distribution.

Given the large proportion of CIS contacts that take place through the Michigan Unemployment Agency (MUA), overall contact media distribution is substantially impacted by the distribution within MUA. CIS non-MUA contact media distribution can be seen in **Figure 2**.

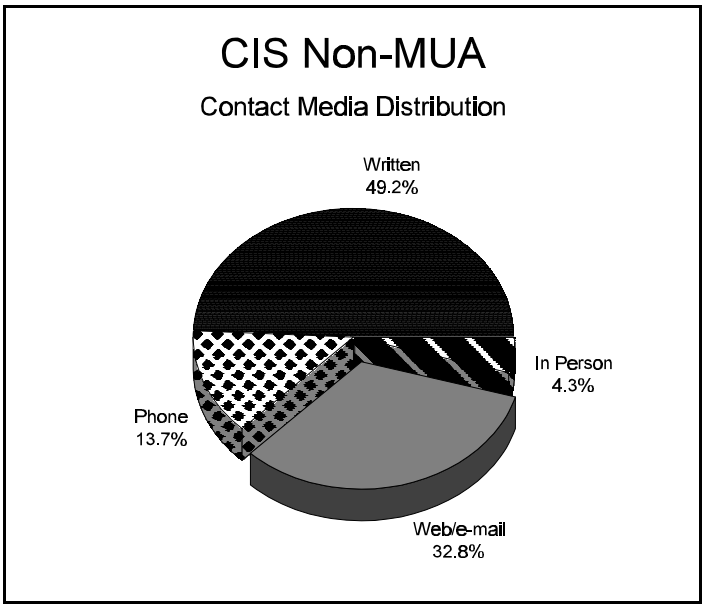


Figure 2

When MUA data is excluded, the percentage of written contact decreases sharply from 61.8% to 49.2%. The percentage of phone contact also decreases from 18.6% to 13.7%. Conversely, the percentage of contact that takes place by Web/e-mail rises from 15.3% to 32.8%. It appears that substantial efficiencies could be gained if MUA were to automate some of its services. However, it is important to consider whether the customers served by the MUA are typically "Web users." If a large proportion of MUA's customers are not familiar and comfortable with the Web or do not have easy access to the Web, automating this process to the Web would not be an efficient use of agency resources.

The Department of Civil Service

The Department of Civil Service reported annual contact estimates for 22 separate content areas. The specific dates range or year was not reported. For each content area, the Department also estimated the percentage of contact that occurred in writing, by phone, in person, or by Web/e-mail.

Figure 3 shows the percentage of public contacts involving each method of communication.

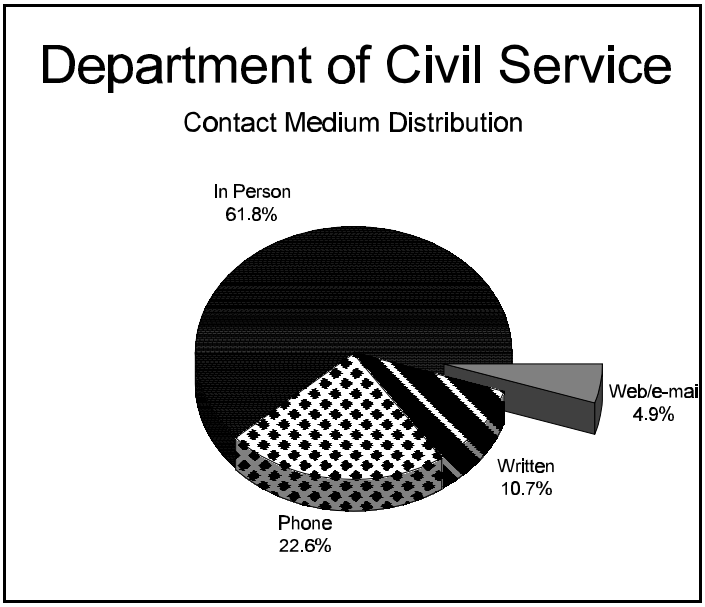


Figure 3

The Department of Civil Service's customer contacts occur most often through written communication. Web contact is shown to be the most infrequent type of contact, accounting for less than 5% of contacts.

There were some content areas where the Department was unable to make estimates because much of it takes place over the Department's Web page and is not included in the contact logs. These contact categories were:

- # disbursement of civil service forms,
- # disbursement of job specifications,
- # Human Resources office consultations, and
- # civil service rule books.

The proportions of contact would likely change to show a greater majority of contacts over the Web if the above mentioned contacts were tracked more carefully.

The Department's annual contact volume and content category distribution are reported in Table 3.

Table 3: Department of Civil Service
Customer Contact
(Percentages rounded to the nearest 1%)

Content Category	# of Annual Contacts	% of Total	Cumulative %
Questions about employment	112,000	29%	29%
Applications received	55,000	14%	43%
Written exams scheduled	21,000	5%	48%
Appointments certified	12,000	3%	51%
Trainees scheduled	12,000	3%	54%
Other (17)	179,820	46%	100%
Total	**391,820**	**100%**	**100%**

About 54% of the contacts reported by CS occur within five of the 22 content categories. "Questions about employment" comprises the largest volume of customer contacts. According to the Department's customer contact logs, only 3% of the questions about employment took place over the Web/e-mail.

The Department maintains a Web page that lists job vacancies, application procedures, and other information about employment with the State of Michigan. Since the contact log does not track the number of people who use the Department's Web page, it appears that these are not counted as having participated in "customer contact." Without knowledge of the volume of employment-related information downloaded from the Web, it is difficult to ascertain whether the Department is maximizing its opportunities to fulfill standard information requests via the Web. Many of the 112,000 job seekers phoning, writing, or walking into Civil Service offices might be served by making standardized information accessible through the Department's Web site.

The Department of Environmental Quality

The Department of Environmental Quality reported annual contact reports for 37 separate content categories. The logs measure both internal and external contacts but do not note whether an external designation means that the customer is external to the Department or external to State government. For each content category, the Department also reported the percentage of contact that occurred in writing, by phone, in person, or by Web/e-mail. **Figure 4** shows the percentage of public contacts involving each method of communication.

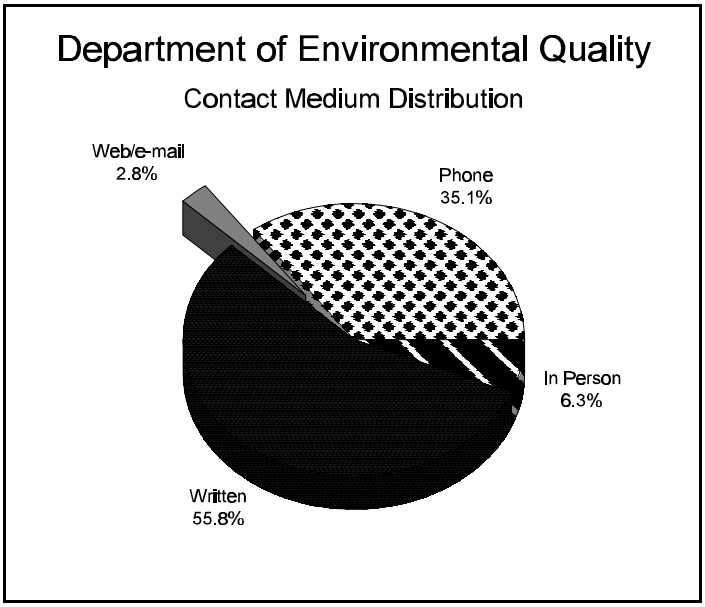


Figure 4

Slightly over 55% of the DEQ's customer contact occurs by mail. Phone contact is a close second with 35.1%. In-person and web/e-mail contact are considerably less at 6.3% and 2.8%. Web/e-mail contact may be low because the logs do not report documents downloaded from the Department's Web page or the number of hits to the DEQ Web page.

The content distribution of the DEQ's customer contact logs is noted in Table 4 below.

Table 4: Department of Environmental Quality
Customer Contact
(Percentages rounded to the nearest 1%)

Content Category	# of Annual Contacts	% of Total	Cumulative %
Permits - information	815,978	42%	42%
Outreach/info - general information	360,152	18%	60%

Table 4: Department of Environmental Quality
Customer Contact
(Percentages rounded to the nearest 1%)

Content Category	# of Annual Contacts	% of Total	Cumulative %
Lab reports - drinking water	220,224	11%	71%
Outreach/info - publications	150,502	8%	79%
Other (33)	408,707	21%	100%
Total	**1,955,563**	**100%**	**100%**

The most frequent purpose for DEQ customer contact (815,978) is to get information about permits. This activity comprises 42% of the agency's customer contact. Only 5% of that activity is noted to be conducted by Web/e-mail. Fully 80% of the DEQ's customer contact takes place within four of the 37 content areas tracked. If some of these customer contacts (in particular, the requests for information about permits) can be transferred to the Web, the DEQ could realize a substantial improvement in efficiency.

The Michigan Lottery

The Michigan Lottery, an agency of the Department of the Treasury, lists 48 separate contact content categories under nine subheadings. **Figure 5** shows the percentage of public contacts involving each method of communication.

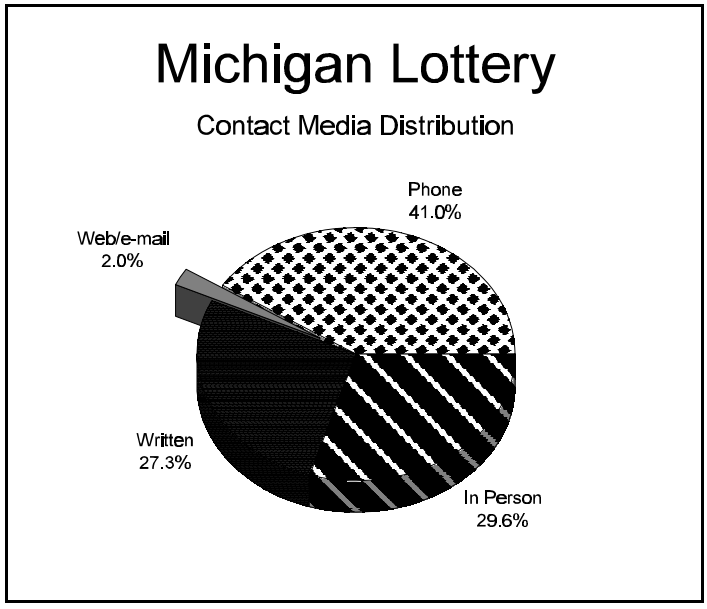


Figure 5

The Michigan Lottery's customer contact occurs most often over the phone (41%). The Michigan Lottery's main phone number allows callers to either get information from an

automated telephone menu system or by talking with an operator. Operator-assisted calls and automated calls were reported in the aggregate. Written (27.3%) and in-person communication (29.6) comprise the majority of the remainder of contacts, while Web/e-mail is reported at a mere 2%.

The content distribution of the Michigan Lottery's customer contact logs is noted in Table 5 below.

Table 5: Michigan Lottery
Customer Contacts
(Percentages rounded to the nearest 1%)

Content Category	# of Annual Contacts	% of Total	Cumulative %
Winning number requests	100,000	25%	25%
Game information requests	45,000	11%	36%
Vendor/prize payments	44,000	11%	47%
Ticket claims & W-2G information	41,000	10%	57%
Other (44)	175,086	43%	100%
Total	**405,086**	**100%**	**100%**

Of the 48 content categories measured by the Michigan Lottery, 25% of those contacts occurred when game players request the winning numbers for a drawing. Of those contacts, 60% were in person, 25% by phone, 10% written, and only 5% were through the Web. A total of 57% of the agency's customer contacts took place within one of four content categories. The Michigan Lottery's main telephone number allows callers to access an automated phone system to find out winning numbers and other information about games. Separation of the automated calls from the operator-assisted phone calls would further enrich this analysis as it would indicate automation efficiencies that currently exist.

The Michigan Department of Career Development

The MDCD reported their customer contact for FY-99 in a variety of ways. Phone and fax contacts were reported together and were reported by the phone line through which the contact was conducted. Internet contacts were grouped into one of five categories (email requests for information from the Web site, resumes entered, resume searches conducted, job openings entered, and customer assistance calls). MDCD excluded view-only hits to the Web site from the contact logs. This means that unless a customer engaged in some transaction (e.g., downloading a report or entering a resume) their visit to the site was not recorded as a customer contact. It was also noted that the Web page and e-mail address were new for the Department so usage is predicted to increase in subsequent years. The contact logs also reported the number of office visits made to Michigan Works! service centers and Michigan Rehabilitative services centers and the purpose/type of those visits. No contacts were reported to be in written format.

Figure 6 shows the percentage of public contacts involving each method of communication.

The majority (87.3%) of MDCD customer contacts take place in person. The remainder of

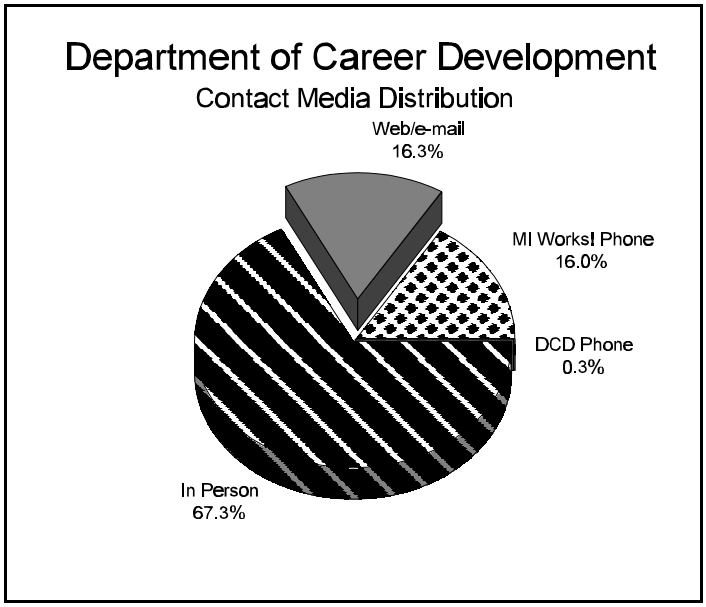


Figure 6

contacts are dispersed relatively evenly between phone and Web/e-mail contacts.

MDCD does not report the content categories for all of the reported contact media used, therefore a full content analysis is not possible. However, it is interesting to note that of the 17 types of contact reported, the four largest (job-seeker visits to Michigan Works! service centers [830,248], job-seeker phone calls and faxes to Michigan Works! service centers [740,064] ,job-seeker facilitated access to Michigan Works! service centers [559,017], and MTB resume searches conducted [442,157]) comprise 48% of total [5,358,816] customer contacts.

The Michigan Economic Development Corporation

The MEDC engages in two primary "streams" of business with its customers. First, the MEDC provides travel and tourism information and services to people wishing to vacation in Michigan. Second, it provides a wide variety of business support to current and potential business in the state of Michigan. The MEDC places its customer contacts into 11 categories. Within those categories, the distribution of contact media through which the contact took place is also reported. The MEDC engages in contact with its customers by Web/e-mail, in writing, and over the phone. MEDC reported that 91% of the contacts concerned travel information. For the purpose of this analysis, it is useful to separate travel services contacts from the business support services.

MEDC: *Travel and Tourism*

The distribution of the contact media through which the MEDC provides travel and tourism information to customers can be seen in **Figure 7**.

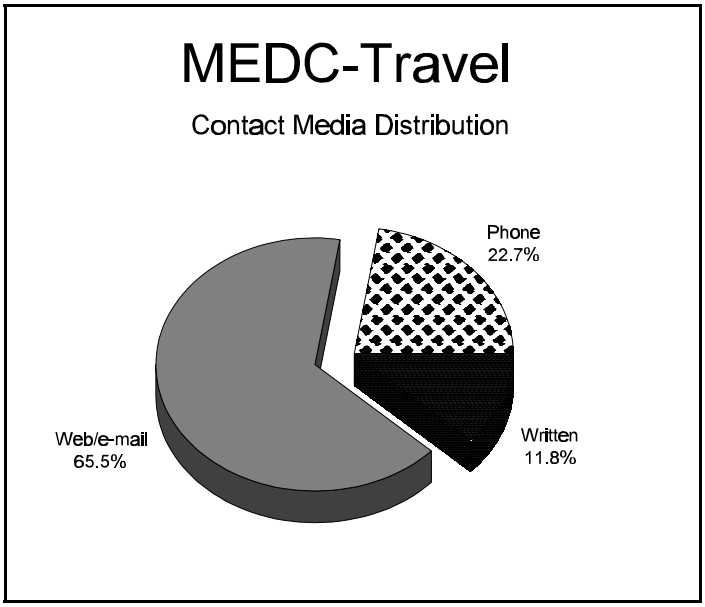


Figure 7

The majority of travel and tourism information provided by the MEDC is distributed through the Web/e-mail. The MEDC travel Web site offers visitors a variety of services and information. Customers can order travel publications and maps of Michigan, find links to other Web sites, and find out about the events and festivals taking place around the state. Customers can also search information about lodging, shopping, golf, and other vacation information.

A MEDC December 1999 monthly report provides additional information on the nature of MEDC travel inquiries. The top ten 1999 inquiries by feature interest year to date as of December were:

1. Cultural Tourism
2. Statewide Interest
3. Attractions
4. Lodging Facilities
5. Events
6. Packages
7. Campgrounds
8. Shopping
9. Agricultural Tourism
10. Nature Tourism

MEDC: *Business Support*

The distribution of the contact media through which MEDC provides business support services to customers can be seen in **Figure 8**.

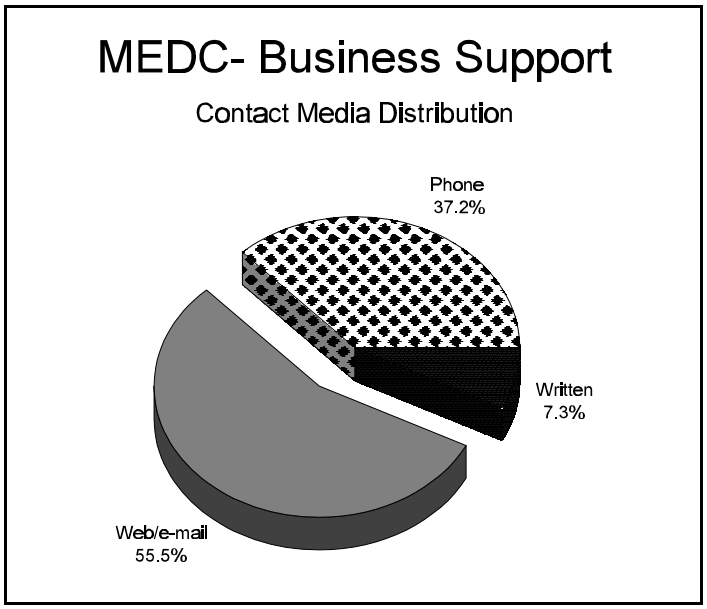


Figure 8

As with travel and tourism, the majority of business support services are provided through the Web/e-mail although at different proportions (55.5% for business support verses 65.5% for travel information). Another 37.2% of their business support takes place over the phone and a mere 7.3% takes place in written form. No in-person customer contacts were reported by MEDC.

The content of MECD customer contact can be seen in Table 6 below.

Table 6: Michigan Economic Development Corporation
Business Support Customer Contacts
(Percentages rounded to the nearest 1%)

Content Category	# of Annual Contacts	% of Total	Cumulative %
Econ develop/job training grants	50,000	42%	42%
Starting a business	18,700	16%	58%
Required licences	15,400	13%	71%
Info/stats	15,000	13%	84%
All others (6)	19,700	17%	*101%
Total	118,800	100%	100%

* Number totals to more than 100% because of rounding.

Ten content categories that relate to business support are reported by the MEDC. A total of 42% of all business-support-related customer contact pertained to economic development and job training grants with approximately half of that contact taking place through the Web/e-mail.

The Department of Treasury

According to the Public Information Officer of the Department of Treasury, the majority of calls received from the public relate to taxes, higher education, the Michigan Education Assessment Program (MEAP), and unclaimed property. The Department of Treasury provided data regarding the volume, medium, and, in some cases, content of public inquiries. The data includes some, but not all, of Treasury's divisions and addresses some, but not all, of the questions most frequently asked by the public. Specifically, the Department of Treasury was able to provide data on the volume, medium, and broad content area of public contacts experienced by the Office of Revenue regarding multiple types of tax issues. Additionally, the Department provided data on the volume–but generally not the content–of inquiries received by two of the State's Higher Education Authorities, including the Michigan Higher Education Assistance Authority (MHEAA) and the Michigan Higher Education Student Loan Authority (MHESLA). Documentation of inquiries regarding the MEAP or unclaimed property was not provided, nor was documentation regarding the services provided by the Bureau of Local Government Services, the Michigan Education Trust, the Michigan Gaming Control Board, the Bureau of Investments, and several other Treasury divisions whose missions may involve some degree of public contact. (Public contact records were separately received from the Bureau of State Lottery and are reported separately in this document.)

Office of Revenue

In the area of taxes (governed by the Office of Revenue), primary customers include individual Michigan residents and business customers filing Single Business Tax (SBT) returns and Sales, Use, and Withholding (SUW) paperwork.[2] Sixty-nine percent of public contacts—including written, phone, automated phone, in-person, and e-mail/electronic contacts—are with individual taxpayers. Two percent of the Office of Revenue's public contacts are with business taxpayers with SBT inquiries, and 27% of public contacts are with business taxpayers with SUW inquiries. These totals include actual tax filings as well as accelerated payments, requests for forms, questions, and inquiries regarding the status of refunds that are managed by the Computerized Refund Information System (CRIS), an automated phone system. **Figure 8** shows the percentage of public contacts involving each method of communication.[3]

[2]Just over 1% of public contact involves other types of customers such as other states, legislators, media, and the federal government.

[3]In-person contact was a negligible .00036% and is not included in the pie chart.

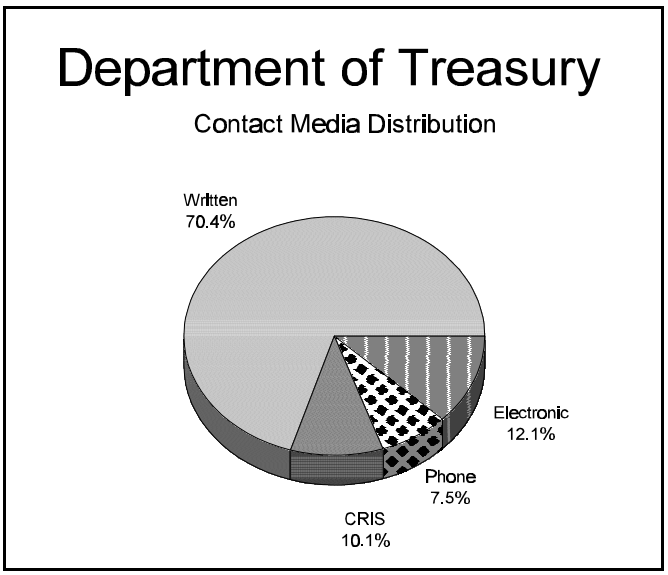


Figure 9

Overall, the vast bulk of public contacts involving the Office of Revenue take place through written communication. Percentages are not impacted substantially if tax returns and accelerated payments are excluded from the contact data, as registrations and collections are also processed on a predominantly written basis.

The degree to which electronic communication methods are used varies with the customer. A review of the Department's Web site suggests that different types of customers use e-mail with greater or lesser frequency because only some of the specific Office of Revenue divisions offer Web site visitors the opportunity to e-mail their questions and comments. An e-mail link is provided to business customers seeking assistance with SUW taxes and to individual taxpayers, but SBT questions cannot be sent via e-mail to the SBT Division in the Office of Revenue. Local government questions and motor fuel tax questions can be directly e-mailed to an appropriate respondent from the Web site. It should be noted that the vast majority of the communications coded as "electronic" are likely to be regularly scheduled electronic fund transfers of sales or withholding taxes rather than e-mail communications.

Figure 10 shows the distribution of customer contacts across communication types for each of the Office of Revenue's three primary customer groups and a fourth group of all other customer types.

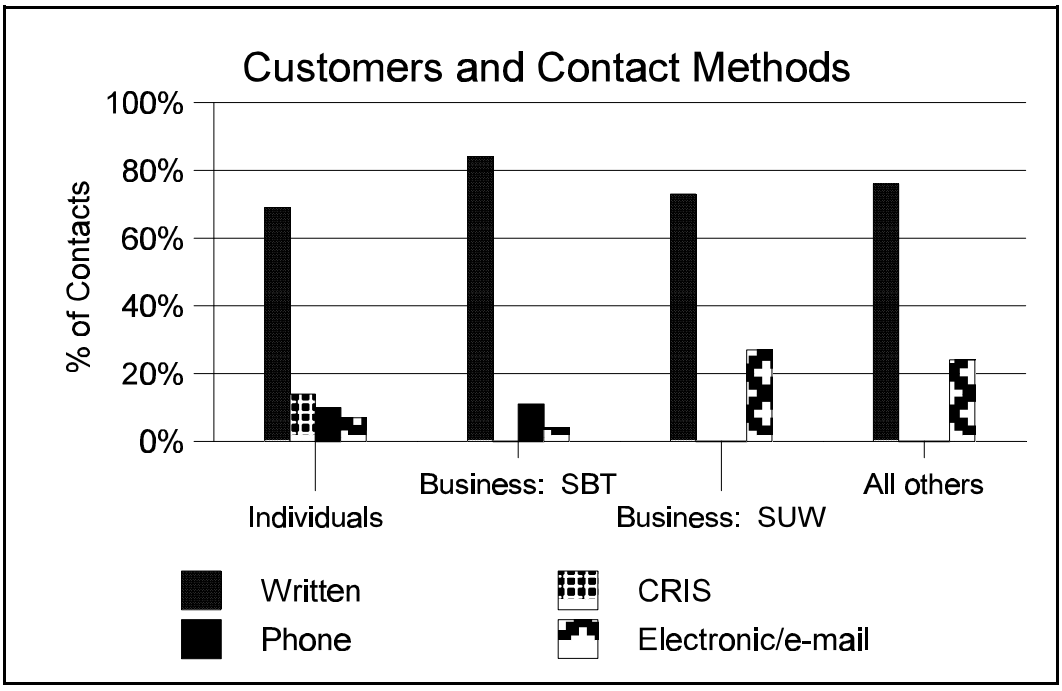


Figure 10

There are several specific types of inquiries or contacts for each customer group.

Table 7 provides a detailed list of the interactions by content category and indicates both overall annual volume of contacts and percent of total Office of Revenue contacts.

Table 7: Office of Revenue Customer Contacts

(Percentages rounded to the nearest 100th of a percent)

Customer Group and Content Category	# of Annual Contacts	% of Total
Individuals	**7,626,000**	**69.42%**
Returns processing	5,000,000	45.52%
Computerized Refund Information processing	1,100,000	10.01%
Collections	710,000	6.46%
Other, unknown reason	816,000	7.43%
Business: SBT-related	**244,600**	**2.22%**
Returns processing	164,000	1.49%

Table 7: Office of Revenue
Customer Contacts
(Percentages rounded to the nearest 100th of a percent)

Accelerated payments	4,000	0.04%
Registrations	40,000	0.36%
Other, unknown reason	36,600	0.33%
Business: SUW-related	**2,968,000**	**27.03%**
Returns processing	2,490,000	22.67%
Accelerated payments	350,000	3.19%
Other, unknown reason	128,000	1.17%
IFTA	**17,000**	**0.15%**
Returns processing	17,000	0.15%
Motor Carriers	**19,400**	**0.17%**
Returns processing	19,000	0.17%
Incoming correspondence	400	0.00%
Motor Fuel/Tobacco Tax	**13,400**	**0.13%**
Returns processing	4,000	0.04%
Incoming correspondence	9,400	0.09%
All Others	**96,545**	**0.88%**
TOTALS	***10,984,945***	***100.00%***

As the table shows, nearly half of the Office of Revenue's annual customer contact is a function of processing individual tax returns. If more tax filers could be encouraged to e-file, substantial efficiencies could be achieved.

Higher Education

Partial information about customer contacts was received from four agencies within the Department of Treasury with a higher education mission: these were the Michigan Higher Education Student Loan Authority(MHESLA), the Office of Information Resources, the Office of Scholarships and Grants, and three subdivisions of the Michigan Guaranty Agency, all of which are agencies within the Michigan Higher Education Assistance Authority. These agencies list their customers as students, parents, borrowers, lenders, high schools, colleges and universities, and counselors. Most customer contacts appear related to issues of financial aid for

higher education, including the availability of aid, the status of loans, and the availability of tips or guidance regarding the pursuit and management of financial aid.

Contact data were provided only by some sectors within these agencies, and the data provided were largely for January and/or February of the year 2000. Very little detail regarding communication medium was available for most of the reporting offices. Finally, in some cases, it was not clear which of the reporting agencies had provided a specific report. Therefore, few answers regarding each unit's customer contact situation can be extracted from the contact data.

Overall, the Office of Scholarships and Grants, the Office of Information Resources, and the Office of Student Loan Authority collectively report approximately 3,300 incoming communications for the month of January. If one was to assume that the month of January is representative of all other months, the approximate annual volume of customer contact would be about 40,000 incoming customer phone calls, e-mails, or letters. However, financial aid information is undoubtedly requested more often in the summer months than it is in January as high school graduates plan for the fall than it is in January. This suggests that annual volume of incoming customer contacts is likely to be higher.

Of the total reported contacts, more than half were categorized as requests for publications. How these requests were received—whether by phone, by mail, or by e-mail and in what proportion—was not recorded. Ninety-six percent of the requests were for three publications: 58% requested a booklet available on the Web in .pdf format called the *5 W's*, 20% requested MI-SEARCH information, and 17% requested *Get Set for College*. These contacts do not include the number of times these documents were downloaded from the Web, as the documented requests all were handled by mailing the requested information.

Of incoming phone calls documented for the month of January, more than half involved Michigan Merit Award Scholarships. Who was calling, how their information request was handled, and whether or not the needed information was available on the Department of Treasury Web site are all questions that cannot be answered through data provided by the agencies.

The customer services section, the switchboard section, and the collections section within the Michigan Guaranty Agency provided automated call system reports for the month of January. Across the three divisions, 7,230 phone calls were received in the month of January through an automated call system.[4] If January is a representative month, the reports suggest an annual call volume of 86,760 calls. Call volume is highest on Mondays, and, according to the documentation provided, between 5% and 10% of incoming calls cannot be answered before the customer abandons the call. Two out of every three calls are received by the Collections Department.

The Public Information Officer of the Department of Treasury noted that many of the customer issues raised in the area of higher education involve private loan balances and other personal information, making it difficult for these agencies to provide a full report on their customer contacts because of privacy issues. E-mails received by these agencies are generally not

[4]These numbers do not account for calls coming to staff persons' direct numbers.

documented, and written communications are appended to customer files but are not counted or coded in a systematic fashion.

Section Three: Summary with Implications for Further Customer Research

The analysis of the agency logs has yielded valuable insights into the nature and volume of customer contact occurring within various units of State government, setting the stage for further customer research to support the design of the e-Michigan home page portal. A summary of the primary lessons learned through the analysis are presented below, along with implications for additional customer research.

Documenting Contact Volume

The customer contact log analysis identified numerous bureaus, divisions, and offices reporting a high volume of customer contact. This was particularly true for several units within CIS, with the Unemployment Agency, the Public Service Commission, and the Bureau of Safety and Regulation together accounting for nearly 79% of the total CIS customer contacts reported. The sheer volume of customer interaction taking place in these units suggests they may be prime targets for increased Web-based services. However, the sum total of customer interactions does not provide any insight into the nature and complexity of the various customer interactions. The project team will conduct stakeholder interviews and targeted customer focus groups to gain further insight into the nature of customer contacts with these offices and the degree of customer interest in obtaining information and services through the Web in the future.

Identifying Possible Targets of Opportunity

The analysis revealed several instances in which a limited number of customer contact types accounted for a relatively high percentage of the overall customer interaction for a given agency or administrative unit. For example, the DEQ reported that 80% of customer contacts took place within just four of the 37 content categories. The Department of Civil Service reported that 54% of customer contacts took place within just three of the 20 content categories. The Michigan Lottery reported that 57% of its customer contacts occurred within just five of the 48 different content categories.

Addressing a greater proportion of these requests through the Web would enable existing staff to focus their energies on more complex transactions. However, the contact logs do not provide any information about the various customer groups making these requests, their attitudes about using the Web to interact with State government offices, or their concerns about privacy and security of electronic transactions generally. Additional information about citizen attitudes about e-government services, their patterns of Internet use, and their concerns about privacy and security will be gained through upcoming focused discussions with targeted groups of customers and through the upcoming customer survey.

Locating the Appropriate Office to Address Customer Needs

Considering the number of different administrative units within the various departments and agencies analyzed for this report, it should come as no surprise that customers may find it difficult to locate the specific unit responsible for their particular information need. The logs document the volume of contact by content category but give no indication of the number of different agencies and offices that customers had to contact before finally finding the appropriate office to address their needs. Organizing the e-Michigan portal by interrelated content areas rather than by agency divisions and administrative structures will result in a user interface that is far more accessible and useful to Michigan citizens. The project team will use focus groups and survey research to learn more about the design features that customers value and the extent to which they would be interested in customizing their e-Michigan home page to accommodate their own particular interests.

Identifying Clusters of Transactions

While the logs provide data on the number of customer contacts with individual offices and the method of communication used in each instance, they do not capture situations in which customers needed to deal with more than one office to accomplish their goal. For example, an individual contacting a local Michigan Works! agency seeking re-employment services might benefit from access to information about training providers, relocation information to areas in the state where there is greater employer demand for skilled workers, and school district profile information to consider when selecting a community in which to settle. Identifying clusters or interrelated threads of information, including those that cut across traditional State department boundaries, will allow the State to package services in ways that have the potential to transform the way State government does business. The project team will identify some of these threads through focus group discussions with targeted customer groups and will explore these themes in depth through personal interviews with representatives of selected stakeholder organizations, yet this will only scratch the surface of what promises to be an exciting and wonderfully creative opportunity for design innovations.

Understanding Reasons for Underutilization

The contact logs identified customer inquiries and transactions that are currently available through the Web yet are underutilized. For example, 42% of the DEQ's customer contact involves getting information about permits, yet only 5% of these contacts are conducted via the Web. The Higher Education Division within the Department of Treasury reported that 58% of their incoming mail and phone requests for publications requested a booklet that was available for download from the department's Web site. The patterns of customer inquiry suggest that further study is necessary to understand why customers are not making more use of the Web. In addition to exploring customer access to and attitudes about using the Internet, the project team will explore customer views regarding the appropriateness of State government using marketing strategies to increase Web use, including banner advertising and push marketing.

Considering Reporting Purposes

It was not clear from the contact logs what purpose the log reports play in the overall administration of the various reporting units. In some instances, agencies may simply report aggregate data to justify claims that high volume necessitates increased funding to pay for additional staff. In other instances, agencies may disaggregate the data to get a clearer understanding of the specific information management challenges their units face. As the e-Michigan initiative develops, it will be important to establish a common understanding of the functions, uses, and value of tracking various customer interactions, including those conducted via the Web.

Establishing Reporting Standards

As the analysis demonstrated, there is tremendous variation in how various units of State government collect, organize, report, and use customer contact data. For example, the Office of Hearings and Bureau of Health Facilities within CIS either did not report the division of contact media or indicated the media primarily used rather than the percentages or actual numbers of contacts taking place through each contact medium. Neither the higher-education-related offices within the Treasury nor the Department of Environmental Quality count documents downloaded from the departments' Web pages as customer contacts. Some agencies may report e-mail as written communication, while others may consider it a Web-based customer contact.

Furthermore, while the various units may report the frequency of Web-based customer transactions, these figures alone do not give an indication of the degree to which the transactions are carried out in "real time" or whether they are "batch processed." Distinguishing between the two would have implications for the efficiency of the Web-based transaction, the perceived cost savings of Web-based services, and the need for further IT development.

As State government agencies increasingly embrace Web-based services and look for opportunities to further develop their Web offerings, the importance of gathering accurate and consistent data within and across agencies will increase.

Measuring Impact

The contact logs currently maintained by State of Michigan departments provide limited data for measuring the impact of IT initiatives on individual agencies. Most of the departments whose logs were analyzed in this report do not currently measure their "Web contact." Developing a set of reporting standards and performance measures will allow departments to more accurately measure the impact of their information technology initiatives and will facilitate the alignment of policy priorities, customer needs, and fiscal considerations.

e-Michigan

Analysis of E-mails

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Introduction

The State of Michigan and many of its departments have provided Web-based access for constituents for several years. Internet technology has expanded rapidly since many of the state's Web pages were created, creating the potential for Michigan to update its Web presence to offer customers more sophisticated communications and interaction with state government. To maximize the advantages of current technology, the State of Michigan engaged Public Policy Associates to examine the behavior, attitudes, wants, and needs of Michigan's citizens and customers to assess how the state can best provide Web-based access to Michigan State Government information and services. The first step in this research effort is to glean useful information from existing data sources.

This report is a qualitative and quantitative analysis of e-mail logs maintained by the State of Michigan Network Operating Center (NOC). E-mails are received through the Network Operating Center e-mail link on the state's main portal Website, http://www.state.mi.us. Web users on the state's main Web page are directed to click on an e-mail link to NOC if they have questions or comments; the NOC link is the equivalent of the e-mail link to the "Webmaster" found on many Web pages and constitutes the only *direct* means for those using the http://www.state.mi.us. Web site to ask a question or make a comment. NOC employees respond to the e-mails they receive with a return e-mail message, a reference to an appropriate Website, or by forwarding the e-mail to another person or agency. A total of 146 e-mail communications were logged between September 11, 1999 and January 18, 2000 and constitute the data for this report. After action was taken on an e-mail, the text of each correspondence was logged along with the date the e-mail was received, agency to which the e-mail referred, the action taken by the NOC employee, and the requestor's e-mail address.

This report examines the nature of e-mail inquiries received at NOC and the responses made by NOC employees. It first explores *the types of persons* that e-mailed NOC, then goes on to explore *the nature of their requests and comments*. Subsequently, information on the *manner in which NOC employees processed the request* is provided, including a breakdown of the *state agencies and other governmental entities* with jurisdiction over the program or issue raised by the e-mailer. The final section of the report describes some *implications* emerging from the e-mail analysis for further development of the State of Michigan's Web page and describes issues for future research.

It is important to understand that the state Web-site users who e-mailed the NOC are not likely to be representative of all those who may now use State Websites or who may do so in the future: the customers of tomorrow who have yet to use a browser are not represented, nor are those who found exactly what they needed or who used the Web site with no technical difficulties. The e-mail analysis is thus an unreliable guide to the *frequency* with which users approach state Web sites with particular goals or experience certain types of frustration or barriers. Despite these problems, however, the e-mail analysis can expand our understanding of the *range* of needs, abilities, and concerns with which Michigan residents and other Michigan customers approach the state's primary Web site. The findings of this report are only one part of a comprehensive customer research effort and should be interpreted accordingly.

Description of Persons E-mailing the NOC

Michigan's citizens as well as the state's many non-resident customers face a variety of life demands that place them in multiple roles. Many of us are students, parents, employees or employers, and citizens at the same time, and the type of assistance or information we want from the state will vary as we change from hat to hat. The content of e-mails received at NOC reflect the wide variety of roles individuals play and are indicative of the broad set of concerns that bring customers to the state's Web site.

Each e-mail was placed into 1 of 11 separate categories, each of which indicates a distinct role or related set of roles. Table 1 below lists the roles and provides a brief description and example of each type of role-related message.

Table 1. Roles of People E-mailing NOC

Role	Description	Example
Students and researchers	Exploring facets of Michigan's designated symbols (i.e., state flower), history, politics, and/or administration as part of a homework assignment or research agenda.	*"....doing a current event thing with school and I need info on the highway construction in washinaw county if you could help me out as soon as possible that would be a great help to me. . "*
Citizens	Attempting to comply with state or local regulations that affect them as members of the general population; making inquiries about the Michigan political process and their rights and responsibilities within it.	*" . . . I just moved to Novi. I have been trying for two hours to request to find out what County I live in. How does one discover this information?????"*
Corporations/ entrepreneurs	Inquiring about Michigan laws and regulations governing corporations.	*". . . I am trying to find a Website link of Michigan business laws especially those pertaining to franchises If such a connection exists, could you e-mail me the site location. . . "*
Licensed professionals	Inquiring about forms they need to fill out or regulatory requirements for their occupation.	*" . . . I'm unable to find anything on your Web site or any link pertaining to the workman's compensation act of 1969. Where can I obtain the latest book or any information, employee related???"*

Table 1. Roles of People E-mailing NOC

State employees/ job seekers	Inquiring about their benefit plans and/or other facets of their jobs; job seekers; would-be vendors	*". . . E-mailed Office of Retirement Services regarding a SNAFU. . . "*
Employees	Seeking information about their legal rights as employees.	*"Could you please direct me as to which agency I should contact regarding wages that are owed but are unpaid.. ."*
Tourists	Seeking information about vacation opportunities in Michigan.	*"We were, I repeat, were, looking for information on tourism spots in michigan for a 2 or 3 day trip . . . "*
Family members	Exploring whether or not the state can assist them in a difficult family situation.	*". . . I have tried all day to find Protective Services on the Internet to no avail. I need to tell someone about the suspected abuse and no one will listen. I have contacted the Children's Ombudsman's office Lansing, (last July). . "*
Investors	Seeking information about State of Michigan bonds, local bonds, or other investment opportunities related to Michigan government.	*"I am in investment banking and am seeking information regarding how bonds are issued in the state of Michigan . . . "*
Others	Infrequent or unclassifiable inquiry	*". . . I was wondering whether you could give me some information about your college . . . "*
Web site users	On the state's Web site for unknown reasons but used the e-mail connection to discuss the Web site itself.	*"Your proxy server is refusing requests for page on your Web site . ."*

Table 2 below presents the number and percentage of e-mails received from each type of e-mailer.[1]

Number of E-Mails by Type of E-Mailer

Role	Number of e-mails	Percent of e-mails
Student/researcher/information seeker	35	28.46%
Citizen	24	19.51%
Corporation, entrepreneur	17	13.82%
Licensed profession	9	7.32%
State employee	7	5.69%
Employee	7	5.69%
Tourist	5	4.07%
Family member	5	4.07%
Investor	4	3.25%
Other role	10	8.13%
Total	123	100.00%

As the chart shows, the three categories of students and researchers, citizens, and corporations/entrepreneurs sent over half of all the e-mails received by the NOC. Many of the e-mails categorized as "student" e-mails appeared to be from children assigned homework regarding Michigan. "Researcher" requests appeared to originate with more mature e-mailers, but shared with "students" a learning objective. "Corporations" or "entrepreneurs" were most typically seeking information on the laws and regulations pertinent to starting or moving a company to Michigan. This distribution of e-mails within the indicated categories will inform our focus group process. It will be necessary for us to select participants from a broad range of users with a particular focus on including those who fall into the most common user categories.

Purpose of E-mails to NOC

The e-mail requests sent to the NOC were assigned a category based upon the type of request being made or the action they desired as indicated by the e-mail. The e-mails fell into four general categories:

[1] "Web site users" are excluded from this portion of the analysis.

- Most of the e-mails were requesting some type of information. This category was further delineated to indicate those that were requesting information of a general nature and those who were requesting information to accomplish a specific task.

- Other e-mails reported problems with one of the state's Websites.

- Some e-mails requested forms from various state agencies.

- An "other" category was created for requests that either related to a state agency but there were too few instances to report them separately or were too ambiguous to properly categorize.

The percentage of requests that fell into each category is presented in Figure 1 below:

As illustrated in Figure 1, the greatest share of e-mails requested some type of information. Sixty-five of the e-mails (44.5% of the total) were requesting information for general purposes. The type of information requested in the e-mails is extremely varied. Inquiries ranged from wanting to know where to find Michigan's judicial case history to asking for information about the state bird, motto, etc. Many of these e-mails indicated that they were from school-age children doing research for their homework.

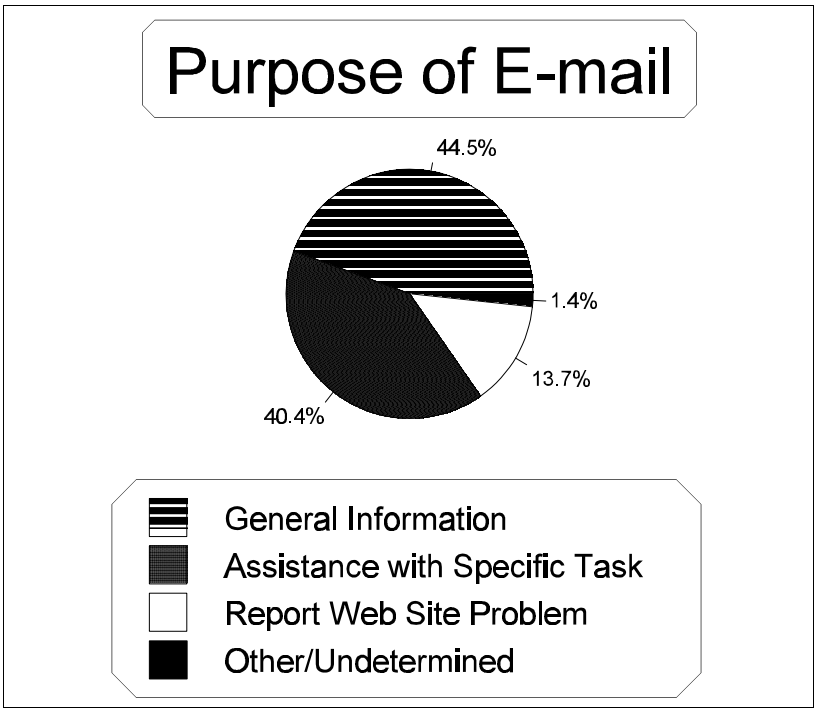


Figure 1

Another 59 e-mails (40.4 % of the total) were requesting information for the purposes of accomplishing some specific task, as in "How do I...." or "Where can I find the form for....?" Again, the requests were quite varied, ranging from people who were trying to start a new business in the state of Michigan, to a person who wanted to know how to get their elderly parent's drivers' license revoked, to licensed professionals seeking copies of needed paperwork on line. The variety of requests supports the theory that a broad range of people with varied interests use the State of Michigan home page. This suggests that a more customized approach to serving customers of the Website would be beneficial.

Included in this category were e-mails that specifically sought on-line forms or information. However, the majority did not specify that they wanted to obtain the information on-line even when the forms are fully automated on-line. It will be important in subsequent research that we explore whether e-mailers did not specifically request on-line services because they did not know that the services were available on-line or if there is a level of discomfort with Web-based transactions.

Roles and Requests

There is some relationship between role of requestor and nature of request. Figure 2 below permits comparison of the types of e-mailers requesting general information and the types of e-mailers soliciting assistance with a specific task.

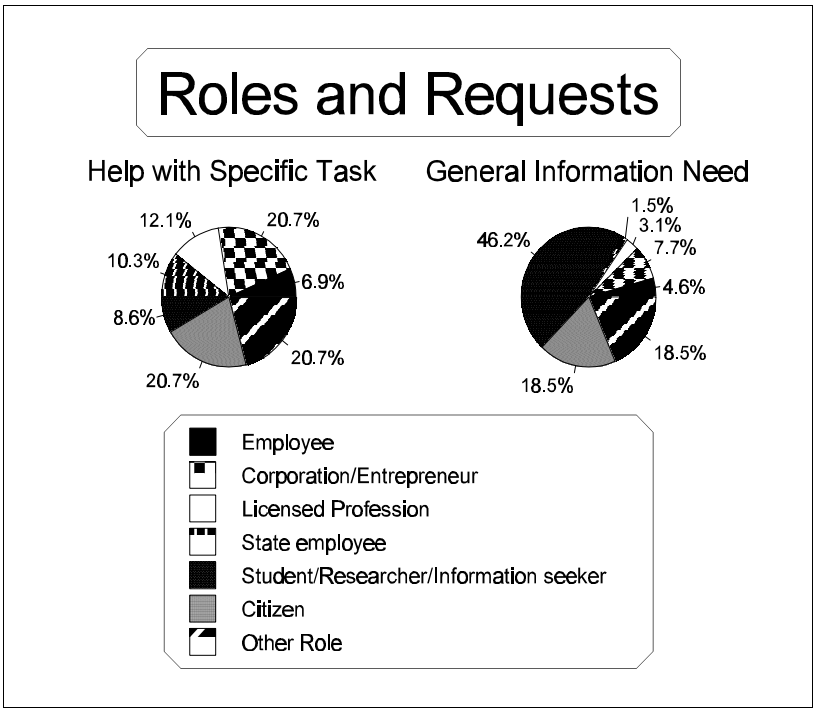


Figure 2

As Figure 2 indicates, analysis of e-mails to NOC suggest that role bears some relationship to the nature of one's request. Specifically, corporations/entrepreneurs, licensed professionals, and state

employees are much more likely to e-mail the NOC when experiencing difficulties with completing a specific task, whereas students and researchers tend to be seeking broader types of information.

Response by NOC

NOC employees responded to the e-mails in one of three ways: they referred e-mailers to a Web site, forwarded the e-mail to a supervisor or the responsible agency, or replied with a text message. Figure 3 below shows the number of e-mails that received each type of response.

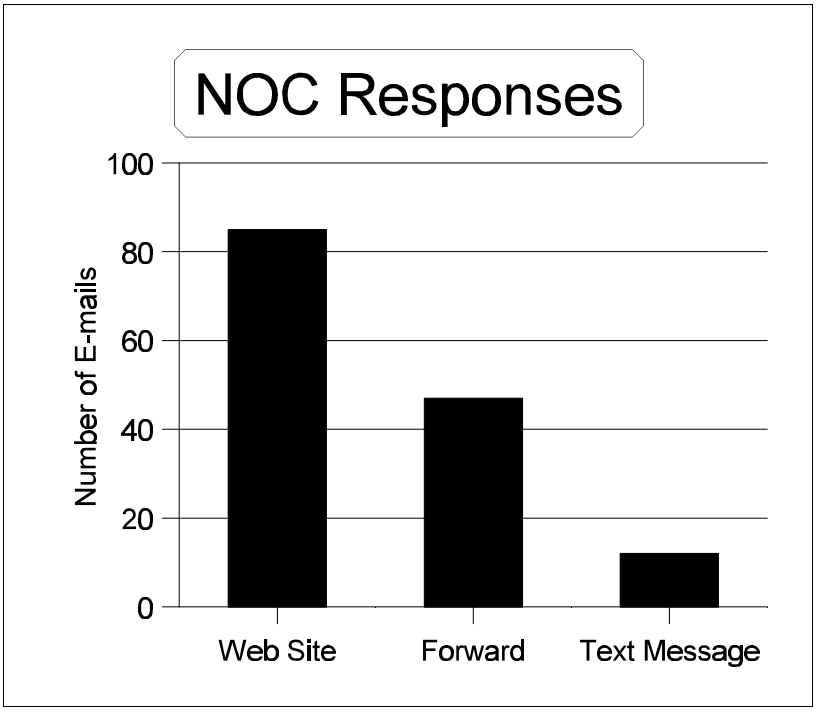


Figure 3

As Figure 3 indicates, 58.2% (85) of the e-mails received a response containing a Web-site address. Over 32% (47) of the e-mails were forwarded to a supervisor. A few of the e-mails were forwarded to another agency, but most were forwarded to a supervisor. This indicates that many of the services or information customers are looking for are currently Web-accessible but that the state's main portal Web site does not provide a clear path to those resources.

Table 3 below provides detail on the relationship between a customer's need and the response of NOC.

Table 3. E-mail Logs by Questions Type and NOC Response

Type of question	Web Site	Forward	Text Message
Trying to accomplish specific task	38	17	2
Trying to access general information	43	20	2
Reporting Web-site problem	4	10	6
Other/no category	0	0	2
Total	85	47	12

As the data shows, more than two thirds of e-mailers seeking either general or task-specific information were referred to a Web site. Reports of malfunctioning Web sites were the only type of e-mail typically forwarded to a supervisor or another agency for further personal attention.

Content of E-mail Inquiries

The content of many e-mails to the NOC can be categorized by the state agency with jurisdiction over the subject of the inquiry. E-mails to NOC were categorized as falling within the jurisdiction of the following agencies or offices:

- Department of Consumer and Industry Services (CIS)
- Secretary of State (SOS)
- Community Health (DCH)
- Treasury
- Family Independence Agency (FIA)

Several other categories were created to accommodate inquiries that spanned agency boundaries or involved areas and issues not administered by any specific Michigan Department. These categories are as follows:

- E-mails related to the jurisdiction of the Departments of Natural Resources (DNR) and Environmental Quality (DEQ) or involving tourism
- Inquiries seeking very general information about Michigan—frequently referred to the Michigan Information Center by NOC employees
- Inquiries about the State Legislature, its members and/or pending business, or the Governor's office were placed in the category of Michigan Political Process
- Matters administered by other levels of government such as counties, cities, or the federal government were placed into the category of Local/Federal

Requests that could not be categorized were extremely infrequent, or where solicitations were grouped into the category "other," and messages specific to the functioning of the Web site were placed into their own category. Figure 4 below illustrates the percentage of e-mails received regarding each agency jurisdiction or other substantive matter.

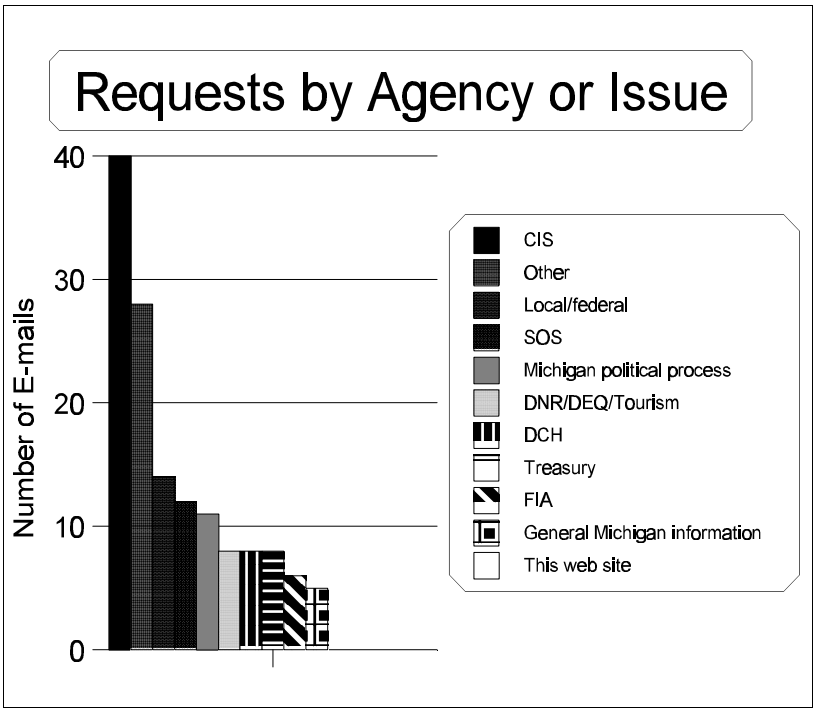


Figure 4

There are several observations that can be made about the distributions of e-mails within the categories. E-mails sent to the NOC most frequently related to the services offered by the Department of Consumer and Industry Services (CIS). Although this could be interpreted in a number of ways, there are three explanations that seem most likely.

1) It could be that Consumer and Industry Services is the most often used Web site and that the frequency of e-mails regarding CIS services is a reflection of usage patterns.

2) A second explanation is that Consumer and Industry Services provides services that people are looking for on the Web site but they are not aware that CIS is the appropriate agency to contact.

3) It is possible that the CIS Web site is more difficult to navigate than the Web pages of other agencies.

Analysis of e-mail texts indicate that it is likely that a combination of all three explanations influenced the outcome. Of course, given the expansive jurisdiction of CIS as well as the agency's extensive regulatory functions, it is not surprising that so many e-mails refer to CIS services.

The second most frequent classification (with the exception of those in the "other" category) is e-mails relating to services that are the responsibility of other levels of government. Many e-mails requested services of information that is managed by federal, county, and local government agencies. Examples include an e-mail from someone seeking to replace a lost social security card and another customer seeking a map of Michigan counties. These e-mails indicate that many

Michigan citizens and customers look to the state as their primary access to government services regardless of what level of government is responsible for the desired service. It also may indicate a confusion over the roles and responsibilities of the various levels of government.

Similarly, many of the e-mails in the "other" category (11) were related to non-profit and semi-public organizations, indicating additional confusion between the public and private sector. One example of this is an e-mail that requested information about the Michigan Urban Rescue League, which is a nonprofit organization that provides a public service. This apparent confusion, combined with citizen reliance upon the state as a primary resource for public information, puts the state in a unique position to be a leader in providing public information. Further development of the state's Web site will require discussion about the breath of subjects and organizations to which the state would like to provide access.

Twenty-eight of the e-mails were categorized as "other." Besides some questions pertaining to nonprofits, e-mails in the "other" category included comments about the Web site itself, inquiries about jobs with state government, solicitations (including some "spam"), ambiguous messages, and several "unique" inquiries. "Unique" inquiries regard an extremely broad range of issues, many of which are not governmental issues. Often the e-mailer did not provide enough information in the e-mail for NOC to provide a meaningful response.

Conclusions and Implications

The e-mail analysis has yielded information with several implications for development of the State of Michigan's portal. These are:

1) There may be predictable sets of needs with which persons occupying varying roles approach the state's Web site. Students in the public schools, for example, appear to frequently receive assignments regarding the state seal, the state flower, and the like. Further research is needed to explore the value of a "role" motif for providing customers with an easier, more intuitive means of accessing the information they need on the state's Web site.

2) There are nearly as many e-mails from people who are attempting to use the Web to accomplish specific tasks related to state government as there are people seeking general information. Although the sample of customers reflected in the e-mail logs is clearly a nonrepresentative sample, this finding suggests the possibility of a relatively high willingness among Michigan customers to use the Web to increase the efficiency of their business with the state, including such transactions and exchanges as renewing their license plate tabs, applying for professional licensure, seeking specific information on Michigan business regulations, and the like.

3) Many of the state government resources that are already available on the Web are difficult for some users to find. A clear majority of those who solicited the assistance of the NOC were referred to an existing Web site (although whether or not those referrals were

appropriate cannot be determined from the available data). Existing state Web sites are too difficult for many Web users to use effectively.

4) There is evidence to suggest that there is strong demand for Web-based opportunities to interact with the Michigan Department of Consumer and Industry Services. This large agency with sprawling jurisdiction administers most of the state's regulatory framework and processes a great deal of citizen paperwork.

5) Many young Michigan students are using the Internet to do research for homework. The State of Michigan's portal must be friendly to Michigan's youngest Internet users.

6) Many Web site users may not effectively distinguish between the roles and responsibilities of different levels of government. Further, many Web site users may not clearly distinguish between public responsibilities and functions and private organizations with a public service mission.

Further Research

Some of the most interesting aspects of the e-mail analysis are the questions it suggests for further research, such as the following:

- How can the Web site provide clarity about the roles and responsibilities of departments and branches within state government?

- What services or information are not offered that would be useful to customers?

- How can the state's Web site be designed to be easily accessible to school-age children yet comprehensive enough for adults and corporate users?

- What factors might impede customers from finding the information they need on the state's Web site? How might the Web site be designed to make is easily accessible to the greatest number of people?

- What transactions or services lend themselves most easily to the Web? Are there specific transactions that customers will feel uneasy about performing over the Internet?

- How might large departments with broad oversight such as Consumer and Industry Services best organize their Web-bases services to attract customers and improve service?

These questions and more will be explored in subsequent research pursuant to the development of the State of Michigan portal.

E-Michigan Customer Research

Draft
Focus Group Report: Suggestions for the e-Michigan Home Page Portal

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We are grateful to the State's e-Michigan Customer Research Project team for their interest and support of focus group research as an essential part of understanding customer information needs.

We are especially grateful to the citizens of Michigan who took time out of their busy schedules to make sure that we were provided with a clear understanding of customer service needs in regard to the design, content, and functionality of the e-Michigan portal.

Capitol Research Services, our subcontractor on this project, provided us with able and highly responsive logistical support for the focus groups summarized in this report.

As always, the staff at PPA contributed significant time and effort to ensure the high level of quality both we and the State's e-Michigan client team demanded. In this effort, Jessica Campbell, Sheila Sikora, Lisa Marckini, Nancy Hewat, Stephanie Baker, and Carol Goodearl each played an important role.

The people mentioned here deserve a major share of the credit for whatever value this report may ultimately have for the State of Michigan and its customers—the people of Michigan.

Jeffrey D. Padden, President
Public Policy Associates, Inc.
July 2000

Executive Summary

Overview of Research

The Internet is increasingly becoming a tool to not only retrieve information but as an alternative means of conducting both business and personal transactions. In an effort to fill this increasing need among Michigan residents, the State of Michigan has provided Michigan's citizens with Web access to a variety of services and information, connecting them to various offices of State government. Although the services and information currently provided over the Internet are useful to Michigan's customers, many users often find that their needs span across departments, agencies, branches of government, levels of government, and, at times, into the non-profit world and the private sector.

In an effort to improve customer service and to capitalize on efficiencies provided by technology, the State of Michigan engaged Public Policy Associates, Incorporated (PPA) to examine how the State can improve the services offered to citizens over the Internet. This research is referred to as the e-Michigan customer research project.

The e-Michigan Customer Research project includes two rounds of focus groups. This report presents the findings from the first round. The purpose of the first round was to gain insight into how the e-Michigan Web portal should be designed to best satisfy the information needs of various types of users who come to the portal seeking information and services from State government. In the first round of research, five specific customer groups were targeted. In addition to serving as members of a primary user group (e.g., educators), each group was assigned a secondary, generic interest area (e.g., educators as well as consumers). The primary and secondary pairings included Educators/Consumers, Travel Tourism/Drivers, Human Services/Taxpayers, Small Business/Career Development and Job Training, and Licensed Professionals/Parents.

The findings from the first round of focus groups, along with the results of analyses of state agency contact logs, customer e-mail inquiries, stakeholder interviews, and telephone survey research, will be used to create and refine a prototype that demonstrates the design features and capabilities, content clustering, and the range of services which customers prefer.

Implications for Portal/Prototype Design

The following are the significant implications for the design of a State of Michigan portal/prototype that emerged from the first round of focus groups.

- Offer minimal, yet visually appealing, graphics.

- Provide graphic “thumbnails” that can be expanded when customers desire more information (e.g., a map of campgrounds that users might want to view so as to choose a campsite).

- Minimize the amount of scrolling required to view pages (although the need to scroll is sometimes affected by a user’s computer system rather than the host site).

- Provide a navigation bar that is always accessible in the banner at the top of the Web site.

- Provide a search engine that is comprehensive so that it searches all State of Michigan Web sites at one time.

- Include a search engine that allows customers to search in a variety of ways including key word, name, and department from one search engine.

- Design the Web site search engine to account for the synonymous words, titles, and spellings that customers might use to refer to the same topic.

- Include a “last updated” notice on Web pages in the portal.

- Offer a State agency directory to allow customers to search for phone numbers by department and topic, as well as employee name.

- Provide a “customizable” feature to allow users to place, on one page, all of the State of Michigan information they want easy access to or use most often.

- Provide a clear and simple method for building a customized site including easy access to State government departments, branches, and various levels of government.

- Notify customers of new features available via the e-Michigan portal through periodic e-mails.

- Provide a “favorite places” feature to allow customers to book mark sites they want to use again in the future.

- Organize the portal in a way that makes it easy to find the same information from a variety of perspectives.

- Offer customers access to on-line help if they are unable to find what they are seeking.

- Facilitate customer use of Web-based services by offering group-related information and transactions.

- Organize informational content that is topically related and cuts across departments, agencies, and various levels of government.

- # Develop a consistent approach for layout and navigation of all State departments Web pages.

- # Provide an explicit policy/privacy statement to quell fears that are associated with divulging personal information via the Internet.

- # Specify the purpose for which the information is needed and the conditions under which the information will be available for other purposes when asking for personal identifying information.

- # Allow for varying degrees of personalization and automated processes depending on the amount of information customers are willing to share.

- # Provide the opportunity to store personal identifying information to expedite future transactions. Clearly explain the benefits and limits on the use of that information.

- # Offer customers the option to receive e-mail reminders from the State.

- # Include e-mail reminders of specific deadlines for transactions (e.g., auto tag renewal, professional license expiration, hunting licenses, etc.).

- # Offer the option of e-mail subscriptions about specific topics of interest (e.g., conferences, fairs, posted summaries of important committee meetings, etc.).

- # Provide subscribers with an easy method for unsubscribing in the body of the e-mail message, and also through the customizable portal screen.

- # Avoid the use of banner advertising.

- # Explore options for partnerships with private sector companies to generate revenue streams linked to Web-based transactions and e-commerce.

- # Package education-related information in a manner that is user-friendly to all ages and grade levels.

- # Go beyond what is traditionally considered education materials to include related information about career planning and non-traditional learning opportunities.

- # Provide information about field trips and access to "virtual tours" for individuals unable to actually visit sites of educational interest.

- # Package travel-related information in a manner that is user-friendly to all ages.

- Provide direct access to all of the information needed to plan a trip, from weather and road conditions to lodging (public and private) and events taking place in the area.
- Provide opportunity to receive e-mail updates about travel and recreation in Michigan including reminders about renewing boating, hunting, and fishing licenses.
- Cluster services around topics instead of departments so that content organization is more coherent to users.
- Allow for information access through departments for those users who are more comfortable getting their information in this manner.
- Provide comprehensive start-up kits to support small business development.
- Allow licensed professionals to renew their licenses via the Web.
- Organize all information about a specific license or license holder in an easily comprehensible manner for consumers.
- Provide updates about continuing education credits as an option for individuals.
- Offer a means to contact State employees with questions and problems using the Web portal through phone or email.
- Actively solicit customer feedback regarding design and functionality of the Web portal.
- Provide a clear set of expectations regarding a time frame for expected response to e-mail inquiries.
- Develop renewal and tax forms in a way that is user-friendly.
- Consider dialog boxes that pop up to remind the person to do a certain task or highlight mistakes.
- Assign customers a tracking mechanism for on-line transactions that are not immediately processed.

Key Conclusions

The focus groups provided a great deal of insight into the preferences and needs of the State of Michigan's customers. The following is a summary of the general implications of the focus group results for prototype development and further development of the State's Web portal.

Web design should provide quick, easy access to information and transactions.
A common theme emerging from all of the focus groups is that if the services and information available on the Web do not save time, customers are not likely to use them.

User groups' needs often overlap.
While many of the focus group participant's needs were specific to their occupation or a specific task their group would perform, many other user needs span occupational boundaries and lifestyles. An effectively designed Web site will allow users to access the same information from multiple "points-of-entry."

Security concerns can be overcome.
Focus group participants have varying levels of concern about security and privacy issues. For most of the participants, providing a few careful measures to provide secure transactions and offering assurances from the State about who will have access to their personal information will satisfy their concerns about providing information or engaging in transactions over the Web.

State initiated transactions are attractive.
Participants reacted positively to the idea of the State sending e-mail reminders about things like renewing license tabs or professional license/certification. Similarly, participants indicated that they would like the option to sign up for an e-mail newsletter on specific topics that interest them. Receipt of these e-mails should be voluntary and should be easy to cancel.

Avoid paid banner advertising.
Focus group participants consistently stated that the State should not have banner advertising on its site.

Awareness of Web-based services needs to be elevated.
Most of the participants were not aware of Web-based services and transactions that are already available to them over the Web (e.g., license tab renewals, electronic tax filing).

Services offered through the State should be user friendly.
Services, transactions, and information should be easy to understand, be grouped intelligently, and should provide instructions and customer supports (FAQs, e-mail help addresses, on-line instructions) whenever possible.

Response to customization varies.
In general, only the most sophisticated Web users (approximately one-third) have had experience with customizing Web pages. Those who are familiar with the process were positive about the idea of customizing their own State of Michigan page. Less sophisticated Web users were less positive. As more customers become savvy Web users, a customizable feature might have broader appeal.

Continuous improvements of the State of Michigan Web site are imperative.
As technology, laws, and policies change, so will the needs of Michigan's customers. The development of a superior Web presence will necessitate that customer needs and satisfaction

with the State's Web sites be measured continuously. The results of these measurements should then be used for further refinement and improvement of the State's Web presence.

Introduction

Overview

The Internet is increasingly becoming a tool to not only retrieve information but as an alternative means of conducting both business and personal transactions. In an effort to fill these increasing needs among Michigan residents, the State of Michigan has provided Michigan's citizens with Web access to a variety of services and information, connecting them to various offices of State government. Although the services and information currently provided over the Internet are useful to Michigan's customers, customers often find that their needs span across departments, agencies, branches of government, levels of government, and, at times, into the non-profit world and the private sector.

The various State of Michigan Web sites, as they currently stand, lack the ability to seamlessly connect the public to other State level departments, non-profit agencies, and relevant private sector entities. As a result, easy and efficient information retrieval and service delivery are limited due to the discontinuity between the various entities that provide related information or services. This lack of integration among organizations (particularly the departments within State government) is cumbersome for the public, as customers have to visit many different Web sites in order to retrieve the information they need. To help the State achieve its potential in offering services and information through the Internet easily, efficiently, and seamlessly, it is necessary to solicit the opinions of the customers of e-Michigan for assistance in how the State can improve the site and what connections are appropriate to be made between departments, agencies, branches and levels of government, and other organizations.

In an effort to improve customer service and to capitalize on efficiencies provided by technology, the State of Michigan engaged Public Policy Associates, Incorporated (PPA) to examine how the State can improve the services offered to citizens over the Internet. The findings of this study will help the State of Michigan understand how to reorganize the services it offers over the Internet in a manner that is more responsive to customer needs and preferences.

The e-Michigan Customer Research Study incorporates information from a variety of sources including analyses of state agency contact logs and customer e-mail inquiries received by the State, interviews with key stakeholders in selected business and professional associations, telephone survey research, and two rounds of focus groups. Together these research activities provide a knowledge base that will inform the development of the e-Michigan portal.

e-Michigan Focus Groups

The e-Michigan Customer Research project includes two rounds of focus groups. This report presents the findings from the first round of focus groups. The purpose of the first round was to gain insight into how the e-Michigan Web portal should be designed to best satisfy the

information needs of various types of users that come to the portal seeking information and services from State government. The findings from the first round of focus groups, along with the results of the analyses of State agency contact logs, customer e-mail inquiries, stakeholder interviews, and telephone survey research, will be used to create and refine a prototype that demonstrates the design features and capabilities, content clustering, and range of services that customers prefer.

A second round of focus groups will be used to test the prototype to assess the extent to which it reflects and addresses the information needs of customers, and to test whether the content and design preferences articulated by customers hold true when incorporated into a functional prototype.

This report is organized into four parts:

Section One describes the user groups that were recruited to participate in the focus groups and presents the questions that were used to structure the discussions.

Section Two contains the findings for the four major issues addressed in the focus group discussions (Web design, Security/Privacy/Marketing, Advertising, and Information Needs/ Packaging/Customer Service) along with implications for design of the prototype.

Section Three summarizes the implications and conclusions that result from the focus group participants' comments.

Appendix includes a description of focus group methods and limitations, the discussion guides used in each of the focus groups, and narrative summaries of each focus group discussion.

Section One: Focus Group Composition and Approach

Composition

Five groups were targeted for participation in this phase of the e-Michigan customer research study. The focus groups, which were selected after review of State agency contact logs and in consultation with the State's e-Michigan development team, included a variety of different user and customer groups:

- Educators (Teachers of middle and high school social studies and Instructional Technology professionals)
- Travelers & Tourists (People who travel for recreational purposes at least once a year in the state of Michigan)

- Human Services Professionals (Upper-level leaders of statewide and Lansing-area non-profit organizations)

- Small Business Owners (Owners of relatively new and relatively small businesses in the Lansing area)

- Licensed Professionals (Realtors, appraisers, and builders licensed by the State of Michigan)

These groups were selected because they represented a cross-section of the many different customer groups who contact State government agencies for the purpose of gathering information and conducting high volume transactions.

In addition to serving as members of a primary user group (e.g., educators), each group was assigned a secondary, generic interest area (e.g., educators as well as consumers). The primary and secondary pairings included:

- Educators/Consumers
- Travel Tourism/Drivers
- Small Business and Career Development/Job Training
- Human Services/Taxpayers
- Licensed Professionals/Parents

The focus groups were held at Capitol Research in Lansing on May 8–10, 2000. For a more in-depth explanation of the focus group discussion, organization, recruitment, and schedules, as well as the limitations of focus group research, please refer to the Appendix.

Approach

The focus group discussions were organized around four basic topic areas: Web Design, Security/Privacy/Marketing, Advertising, and Information Needs/Packaging/Customer Service. Listed below are the questions used to structure the focus group discussions (full text versions of the discussion guides are included in the Appendix):

- **Web Design**
  - What do participants value in terms of Web design features?
  - What design features do participants find objectionable?
  - Is personalization of Web pages common? Is it of value to participants?
  - How do participants search for information? How long does it take?
  - Do participants make purchases over the Web?
  - What do participants think of the State of Michigan Web site pages?

- **Security/Privacy Issues/Marketing**
  - How comfortable are participants with divulging personal/business information over the Web?
  - Does the comfort level increase if the Web site is a governmental or business page?
  - Would participants be receptive to the idea of personalizing the State Web portal?
  - What are effective ways the State can use to inform the citizenry of the services it offers on the Web?

- **Advertising**
  - What do participants think of banner advertising?
  - What do participants think of the State using advertising on its site or the State advertising on other sites?
  - Would participants be more receptive to advertising if the revenues supported the cost of maintaining the site?
  - Would participants be more receptive if the advertising was related to topics that interested them?
  - Would participants be more receptive if the sponsor of the advertising was a public or private entity?

- **Information Needs/Packaging/Customer Service**
  - What sorts of services should be bundled together for specific user groups?
  - Are their commonalities within these services?
  - If participants have difficulty getting information they need from the web, what courses of action do they take?
  - What level of customer service should be provided to users of the State's portal?
  - What would be the expected response time for questions submitted by users?

Preferences of Secondary Target Groups (consumers, drivers, taxpayers, career development professionals, and parents)

Participants were asked about their uses for the State of Michigan Web pages in roles other than their unique demographic groups. These other roles were explored in order to understand how the citizenry as a whole might use the State of Michigan Web pages and what barriers to using the State's Web sites exist.

This report summarizes the major points which emerged during the discussions, complete with demonstrative quotes of participants' opinions and thoughts pertaining to the above issues. The next section details the specific perceptions from each of the five groups with respect to each of the above topics.

Findings

Overview

This section summarizes the focus group findings. It is organized around four basic topic areas: Web Design, Security/Privacy/Marketing, Advertising, and Information Needs/Packaging/ Customer Service. Both the consensus and disagreement from each group on the various issues are woven together in an effort to understand what is both universally accepted and contentious with regard to how the State of Michigan Web site should be designed to best serve its citizens. Implications for portal/prototype design are included.

Web Design

In each focus group, participants were asked what features they find attractive in the Web sites they have visited as well as those features which deter them from visiting Web sites. A number of patterns emerged that can be sub-categorized into the features that involve the form or visual appearance of the Web site and the features that involve the content or kinds of information the site should contain.

Form

Participants were clear that the Web site needs to provide easy, fast access.

> *"I want it to load fast. I don't want to have big pictures that take humongous amounts of time to load because I probably will leave that site . . . I'd like it to load within three or four seconds . . . five max." –Licensed professional*

> *"I don't need a lot of animation. Usually I am searching for information, text, for the most part." –Small Business respondent*

The factor that inhibits speed in loading is several graphic images loading onto the site. There was some disagreement on whether graphics should be included on a Web site.

However, others prefer a site that is visually appealing, while still others feel that pictures are necessary for providing the most complete information possible (e.g., pictures of where a person might camp in Michigan). As a compromise, participants suggested that a text/graphics option be included so that those who prefer text to graphics can select that choice.

> *"The choice of having graphics or text would be a perfect solution in my mind because one of the things that I most don't like is . . . I don't want have to wait for all the graphics to load, all I want do is get to the index, get to what I want and get off." –Small Business respondent*

Implications for Portal/Prototype Design

- Provide minimal, yet visually appealing, graphics.

- Provide graphic "thumbnails" that can be expanded when customers desire more information (e.g., a map of campgrounds that users might want to view so as to choose a campsite).

Participants also reported enjoying a clean, uncluttered, easy-to-read Web site. In addition, many felt that the text size should be large enough to read easily. The site should be easy to navigate so that a person can get to the information they want quickly and easily. A number of suggestions were made to improve navigation, including a layout that would not require scrolling and consistent navigation to get back and forth from different pages.

> *"I like seeing the navigation bar at the top and the bottom . . . because then I don't have to take time to scroll down." –Licensed professional*

> *"I like to see navigational tools on every page. So if it sends you to a page where the design might be different, the navigational tools should be located in the same place. It should always take you back to the previous screen, not always just to home, but to the previous screen as well." –Educator*

Implications for Portal/Prototype Design

- Minimize the amount of scrolling required to view pages (although the need to scroll is sometimes impacted by a user's computer system rather than the host site).

- Provide a navigation bar that is always readily accessible in the banner at the top of the Web site.

Participants also noted that it should take few clicks to find the information they need. They do not want information to be buried in the Web site. Often, participants reported that they have to make a concerted effort to find information that should be easy to access.

> *"I want to get to that information in one click . . . I don't want to go through a bunch of useless pages that pop up and that I thought I was getting to the content that I wanted yet to find some other page that I have to get through." –Licensed professional*

> *"A lot of time it bread crumbs you in, and you end up having to get deeper into it than you really want to go. You really want to get the information and get out, maybe copy it off and be able to use it at your leisure but it's not easy to get to." –Small Business respondent*

To assist in obtaining the information desired, participants suggested search engines, key word searches, FAQs, "Ask Jeeves" type search engines, and printable indices as preferred ways of searching for information.

"What I find useful is an index, a printed index that I can take with me. That would give me what's available from your site as well as links to it or from it. Because I can flash through pages much quicker than go through screens if it's a hectic time." –Educator

"On the good ones, there's a list of an index if you will of where you want to go and it's very simple. It tells you what your choices are and you click and go there without a lot of hassle." –Human Services professional

"Navigation is the most important key for me. I don't like cluttered stuff. I like to be able to have an index to go to where I wanna go and not waste my time trying to find something on the page that I really don't want to see." –Small Business respondent

A consistent theme with respect to the form of Web design was that there should be various ways available to search and obtain information (i.e., topic, theme, and location).

Implications for Portal/Prototype Design

- Provide a search engine that is comprehensive, in that it searches all State of Michigan Web sites at one time.

- Include a search engine that allows customers to search in a variety of ways including key word, name, and department from one search engine.

- Design the Web site search engine so that it accounts for the synonymous words, titles and spellings that customers might use to refer to the same topic.

Content

Participants felt that the Web site should contain comprehensive, accurate, and up-to-date information. Ideally, the Web site should contain a notice of when it was last updated so that it is clear how current the information is.

"I want there to actually be information . . . If there's prices, I want prices, I want locations, I want all the information. I don't want to waste my time to get there and still have to call the place." –Licensed professional

"If it's misinformation, you're not going to trust the site." –Travel/Recreation respondent

"I think the important thing is that they list on there when it was updated." –Travel/Recreation respondent

Specific content items that should be posted on a Web site include a phone number. If a user has difficulty retrieving the information from the Internet, an alternative such as a phone number

would be highly valued. In addition, language that is common to the consumer should be used instead of jargon.

> *"It's always nice to have an address and a phone number you can contact . . . I don't think you want to do away with the personal element altogether. You still want to have the option to have that personal element there." –Licensed professional*

> *"There is not sometimes a phone number. Even though you may be accessing through the computer through the Internet, you may still want to use another form of communication to actually speak with a person. So that would be helpful." –Small Business respondent*

> *"I think you should use language that the consumer knows . . . I think you need to have language that people can understand." –Human Services professional*

Implications for Portal/Prototype Design

- Include a "last updated" notice on Web pages in the portal.

- Provide a state agency directory to allow customers to search for phone numbers by department and topic as well as employee name.

In sum, the Web-site design features most attractive to participants are those that function to save time by having the site load quickly, facilitate easy navigation through the site, and provide different types of search mechanisms so that people can find what they are looking for quickly and easily. These features are very important in helping people get to the information they need. Information must also be timely and accurate. Quick and easy navigation will not compensate for inaccurate, incomplete, or misleading information. The content and form of a Web site must work together for the Web site to be a superior way of obtaining accurate, comprehensive, up-to-date information.

Personalizing Web Pages

Approximately one-third of the participants reported having "personalized" a Web page. Others in the groups were interested in learning how to customize Web pages. For those who had previous experience personalizing Web pages, many found it useful and a valuable time saver.

> *"The functionality to me is really important. I want to be able say, 'This is what I want to look at'. I don't want to have to go to twelve different sites and find this information. It's nice if I could just have it come up when I log on." –Small Business respondent*

News, weather, and information related to their area of expertise were the most common types of items used in personalization.

Implications for Portal/Prototype Design

- Provide a "customizable" feature that will allow users to place, on one page, all of the State of Michigan information they want easy access to or use most often.

- Provide a clear and simple method for building a customized site including easy access to state government departments, branches, and levels of government.

- Notify customers of new features available via the e-Michigan portal through periodic e-mails.

Methods/Duration of Finding Information on The Web

The most common way focus group participants search for information on the Web is through search engines. Different levels of success were reported when using search engines, with some participants reporting frustration with unsuccessful searches.

> *"How you get the best info is the biggest problem. Every single search engine that I've ever checked out has given me different lists, hierarchical lists of what exactly I'm supposed to want but usually it's not what I want." –Small Business respondent*

> *"There are teachers that are frustrated as can be just like the students. You do a search for American history and here's 365 thousand links. Like where do you go from there? I've had teachers almost burst out into tears because they were just beside themselves. They had no idea where to go with it." –Educator*

The second most common method was bookmarks. Participants reported that bookmarks are valuable time savers. It was noted, however, that bookmarks are only useful if you take the time to keep them organized.

The duration of searches varied for participants, depending on what task they were trying to accomplish. Participants in one group noted that it could take as little as a few minutes to 20 minutes to a few hours. Participants were willing to spend a longer time searching for information that is important to their jobs.

Implications for Portal/Prototype Design

- Provide a "favorite places" feature that allows customers to book mark sites they want to use again in the future.

Alternatives When Searches for Information on the Web are Unsuccessful

The majority of participants will leave a site if they are unsuccessful in accomplishing their task. Some reported trying the site later, but most will use other methods. Of these methods, the phone was the most frequently mentioned alternative to the Internet. Another alternative cited was finding another provider of the service.

Implications for Portal/Prototype Design

- Organize the portal in a way that makes it easy to find the same information from a variety of perspectives.

- Offer customers access to on-line help if they are unable to find what they are seeking.

Opinions of the State of Michigan Web Pages

All but one participant had visited a State of Michigan Web page. Participants visited a wide variety of sites, such as the sex offender list on the State Police Web site and the Department of Natural Resources' camping-related Web pages. In describing their thoughts about State of Michigan Web sites, many participants compared it to sites they consider exemplary (e.g., mich.org, federal sites, car sites, etc.).

Although the State sites contain helpful information and have made it easier to access information (i.e., downloading bills and other data) than it has in the past, participants said there is ample room for improvement. Many of the possible improvements cited correspond directly to the kinds of features participants identified as attractive.

Participants complained that it was difficult to find what they were seeking in several sites. Participants reported that some sites are too detailed and that there was too much information to sift through.

> *"I think it's hard to find specific information . . . I think it's harder to find stuff on the State site than it is on the Federal site and that's saying something."*
> *–Human Services professional*

> *"I visited the overall State page today and I thought it was terrible. It looks like the table of contents of a State directory."* *–Human Services professional*

Indices and search engines were recommended as effective solutions to the problem. Others noted that the sites were poorly organized.

> *"I find it [Consumer and Industry Services] a little lacking. You have to go to more than one place to find out information that really could be all in one location. If you bring up*

somebody's license, it doesn't tell on that license if there's been a complaint. You have to go to another site on their page." –Licensed professional

Others noted that there are inconsistencies with the navigation from page to page.

"You should be able to learn a technique for dealing with all the departments at some fundamental level. It shouldn't all be that different . . . you ought to be able to get to several levels with the same process." –Human Service professional

"The lack of clarity as far as what's there, and what it's listed under and how it's categorized, I find myself getting lost sometimes. Even if I get into the right Web page how do I get to the area I want to get to. I've had trouble with DNR in their Web site." –Travel/Recreation respondent

Other complaints included the fact that some sites use technical or legal jargon that is confusing to the average citizen.

Implications for Portal/Prototype Design

- Facilitate customer use of Web-based services by offering group-related information and transactions.
- Organize informational content that is topically related, and cuts across departments, agencies, and various levels of government.
- Develop a consistent approach for layout and navigation of State departments' Web pages.

In sum, participants value any Web features that can help them retrieve the content they need in a quick and easy fashion. Time is a precious commodity and people do not have time to spend hours searching for the information they need. As Web usage continues to increase, the need for retooling and refinement of Web pages becomes more urgent.

Security/Privacy Issues/Marketing

Issues of security and privacy were explored, with particular emphasis on the kinds of information participants are comfortable divulging over the Internet. The types of marketing the State should use was also explored. The focus groups specifically explored reactions to the idea of the State e-mailing reminders to customers. The following are the common themes that emerged from each of these discussions.

Transactions on The Web

Over two-thirds of the focus groups participants had completed transactions over the Internet. Of these, the most common kinds of transactions were purchasing airline tickets, compact discs, and

banking on-line. For those participants who had not completed a transaction over the Internet, the most common reason for not purchasing was a fear of credit card number theft.

Comfort Levels in Giving Personal/Business Information Over the Web

In order to send e-mail reminders to the public for various things such as auto tab renewal or to perform other Web-commerce activities, the State would need an individual to divulge personal information via the Internet. To discover how this idea would be received, a series of questions explored the extent to which individuals would feel comfortable providing personal and business information on-line.

Overall, there was some degree of contention in divulging personal information to the State. Many participants were wary of giving out information over the Internet, feeling that too much of their information is already posted on the Internet, or that the State does not need additional information.

> *"Realistically, they have your Social Security number, they know your driver's license number . . . they know when you got it, they know when you need it. I mean, the information is already there out to them. I don't believe in the government having any more information than they need." –Licensed professional*

However, if the State was asking for information for a specific purpose, people were more comfortable providing it. Others cited the fear of credit card information being stolen, or their personal information being sold by the State to "junk mail" companies. To address the latter concern, participants recommended that the State have a policy/privacy statement that assures that their personal information will not be sold or shared with other agencies, departments or the private sector.

> *"A privacy policy that guarantees that this information is not going to be sold to advertisers and will be kept in strict confidence. The Better Business Bureau has an online privacy program which has certain rules that in order to be a part of the program, you have to abide by these certain rules. I think programs like that . . . will help people feel more secure about doing business." –Travel/Recreation respondent*

Others, however, felt that divulging credit card information over the Web was as safe as or safer than divulging it over the phone or in person.

> *"If you go to the mall and give them your credit card, and if you call someone on the phone and give them your credit card, that is less secure than the net. Every time you enter your visa number on the net, it actually goes through encryption. It's actually safer to send your information through the net than it is to make a phone call on a pay phone outside where someone can see it from your back." –Small Business respondent*

Human service professionals and licensed professionals, in particular, stated that they would risk confidentiality by reporting agency/business information over the Internet in an RFP response or grant application.

Implications for Portal/Prototype Design

- Provide an explicit policy/privacy statement to quell fears that are associated with divulging personal information via the Internet.

- When asking for personal identifying information, specify the purpose for which the information is needed and the conditions under which the information will be available for other purposes.

- Allow for varying degrees of personalization and automated processes depending upon the amount of information customers are willing to share.

- Give customers using the Web portal the opportunity to store personal identifying information to expedite future transactions. Clearly explain the benefits and limits on the use of that information.

Uses of e-mail

Overall, participants are receptive to the idea of the State sending e-mail on a variety of subjects including auto license tab renewals, teaching licenses, conferences, or cheap airline flights. Participants were particularly enthusiastic about receiving personal reminders such as a notice of when their driver's license will expire. There was also agreement that it would be useful to get updated about topics that interest them.

> *"Committee meetings in the Department of Community Health relative to maternal child health. Send them out, let me know when they're there." –Human Services professional*

> *"It'd be very helpful for the different seasons too. Cause I'm an avid deer hunter and I'd like to get into other ones, but I don't always know when the other ones come available. Like turkey season, when is your registration for that, I wouldn't have a clue because I've never turkey hunted." –Travel/Recreation respondent*

However, participants do not want their in-boxes loaded with e-mail. Most participants agreed that the option to unsubscribe at the bottom of each e-mail should be offered. Overall, participants want reminders that are relevant to them, and want to have the choice of saying no to any e-mail reminder.

Implications for Portal/Prototype Design

- Offer customers the option to receive e-mail reminders from the State.

- Include e-mail reminders of specific deadlines for transactions (i.e., auto tag renewal, professional license expiration, hunting licenses, etc.).

- Offer the option of e-mail subscriptions about specific topics of interest (i.e., conferences, fairs, posted summaries of important committee meetings, etc.).

- Provide subscribers with an easy method for unsubscribing in the body of the e-mail message, and also through the customizable portal screen.

Effective Ways for The State to Inform People About Information It Provides Over the Web

The most frequently cited methods for informing people about the State of Michigan site contents would be television, radio, or newspapers. According to focus group participants, direct mail campaigns would not be effective and the materials would likely end up being discarded. Other ideas included links through professional organization sites and other related sites.

Advertising

During the focus groups, the idea of selling advertising on the State Web site and the State advertising its site on other sites was explored. A series of questions was posed to learn how participants would react to the idea of the State generating revenue from the Web site through advertising.

Banner Advertising and the State's Web site

Most participants were strongly opposed to banner advertising, describing it as "extremely ineffective," that it "takes up space and takes forever to load," and is "annoying." A few participants felt that banner advertising is acceptable if it contains information relevant to them.

The issue of whether the State should sell banner advertising on its site brought about similar feelings. With very few exceptions, there was a general feeling that the State should not sell advertising to generate revenue. A frequent reason cited for not engaging in advertising was the political ramifications of having advertising on the State Web site. Participants felt that the State should not be advocating a certain position or favoring one company over others.

> *"If the State wants to sell advertising, how are they going to tell me that I can't buy it . . . or my issue is no gun control . . . what a great place to be, on the government Web site saying, 'We need more guns'."* *–Human Services professional*

Participants also stated that they don't want their tax dollars supporting the State's interest in selling advertising. In addition, having advertising on the site begs the question of whether the site was intended for advertisers or citizens.

"I think you would tend to question the motivations and maybe start looking at the possibility of improprieties. Where is the loyalty of the State, is it to us the citizens or is it to their advertisers?" –Travel/Recreation respondent

Participants felt that advertising, even if used only to maintain the Web site, undermines the State's intent to providing customer service.

For those few who advocated advertising, the caveats were that the advertising had to be relevant to their interests. However, even for those who did advocate advertising, many felt it was more appropriate to provide a link to a commercial site than to have a banner advertisement on the State Web site.

The majority of customers were opposed, in theory, to advertising on the State's Web site. However, given the enormous cost associated with designing and maintaining a comprehensive Web site, it is important to consider possible revenue streams that can be generated from the State's Web site.

Implications for Portal/Prototype Design

- Do not use banner advertising.
- Explore other options for partnerships with private sector companies to generate revenue streams linked to Web-based transactions and e-commerce.

Information and Service Needs/Packaging

In each of the focus groups, participants were asked what kinds of transactions and information needs the State of Michigan could satisfy for their group. Although the kinds of transactions and information needs for each group are distinct, there is some overlap in the fact that all groups, regardless of occupation, need to use the State of Michigan Web site in the course of daily life. It is also important to note that the needs of each group cut across State departments, between branches and levels of government, and beyond government to the non-profit and business sector. The following are the highlights of the specific lessons learned about each focus group of potential users of e-Michigan.

Educators

A number of the participants in the educators group were social studies teachers, and thus many of the needs they expressed related to the social studies curriculum. One of the recommendations for content development on the State of Michigan Web site involved an expansion of information students can use to support their studies. The group stressed that the information provided over the Web should be developed in accordance with Michigan's curriculum standards. Suggestions included offering live Web casts of the legislature and visual "field trips" such as a virtual tour of Michigan's Capitol building. Participants noted that there does not necessarily need to be a

separate “kid's page” because students do not always like to use a separate area. The site should be user-friendly for both adults and children.

Participants suggested packaging information in a number of ways: by content area, grade level, developmental level, subject, and/or themes.

> *"One page that had all the time line stuff. Then the same information but put in a thematic page . . . you could also do it by levels. If I'm teaching third grade, I could go up to the third grade section of the Web site and see all the curriculum requirements." –Educator*

Another example of packaging information given by a participant would be job-related information for students that is packaged to contain information on job statistics, volunteer opportunities, college information, scholarships, and grants information.

Other teachers recommended including both written materials and databases so that students have the opportunity to increase content knowledge and apply math skills.

The prototype packages education-related information in a manner that is user-friendly to learners of all ages and grade levels. Information is grouped by experience level (beginner, intermediate, and advanced) rather than by grade level so that users do not feel confined to using one particular page over another. Also the content that is alluded to by the prototype goes beyond what is traditionally considered education materials to include related information such as career planning advice, information on field trips, and non-traditional learning opportunities.

Implications for Portal/Prototype Design

- Package education-related information in a manner that is user-friendly to all ages and grade levels.
- Go beyond what is traditionally considered education materials to include related information about career planning and non-traditional learning opportunities.
- Provide information about field trips and access to “virtual tours” for individuals unable to visit sites of educational interest.

Travel/Recreation

Participants in the “travel” group made several recommendations with respect to the types of information they would like to access through the Web. Similar to the educators, there is a need for content expansion. Specifically, travelers would like to have a comprehensive list of lodging and restaurants in the area (and any restrictions that may apply), a map generator to help with planning a vacation destination, and reports on traffic volume, road construction, water levels, and weather information.

"I would say three things that I always look for before I head out on a trip is what the weather is going to be, a map on how to get there, and anything that could be causing trouble on the roads. I get maps from Mapquest.com and they have a traffic report section on what may happen on the roads or what is currently happening on the roads. I go one place for weather, and another place for a map, that's crazy, it should all be together." –Travel/Recreation respondent

"It'd be nice to have like restaurants, bars, shops—different things like that and maybe a brief description of what they are and maybe where they are. Sometimes things are outside of the city like five miles and you wouldn't know how to get there unless you asked a local . . . and you wouldn't see it unless you had found it on a Web site or someone had told you about it." –Travel/Recreation respondent

In addition, participants would be interested in restrictions and rules for trails at State parks, as well as types of vacations appropriate for children, families, and seniors.

Participants indicated that in packaging this information together, appropriate links to other sites should be provided. For example, boating information could be linked to sites offering vehicle registration, fishing permit purchasing opportunities, and AAA traffic and construction updates. Participant opinions indicate that service packages should be responsive to customer needs rather than institutional "turf." Even the public-private distinction is not generally of concern to citizens trying to arrange a State Park camping trip as they want information about what restaurants might be in the area as well as information about services at the State park. Participants also noted that information should be comprehensive. Names, phone numbers, addresses, and process should be noted whenever possible. The more information about lodging and events at intended destinations that can be provided on one site the better.

Implications for Portal/Prototype Design

- Package travel-related information in a manner that is user-friendly to all ages.
- Provide direct access to all of the information needed to plan a trip, from weather and road conditions to lodging (public and private) and events taking place in the area.
- Provide opportunity to receive e-mail updates about travel and recreation in Michigan including reminders about renewing boating, hunting, and fishing licenses.

Human Services

Human services professionals suggested rather different uses and information needs when compared to other groups. Some of the uses included having the state's RFP process on-line, from proposals to evaluations for grants. Electronic transfers of funds were also cited, but one participant added that care would have to be taken in bringing people along to accepting this transition. Human service organizations should also be able to identify all State funding that comes into a community.

Another perspective expressed by members of this focus group involved how the Internet could be used as a tool for human service agencies as well as consumers. Agencies could use the Internet to solve basic queries. Staff could be used to resolve the more complex queries. Many of the public services available in a community are not easy to locate. To remedy this problem, one respondent mentioned how people in the community could serve as intermediaries of information. As an example, one respondent mentioned how a doctor could give information to a parent on services for behaviorally-challenged children. Intermediaries of information, such as the doctor in this example, could help in this division of labor.

A common complaint exclusive to human service focus group participants was the type and nature of the data available on the State sites. This concern was related to their use of the State of Michigan Web portal for professional, rather than personal, use. A primary problem is that the data offered on the Web is not raw data. Participants suggested that the data be provided in a form that allows them to load it onto their own computers and manipulate it. As it presently stands, it is difficult to extract from the data the kinds of information they need, there is inconsistency in the type of data available from year to year, and the data is often inappropriate (i.e., national rather than state data is listed).

> *"You can never depend on the same data being in the same place twice . . . you can't get to it and manipulate it the way you want it . . . so some consistency on any kind of data collection, no matter how it is released, would be handy from the State of Michigan." –Human Services professional*

> *"There's a tendency for the State to store data in unusable formats so you can print out what you want but . . . you can't download the database and then plug it into your own software. The census site, tiger section, which will create a map of census variables in color of any size entity you want. I cannot understand why that can't happen at the State level." –Human Services professional*

Participants referred to a "data democratization" project carried out by Ingham County Community Health as a model for how data should be shared.

> *"The one thing that's going on in Lansing . . . it's called data democratization and it's a project to bring data to the neighborhood level and it includes mapping and so forth and it's being done through the Ingham County Health department." –Human Services professional*

Similar to other groups, however, participants in this group agreed that one simple transaction can entail numerous departments and agencies.

> *"I'm interested to adopt a child. That ought to be enough to cut across State and perhaps even federal links. You shouldn't have to get bogged down with which department handles adoptions. I mean that is really bureaucratic already." –Human Services professional*

Implications for Portal/Prototype Design

- Cluster services around topics instead of departments so that content organization is more coherent to users.

- Allow for information access through departments for those users who are more comfortable getting their information in this manner.

Small Business

Small business owners noted that it would be useful to have the ability to fill out a form on the Web and then have the State e-mail them with all of the information that they will need to make their small business legal.

> *"I would like a site that would say, 'If you're starting a small business in Michigan, please fill out this information' and every single thing you need to become legal in the State of Michigan should be sent to you."* *–Small Business respondent*

Time and confusion could be saved through this process. Some participants related how they were perplexed about the type of corporation their business fits into as well as tax laws that related to each business designation.

Another use small business owners would like is a "how to" guide on doing business with the State. Many expressed confusion on the process involved in trying to be a vendor for the State. A guide outlining the various requirements in an explicit fashion would be highly valued by this group.

Implications for Portal/Prototype Design

- Provide comprehensive start-up kits to support small business development.

Licensed Professionals

This focus group consisted of licensed professionals in the real estate industry. Information needs for this group were centered around the Department of Consumer and Industry Services, the Department of Environmental Quality, and the Department of Treasury.

The Department of Consumer and Industry Services provides information on licensing and renewal. Focus group participants stated that they need to access this information for their own licenses as well as to look for information about those with whom they interact.

The Department of Environmental Quality provides information about the rules, regulations, and status of land use policies that are applicable to a particular piece of property.

The Department of Treasury is important because most of those in the focus group are self-employed and must pay their own taxes.

Group members also expressed an interest in having links to county and local government offices that deal with real estate transactions. On-line forms for FOIA requests would be much more efficient than having to manually type a letter and wait for a response.

> *"I would like to be able to send an e-mail or fill out a form to get information on complaints that have been finalized, what disciplinary action has been taken . . . to get a copy of that complaint and usually [you] can get that through the Freedom of Information Act. But you have to sit down, type out a letter, get a check, put it in the mail . . . electronically, it would be more efficient for the State department as well."*
> *–Licensed professional*

> *"I would like to do everything within my profession on one site. . . . to do my e-transaction on-line, the listing, the selling . . . renewing my real estate license, having a link through my association site." –Licensed professional*

In addition, a system that allows licensees to find out the number of continuing education hours they need to renew their licenses would be highly valued.

Implications for Portal/Prototype Design

- Allow licensed professionals to renew their licenses via the Web.
- Organize all information about a specific license or license holder in a manner that is easily comprehensible by consumers.
- Provide updates about continuing education credits as an option for individuals

Customer Service Expectations

In case of difficulty in accessing information on a State of Michigan Web page, participants stated that they would most like to use a search engine inquiry or e-mail a State employee with their question.

> *"I'd like to know if I need to know somebody to call to follow up my search or a fax number . . . give me a human being that I can reach or some way to connect to somebody so if I'm not sophisticated in my search techniques, I can go to somebody to get it done."*
> *–Human Services professional*

This latter method could prove problematic, however, for those who do not have e-mail addresses. Phone numbers should also be available for those who don't have e-mail. Participants stated that e-mail questions should be responded to in a timely manner. Most participants do not expect 24-hour, seven-days-a-week service, but they do expect a response within 24–48 hours.

> *"When you have questions, they (Department of Treasury) have that one site where if you have questions, you type out your question, and you send it and they answer back by e-*

mail and they answer your question . . . they answered me back in 48 hours . . . they actually told me to allow five days." –Small Business respondent

It was also noted that getting an automatic response indicating the e-mail had been received along with a message stating when an answer could be expected, would make waiting for a response less taxing. In any event, the State should aim to exceed the public's expectations.

Implications for Portal/Prototype Design

- # Offer a means to contact State employees with questions and problems using the Web portal through phone and email.

- # Actively solicit customer feedback regarding design and functionality of the Web portal.

- # Provide clear set of expectations regarding a time frame for response to e-mail inquiries.

Common Themes Among Secondary Target Groups

A set of questions was asked of each group to capture the preferences related to common citizen needs. A series of questions pertaining to each target group was posed. Following are some of the general themes that emerged from all of the target groups.

For some services that could be completed over the Web (i.e., auto license tabs, taxes) most did not use the Web but tended to use more traditional ways of renewing and filing (i.e., standing in line; mail) instead. Reasons for not using the Web included being unaware that the service could be completed over the Internet, feeling more comfortable with a personal touch, feeling more reassured the transaction was actually completed in person, fear of technology, and the feeling of being unsure of the ability to complete the transaction.

"The commercial tax systems . . . use the wizard approach . . . if the State would come up with something that resembled that, a lot more people would use it."
–Human Services professional

Participants were also hesitant to conduct transactions over the Web because it would be more difficult to track if something went wrong. Participants indicated that receiving an immediate response that the transaction had been received and is being processed would make them more comfortable.

"It might encourage me more . . . if they sent me an e-mail saying confirmation we got your stuff. Your tag has been sent on such and such a date."
–Travel/Recreation respondent

Implications for Portal/Prototype Design

- # Develop renewal and tax forms in a way that is user-friendly.

- Consider dialog boxes that pop up to remind the person to do a certain task or highlight mistakes.

- Assign customers a tracking number for on-line transactions that are not immediately processed.

Conclusions

The focus groups provided a great deal of insight into the preferences and needs of the State of Michigan's customers. Many of the insights reaffirmed the findings made in the e-mail and contact log analyses. The following is a summary of the major implications of the focus group results.

Web designs provide quick, easy access to information and transactions.
A common message emerging from all of the focus groups is that time is a precious commodity. Any efficiencies that can save a person time are greatly valued. The State of Michigan site should be designed in a way that will satisfy this need. The site should be quick loading, easy to navigate, and uncluttered. The site should provide different ways of searching for information; contain comprehensive, accurate, and up-to-date information; and be responsive to questions that may be posed by users.

User groups' needs often overlap.
Each focus group consisted of a different type of potential user of e-Michigan. While many of the users' needs were specific to their occupation, many other user needs span occupational boundaries and lifestyles. For example, the needs of an educator can overlap with a traveler's needs—a teacher may want travel information to plan field trips or to teach about tourism (or to travel himself). Licensed professionals and teachers are both state-certified and share continuing education requirements. Small business persons, licensed professionals, and persons working in all types of occupations need information about career development opportunities. All of these groups overlap to some extent. The overlapping needs expressed by focus group participants suggest that an effectively designed Web site will make certain types of information available from multiple places within its pages—multiple points of access are not redundancies of design but instead an acknowledgment of the needs that user groups share.

Security concerns can be overcome.
Although there were some participants in each group who felt that the Web was safer when it came to divulging personal information, security concerns still emerged for a number of participants. The State needs to quell these fears of the State selling information and theft of personal information by hackers through explicit statements of why the information is requested, as well as a statement stating that information will not be sold or shared with any other agencies. Participants expect the State to protect this information and a breach of their expectations will foster distrust of the State and hamper use of the Web-site.

State initiated transactions are attractive.
Participants were very receptive to the idea of the State reminding them that it is time to renew such things as occupational licenses, vehicle registrations, and other time-sensitive permissions and registrations. Furthermore, focus group participants were receptive to the idea of getting e-mail updates from the State on legislative, department-related, and service-oriented news. However, consumers stressed that the process of unsubscribing from a particular list should be

easy to do, and generally worried that the State might overuse e-mail updates. The reminders should not be sent so often that an in-box is filled quickly. Once-a-week updates or a digest format for relevant information were recommended.

Advertising should be avoided.
Focus group participants were adamant that the State should not have banner advertising on its site. Conflicts of interest could arise and create potential political and ethical problems. In addition, there could be a mixed message to consumers about whom the site serves: advertisers or citizens. Consumers also dislike the idea of their tax dollars paying for advertising to promote the State of Michigan site.

The issue of sponsorship will be explored in a second round of focus groups, as will other revenue-generating techniques available to the State.

Awareness of Web-based services needs to be elevated.
When asked whether they used the Web for such services as tax filing and renewing drivers license tabs, many of the focus group participants indicated they had not because they were unaware that it was an option. The State needs to enhance awareness of these services through reminders, TV, and radio in order to increase usage of these services.

Services offered through the State should be user-friendly.
The State also needs to make the process easy. Participants are unsure of their ability to complete the transaction. The State must make forms easy to use (i.e., wizards), and have "smart programming" designed to highlight errors or omissions so that the comfort level with Web transactions is increased to a point where people prefer the Web, and particularly, the State of Michigan Web site for conducting such transactions.

Response to customization varies.
It is difficult to predict the proportion of State of Michigan Web-site users who are willing or interested in customizing their Web portal. Only one-third of the participants in the focus group had ever personalized a Web page. The proportion of Web users familiar with this process is likely to grow as people use the Web more often and for different purposes. Furthermore, many focus group participants indicated that their service needs from the State of Michigan are vast and varied, necessitating an ability to navigate multiple State of Michigan sites to accomplish all of their necessary tasks. A customized page could allow consumers to bypass information that is not relevant to their needs, resulting in substantial time savings for the users.

Continuous improvements of the State of Michigan Web site are imperative.
The focus group discussions provided an enormous amount of information about the needs of the State of Michigan's customers generally, as well as the wants, needs, and preferences of five specific user groups. Although the results from these five groups involve numerous State agencies and functions, there are no doubts that there are countless other user groups with their own specific needs. Furthermore, as technology, laws, and policies change, so will the needs of Michigan's customers. The development of a superior Web presence will necessitate that customer needs and satisfaction with the State's Web sites be measured continuously. The

results of these measurements should then be used for further refinements and improvements in the State's Web presence.

Next Steps

This first round of focus groups is one in a series of steps aimed at developing the State of Michigan Web portal. In addition to the research activities described in this report, a telephone survey will be administered to both users and non-users of the Internet in the State of Michigan. The survey's intent is to learn about patterns of Internet use and interest in conducting transactions and accessing government information via the Internet.

The customer research survey will be used to inform the discussion guides for a second round of focus groups which will test the e-Michigan prototype. The insights from the second round of focus groups, together with the survey research, will provide a basis upon which to make recommendations regarding further development of the e-Michigan portal.

Appendix

A. Focus Group Organization and Recruitment

B. Profile sheets completed by participants prior to commencement of the focus groups

C. Focus Group Discussion Guides

D. Focus Group Summaries

E. Limitations of Focus Group Research

Appendix A

Focus Group Organization and Recruitment

Focus group membership was organized around a primary and secondary area of interest. Each participant was asked to provide insight from the perspective of their primary user group (e.g., small business owners) as well as the perspective of the secondary user group (e.g., career development). The following table summarizes the organization and schedule of the focus groups.

Table 1: Focus Group Dates and Constitution

Primary Focus	Secondary Focus	Date	Time	Facilitator
Educators	Consumers	Monday May 8, 2000	4:00–6:00 p.m.	Nancy Hewat
Travel/Recreation	Drivers	Monday May 8, 2000	6:00–8:00 p.m.	Nancy Hewat
Human Services	Taxpayers	Tuesday May 9, 2000	5:30–7:30 p.m.	Jeffrey Padden
Small Business	Career Development	Tuesday May 9, 2000	7:30–9:30 p.m.	Jeffrey Padden
Licensed Professionals	Parents	Wednesday May 10, 2000	6:00–8:00 p.m.	Jeffrey Padden

The task of recruiting focus group participants was distributed among three different sources. The travel/recreation group was recruited by Capitol Research, Inc. in Lansing, the small business group was recruited by the Small Business Center at Lansing Community College, and the remainder of the groups were recruited by Public Policy Associates, Incorporated.

Appendix B

Procedures and Protocols

Prior to the commencement of each focus group discussion, participants were asked to complete a profile sheet that contained questions about basic personal information (name, address, organization, e-mail address) and the extent and nature of their Internet use. These profiles provided the moderator with basic information participants' Internet usage.

Focus Group Participant Profile -Educators

Lansing, Michigan

May 8, 2000 (4:00 p.m. - 6:00 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name_____ Title _____

School/District/Organization_____ Years Of Teaching Experience_____

Address_____

City_____ State_____ Zip_____

Phone (_____)_____ Fax (_____)_____ E-mail_____

Grade Level(s) Taught _____ Subject (s) Taught _____

Do you have access to the Internet through ❑ Home ❑ School ❑ Both

How many times do you use the Internet per month? _____

What are the three most common things you use the Internet for in your personal life?

1. _____

2. _____

3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____

2. _____

3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

_____

Comment_____

_____

Focus Group Participant Profile -Travel/Tourism
Lansing, Michigan
May 8, 2000 (6:00 p.m. - 8:00 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name_____ Title _____

Business/Organization_____ Address_____

City_____ State_____ Zip_____

Phone (_____)_____ Fax (_____)_____ E-mail_____

In the last 12 months, where, in Michigan, have you traveled for recreational purposes? _____

_____

In the next 12 months, where, in Michigan, do you intend to travel for recreational purposes? _____

_____

Do you have access to the Internet through ❑ Home ❑ Office ❑ Both

How many times do you use the Internet per month? _____

What are the three most common things you use the Internet for in your personal life?

1. _____
2. _____
3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____
2. _____
3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

_____

Comment_____

_____

Focus Group Participant Profile - Human Services

Lansing, Michigan

May 9, 2000 (5:30 p.m. - 7:30 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name_____ Title _____

Organization_____ Years with Organization_____

Address_____

City_____ State_____ Zip_____

Phone (_____)_____ Fax (_____)_____ E-mail_____

Do you have access to the Internet through ❑ Home ❑ Office ❑ Both

How many times do you use the Internet per month? _____

What are the three most common things you use the Internet for in your personal life?

1. _____
2. _____
3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____
2. _____
3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

Comment_____

_____

Focus Group Participant Profile - Small Business
Lansing, Michigan
May 9, 2000 (7:30 p.m. - 9:30 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name_____ Title _____

Company_____ Years with/owned Company_____

Address_____

City_____ State_____ Zip_____

Phone (_____)_____ Fax (_____)_____ E-mail_____

Industry (check one):
❑Manufacturing
❑Retail
❑Business Service
❑Personal Service
❑Other_____

Number of Employees:
Full Time_____
Part Time_____

Number of Locations of company:_____

Do you have access to the Internet through:
❑Home
❑Office
❑Both

How many times do you use the Internet per month? _____

What are the three most common things you use the Internet for in your personal life?

1. _____
2. _____
3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____
2. _____
3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

Comment_____

_____

Focus Group Participant Profile - Licensed Professionals

Lansing, Michigan

May 10, 2000 (6:00 p.m. - 8:00 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name_____ Title _____

Occupation_____ Company_____

Address_____

City_____ State_____ Zip_____

Phone (_____)_____ Fax (_____)_____ E-mail_____

What license(s) do you currently hold with the State of Michigan? _____

How long have you held a license in the State of Michigan? _____

Do you have access to the Internet through ❑ Home ❑ Office ❑ Both

How many times do you use the Internet per month? _____

What are the three most common things you use the Internet for in your personal life?

1. _____
2. _____
3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____
2. _____
3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

Comment_____

_____

_____

Appendix C

Focus Group Discussion Guides

The following are the protocols used by the moderator in each of the five focus groups. The protocols were used as a **guideline** for discussion with and among the participants in each focus group. Moderators also probed participants when necessary to either clarify a thought or provide further embellishment on an idea.

E-Government: Educators/Consumers Focus Group Protocol

As participants arrive, hand out profile forms and ask them to fill them out. Collect the forms as they are completed and give them to the moderator. Moderator reviews the forms and uses them during the session.

(0:00) I. Introduction

A. Introduce moderator.

B. Thank participants for attending.

C. Explain that there are no right or wrong answers.

D. Explain ground rules for participation.

1. Don't wait to be called on.

2. Moderator will "referee."

3. Ask participants to say their name when they speak, so we can link comments together.

E. Explain that we will be asking questions of them as **educators and as consumers** in a general sense.

F. Inform participants that the group is being audio taped and the rationale for it being audio taped (i.e., our internal use in doing an accurate summary of the session).

G. Tell participants that their names will not be associated with any comments in the summary.

(0:05) II. Purpose of the Focus Group

A. Discuss the development of the Internet and specifically how the State is interested in improving its services through this medium.

1. Discussion will provide insight into what Web site design features are most attractive and/or useful to consumers.

2. Discussion will provide insight into whether there are any groups of services that are appropriate to be linked together for students and teachers.

3. Discussion will provide insight into advertizing strategies the State could use to encourage people to come and use the e-Michigan.

B. Introduction of participants (name, occupation).

(0:10) III. Web Design

A. What design features do you like in a Web site? What makes a site particularly attractive to you as an educator? (PROBE: relevant information/services, useful search engines, pop-up menus etc., speed of use?)

B. Have you used the personalizable feature of some Web pages (My Yahoo, My Netscape, etc.) to create your own Web page? Why? Why not?

C. What factors deter your use of a Web site?

D. Are there particular factors that should be considered in designing a Web site for students and teachers?

E. What methods do you use in finding what you need on the Web? (PROBE: search engines, links on Web pages)

F. Using these methods, how long does it usually take to find what you need on the Web?

G. Have you ever completed a transaction on the Web? (PROBE: like making a purchase or registering for a conference)

H. When you can't complete your intended task on the Web what do you do? (PROBE: Give-up? Call a customer service line?)

I. Have you ever visited a State of Michigan Web site?

1. If yes, how often?

2. For what purposes?

3. What are your impressions of the State Web sites?

4. What did you like about the site you visited? What did you dislike?

5. Did you find the information or complete the task you were looking for?

6. Did the Web page(s) give you a sense of coherence?

(0:30) IV. Types of Information and Services That Could Be Packaged for Students and their Teachers

A. What are the groups of people or user groups within your school district who would most likely use the site?

B. From an instructional perspective, what curriculum content areas could be addressed through the State of Michigan Web site? (PROBE: social studies, natural science, etc.)

C. Let's explore now what information could be packaged for students.

1. What State government information would make sense to be provided to students?

2. Do any of the information needs we just discussed make sense to be packaged together on the Web? (PROBE: For example, someone planning a fishing trip might need to make a camping reservation, obtain a fishing license, renew a boat

license, get a weather report, and check for road construction for one trip.)

3. Why do these items “fit” together?

4. How frequently would students use this as an information source?

D. Are there distinct needs for different age groups within the student population? How can these needs be addressed?

E. Are there other relevant information sources external to State government that should be offered with this information?

F. Aside from curriculum content areas, what other information and services offered by State government could be useful for students? (PROBE: consumer information regarding safe use of the Web, occupational training information, scholarship information, employment services, drivers licensing, etc.)

G. Do you have any concerns about students using the State of Michigan Web site that you would like to share?

H. Do teachers need other distinct information and services beyond what is made available for students? (PROBE)

I. If you had difficulty locating or accessing the information/services you needed from a State of

Michigan Web site, what support services you want or expect? (PROBE: e-mail address with a quick turnaround time, customer service over the telephone)

J. What expectations would you have as far the length of turn-around time (hours) to receive this support?

(0:50) V. Marketing/Security/Privacy Issues

A. Here's a situation to ponder. You go to the State of Michigan Web Site to review a listing of State-approved continuing education/professional development courses currently available.

You get down to the end of the page and there's a question that asks: "Would you like reminders/ notices of the latest information regarding CEU and PD offerings?

What this question essentially asks is if you want the State of Michigan e-mailing you to keep you abreast of new developments that may be relevant to you (i.e., courses, events, etc.). How would you react to that type of question? Why? Why Not

B. Are there other types of electronic updates or reminders that would be useful for you to receive from the State?

C. Do you think this type of notification system would be appropriate for students? Why? Why not?

D. Are you comfortable with giving information about your school over the Web?

E. If not, why do you feel that way?

F. Are you comfortable with giving information about yourself over the Web?. If not, why do you feel that way?

G. Would you feel more comfortable giving information about your school/yourself to a company Web site vs. a State Web site or would there be no difference?

H. If there is a difference, what is its nature?

(1:05) VI. Advertising

A. If the State were to advertise the service/information it provides over the Web, what do you think would be the most effective way of achieving that goal? (What would persuade you to visit the State's Web site?)

B. How do you feel about the idea of the State of Michigan selling banner advertising on its Web site? Why do you feel that way?

C. If the State of Michigan were to sell banner advertising should it be limited to certain types of businesses/products?

(If participants are negative)

D. Would you respond differently if you knew that the advertising would offset the cost of maintaining the Web site.

(1:15) VII. Consumer Information Questions

Now I would like to ask you some questions about the needs and concerns that consumers might have about the goods or services they purchase from businesses in the community.

A. How do you most often learn about problems with merchandise or services purchased from companies who do business in Michigan?

B. Would you find it useful to find this information on the State's Web site? If not, why not?

C. Have you ever thought about filing a formal complaint about the services you received from a company doing business in Michigan? Have you wondered what your rights were as a consumer?

D. Would you like to see this type of information and service available through the State of Michigan's Web page?

(1:30) VIII. Closing Discussion

A. Participants' chance to put forth any other thoughts on the State's use of the internet that were not dealt with in the meeting.

(1:35) IX. Thanking Participants

A. Thank participants for their thoughts.

E-Government: Small Business Focus Group Protocol

As participants arrive, hand out profile forms and ask them to fill them out. Collect the forms as they are completed and give them to the moderator. Moderator reviews the forms and uses them during the session.

(0:00) I. Introduction

A. Introduce moderator.

B. Thank participants for attending.

C. Explain that there are no right or wrong answers.

D. Explain ground rules for participation.

1. Don't wait to be called on.

2. Moderator will "referee."

3. Ask participants to say their name when they speak, so we can link comments together.

4. Turn off cell phones.

E. Explain that we will be asking questions of them as **small business owners** in a general sense.

F. Inform participants that the group is being audio taped and the rationale for it being audio taped (i.e., our internal use in doing an accurate summary of the session).

G. Tell participants that their names will not be associated with any comments in the summary.

H. The discussion will provide insight into how the State of Michigan can improve the services it provides to small businesses over the internet.

I. Ask participants to introduce themselves.

(0:05) II. Web Design

A. What design features do you like in a Web site? What makes a site particularly attractive to you as a small business owner? (PROBE: Relevant information/services, useful search engines, pop-up menus etc., speed of use?)

B. What factors deter your use of a Web site?

C. Are there particular factors that should be considered in designing a Web site for small businesses?

D. Have you used the personalizable feature of some Web pages (My Yahoo, My Netscape, etc.) to create your own Web page? Why? Why not?

E. What methods do you use in finding what you need on the Web? (PROBE: search engines, links on Web pages).

F. Have you ever completed a transaction on the Web? (PROBE: like buying or selling something or registering for a conference) Why? Why not?

G. Using these methods, how long does it usually take to accomplish what you wanted to on the Web?

H. When you can't complete your intended task on the Web what do you do? (PROBE: Give-up? Call a customer service line?) How long are you willing to try?

I. Have you ever visited a State of Michigan Web site?

1. If yes, how often?

2. For what purposes?

3. What are your impressions of the State Web sites?

4. What did you like about the site you visited? What did you dislike?

5. Did you find the information or complete the task you were looking for?

6. Did the Web page(s) give you a sense of coherence?

(0:25) III. Information and Service Needs/ Packaging:

A. For you as small business owners, what kinds of transactions and information needs could be satisfied by the State of Michigan Web site? (PROBE: resources for small businesses, laws and regulations, tax payments)

B. For these types of transactions/information needs, what types of people or user groups within the small business community would most likely use the site? (PROBE: retailers, manufacturers, service providers, small business start-ups)

C. Are there any common needs within these user groups?

D. Of the information and services we just talked about, are there subsets that make sense to be packaged together? Why?

E. Are there common transactions that groups of small business owners have to engage in regularly? (PROBE: paying taxes)

F. If you had difficulty locating or accessing the information/services you needed from a State of Michigan Web site, what support services would you want or expect? (PROBE: e-mail address with a quick turnaround time, customer service over the telephone)

G. What expectations would you have as far the length of turn-around time (hours) to receive this support?

(0:45) IV. Marketing/Security/Privacy Issues

Here's a situation to ponder. You go to the State of Michigan Web site to review the Economic Development page to see what kinds of business/technology conferences are being held.

A. You get down to the end of the page and there's a question that asks: "Would you like reminders/ notices of the latest information regarding conferences, and MEDC events?" What this question essentially asks is if you want the State of Michigan e-mailing you to keep you abreast of new developments in the department that may be relevant to you (i.e. conferences, events). How would you react to that kind of question?

B. Are there other types of e-mail reminders that would be useful/relevant to you as a small business owner? (PROBE: license expiration, changes in laws or regulations)

C. Are there e-mail reminders that would be useful/relevant to you as a citizen? (PROBE: license tab renewal)

D. Are you comfortable with giving information about your business over the Web? Why? Why not?

E. Are you comfortable with giving information about yourself over the Web? Why? Why not?

F. Would you feel more comfortable giving information about your business/yourself to a company Web site vs. a State Web site or would there be no difference? Why?

G. If you could "personalize" the menu of services offered on the State of Michigan start-up page, would you use that feature? Why? Why not?

H. What would be an effective way for the State to tell you about the information and services it provides over the Web?

(1:05) V. Advertising

A. How do you feel about the idea of the State of Michigan selling banner advertising on its Web site? Why do you feel that way?

B. If the State of Michigan were to sell banner advertising should it be limited to certain types of businesses/products?

(If participants are negative)

C. Would you respond differently if you knew that the advertising would offset the cost of maintaining the Web site?

D. Would you respond differently if the advertising was for a product you were interested in, like a conference for small business owners?

E. Does it make a difference if the advertiser is a public/semi-public organization?

(1:15) VI. Career Development/Job Training Questions

A. How are you most often informed about professional development, job training for yourself and your employees? (i.e. conferences, training seminars)?

B. Would you find it useful to find this information on the State's Web site? If not, why not?

C. Do you use the State's Web site to find out about special job training programs the government offers to employers?

D. If not, what would motivate you to use the State of Michigan Web site to retrieve this and other kinds of relevant information to your business?

E. What other specific information pertaining to job training and career development would you find most useful and relevant to your business? (PROBE: employee recruitment, employee retention)

(1:25) VII. Closing Discussion

A. Is there anything we didn't ask about the services the State provides over the internet that you would like to add?

(1:30) VIII. Thanking Participants

A. Thank participants for their thoughts.

E-Government: Licensed Professionals Focus Group Protocol

(0:00) I. Introduction

A. Introduce moderator.

B. Thank participants for attending.

C. Explain that there are no right or wrong answers.

D. Explain ground rules for participation.

1. Don’t wait to be called on.

2. Moderator will “referee.”

3. Ask participants to say their name when they speak, so we can link comments together.

4. Turn off cell phones.

E. Explain that we will be asking questions of them as **licensed professionals in the real-estate industry** in a general sense.

F. Inform participants that the group is being audio taped and the rationale for it being audio taped (i.e., our internal use in doing an accurate summary of the session).

G. Tell participants that their names will not be associated with any comments in the summary.

H. The discussion will provide insight into how the State of Michigan can improve the services it

provides to licensed professionals over the internet.

I. Ask participants to introduce themselves.

(0:05) II. Web Design

A. What design features do you like in a Web site? What makes a site particularly attractive to you as a licensed professional? (PROBE: relevant information/services, useful search engines, pop-up menus etc., speed of use?)

B. What factors deter your use of a Web site?

C. Are there particular factors that should be considered in designing a Web site for licensed professionals?

D. Have you used the personalizable feature of some Web pages (My Yahoo, My Netscape, etc.) to create your own Web-page? Why? Why not?

E. What methods do you use in finding what you need on the Web? (PROBE: search engines, links on Web pages).

F. Have you ever completed a transaction on the Web? (PROBE: like buying or selling something or registering for a conference) Why? Why not?

G. Using these methods, how long does it usually take to accomplish what you wanted to on the Web?

H. When you can't complete your intended task on the Web what do you do? (PROBE: Give-up? Call a customer service line?)

I. Have you ever visited a State of Michigan Web site?

1. If yes, how often?

2. For what purposes?

3. What are your impressions of the State Web sites?

4. What did you like about the site you visited? What did you dislike?

5. Did you find the information or complete the task you were looking for?

6. Did the Web page(s) give you a sense of coherence?

(0:25) III. Information and Service needs/Packaging

A. For you as licensed professionals, what kinds of transactions and information needs could be satisfied by the State of Michigan Web site? (PROBE: resources for licensed professionals, laws and regulations)

B. For these types of transactions/information needs, what types of people or user groups within the licensed professional community would most

likely use the site (PROBE: builders, realtors, appraisers, insurance agents)

C. Are there any common needs within these user groups?

D. Of the information and services we just talked about, are there subsets that make sense to be packaged together? Why?

E. Are there common transactions that groups of licensed professionals have to engage in regularly? (PROBE: paying taxes)

F. If you had difficulty locating or accessing the information/services you needed from a State of Michigan Web site, what support services would you want or expect? (PROBE: e-mail address with a quick turnaround time, customer service over the telephone)

G. What expectations would you have as far the length of turn-around time (hours) to receive this support?

(0:45) IV. Marketing/Security/Privacy Issues

Here's a situation to ponder. You go to the State of Michigan Web site to renew your license.

A. You get down to the end of the page and there's a question that asks: "Would you like reminders/notices of the latest information regarding real-estate and/or construction rules and

regulations in the State of Michigan?" What this question essentially asks is if you want the State of Michigan e-mailing you to send you updates about developments in the real-estate and/or construction industry. How would you react to that kind of question?

B. Are there other types of e-mail reminders that would be useful/relevant to you as a licensed professional? (PROBE: license expiration, changes in laws or regulations).

C. Are there e-mail reminders that would be useful/relevant to you as a citizen? (PROBE: license tab renewal)

D. Are you comfortable with giving information about your business over the Web? Why? Why not?

E. Are you comfortable with giving information about your yourself over the Web? Why? Why not?

F. Would you feel more comfortable giving information about your business/yourself to a company Web site vs. a State Web site or would there be no difference?

G. If you could "personalize" the menu of services offered on the State of Michigan start-up page, would you use that feature? Why Why not?

H. What would be an effective way for the State to tell you about the information and services it provides over the Web?

(1:05) V. Advertising

A. How do you feel about the idea of the State of Michigan selling banner advertising on its Web site? Why do you feel that way?

B. If the State of Michigan were to sell banner advertising should it be limited to certain types of businesses/products?

(If participants are negative)

C. Would you respond differently if you knew that the advertising would offset the cost of maintaining the Web site?

D. Would you respond differently if the advertising was for a product you were interested in, like a conference for realtors?

E. Does it make a difference it the advertiser is a public/semi-public organization**?**

(1:15) VI. Parents' Concerns

Our research of State of Michigan Web site usage indicates that many of its users are children and young adults. I'd now like to ask you some questions about the needs and concerns that parents in the State of Michigan might have.

A. How many of you are parents?

Those of you who are not, feel free to voice your opinions.

B. What types of information about or from the State of Michigan do you think would be useful for children?

C. Do you have any other concerns about children using the State of Michigan Web site that you would like to share?

D. Are there any design features of Web sites that you think would make the site more customer friendly to kids or young adults? What are they?

(1:25) VII. Closing Discussion

A. Is there anything we didn't ask about the services the State provides over the Internet that you would like to add?

(1:30) VIII. Thanking Participants

A. Thank participants for their thoughts.

E-Government: Human Services Focus Group Protocol

As participants arrive, hand out profile forms and ask them to fill them out. Collect the forms as they are completed and give them to the moderator. Moderator reviews the forms and uses them during the session.

(0:00) I. Introduction

A. Introduce moderator.

B. Thank participants for attending.

C. Explain that there are no right or wrong answers.

D. Explain ground rules for participation.

1. Don't wait to be called on.

2. Moderator will "referee."

3. Ask participants to say their name when they speak, so we can link comments together.

4. Turn off cell phones.

E. Explain that we will be asking questions of them as **human service professionals** in a general sense.

F. Inform participants that the group is being audio taped and the rationale for it being audio taped (i.e., our internal use in doing an accurate summary of the session).

G. Tell participants that their names will not be associated with any comments in the summary.

H. The discussion will provide insight into how the State of Michigan can improve the services it provides to human service organizations and their clients over the internet.

I. Ask participants to introduce themselves.

(0:05) II. Web Design

A. What design features do you like in a Web site? What makes a site particularly attractive to you as a human services professional? (PROBE: Relevant information/services, useful search engines, pop-up menus etc., speed of use?)

B. What factors deter your use of a Web site?

C. Are there particular factors that should be considered in designing a Web site for human service organizations?

D. Have you used the personalizable feature of some Web pages (My Yahoo, My Netscape, etc.) to create your own Web page? Why? Why not?

E. What methods do you use in finding what you need on the Web? (PROBE: search engines, links on Web pages).

F. Have you ever completed a transaction on the Web? (PROBE: like buying or selling something or registering for a conference) Why? Why not?

G. Using these methods, how long does it usually take to accomplish what you wanted to on the Web?

H. When you can't complete your intended task on the Web what do you do? (PROBE: Give-up? Call a customer service line?)

I. Have you ever visited a State of Michigan Web site?

1. If yes, how often?

2. For what purposes?

3. What are your impressions of the State Web sites?

4. What did you like about the site you visited? What did you dislike?

5. Did you find the information or complete the task you were looking for?

6. Did the Web-page(s) give you a sense of coherence?

(0:25) III. Information and Service Needs/Packaging

A. For you as members of human service organizations, what kinds of transactions or

information needs could be satisfied by the State of Michigan Web site? (PROBE: resources for human services professionals, laws, regulations)

B. For these types of transactions/information needs, what types of people or user groups within the human services community would most likely use the site? (PROBE: Clients, associations)

C. Are there common needs within these user groups?

D. Of the information and services we just talked about, are there subsets that make sense to be packaged together? Why?

E. Are there common transactions that groups of human services professionals have to engage in regularly?

F. If you had difficulty locating or accessing the information/services you needed from a State of Michigan Web site, what support services would you want or expect? (PROBE: e-mail address with a quick turnaround time, customer service over the telephone)

G. What expectations would you have as far as the length of turn-around time (hours) to receive this support?

(0:45) IV. Marketing/Security/Privacy Issues

Here's a situation to ponder. You go to the State of Michigan Web site to file your taxes.

A. You get down to the end of the page and there's a question that asks: "Would you like an electronic tax filing form sent to you next year?" What this question essentially asks is if you want the State of Michigan e-mailing you to remind you to file your taxes and to provide you a partially completed (name, address, all of the information included in the mailing label of the hard copy) with a link for electronic filing attached. How would you react to that kind of question?

B. Are there other types of e-mail reminders that would be useful/relevant to you as a human service professional? (PROBE: Changes in laws, regulations)

C. Are there e-mail reminders that would be useful/relevant to you as a citizen? (PROBE: tax filing)

D. Are you comfortable with giving information about your organization over the Web?

E. Are you comfortable with giving information about yourself over the Web?

F. Would you feel more comfortable giving information about your business/yourself to a

company Web site vs. a State Web site or would there be no difference? Why? Why not?

G. If you could "personalize" the menu of services offered on the State of Michigan start-up page, would you use that feature? Why? Why not?

H. What would be the most effective way for the State to tell you about the information/services it provides over the Web?

(**1:05**) **V. Advertising**

A. How do you feel about the idea of the State of Michigan selling banner advertising on its Web site? Why do you feel that way?

B. If the State of Michigan were to sell banner advertising should it be limited to certain types of businesses/products?

(If participants are negative)

C. Would you respond differently if you knew that the advertising would offset the cost of maintaining the Web site?

D. Would you respond differently if the advertising was for a product you were interested in, like a conference in your area of expertise?

E. Does it make a difference it the advertiser is a public/semi-public organization?

(1:15) VI. Taxpayer Questions

A. Did you file State of Michigan Income taxes this year? If yes, did you file electronically or by mail? Why? Why not?

B. For those of you who did file electronically, (if there are any) how was the experience?

1. What did you like/dislike about it?

2. Are there ways that the electronic filing system could be improved?

3. Would you file electronically again next year?

C. For those of you who did not, are there things that would make you consider filing electronically next year?

(1:25) VII. Closing Discussion

A. Is there anything about the service the State of Michigan provides over the Internet that you would like to add?

(1:30) VIII. Thanking Participants

A. Thank participants for their thoughts.

E-Government: Travel/Drivers Focus Group Protocol

As participants arrive, hand out profile forms and ask them to fill them out. Collect the forms as they are completed and give them to the moderator. Moderator reviews the forms and uses them during the session.

(0:00) I. Introduction

A. Introduce moderator.

B. Thank participants for attending.

C. Explain that there are no right or wrong answers.

D. Explain ground rules for participation.

1. Don't wait to be called on.

2. Moderator will "referee."

3. Ask participants to say their name when they speak, so we can link comments together.

E. Explain that we will be asking questions of them as **travelers and as drivers**.

F. Inform participants that the group is being audio taped and the rationale for it being audio taped (i.e., our internal use in doing an accurate summary of the session).

G. Tell participants that their names will not be associated with any comments in the summary.

(0:05) II. Purpose of the focus group

A. Discuss the development of the Internet and specifically how the State is interested in improving its services through this medium.

1. Discussion will provide insight into what Web site design features are most attractive and/or useful to consumers.

2. Discussion will provide insight into what information/services might be appropriate to be linked together for their travelers and drivers.

3. Discussion will provide insight into the types of marketing strategies the State could use that people find attractive or unattractive.

B. Introduction of participants (Names, where they are from, what their travel interests are)

(0:15) III. Web Design

A. Do you ever visit travel Web sites. Which ones? (Tell participants that do not use travel Web sites that they can answer about Web sites in general)

B. Personalize/My Yahoo!/AOL

C. What design features do you like in a travel Web site? What makes a site particularly attractive to you as a traveler? (PROBE: Relevant

information/services, useful search engines, pop-up menus etc., speed of use?)

D. What factors deter your use of a Web site? (PROBE: it takes too long to load, too much advertising, asks for personal information to access services)

E. Have you ever completed a transaction on the Web. (PROBE: like making a purchase or registering for a conference)

F. When you can't complete your intended task on the Web what do you do? (PROBE: Give-up? Call a customer service line?)

G. Have you ever visited a State of Michigan Web site?

1. If yes, how often?

2. For what purposes?

3. What are your impressions of the State Web sites you visited?

4. What did you like about the sites? What did you dislike?

5. Did you find the information or complete the task you were looking for?
6. Did the Web page(s) give you a sense of coherence?

(0:35) IV. Types of Information and Services That Could Be Packaged for Travelers in Michigan

A. What information or services would you need as a traveler in the State of Michigan? (PROBE: Camping information, boat registration, museums and attractions, road conditions, construction reports?)

B. Of the information and services we just discussed are there any that would make sense to be packaged together? Why do these "fit" together?

C. Are there distinct needs for different groups of travelers (families, senior citizens, disabled, others)? How can these needs be addressed?

D. What other relevant information sources external to State government should be offered with this information?

(0:55) V. Marketing/Security/Privacy Issues

A. Here's a situation to ponder. You go to the State of Michigan Web site to begin planning a hunting trip to the Upper Peninsula. You get down to the end of the page and there's a question that asks: "Would you like reminders/notices when it is time to renew your hunting license? What this question essentially asks is if you want the State of Michigan e-mailing you to remind you to renew your license and providing you with a link for electronic renewal? How would you react to this type of question? (Why?)

B. Are there other types of electronic updates or reminders that would be useful for you to receive from the State?

C. Are you comfortable with giving information about yourself over the Web?

D. Why do you feel that way?

E. Are there other ways the State could inform you about their services that you find more attractive?

(1:10) VI. Driver/Auto Questions

Now I would like to ask you some questions about the needs and concerns of Michigan drivers.

A. Did you renew your Michigan auto tags within the past year? If yes, how did you conduct the transaction? (In person, mail, Web)?

B. For those of you who did it electronically, how was the experience? What did you like about it, what did you dislike? Would you renew electronically again next year?

C. For those of you who did not renew electronically, why did you choose not to? Are there things that would make you consider renewing electronically next year?

D. Would it make sense to link motorist information (drivers license renewal, driving laws, road

conditions) to some of the other travel information we talked about earlier? Why? Why not?

(1:25) VII. Customer Service

A. If you had difficulty locating or accessing the information/services you need from a State of Michigan Web site, what support services would you want or expect? (PROBE: e-mail address with quick turnaround time, customer service over the telephone)

B. What expectations would you have as far as the length of turn-around time or hours of support?

(1:30) VIII. Advertising Strategies

A. How do you feel about the idea of the State of Michigan selling banner advertising on its Web site? Why do you feel that way?

B. If the State of Michigan were to sell banner advertising, should it be limited to certain types of businesses/products?

(If participants are negative)

C. Would you respond differently if you knew that the advertising would offset the cost of maintaining the Web site.

(1:35) IX. Closing Discussion

A. Participants' chance to share any other thoughts on the State's use of the internet that were not dealt with in the meeting.

(1:40) X. Thanking Participants

A. Thank participants for their thoughts.

Appendix D: Focus Group Summaries

e-Michigan
Focus Group Summary Notes

Educators
Conducted 05/08/00

I. Participant Profiles

- There were 10 participants in the focus group with eight women and two men.
- Five of the participants are teachers, all who teach in the social sciences (mostly history), in grades ranging from first through twelfth grade.
- Four participants are instructors or administrators in the areas of instructional technology.
- One of the participants is the Michigan teacher of the year one participant and another is an educator on loan to MDE from the Ann Arbor Public Schools.
- Participants work for ten separate schools, districts, or Intermediate School Districts.
- The participants have a broad range of teaching experience ranging between 0 and 32 years. Three participants have less than ten years of teaching experience, three have between 10 and 25 years of teaching experience, and four have more than 25 years or more experience.
- Nine of the participants have an e-mail address.
- All of the participants have computer access both at home and at school.
- Eight participants have made a purchase over the Internet and two have not.
- Most of the participants indicated that they access the Internet at least once a day while a few indicated that they use the Internet multiple times every day.

II. Web Design

A. What design features do you like/dislike in a Web site?

- Participants noted that the best Web sites:
  - a Are cleanly laid out not cluttered,
  - b Do not require that the user scroll down the page
  - c Have a panel on the left side to link out to other parts of the site
  - d Have a search feature to find pages within the site
  - e Have navigation tools in the same place on each page so that you can get back.
  - f Have color (visually interesting) but do not put color in the background that prints so that a user can print a clean readable copy,

g Does not have too much text,
h Is up-to date and has a footer noting when that page was last updated,
i Does not have so much visual information that it takes a long time to download
j Have a printable index.

- There was disagreement about the use of pop-up windows. One participant noted that they like to see much as possible, others felt it could keep the page clean and organized.

B. Particular factors that should be considered when designing a Web site?

- Many schools do not yet have high speed modems while others do not yet have Internet access.
- Many kids cannot customize because they share a computer at school
- It's sometimes difficult for students to find what they need. Anything that can narrow the search the better.
- Historic information available on the Web should be aligned with the curriculum framework so that information is easy for students and teachers to find and use as a teaching tool.
- Kids don't always want to be on a kid's page the regular site could be made easier to use so that is accessible to kids.
- A powerful search engine would make it easier for kids to navigate, particularly an Ask Jeeves type of system.
- Information storage systems should be designed like a library
- One suggestion for alerting teachers to what information fits the curriculum of each grade level is to have a specific background for grade appropriate information (e.g., K-2 all have green background) so that teachers can recognize the grade level but students/general public can't.
- The site has to be somewhat visually appealing to keep students' interests.
- Students should not have to fill out a form to get information. Many schools do not allow them to submit information over the Internet.
- Teachers would like a site where they can "talk"

C. Have you used the personalizable feature of some Web pages to create your own page?

- Most participants do not customize, those who do, do it more at home than at school. They noted that it is a useful tool for keeping up-to-date with current events.
- Participants noted that most sites don't have useful customizable information for teachers and that they would be interested in customization for curriculum specific information/grade level etc.

D. What methods do you use in finding what you need on the Web? How long does it take?

- # Using a search engines was the most common method used in looking for information in the Internet.
- # Participants noted that the amount of time required varies greatly. It usually takes at least a few minutes to find what is needed, sometimes 15-20 minutes or a few hours.
- # Participants addressed the inability to find information on the Web in a variety of ways. Methods used include calling a friend or checking with the school media center; quitting if it takes too much time and; utilizing a cyber-guide with appropriate links (when available).
- # Participants noted that it would be useful to have an e-mail address that goes to a knowledgeable person "ask an expert" to assist in finding information on the State's Web site. However many students do not have their own e-mail address so it's not always possible to get an e-mail back
- # Most participants felt that 1-2 days or the next business day would be a sufficient turnaround time to get a response to an e-mail inquiry.

E. Have you ever visited a State of Michigan Web site? What was your general impression?

- # Participants visited a number of State Web sites. One teacher noted that it has been difficult for students to find specific laws, she had to sit down with them and walk through the process of finding the information with them.
- # It was noted that the historical center has lots of good information
- # One participant noted that she spends a lot of time on the DOE Web site but often the information is outdated.

III. Information and Service Needs/Packaging

A. What kinds of information and service needs could be satisfied by the State of Michigan Web site?

- # The focus group participants had a number of good ideas for content development of the State of Michigan site. Suggestions included:
  - a Extending the information available about the MEAP. The site could have practice tests, and links to MEAP preparation sites.
  - b Provide live Web access to the legislature because not all areas have public access TV channels.
  - c Develop the educational aspect of the legislature including details about how a bill becomes a law.
  - d Refine sites to have links that are aligned with curriculum standards.
  - e Have data in spreadsheet formats that are downloadable for math classes to use.

f Suggested topic areas– Michigan in the civil war, Native Americans, famous women, the capitol, how a law gets passed, obsolete laws.

g Demographic information at a community level that's easy to use (*how might this relate to the democracy project talked about in the HS group*)

h A Virtual tour of the capitol building

B. Are there common transactions that groups of teachers, students, or administrators have to engage in regularly?

- # The participants indicated that it makes sense to package the needs of each group by content area, grade appropriateness, subject, and themes.
- # Students would appreciate the packaging of job related information like, job statistics, pay levels, internship opportunities, volunteer opportunities, summer camps, colleges, what colleges are best for specific careers, scholarships, and grants information.
- # Teachers noted that kids don't always like to search a separate "kids"area and therefore the regular sites should be made easier for kids to use.
- # Teachers are required to regularly update their teaching certificate and take continuing education courses to support re-certification.

IV. Marketing/Security/Privacy Issues

A. What e-mail reminders would be useful and relevant to you as educators?

- # When it's time to renew their teaching certificate, participants would like a notice about what their continuing ed requirements status is and what classes are available to fulfill that requirement. Participants felt they should be able to customize the information sent to them.
- # It would be useful for teachers to get a calendar of events of things going on around the state, like conferences and field trip opportunities.
- # Participants made some suggestions for the logistics of the e-mail reminders. They should provide an easy way to un-subscribe (e-mail ling at the end of update). Send it once a week not every day to limit in-box loading. Put reminder notices events on department home pages.

B. Are you comfortable with giving information about your business/yourself over the Web? Why or why not?

- # The group expresses some general concerns about too much of their information being posted on the Web. One participant said "Our staff directory was posted and there was a problem. E-mail was okay but phone # etc. is not okay"
- # The group also expressed concerns about the State selling their personal information to "junk mail" companies.
- # Most participants felt that if the State was asking for the information for a specific purpose then it was fine

C. What would be an effective way for the State to tell you about the information or services it provides over the Web?

- One teacher suggested a contest that could introduce students to the information that's available on the State's Web sites. The State would hold a cyber-seek scavenger hunt in conjunction with the schools where students could search for a variety of things on the Web. Teachers could monitor the information found in a specific time period and the best students would win prizes.

V. Advertising

A. How do you feel about the State of Michigan selling banner advertising on its Web site?

- There was general agreement in the group that banner advertising is annoying.

B. Would you respond differently if the advertising was for a product you are interested in? Does it make a difference if the advertiser is a public/semi-public organization?

- Educators expressed an interest in seeing advertising if it advertised things they were interested in (sand dunes, field trip opportunity, grant information)
- Participants felt that it was more appropriate to put a link to a commercial site rather than a banner ad on the State Web site.

VI. Consumers Issues

- Participants expressed an interest in a more clear explanation of consumer rights for themselves and students on the State's Web page.

VII. Closing Discussion

A. Is there anything about the services the State of Michigan Provides over the Internet that you would like to add?

- It's annoying when you click on a link and a new browser window opens. This often confuses students.
- Organizing State information on the Web is a difficult task. This group was a good idea.
- If you're going to change the design of the site let me know. Expectations are important

e-Michigan
Focus Group Summary Notes

Travel/Tourism
Conducted 05/08/00

I. Participant Profiles

- There were eleven participants in the group (one profile sheet is missing)
- All of the participants except two have internet access both at home and at work
- The group consisted of six women and five men.
- Participant use of the internet ranged between five times per month to 60+ times per month with the average being, at least once daily.
- All of the participants use the internet to assist in making travel arrangements. Other uses include research, shopping, communications, and to assist children with doing homework.
- Four of the participants said they have made a purchase over the internet and six said they have not.

II. Web Design

A. What design features do you like/dislike in a Web site?

- The more comprehensive the site is the better it is. Useful travel sites include a variety of information about places to visit, price, and a map generator. The fewer sites people have to visit to plan a trip, the better.
- Participants look for Web sites that load quickly, yet provide pictures (or at least the option to see pictures) of the sites they might visit.
- Sites should be clear and easy to navigate, with an option to move backwards through the pages.
- It should take few steps to find the information needed. It's useful to provide a search engine on the page in case the needed information isn't easy to get to from the homepage.
- Information on the site should be up-to-date. The site should indicate when it was last updated so that viewers can see how current is the information.
- The Web address for the site should be easy to remember.
- Users want to be able to search the site in a variety of ways (by location, and by topic).

B. What methods do you use in finding what you need on the Web? How long does it take?

- # Most participants use search engines from the onset in searching for information on the Web.
- # Participants noted that a statewide search engine should be the first method of inquiry and agreed that it would be useful if they e-mail with someone who would follow up on the other end.
- # Most panelists indicated a day or two response time; one participant wanted a 24-hour turnaround time.
- # Participants noted that if it takes a long time to find what they need on a Web page, they will leave that site.

C. Have you ever visited a State of Michigan Web site? What was your general impression?

- # Participants have visited a number of Sate of Michigan Web pages including the Department of Civil service, DNR (2), Travel MI (2), Treasury for tax forms (4), the state police for the Sex offender list, and the Secretary of State's office for license tag renewal.
- # Participants noted that there are a lot of inconsistencies among state sites. This makes navigation through the sites particularly difficult if the navigation tools are not consistent from department to department.
- # One participant noted that he got lost in the DNR site and that it lacked clarity.

III. Information and Service Packaging

A. What kinds of information and service needs could be satisfied by the State of Michigan Web site?

- # Participants had a variety of suggestions for content that would be useful to be included in a travel Web site including:
  - a Access to a comprehensive list of available lodging and restaurants in an area;
  - b A map generator that can be accessed while contemplating a vacation destination;
  - c Reports on current/past water levels;
  - d Information on an area /weather/road conditions/ snow report;
  - e A list of current M-DOT traffic info/construction on a travel page;
  - f A listing that tells whether or not pets are allowed at campgrounds/hotel;
  - g Listing what is allowed on trails: horses/bikers/motorized vehicles;
  - h Providing information about activities and/or vacations that would be appropriate for kids, families, and seniors.

B. Are there common transactions that travelers have to engage in regularly?

- # Participants felt the more information that could be provided at one site the better it would meet their needs.
- # Information about places where people can use boats and jet skis should have a link to registration of vehicles and fishing permits.
- # Participants noted that AAA would be a good link to the site because it provides a variety of travel information including traffic and construction information.
- # It was noted that the State of Michigan could fulfill a special niche in the travel industry by providing in-depth information on Michigan.

IV. Marketing/Security/Privacy

A. What e-mail reminders would be useful and relevant to you as a traveler?

- # Participants were excited about the idea of getting e-mail reminders from the state. It was noted that they should be allowed to choose what reminders they wish to receive. Reminders noted to be useful included:
  - a Driver license, tabs, boating license;
  - b Hunting permits—send out reminders of permits by season with a link to the page where one can apply;
  - c When to renew a manicurist license;
  - d Lease expirations.

B. Are you comfortable giving out information about yourself over the Web? Why or why not?

- # Almost half of the participants had completed a transaction on the Web. Some of those who had not made any purchase cited a fear of having credit card numbers stolen through insecure connections; other noted they do not use credit cards and. therefore, it was usually impossible for them to make purchases over the Web.
- # There was an even split between the participants that are wary of engaging in transactions over the internet and those feel the internet is just as safe as any other method. Those who are not comfortable are worried about credit card security. Others do not have a credit card.
- # One participant noted that her husband would not want these reminders. He would say "Why does the government need to know anything more about me and my guns?"
- # There was agreement among the participants that they would not want the State to track their use of the Web page and subsequently sell their consumer information. Participants would feel more comfortable if they could read a privacy policy on the site every time you ask for information and if they knew that the State would not share information across agencies.

C. What would be an effective way for the State to tell you about the information or services it provides over the Web?

- # It was noted that direct-mail marketing strategies would not work. The materials would be likely end up in the trash.
- # TV, Radio, newspapers, billboards, and related Web pages would be more productive in raising public awareness.
- # One participant noted that word of mouth was probably the most effective method. If it's a good (useful) site, people will find out about it.

V. Advertising

A. How do you feel about the State of Michigan selling banner advertising on its Web site?

- # There was general agreement that banner advertising in general is annoying. Some of the participants find that it's alright if it contains information about what they are searching for.
- # The general consensus among participants is that the State should not advertise on its Web site. Advertising may cause distrust of the site since people might think the state is selling their information to advertisers. It raises the question of whether the site is for advertisers or for citizens.

VI. Drivers License Renewal

A. How have you renewed your license tags in the past?

- # Most participants stood in line at the office to renew their license tags, a few had mailed it in, and none have used the internet.
- # There is a comfort level with going to the office because of the "personal" touch. Participants would feel better if they were notified via a confirmation e-mail that the registration was received
- # Many participants did not know about the internet option even though they were notified of the availability by mail..

B. What links would be appropriate to package with license renewal information?

- # Participants noted that the Secretary of State site could provide information on roadblocks/construction with traffic flow cameras as a live Web cast; (*State of WA has this*)
- # The Secretary of State site might also provide a comprehensive list of driving laws for MI and other states (*AAA suggested that they provide this and the State link to it.)*

VII. Closing Discussion

A. Is there anything about the service the State of Michigan provides over the internet that you would like to add?

- The state provides specialization in that they can be Michigan specific and as detailed as possible. The site should provide city-specific activities, be interactive and provide a choice of searches.

e-Michigan
Focus Group Summary Notes

Small Business
Conducted 05/09/00

I. Participant Profiles

- There were ten participants in the group. Specifically, there were three men (two white, one black) and seven women (two white, five black) who either own their own business or are in the process of starting their own business.
- The number of years participants have owned their own business ranged from zero to nine years. Most have not owned their business for a long time. Six of the ten participants have owned their own business for two years or less. One participant has owned his business for nine years.
- Seven of the ten participants have e-mail addresses.
- Most businesses are categorized as business or personal services or both.
- Three businesses have more than one employee, and six businesses have one location.
- Four participants have access to the Internet from both home and office, while five participants have access from home only.
- Internet usage by participants ranges from daily to more than 100 times a month. Two participants don't use the Internet very much, three are moderate users, and five are intensive users.
- Four out of ten participants have made a purchase through the Internet.
- The top three uses of the Internet in their personal life were e-mail, followed by research for both second and third choices.
- The top three uses of the Internet in their professional lives were research (for both first and second choice), and news/general info for the third choice. Overall research is why people are using the Internet both personally and professionally.

II. Web Design

A. What design features do you like/dislike in a Web site?

- Participants like a Web site that loads quickly.
- Easy navigation—finding what is needed is very valuable. Participants like to have the contents listed. An index is a most important feature and would aid in easy navigation (looking for contacts). Key word search fields are also valued.
- Some participants do not like animation but prefer text. However, one participant liked the animation when looking for something for her

children. This participant pointed out that slow loading may not be the fault of the Web site but the hardware and even the browser.

- # Participants mentioned how a text/graphics option would be helpful and valuable for those who dislike waiting for the graphics to load and who just want to get on the Web, complete their task and get out.

- # Participants also valued phone numbers that are listed on some sites. A phone number should be a front page feature.
- # Web sites that bury information are also problematic. A person shouldn't have to go through four pages get to where they want to be. A person should be led to the information quickly and not "bread crumbed" into the site.
- # Graphics that automatically load without a text option available is frustrating to some participants.
- # Text size plays and important role in readability. Some sites have type that is difficult to read.

B. Have you used the personalize features of some Web pages to create your own page?

- # There was an even split between those who have personalized Web pages and those who have not (five and five).
- # Some participants who have used the feature related how they customized to change the look of the Web page, adding color, graphics, etc.
- # Others related how they selected certain content areas such as weather, new, films, horoscopes, and the ability to get their e-mail in personalizing the Web page. Yahoo was an example of a Web page.
- # AOL was not highly regarded by one respondent who feels that they "shove stuff down your throat."
- # For those who haven't used the personalization feature, their reasons for not using included disinterest, lack of knowledge preventing them from trial, and, that they are just becoming comfortable with the Internet. A remark was made regarding how it would be nice to have guidance in customizing Web pages so that education and technology levels would be taken into account as well as learning styles (visually oriented vs. text oriented; ESL).

C. What methods do you use in finding what you need on the Web? How long does it take?

- # Participants cited that they look at search engines (up to five) to get what they want. Yahoo was noted as giving them the most success.
- # Some search engines are not effective for leading a person to what they want. The hierarchical lists do not work sometimes and give you Web sites that do not have much to do with what is being sought. As s result, they waste time and are quite frustrating.
- # The length of time taken varies depending on what is being done.

- # A phone number is sought if participants cannot find what they need. If the Web site loads slowly, it frustrates people even more.
- # One participant related how the Department of Treasury's Q&A allowed one to e-mail queries. This person received their answer in 48 hour—a reasonable length of time that exceeded his expectations.
- # Overall, participants would like an access phone number in case they cannot find what they need. They don't expect it to be operational 24 hours per day//7 days a week, but they do expect voice mail.
- # Participants want to be able to pose a question when they want and would like a response 24 hours later.
- # A time frame should be specified on the site on when an answer can be expected and received.

D. Have you ever completed a transaction on the Web?

- # Four out of ten participants had completed a transaction on the Web. People who have completed transactions enjoy the convenience.
- # Transactions include purchasing airline tickets, cleaning supplies, toothpaste, groceries, paying bills, CDs, and orders for business.
- # Those participants who have not completed transactions feared the theft of credit card information and do worry about security. Those who have completed transactions, however, were quick to point out that people's personal information is already out there and that certain information can be bought (liens, credit ratings). One participant reported that purchasing through a credit card by phone or in person is less secure because the Web encrypts the credit card information.

E. Have you ever visited a State of Michigan Web site? What was your general impression?

- # All participants have visited a State of Michigan Web site. The State site was rated as better than some sites but not as good as others. Car sites were mentioned as a better example.
- # The State doesn't provide a good hook for people to use it.
- # One participant didn't care for it at first. It is very detailed and there's too much information. Less is more.
- # An index would make sense as it wouldn't overwhelm a beginner. The model site was "mich.org" as it contains drop-down lists.
- # Some participants related their experiences with the State sites. (i.e. traffic statistics on the transportation site yielded only national data and so the person has to make a phone call to get more local data).
- # MEDC was helpful since it offered maps, but there was no phone number listed.

III. Information and Service Packaging

A. What kinds of information and service needs could be satisfied by the State of Michigan Web site?

- One participant thought it would be ideal to fill out a form on the Web and have the State e-mail all the information needed to make a small business legal—everything a small business needs to conform to regulations..
- Others related how they were confused about the type of corporation they should designate themselves to meet with the tax laws. Participants added that they are "willing to comply with the rules if they know what they are."
- One participant suggested that the State site should be advertised through a non-Internet medium since search engines were ineffective.
- Another thought that it would be nice to have links on the Web site to cities.
- "Mich.org" was cited again as a great model since it has an index of what types of licenses a person may need.

IV. Marketing/Security/Privacy Issues

A. What e-mail reminders would be useful and relevant to you as small business owners?

- There was some mixed reactions to this question. One participant said he wouldn't want it because he is trying to keep her e-mail down to a minimum. He would take a more proactive approach and go to the site herself.
- Others said they would want the reminder. However, they added a caveat that they don't want their name on every other list that may be out there. Overall, people want reminders that are relevant to them. They do not want to get spammed with junk e-mail.
- One participant said she wouldn't need a reminder for license tab renewals since she knows her birth date.
- Participants would like the State to ask them what they want, but not to spam with junk e-mail. This spamming could also infiltrate the fax machine and the mail.

B. If you could "personalize" the menu of services offered on the State Of Michigan start-up page, would you use that feature? Why/Why not?

- Participants were receptive to this idea. One participant would like to use personalization for business information and business tips. Another mentioned how she would like the State library to provide services similar to those at MSU, These include allowing allow a person to renew materials via the Internet as well as sending relevant notices in a timely fashion.
- Others mentioned festivals, events in Michigan, and travel information. Different offerings have different appeal for different people.

- # The value of personalization, however, depends on how many times a person accesses the site. If a person doesn't go to the site often, then it doesn't really matter.

C. What would be an effective way for the State to tell you about the information and services it provides over the Web?

- # One participant suggested that the site should be advertised on TV and radio since she ignores ads on Web sites.

V. Advertising

A. How do you feel about the idea of the State of Michigan selling banner advertising on its Web site?

- # Overall, participants don't like the idea of advertising. They have paid State taxes and don't want those monies spent on advertising. Participants do not like State ads on other sites and don't like the State having ads on their site.
- # Others stated that they don't like flashing banner ads and that having advertising would open the field up to political lobbyists. The State should not lose focus on what it is.

B. Would you respond differently if the advertising was for a product you were interested in?

- # If the advertisement was relevant, it would be okay for one participant.

VI. Career Development/Job Training Questions

A. How are you most often informed about professional development, job training for yourself and your employees?

- # Participants mentioned trade magazines, associations, conferences, libraries, newspapers, other businesses, and networking as their main ways of informing themselves and employees of professional development.

B. Would you find it useful to find This information on the State's Web site? Why/Why Not?

- # The Internet does offer information on associations. Some participants think that the State doesn't have a role in associations while others feel that the State should provide links to associations.
- # Overall, the State needs to exercise "good judgement" on what to put on their Web site.

C. What other specific information pertaining to job training and career development would you find most useful and relevant to your business?

- One participant mentioned how he has sold services to the State. He related how it would have been convenient to get a "how to" guide on how to do business with the State. It is a big job to find out what exactly is entailed in securing contracts and doing business with the State..

VII. Closing Discussion

A. Is there anything we didn't ask about the services the State of Michigan provides over the Internet that you would like to add?

- The State site should have a search engine similar to “Mich.org” that leads to other related links. An index should also be installed to save time. The Michigan Home Page could be a clearing house for information where one can go to whatever place or department is needed by way of the index.
- The State needs to take into account certain communities to make the site tech-friendly and accommodate text-oriented versus. visually-oriented individuals.
- Downloads should be made easy.
- The text should be large.
- The State site, as it currently stands, is lengthy. It needs to be broken down into more specialized topics like taxes and types of corporations.
- The State should get feedback from different groups and measure hits on the Web site.
- Phone numbers, contact persons, and office hours should also be listed.
- Being a vendor for the State should be made easy.
- The State should have a database form sent to people to fill out so that people aren't wasting time going to all sorts of different agencies via mail, e-mail or other media.

e-Michigan
Focus Group Summary Notes

Human Service Professionals
Conducted 05/09/00

I. Participant Profile

- The group consisted of ten participants. There were three women and seven men, who work in a variety of human service organizations.
- The length of tenure at the various organizations ranges from three to twenty-five years.
- All participants have access to the Internet, with nine out of ten having both home and office access and one having only home access.
- One participant was a low user, 8 participants were moderate users, and one participant was an intensive user
- All participants have e-mail addresses.
- Usage of the Internet ranges from seven to more than 100 times per month.
- Eight out of ten participants have made purchases over the Internet.
- Participants mentioned research, research/shopping, and e-mail/chatting/communications as their top three uses for the Internet in their personal life.
- Participants cited research, research/information retrieval, and shopping/purchasing as the top three uses for the Internet in their professional life.
- The top two benefits participants associated with the Internet were having access to information that they wanted, and the speed and time savings gained in getting that information.
- Advertising, slowness, and search methods that entail layers of pages are among those frustrations participants associated with the Internet.

II. Web Design

A. What design features do you like/dislike in a Web site?

- Most participants mentioned that an index would facilitate easy navigation from the front end of the Web site. An index allows a person to get where they want to go, and also simplifies complicated material or a complicated Web site.
- In addition, the print on the Web site should be easy to read and shouldn't be too small.
- The Web site should load quickly in order to save time.
- Participants like to receive instantaneous e-mail responses from people who they've e-mailed regarding something found on a Web site.

- # Related to the attractive feature of quick-load time is the dislike of "elaborate brochures" on the site. These brochures waste the first minutes in getting through the site.
- # Participants also concurred that they dislike having to download material from the Web site. The FIA Web site was cited, as an example, by one participant who indicated that if users don't have the right program loaded onto your computer, downloading can be a problem. Not having software (i.e., Acrobat) can also inhibit people from retrieving the information that they need.
- # Another participant reported that downloading wastes time, particularly when there is other technology available that lets you pull things from the Internet without downloading such as Microsoft Office 2000.
- # PDF format cannot be used easily by people with visual impairments.
- # Some parts of the site are inaccessible if the computer does not have programs that decipher JAVASCRIPT. It is recommended that the State use HTML since it is a more accessible script language.
- # Site contents should not be buried. There should be a button displayed that allows easy access to site contents.
- # When designing a Web site, participants mentioned that persons with disabilities need to be taken into account, particularly those who are visually impaired.
- # In addition, the language used on the Web site should be the same language with which the consumer is familiar. Jargon makes it difficult for people to get to navigate through the site.
- # An FAQ (Frequently Asked Question) function was posed as a way of getting people to get to where they want faster. This function would allow people to ask questions and then lead them to where they need to go. One participant related her experience with the federal Department of Education site and how she always managed to hit the wrong directory which put her in place she didn't want to be.
- # The issue of choice was also addressed. Participants mentioned how they would like to have the choice to either fax or call a person to get more information if they are not sophisticated enough to retrieve the information from the Internet. Participants noted that they often have to search for an e-mail help address. A "hot button " was recommended to alleviate this problem. The Department of Community Health site was cited as a user friendly site that included phone numbers for people to call if they wanted.
- # A person shouldn't have to do things by mail if it's possible to automate the process to the Web.

B. Have you used the personalize feature of some Web pages to create your own page?

- # Two participants have used personalize features for their Web pages.

- # Uses for personalization include retrieving financial information, news (topic driven), weather information, information related to area of expertise.
- # Personalization was perceived as a valuable time saver for those who use it.

C. What methods do you use in finding what you need on the Web? How long does it take?

- # Participants agreed that the most precious commodity they have is time. There is a need to find things quickly and easily because there is a shortage of time that is dedicated to searching for things on the Internet. One participant mentioned that the time it takes to search varies from day to day. Some days it takes an hour to find what it is they need using search engines. Some participants don't like to deal with search engines and end up delegating the task to clerical staff.
- # Bookmarks are very valuable, as are search engines. Capernick 2000 was cited as a useful search engine that searches all search engines at once . Another was useful search engine cited is All The Web which was considered to be quick in locating Web sites.
- # Other methods of finding participants use to find what they need on the Web involved organizational newsletters that contain relevant Web site addresses.

D. Have you ever visited a State Of Michigan Web site? What was your general impression?

- # This group gave the State of Michigan Web site a barely passing grade, noting that it was off-line a great deal. The federal site was considered to be better because it is harder to find specific information on the State Web site.
- # Some participants pointed out the advances that the State has made in allowing easy access to its information. It is more convenient now to download bills and rules, and it is easier to seek out data than it has been in the past.
- # An index function should be included in the site and should be organized by topic instead of by department or organization. The topical index would be quicker and simpler for people to use.
- # Participants noted that the State's current telephone directory is difficult to use because it is only searchable by name. A suggestion was made to match employees to subjects in a Web site so that one could contact the right person faster.
- # There needs to be a way to learn about departments in such a way that they are not clones of each other, but being able to access several levels through the same process. The Department of Education site was referred to as a model "one-stop shop" where one can link to other departments.

- # Government resources should be linked to other resources. In addition, there needs to be an identifier for other services such as adoption agencies.
- # One participant mentioned that there should be a link that provides an explanation of on how to use the State Web site.
- # In addition, the State should give a person the opportunity to use search engines, and allow wide-open access to State information.
- # The main thrust of the discussion revolved around the issue of how data is stored on the Web site. Participants reported how they can "never see the same data in the same place twice" since it has either moved, or certain chunks have been extracted out of it (i.e., Michigan school report card; domestic violence statistics). Overall, there is a lack of consistency in the way data is stored from year to year.
- # Another complaint was that the data is structured in a way that doesn't allow for manipulation. The data displayed is in specific increments like 18-35 and 35+. For example, if a person desires information on live births, and wants to define certain age groups differently than it is structured on the site, it is impossible to manipulate the data to get the intended results.
- # The State also stores data in formats that cannot be downloaded form the the database and put it in their own software.
- # Other Web sites, participants contend, allow a person to have access to the raw data- a sort of data warehouse. One participant mentioned the Ingham County Health Department as having a project called "data democratization" where data is used with local neighborhoods and can be manipulated.
- # One participant stated that "The State of Michigan Web site should be geared so that it reflects a consumer's sense of what is important."

III. Information and Service Needs/Packaging

A. What kinds of information and service needs could be satisfied by the State Of Michigan Web site?

- # One innovation mentioned by participants was receiving RFPs online and being able to submit proposals and evaluations for grants or reports on line. Having the whole RFP process available on-line would be beneficial.
- # Other uses included electronic transfer of funds since few departments currently have the ability to accept electronic payment. An exception was the Department of Education which requires on-line submission of bills. Participants thought this was a good idea. It was suggested, however, that a transition period be instituted where there are options for payment methods to help people accept the idea.
- # One participant also mentioned that departments and agencies should coordinate to allow communities to determine all of the funds flowing into their communities and which entities receive those funds.

B. Are there common transactions that groups of human service professionals have to engage in regularly?

- One participant cited the example of adopting a child and how that transaction involves many different departments (i.e., FIA, Licensing, Tax, Education). It was suggested that services be clustered around topics instead of departments. A similar example involved setting up a small business and having a simple way to pull together all of the forms and processes needed.
- A subject that emerged from this discussion was how human service professionals use the Internet for their clients, as well as how the Internet was a tool for agencies as much as consumers. Participants mentioned that when the information is complicated, an intermediary is needed to help the client get what they need. Since there are more layers of information than anticipated on the Internet, customers could be used as intermediaries for the public (i.e., an doctor giving a parent information on services for behaviorally challenged children).
- Other participants noted that it would be nice to retrieve information within a phone conversation. Currently, participants often have to follow up three days later and spend a significant amount of time finding the information needed.
- The Web could be used as a resource for finding simple information. This would free up staff resources to address the more complex queries that people may have.
- A potential problem with the Internet is that it cuts off particular groups from information since every person does not have Internet access. This reality may be a breach of the fourth amendment.

IV. Marketing/Security/Privacy Issues

A. What e-mail reminders would be useful and relevant to you as a human services professional?

- Participants indicated that they would like to be advised as to what is new in the State. They'd like to be e-mailed by the State on innovations and then be able to click on the address in the e-mail and get directly to the site. In addition, some also stated that they would like to be able to e-mail the State to investigate problems with programs.
- Other reminders that participants mentioned would be useful include travel information (getting cheap flights to certain locations); new statistics for health; data, rules and regulations for education; new bills that are introduced; notice of committee meeting dates or cancellations in Community Health; and the whole RFP grant process.

B. Are you comfortable with giving information about your business/yourself over the Web? Why or why not?

- # Participants responded to this question by saying that they would be willing to divulge personal information to secure funds.
- # Private information should be closed to everyone else but those who request it. An example cited was child care providers whose names were listed for the public to see. The State made the actual addresses of child care facilities available on the Web which causes security risks. Their addresses were listed by cross streets only in an effort to prevent pedophiles or other people who might want to harm children from easily finding the facilities..
- # Another example was given concerns business licenses. It was one thing to publish that a business has a license, but it is entirely another when the structure of the organization or board of directors is divulged. It is expected that the State protect this information.

C. What would be an effective way for the State to tell you about the information and services it provides over the Web?

- # Participants stated that they should never have to go to the site to see what is new. The State should tell them this information.

V. Advertising

A. How do you feel about the idea of the State of Michigan selling banner advertising on its Web site?

- # All participants were opposed to commercialization with the State. Some termed it "distracting" and one participant stated that "saving a buck should be weighed against other priorities."
- # Another point raised in this discussion was the political peril that can arise from such advertising. There can be judgements about what is moral (i.e., "Buy guns here" on the State start-up page could arise and could signal some unrest). There is question of where and if the State could draw a line between the advertising they accept and reject.
- # One participant added that banner advertising was an extremely ineffective method of advertising because it takes up space and increases loading times.

B. Would you respond differently if the advertising was for a product you were interested in? Does it make a difference if the advertiser is a public/semi-public organization?

- # Participants believed that if the State was paid to provide content on it's site it was inappropriate advertising. If the information was provided for free it is public information and is acceptable.
- # It did not make a difference if the advertiser was public or private, participants still thought of it as advertising.

VI. Taxpayer Questions

A. Did you file State of Michigan income taxes this year? If yes, did you file electronically or by mail? Why/why not?

- Most participants did not file electronically. Two participants filled out their own returns. Most had someone else prepare their returns for them.
- For those who did not file electronically, the primary reasons cited for not doing so was that they owed money and could not pay electronically. Other reasons included a fear of technology, and being unsure of their ability to do so.

B. For those of you who did file electronically, how was the experience?

- One participant did file electronically with H&R Block. She reported that it was a three-to-four-day turnaround which was an improvement over the two weeks to a month it used to take.

C. For those of you who did not, are there things that would make you consider filing electronically next year?

- Some participants mentioned that they would like to do their taxes themselves and would appreciate systems that would lead them through the process rationally.
- One participant went into more detail by saying that the State could use wizards and backups to make the process easier.
- Another suggestion was a cue that would pop up as one was going through the process that asked "Did you remember to do..." or a program that would highlight mistakes that were made. A goof-proof form would help the process.
- Incentives or discounts for filing electronically were proposed. The incentives of $10.00 could go to charity.
- There was a concern that surfaced that those who did not have a computer might not be able to take advantage of the incentive.

VII. Closing Discussion

A. Is there anything about the service the State of Michigan provides over the Internet that you would like to add?

- The site needs to be more interactive, particularly with proposals.
- There needs to be training for State workers. Many are e-mail incompetent. They need to be given the tools in order to help the public.
- Accessibility must be present. An accessibility initiative was raised, with twelve things that need to be done on every site. The top ten items on this accessibility initiative should be performed on the site, and then a BOBBIE test should also be administered.
- Voting should be allowed on the Internet.
- People should be able to file for food stamps via the Internet. There is still a stigma attached to people who file for food stamps.

- The State should aim high in what they want to do because usage will continue to increase.

e-Michigan
Focus Group Summary Notes

Licensed Professionals
(Real Estate Builders, Appraisers, Realtors)
05/10/00

I. Participant Profiles

- There were six participants in the licensed professionals' focus group.
- The lengths of time participants have held a license with the State of Michigan ranged between two years and nineteen years.
- All of the participants are affiliated with the real estate industry. Specifically, the group consisted of three real estate agents, one licensed builder, one licensed appraiser, and one administrator from the Greater Lansing Association of Realtors
- The participants have a range of experience with Internet use.
- All but one participant has access to the Internet both at work and at home.

II. Web Design

A. What design features do you like/dislike in a Web site?

- The participants noted that they like sites are clean, free of banner ads, and that make it clear what are the contents of the site and how to locate specific content. It should take as few clicks as possible to get to the needed information and it should be easy to move backwards through the site. The site's navigation bar should be easy to access without scrolling.
- The site should load quickly. One participant who accesses the Internet with a 28.8 connection indicated that she doesn't like to wait more than five or six seconds for a site to load.
- The information on the site should be comprehensive. Participants do not want to have to call for prices or a location. Similarly, the site should not list services or information sources that are "under construction" and all of the hyper-links on the page should be updated consistently.
- Participants would like to be able to do everything for their profession at one site which would likely be the association Web site. It would be useful to have a link to the State on the association Web site.
- The real estate industry requires many forms. Multiple options for downloading and accessing forms should be available and those downloads should be printable.

B. Have you used the personalize features of some Web pages to create your own page?

- # One participant personalizes her Excite.com page. All others do not. One participant noted that the State's main portal is his home page and that he would like to personalize it.

C. What methods do you use in finding what you need on the Web? How long does it take?

- # All but one participant uses bookmarks. The participants like bookmarks because they are faster and you don't have to follow links. It was noted that bookmarks are only good if you keep them organized.
- # Participants agreed that the length of time required to accomplish something varies greatly depending on what you looking for/doing and what time of day you're surfing the net.
- # Most participants leave sites they have difficulty accessing. If it is a site that has information or services they need for their job, they are willing to go back to the site later. If there is a way to get the same information on the telephone, most agreed they would use the phone until the Web site was accessible again.
- # Participants agreed that a search engine that searches the whole State of Michigan site would be useful as would having a live person at the other end of Web site.
- # All Web pages should have an e-mail address and phone number on the page.
- # One participant feels that the State should provide instantaneous 24 hour e-mail responses while others were willing to wait until the next business day.

D. Have you ever visited a State of Michigan Web page? What was your general impression?

- # All but one participant had visited a State of Michigan Web site. Some of the purposes mentioned were: visiting the page for the sex offender's list; renewing a driver's license; looking up license information and complaints on the CIS page; e-mailing representatives; and looking up RFPs.
- # The participants found that there was a lot of useful information on the site but it was often hard to find or hard to understand with too many technical or legal terms. For example, how would a layman understand the difference between a suspended and revoked license?
- # One participant has to verify the license status of everyone who applies to be a member of the GLAR. She logs into the CIS database to do that. She thinks the resources available to the general public should be expanded. She finds the CIS site lacking because she needs to go to more than one site within CIS to find out all she needs to know about a licensed individual.

III. Information and Service Packaging

A. What kinds of information and service needs could be satisfied by the State of Michigan Web site?

- The participants indicated that licensed professionals have a number of information needs from the State of Michigan. Specific needs mentioned were:
  - a The need to transfer and renew licenses;
  - b Downloading real estate forms;
  - c Getting information about specific properties from the DEQ and department of treasury.
- Participants also noted that there are a variety of needs that could be provided over the Internet and suggested these additions to the services that are already offered:
  - a E-mail license holders when a complaint is filed against them;
  - b Provide an on-line form for FOIA requests so that users don't have to type up a letter and wait for a response and allow users to pay for processing of the FOIA request on-line with a credit card;
  - c A system that would allow license holders to look up the number of continuing education hours they need for renewal or send e-mail updates about continuing education requirement;.
  - d A phone directory that is searchable by department, topic, and name;
  - e Links to county and local government.

IV. Marketing/Security/Privacy Issues

A. What e-mail reminders would be useful and relevant to you as a licensed professional?

- Participants were interested in receiving e-mail notices from the state. One participant noted that he holds three state licenses that all renew at different times. He said that it would be great to have an e-mail reminder that it's time to renew. Other useful reminders included: drivers license renewal, legislation that impacts the industry, and conferences or meetings that apply to the industry

B. Are you comfortable giving out information about yourself over the Web? Why or why not?

- Most of the participants felt safer giving information to the State of Michigan than other sites because the State already has a lot of information about them.
- Participants were concerned that the State might sell their information and indicated there should be a policy statement that information will not be sold or shared with other departments.
- Two participants said that they would be interested in customizing their State Web site.

C. What would be an effective way for the State to tell you about the information or services it provides over the Web?

- # Participants indicated that the best way to reach them was through their professional associations. One participant suggested "You could come to our membership meetings at the association, put a link on our site, and we could include it in our newsletter."
- # Another participant felt that it was important to start in high school, teaching kids how to use the State of Michigan site early.
- # There was disagreement over whether the State should "advertise" its Web services. Most felt that this is not where the State should spend its money.

V. Advertising

A. How do you feel about the State of Michigan selling banner advertising on its Web site?

- # One participant felt strongly that the State should sell advertising to generate revenue. Others strongly disagreed. There was a sense of impropriety in advertising on the site

VI. Parents Concerns

A. What information needs might kids have?

- # Career information: what occupations are in demand, educational requirements, cost to get into the field, average income, etc.

B. What concerns do you have about kids using the Internet

- # One participant said that he is more concerned about the kids who don't have access to the Web falling behind.

VII. Closing Discussion

A. Is there anything else about the service the State of Michigan provides over the Internet that you would like to add?

- # It would be great if someone could enter information to have job postings mailed to them.
- # I'd like more, more, more, whatever I can do over the Internet the better. Make sure that the site is up-to-date. No confusion or misunderstanding.
- # More, in terms of services. Forms with a reply back that it was received.
- # Don't wait until everyone's demanding it; you have to get there now.
- # Don't forget that not everything on the Web is real.
- # Make it easy to use. Put forms on the Internet and provide a good, efficient, easy-to-operate system.

Appendix E: Limitations of Focus Group Research

Focus group discussions are designed to access the meanings, opinions, and thoughts participants have of either narrow or broad topics discussed. Focus groups can be structured or unstructured, and allow for a free expression of ideas to occur. It is a qualitative method of inquiry, and as a result, does not aim for representativeness. The meanings and findings derived from a focus group are generalizable to the general population, but cannot be generalizable to the types of people present in the focus group (i.e., not all educators will say the same thing as our group of educators). Focus groups differ from surveys in that they access the why and the how of an issue in a way that allows for greater understanding. Survey research is designed to be representative and generalizable to the population at large. Unlike focus groups, survey research is more suited to questions that have pre-defined categories or dichotomies. As a result, open discussion of an issue is limited in survey research. In this step of the study, focus group discussions were the method most suited to investigating how the Web portal prototype should be developed.

E-Michigan Customer Research

Draft
Focus Group Report: Reactions to the e-Michigan Home Page Portal Prototype

Prepared for the
State of Michigan

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We would like to express our sincere appreciation to those who have taken part in the development and execution of the Customer Focus Group component of the e-Michigan Customer Research project.

We are grateful to the State's e-Michigan Customer Research Project team for their interest and support of focus group research as an essential part of understanding customer information needs.

We are especially grateful to the citizens of Michigan who took time out of their busy schedules to make sure that we were provided with a clear understanding of customer service needs in regard to the design, content, and functionality of the e-Michigan portal.

Electronic Data Services (EDS), our subcontractor on this project, provided us with access to their Lansing facility, which enabled us to provide focus groups with an opportunity to test the prototype for themselves and offer their opinions.

As always, the staff at PPA contributed significant time and effort to ensure the high level of quality both we and the State's e-Michigan client team demanded. In this effort, Jessica Campbell, Sheila Sikora, Lisa Marckini, Nancy Hewat, Stephanie Baker, and Carol Goodearl each played an important role.

The people mentioned here deserve a major share of the credit for whatever value this report may ultimately have for the State of Michigan and its customers—the people of Michigan.

Jeffrey D. Padden
July 2000

Executive Summary

Overview

In an effort to improve customer service and to capitalize on efficiencies provided by technology, the State of Michigan engaged Public Policy Associates, Incorporated (PPA) to examine how the State can improve the services offered to citizens over the Internet. This research is referred to as the e-Michigan Customer Research Project.

The e-Michigan Customer Research Project incorporates information from a variety of sources, including analyses of e-mail inquiries received by the State and State agency contact logs, interviews with key stakeholders in selected business and professional associations, telephone survey research, the development of an e-Michigan Web portal prototype, and two rounds of focus groups.

The purpose of the first round of focus groups was to gain insight into how the e-Michigan Web portal should be designed to best satisfy the information needs of various types of users that come to the portal seeking information and services from State government. The second round provided an opportunity for customers to test the prototype for themselves and offer feedback. This report summarizes that discussion.

The list below summarizes the feedback from the focus groups regarding the e-Michigan prototype. Further information about the prototype is available in the e-Michigan Customer Research final report.

Design Features

- In the body of the main page, the categories should be broader in order to include the types of information participants deemed more important to have in the page (i.e., employment, housing, driving information, emergency numbers).
- There should be a section on the site that gives instructions or information about the site itself.
- Information should be located in appropriate and logical places on the site so that people can find it quickly and easily.
- The design elements themselves need to be consistent to avoid confusion.
- The search feature should be placed in a more prominent position.
- More graphics and pictures should be included to break up the text but not so much that the site is slow to load.

Customization

- The customization page should be made easy to use, and the term customize could be used instead of personalize to avoid confusion.

E-Mail Notifications/Subscriptions

- The titles in e-mail notifications/subscriptions should tell the person exactly what is contained in the e-mail.

- The State should send confirmations to people that their e-mail messages have been received.

Security

- There should be a secure server icon to let people know that the information they divulge is going to be secure and not sold to other entities.

- When asking users to provide personal information, the State needs to explain why it is needed.

Content Areas

- Titles of clusters within the Education thread should reflect common, everyday language.

- Some of the contents in the Education section should be moved elsewhere and more information about postsecondary education and training should be included.

- Camping facility features and boat access information should be included in the campground information.

- Renewal fees should be included in the Licensed Professional thread.

Advertising

- The State needs to make it fair for all private partners to have the opportunity to post on the site.

- If the State uses advertising, users should be informed that the private entity is paying for the space and that the State is not responsible for the services provided by these entities.

- To make advertising more palatable, the State may consider having some of the funds from the advertising go to a related state agency (i.e., a portion of Gander Mountain proceeds going toward DNR activities).

- Advertising should not clutter the site, and the ads should be relevant to the context in which they are placed.

Customer Service

- A phone number and/or e-mail address should be available so that users can request help in navigating the site. Help screens and FAQ's would also be useful. The preferred turnaround for a response is 24 to 48 hours.

- The State should specify what the expected turnaround time should be and then attempt to exceed that expectation.

Introduction

Overview

In an effort to improve customer service and to capitalize on efficiencies provided by technology, the State of Michigan engaged Public Policy Associates, Incorporated (PPA) to examine how the State can improve the services offered to citizens over the Internet. This research is referred to as the e-Michigan Customer Research Project.

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The purpose of the first round of focus groups was to gain insight into how the e-Michigan Web portal should be designed to best satisfy the information needs of various types of users that come to the portal seeking information and services from State government. The second round provided an opportunity for customers to test the prototype for themselves and offer feedback. This report summarizes that discussion.

This report is organized into four parts:

Section One describes the user groups that were recruited to participate in the focus groups and presents the questions that were used to structure the discussions.

Section Two describes key aspects of the focus group discussions.

Section Three summarizes the recommendations of the focus groups.

Appendices include the organization, schedules, and recruitment of the focus groups, the discussion guides used in each of the focus groups, the profile sheets that participants filled out prior to commencement of the groups, and the narrative summaries of each focus group discussion.

Implications

The list below summarizes the feedback from the focus groups regarding outlines the implications for the State of Michigan Web portal with respect to the various topics discussed in the second round of focus groups.

Design Features

- In the body of the main page, the categories should be broader in order to include the types of information participants deemed more important to have in the page (i.e., employment, housing, driving information, emergency numbers).
- There should be a section on the site that gives instructions or information about the site itself.
- Information should be located in appropriate and logical places on the site so that people can find it quickly and easily.
- The design elements themselves need to be consistent to avoid confusion.
- The search feature should be placed in a more prominent position.
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- The customization page should be made easy to use and the term customize could be used instead of personalize to avoid confusion.

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- The titles in e-mail notifications/subscriptions should tell the person exactly what is contained in the e-mail.
- The State should send confirmations to people that their e-mail messages have been received.

Security

- There should be a secure server icon to let people know that the information they divulge is going to be secure and not sold to other entities.
- When asking users to provide personal information, the State needs to explain why it is needed.

Content Areas

- Titles of clusters within the Education thread should reflect common, everyday language.
- Some of the contents in the Education section should be moved elsewhere and more information about postsecondary education and training should be included.
- Camping facility features and boat access information should be included in the campground information.
- Renewal fees should be included in the Licensed Professional thread.

Advertising

- The State needs to make it fair for all private partners to have the opportunity to post on the site.
- If the State uses advertising, users should be informed that the private entity is paying for the space and that the State is not responsible for the services provided by these entities.
- To make advertising more palatable, the State may consider having some of the funds from the advertising go to a related state agency (i.e., a portion of Gander Mountain proceeds going toward DNR activities).
- Advertising should not clutter the site, and the ads should be relevant to the context in which they are placed.

Customer Service

- A phone number and/or e-mail address should be available so that users can request help in navigating the site. Help screens and FAQ's would also be useful. The preferred turnaround for a response is 24 to 48 hours.
- The State should specify what the expected turnaround time should be and then attempt to exceed that expectation.

Section One: Focus Group Composition and Approach

Composition

Four groups were targeted for participation in this phase of the e-Michigan customer research study. The focus groups included a variety of different user and customer groups:

- Real Estate Professionals (Real estate professionals licensed by the State of Michigan)
- General Public (People of different occupations, ages and incomes)
- College Students (Students who were in the first or second year of their program of study)
- Travel/Recreation (People who travel for recreational purposes at least once a year in the State of Michigan)

These groups were selected because they represented a cross-section of the many different customer groups who contact state government agencies for the purpose of gathering information and conducting high volume transactions.

The focus groups were held at Electronic Data Services (EDS) in Lansing on June 27th-28th, 2000. For a more in-depth explanation of the focus group discussion, organization, recruitment, and schedules, please refer to the Appendix.

Approach

The focus group discussions were organized around Web Portal Design, Packaging/Customer Service Needs, Marketing/Security/Privacy, Advertising, and Public/Private Partnerships (full text versions of the discussion guides are included in the Appendix):

- **Web Portal Design**
  - What are participants' initial thoughts about the site with respect to design?
  - What design features do participants find attractive or surprising?
  - What design features do participants find objectionable?
  - What design features are missing from the prototype?
- **Packaging/Customer Service Needs**
  - Do participants feel that the categories of services and information are grouped logically and appropriately?

- # Do participants feel that there the prototype is comprehensive in the kinds of transactions/information needs it offers?
- # In the case of difficulty conducting transactions or retrieving information from the portal, what methods of customer service do participants prefer to resolve their difficulties?
- # Do participants expect the State to have certain types of customer service available 24 hours, seven days a week? Are participants willing to support 24 hours, seven days a week assistance?
- # What do participants consider a reasonable turnaround time for answers to their queries?

 # Customization of E-Michigan to My Michigan

- # Would participants be interested in using the customization option?
- # If interested, what links are participants likely to include on the My Michigan page?
- # Would participants be interested in the e-mail notifications in the My Michigan page?
- # What do participants like or dislike about e-mail notifications?

 # Marketing/Security/Privacy Issues

- P How do participants feel about filling out personal information when personalizing the site?
- P Would participants be willing to fill out this information to get more functionality from the Web-site?
- P Is it important to participants that this information is not required?
- P What do participants think of the feature that asks if their personal information should be added to their profile?

 # Advertising

- P How do participants feel about the inclusion of advertising (i.e., Gander Mountain) on the Web-site?
- P Would participants be more receptive if a particular service is being offered?
- P Would participants be more receptive if a particular organization is offering the service?

 # Public/Private Partnerships

- P How do participants feel about the idea of the State partnering with private agencies?
- P How would participants feel if the content of subscription information was provided by private agencies under contract with the State?
- P Would participants like to see more types of partnerships available such as E-Bay on the portal? If so, which partnerships would they like to see?

This report summarizes the major points that emerged during the discussions, complete with demonstrative quotes of participants' opinions and thoughts pertaining to the above issues. The next section details the specific perceptions from each of the four groups with respect to each of the above topics.

Section Two: Focus Group Feedback

Overview

The second round of focus groups was conducted to obtain feedback regarding the design and functionality of the e-Michigan prototype. Participants were given a brief opportunity (20 minutes) to explore the prototype in a computer laboratory setting and then were asked to share their thoughts and impressions through a structured group discussion format. The feedback provided by the group members is summarized below.

Design and Functionality

Navigation and General Use Characteristics

After testing the prototype, participants were asked for their overall reactions to the site, with specific reference to those design features they found attractive and surprising, features they found objectionable, and features they felt were missing from the site.

Attractive/Surprising Design Features

Many participants were impressed with the site, with one participant labeling it "professional." Participants characterized the coloring and graphics as "eye-catching" and "uncluttered." One participant noted that the site contained no banner ads:

> *"This is a nice site . . . [I] love white space, I mean white space gives the eye a chance to see things instead of being overwhelmed with banners and some kinds of garbage you see on most Web pages."*
>
> – *Travel/Recreation respondent*

Participants also felt that the site was well organized and easy to navigate:

> *"It seems pretty straightforward and functional. I kinda' got the impression that there was some thought put into the navigation so that somebody that may not be very with it Internet wise could still find what they were looking for."*
>
> **S** *Real Estate Professional*

Participants also thought the site facilitated quick access to the topics they were interested in.

> *"It was more direct. If I wanted to be able to renew my license . . . I really don't want to go through about 18 steps to get there, you could just get there."*
>
> **S** *Real Estate Professional*

One participant noted how easy it was to access other sites and different government agencies and remarked about the convenience of finding everything in one place.

The pop-up window that informs a user that she or he is leaving the State Web site was a feature that participants particularly appreciated. Participants observed that the additional browser window that popped up after the dialog box made it easy for people to return to where they started on the site.

> *"You don't have to go back on the page that you're on. It opens another window for sites not in the Michigan server. That's also very good because it gets you back where you were."*
>
> – *Travel/Recreation respondent*

Another feature that was well received was the "Look Here First" button. Many liked the fact that this feature organized content by interest area rather than the state agency directory structure that is currently used to organize the State of Michigan Web pages.

Surprising features to participants included the personalization feature and the variety of contents accessible through the "Look Here First" feature.

Objectionable Design Features

While many positive comments about the prototype were mentioned, there were some features mentioned that were objectionable and confusing to some participants. Most of the complaints referred to the first page of the Web site. Some participants felt that there was too much information in the body of the first page. In addition, some participants considered links to e-Bay and the Michigan Lottery to be trivial and thought they should be replaced with more important information such as emergency numbers, employment, travel, driving, and housing information.

Others were confused with the inconsistencies present in the design of some sections. While some liked the variations in the design layout that existed in some sections, other participants thought that there was too much variance in the way things were presented (i.e., drop down menus, buttons, icons).

> *"We have sort of a mixed metaphor here . . . nice graphics, they're happy together. The outline... is also very clear. But mixed together, they confuse the heck out of each other."*
>
> – *Travel/Recreation respondent*

> *"The left side of this page, that particular frame is poorly designed. If everything was the same kind of bullet, there would be no question about if this one is the lottery and if this one is e-Bay. But using logos . . . is detrimental to the convenient use of the site."*
>
> **S** *Travel/Recreation respondent*

This variation in design was also identified in the Education cluster within "Look Here First." Participants thought that one type of design feature or the other should be used consistently throughout the site.

Complaints also emerged about the ability to find certain types of information. Participants mentioned that there were still too many clicks to get to the information contained in the "Look Here First" section. Another participant thought that some of the topics were organized in no

apparent order, citing that he would not look for taxes in the "Look Here First" section but in the "Government" section.

Others complained that the picture in the "Business" cluster within "Look Here First" was offensive, that the noise the pop-up window made was distracting, that the "Treasure Hunt" icon on the front page that links to the Department of Treasury was too childish, and that the State should not emphasize the commercial links the site contains.

Suggestions for Additional Features
Participants were asked if there were any important design features that the site lacked. The most commonly cited response was the need for more pictures and icons.

> *"I would like a few more pictures. Like maybe a little tent next to the Camping in Michigan. I don't like looking at screens with a lot of words."*
>
> – *Real Estate Professional*

Participants suggested that the icons should also have explicit titles underneath them so that people are clear about what the icons are referencing.

Another common response involved the "Look Here First" section of the site. Some participants thought that this section would contain instructions or information about the Web site itself instead of a listing of topic areas.

> *"I thought maybe there were going to be more instructions about the whole site under "Look Here First" . . . a little background on what the site was . . .To me, the "Look Here First" would be something about the Web site itself."*
>
> – *College Student respondent*

Suggestions included inserting a different title to make it clear what "Look Here First" contains (i.e., Frequently Used Links), making the "Look Here First" a different color, adding an agency directory, and creating a page for out-of-state visitors.

Searchable

Although this feature was appreciated by some, many participants had not noticed the feature and recommended that it be moved to a more prominent place on the portal.

> *"I'd like to see maybe the search feature more like where you have the open space . . . I didn't even notice that at the top."*
>
> – *College Student respondent*

Speed

Participants were appreciative of the fact that the pages loaded very quickly and that the wait time was minimal when one clicked on a section of the portal.

Customization

Most participants had not customized a Web site. When asked if they would be interested in this option, some thought it was a useful option:

> *"I think this is great because you can go straight to the things you most wanted to use, most commonly."*
>
> – *Real Estate Professional*

> *"Why remember the addresses for the others and what they provide when you can just go to one. I like that a lot."*
>
> – *General Public respondent*

One participant liked the clear organization of the "My Michigan" page and suggested that it be used as the start-up page for e-Michigan. Other participants admitted that they were confused with the terminology used on the prototype (i.e., "Personalize this Site"). There was disagreement on this issue as some thought the terminology was common, while others did not. Some participants suggested providing a better explanation of the customization feature, citing the explanation used by "Yahoo" as a user-friendly approach.

E-Mail Notifications and Subscriptions

Most participants were receptive to the idea of e-mail notifications and subscriptions. Of the types of notifications and subscriptions preferred, license renewal and notifications of hunting seasons were cited most often. However, there were many caveats to their use. Of paramount importance to participants was the ability to unsubscribe when they choose. They expressed a desire to have "total control" over the process of receiving e-mail notifications and subscriptions from the State.

> *"The thing that would make this personalized Web page appeal to me is to have total control over personalizing it, not the State saying 'Okay, we'll give you these, now what else do you want?'"*
>
> – *Travel/Recreation respondent*

Other caveats include a concern that the information should be relevant to them and should be presented consistently and clearly. A concern for some participants was inadvertently trashing notifications received from the State. They emphasized that the State should make it very clear in the title of the e-mail that the message regards State information or updates.

> *"I think it's very important that if they're going to e-mail to us, it needs to very clearly identified right up front what it is, no obscure garbage . . . it says Michigan DNR Stuff."*
>
> – *Travel/Recreation respondent*

In addition, there was a suggestion that users should be able to unsubscribe using a link embedded in the e-mail message rather than having to travel to the customize page to unsubscribe.

E-mail confirmations of online transactions and reservations were highly valued by participants.

Privacy and Security Concerns

Many participants expressed concerns about the selling of personal information and were uncomfortable with the idea of divulging personal information over the Internet. Others were not worried about security, especially when the information is scrambled or encrypted. One participant stated that if he trusted the site and went back to the site over and over, he would be more inclined to divulge his personal information, particularly when it was made clear why the information was being requested. However, other participants worried about security and thought that the State should provide a privacy statement assuring that it will not sell contact lists.

> *"Each page that you're going to fill in with data should have a header at the top the page that specifies that all this information will be encrypted and secured so you don't need to worry about it. There should also be a statement saying that the State of Michigan will keep all this information as well as your personal information absolutely secure."*
>
> – *Travel/Recreation respondent*

One participant suggested having a "Secure Server" symbol, similar to the lock symbol used on the Internet Explorer browser, to assure users who may not take the time to read privacy statements.

Content/Organization

Traditional and Innovative Cluster Groupings

Participants valued the opportunity to access information through traditional channels such as the "State Agency" listings. They also thought that the content in some of the cluster groupings listed in the "Look Here First" section was very informative and clear. They particularly liked the way cluster groupings (i.e., business, licensed professionals) provided an array of useful information:

> *"I like the fact that there's more than just Michigan information, there's a lot of resources there, traffic information, and weather, you know you can go there and find a lot of things."*
>
> – *General Public respondent*

However, the Education cluster within "Look Here First" was confusing for many participants. Many participants were unsure of the distinction between Higher Education and Advanced. Some participants suggested that changing to "High School" would clarify this ambiguity.

> *"I didn't realize that Advanced even indicated high school. If I was in high school, I wouldn't have known to look there. If it said high school or secondary education . . . the actual names that are generally given."*
>
> – *College Student respondent*

In addition, some participants questioned the contents that were included in the Advanced cluster and felt that some contents were inappropriate for this section.

"I didn't understand why most of these were under Advanced. It didn't make any sense to me at all. It seemed like a hodge podge . . . I'm looking for information on advanced institutions, when I click on this I'm expecting to find information to plan an education instead of Michigan."

– *Travel/Recreation respondent*

"That section was very confusing. It did not answer what I think a typical viewer is looking for."

– *Real Estate Professional*

Similarly, in the Higher Education section, there was an expectation that one would see a listing of colleges and universities and related information.

"If the intent is education, Michigan education, requirements, . . . I would think you'd want colleges and financial aid . . . and college's requirements . . . You're gonna get kids that look at this and they're going to get right back out saying 'This isn't what I want.'" – *Travel/Recreation respondent*

One participant felt that there should be a listing of alternative schools instead of just colleges since all students do not go to college. Other suggestions for types of information that should be included in this cluster were MEAP scores as well as the number of credits needed for high school students.

Other sources of confusion in this section included the Beginner cluster and whom this section was targeting. Some participants questioned whether it was for beginner users of the site or K-12 individuals. Similarly, some participants did not know that the "Learners" subheading was for kids, and others were not sure if the "Parents" subsection was targeted to parents or teachers.

Participants also thought that some of the information in the Education cluster could be placed in more appropriate spots on the site. Some felt that "Driving in Michigan" should be removed from the student thread and others felt that information about Michigan's History, Internet use, and Parenting should not be included in Education.

Suggestions for the other content clusters included listing of rules for hunting, licensing, State forests, and driving. Participants noted that the latter information would be useful for those who are out-of-state. One participant commented that there was a great deal of information for Michigan residents but not a great deal for out-of-state visitors.

Other suggestions included more information about wildlife, forestry, and statewide festivals and events. Participants also felt that they would like the ability to download forms, an easy-to-use tax system, and links to databases. Lastly, a "Library" button was suggested for the left-hand navigation bar.

Specific user groups also thought that certain content should be included on the Web site. For example, one member of the Travelers group suggested inclusion of links to boating and camping as well as information on camping facilities.

"Why would you have to wade through every campsite in the bloody state to find the ones that have boat launching? Why not have a heading that says boating, another one that says hiking, another one that says swimming, and if you click on that, it will list only the campsites that have those facilities?"

– *Travel/Recreation respondent*

A participant in the Licensed Professionals group felt that renewal fees should be displayed in the Licensed Professional cluster. There was also a suggestion that any action or history associated with a professional to be included in the Licensee look-up list.

Cutting Across State Agencies, Branches and Levels of Government, Public and Private

The Travel/Tourism content cluster within the "Look Here First" section was used as a means to discover what participants thought about the availability of information that cut across levels of government and public/private sector resources.

When looking at the various listings included as campsite choices, some participants liked having as many options as possible, including national, State, and private campgrounds, while others did not think it was appropriate to include private campgrounds.

"If I'm on the State site, I don't want all that other stuff. When I'm looking for a State park, I'm not looking for KOA, I'm looking for a State park."

– *Real Estate Professional*

"I think it's good to have private campgrounds because a lot of times, there's not a place for you can go to find a listing of private campgrounds . . . it'd be nice if they charged a yearly fee to use the service...maybe a listing of private campground Web sites."

– *Travel/Recreation respondent*

There was ambivalence expressed by others in that they felt that it was acceptable to have private campgrounds on the site as long as they paid for the opportunity to have their listings included in e-Michigan.

"I'm not too thrilled with having the private campgrounds on here . . . you can't possibly include all private campgrounds . . . how is the State going to make decisions about what campgrounds are included or not included. Are these private camps paying for this posting or is it free of charge? . . . This is funded by taxpayer money, and I don't think that taxpayers should be supporting the posting of private camps . . . I would just need to be assured that they (private camps) are paying for it."

– *Travel/Recreation respondent*

Overall, national, State, and private options were well received because they gave participants a broader array of options.

Advertising/Other Revenue Streams

This topic was contentious among participants, but, in the end, most participants harbored a negative attitude toward advertising on the e-Michigan Web portal. While some expected the State to advertise, others were adamant that there should be no advertising on the Web site.

Some participants felt that the e-Bay Michigan Surplus Store found on the front page of the portal was more acceptable than the free catalogue offer from Gander Mountain that was included within the Travel and Recreation content cluster.

> *"Using e-Bay for this is rather like using whoever they contracted to design the site in the first place. It's not something the State of Michigan is equipped to do so they subcontract it, and it's not the same as advertising."*
>
> – *Travel/Recreation respondent*

Several participants did not like the idea of one company providing advertising to the exclusion of other companies.

> *"I'm a little bit worried about the idea that some of the bigger concerns that have bigger budgets might get more prominent placement on the State site. I guess as long as everybody that was in that field was given equal opportunity to be there for a reasonable fee or for free or however it's being structured, I wouldn't have a problem with it."*
>
> – *Real Estate Professional*

> *"What I don't like is the idea of one company moving in onto the Web site and becoming THE company, and the State is giving preferential treatment to one company over another . . . If Gander Mountain is on there, is everyone else going to be on there? If Merrill Lynch has a contract to provide information for the State, is there going to be an area on the site that explains how these contracts are given—the competitive bid process involved? . . . I think you need to have very clear disclaimers as to how these people got to be where they are and make it fair for everybody so that everybody in that industry has a fair shot of having that presence."*
>
> – *Real Estate Professional*

Several participants felt that the partnerships must be kept low key to avoid "diluting the credibility" of a State-sponsored site. There was also a concern about how the State would handle arrangements with private sector providers of e-mail subscription newsletters.

With respect to the Gander Mountain advertisement, most of the participants expressed discontent with its presence on the site. Participants felt that the State was pushing one company on the consumer over others. The selection process involved in who gets to have their company placed on the site should be fair.

> *"It seems like they're pushing a certain company on you. If they were listing all the companies in your region that sold camping supplies, that would be okay. But to specify one site, I didn't like that."*
>
> – *College Student respondent*

However, some participants were skeptical of how this goal could be achieved since larger companies could afford advertising more easily than smaller companies.

Respondents also noted that the State should insert a disclaimer that they are not endorsing these companies and are not responsible for a customer's experience with them.

> *"If you're going to be doing advertising of any like the Gander Mountain thing, you should have a very clear disclaimer that the State is not taking responsibility for these people's experiences...visiting these places. Because somebody might go in there and think well it's on the State Web site, it's kind of an implicit endorsement."*
>
> – *Real Estate Professional*

Another suggestion involved using a portion of the proceeds from advertising for good causes (e.g., some of the proceeds from Gander Mountain could go toward improvements in State Parks).

Customer Service Issues

Participants were asked what method of customer service they would prefer if they encountered any difficulties using the e-Michigan Web site. The preferred methods included e-mail and a phone number, preferably toll-free. Other methods mentioned included live tech support, help buttons, and the availability of a "Frequently Asked Questions (FAQs)" document.

With respect to the availability of customer support, most expected help to be available during business hours. If help was not available immediately, participants expressed at least a notification that their request had been received and was being processed.

> *"I'd like to get an e-mail . . . and they say, we've received your email and we're working on it, so I'd like to get a notification back when I'm doing business with the State that it didn't get lost somewhere, that somebody has received."*
>
> – *Real Estate Professional*

The expected turnaround time for a response was between 24 and 48 hours. Some participants suggested that an expected response time would be appreciated and that customers are more apt to accept longer turnaround times if they were informed of what to expect. Automated responses were acceptable as long as they contained helpful information.

Appendix A

Round Two Focus Group Organization and Recruitment

Focus group membership was organized into four distinct types of groups: general public, travelers, real estate professionals, and college students. The following table summarizes the organization and schedule of the focus groups.

Table 1: Focus Group Dates and Constitution

Type of Group Participant	Date	Time	Facilitator
Real Estate Professionals	Tuesday June 27, 2000	3:30 p.m.–5:30 p.m.	Jeffrey Padden
General Public	Tuesday June 27, 2000	5:30 p.m.–7:30 p.m.	Jeffrey Padden
College Students	Wednesday June 28, 2000	3:30 p.m.–5:30 p.m.	Nancy Hewat
Travel/Recreation	Wednesday June 28, 2000	5:30 p.m.–7:30 p.m.	Nancy Hewat

The task of recruiting focus group participants was distributed among two sources. The travel/recreation and general public groups were recruited by Capitol Research, Inc. in Lansing, and the college student and real estate professional groups were recruited by Public Policy Associates, Incorporated.

Appendix B: Profile Sheets Completed by Participants Prior to Commencement of the Focus Groups

Focus Group Participant Profile: General Public
Lansing, Michigan
June 27th, 2000 (5:30 p.m.–7:30 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name _____ Title _____

Business/Organization _____ Address _____

City _____ State _____ Zip _____

Phone (_____) _____ Fax (_____) _____ E-mail _____

Do you have access to the Internet through ❑ Home ❑ Office ❑ Both

How many times do you use the Internet? ❑ Daily ❑ At least once a week ❑ Once a month

What are the three most common things you use the Internet for in your personal life?

1. _____
2. _____
3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____
2. _____
3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

_____

Comment _____

_____

Focus Group Participant Profile: Real Estate Professionals
Lansing, Michigan
June 27, 2000 (3:30 p.m.–5:30 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone (_____) _____ Fax (_____) _____ E-mail _____

What license(s) do you currently hold with the State of Michigan? _____

How long have you held a license in the State of Michigan? _____

Do you have access to the Internet through ❑ Home ❑ Office ❑ Both

How many times do you use the Internet? ❑ Daily ❑ At least once a week ❑ Once a month

What are the three most common things you use the Internet for in your personal life?

1. _____
2. _____
3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____
2. _____
3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

_____

Comment _____

_____

Focus Group Participant Profile: Travel/Recreation

Lansing, Michigan

June 28th, 2000 (5:30 p.m.–7:30 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name _____ Title _____

Business/Organization _____ Address _____

City _____ State _____ Zip _____

Phone (_____) _____ Fax (_____) _____ E-mail _____

In the last 12 months, where, in Michigan, have you traveled for recreational purposes? _____

_____

In the next 12 months, where, in Michigan, do you intend to travel for recreational purposes? _____

_____

Do you have access to the Internet through ❑ Home ❑ Office ❑ Both

How many times do you use the Internet? ❑ Daily ❑ At least once a week ❑ Once a month

What are the three most common things you use the Internet for in your personal life?

1. _____

2. _____

3. _____

What are the three most common things you use the Internet for in your professional life?

1. _____

2. _____

3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

_____

Comment _____

_____

Focus Group Participant Profile: College Students
Lansing, Michigan
June 28th, 2000 (3:30 p.m.–5:30 p.m.)

Thank you for participating in today's discussion. Please fill out the following profile so that we have a record of who participated. The moderator will collect the forms at the beginning of the session and may refer to them as the discussion proceeds. Your comments will not be identified by name in any reports written about the session.

Name _____ Year of Study/Major _____

Address _____

City _____ State _____ Zip _____

Phone (_____)_____ E-mail _____

Do you have access to the Internet through ❑ Home ❑ School ❑ Both

How many times do you use the Internet? ❑ Daily ❑ At least once a week ❑ Once a month

What are the three most common things you use the Internet for in your personal life?

1. _____
2. _____
3. _____

What are the three most common things you use the Internet for in your school life?

1. _____
2. _____
3. _____

Have you ever made a purchase through the Internet? ❑ Yes ❑ No

What do you find you enjoy or value the most when using the Internet? _____

_____

What do you find the most frustrating when using the Internet? _____

_____

_____

Comment _____

_____

Appendix C

Focus Group Discussion Guides

The following are the protocols used by the moderator in each of the four focus groups. The protocols were used as a **guideline** for discussion with and among the participants in each focus group. Moderators also probed participants when necessary to either clarify a thought or provide further embellishment on an idea.

E-Government: Round Two Focus Groups Protocol
Travel/Recreation

As participants arrive, they will be brought to the break room to fill out a profile form. The moderator will review the forms and use them during the session.

After participants are finished filling out the profile forms, they will be brought into the focus group room and introduced to the prototype. Participants will be informed that the Web portal prototype is loaded onto the computers in front of them and will be asked to "play" with it, and to look at as many features as possible.

Participants will then be given a worksheet to write down their reactions to the prototype as they play with it. Participants will be asked to write down what they liked and disliked about the Web portal as well as any surprises or bewildering parts they encounter. Participants will also be asked to write down any improvements that can be made to the portal on the worksheet.

(0:00) I. Introduction and Focus Group Discussion

A. Introduce moderator.

B. Thank participants for attending.

C. Inform the participants that the group is being videotaped and the rationale for it being videotaped (i.e., our internal use in doing an accurate summary of the session). Audio taping would normally be used, but since participants are going to be accompanying their answers with illustration, videotaping would capture more effectively what particular aspect of the Web site participants are referencing.

D. Reassure participants that their names will not be associated with any comments in the summary and that they will not see themselves in any motion picture.

E. At the time of group discussion, explain the ground rules for participation:

1. There are no right or wrong answers.
2. Don't wait to be called on.
3. Moderator will "referee."
4. Turn off cell phones.

F. Reinforce the fact that the discussion will provide insight into how the State can improve the services it provides to travellers and how their opinions and feedback on the Web portal are essential for this improvement to take place.

G. Ask participants to introduce themselves.

(0:10) II. Form: Web Portal Design Features

A. I'd like to first talk about the design of the Web site. Not discussing the content, what are your initial thoughts about the site?

B. After testing this prototype, are there any design features in it that you find particularly attractive or surprising as a traveller? (Probe: Does it load fast enough, is it clean, uncluttered, does it have useful search mechanisms, is navigation easy?)

C. Are there any design features of this prototype that you find objectionable? (Probe: Advertising)

D. Do you see anything on the prototype in terms of design features that is not there but should be there?

(0:35) III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately? (In other words, do you think that the way the prototype groups information is appropriate?)

B. For you as members of the traveller population, do you find the prototype to be comprehensive in the kinds of transactions or information needs it offers? Are there any "must haves" for you as travellers that are not present?

C. Now, let's say that you went to the portal and had some difficulties getting the information that you needed or completing your transaction. What method of service would you prefer to help you get the information you needed (i.e., regular mail, e-mail via the "contact us" button, phone calls, help screens, Web chat)? Why do you prefer that method?

D. These various types of customer service fit into two categories: human assistance vs. self help. For these two types of service, do you expect the State to have them available 24 hours/7 days a week? [If participants expect 24/7 service for human assistance] Are you willing to support 24/7 assistance?

E. If you had a question for the State via e-mail, what would you expect the response time to be? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

(0:45) IV. Customization of E-Michigan to My Michigan

A. How many of you looked at the My Michigan customizable part of this Web portal? (Go to MY MI Page that is already customized.) Would you be interested in using that option? Why or why not?

B. If interested, what kinds of information/links would you want to include on your My Michigan page?

C. You may have noticed that there are options available to sign up for e-mail "subscriptions" or e-mail notifications on either the customization page or the main portal under e-mail notifications. Would you be interested in signing up for this kind of service?

D. What do you like/dislike about the idea?

(1:00) V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site? (The login screen is located after clicking the "customize" button; the profile page is located after the login screen).

B. Would you be willing to fill out the information to get more functionality from the Web site?

C. How important is it that the information is not required?

D. Did you notice that when you fill out information at other areas of the State's site you were asked if the information should be added to your profile (located in the e-mail notifications**)?** What do you think about this feature?

(1:10) VI. Advertising

A. You may have noticed this (go to camping registration page) area where Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea having these sorts of things on the site? Why do you feel that way?

B. Does it make a difference what service is being offered?

C. Does it make any difference what organization is offering the service?

(1:20) VII. Public/Private Partnerships

A. You may have noticed on the portal an icon for E-bay with reference to the State auction. What do you think of the idea of the State partnering with private agencies?

B. How would you feel if the content of subscription information was provided by private agencies under contract with the State vs. the State itself (i.e., Merryl Lynch, Michigan United Conservation Clubs vs. the State)?

C. Would you like to see more kinds of partnerships like this one available on the portal? If so, which ones come to mind to you as a traveller?

(1:25) VIII. Closing Discussion

A. Is there anything about the prototype you'd like to comment on that wasn't touched on in the discussion?

(1:30) IX. Thanking Participants

A. Thank participants for their thoughts.

E-Government: Round Two Focus Groups Protocol
General Public

As participants arrive, they will be brought to the break room to fill out a profile form. The moderator will review the forms and use them during the session.

After participants are finished filling out the profile forms, they will be brought into the focus group room and introduced to the prototype. Participants will be informed that the Web portal prototype is loaded onto the computers in front of them and will be asked to "play" with it, and to look at as many features as possible.

Participants will then be given a worksheet to write down their reactions to the prototype as they play with it. Participants will be asked to write down what they liked and disliked about the Web portal as well as any surprises or bewildering parts they encounter. Participants will also be asked to write down any improvements that can be made to the portal on the worksheet.

(0:00) I. Introduction and Focus Group Discussion

A. Introduce moderator

B. Thank participants for attending

C. Inform the participants that the group is being videotaped and the rationale for it being videotaped (i.e., our internal use in doing an accurate summary of the session). Audio taping would normally be used, but since participants are going to be accompanying their answers with illustration, videotaping would capture more effectively what particular aspect of the Web site participants are referencing.

D. Reassure participants that their names will not be associated with any comments in the summary and that they will not see themselves in any motion picture.

E. At the time of group discussion, explain the ground rules for participation:

1. There are no right or wrong answers.
2. Don't wait to be called on.
3. Moderator will "referee."
4. Turn off cell phones.

F. Reinforce the fact that the discussion will provide insight into how the State can improve the services it provides to the general public and how their opinions and feedback on the Web portal are essential for this improvement to take place.

G. Ask participants to introduce themselves.

(0:10) II. Form: Web Portal Design Features

A. I'd like to first talk about the design of the Web site. Not discussing the content, what are your initial thoughts about the site?

B. After testing this prototype, are there any design features in it that you find particularly attractive or surprising? (Probe: Does it load fast enough, is it clean, uncluttered, does it have useful search mechanisms, is navigation easy?)

C. Are there any design features of this prototype that you find objectionable? (Probe: Advertising.)

D. Do you see anything on the prototype in terms of design features that is not there but should be there?

(0:35) III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately? (In other words, do you think that the way the prototype groups information is appropriate?)

B. For you as members of the public, do you find the prototype to be comprehensive in the kinds of transactions or information needs it offers? Are there any "must haves" for you that are not present?

C. Now, let's say that you went to the portal and had some difficulties getting the information that you needed or completing your transaction. What method of service would you prefer to help you get the information you needed (i.e., regular mail, e-mail via the "contact us" button, phone calls, help screens, Web chat)? Why do you prefer that method?

D. These various types of customer service fit into two categories: human assistance vs. self help. For these two types of service, do you expect the State to have them available 24 hours/7 days a week? [If participants expect 24/7 service for human assistance] Are you willing to support 24/7 assistance?

E. If you had a question for the State via e-mail, what would you expect the response time to be? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

(0:45) IV. Customization of E-Michigan to My Michigan

A. How many of you looked at the My Michigan customizable part of this Web portal? (Go to MY MI Page that is already customized.) Would you be interested in using that option? Why or why not?

B. If interested, what kinds of information/links would you want to include on your My Michigan page?

C. You may have noticed that there are options available to sign up for e-mail "subscriptions" or e-mail notifications on either the customization page or the main portal under e-mail notifications. Would you be interested in signing up for this kind of service?

D. What do you like/dislike about the idea?

(1:00) V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site? (The login screen is located after clicking the "customize" button; the profile page is located after the login screen).

B. Would you be willing to fill out the information to get more functionality from the Web site?

C. How important is it that the information is not required?

D. Did you notice that when you fill out information at other areas of the State's site you were asked if the information should be added to your profile (located in the e-mail notifications**)?** What do you think about this feature?

(1:10) VI. Advertising

A. You may have noticed this (go to camping registration page) area where Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea having these sorts of things on the site? Why do you feel that way?

B. Does it make a difference what service is being offered?

C. Does it make any difference what organization is offering the service?

(1:20) VII. Public/Private Partnerships

A. You may have noticed on the portal an icon for E-bay with reference to the State auction. What do you think of the idea of the State partnering with private agencies?

B. How would you feel if the content of subscription information was provided by private agencies under contract with the State vs. the State itself (i.e., Merryl Lynch, Michigan United Conservation Clubs vs. the State)?

C. Would you like to see more kinds of partnerships like this one available on the portal? If so, which ones come to mind to you?

(1:25) VIII. Closing Discussion

A. Is there anything about the prototype you'd like to comment on that wasn't touched on in the discussion?

(1:30) IX. Thanking Participants

A. Thank participants for their thoughts.

E-Government: Round Two Focus Groups Protocol
Real Estate Professionals

As participants arrive, they will be brought to the break room to fill out a profile form. The moderator will review the forms and use them during the session.

After participants are finished filling out the profile forms, they will be brought into the focus group room and introduced to the prototype. Participants will be informed that the Web portal prototype is loaded onto the computers in front of them and will be asked to "play" with it, and to look at as many features as possible.

Participants will then be given a worksheet to write down their reactions to the prototype as they play with it. Participants will be asked to write down what they liked and disliked about the Web portal as well as any surprises or bewildering parts they encounter. Participants will also be asked to write down any improvements that can be made to the portal on the worksheet.

(0:00) I. Introduction and Focus Group Discussion

A. Introduce moderator.

B. Thank participants for attending.

C. Inform the participants that the group is being videotaped and the rationale for it being videotaped (i.e., our internal use in doing an accurate summary of the session). Audio taping would normally be used, but since participants are going to be accompanying their answers with illustration, videotaping would capture more effectively what particular aspect of the Web site participants are referencing.

D. Reassure participants that their names will not be associated with any comments in the summary and that they will not see themselves in any motion picture.

E. At the time of group discussion, explain the ground rules for participation:

1. There are no right or wrong answers.
2. Don't wait to be called on.
3. Moderator will "referee."
4. Turn off cell phones.

F. Reinforce the fact that the discussion will provide insight into how the State can improve the services it provides to real estate professionals and how their opinions and feedback on the Web portal are essential for this improvement to take place.

G. Ask participants to introduce themselves.

(0:10) II. Form: Web Portal Design Features

A. I'd like to first talk about the design of the Web site. Not discussing the content, what are your initial thoughts about the site?

B. After testing this prototype, are there any design features in it that you find particularly attractive or surprising as a real estate professional? (Probe: Does it load fast enough, is it clean, uncluttered, does it have useful search mechanisms, is navigation easy?)

C. Are there any design features of this prototype that you find objectionable? (Probe: Advertising.)

D. Do you see anything on the prototype in terms of design features that is not there but should be there?

(0:35) III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately? (In other words, do you think that the way the prototype groups information is appropriate?)

B. For you as members of the real estate profession, do you find the prototype to be comprehensive in the kinds of transactions or information needs it offers? Are there any "must haves" for you as a real estate professional that are not present?

C. Now, let's say that you went to the portal and had some difficulties getting the information that you needed or completing your transaction. What method of service would you prefer to help you get the information you needed (i.e., regular mail, e-mail via the "contact us" button, phone calls, help screens, Web chat)? Why do you prefer that method?

D. These various types of customer service fit into two categories: human assistance vs. self help. For these two types of service, do you expect the State to have them available 24 hours/7 days a week? [If participants expect 24/7 service for human assistance] Are you willing to support 24/7 assistance?

E. If you had a question for the State via e-mail, what would you expect the response time to be? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

(0:45) IV. Customization of E-Michigan to My Michigan

A. How many of you looked at the My Michigan customizable part of this Web portal? (Go to MY MI Page that is already customized.) Would you be interested in using that option? Why or why not?

B. If interested, what kinds of information/links would you want to include on your My Michigan page?

C. You may have noticed that there are options available to sign up for e-mail "subscriptions" or e-mail notifications on either the customization page or the main portal under e-mail notifications. Would you be interested in signing up for this kind of service?

D. What do you like/dislike about the idea?

(1:00) V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site? (The login screen is located after clicking the "customize" button; the profile page is located after the login screen).

B. Would you be willing to fill out the information to get more functionality from the Web site?

C. How important is it that the information is not required?

D. Did you notice that when you fill out information at other areas of the State's site you were asked if the information should be added to your profile (located in the e-mail notifications)? What do you think about this feature?

(1:10) VI. Advertising

A. You may have noticed this (go to camping registration page) area where Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea having these sorts of things on the site? Why do you feel that way?

B. Does it make a difference what service is being offered?

C. Does it make any difference what organization is offering the service?

(1:20) VII. Public/Private Partnerships

A. You may have noticed on the portal an icon for E-bay with reference to the State auction. What do you think of the idea of the State partnering with private agencies?

B. How would you feel if the content of subscription information was provided by private agencies under contract with the State vs. the State itself (i.e., Merryl Lynch, Michigan United Conservation Clubs vs. the State)?

C. Would you like to see more kinds of partnerships like this one available on the portal? If so, which ones come to mind to you as a real estate professional/citizen?

(1:25) VIII. Closing Discussion

A. Is there anything about the prototype you'd like to comment on that wasn't touched on in the discussion?

(1:30) IX. Thanking Participants

A. Thank participants for their thoughts.

E-Government: Round Two Focus Groups Protocol
Recent High School Graduates

As participants arrive, they will be brought to the break room to fill out a profile form. The moderator will review the forms and use them during the session.

After participants are finished filling out the profile forms, they will be brought into the focus group room and introduced to the prototype. Participants will be informed that the Web portal prototype is loaded onto the computers in front of them and will be asked to "play" with it, and to look at as many features as possible.

Participants will then be given a worksheet to write down their reactions to the prototype as they play with it. Participants will be asked to write down what they liked and disliked about the Web portal as well as any surprises or bewildering parts they encounter. Participants will also be asked to write down any improvements that can be made to the portal on the worksheet.

(0:00) I. Introduction and Focus Group Discussion

A. Introduce moderator.

B. Thank participants for attending.

C. Inform the participants that the group is being videotaped and the rationale for it being videotaped (i.e., our internal use in doing an accurate summary of the session). Audio taping would normally be used, but since participants are going to be accompanying their answers with illustration, videotaping would capture more effectively what particular aspect of the Web site participants are referencing.

D. Reassure participants that their names will not be associated with any comments in the summary and that they will not see themselves in any motion picture.

E. At the time of group discussion, explain the ground rules for participation:

1. There are no right or wrong answers.
2. Don't wait to be called on.
3. Moderator will "referee."
4. Turn off cell phones.

F. Reinforce the fact that the discussion will provide insight into how the State can improve the services it provides to students and how their opinions and feedback on the Web portal are essential for this improvement to take place.

G. Ask participants to introduce themselves.

(0:10) II. Form: Web Portal Design Features

A. I'd like to first talk about the design of the Web site. Not discussing the content, what are your initial thoughts about the site?

B. After testing this prototype, are there any design features in it that you find particularly attractive or surprising as a student? (Probe: Does it load fast enough, is it clean, uncluttered, does it have useful search mechanisms, is navigation easy?)

C. Are there any design features of this prototype that you find objectionable? (Probe: Advertising.)

D. Do you see anything on the prototype in terms of design features that is not there but should be there?

(0:35) III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately? (In other words, do you think that the way the prototype groups information is appropriate?)

B. For you as members of the college student population, do you find the prototype to be comprehensive in the kinds of transactions or information needs it offers? Are there any "must haves" for you (when you were a high school student) that are not present?

C. Now, let's say that you went to the portal and had some difficulties getting the information that you needed or completing your transaction. What method of service would you prefer to help you get the information you needed (i.e., regular mail, e-mail via the "contact us" button, phone calls, help screens, Web chat)? Why do you prefer that method?

D. These various types of customer service fit into two categories: human assistance vs. self help. For these two types of service, do you expect the State to have them available 24 hours/7 days a week? [If participants expect 24/7 service for human assistance] Are you willing to support 24/7 assistance?

E. If you had a question for the State via e-mail, what would you expect the response time to be? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

(0:45) IV. Customization of E-Michigan to My Michigan

A. How many of you looked at the My Michigan customizable part of this Web portal? (Go to MY MI Page that is already customized.) Would you be interested in using that option? Why or why not?

B. If interested, what kinds of information/links would you want to include on your My Michigan page?

C. You may have noticed that there are options available to sign up for e-mail "subscriptions" or e-mail notifications on either the customization page or the main portal under e-mail notifications. Would you be interested in signing up for this kind of service?

D. What do you like/dislike about the idea?

(1:00) V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site? (The login screen is located after clicking the "customize" button; the profile page is located after the login screen.)

B. Would you be willing to fill out the information to get more functionality from the Web site?

C. How important is it that the information is not required?

D. Did you notice that when you fill out information at other areas of the State's site you were asked if the information should be added to your profile (located in the e-mail notifications). What do you think about this feature?

(1:10) VI. Advertising

A. You may have noticed this (go to camping registration page) area where Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea of having these sorts of things on the site? Why do you feel that way?

B. Does it make a difference what service is being offered?

C. Does it make any difference what organization is offering the service?

(1:20) VII. Public/Private Partnerships

A. You may have noticed on the portal an icon for E-bay with reference to the State auction. What do you think of the idea of the State partnering with private agencies?

B. How would you feel if the content of subscription information was provided by private agencies under contract with the State vs. the State itself (i.e., Merryl Lynch, Michigan United Conservation Clubs vs. the State)?

C. Would you like to see more kinds of partnerships like this one available on the portal? If so, which ones come to mind to you as a student?

(1:25) VIII. Closing Discussion

A. Is there anything about the prototype you'd like to comment on that wasn't touched on in the discussion?

(1:30) IX. Thanking Participants

A. Thank participants for their thoughts.

Appendix D: Focus Group Summaries

e-Michigan
Round Two Focus Group Summary Notes

Real Estate Professionals
Conducted 6/27/00

I. Participant Profiles

- All six participants hold realtor/broker's licenses and the length of time for holding these licenses ranged from five years to more than 30 years.
- All participants had both home and office access to the Internet.
- All but one participant used the Internet daily and one used it at least once a week.
- The top three uses of the Internet in participants' personal lives were e-mail, general information/research, and news.
- The top three uses of the Internet in participants' professional lives were research/information, e-mail, and marketing.
- Five out of the six participants have made purchases over the Internet.
- Participants valued e-mail, the current information available, and the speed of the Internet.
- Participants were frustrated most by junky, hard to read sites that bury information, and advertising, as well as service interruptions and computer crashes.

II. Web Portal Design Features

A. Not discussing the content, what are your initial thoughts about the site?

- Participants felt that the layout was colorful and bright.
- One participant was happy that ads were not present.
- Others found that it was easy to find information and easy to use.
- The page was clean, with no clunky graphics.
- One participant hoped it will load as fast when it is on-line.
- The site was considered straightforward, functional, and easy to use for novices (there are multiple ways of finding things, several search options**,** and easy ability to find pages).
- One participant stated that some thought was put into the design and that it was well organized.

B. Are there any design features that you find particularly surprising or attractive?

- # Participants felt that The Look Here First feature was nice, and laid out some of the main topics of the State (breaks down directory structure).
- # Some participants liked the left navigation bar.
- # Participants felt that the site had more choices than expected and was user friendly.
- # One participant felt that the site was not looking down on him and treated him like an equal (refreshing). It reminded him of a company Web site for this reason.
- # The site was more direct in that it enabled a person to get where he or she wanted to go easily. Other Web sites are very difficult to get around in.
- # Participants felt that the pop up window that was displayed when leaving the site was nice so that a person knew when he or she was leaving the site.

C. Are there any design features of this prototype that you find objectionable?

- # Some links were not working.
- # One participant thought that the State should not go overboard with commercialization since it might give people wrong impressions (line should be drawn between public and private).
- # One participant thought the treasure hunt title was childish.
- # Another participant found the business picture offensive since it was not neutral (white boss).
- # One participant disliked having two separate cells. He preferred to see the whole page as one cell.

D. Do you see anything on the prototype in terms of design features that is not there but should be there?

- # Participants would like to see a few more pictures (i.e. tent next to camping in Michigan).
- # One participant mentioned not liking too much text.
- # Other recommendations included a site map and having a directory type page.
- # The State needs to specify on the icons what exactly some services are (i.e., lottery).

III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately?

- Business Services: Participants liked that everything was in one place.
- The Business section was good for people who were out of state.
- Education-Advanced section: Participants felt that a list of trade schools or facilities should be listed.
- Participants thought that there needed to be something that takes a person to colleges, that the number of credits for high schools students should be stated, and that MEAP scores should be available on the site as well.
- In addition, there was ambiguous terminology in the Beginner section. Many questions were asked: Beginner users of the site? K-12? What was the range for elementary school children?
- If a person were to do a nursery school search he or she would be frustrated.
- Definitions for each of these sections may be perceived differently by the public.
- The information in the Education section was well received.
- One participant thought that the Look Here First section was a tutorial rather than a listing of topics.
- The Licensed Professional section told people exactly what they were looking for.

B. Are there any "must haves" for you as real estate professionals that are not present?

- The site should display renewal fees in the Licensed Professional section.
- The site could also state any action or history associated with a professional when one was looking them up on the list**.**

C. What method of service do you prefer to help you get the information you needed? Why do you prefer that method?

- Participants mentioned listing a toll free number.
- Participants also wanted an e-mail notification that their e-mail had been received.
- One participant mentioned that DOL gives advice on-line**.**
- One participant mentioned a live link where a person could click on the link and ask a question and get a response. If the hours were from 7 a.m. to 9 p.m. for this live link, participants thought these hours were acceptable.

D. For human assistance and self help, do you expect the State to have this service available 24 hours/7 days a week? Are you willing to support 24/7 assistance?

- Participants would like to be able to call the next day.
- Participants did not expect 24/7 assistance, but they did expect human assistance during business hours.

E. What would you expect the response time to be if you had a question for the State via e-mail? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

- Some participants mentioned 24 hours or less, and some mentioned between 24 and 48 hours.
- One participant stated that he would be willing to wait longer if he knew how long it was going to take (need to specify turnaround time). If the turnaround time was specified, people will be more inclined to "cut some slack" if they knew what to expect.

IV. Customization of E-Michigan to My Michigan

A. Would you be interested in using that option? Why or why not?

- One participant thought customization was a good option since it allows one to go straight to the things he or she wants to use.
- Some participants did not test the customization feature.
- One participant was frustrated since he did not get to send an e-mail.
- Many were not aware of customization.
- Some participants were confused with the terminology (i.e., personalization vs. customization). Some thought the terms were commonly used, but others did not understand the terms.
- One participant suggested explaining the customization function the same way the Yahoo pages explain it.
- One participant suggested also that the url for the site will go a long way in streamlining how a person gets to the site.

C. Would you be interested in signing up for e-mail subscriptions or e-mail notifications?

- One participant received e-mails from Lansing.com.
- Participants were interested in receiving e-mail as long as it was easy to cancel it. Whether or not the information was critical was also a factor.
- One participant reported that it was sometimes difficult to unsubscribe on commercial sites.
- The information in these subscriptions needed to be consistently presented.

- # The State needs to be clear in how other agency information is presented**.**
- # All were interested in license renewal.
- # Participants mentioned that a confirmation via e-mail would be nice when renewing licenses**.**

D. What do you like/dislike about the idea?

- # One participant did not like the profile information request.

V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site?

- # One participant did not want the State seeking or giving out information that he did not want shared.
- # One participant mentioned that he would feel better if the State received money for his personal information.
- # Another participant felt that the State needed to give people the option to opt out.
- # One participant felt that the State will probably use cookies to manage the information.
- # One participant asked why a user name and password had to be entered.
- # The privacy statement often determined if people would divulge their personal information.

D. Did you notice that when you fill out information at other areas of the State's site you were asked if the information should be added to your profile? What do you think about this feature?

- # One participant thought this feature was a nice idea.
- # Another participant emphasized the point that the information needed to go to a secure server since some people may be able to break their way into a server. The Internet Explorer lock symbol was suggested as an icon since people have come to trust it.

VI. Advertising

A. You may have noticed that Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea of having these sorts of things on the site? Why do you feel that way?

- One participant thought it was initially acceptable to advertise camping information since the State advertises skiing information for tourists. It was expected that the State did this advertising.
- Participants felt that the State needed to make clear which campgrounds were state owned (parks) and which ones were not.
- One participant thought that the State should also insert a disclaimer about people's experiences in the different campgrounds.
- In addition, the State needs to make it clear that they are not endorsing the private campgrounds.
- One participant did not want to see the private campgrounds on the site, but only the State run campgrounds.
- There was a suggestion to divide the State parks up from the other campgrounds so that a person could just click on a link to get to the other parks (state, federal, and other).

VII. Public/Private Partnerships

A. What do you think of the idea of the State partnering with private agencies?

- Participants felt that the State must be careful not to dilute the credibility of the site.
- One participant felt that the State needed to keep partnerships low key.
- Some participants did not like the idea of one company moving in on the site to the exclusion of others (preferential treatment).
- One participant asked if there was going to be an explanation of how these companies (i.e., Merrill Lynch) were granted access on the site. The State needs to give people a fair shot.
- Most participants would use E-Bay.

B. How would you feel if the content of subscription information was provided by private agencies under contract with the State vs. the State itself?

- Information from Gander Mountain: Some participants stated that they would rather receive something like outdoor tips from the business rather than the State.

- One participant felt that if the State were to distribute information from Merrill Lynch, then the State would have to insert a disclaimer about the information and ensure there is an update statement as well.
- Three participants were aware of computer cookies.

VIII. Closing Discussion

- The site had a common sense approach as it helped people who may not know where to go.
- The Education section was confusing, and it did not answer what a typical viewer would be looking for.
- One participant suggested that the site have an easy to find tax section since the present way of finding tax information through the Department of Treasury is cumbersome.
- Some participants would like to see a few more pictures.

e-Michigan
Round Two Focus Group Summary Notes

Travel/Recreation
Conducted 6/28/00

I. Participant Profiles

- Eleven participants attended the session, and five had only home access to the Internet, while six had both home and office access to the Internet.
- Eight participants used the Internet daily, while three used it at least once a week.
- The top three uses of the Internet for participants' personal lives were e-mail, research/information, and personal interests.
- The top three uses of the Internet for participants' professional lives were research, e-mail, and personal interests.
- Participants valued e-mail, easy access/convenience the Internet offered, the amount and variety of information available, and the ease of finding information.
- Participants were frustrated with not being able to find the information they wanted, slow load times for pages, slow dial-up connections to the Internet, and loss of connections.

II. Web Portal Design Features

A. Not discussing the content, what are your initial thoughts about the site?

- Participants thought the site had good design.
- The State site now is bad, and not very useful.

B. Are there any design features that you find particularly surprising or attractive?

- One participant liked that there was plenty of white space and no banner ads.
- Others thought the site was easy to read and to navigate.
- Some liked the pop up window that indicated when a person was leaving the site since it did not require a person to go back. This window made it easy to go back to where a person was in the first place.

C. Are there any design features of this prototype that you find objectionable?

- Participants thought the search box should be made more prominent.
- One participant was not quite sure where the beginning and ending of the site was and thought it was confusing and overwhelming.
- Another participant did not like the noise the pop-up window made when leaving the site.
- There was confusion over how the Education section was designed, first with buttons and then an outline. The design elements used should be one or the other.
- The Look Here First button should be a different color or placed in the body of the main page.

III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately?

- One participant wanted to see more nature, wildlife, and forestry information.
- One participant wanted to be able to download forms and send them through mail (or on-line).
- Education: Participants felt that there was a good variety of information. There was no need to travel around as much. Participants valued the financial aid information.
- Advanced: Some did not understand why the contents were in this section and thought it a "hodge podge" of contents. There was an expectation of higher education in Michigan (programs offered).
- Advanced section in Education: Participants suggested that the title be changed to better suit the contents because Advanced and Higher Education were synonymous. It was also suggested that the same language that people used in everyday life be used on the Web site.
- Participants were confused over the organization of Learners vs. Parents. Some participants did not know Learners was for kids.
- The site should have a Freshman category that explained what they will learn and even a test to motivate them.
- In addition, a list of colleges should be in the Education section, as well as requirements and scholarships that are available.
- Participants felt that the Driving in Michigan information did not belong on the Education section.
- Similarly, Michigan's history could be placed in a better spot than in Education.
- Some felt that the information on Using the Internet should be placed in the front page, not in the Education section.

- # Participants wondered what Parenting was doing in the Education page. It should be taken out.
- # Others were unclear on the Parents section, and whether it was for parents or teachers.
- # The contents below the buttons in the Education section had more to do with education than the contents in the buttons.
- # A suggestion was made to have a library button on the left hand navigation bar.
- # Another suggestion was to have an FAQ for kids.

B. Are there any "must haves" for you as travelers that are not present?

- # One participant wanted to see links to boating and camping. A person should not have to go through every campground site to see if there is boating access.
- # Another participant wanted information on camp facilities.

C. What method of service do you prefer to help you get the information you needed? Why do you prefer that method?

- # E-mail is convenient, but the phone would be used if one was in a rush.

D. For human assistance and self help, do you expect the State to have this service available 24 hours/7 days a week? Are you willing to support 24/7 assistance?

- # There was an expectation of human assistance during business hours.

E. What would you expect the response time to be if you had a question for the State via e-mail? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

- # Next day response was preferred.

IV. Customization of E-Michigan to My Michigan

A. Would you be interested in using that option? Why or why not?

- # Two participants have personalized a site before.

C. Would you be interested in signing up for e-mail subscriptions or e-mail notifications?

- For e-mail subscriptions, one participant wanted to have total control over personalization. There was a need to be able to opt in and opt out, and most sites do not offer this option.
- Some preferred to be able to unsubscribe through the e-mail itself rather than through the personalization page.
- Some participants were interested in e-mail notifications (if relevant) and some were not interested. For those who were not interested, the reason given was that they automatically trashed any e-mail they were not expecting.
- Participants thought that if the State was to send e-mail notifications, the message content should be clearly identified so that it did not get trashed.
- Participants also wanted a confirmation of a camping reservation.

V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site?

- Some participants were concerned about the selling of information.
- Participants felt that people should be informed of how personal information will be used and why it is needed.
- Some participants were concerned about providing credit card information over the Internet and wanted a privacy statement.
- One participant stated that each page should have an assurance of security.
- Some participants were leery of giving information out over the Internet.
- One participant said that if he trusted the site, he would not mind giving out the information. If he came back to the site over and over and there was an assurance of good State security, he would be more inclined to divulge his personal information.

C. How important is it that the information is not required?

- This option was valued.

VI. Advertising

A. You may have noticed that Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea of having these sorts of things on the site? Why do you feel that way?

- # Some participants were not impressed with private campgrounds on the State site, since some campgrounds were not included. Participants wondered if the private agencies were paying for their place on the site. If so, it was fine for the State to include them. Taxpayers should not be supporting private postings, and should be assured that the private agencies are paying for it.
- # Others felt that it was nice to have a variety of places including private ones and not just the State owned parks.
- # Participants would be more comfortable with advertising if the State was not advocating one company over another.
- # The selection process for companies to post must be fair and one participant did not see how it could be fair.
- # One participant felt that bigger companies will always have the advantage over the smaller ones since they will have the money to pay for the right to post.
- # Participants did not want to see irrelevant ads.
- # Others remarked that ads diminished the State's credibility.
- # One participant thought that the ads will make it look as "garbagy" as the Yahoo pages.
- # Others felt that ads on Web sites were a turnoff and made the State too commercial.
- # One participant suggested that the links to other private companies be put in a format that is plain and without logos. The benefit of the information displayed would not be to the advertiser but instead to the consumer.

VII. Public/Private Partnerships

A. What do you think of the idea of the State partnering with private agencies?

- # Participants felt that E-Bay is different from places like Gander Mountain because E-Bay was more of a sub-contractor of the State. It was more acceptable for the State to partner with E-Bay than with Gander Mountain for this reason.
- # Services were more acceptable partnerships than were products.
- # Others thought that E-Bay and the Treasure Hunt was a neat idea.

B. How would you feel if the content of subscription information was provided by private agencies under contract with the State vs. the State itself?

- Private subscriptions raised questions about point of view. The State should not be a part of these types of subscriptions and should separate itself from them.
- One participant was not comfortable with private subscriptions since she stated the possibility of being overloaded three times a day with them.
- Another participant felt that the people in the Upper Peninsula may appreciate this service more since there are no stores up there.

VIII. Closing Discussion

- One participant felt that the left side was poorly designed and that using both logos and bullets was detrimental to convenient use of the site.
- Another stated that the site should have lots of information, as many renewals as possible to save a person time, and should contain factual information.
- One participant felt that some topics had more details than needed, that tangents were not appreciated and that tangents were overwhelming.
- One participant suggested more directories for festivals since this information is difficult to find. This information could be put in a newsletter or in the travel section.
- Similarly, the State could have a statewide events button which would include activities like biking or horseback riding information (Travel Tourism is the most appropriate place for this item).
- One suggested including more links and making tax filing easier.
- The site was easy to navigate.
- The site was laid out well.
- The Education section was confusing, but it was easy to navigate.

e-Michigan
Round Two Focus Group Summary Notes

College Students
Conducted 6/28/00

I. Participant Profiles

- # Eight participants attended the session; three first year students, two juniors, and one senior. One person did not answer the question and one person did not return his or her profile sheet.
- # Seven participants had both home and school access to the Internet.
- # Four participants used the Internet daily, two used the Internet at least once a week, one participant used it once a month, and one participant did not return his or her profile sheet.
- # The top three uses for the Internet in participants' personal lives were e-mail, research/information, and entertainment.
- # The top three uses for the Internet in participants' school lives were e-mail, research, and entertainment.
- # Four out of seven participants have made purchases over the Internet.
- # Participants valued the amount of information available on the Internet, the easy accessibility to the Internet in that it fit anyone's schedule, and Web sites that were well designed and made it easy to search for information.
- # Frustrations included not being able to find the right information/poor keyword searches, slow loading sites, and slow computers/busy signals during dial-up.

II. Web Portal Design Features

A. Not discussing the content, what are your initial thoughts about the site?

- # The site looked professional.
- # This site looked better than other State Web sites.

B. Are there any design features that you find particularly surprising or attractive?

- # The search feature was valued (i.e., keywords, phrase, and statements).
- # One participant liked the graphics.

- Another appreciated clicking on things on the left and not waiting for them to load (speed).
- One participant liked the design of the Education section.
- Another stated that he would use the camping registration system.

C. Are there any design features of this prototype that you find objectionable?

- Participants felt that there was too much information on the body of the first page. To remedy this problem, the State could break this page up into broad categories because the items were too specific.
- Some participants did not like the left navigation bar. Instead they preferred the banner.
- Some felt that the search feature should not be located at the top since they did not notice it there.
- The title of Look Here First should be changed to something else (i.e., Frequent Links). There was some confusion on the intent of this section (i.e., was this section a tutorial or topic listing).
- Participants felt that some of the topics were scattered around in no apparent order (looking for things in different places). An example was that one would look for taxes in government, not in Look Here First.
- One participant felt that the weather and road conditions should be moved to the first page.
- Multiple browser windows were annoying for one participant.

D. Do you see anything on the prototype in terms of design features that is not there but should be there?

- One participant felt that there should have been a list to go through.
- Some felt that there should have been more instructions in the Look Here First section. The Look Here First section should contain information about the Web site itself, not a list of topics to go to.
- Participants wanted to have more pictures to make the site more appealing.
- A suggestion was made to have a section for out-of-state people who wanted information about Michigan.

III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately?

- There was a great deal of information but there was not a lot of information for out-of-state visitors.

- Education: Some participants were unsure about the order of the information. Higher Education was at the top of the pyramid, but what exactly was Learners?
- Advanced: This section could be divided up better. For example, full-time internships were more appropriate for college students while part-time internships were for high school students.
- Advanced: Some participants did not know that this section pertained to high school students. A suggestion was made to use actual names (i.e., high school).
- To organize the information, grade levels were considered better than schools but if schools were used, types of schools would be recommended
- Participants felt that Driving in Michigan should not be in two places. It should only be included in the Education section if it applied to students.
- One participant appreciated the weather and the road conditions in the Travel section.
- A suggestion was made to have rules on State forests available somewhere in the tourism section.

C. What method of service do you prefer to help you get the information you needed? Why do you prefer that method?

- Participants preferred FAQs, quick e-mail, and telephone service.

E. What would you expect the response time to be if you had a question for the State via e-mail? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

- An hour would be the expected response time (e-mail). Three days was too long. Twenty four to forty eight hours was considered reasonable.

IV. Customization of E-Michigan to My Michigan

A. Would you be interested in using that option? Why or why not?

- Three participants had customized Web pages.
- Two participants were not familiar with customization.
- One participant suggested that the portal start with the My Michigan page so that one did not need to personalize.

V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site?

- # Some participants did not want to share credit card information.
- # The privacy statement was enough, but a logo stating "secure server" might be more effective since some people did not read privacy statements.
- # A statement should also be inserted to explain what the personal information was being used for.

D. Did you notice that when you fill out information at other areas of the State's site you were asked if the information should be added to your profile? What do you think about this feature?

- # This feature should always be optional.

VI. Advertising

A. You may have noticed that Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea of having these sorts of things on the site? Why do you feel that way?

- # Two participants did not favor advertising. One reason was that it appeared as though the State was pushing a certain company on people over others. It would be different if there was a list or more companies to choose from.
- # A suggestion was made to just have a link to different companies instead of advertising. This idea was considered to be a much better alternative.
- # Another suggestion to make advertising more palatable was to donate some of the money off of a fishing ad, for example, to DNR activities.
- # One participant was adamant that the State should not advertise.
- # One participant felt that other people should not be making money off the State (not necessary).
- # Another stated that these ads have nothing to do with the point of the Web site.
- # A remark was made that taxes themselves should offset the cost of maintaining the Web site.

VII. Public/Private Partnerships

A. What do you think of the idea of the State partnering with private agencies?

- Most felt that public and private campgrounds were a great idea.
- One participant did not understand the partnership with public and private agencies.
- Participants noticed the Michigan Lottery because it was colorful.
- Participants were unfamiliar with the Treasure Hunt.

VIII. Closing Discussion

- The site exceeded some participants' expectations as they expected more pictures of Governor Engler or State birds.
- One participant thought the site was not as "dry" as she expected it to be.
- The site met the expectations for some participants.
- The government information was well received by participants (i.e., State Senator addresses).
- If there are data sources on the site, participants suggested a link to access this data.
- The site covered a wide array of topics (i.e., education, weather, and child care) and one participant thought that most people could find something appealing.

e-Michigan
Round Two Focus Group Summary Notes

General Public
Conducted 6/27/00

I. Participant Profiles

- # Eleven participants attended this session and there were a variety of occupations represented (students, secretaries, director, marketer, and engineer).
- # Five participants had both home and office access to the Internet, three participants had home access only, and two participants had office access only. One did not answer the question.
- # Eight participants used the Internet daily, two participants used the Internet at least once a week, and one participant used the Internet once a month.
- # The top uses for the Internet in participants' personal lives were hobbies, e-mail, travel information, and shopping.
- # The top three uses for the Internet in participants' professional lives were reference/research purposes, bank statements/credit checks, and e-mail.
- # Seven of eleven participants have made purchases over the Internet.
- # Participants valued the easy access to information, the new, valuable, and vast amount of information available, and the fact that the Internet fit their schedule and they could use it anytime.
- # Frustrations included slow computers, delays in connecting on-line, Internet crashes or being bumped off, and wading through useless information/not finding what was wanted/scrolling.

II. Web Portal Design Features

A. Not discussing the content, what are your initial thoughts about the site?

- # Some liked the coloring and thought it was nice and soft.
- # Participants thought it was nice to have color, media clips, links in common language (half of the participants liked this variation).
- # This Web portal was not boring; normal people would like to go to it.

- The Web portal was more eye-catching than the present State site.
- The site offered a good flavor of Michigan (i.e., hunting, the Capitol, and sports).
- The site was well organized.

B. Are there any design features that you find particularly surprising or attractive?

- One participant liked the E-Michigan header.
- The pop up window was valued as it allowed people to go back easily.
- The Look Here First section caught people's eye.
- The Personalization feature was a surprise (six participants looked at the personalization page).
- One participant was surprised at what was contained in Look Here First since it was complete, and contained driving safety.
- Participants liked the fact that one could access other sites, could cut across State agencies, and could find everything in one place.

C. Are there any design features of this prototype that you find objectionable?

- One participant mentioned that he did not pay attention to the text in the body of the page.
- Some participants thought there was too much variance in the way things were presented (some buttons have drop down menus, some do not; two participants did not like the variation).
- Some participants felt that E-Bay and the Michigan Lottery were not very important topics. Emergency numbers should be listed instead of these items. A suggestion was made to move some of the contents from the main body of the page for more important items.
- In addition, the Working In Michigan information should be moved to the body of the front page.
- Participants thought that the driver/travel information should be located on the home page (body) instead of having to click to it.
- One participant felt that information was still buried for some topics (i.e. , Look Here First; it still takes too many clicks to get to the information in there).
- One participant suggested that the Look Here First button should be in a different color.
- Another suggestion was to have Personalize as an option elsewhere, but not in the middle of the main page.

D. Do you see anything on the prototype in terms of design features that is not there but should be there?

- # Participants wanted more pictures or icons in the prototype.
- # One participant stated he would like to see a directory page if a person already knows the agency.
- # Participants thought that there should be employment and housing information in the body of the page.

III. Content: Packaging/Customer Service Needs

A. Do you think that the categories of services and information needs are grouped together logically or appropriately?

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- # Education: One participant thought that there should be a list of alternative schools in the Higher Education section. This section only contains colleges, but not everyone attends college.
- # Career Education Programs: There were all kinds of education programs beyond high school but the portal implies only one direction.
- # Advanced vs. Higher Education: Participants were asking what advanced means and stated that it was an ambiguous title for kids.
- # One participant would like to see rules for hunting and licensing and others stated that they wanted to be able to know how to comply with the rules (i.e., driving—especially for out of state visitors).
- # Licensed Professionals: Participants thought they would start with a list to find licensees. A lookup list for licensees by both name and location would be useful. This page was also useful if someone was interested in hiring a licensed professional.

C. What method of service do you prefer to help you get the information you needed? Why do you prefer that method?

- # Participants stated they would like to see a help button, the ability to e-mail someone, and a phone number.

D. For human assistance and self help, do you expect the State to have this service available 24 hours/7 days a week? Are you willing to support 24/7 assistance?

- # Twenty-four hours/seven days a week is ideal, but a 9–5 schedule would not be upsetting.

E. What would you expect the response time to be if you had a question for the State via e-mail? What is considered too long for a turnaround time? Where do you think a statement for response time should be located?

- One participant suggested that the State could have two different shifts operating to answer e-mails.
- E-mail should be instantaneous and helpful automated responses should be available.
- One participant thought that the State may have to hire extra staff if every little thing was e-mailed.
- Participants felt that a reasonable amount of time for response was two days.
- Participants would like an acknowledgment (an immediate response telling you what to expect).
- In addition, participants would appreciate a response that indicated a turnaround time.

IV. Customization of E-Michigan to My Michigan

A. Would you be interested in using that option? Why or why not?

- Login information: One participant complained of having too many user names and passwords to remember.
- If customization was easy, most would be interested, but not all of them would customize.

B. If interested, what kinds of information/links would you want to include on your My Michigan page?

- Many were interested in legislative information, early retirement, scholarships, displaying their representatives, and voting records. This information is often difficult to find.

C. Would you be interested in signing up for e-mail subscriptions or e-mail notifications?

- Hunting seasons and licenses were useful to some, but not to others.
- Some participants would sign up for e-mail subscriptions, but others stated that they do not need to since renewals happen on their birthday.
- Subscriptions were nice for businesses.
- E-mail notifications were good for camping reservations.
- One participant received e-mail subscriptions from Medscape.

V. Marketing/Security/Privacy Issues

A. How do you feel about filling out the personal information when personalizing the site?

- # Four participants thought it was worthwhile filling out the personal information.
- # The State needs to have a privacy statement from the State as an assurance to the public that they will not sell their information.
- # Six participants worried about security, and five did not.
- # One participant stated that, if there was a confidentiality statement displayed, she would believe it and not worry about divulging credit card information.
- # Another contended that the information is scrambled so there was no need to worry.
- # One participant did not use the phone or the Web to order things by credit card. Instead, he used his wallet.
- # The physical contact made one of the participants feel better when conducting transactions in person.

D. Did you notice that when you fill out information at other areas of the State's site you were asked if the information should be added to your profile? What do you think about this feature?

- # Most would like this feature for e-mail subscriptions.

VI. Advertising

A. You may have noticed that Gander Mountain is offering a free catalogue to users of the State site. How do you feel about the idea of having these sorts of things on the site? Why do you feel that way?

- # Some participants did not mind having various campgrounds displayed for camping.
- # If the State were to have other campgrounds advertising, those campgrounds should pay for it. Participants had no problem with the State collecting money.

VII. Public/Private Partnerships

A. What do you think of the idea of the State partnering with private agencies?

- Is it fair to have only one vendor? If this issue was resolved by competition, or listing several vendors it was okay for the State to have private agencies on their Web site.

VIII. Closing Discussion

- One participant labeled the site "a good job."
- Another thought the site was well put together.
- Participants thought that the site should have two pages: one for residents and one for visitors.
- One participant liked the site, but just would not use it.
- Another participant liked the fact that there was more than just Michigan government information available (i.e., traffic and weather).
- One participant thought that the site needed resources for kids.
- Another participant liked the logic of it in that it was not computer logic but "mind logic."

E-Michigan Survey Report

Understanding Capacities, Interests, and Desires of e-Michigan Customers

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Section One: Introduction

This survey was conducted as part of the broader e-Michigan Customer Research Project being carried out by Public Policy Associates, Incorporated, under contract to the Michigan Department of Management and Budget(MDMB). The overall project is intended to position the state to move aggressively into a national leadership role in electronic government, providing state-of-the-art access to information and transactions to a wide range of customers. The survey research compliments several other methods that have been used to collect data, including focus groups, reviews of customer e-mails to the state, and logs of agency contact with customers. As part of the project, a prototype for the State's new Web portal was developed.

The broad goal of the survey was to examine how the State should organize the information and services it offers over the Internet in a manner that is more responsive to customer needs and preferences.

The survey instrument was developed in close consultation with MDMB and was administered by telephone to a random sample of 600 internet users and 600 non users in June of 2000. Users were defined as those who use the Internet for something other than e-mail at least once a month. All respondents were at least 18 years of age. The survey yielded a margin of error of ± 2.8 percent for the entire sample (n=1,200) at the 95 percent confidence level. For the user/non user groups, the margin of error is ± 4 percent at the 95 percent confidence level.

Within the overall response was one factor that indicated a potential for bias in the findings: women were over represented among respondents. An initial analysis of key variables indicated that responses from women are significantly different from those of men. In order to draw accurate inferences about the total population, it was necessary to weight the responses by sex.

This report summarizes the results of the survey, and is organized into the following sections:

- *Section One*, this section, introduces the study
- *Section Two* summarizes the key findings
- *Section Three* presents the survey findings
- Appendix A presents the survey instrument
- Appendix B contains selected data output that compliment the graphs and tables included in the body of the report

The reader should note that whenever percentages of respondents are mentioned (xx.x percent), they refer to the entire sample of users or non users or the aggregated results. Whenever *percentages of these percentages* are cited, they are presented in a format that includes the raw number of responses, for example: *42 percent (n=72)*. This avoids any possible confusion about which part of the sample is being reported.

Section Two: Executive Summary

A survey was conducted of potential users of the e-Michigan portal.

The broad goal of the survey was to examine how the State should organize the information and services it offers over the Internet in a manner that is more responsive to customer needs and preferences.

The survey was administered by telephone to a random sample of 600 Internet users and 600 non users within the State of Michigan.

The survey was conducted in June of 2000.

A summary of key findings is presented below:

Marketing

- *Assure that the portal is "findable" by search engines.* The very strong reliance on search engines to find information on the Web means that, if Michigan's portal is to generate much traffic, it must be built to make it easy for search engines to find it. It is also possible to register sites with search engines, a step that should be taken systematically by the State.

- *Market through family and friends.* The relatively frequent reliance on family and friends suggests that the State of Michigan may want to employ some type of "friend-to-friend" marketing strategy as its portal is rolled out. This could be as simple as suggesting that users of the portal mention it to their friends. It could, however, be much more sophisticated. It could provide a "tell a friend" e-mail link that satisfied customers can use to spread the word about the portal. This device could even be linked to a modest incentive.

- *Market in customer service centers and through written material.* Awareness of the availability of licence plate renewals is extremely low relative to the potential market. If one considers the Secretary of State's Internet renewal opportunity as a test case, the need for efforts to raise awareness is clear. However, the survey results suggest that mass marketing efforts may not be very effective. Posting information about the availability of Web-transaction opportunities in the places where these transactions most typically take place may be an effective way to raise awareness among the target populations for each service.

Design

- *Create a comprehensive e-Michigan search engine that will be highly valued by users of the Web site.* The majority of Internet users reported that they rely heavily on search engines to help them find the information they need. Even though the e-Michigan portal will be highly user-friendly, and well structured to permit users to find the content matter they seek, a powerful search engine will help address the need to accommodate the idiosyncratic patterns of use that were identified through the survey research.

- *Gather personal information necessary to provide top-quality service.* Nearly 85 percent of users have visited a site that asked for personal information. Of those, over three-quarters (76.5 percent) have provided personal information to such sites. While a large percentage—over 55 percent—worry about giving out their credit card numbers, it is clear that users of the Internet are willing to trade some personal information, including a credit card number, in order to enhance their Web experience and get the service and information they seek. Users seem to have no greater or lesser worry about sharing such information with government than with a private sector Web site.

- *Customization is used and valued by only a fraction of Michigan Internet users, so the benefits must be clear and the methods easy.* Even though a relatively small percentage of Michigan Internet users report using the customizable features of "MyYahoo" or Excite.com, the majority of those who have used this feature find it useful. A clear and easy method for customizing the e-Michigan site will help increase user comfort and satisfaction with this feature. It will also be helpful to provide a clear description of the benefits that the customization feature provides in terms of more efficient service to individuals conducting repeated transactions with the State.

- *Customization should not be the focus of marketing efforts, as the experience and terminology may be distant to most Internet users.* Even though customizability may streamline transactions and increase customer satisfaction with the responsiveness of Web-based State government services, it should not be the focus of marketing efforts since verbal descriptions of its functionality may not be easily understood by the average user.

Content

- *Provide Michigan residents with continued information about opportunities and advantages of conducting state government transactions via the Web.* The percentage of Michigan residents who currently use the Internet to conduct personal business with the State is relatively small compared to the total number of individuals who have access to the Web, but have not yet used it for State government transactions.

- *Understand and seek to address barriers to increased use of Web-based transactions.* The gap between those aware that the State offers electronic filing of Income Tax returns and those actually using this service suggests that citizens perceive significant barriers to this type of government transaction.

- *Accelerate the development and offering of Web-based transactions in areas where there is a high degree of public interest.* The relatively high level of interest in reserving a campground via the Internet suggests that the demand for this service may be powerful enough to draw even non users to the Internet.

- *Provide a variety of information and services that appeal to the broad areas of interest found in the general public.* A majority of users were interested in a range of information, from historic Michigan travel destinations to higher education, job training opportunities, and job postings.

Section Three: Survey Findings

In this section, data are presented on characteristics of survey respondents, the interest of Michigan residents in Web-based services, their current use of the Internet, their preferences in site content, their willingness to provide the personal information that facilitates better Internet service, and their experiences with Web site customization.

Characteristics of Survey Respondents

The survey asked respondents to report some personal characteristics, including age, education, race, income, household composition, gender, and county of residence. This information, shown in Table 1, allows differences in answers to other questions by these characteristics to be detected. Throughout the report, such differences are reported whenever they appeared meaningful.

Table 1: Respondent Characteristics

Age		Annual Household Income	
18–34	23.9%	Less than $20,000	12.0%
35–44	19.9%	$20,000–$34,999	17.4%
45–54	17.0%	$40,000–$59,999	26.4%
55 +	39.0%	$60,000–$74,999	14.2%
Don't know/refused	0.2%	$75,000 and over	10.5%
Total	100.0%	Don't know/refused	19.5%
Education		Total	100.0%
Less than High School Degree	6.2%	Children Under 18 in Household	
High School or GED	31.2%	None	64.8%
Some college, incl. Asso. Degree	32.1%	One	12.2%
Bachelor's Degree	17.2%	Two	13.5%
At least some Graduate School	12.7%	Three	6.2%
Don't know/refused	0.6%	More than three	2.0%
Total	100.0%	Don't know/refused	1.3%
Race/Ethnicity		Total	100.0%
White	84.4%	Gender	
African American	8.3%	Female	62.9%
Asian/Pacific Islander	1.2%	Male	37.1%
Native American	0.9%	Total	100.0%
Hispanic or Latino	0.7%	*Internet Users: Female*	58.0%
Other	2.6%	*Internet Users: Male*	42.0%
Don't know/refused	1.9%	*Non-Internet Users: Female*	67.8%
Total	100.0%	*Non-Internet Users: Male*	32.2%

Frequency of Internet Use

The stratification of the survey into users and non users was accomplished by asking, *"Do you use the internet for something other than e-mail at least once a month?"* A quota of about 600 users and 600 non users was created through this screening question. The establishment of quotas was necessary to ensure that enough respondents of each type were interviewed to permit meaningful analysis of the differences between Internet users and non users. The price of the technique is that it rules out estimates of the percentage of the overall adult Michigan population that fall into each category. While the rate of Internet use is notoriously difficult to estimate, one of the most reliable estimates is that 40 percent of the adult Michigan population are "Internet users."[1]

Frequency of Internet use was examined for all users and non users, and the results are shown in **Figure 1**. Among users, more than half use the Internet for more than e-mail every day and 85 percent use it a couple times a week or more. Among non users, 11.4 percent are infrequent users and 88.6 percent never use the internet for more than e-mail.

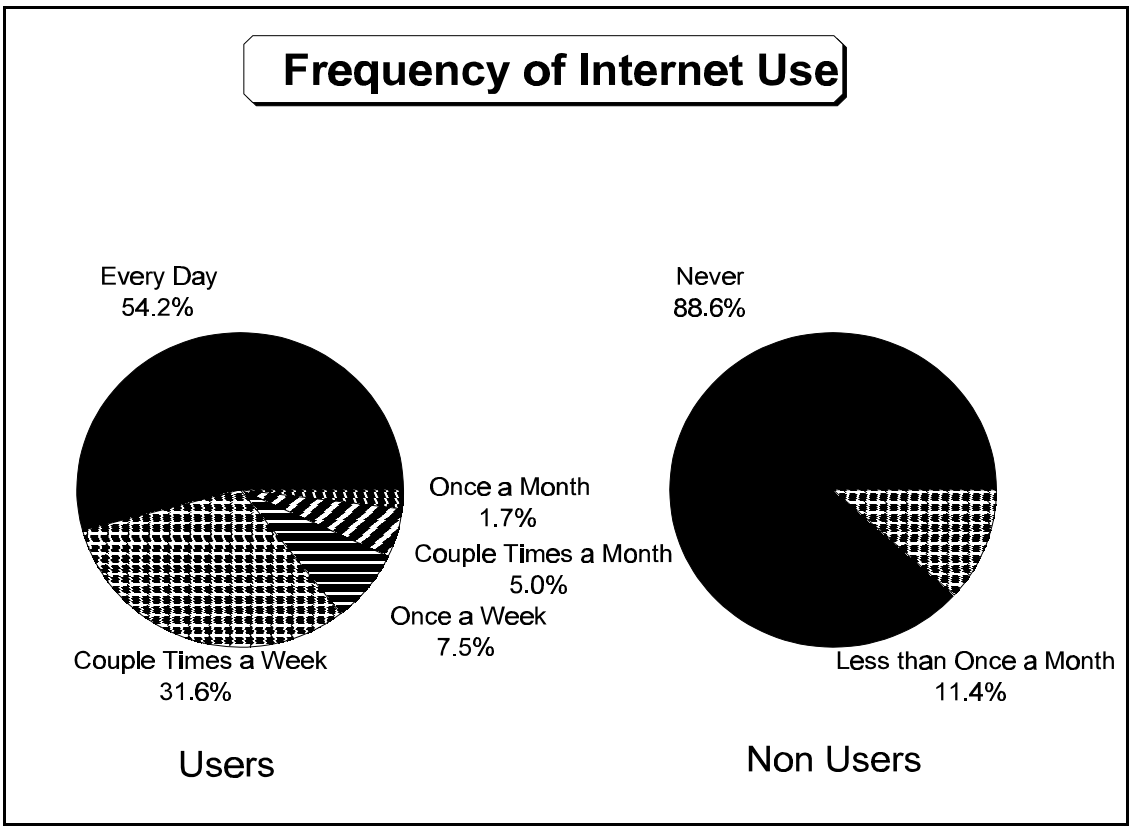


Figure 1

[1]"Falling Through the Net: Defining the Digital Divide," National Telecommunications & Information Administration, <http://www.ntia.doc.gov/ntia/home/fttn99/>.

As the State of Michigan creates a strategy for roll out of Internet based services, it is very important to note that many non users have access to the Internet. As shown in **Figure 2**, 38.9 percent of non users say that they have access, should they decide to use the Internet in the future. Coupled with the (approximately) 40 percent of Michigan residents who are current users, this means that about 63 percent could access the Internet if they chose to do so.[2] This represents the short term potential for growth in the market.

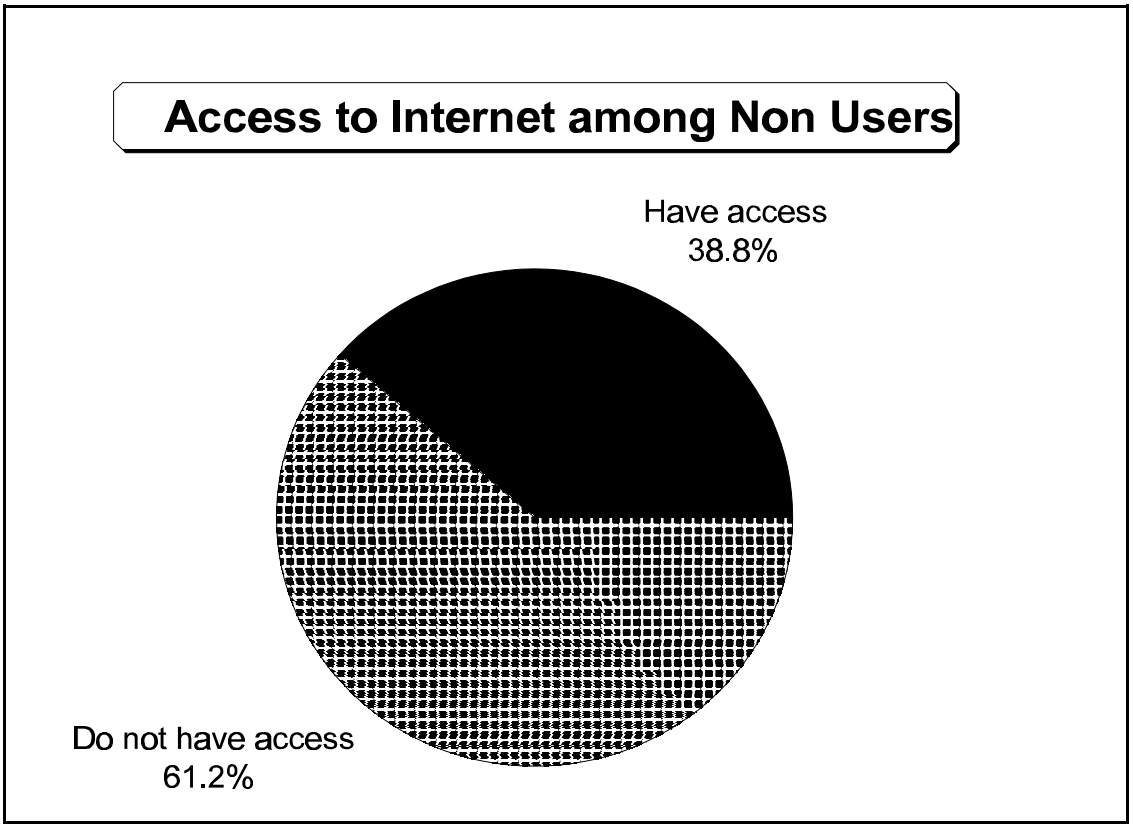


Figure 2

Purchases on the Internet

The State of Michigan is interested in conducting a much broader range of Web-based transactions, which would provide better customer service at a lower cost. As it moves in this direction, policy makers need to know what fraction of the public are likely to take advantage of such a service and what may reduce their likelihood of doing so.

The current users of the Internet were asked whether they had made purchases on the Internet and reported on the types of uses to which they put the Internet. As indicated in **Figure 3**, fully 63.0 percent of users have made at least one purchase over the Internet and 55 percent have made

[2]This estimate adds 38.9 percent of the 60 percent who are non users (23 percent total) to the 40 percent who are estimated to use the Internet for a total of 63 percent of the adult population.

multiple purchases. It is important to note that one-time purchasers are relatively rare, only 8 percent, which indicates that after an initial purchase, users are quite likely to do more transactions. This suggests that Web transactions will continue to grow quickly.

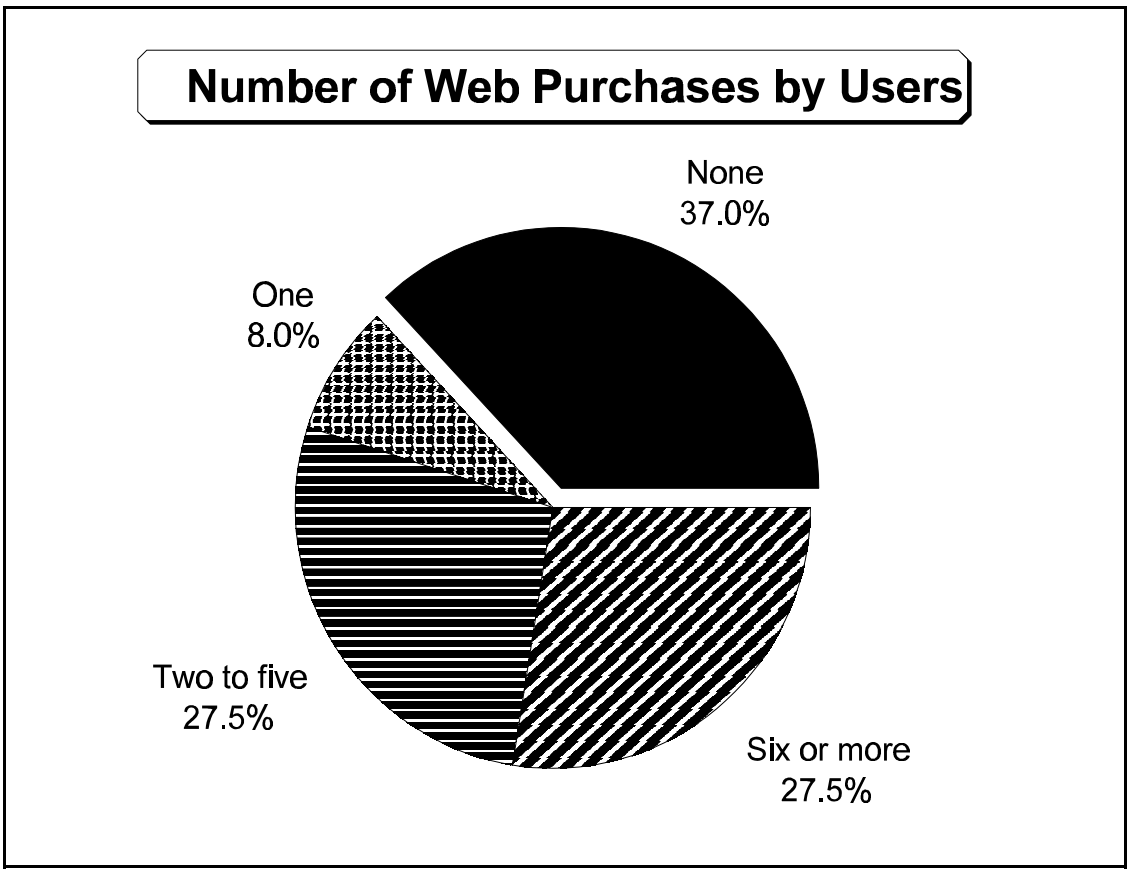


Figure 3

All users, both those who had and had not made Web purchases, were asked what they are most worried about with such transactions. **Figure 4** shows that 66.1 percent worry about credit card theft. About 20 percent worry about something else, and only 13.7 percent are worry free. These data do not tell us whether users of credit cards worry just as much about theft when they do phone or in-person transactions. Nor do they indicate the *intensity* of the worries. Clearly, they are not so intense as to stop the 55 percent of users who have made multiple Web purchases.

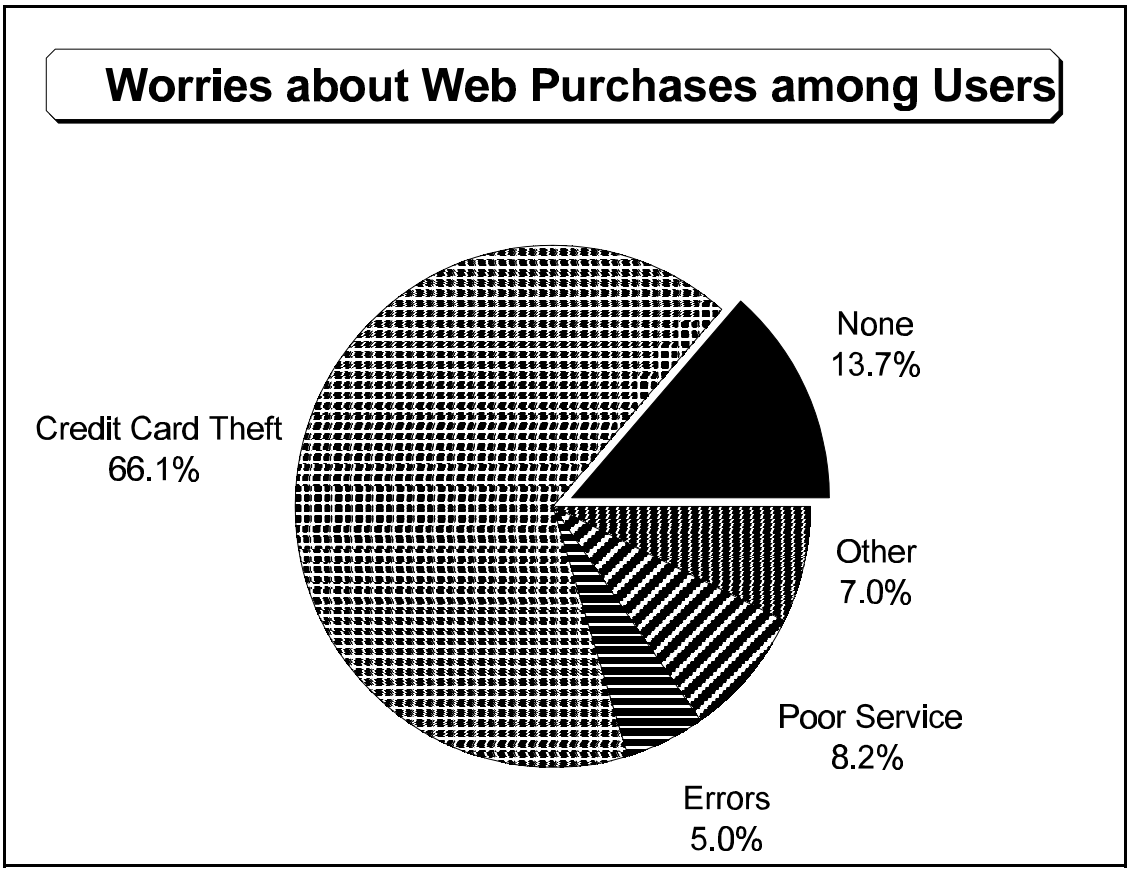


Figure 4

One might speculate that government would inspire more comfort among users in transacting business, simply because government is a known quantity. On the other hand, one might guess that fears of a "Big Brother" mentality in government would do the opposite. Users were asked to resolve this question and the results are shown in **Figure 5**.

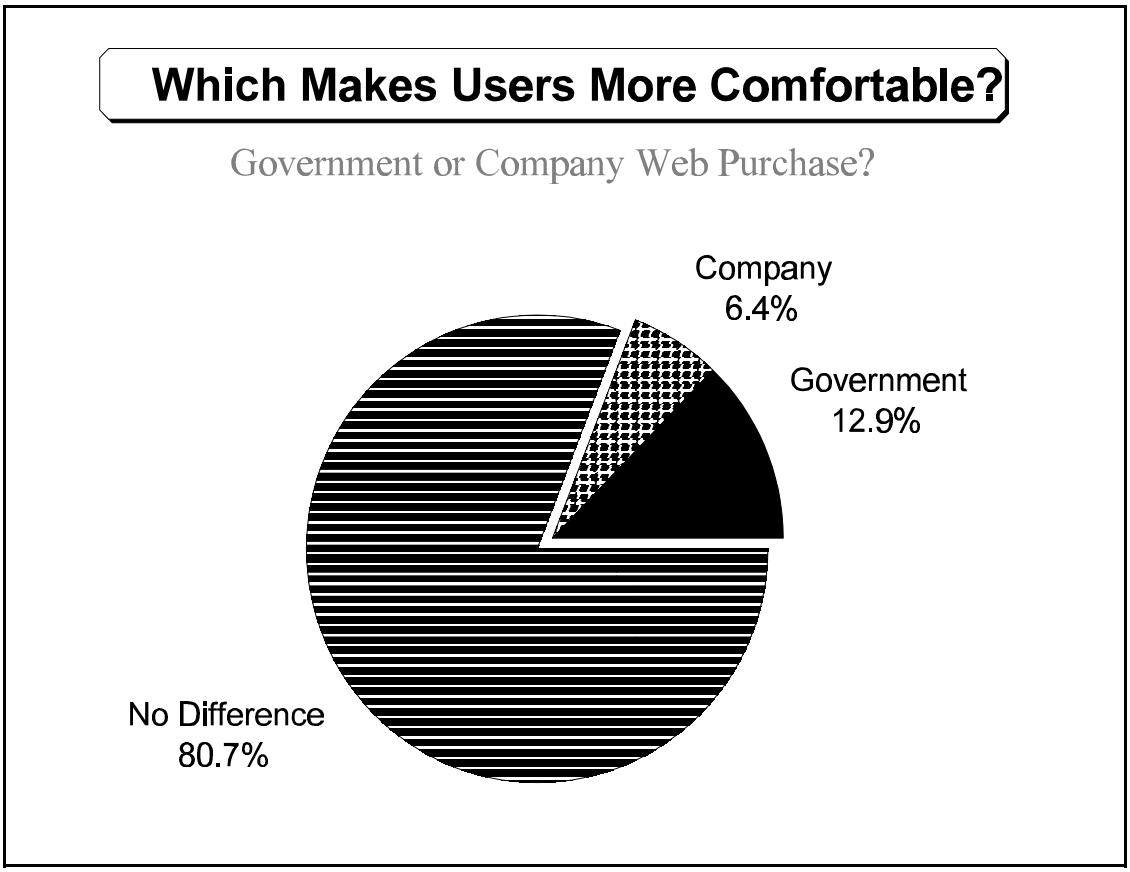


Figure 5

Of those who felt more comfortable with using a government Web site, the most frequent reasons cited included a belief that the government is more trustworthy, has a greater respect for privacy and confidentiality, and would emphasize security more than a private company. A small number of individuals in this category were of the opinion that since the government already had access to confidential information it was less of an issue.

Of those who were more comfortable with a company Web site, the most frequent reasons cited included a distrust of government generally, a belief that companies are more likely to keep information to themselves, and a concern that the government already knows too much about individual citizens.

Use of Web Functions and Features

The 600 users were asked a series of questions about whether they use certain functions of Web sites to find information, and about their preferences regarding a series of design features. These features include:

- Search engines
- Links on the browser's start-up page

Advertising links on Web sites
Customizable start-up page on browser
Customizable page on Web site

Figure 6 shows the percentage of Internet users who have ever used the features.

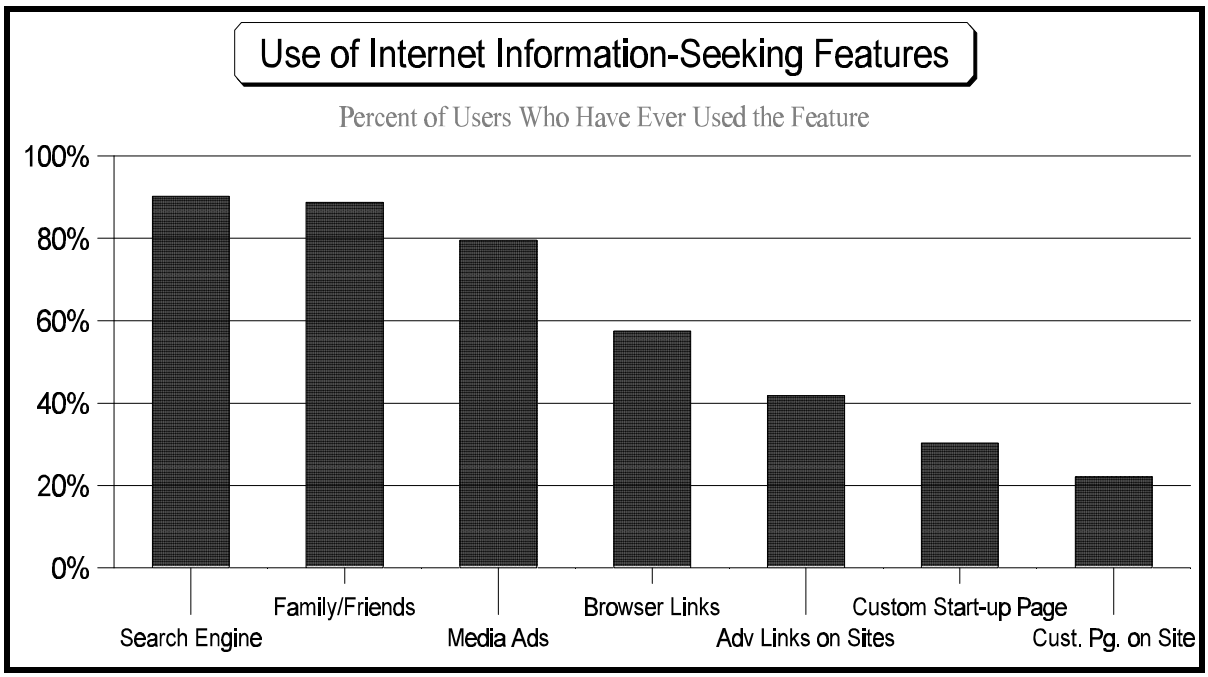


Figure 6

An overwhelming majority of users (90.2 percent) use search engines to help them find information they need on the Internet. Use of this feature is somewhat more prevalent among 18–34-year olds and much less so among users over 55 years of age. There was no difference by gender in the use of search engines.

Links on the browser's start-up page was the only other information seeking used by more than half of users (57.5 percent). Again, users over 55 were less likely to use the feature, but males were slightly more likely than females to use it.

Over 40 percent of users have used advertising links on Web pages at least once.

Only a handful of users cited some other way of finding information, such as "just surfing."

When asked which technique they relied upon most frequently, search engines and referrals from family/friends were the only answers given by more than 10 percent of users, as shown in **Figure 7**. The relatively frequent reliance on family and friends suggests that the State of Michigan may want to employ some type of "friend-to-friend" marketing strategy as its portal is rolled out. It is important to note that while users reported on having used media ads at least once, very few reported that it was their most frequent means of finding information on the Web.

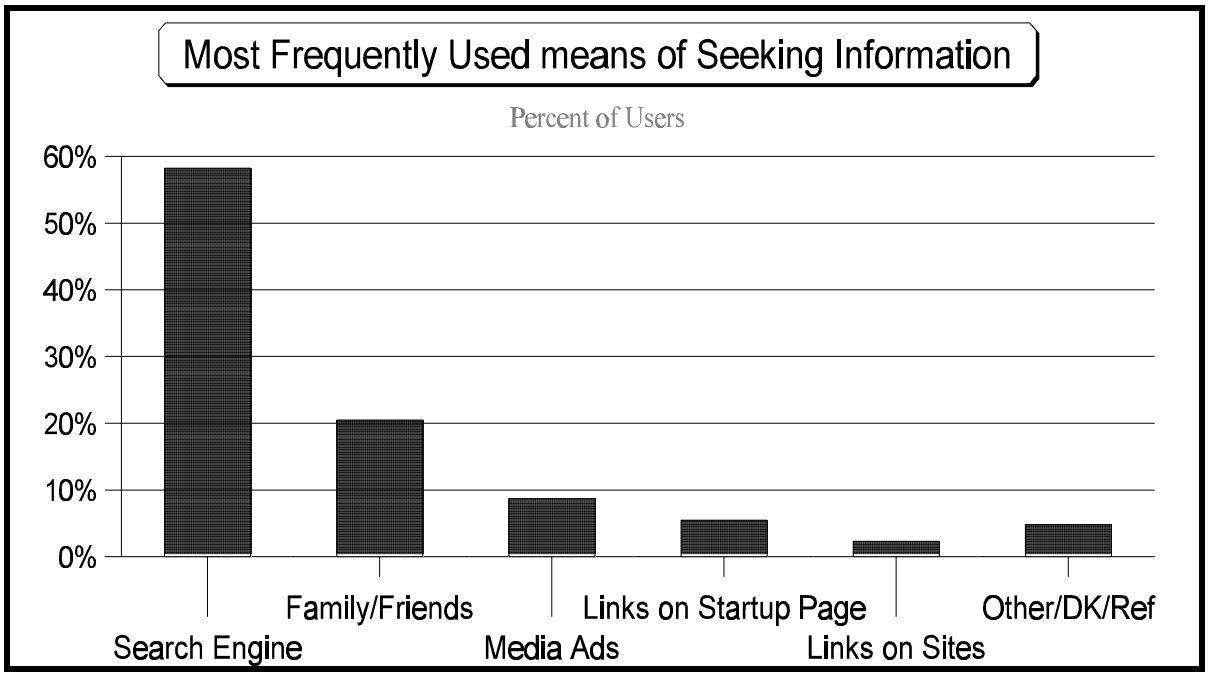


Figure 7

Personal Information

One of the most controversial areas in the development of the World Wide Web is the collection and use of personal information by Web sites. The uses range from the benign, such as making custom features work, to the illegal, such as stealing credit card information and personal profiles. Respondents were asked to comment on this issue. Specifically, they were asked whether they had ever visited a Web site that asked for personal information, whether they had provided such information, and how comfortable they were in providing it.

As shown in ?, nearly 85 percent of users have visited a site that asked for personal information. Of those, over three-quarters (76.5 percent) have provided personal information to such sites. Given the level of concern expressed about this issue, these findings are quite surprising and important to the State's portal development.

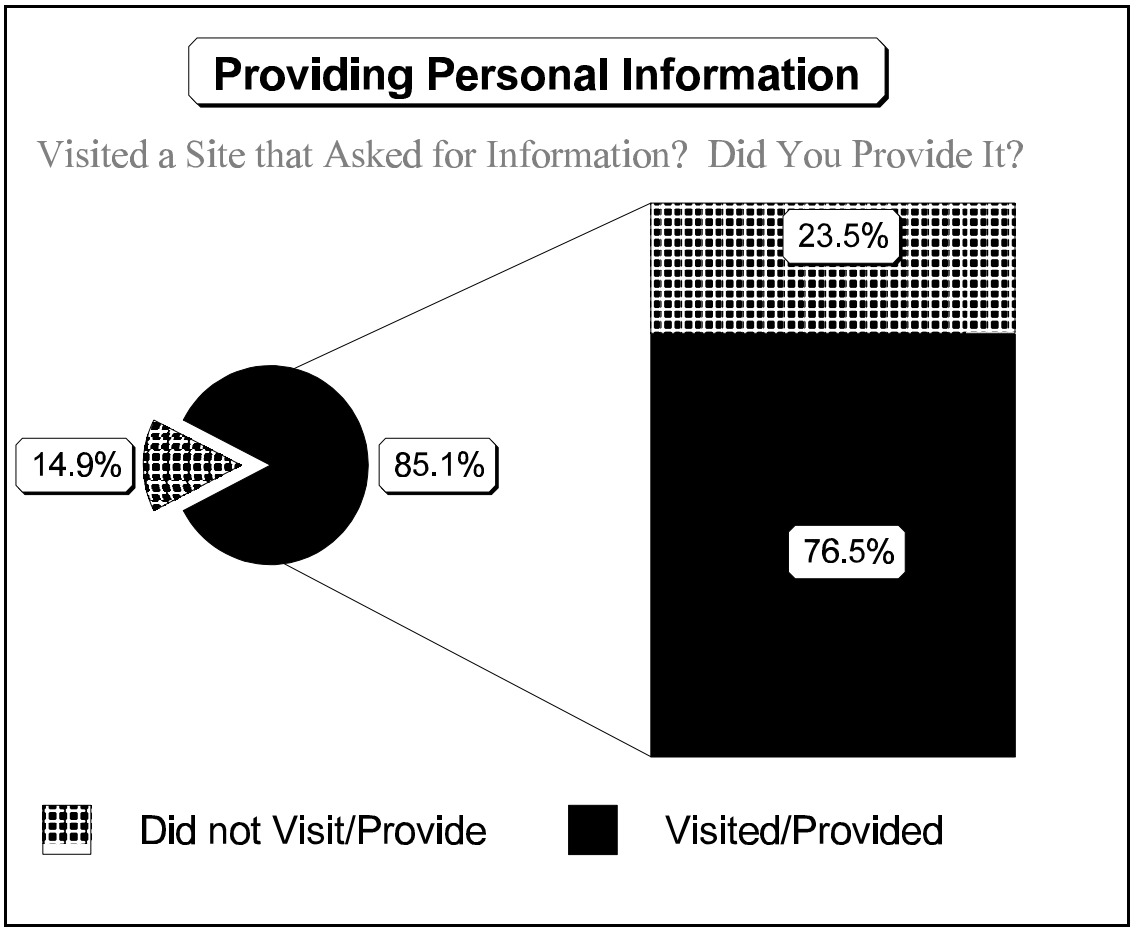


Figure 8

During the course of this project, there was great speculation as to whether individuals would worry more about giving personal information to a government Web site than to a private sector Web site. Respondents laid this issue to rest quite clearly. As shown in **Figure 9**, fewer than ten percent of users are more comfortable giving personal information to a private sector Web site. The overwhelming majority feel no difference between a government site and a private site, but for those who do, government is more likely to make them comfortable. This resonates very well with the data in **Figure 5**, which showed comfort level in making purchases.

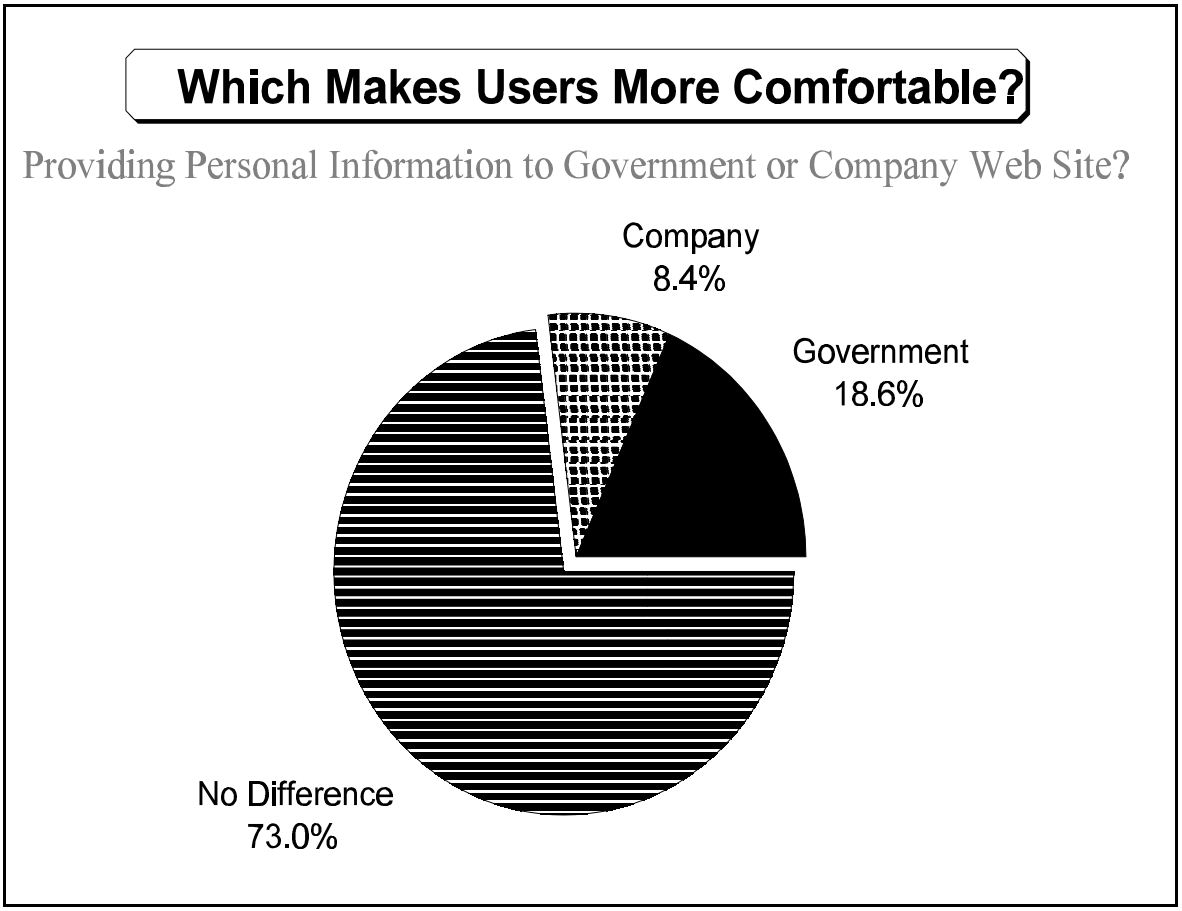


Figure 9

As the State's Web designers proceed with development of the portal, it would be wise to keep in mind that not all personal information is viewed in the same way by users. When asked about their comfort level in providing name and e-mail address, mailing address, and occupation, the results varied as shown in **Figure 10**.

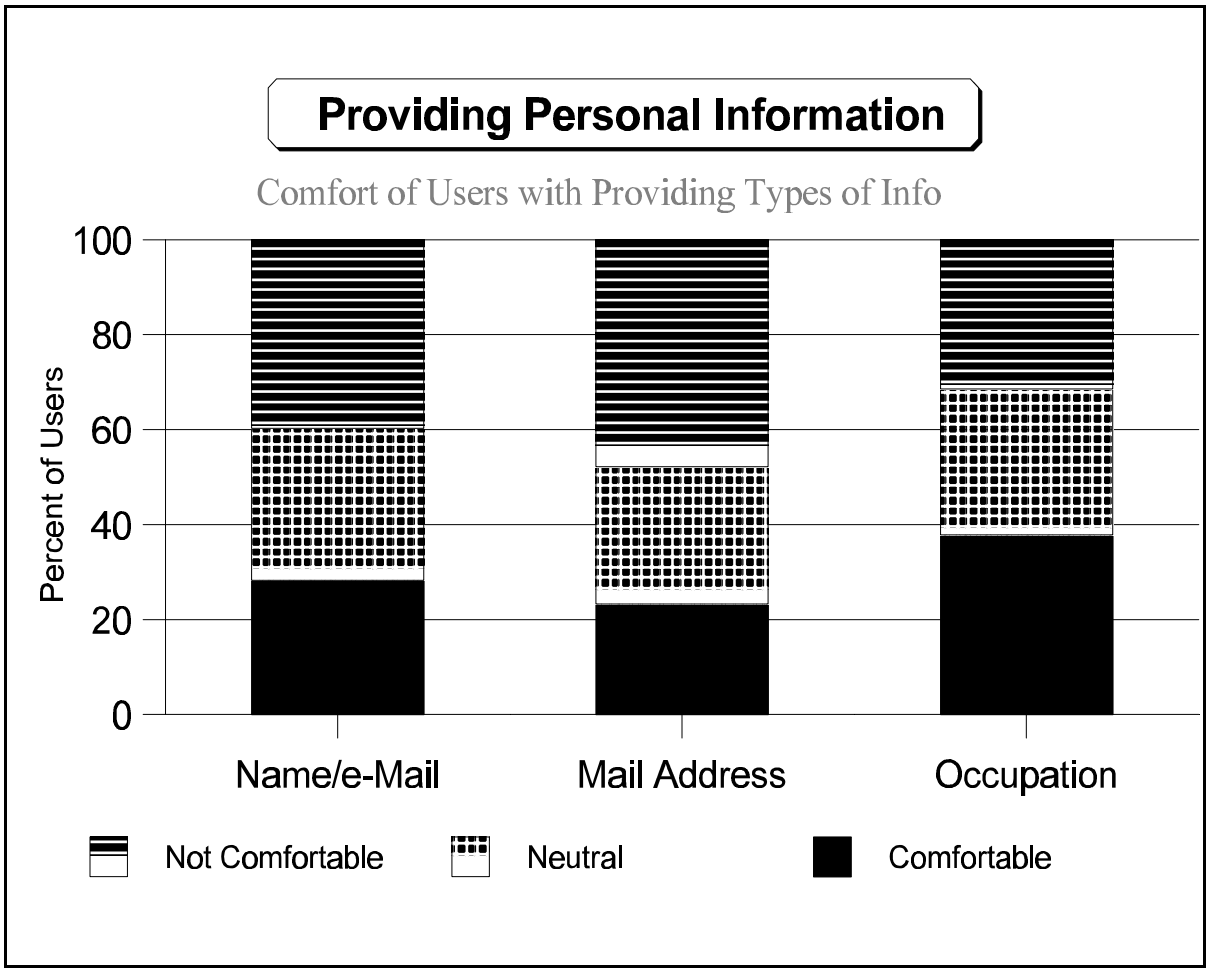


Figure 10

Customizable Features

It is possible to customize a Web site—such as MyYahoo! or Excite.com—so that it provides information of particular interest to a user. Internet users were asked if they had ever customized either their browser's start-up page or another Web site that permits customization (i.e., MyMapquest). Approximately 40 percent of Internet users have used customization features. Of these, approximately 60 percent find them useful, 36 percent are neutral, and 4 percent find them not useful.[3]

Users were also asked how interested they might be in seeing various features on their browser's start-up page. Specifically, they were asked about:

[3]The percentages of Internet users who have used customization features and find them useful may be overstated. A significant number of respondents who were asked the question about the usefulness of customization features either declined to answer or said they didn't know. Reported percentages include only those (n=127) who rated the usefulness of customization features.

Stock quotes
Weather information
Entertainment information
Sports information
Travel/mapping information
Shopping information

Figure 11 shows that levels of interest vary considerably. For some, such as weather, all users had about an equal interest. For others, age and gender made a significant difference in likelihood of interest. Women are far more likely to value shopping information than are men (35 percent of women and 17 percent of men are interested), while men are far more likely to value sports information (17 percent of women versus 40 percent of men). Interest in shopping, sports, and entertainment information declines with age, while interest in travel and stock information is heaviest among the older age categories.

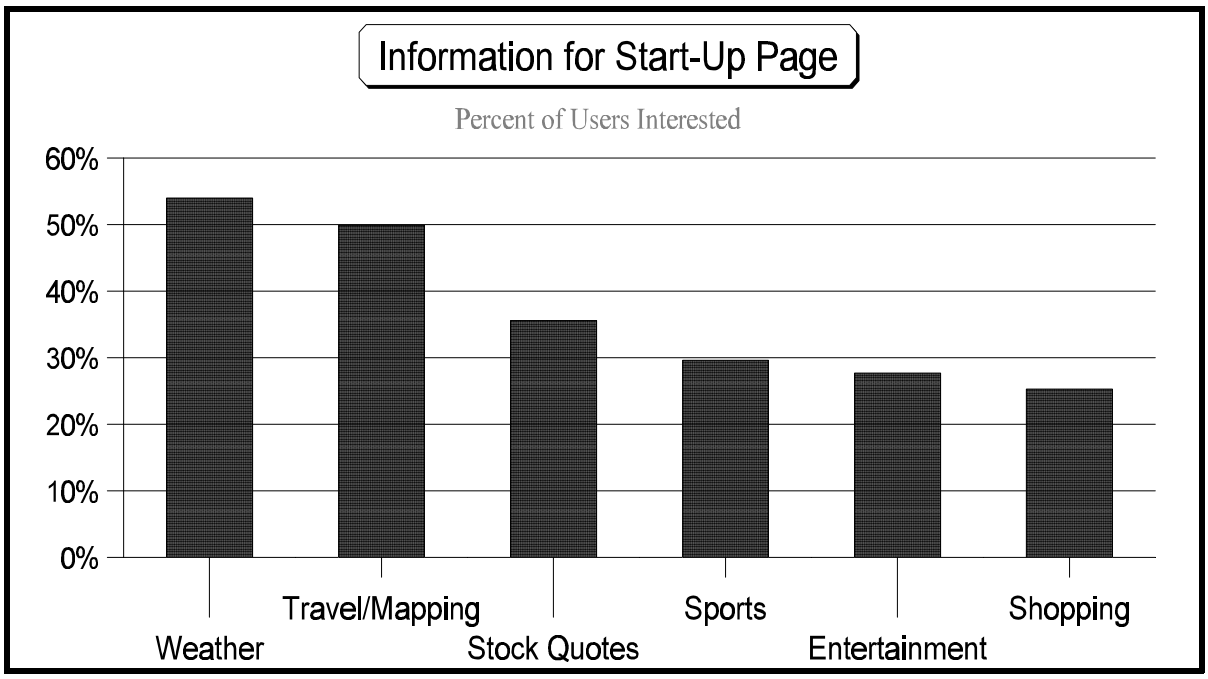


Figure 11

Current and Potential Use of Internet-Based State Services

All respondents were asked about four commonly-used State services. These included:

Purchase of license plate tabs
Filing of taxes
Camping in a Michigan State Park
Renewing a professional or occupational license

For each service, respondents were first asked if they had used it in the recent past. Respondents who had filed a tax return or renewed their vehicle registration in the past year were asked if they were aware that these services were available via the Internet. Respondents who had used each service were additionally asked if they were interested in using the service via the Internet in the future.

Figure 12 shows the percentages of all those surveyed who have used each service. For tax filing and license plate tab purchase, it shows the percentage that are aware of the availability of Internet service. The "aware" percentages reflect the percentage of the population that is *both* aware and within the target market (i.e., 66.6 percent of Michigan residents are tax filers who are aware that they may file on the Internet). Finally, **Figure 12** shows the percentage of Michigan residents who use each service *and* are interested in completing their transaction via the Internet next time.

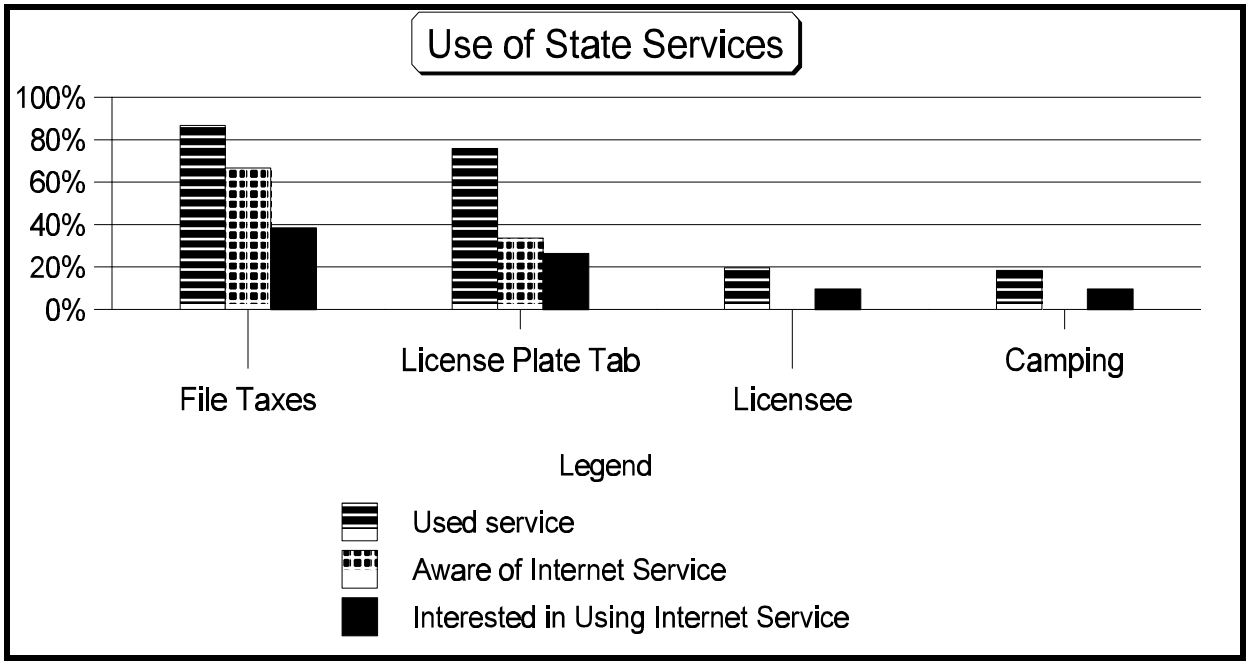


Figure 12

Figure 12 helps to estimate the size of the target market for each service in an Internet environment. More broadly-applicable services may attract a substantial number of Internet transactions even if most of those who use the service would prefer another transaction method. For example, less than half of all those who filed taxes or renewed a vehicle registration in the last year are interested in completing their transaction over the Internet next time. Although the likelihood of interest in an Internet transaction is higher for licensed professionals renewing their licenses and Michigan State Park campers, the lesser market penetration for these services indicates a smaller gross volume of Internet transactions.

While sheer volume of transactions is an important consideration, the degree of interest among a target population is important as well. **Figure 13** shows the percentages of service users who are

interested in Internet transactions for each measured service, and reveals that interest in the Internet option is more widespread among campers and licensed professionals than among tax filers and those registering vehicles.

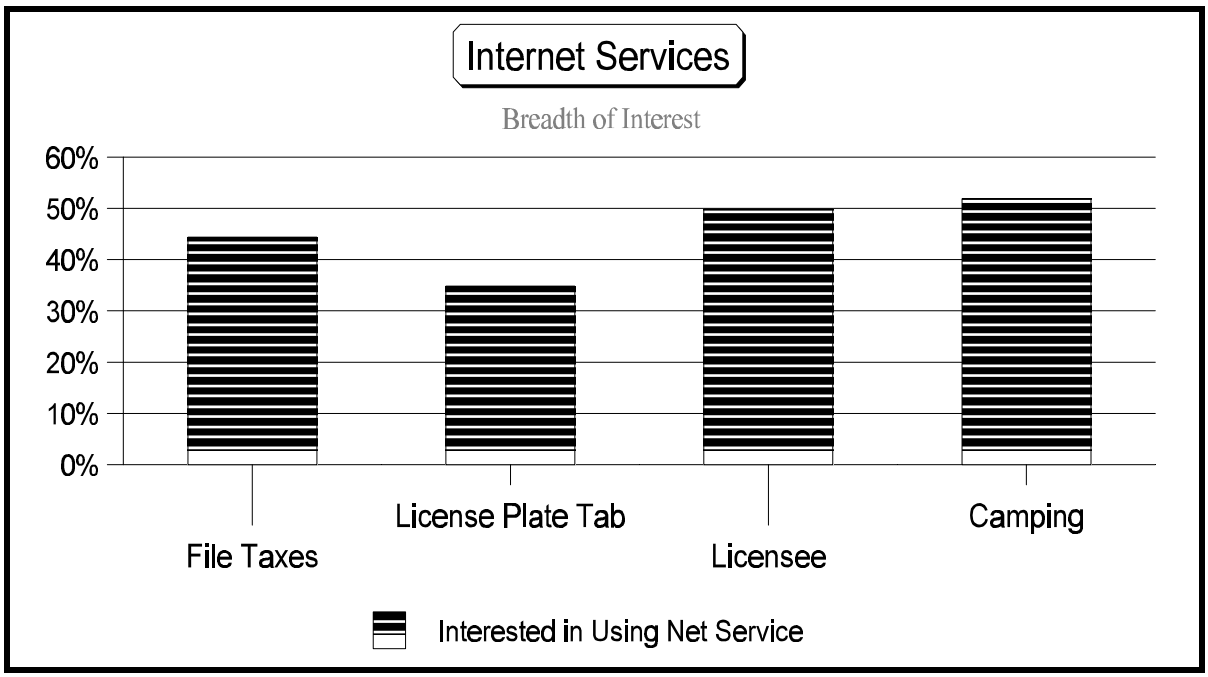


Figure 13

The combination of use, awareness, and interest figures reveal important things about the effort to move each of these services to an Internet environment. The sections below describe the challenges and opportunities involved in offering each service through the Internet.

Tax Filing

Of the 86.7 percent of respondents who filed taxes, 34.1 percent (n=355) prepared their own taxes; the rest had someone else do their taxes. Of those who did their own, nearly 30 percent (n=105) used some type of software in the process and 16.1 percent (n=57) filed electronically. Nearly 80 percent are aware that the State offers electronic filing. Even of those who did not file electronically, over three-quarters (76.7 percent [n=226]) are aware that they could have done so. Of the self-filers, 44.4 percent are interested in filing electronically next year. The gap of over 35 points between awareness and interest indicates that potential customers of this service perceive significant barriers to its use.

License Plate Tab Purchase

Of the 75.9 percent of respondents who purchased a license plate tab, only 3.7 percent did so using the Secretary of State's (SOS's) electronic purchasing system. Most (60.1 percent [n=548]) did so in person and 29.6 percent (n=270) bought their tabs by mail. Despite the SOS's extensive promotion of the electronic purchase option, fewer than half of those who bought a tab (46.4 percent [n=423]) are aware that they could have done so electronically. Of those who bought a tab last year, 34.8 percent (n=302) are interested in doing so electronically in the future.

There is a relatively small gap between awareness and use of this service, only about 11 points. This indicates that more effective marketing is likely to increase usage substantially.

State Licensees
Of the 1200 respondents, 19.6 percent are employed in an occupation that requires a state license or certification. Of those, 82.5 percent (n=194) must renew their licenses periodically. Most of them do so by mail (68.7 percent) or in person (24.3 percent). Since it is not currently possible to renew a license electronically, they were not asked about their awareness of such a service. However, they were asked if they would be interested in renewing their licenses electronically, and 49.9 percent (n=94) are interested.

Camping
Of the 1200 respondents, 18.5 percent (n=222) have camped in a Michigan State Park in the past two years. Nearly 60 percent of campers (n=128) reserve a campsite in advance of their camping trip. While it is not currently possible to reserve a campground via the Internet, the Department of Natural Resources plans to launch such a service very soon. Of those respondents who have camped or are likely to camp, 51.9 percent (n=188) are interested in making the reservation through the Internet.

For all four of these services, the level of interest among users was two to three times greater than among non users. This indicates that, over the short run at least, the State of Michigan is far more likely to succeed in marketing services to users. The services offered by the State are not sufficiently powerful to draw the non users into Internet use.

Interest in Other State Services and Information

Respondents were asked how interested they are in accessing a variety of services and information through the Internet. Specifically, the survey tested interest in:

- Business tax filing
- Small business start-up information
- Job postings
- Local school district information
- Higher education and training information
- Information on historic Michigan places and travel opportunities
- Learning of upcoming opportunities to vote
- Lottery information

They were asked to rate each item on a scale of 1 to 10, where 1 indicated they were not at all interested, and 10 indicated they were very interested. The responses were then categorized as "not interested" (1-3), "neutral" (4-6), and "interested" (7-10). **Figure 14** shows the percentages who were interested in each item.

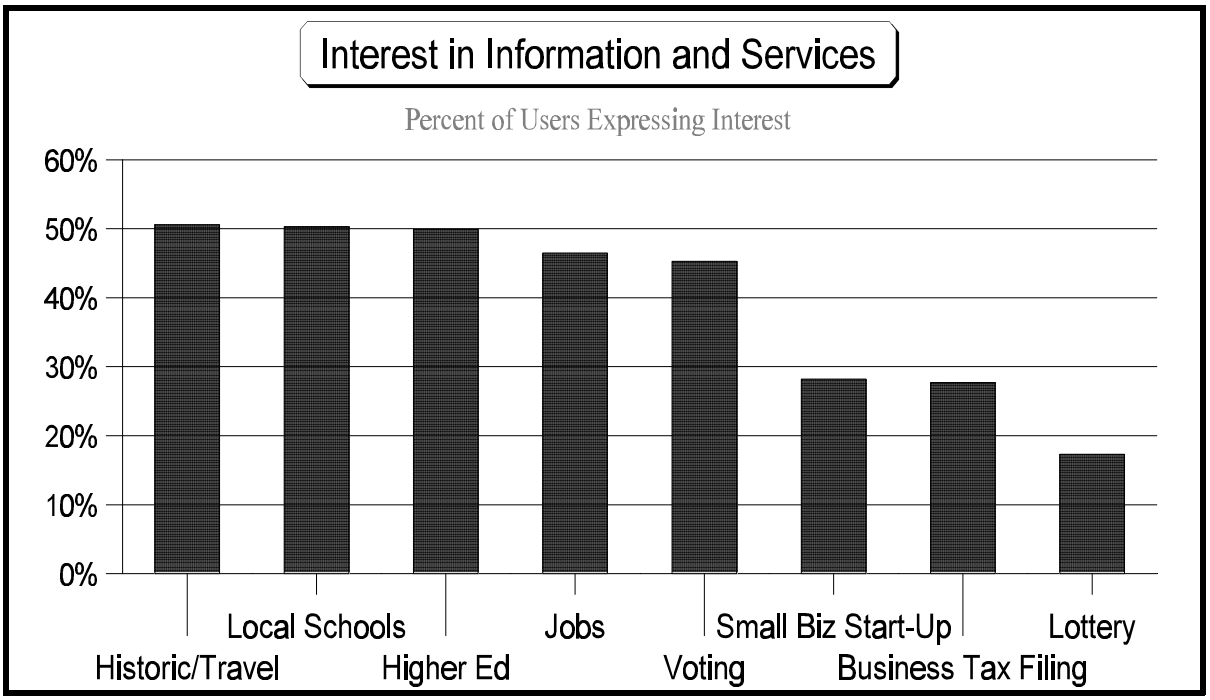


Figure 14

While no service elicited interest from a great majority of Internet users, several caught the interest of a substantial fraction of them. About half of users were interested in information on historic Michigan places or travel, local schools, and higher education and training opportunities. A second tier, which drew the interest of about 45 percent included information on job postings and upcoming voting opportunities. Business information and tax filing was of interest to about a quarter of users. Given the popularity of the State's lottery Web site, it is perhaps surprising that only 17.3 percent of users were interested in lottery information.

A cluster analysis was performed to determine whether certain types of likely e-Michigan users tend to gravitate towards a common set of services. Many markets have segments that are identifiable and for which packaged service sets that mirror preferences may be offered. However, e-Michigan seems unlikely to be able to "cluster" preferences in this way: uses of the portal will largely be idiosyncratic to the user. There are no clearly defined market segments within the broader market for governmental services. By implication, the e-Michigan portal must be a highly user-friendly, well structured Web site in order to permit its users to find the content matter they seek.

Appendix A: Survey Instrument

E-Michigan Residential Survey

Introduction

"Hello, my name is [fill name]. I'm calling on behalf of the State of Michigan. The State is doing a survey of Michigan residents to learn how to improve the ways it provides core services and needed information."

Q How did you get my name?
A Your phone number was randomly selected from a list of residential phone numbers.

Q Why are you doing the survey?
A The state wants to improve its services to Michigan residents and is interested in learning whether residents are interested in Internet-based dealings with the State.

Q Are you trying to sell me something?
A No, we are not attempting to sell you anything, we are only interested in learning how to improve the State of Michigan's web site.

Before I begin, I would like to ask you some questions to determine whether you fit into our target audience.

1. May I confirm that you are at least 18 years of age?

    1. 18 or older [continue]
    2. Less than 18 [Is there anyone home who is at least 18 years of age that I could speak with now? If not, terminate.]

The following question is intended to screen for user and non-user quotas.

2. Do you use the Internet for something other than email at least once a month or more?

    1. Yes [If still need users for quota, continue. If not, thank the individual for willingness to participate, but explain they are not part of the target audience and terminate.]

    2. No [If still need non-users for quota, continue. If not, thank the individual for willingness to participate, but explain they are not part of the target audience and terminate.]

3. I would like to ask you about a variety of situations in which you might need or want service from a state of Michigan office or agency.

   The first situation is purchasing license plate tabs. Have you purchased license plate tabs in the last year?

   1. Yes
   5. No [go to 9]
   99. DK/RF

4. The last time you purchased license plate tabs, did you purchase them . . . [read list]

   1. By mail [go to 6]
   2. In person [go to 6]
   3. Through the Internet [go to 7]
   4. Some other way [go to 5]
   99. DK/RF [go to 6]

5. Specify other way.

6. Were you aware you can purchase license plate tabs through the Internet?

   1. Yes
   5. No
   99. DK/RF

7. On a scale of 1 to 10, where 1 is not at all interested and 10 is very interested, how interested are you in renewing your tabs through the Internet in the future? [fill 1-10, DK/RF=99]

8. Also on a scale of 1 to 10, where 1 is not at all satisfied and 10 is very satisfied, how satisfied were you with the service you received when you last purchased license plate tabs? [fill 1-10, DK/RF=99]

9. The next situation is filing a personal State of Michigan income tax return. Did you have to file a personal income tax return with the State this year?

   1. Yes
   5. No [go to 18]
   99. DK/RF [go to 18]

10. Do you prepare your state income taxes yourself, or does someone else prepare them?

    1. Yes, I prepare them
    5. Someone else prepares them [go to 18]
    99. DK/RF [go to 18]

11. When you last prepared your personal State income tax return, did you rely on any tax preparation software?

    1. Yes
    5. No
    99. DK/RF

12. Have you ever sought any kind of assistance from the Department of Treasury with preparing your taxes, whether by phone, mail, or Internet?

    1. Yes
    5. No [go to 15]
    99. DK/RF [go to 15]

13. What kind of help did you need? [open]

14. On a scale of 1 to 10, where 1 is not at all satisfied and 10 is very satisfied, how satisfied were you with the service you received when you requested assistance? [fill 1-10, DK/RF=99]

15. Did you send your tax forms by mail, or did you file electronically? [using the Department of Treasury's web site]

    1. By mail
    5. Electronically [go to 17]
    99. DK/RF [go to 17]

16. Were you aware that you can file your state personal income taxes on the Department of Treasury's web site?

    1. Yes
    5. No
    99. DK/RF

17. On a scale of 1 to 10, where 1 is not at all interested and 10 is very interested, how interested are you in filing your personal income taxes through the Internet next year? [fill 1-10, DK/RF=99]

18. The next situation I'd like to ask you about is camping in the Michigan State Parks. Have you camped in a State Park in the last two years?

    1. Yes [go to 20]
    5. No
    99. DK/RF

19. Do you think it is very likely, somewhat likely, not very likely, or not at all likely that you WILL camp in a Michigan State Park this year?

1. Very likely [go to 23]
2. Somewhat likely [go to 23]
3. Not very likely [go to 24]
4. Not at all likely [go to 24]
99. DK/RF [go to 24]

20. How many nights did you camp in a Michigan State Park over the last two years? [fill number]

21. Do you generally make a reservation when you camp in the State Parks?

1. Yes
5. No [go to 23]
99. DK/RF [go to 23]

22. On a scale of 1 to 10, where 1 is not at all satisfied and 10 is very satisfied, how satisfied are you with the service you receive when you make reservations? [fill 1-10, DK/RF=99]

23. On a scale of 1 to 10, where 1 is not at all interested and 10 is very interested, how interested are you in making camping reservations through the Internet the next time you camp? [fill 1-10, DK/RF=99]

24. The last situation I'd like to ask you about is obtaining state licenses or certifications related to your job. Are you currently employed in an occupation that requires a state license or certification?

1. Yes
5. No [go to 32]
99. DK/RF [go to 32]

25. What is your occupation? [open]

26. Are you required to renew your license or certificate . . . [read list]

1. Annually
2. Every 2-4 years
3. Every 5 or more years
4. Never [go to 30]
99. DK/RF [go to 30]

27. When you renew your license or certification, do you most often do this [read list]

1. By mail [go to 29]
2. In person [go to 29]
3. By phone [go to 29]
4. Some other way
99. DK/RF [go to 29]

28. Specify other way [open]

29. On a scale of 1 to 10, where 1 is not at all interested and 10 is very interested, how interested would you be in renewing your license or certificate through the Internet? [fill 1-10, DK/RF=99]

30. Is there any other information related to your occupational license or certificate that you would be interested in receiving regularly? [open, no information desired=99 and skip to 32]

31. Which way do you most prefer to receive that information? Would you say . . . [read list]

1 Through the mail
2. In person
3. By phone
4. Through the Internet
5. Some other way

32. Now I would like to ask you some more general questions about your use of the Internet. Do you use the Internet . . . [read list]

1. Every day [go to 34]
2. A couple of times a week [go to 34]
3. Once a week [go to 34]
4. A couple of times a month [go to 34]
5. Once a month [go to 34]
6. Less than once a month [continue]
7. Never [continue]
99. DK/RF [continue]

33. Do you have regular access to a computer with an Internet connection if you decide to use the Internet regularly in the future?

1. Yes [go to 70]
5. No [go to 70]
99. DK/RF [go to 70]

34. Now I would like to ask some questions about how you find information on the Internet. Do you ever use search engines? Yes=1, No=5, DK/RF=99

35. Do you ever use links on your browser's start-up page? Yes=1, No=5, DK/RF=99

36. Do you ever use advertising links that appear on web sites you visit? Yes=1, No=5, DK/RF=99

37. Do you ever visit web sites you hear advertised on TV or the radio? Yes=1, No=5, DK/RF=99

38. Do you ever visit web sites on the recommendation of friends or family? Yes=1, No=5, DK/RF=99

39. Which of these ways of finding information do you most frequently rely upon? Is it . . . . [read list]

    1. Search engines [go to 41]
    2. Links on your start-up page [go to 41]
    3. Links on other web sites [go to 41]
    4. TV or radio-advertised web sites [go to 41]
    5. Recommendations from friends or family [go to 41]
    6. Or is there another search method you rely upon most?
    99. DK/RF [go to 41]

40. Describe other search method.

41. Have you ever visited a web site that asked you to register or provide some personal information such as your name and e-mail address?

    1. Yes
    5. No [go to 43]
    99. DK/RF [go to 43]

42. Have you ever provided personal information when requested in this way?

    1. Yes
    5. No
    99. DK/RF

43. On a scale of 1 to 10, where 1 is not comfortable at all and 10 is very comfortable, how comfortable are you with the idea of providing your name and email address when you visit a web site? [fill 1-10, DK/RF=99]

44. On the same scale, how comfortable are you with providing your mailing address? [fill 1-10, DK/RF=99]

45. How comfortable are you with providing information about your occupation? [fill 1-10, DK/RF=99]

46. Would you be more comfortable providing information about yourself to a government web site, a company's web site, or does it not make any difference?

1. More comfortable with government web site
2. More comfortable with company web site
3. No difference [go to 48]
99. DK/RF [go to 48]

47. Why do you feel that way? [open]

48. How many times have you made purchases or payments on the Internet? Would you say [read list]

1. Never
2. Once
3. Two to five times
4. Six or more times
99. DK/RF

49. When you think about making purchases or payments through the Internet, are you most worried about . . . [read list]

1. Theft of your credit card number
2. Errors with your payment
3. Errors with your order
4. Poor customer service
5. Something else
6. No worries
99. DK/RF

50. Would you be more comfortable making a purchase or payment at a government web site, a company's web site, or does it not make a difference?

1. Government web site
2. Company's web site
3. No difference
99. DK/RF

51. Why do you feel that way? [open]

52. Have you used the customizable features of your Internet browser to create your own customized start-up page, such as "My Yahoo," "My Netscape," "My AOL," or others that allow you to select and organize information you want and use on a regular basis?

1. Yes
5. No
99. DK/RF

53. Have you ever used the customizable features of any other web sites (other than your browser start-up page) to select and organize the information you want and use on a regular basis?

1. Yes
5. No [go to 54]
99. DK/RF

53. On a scale of 1 to 10 where 1 means "not very useful" and 10 means "very useful," how useful do you find these customizable features? [fill 1-10, DK/RF=99]

54. Does the availability of customized features make you more likely to use the page on a regular basis or does it not make any difference?

1. More likely
2. No difference
3. Don't use customize features
99. DK/RF

Now I would like you to rate your interest in the types of information that may appear on your browser's start-up page. Please rate each type of information on a scale of 1 to 10 where 1 means you are not interested in having this information on a start-up page, and 10 means you are very interested in having this information on a start-up page.

55. Stock quotes. [fill 1-10, DK/RF=99]

56. Weather information. [fill 1-10, DK/RF=99]

57. Entertainment information (i.e. TV, Movies, Music).

58. Sports information. [fill 1-10, DK/RF=99]

59. Travel/map information (i.e. Mapquest). [fill 1-10, DK/RF=99]

60. Shopping information. [fill 1-10, DK/RF=99]

Now I would like to ask you to rate your interest in accessing a variety of different state services and state information through the Internet. Please rate each type of service or information on a scale from 1 to 10, where 1 means you have no interest in having this available through the Internet, and 10 means you are very interested in having this available through the Internet.

61. Information about starting a small business [fill 1-10, DK/RF=99]

62. Business tax filing [fill 1-10, DK/RF=99]

63. Information about historic Michigan places and travel opportunities [fill 1-10, DK/RF=99]

64. Lottery information [fill 1-10, DK/RF=99]

65. Upcoming opportunities to vote [fill 1-10, DK/RF=99]

66. Job postings in your area [fill 1-10, DK/RF=99]

67. Higher education and training opportunities [fill 1-10, DK/RF=99]

68. Local school district information [fill 1-10, DK/RF=99]

69. Are there other services or information that were not mentioned above that you would like to have available through the e-Michigan home page? [list]

70. The last set of questions will help us ensure we have obtained the opinions of a wide variety of Michigan residents. First, please select your age bracket from the following list [read list]

    1. 18-34
    2. 35-44
    3. 45-54
    4. 55 or over
    99. DK/RF

71. What is the highest level of formal education you have completed?

    1. Less than high school diploma
    2. High school graduate or GED
    3. Some college up to associates degree
    4. Bachelor's Degree
    5. Some graduate school or more

72. And would you describe your racial or ethnic background? [read list]

1. African-American
2. Caucasian/White
3. Hispanic or Latino
4. Native American
5. Asian/Pacific Islander
6. Other [specify]

73. And please tell me which of these brackets fits your approximate annual household income. Would you say . . .

1. under $20,000
2. $20,000 to $34,999
3. $35,000 to 59,999
3. $60,000 to 74,999
4. $75,000 and over

74. How many persons under the age of 18 reside in your household? [fill number]

75. How many adults reside in your household? [fill number]

76. What county do you live in? [select county code from list]

77. What is your gender? (Field code by interviewer)

1. Male
2. Female

Those are all the questions I have for you today.
Thank you very much for completing the survey.

Appendix B: Response Frequencies

Frequencies
Survey of Internet Users and Non-Users
e-Michigan Customer Research Project
for the
Michigan Department of Management and Budget

Public Policy Associates
119 Pere Marquette
Lansing, Michigan 48912

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

License Plate Tab Purchase In Last Year

N	Valid	244
	Missing	0

a. User or NonUser = Use The Internet At Least Once A Month

License Plate Tab Purchase In Last Year[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	201	82.4	82.4	82.4
	No	43	17.6	17.6	100.0
	Total	244	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

License Plate Tab Purchase In Last Year

N	Valid	111
	Missing	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

License Plate Tab Purchase In Last Year[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	88	79.2	79.2	79.2
	No	23	20.8	20.8	100.0
	Total	111	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

		Method Of License Plate Tab Purchase	Other Method Of License Plate Tab Purchase	Awareness Of License Plate Tab Purchase Via Internet	Interest In Licence Plate Tab Renewal Via Internet	Satisfied With Service When Purchasing License Plate Tabs
N	Valid	474	474	440	474	474
	Missing	0	0	34	0	0

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Table

Method Of License Plate Tab Purchase[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mail	144	30.4	30.4	30.4
	In Person	262	55.3	55.3	85.7
	Through The Internet	34	7.1	7.1	92.8
	Some Other Way	31	6.5	6.5	99.3
	DK/RF	3	.7	.7	100.0
	Total	474	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Other Method Of License Plate Tab Purchase[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		444	93.6	93.6	93.6
	Auto dealer	1	.2	.2	93.8
	by telephon	1	.2	.2	94.0
	car dealer	1	.2	.2	94.1
	Car dealer.	3	.5	.5	94.7
	Car dealers	1	.2	.2	94.8
	dealer	3	.6	.6	95.4
	Dealership.	3	.5	.5	96.0
	Dealership;	1	.3	.3	96.3
	Didn't spec	2	.4	.4	96.7
	fax	2	.4	.4	97.1
	Fax.	1	.2	.2	97.3
	Faxed it.	1	.2	.2	97.5
	make check	1	.3	.3	97.7
	over the ph	1	.2	.2	97.9
	phone	1	.2	.2	98.1
	Phone	1	.2	.2	98.2
	Phone.	2	.4	.4	98.7
	Secretary d	1	.3	.3	99.0
	the car dea	1	.2	.2	99.1
	through Ed	1	.2	.2	99.3
	Through the	2	.4	.4	99.7
	Wife works	1	.3	.3	100.0
	Total	474	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Awareness Of License Plate Tab Purchase Via Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	205	43.2	46.5	46.5
	No	234	49.4	53.2	99.6
	DK/RF	2	.3	.4	100.0
	Total	440	92.9	100.0	
Missing	System	34	7.1		
Total		474	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Licence Plate Tab Renewal Via Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	4	.9	.9	.9
	Not At All Interested	84	17.8	17.8	18.7
	2	12	2.6	2.6	21.4
	3	11	2.4	2.4	23.7
	4	12	2.6	2.6	26.4
	5	79	16.7	16.7	43.0
	6	14	2.9	2.9	45.9
	7	37	7.8	7.8	53.7
	8	48	10.0	10.0	63.7
	9	23	4.9	4.9	68.7
	Very Interested	149	31.3	31.3	100.0
	Total	474	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Satisfied With Service When Purchasing License Plate Tabs[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	9	1.9	1.9	1.9
	Not At All Satisfied	17	3.5	3.5	5.4
	2	3	.6	.6	6.0
	3	8	1.7	1.7	7.7
	4	11	2.4	2.4	10.1
	5	31	6.5	6.5	16.6
	6	11	2.4	2.4	19.0
	7	48	10.1	10.1	29.1
	8	82	17.3	17.3	46.5
	9	54	11.3	11.3	57.8
	Very Satisfied	200	42.2	42.2	100.0
	Total	474	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

		Method Of License Plate Tab Purchase	Other Method Of License Plate Tab Purchase	Awareness Of License Plate Tab Purchase Via Internet	Interest In Licence Plate Tab Renewal Via Internet	Satisfied With Service When Purchasing License Plate Tabs
N	Valid	437	437	437	437	437
	Missing	0	0	0	0	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequency Table

Method Of License Plate Tab Purchase[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Mail	126	28.8	28.8	28.8
	In Person	286	65.5	65.5	94.3
	Some Other Way	19	4.4	4.4	98.7
	DK/RF	6	1.3	1.3	100.0
	Total	437	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Other Method Of License Plate Tab Purchase[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		417	95.6	95.6	95.6
	Auto dealer	1	.2	.2	95.8
	By phone (c	2	.5	.5	96.3
	Car dealer.	1	.2	.2	96.5
	Dealer.	4	.9	.9	97.4
	Direct.	1	.2	.2	97.5
	on the phon	1	.2	.2	97.7
	Over the ph	2	.4	.4	98.1
	Phone	1	.2	.2	98.3
	Phone.	3	.7	.7	99.0
	Registered	1	.3	.3	99.3
	Son-in-law	1	.2	.2	99.5
	Take out of	1	.2	.2	99.7
	Wife took p	1	.3	.3	100.0
	Total	437	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Awareness Of License Plate Tab Purchase Via Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	183	42.0	42.0	42.0
	No	235	53.8	53.8	95.8
	DK/RF	18	4.2	4.2	100.0
	Total	437	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Interest In Licence Plate Tab Renewal Via Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	37	8.6	8.6	8.6
	Not At All Interested	290	66.3	66.3	74.9
	2	13	3.0	3.0	77.8
	3	7	1.7	1.7	79.5
	4	1	.3	.3	79.8
	5	29	6.6	6.6	86.5
	6	13	3.0	3.0	89.5
	7	5	1.2	1.2	90.7
	8	6	1.4	1.4	92.0
	9	4	1.0	1.0	93.0
	Very Interested	30	7.0	7.0	100.0
	Total	437	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Satisfied With Service When Purchasing License Plate Tabs[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	15	3.3	3.3	3.3
	Not At All Satisfied	10	2.4	2.4	5.7
	2	2	.5	.5	6.2
	3	6	1.4	1.4	7.6
	4	6	1.3	1.3	8.9
	5	26	5.8	5.8	14.8
	6	8	1.9	1.9	16.6
	7	25	5.8	5.8	22.4
	8	51	11.7	11.7	34.1
	9	45	10.3	10.3	44.4
	Very Satisfied	243	55.6	55.6	100.0
	Total	437	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

File Tax Return This Year

N	Valid	600
	Missing	0

a. User or NonUser = Use The Internet At Least Once A Month

File Tax Return This Year[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	550	91.7	91.7	91.7
	No	43	7.2	7.2	99.0
	DK/RF	6	1.0	1.0	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

File Tax Return This Year

N	Valid	600
	Missing	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

File Tax Return This Year[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	490	81.7	81.7	81.7
	No	104	17.3	17.3	99.0
	DK/RF	6	1.0	1.0	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

Prepare Taxes Yourself Or With Someone Else

N	Valid	550
	Missing	0

a. User or NonUser = Use The Internet At Least Once A Month

Prepare Taxes Yourself Or With Someone Else[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes I Prepare Them	244	44.2	44.2	44.2
	Someone Else Prepares Them	307	55.8	55.8	100.0
	Total	550	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

Prepare Taxes Yourself Or With Someone Else

N	Valid	490
	Missing	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Prepare Taxes Yourself Or With Someone Else[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes I Prepare Them	111	22.7	22.7	22.7
	Someone Else Prepares Them	378	77.2	77.2	99.8
	DK/RF	1	.2	.2	100.0
	Total	490	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

		Reliance On Any Tax Preparation Software	Assistance With Preparing Taxes	Kind Of Assistance Needed With Preparing Taxes	Satisfied With Service When Requesting Tax Assistance	Method Of Filing Tax Forms
N	Valid	244	244	244	37	244
	Missing	0	0	0	207	0

Statistics[a]

		Aware Of Filing Tax Forms On DOT Web Site	Interest In Filing Taxes Via The Internet
N	Valid	193	244
	Missing	51	0

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Table

Reliance On Any Tax Preparation Software[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	96	39.3	39.3	39.3
	No	148	60.7	60.7	100.0
	Total	244	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Assistance With Preparing Taxes[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	15.2	15.2	15.2
	No	202	82.9	82.9	98.1
	DK/RF	5	1.9	1.9	100.0
	Total	244	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Kind Of Assistance Needed With Preparing Taxes[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		207	84.8	84.8	84.8
	DK/RF	1	.3	.3	85.2
	Adding	1	.5	.5	85.7
	asking	1	.5	.5	86.2
	basic	1	.5	.5	86.7
	Basic	1	.5	.5	87.3
	Can't	1	.3	.3	87.6
	Capita	1	.3	.3	87.9
	checke	1	.3	.3	88.2
	claim	1	.3	.3	88.6
	Comple	1	.3	.3	88.9
	Didn't	1	.3	.3	89.2
	dk	1	.3	.3	89.5
	Don't	1	.3	.3	89.9
	File i	1	.5	.5	90.4
	forms	2	.9	.9	91.3
	Forms.	1	.5	.5	91.8
	genera	1	.5	.5	92.3
	Genera	4	1.6	1.6	93.9
	Info o	1	.3	.3	94.2
	Look u	1	.5	.5	94.8
	need r	1	.5	.5	95.3
	Needed	4	1.8	1.8	97.1
	obtain	1	.3	.3	97.4
	Progra	1	.5	.5	98.0
	Receiv	1	.3	.3	98.3
	specif	1	.3	.3	98.6
	tax qu	1	.5	.5	99.1
	Tax qu	1	.3	.3	99.5
	Wasn't	1	.5	.5	100.0
	Total	244	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Satisfied With Service When Requesting Tax Assistance[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	2	.6	4.3	4.3
	Not At All Satisfied	3	1.4	9.1	13.4
	2	1	.5	3.5	16.9
	5	1	.3	2.1	19.0
	6	2	.6	4.3	23.3
	7	5	1.9	12.6	35.9
	8	7	2.8	18.2	54.2
	9	5	2.2	14.2	68.4
	Very Satisfied	12	4.8	31.6	100.0
	Total	37	15.2	100.0	
Missing	System	207	84.8		
Total		244	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

Method Of Filing Tax Forms[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By Mail	193	79.1	79.1	79.1
	Electronically	47	19.5	19.5	98.6
	DK/RF	3	1.4	1.4	100.0
	Total	244	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Aware Of Filing Tax Forms On DOT Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	150	61.5	77.6	77.6
	No	41	16.6	21.0	98.7
	DK/RF	3	1.1	1.3	100.0
	Total	193	79.1	100.0	
Missing	System	51	20.9		
Total		244	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Filing Taxes Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	2	1.0	1.0	1.0
	Not At All Interested	38	15.5	15.5	16.4
	2	6	2.4	2.4	18.9
	3	9	3.6	3.6	22.5
	4	9	3.6	3.6	26.1
	5	30	12.2	12.2	38.3
	6	12	4.8	4.8	43.1
	7	22	9.2	9.2	52.3
	8	23	9.6	9.6	61.9
	9	13	5.5	5.5	67.4
	Very Interested	79	32.6	32.6	100.0
	Total	244	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

		Reliance On Any Tax Preparation Software	Assistance With Preparing Taxes	Kind Of Assistance Needed With Preparing Taxes	Satisfied With Service When Requesting Tax Assistance	Method Of Filing Tax Forms
N	Valid	111	111	111	17	111
	Missing	0	0	0	94	0

Statistics[a]

		Aware Of Filing Tax Forms On DOT Web Site	Interest In Filing Taxes Via The Internet
N	Valid	102	111
	Missing	10	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequency Table

Reliance On Any Tax Preparation Software[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	8.4	8.4	8.4
	No	102	91.6	91.6	100.0
	Total	111	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Assistance With Preparing Taxes[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	15.6	15.6	15.6
	No	94	84.4	84.4	100.0
	Total	111	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Kind Of Assistance Needed With Preparing Taxes[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		94	84.4	84.4	84.4
	DK/RF	1	.7	.7	85.2
	Answer	1	1.2	1.2	86.4
	Can't	1	.7	.7	87.2
	Don't	1	.7	.7	87.9
	Forms.	1	.7	.7	88.7
	Had a	1	1.2	1.2	89.9
	Help o	1	.7	.7	90.6
	I didn	1	1.2	1.2	91.8
	questi	2	2.0	2.0	93.8
	Questi	1	1.2	1.2	95.0
	Refund	1	1.2	1.2	96.3
	Refuse	1	.7	.7	97.0
	Regard	1	.7	.7	97.8
	Simple	1	.7	.7	98.5
	Sold a	1	.7	.7	99.3
	Tax qu	1	.7	.7	100.0
	Total	111	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Satisfied With Service When Requesting Tax Assistance[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	1	.7	4.8	4.8
	Not At All Satisfied	1	1.2	7.8	12.7
	2	1	1.2	7.8	20.5
	6	1	.7	4.8	25.3
	8	4	3.5	22.3	47.6
	9	1	1.2	7.8	55.4
	Very Satisfied	8	6.9	44.6	100.0
	Total	17	15.6	100.0	
Missing	System	94	84.4		
Total		111	100.0		

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Method Of Filing Tax Forms[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By Mail	102	91.4	91.4	91.4
	Electronically	10	8.6	8.6	100.0
	Total	111	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Aware Of Filing Tax Forms On DOT Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	76	68.7	75.2	75.2
	No	21	18.7	20.5	95.7
	DK/RF	4	3.9	4.3	100.0
	Total	102	91.4	100.0	
Missing	System	10	8.6		
Total		111	100.0		

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Interest In Filing Taxes Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	12	11.1	11.1	11.1
	Not At All Interested	68	61.0	61.0	72.1
	2	3	2.7	2.7	74.8
	3	1	.7	.7	75.5
	4	5	4.7	4.7	80.2
	5	7	6.7	6.7	86.9
	6	2	2.0	2.0	88.9
	8	1	1.2	1.2	90.1
	9	2	1.5	1.5	91.6
	Very Interested	9	8.4	8.4	100.0
	Total	111	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

		Camping In MSPs In Last Two Years	Likelihood Of Camping In An MSP
N	Valid	600	457
	Missing	0	143

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Table

Camping In MSPs In Last Two Years[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	143	23.9	23.9	23.9
	No	457	76.1	76.1	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Likelihood Of Camping In An MSP[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	37	6.2	8.2	8.2
	Somewhat Likely	71	11.8	15.6	23.7
	Not Very Likely	78	13.0	17.1	40.8
	Not At All Likely	270	44.9	59.0	99.8
	DK/RF	1	.1	.2	100.0
	Total	457	76.1	100.0	
Missing	System	143	23.9		
Total		600	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

		Camping In MSPs In Last Two Years	Likelihood Of Camping In An MSP
N	Valid	600	522
	Missing	0	79

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequency Table

Camping In MSPs In Last Two Years[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	79	13.1	13.1	13.1
	No	522	86.9	86.9	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Likelihood Of Camping In An MSP[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Likely	12	2.0	2.3	2.3
	Somewhat Likely	43	7.1	8.2	10.5
	Not Very Likely	56	9.3	10.7	21.1
	Not At All Likely	408	68.0	78.2	99.4
	DK/RF	3	.6	.6	100.0
	Total	522	86.9	100.0	
Missing	System	79	13.1		
Total		600	100.0		

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

		Number Of Nights Camped In MSP In Last Two Years	Reserve When Camping In MSPs
N	Valid	142	143
	Missing	1	0

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Table

Number Of Nights Camped In MSP In Last Two Years[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.9	.9	.9
	1	8	5.5	5.5	6.4
	2	26	17.8	18.0	24.4
	3	13	9.1	9.2	33.6
	4	12	8.2	8.2	41.8
	5	9	6.0	6.1	47.9
	6	8	5.6	5.6	53.5
	7	10	7.3	7.3	60.8
	8	5	3.8	3.8	64.7
	10	12	8.5	8.6	73.2
	12	2	1.1	1.1	74.4
	14	8	5.7	5.7	80.1
	15	4	2.7	2.7	82.8
	16	1	.6	.6	83.3
	20	8	5.3	5.3	88.6
	21	3	2.0	2.0	90.7
	25	3	2.3	2.4	93.0
	28	3	2.0	2.0	95.1
	30	3	2.0	2.0	97.1
	37	1	.6	.6	97.6
	40	3	1.8	1.8	99.4
	300	1	.6	.6	100.0
	Total	142	99.1	100.0	
Missing	System	1	.9		
Total		143	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

Reserve When Camping In MSPs[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	87	60.6	60.6	60.6
	No	56	39.4	39.4	100.0
	Total	143	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

		Number Of Nights Camped In MSP In Last Two Years	Reserve When Camping In MSPs
N	Valid	79	79
	Missing	0	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequency Table

Number Of Nights Camped In MSP In Last Two Years[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	4	4.5	4.5	4.5
	2	9	11.9	11.9	16.4
	3	11	14.6	14.6	31.0
	4	7	9.5	9.5	40.5
	5	8	10.1	10.1	50.6
	6	2	2.1	2.1	52.7
	7	4	4.9	4.9	57.6
	10	6	7.3	7.3	64.9
	12	3	3.4	3.4	68.3
	14	9	11.1	11.1	79.5
	15	2	2.1	2.1	81.6
	20	1	1.7	1.7	83.3
	21	2	3.2	3.2	86.5
	25	1	1.1	1.1	87.5
	30	6	7.3	7.3	94.8
	40	1	1.7	1.7	96.6
	50	1	1.7	1.7	98.3
	60	1	1.7	1.7	100.0
	Total	79	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Reserve When Camping In MSPs[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	41	52.7	52.7	52.7
	No	37	47.3	47.3	100.0
	Total	79	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

Satisfied With Service When Making Camp Reservations

N	Valid	86
	Missing	1

a. User or NonUser = Use The Internet At Least Once A Month

Satisfied With Service When Making Camp Reservations[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	2	1.8	1.8	1.8
	Not At All Satisfied	1	.9	.9	2.8
	2	3	3.0	3.0	5.8
	5	6	7.2	7.3	13.1
	6	10	11.6	11.8	24.9
	7	18	21.0	21.3	46.1
	8	13	14.7	14.9	61.0
	9	9	10.8	11.0	72.0
	Very Satisfied	24	27.6	28.0	100.0
	Total	86	98.5	100.0	
Missing	System	1	1.5		
Total		87	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

Satisfied With Service When Making Camp Reservations

N	Valid	41
	Missing	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Satisfied With Service When Making Camp Reservations[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	2	5.3	5.3	5.3
	3	2	4.0	4.0	9.3
	5	1	2.0	2.0	11.3
	6	4	10.6	10.6	21.9
	7	4	9.3	9.3	31.2
	8	9	21.1	21.1	52.3
	9	3	7.3	7.3	59.6
	Very Satisfied	17	40.4	40.4	100.0
	Total	41	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

Interest In Making Camping Reservations Via The Internet

N	Valid	252
	Missing	0

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Making Camping Reservations Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	7	2.9	2.9	2.9
	Not At All Interested	26	10.1	10.1	13.1
	2	6	2.5	2.5	15.5
	3	6	2.4	2.4	17.9
	4	7	2.8	2.8	20.7
	5	32	12.6	12.6	33.3
	6	11	4.6	4.6	37.8
	7	14	5.6	5.6	43.4
	8	36	14.2	14.2	57.7
	9	20	7.9	7.9	65.6
	Very Interested	87	34.4	34.4	100.0
	Total	252	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

Interest In Making Camping Reservations Via The Internet

N	Valid	133
	Missing	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Interest In Making Camping Reservations Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	15	11.3	11.3	11.3
	Not At All Interested	63	47.6	47.6	58.9
	2	3	2.0	2.0	60.9
	3	4	2.9	2.9	63.8
	4	1	.6	.6	64.4
	5	12	9.2	9.2	73.7
	6	4	2.7	2.7	76.3
	7	8	5.9	5.9	82.3
	8	9	6.8	6.8	89.1
	9	3	2.3	2.3	91.3
	Very Interested	12	8.7	8.7	100.0
	Total	133	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

Currently Employed In Licensable Occupation

N	Valid	600
	Missing	0

a. User or NonUser = Use The Internet At Least Once A Month

Currently Employed In Licensable Occupation[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	150	25.1	25.1	25.1
	No	448	74.7	74.7	99.8
	DK/RF	1	.2	.2	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

Currently Employed In Licensable Occupation

N	Valid	600
	Missing	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Currently Employed In Licensable Occupation[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	85	14.1	14.1	14.1
	No	513	85.5	85.5	99.6
	DK/RF	2	.4	.4	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

		Licensed Occupation	License/Certificate Renewal Frequency	Method Of License/Certification Renewal	Interest In Renewing License/Certificate Via The Internet	Other Info Interested In Receiving Regularly About L/C	Preferred Method Of Receiving Information
N	Valid	150	150	126	126	150	27
	Missing	0	0	25	25	0	123

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Table

Licensed Occupation[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Accountant.	2	1.4	1.4	1.4
	architect	1	.5	.5	1.9
	attorney	1	.5	.5	2.4
	Attorney.	2	1.4	1.4	3.8
	Audiologist.	1	.5	.5	4.3
	Auditor.	1	.9	.9	5.2
	Auto dealership.	1	.5	.5	5.7
	Auto technician.	1	.9	.9	6.6
	barber	1	.5	.5	7.1
	Barber.	1	.9	.9	8.0
	builder	1	.9	.9	8.8
	Bus driver.	3	1.9	1.9	10.7
	Business owner.	1	.5	.5	11.3
	Certified medical assist	1	.5	.5	11.8
	child care provider	1	.5	.5	12.3
	child care/firefighter	1	.5	.5	12.8
	Chiropractor.	1	.9	.9	13.7
	Computer repair.	1	.5	.5	14.2

Licensed Occupation[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contractor.	1	.5	.5	14.7
	Corrections officer.	2	1.4	1.4	16.1
	CPA	2	1.4	1.4	17.5
	Culinary arts.	1	.9	.9	18.4
	Dental hygenist.	1	.5	.5	18.9
	dentist	1	.9	.9	19.8
	Dentist.	1	.9	.9	20.6
	direct care	1	.5	.5	21.1
	Don't Know	1	.5	.5	21.7
	Electrician.	1	.9	.9	22.5
	Elevator constructor.	1	.9	.9	23.4
	engineer	3	1.7	1.7	25.1
	Engineer.	1	.9	.9	25.9
	Excavating business.	1	.5	.5	26.5
	financial planner	1	.9	.9	27.3
	financial services	1	.5	.5	27.9
	fire fighter	1	.9	.9	28.7
	Hearing aid licensee.	1	.5	.5	29.2
	High school counselor.	1	.5	.5	29.8
	Instructor.	1	.5	.5	30.3
	insurance agent	1	.5	.5	30.8
	Internet sales.	1	.5	.5	31.3
	Job corps member for Cit	1	.9	.9	32.2
	Manager of a country clu	1	.5	.5	32.7
	mechanic	1	.9	.9	33.6
	motel owner	1	.9	.9	34.4
	Northwest Airlines Instr	1	.9	.9	35.3
	Notary	1	.5	.5	35.8
	nurse	2	1.1	1.1	36.9
	Nurse	2	1.1	1.1	37.9
	Nurse aid.	1	.5	.5	38.4
	nurse practitioner	1	.5	.5	39.0
	Nurse.	6	4.0	4.0	43.0
	Occupational therapist.	1	.5	.5	43.5
	Occupational therapy ass	1	.5	.5	44.0
	Operation manager.	1	.9	.9	44.9
	painter	1	.9	.9	45.8
	paramedic	1	.9	.9	46.6
	pastor	1	.9	.9	47.5
	Pharmaceutical sales rep	1	.5	.5	48.0
	Pharmacist.	2	1.6	1.6	49.6
	pharmasist	1	.9	.9	50.4
	Physical therapist.	2	1.4	1.4	51.8
	Physician.	1	.5	.5	52.3
	Police Officer.	1	.9	.9	53.2
	Post office.	1	.9	.9	54.1
	Propane & gas.	1	.9	.9	54.9
	Prototype tool & die mak	1	.9	.9	55.8
	psychologist	1	.5	.5	56.3
	real estate agent	2	1.4	1.4	57.7

Licensed Occupation[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Real estate.	4	2.6	2.6	60.2
	realtor	1	.9	.9	61.1
	Realtor.	2	1.4	1.4	62.5
	registered nurse	3	2.1	2.1	64.6
	Registered nurse.	6	3.7	3.7	68.3
	Registered sanitarian.	1	.5	.5	68.8
	Repair band instruments.	1	.9	.9	69.7
	residential builder	1	.9	.9	70.5
	Respiratory therapist.	1	.5	.5	71.0
	Restaurant owner	1	.5	.5	71.6
	Retired.	1	.9	.9	72.4
	School administrator.	1	.9	.9	73.3
	School food service.	1	.5	.5	73.8
	Social worker.	1	.5	.5	74.3
	State appraisal for home	1	.9	.9	75.2
	stockbroker	1	.9	.9	76.0
	Tax accessor.	2	1.1	1.1	77.1
	teacher	7	4.5	4.5	81.6
	Teacher.	18	11.6	11.6	93.3
	Therapist.	1	.9	.9	94.1
	tool and dye	1	.9	.9	95.0
	Traveler's agency.	1	.5	.5	95.5
	Truck driver	1	.9	.9	96.4
	Truck driver.	3	1.7	1.7	98.1
	Veterinarian.	1	.9	.9	98.9
	waitress, photographer,	1	.5	.5	99.5
	Work for the state home	1	.5	.5	100.0
	Total	150	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

License/Certificate Renewal Frequency[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Annually	32	21.6	21.6	21.6
	Every 2-4 Years	76	50.7	50.7	72.3
	Every 5 Or More Years	17	11.3	11.3	83.5
	Never	18	11.8	11.8	95.3
	DK/RF	7	4.7	4.7	100.0
	Total	150	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Method Of License/Certification Renewal[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By Mail	88	58.6	70.2	70.2
	In Person	27	18.1	21.7	91.9
	By Phone	2	1.1	1.3	93.1
	Some Other Way	4	2.8	3.3	96.5
	DK/RF	4	3.0	3.5	100.0
	Total	126	83.5	100.0	
Missing	System	25	16.5		
Total		150	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Renewing License/Certificate Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	3	2.2	2.7	2.7
	Not Interested	18	11.9	14.3	17.0
	2	3	1.9	2.3	19.2
	3	4	2.4	2.9	22.1
	4	3	1.7	2.1	24.2
	5	14	9.3	11.2	35.4
	6	1	.5	.6	36.0
	7	5	3.5	4.2	40.2
	8	14	9.2	11.0	51.2
	9	11	7.3	8.7	59.9
	Very Interested	50	33.5	40.1	100.0
	Total	126	83.5	100.0	
Missing	System	25	16.5		
Total		150	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

Other Info Interested In Receiving Regularly About L/C[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Any changes in the law.	1	.9	.9	.9
	Any new legislation regulating nurses.	1	.5	.5	1.4
	Board of Health Certificate	1	.5	.5	1.9
	CEUs	1	.5	.5	2.4
	continuing education through the interne	1	.5	.5	3.0
	Current changes in certification standar	1	.9	.9	3.8
	Current curriculum things.	1	.5	.5	4.3
	Current updates on certification status.	1	.9	.9	5.2
	Current wages.	1	.5	.5	5.7
	Don't Know	123	82.1	82.1	87.8
	getting education credits	1	.5	.5	88.4
	history of license	1	.9	.9	89.2
	info on registration and licensing	1	.5	.5	89.7
	Law and book updates.	1	.5	.5	90.3
	Law updates.	1	.5	.5	90.8
	medicare rules and regulations	1	.5	.5	91.3
	More education classes.	1	.5	.5	91.8
	More info on certification processes.	1	.5	.5	92.4
	no	1	.5	.5	92.9
	nursing newsletter	1	.5	.5	93.4
	payment of FIA to providers	1	.5	.5	93.9
	Radiation machine registration.	1	.9	.9	94.8
	real estate newsletters	1	.5	.5	95.3
	reminder of renewal	1	.9	.9	96.2
	Reminder of when to renew.	1	.9	.9	97.0
	Renewal and changes in certification pol	1	.5	.5	97.6
	Rules on CDL License when they change.	1	.9	.9	98.4
	substitute teaching forms	1	.5	.5	98.9
	Updates on the manuals.	1	.5	.5	99.5
	verify licenses, info on nationalized li	1	.5	.5	100.0
	Total	150	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Preferred Method Of Receiving Information[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Through The Mail	13	8.4	46.7	46.7
	Through The Internet	14	9.5	53.3	100.0
	Total	27	17.9	100.0	
Missing	System	123	82.1		
Total		150	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

		Licensed Occupation	License/Certificate Renewal Frequency	Method Of License/Certification Renewal	Interest In Renewing License/Certificate Via The Internet	Other Info Interested In Receiving Regularly About L/C	Preferred Method Of Receiving Information
N	Valid	85	85	68	68	85	11
	Missing	0	0	16	16	0	74

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequency Table

Licensed Occupation[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Antique dealer.	1	1.0	1.0	1.0
	Appliance repairman.	1	1.6	1.6	2.6
	Auto body.	1	1.6	1.6	4.2
	Barber	1	1.0	1.0	5.2
	Beer driver.	1	1.6	1.6	6.8
	Body shop.	1	1.6	1.6	8.3
	Branch clerk.	1	1.0	1.0	9.3
	Builder.	1	1.6	1.6	10.9
	CAN	1	1.6	1.6	12.5
	Casino dealer.	1	1.0	1.0	13.5
	Certified Nurse	1	1.0	1.0	14.5
	Child care provider.	1	1.0	1.0	15.5
	CNA.	1	1.0	1.0	16.4
	Commercial driver.	1	1.6	1.6	18.0
	Construction.	1	1.6	1.6	19.6
	Contractor.	1	1.6	1.6	21.2
	Cosmotologist.	1	1.0	1.0	22.2
	CPA.	2	2.0	2.0	24.2
	Crafts.	1	1.0	1.0	25.2
	Dairy worker.	1	1.6	1.6	26.8
	Dealer at MGM.	1	1.0	1.0	27.7

Licensed Occupation[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Demolitions Specialist.	1	1.6	1.6	29.3
	Driver for a transport c	1	1.0	1.0	30.3
	Federation youth service	1	1.0	1.0	31.3
	Filmer for the county.	1	1.0	1.0	32.3
	Food manager at a school	1	1.0	1.0	33.2
	General Manager.	1	1.6	1.6	34.8
	Hair dresser.	2	2.0	2.0	36.8
	Home builder.	1	1.6	1.6	38.4
	In home trainer for ment	1	1.0	1.0	39.4
	Landscape architect.	1	1.6	1.6	41.0
	Letter carrier.	1	1.0	1.0	42.0
	Manage heavy equipment.	1	1.6	1.6	43.6
	Manager of Big Boy	1	1.6	1.6	45.2
	Manager.	1	1.6	1.6	46.8
	Mechanic.	5	6.4	6.4	53.1
	nail technician	1	1.0	1.0	54.1
	Nurse's aid.	1	1.0	1.0	55.1
	Nurse's assistant.	1	1.0	1.0	56.1
	Packaging company.	1	1.0	1.0	57.1
	Real estate.	2	2.6	2.6	59.6
	Realtor.	2	2.6	2.6	62.2
	Refused to say.	1	1.0	1.0	63.2
	Registered nurse.	7	7.8	7.8	71.0
	Residential builder.	1	1.6	1.6	72.6
	Stain glass business.	1	1.0	1.0	73.6
	Stenographer.	1	1.0	1.0	74.6
	supermarket worker	1	1.6	1.6	76.2
	Tanning salon.	1	1.0	1.0	77.2
	Teacher.	7	8.1	8.1	85.3
	Technician.	1	1.6	1.6	86.9
	Truck driver	3	3.2	3.2	90.1
	Truck driver.	3	3.2	3.2	93.2
	Well driller.	1	1.6	1.6	94.8
	Well driver.	1	1.6	1.6	96.4
	Wholesale distributor.	1	1.0	1.0	97.4
	Wilderness counselor.	1	1.6	1.6	99.0
	Workks for mental health	1	1.0	1.0	100.0
	Total	85	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

License/Certificate Renewal Frequency[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Annually	28	32.5	32.5	32.5
	Every 2-4 Years	37	43.9	43.9	76.4
	Every 5 Or More Years	4	4.2	4.2	80.6
	Never	13	15.8	15.8	96.4
	DK/RF	3	3.6	3.6	100.0
	Total	85	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Method Of License/Certification Renewal[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	By Mail	45	53.2	66.1	66.1
	In Person	20	23.4	29.1	95.1
	Some Other Way	3	3.9	4.9	100.0
	Total	68	80.6	100.0	
Missing	System	16	19.4		
Total		85	100.0		

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Interest In Renewing License/Certificate Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	3	3.2	4.0	4.0
	Not Interested	39	46.5	57.7	61.6
	2	3	3.2	4.0	65.6
	3	2	2.6	3.2	68.8
	4	1	1.0	1.2	70.0
	5	5	5.8	7.2	77.2
	6	2	2.6	3.2	80.4
	7	3	3.6	4.4	84.8
	9	2	2.6	3.2	88.0
	Very Interested	8	9.7	12.0	100.0
	Total	68	80.6	100.0	
Missing	System	16	19.4		
Total		85	100.0		

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Other Info Interested In Receiving Regularly About L/C[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Continuing education information.	1	1.6	1.6	1.6
	Don't Know	74	87.5	87.5	89.1
	Fuel tax info for dump trucks.	1	1.6	1.6	90.7
	Info on updates.	1	1.0	1.0	91.7
	Secretary of State is more open.	1	1.0	1.0	92.6
	Up to date info on building codes.	1	1.6	1.6	94.2
	Updates on changes of requirement.	1	1.6	1.6	95.8
	Where the water is and how deep it is.	1	1.6	1.6	97.4
	Would like Governor to explain why schoo	1	1.0	1.0	98.4
	Would like to receive updates on state/f	1	1.6	1.6	100.0
	Total	85	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Preferred Method Of Receiving Information[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Through The Mail	8	9.9	79.4	79.4
	In Person	1	1.0	7.8	87.2
	By Phone	1	1.6	12.8	100.0
	Total	11	12.5	100.0	
Missing	System	74	87.5		
Total		85	100.0		

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

Frequency Of Internet Usage

N	Valid	600
	Missing	0

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Of Internet Usage[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Every Day	326	54.3	54.3	54.3
	A Couple Times A Week	190	31.6	31.6	85.9
	Once A Week	45	7.5	7.5	93.4
	A Couple Times A Month	30	5.0	5.0	98.4
	Once A Month	10	1.6	1.6	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

User or NonUser = Do Not Use The Internet At Least Once A Month

Statistics[a]

Frequency Of Internet Usage

N	Valid	600
	Missing	0

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequency Of Internet Usage[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than Once A Month	68	11.4	11.4	11.4
	Never	529	88.1	88.1	99.5
	DK/RF	3	.5	.5	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Do Not Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

		Use Search Engines	Use Links On Browser Start-Up Page	Use Advertising Links On Web Sites	Visit Web Sites Advertised On TV/Radio	Visit Web Sites Recommended By Friends/Family	Most Frequent Way Of Finding Information
N	Valid	600	600	600	600	600	600
	Missing	0	0	0	0	0	0

Statistics[a]

		Other Search Method Relied On Most	Visit Web Sites That Ask To Provide Personal Info
N	Valid	600	600
	Missing	0	0

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Table

Use Search Engines[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	541	90.2	90.2	90.2
	No	50	8.3	8.3	98.5
	DK/RF	9	1.5	1.5	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Use Links On Browser Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	345	57.5	57.5	57.5
	No	236	39.4	39.4	96.9
	DK/RF	19	3.1	3.1	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Use Advertising Links On Web Sites[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	251	41.8	41.8	41.8
	No	345	57.6	57.6	99.3
	DK/RF	4	.7	.7	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Visit Web Sites Advertised On TV/Radio[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	478	79.6	79.6	79.6
	No	121	20.1	20.1	99.7
	DK/RF	2	.3	.3	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Visit Web Sites Recommended By Friends/Family[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	532	88.7	88.7	88.7
	No	66	11.0	11.0	99.7
	DK/RF	2	.3	.3	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Most Frequent Way Of Finding Information[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Search Engines	349	58.2	58.2	58.2
	Links On Your Start-Up Page	33	5.5	5.5	63.7
	Links On Other Web Sites	14	2.3	2.3	66.0
	TV Or Radio-Advertised Web Sites	52	8.7	8.7	74.7
	Recommendations From Friends Or Family	123	20.5	20.5	95.3
	Another Search Method Relied Upon Most	8	1.4	1.4	96.6
	DK/RF	20	3.4	3.4	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Other Search Method Relied On Most[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		592	98.6	98.6	98.6
	Email.	1	.1	.1	98.8
	just playing	1	.2	.2	99.0
	Just surfing.	1	.1	.1	99.1
	Magazine ads.	1	.1	.1	99.3
	newspaper	1	.1	.1	99.4
	newspaper or	1	.2	.2	99.6
	Newspaper.	1	.1	.1	99.7
	Sites listed	1	.1	.1	99.9
	university da	1	.1	.1	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Visit Web Sites That Ask To Provide Personal Info[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	508	84.7	84.7	84.7
	No	89	14.8	14.8	99.5
	DK/RF	3	.5	.5	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

Provided Personal Info On Web Sites That Request It

N	Valid	508
	Missing	0

a. User or NonUser = Use The Internet At Least Once A Month

Provided Personal Info On Web Sites That Request It[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	387	76.1	76.1	76.1
	No	119	23.4	23.4	99.5
	DK/RF	3	.5	.5	100.0
	Total	508	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Frequencies

User or NonUser = Use The Internet At Least Once A Month

Statistics[a]

		Comfort Level In Providing Name/E-Mail Address For Web Site	Comfort Level In Providing Mailing Address For Web Site	Comfort Level In Providing Occupation Info For Web Site	Comfort Level In Providing Info To Gov't Vs. Company Web Site	Frequency Of Purchases/Payments On Internet
N	Valid	600	600	600	600	600
	Missing	0	0	0	0	0

Statistics[a]

		Things That Worry Me About Making Purchases Via The Internet	More Comfortable In Making Purchase At Gov't Vs. Company Web Site	Reason For Feeling Comfortable With Gov't/Company Web Site	Reason For Feeling Comfortable With Gov't/Company Web Site	Use The Customizable Features Of Internet Browser To Create Own Start-Up Page	Use Customizable Features Of Other Web Sites To Select Info Used Most
N	Valid	600	600	600	600	600	600
	Missing	0	0	0	0	0	0

Statistics[a]

		Usefulness Of Customizable Features	Availability Of Customized Features Increases Likelihood Of Use	Interest In Stock Quotes Appearing On Browser's Start-Up Page	Interest In Weather Info Appearing On Browser's Start-Up Page	Interest In Entertainment Info Appearing On Browser's Start-Up Page
N	Valid	137	600	600	600	600
	Missing	463	0	0	0	0

Statistics[a]

		Interest In Sports Info Appearing On Browser's Start-Up Page	Interest In Travel/Map Info Appearing On Browser's Start-Up Page	Interest In Shopping Info Appearing On Browser's Start-Up Page	Interest In Accessing Small Business Info Via The Internet	Interest In Business Tax Filing Via The Internet	Interest In Historical Michigan Sites/Travel Info Via The Internet
N	Valid	600	600	600	600	600	600
	Missing	0	0	0	0	0	0

Statistics[a]

		Interest In Accessing Lottery Info Via The Internet	Interest In Accessing Upcoming Voting Opportunities Via The Internet	Interest In Accessing Job Opportunities Via The Internet	Interest In Accessing Higher Ed/Training Opportunities Via The Internet	Interest In Accessing Local School District Information Via The Internet	Highest Level Of Formal Education Completed
N	Valid	600	600	600	600	600	600
	Missing	0	0	0	0	0	0

Statistics[a]

		Racial/Ethnic Background	Annual Household Income	Number Of Persons Under Eighteen In Household	Number Of Adults In Household	Gender
N	Valid	600	600	600	600	600
	Missing	0	0	0	0	0

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Table

Comfort Level In Providing Name/E-Mail Address For Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	12	2.1	2.1	2.1
	Not Comfortable At All	143	23.8	23.8	25.9
	2	45	7.5	7.5	33.3
	3	45	7.5	7.5	40.9
	4	34	5.7	5.7	46.6
	5	121	20.2	20.2	66.8
	6	33	5.5	5.5	72.3
	7	41	6.9	6.9	79.2
	8	41	6.9	6.9	86.1
	9	27	4.5	4.5	90.5
	Very Comfortable	57	9.5	9.5	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Comfort Level In Providing Mailing Address For Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	13	2.1	2.1	2.1
	Not Comfortable At All	168	27.9	27.9	30.1
	2	67	11.1	11.1	41.2
	3	46	7.7	7.7	48.9
	4	38	6.3	6.3	55.2
	5	93	15.4	15.4	70.7
	6	39	6.6	6.6	77.2
	7	41	6.8	6.8	84.1
	8	33	5.4	5.4	89.5
	9	23	3.8	3.8	93.3
	Very Comfortable	40	6.7	6.7	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Comfort Level In Providing Occupation Info For Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	24	4.0	4.0	4.0
	Not Comfortable At All	120	19.9	19.9	23.9
	2	28	4.7	4.7	28.6
	3	34	5.7	5.7	34.2
	4	31	5.1	5.1	39.4
	5	121	20.1	20.1	59.5
	6	26	4.3	4.3	63.7
	7	43	7.2	7.2	71.0
	8	55	9.1	9.1	80.1
	9	31	5.1	5.1	85.2
	Very Comfortable	89	14.8	14.8	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Comfort Level In Providing Info To Gov't Vs. Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	14	2.3	2.3	2.3
	More Comfortable With Government Web Site	109	18.2	18.2	20.4
	More Comfortable With Company Web Site	49	8.2	8.2	28.6
	No Difference	428	71.4	71.4	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Frequency Of Purchases/Payments On Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	220	36.7	36.7	36.7
	Once	48	8.0	8.0	44.7
	Two To Five Times	165	27.4	27.4	72.1
	Six Or More Times	165	27.5	27.5	99.7
	DK/RF	2	.3	.3	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Things That Worry Me About Making Purchases Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Theft Of Your Credit Card Number	396	65.9	65.9	65.9
	Errors With Your Payment	19	3.2	3.2	69.1
	Errors With Your Order	30	5.1	5.1	74.2
	Poor Customer Service	31	5.1	5.1	79.3
	Something Else	28	4.7	4.7	84.0
	No Worries	82	13.7	13.7	97.7
	DK/RF	14	2.3	2.3	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

More Comfortable In Making Purchase At Gov't Vs. Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government Web Site	76	12.6	12.6	12.6
	Company's Web Site	38	6.4	6.4	19.0
	No Difference	476	79.4	79.4	98.3
	DK/RF	10	1.7	1.7	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		442	73.6	73.6	73.6
	as much access as anyone else does	1	.2	.2	73.8
	Assume the gov't wouldn't use the info in an insecu	1	.2	.2	74.1
	because it would be given to other people	1	.2	.2	74.3
	Because she would expect it to not be sold.	1	.1	.1	74.4
	Better idea of what is going on.	1	.2	.2	74.6
	Big Brother is watching you.	1	.1	.1	74.8
	Candice Miller helps protect privacy, govt. can't a	1	.2	.2	75.0
	companies doing a better job with privacy	1	.1	.1	75.1
	Company apt to keep info to themselves.	1	.2	.2	75.3
	Company knows what to do.	1	.1	.1	75.4
	company more likely to sell info	1	.1	.1	75.6
	Depends on website	1	.1	.1	75.7

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Distrust of the gov't.	1	.2	.2	75.9
	Doesn't like the gov't in his business.	1	.2	.2	76.1
	Doesn't really matter.	1	.2	.2	76.4
	Doesn't trust the government.	1	.1	.1	76.5
	Don't Know	8	1.4	1.4	77.9
	Don't know.	4	.7	.7	78.6
	Don't sell informations.	1	.2	.2	78.8
	Don't trust the gov't.	1	.2	.2	79.0
	Don't trust the government.	5	.9	.9	79.9
	don't trust the govt.	2	.3	.3	80.2
	don't want govt. to know anything	1	.1	.1	80.4
	Don't want junk mail, feel more comfortable with go	1	.1	.1	80.5
	fear of big brother	1	.2	.2	80.7
	Feel more comfortable with the gov't.	1	.1	.1	80.9
	Feel very comfortable with gov't.	1	.1	.1	81.0
	Feels it is more secure.	1	.2	.2	81.2
	Gov't already has info.	1	.1	.1	81.3
	Gov't has more privacy and will protect us better.	1	.2	.2	81.6
	Gov't is more secure.	1	.1	.1	81.7
	Gov't is not trustworthy.	1	.1	.1	81.8
	Gov't isn't acting in best interest.	1	.2	.2	82.0
	Gov't knows enough already.	1	.1	.1	82.2
	Gov't knows too much already.	1	.1	.1	82.3
	Gov't website would be more secure.	1	.1	.1	82.4
	Government already knows too much.	1	.1	.1	82.6
	Government has info on him.	1	.2	.2	82.8
	Government not trying to spend money.	1	.2	.2	83.0
	Government seems more reliable.	1	.1	.1	83.1
	Government shouldn't need to.	1	.2	.2	83.3
	govt. already has info	1	.1	.1	83.5
	govt. can find out anyway if they want to	1	.1	.1	83.6
	govt. doesn't want anything	1	.2	.2	83.8
	govt. has too much info already	1	.2	.2	84.0

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	govt. knows everything already	1	.1	.1	84.2
	govt. knows everything already, doesn't matter if I	1	.2	.2	84.4
	govt. less likely to use it commercially	1	.1	.1	84.5
	govt. more secure	1	.1	.1	84.6
	Have more security.	1	.2	.2	84.9
	Hope I trust the gov't.	1	.1	.1	85.0
	Hoping that the companies are reliable.	1	.1	.1	85.1
	Hoping to trust the gov't.	1	.1	.1	85.2
	I'd expect them to protect my privacy.	1	.1	.1	85.4
	I'd hope that the gov't would be honest with me.	1	.2	.2	85.6
	I believe in the gov't.	1	.2	.2	85.8
	I don't trust companies.	1	.2	.2	86.0
	I figure they have info on me anyway.	1	.1	.1	86.2
	I figure they know anyway	1	.1	.1	86.3
	I trust the government.	1	.1	.1	86.4
	It's more confidential.	1	.1	.1	86.6
	Kind of weary of gov't wanting personal info.	1	.2	.2	86.8
	less likely to do anything funny	1	.1	.1	86.9
	Lots of companies sell the info to other companies.	1	.2	.2	87.1
	More business	1	.1	.1	87.2
	More confidence in companies.	1	.1	.1	87.4
	More legit.	1	.1	.1	87.5
	More private.	1	.2	.2	87.7
	More protected	1	.1	.1	87.9
	more secure	1	.1	.1	88.0
	more secure govt.	1	.2	.2	88.2
	More secure, no ads.	1	.2	.2	88.4
	More secure.	10	1.7	1.7	90.1
	More security.	2	.3	.3	90.4
	More suspicious of companies.	1	.1	.1	90.5
	more trust for the govt.	1	.2	.2	90.8
	more trustworthy	2	.3	.3	91.0
	More trustworthy.	2	.3	.3	91.3
	My son is a Microsoft security engineer.	1	.1	.1	91.4
	Not out for profit.	1	.2	.2	91.6
	Not secure.	1	.1	.1	91.8
	Not sure if he could trust the gov't.	1	.1	.1	91.9
	Only to renew registration.	1	.1	.1	92.0

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Privacy more protected.	1	.2	.2	92.2
	Rather not give mane to gov't.	1	.1	.1	92.4
	Safe and secure.	1	.1	.1	92.5
	Safer.	2	.3	.3	92.8
	security should be higher with the govt. than with	1	.1	.1	92.9
	Security.	3	.4	.4	93.3
	The gov't already has all of your info.	1	.2	.2	93.5
	The gov't is less likely to misuse it.	1	.2	.2	93.8
	The government is a bunch of screw ups.	1	.2	.2	94.0
	they're more secure	1	.1	.1	94.1
	they already have it	1	.1	.1	94.2
	They already know.	1	.1	.1	94.4
	They are more trustworthy.	1	.2	.2	94.6
	They can find out anything anyway.	1	.1	.1	94.7
	They have the info already.	1	.1	.1	94.8
	They probably already know.	1	.2	.2	95.1
	They respect privacy.	1	.2	.2	95.3
	They take extra measures.	1	.2	.2	95.5
	they would have more privacy	1	.1	.1	95.6
	They would keep it more secret than a company would	1	.1	.1	95.8
	Too many reasons to list.	1	.2	.2	96.0
	trust companies more	1	.2	.2	96.2
	trust companies more than govt.	1	.2	.2	96.4
	Trust gov't more than companies.	1	.2	.2	96.6
	Trust government more than a company	1	.1	.1	96.7
	Trust government more.	1	.1	.1	96.9
	trust govt. more, more secure, confidentiality	1	.2	.2	97.1
	Trust public officials.	1	.1	.1	97.2
	Trust security of gov't technology.	1	.2	.2	97.4
	Trust the gov't.	2	.3	.3	97.8
	Trust the government.	3	.5	.5	98.3
	trusts the govt.	1	.1	.1	98.4
	Trusts them.	1	.1	.1	98.5
	Trustworthy.	2	.3	.3	98.9
	Unsure about a lot of companies.	1	.2	.2	99.1

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very secure.	1	.2	.2	99.3
	Was in military.	1	.2	.2	99.5
	won't take advantage of you	1	.1	.1	99.7
	work for govt., trust them	1	.1	.1	99.8
	you can trust the govt.	1	.2	.2	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid		486	81.0	81.0	81.0
	Afraid of gov't accessing info.	1	.2	.2	81.2
	Better idea of what is going on.	1	.2	.2	81.4
	Better safety.	1	.1	.1	81.6
	Better security.	1	.2	.2	81.8
	Big Brother is watching you.	1	.1	.1	81.9
	Can't think of anything I'd buy from go	1	.1	.1	82.1
	Candice Miller helps so that govt. can'	1	.2	.2	82.3
	Companies can disappear, government wil	1	.1	.1	82.4
	companies doing a better job with priva	1	.1	.1	82.5
	Company has a good reputation.	1	.1	.1	82.7
	Doesn't trust the government.	1	.1	.1	82.8
	Don't feel comfortable with any other.	1	.2	.2	83.0
	Don't Know	9	1.4	1.4	84.4
	don't know what the govt. sells	1	.2	.2	84.7
	Don't know.	2	.3	.3	85.0
	don't trust govt.	1	.2	.2	85.2
	Don't trust the government.	4	.6	.6	85.9
	Don't want to give gov't more info than	1	.1	.1	86.0
	Expect they have very secure methods.	1	.1	.1	86.1
	Feel more safe.	2	.3	.3	86.4
	Feel secure.	1	.2	.2	86.6
	Gov't already has all your info.	1	.2	.2	86.8
	Gov't has enough info already.	1	.2	.2	87.0

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Gov't has to play safe with the people.	1	.1	.1	87.2
	Gov't is honest with me.	1	.2	.2	87.4
	Gov't is more reliable.	1	.2	.2	87.6
	Gov't isn't acting in best interest.	1	.2	.2	87.8
	Gov't knows enough already.	1	.1	.1	87.9
	Gov't website is a little more safe.	1	.2	.2	88.2
	Government secure site.	1	.1	.1	88.3
	govt. does not keep info correct	1	.2	.2	88.5
	govt. knows everything already	1	.1	.1	88.6
	govt. more secure	1	.1	.1	88.8
	govt. takes more care	1	.2	.2	89.0
	Has better service.	1	.2	.2	89.2
	Have more security.	1	.2	.2	89.4
	I'd expect them to protect my privacy.	1	.1	.1	89.5
	I can trust the government.	1	.2	.2	89.8
	I don't trust companies.	1	.2	.2	90.0
	I only deal with companies whose server	1	.1	.1	90.1
	I trust Uncle Sam.	1	.1	.1	90.2
	It's safe.	1	.1	.1	90.4
	Just because it's the gov't.	1	.2	.2	90.6
	Knows the site better.	1	.1	.1	90.7
	Less chance of scams.	1	.2	.2	90.9
	Less fraud.	1	.2	.2	91.1
	less likely for them to use it in a bad	1	.2	.2	91.4
	likes to be able to talk to them	1	.2	.2	91.6
	Maybe the gov't will want to know why I	1	.1	.1	91.7
	More confidence in a company.	1	.1	.1	91.8
	More private.	1	.2	.2	92.0
	More protected	1	.1	.1	92.2
	More protection.	1	.1	.1	92.3
	More reliable.	2	.3	.3	92.7
	more secure	1	.1	.1	92.8
	More secure.	8	1.4	1.4	94.2
	More security than company.	1	.2	.2	94.4
	More security.	1	.2	.2	94.6
	more trustworthy	1	.1	.1	94.7
	More trustworthy.	1	.1	.1	94.9
	No profit gain.	1	.2	.2	95.1

Reason For Feeling Comfortable With Gov't/Company Web Site[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No real reason just that it's the gov't	1	.1	.1	95.2
	No reason.	1	.1	.1	95.3
	poor information, fake ID	1	.1	.1	95.5
	prefer companies oppose to govt.	1	.2	.2	95.7
	Privacy more protected.	1	.2	.2	95.9
	Refused to say.	2	.3	.3	96.2
	Safe and secure.	1	.1	.1	96.3
	Safe.	1	.1	.1	96.4
	safer	1	.1	.1	96.6
	Safer.	1	.1	.1	96.7
	Security.	1	.2	.2	96.9
	seems like they would have quicker acce	1	.1	.1	97.0
	The gov't is more safe.	3	.4	.4	97.5
	The gov't should have a limit on what t	1	.1	.1	97.6
	The government is bunch of screwups.	1	.2	.2	97.8
	The government would not use my info.	1	.1	.1	98.0
	they already know everything about me	2	.3	.3	98.2
	Too many different other companies unkn	1	.1	.1	98.3
	Trust company's web site.	1	.2	.2	98.6
	Trust gov't more than companies.	1	.2	.2	98.8
	Trust government more than a company	2	.3	.3	99.0
	Trust government over companies.	1	.1	.1	99.2
	Trust the government.	1	.1	.1	99.3
	Trusts the company.	1	.2	.2	99.5
	Trusts them.	1	.1	.1	99.7
	uncomfortable	1	.1	.1	99.8
	you can trust the govt.	1	.2	.2	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Use The Customizable Features Of Internet Browser To Create Own Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	182	30.3	30.3	30.3
	No	412	68.6	68.6	98.9
	DK/RF	7	1.1	1.1	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Use Customizable Features Of Other Web Sites To Select Info Used Most[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	133	22.1	22.1	22.1
	No	461	76.9	76.9	99.0
	DK/RF	6	1.0	1.0	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Usefulness Of Customizable Features[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	10	1.7	7.4	7.4
	Not Very Useful	2	.3	1.2	8.6
	2	2	.4	1.7	10.3
	3	1	.1	.6	10.9
	4	4	.7	3.0	13.9
	5	26	4.3	18.9	32.8
	6	16	2.6	11.5	44.4
	7	13	2.2	9.4	53.8
	8	19	3.2	13.8	67.6
	9	10	1.7	7.4	75.1
	Very Useful	34	5.7	24.9	100.0
	Total	137	22.9	100.0	
Missing	System	463	77.1		
Total		600	100.0		

a. User or NonUser = Use The Internet At Least Once A Month

Availability Of Customized Features Increases Likelihood Of Use[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	More Likely	127	21.2	21.2	21.2
	No Difference	376	62.7	62.7	83.9
	Don't Use Customize Features	83	13.8	13.8	97.7
	DK/RF	14	2.3	2.3	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Stock Quotes Appearing On Browser's Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	5	.9	.9	.9
	Not Interested	227	37.9	37.9	38.8
	2	22	3.6	3.6	42.4
	3	34	5.7	5.7	48.1
	4	21	3.5	3.5	51.6
	5	69	11.5	11.5	63.1
	6	10	1.6	1.6	64.7
	7	29	4.8	4.8	69.5
	8	42	7.0	7.0	76.4
	9	23	3.8	3.8	80.2
	Very Interested	119	19.8	19.8	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Weather Info Appearing On Browser's Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	3	.5	.5	.5
	Not Interested	90	15.1	15.1	15.6
	2	20	3.4	3.4	19.0
	3	21	3.4	3.4	22.4
	4	15	2.4	2.4	24.8
	5	90	15.0	15.0	39.9
	6	39	6.4	6.4	46.3
	7	46	7.6	7.6	53.9
	8	96	16.0	16.0	69.9
	9	44	7.4	7.4	77.3
	Very Interested	136	22.7	22.7	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Entertainment Info Appearing On Browser's Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	2	.3	.3	.3
	Not Interested	130	21.6	21.6	21.9
	2	51	8.5	8.5	30.3
	3	52	8.7	8.7	39.0
	4	35	5.8	5.8	44.8
	5	127	21.1	21.1	65.9
	6	39	6.5	6.5	72.4
	7	45	7.5	7.5	79.8
	8	50	8.3	8.3	88.1
	9	22	3.7	3.7	91.8
	Very Interested	49	8.2	8.2	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Sports Info Appearing On Browser's Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	7	1.1	1.1	1.1
	Not Interested	201	33.5	33.5	34.6
	2	38	6.3	6.3	40.9
	3	41	6.8	6.8	47.7
	4	23	3.8	3.8	51.5
	5	87	14.4	14.4	65.9
	6	29	4.8	4.8	70.7
	7	43	7.1	7.1	77.8
	8	55	9.2	9.2	87.0
	9	22	3.7	3.7	90.7
	Very Interested	56	9.3	9.3	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Travel/Map Info Appearing On Browser's Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	2	.3	.3	.3
	Not Interested	69	11.4	11.4	11.7
	2	13	2.2	2.2	13.9
	3	41	6.8	6.8	20.6
	4	21	3.5	3.5	24.2
	5	109	18.2	18.2	42.4
	6	47	7.9	7.9	50.2
	7	84	14.0	14.0	64.3
	8	95	15.8	15.8	80.1
	9	30	5.0	5.0	85.0
	Very Interested	90	15.0	15.0	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Shopping Info Appearing On Browser's Start-Up Page[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	4	.6	.6	.6
	Not Interested	157	26.1	26.1	26.7
	2	71	11.9	11.9	38.6
	3	52	8.7	8.7	47.3
	4	27	4.6	4.6	51.8
	5	98	16.3	16.3	68.2
	6	40	6.7	6.7	74.9
	7	44	7.3	7.3	82.2
	8	39	6.5	6.5	88.6
	9	14	2.3	2.3	90.9
	Very Interested	55	9.1	9.1	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Accessing Small Business Info Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	4	.7	.7	.7
	Not Interested	219	36.4	36.4	37.1
	2	55	9.2	9.2	46.3
	3	34	5.6	5.6	51.9
	4	24	3.9	3.9	55.9
	5	70	11.7	11.7	67.6
	6	27	4.4	4.4	72.0
	7	50	8.4	8.4	80.4
	8	27	4.5	4.5	84.9
	9	15	2.5	2.5	87.4
	Very Interested	75	12.6	12.6	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Business Tax Filing Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	6	.9	.9	.9
	Not Interested	242	40.4	40.4	41.3
	2	45	7.5	7.5	48.8
	3	33	5.5	5.5	54.3
	4	28	4.7	4.7	59.0
	5	65	10.8	10.8	69.8
	6	17	2.8	2.8	72.6
	7	40	6.6	6.6	79.2
	8	39	6.4	6.4	85.6
	9	14	2.3	2.3	87.9
	Very Interested	73	12.1	12.1	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Historical Michigan Sites/Travel Info Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	4	.7	.7	.7
	Not Interested	60	9.9	9.9	10.6
	2	15	2.6	2.6	13.2
	3	22	3.6	3.6	16.8
	4	30	5.0	5.0	21.9
	5	99	16.5	16.5	38.3
	6	68	11.4	11.4	49.7
	7	86	14.4	14.4	64.1
	8	93	15.5	15.5	79.6
	9	30	5.0	5.0	84.6
	Very Interested	93	15.4	15.4	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Accessing Lottery Info Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	9	1.5	1.5	1.5
	Not Interested	266	44.3	44.3	45.8
	2	54	9.1	9.1	54.9
	3	47	7.8	7.8	62.7
	4	22	3.6	3.6	66.3
	5	76	12.7	12.7	79.0
	6	24	4.0	4.0	83.0
	7	30	5.0	5.0	88.0
	8	34	5.6	5.6	93.6
	9	6	1.0	1.0	94.6
	Very Interested	33	5.4	5.4	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Accessing Upcoming Voting Opportunities Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	5	.8	.8	.8
	Not Interested	111	18.5	18.5	19.3
	2	16	2.7	2.7	21.9
	3	20	3.3	3.3	25.2
	4	15	2.4	2.4	27.6
	5	117	19.5	19.5	47.1
	6	48	7.9	7.9	55.1
	7	88	14.6	14.6	69.7
	8	78	13.0	13.0	82.7
	9	20	3.3	3.3	86.0
	Very Interested	84	14.0	14.0	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Accessing Job Opportunities Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	4	.7	.7	.7
	Not Interested	140	23.4	23.4	24.0
	2	30	5.0	5.0	29.0
	3	21	3.5	3.5	32.5
	4	19	3.1	3.1	35.7
	5	75	12.5	12.5	48.2
	6	34	5.6	5.6	53.8
	7	57	9.6	9.6	63.4
	8	74	12.4	12.4	75.8
	9	34	5.7	5.7	81.5
	Very Interested	111	18.5	18.5	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Accessing Higher Ed/Training Opportunities Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	6	1.0	1.0	1.0
	Not Interested	116	19.4	19.4	20.4
	2	15	2.5	2.5	22.8
	3	25	4.2	4.2	27.1
	4	25	4.1	4.1	31.2
	5	75	12.5	12.5	43.7
	6	42	6.9	6.9	50.6
	7	61	10.2	10.2	60.7
	8	77	12.8	12.8	73.6
	9	39	6.5	6.5	80.0
	Very Interested	120	20.0	20.0	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Interest In Accessing Local School District Information Via The Internet[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	DK/RF	4	.7	.7	.7
	Not Interested	110	18.3	18.3	18.9
	2	17	2.9	2.9	21.8
	3	30	4.9	4.9	26.8
	4	27	4.5	4.5	31.2
	5	90	15.1	15.1	46.3
	6	23	3.8	3.8	50.1
	7	52	8.6	8.6	58.7
	8	82	13.6	13.6	72.3
	9	37	6.2	6.2	78.5
	Very Interested	129	21.5	21.5	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Highest Level Of Formal Education Completed[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than High School Diploma	14	2.3	2.3	2.3
	High School Graduate Or GED	115	19.1	19.1	21.4
	Some College Up To Associate's Degree	217	36.1	36.1	57.5
	Bachelor's Degree	144	24.0	24.0	81.5
	Some Graduate School Or More	110	18.3	18.3	99.8
	DK/RF	1	.2	.2	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Racial/Ethnic Background[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African-American	36	6.0	6.0	6.0
	Caucasian/White	519	86.5	86.5	92.5
	Hispanic Or Latino	5	.9	.9	93.4
	Native American	3	.5	.5	93.9
	Asian/Pacific Islander	10	1.7	1.7	95.6
	Other	17	2.8	2.8	98.4
	DK/RF	10	1.6	1.6	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Annual Household Income[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under $20,000	29	4.9	4.9	4.9
	$20,000 To $34,999	79	13.1	13.1	18.0
	$35,000 To $59,999	189	31.4	31.4	49.4
	$60,000 To $74,999	125	20.8	20.8	70.3
	$75,000 And Over	77	12.8	12.8	83.1
	DK/RF	102	16.9	16.9	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Number Of Persons Under Eighteen In Household[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	344	57.4	57.4	57.4
	1	90	15.0	15.0	72.3
	2	102	17.0	17.0	89.3
	3	46	7.6	7.6	96.9
	4	8	1.4	1.4	98.3
	5	2	.3	.3	98.6
	6	1	.1	.1	98.8
	7	1	.1	.1	98.9
	8	1	.2	.2	99.1
	DK/RF	5	.9	.9	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Number Of Adults In Household[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	73	12.2	12.2	12.2
	2	394	65.7	65.7	77.9
	3	97	16.2	16.2	94.1
	4	28	4.7	4.7	98.8
	5	5	.9	.9	99.7
	DK/RF	2	.3	.3	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Gender[a]

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	325	54.1	54.1	54.1
	Female	275	45.9	45.9	100.0
	Total	600	100.0	100.0	

a. User or NonUser = Use The Internet At Least Once A Month

Frequencies

Statistics

		Highest Level Of Formal Education Completed	Racial/Ethnic Background	Annual Household Income	Number Of Persons Under Eighteen In Household	Number Of Adults In Household	Gender
N	Valid	600	600	600	600	600	600
	Missing	0	0	0	0	0	0

Frequency Table

Highest Level Of Formal Education Completed

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than High School Diploma	61	10.1	10.1	10.1
	High School Graduate Or GED	259	43.2	43.2	53.3
	Some College Up To Associate's Degree	169	28.1	28.1	81.4
	Bachelor's Degree	63	10.5	10.5	91.9
	Some Graduate School Or More	43	7.1	7.1	99.0
	DK/RF	6	1.0	1.0	100.0
	Total	600	100.0	100.0	

Racial/Ethnic Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African-American	64	10.7	10.7	10.7
	Caucasian/White	494	82.4	82.4	93.0
	Hispanic Or Latino	3	.5	.5	93.5
	Native American	8	1.3	1.3	94.8
	Asian/Pacific Islander	4	.7	.7	95.6
	Other	14	2.3	2.3	97.9
	DK/RF	13	2.1	2.1	100.0
	Total	600	100.0	100.0	

Annual Household Income

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under $20,000	114	19.0	19.0	19.0
	$20,000 To $34,999	131	21.8	21.8	40.8
	$35,000 To $59,999	128	21.4	21.4	62.2
	$60,000 To $74,999	45	7.5	7.5	69.7
	$75,000 And Over	49	8.1	8.1	77.8
	DK/RF	133	22.2	22.2	100.0
	Total	600	100.0	100.0	

Number Of Persons Under Eighteen In Household

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	434	72.3	72.3	72.3
	1	57	9.5	9.5	81.7
	2	60	10.1	10.1	91.8
	3	29	4.9	4.9	96.7
	4	7	1.1	1.1	97.8
	5	2	.3	.3	98.0
	6	2	.4	.4	98.4
	8	1	.1	.1	98.5
	DK/RF	9	1.5	1.5	100.0
	Total	600	100.0	100.0	

Number Of Adults In Household

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	1	.1	.1	.1
	1	154	25.6	25.6	25.7
	2	353	58.8	58.8	84.5
	3	60	10.0	10.0	94.6
	4	15	2.4	2.4	97.0
	5	6	.9	.9	97.9
	6	1	.1	.1	98.0
	8	1	.1	.1	98.2
	DK/RF	11	1.8	1.8	100.0
	Total	600	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	262	43.6	43.6	43.6
	Female	339	56.4	56.4	100.0
	Total	600	100.0	100.0	

Appendix C: Highlights of Additional Written Comments

Other Method of License Plate Tab Purchase
N=51

Category	Number of Comments
Car Dealership/Dealer	22
Telephone	15
Fax	4
Third Parties (Wife/Son-In Law/Secretary)	4
Bank (Checking Account)	2
Didn't Specify	2
Other	2

Kind of Assistance Needed With Preparing Taxes
N=54

Category	Number of Comments
Complex, Specific Tax Questions	16
General Assistance/Basic Questions	9
Don't Know/Unsure/Refused	8
Forms/Not Understanding Forms	7
Requested Specific Forms	5
Looking For Info on Internet, by Phone/Booklets	3
Refund/Rebate Problems	2
Other	4

Licensed Occupations
N=235

Category	Number For Each Occupation
Health Care Professionals	56
Educators	37
Engineers/Builders/Construction Trades	19
Drivers	14
Realtors/Appraisers	13
CPAs/Accountants/Auditors, Assessors	9
Beauty Professionals	8
Auto Body Technicians/Mechanics	8
Managerial Professionals	6
Law Enforcement/Emergency Response Professionals	6
Retail/Business Owners	6
Attorneys/Notaries	4
Child Care Professionals	4
Financial Professionals	3
Arts/Crafts Professionals	3
Repairers	3
Sales Professionals	2
Social Workers/Psychologists	2
Architects	2
Food Service Professionals	2
Postal Professionals	2
Don’t Know/Refused	2
Other	24

Other Information People are Interested in Receiving about Licenced/Certifiable Professions
N=236

Category	Number of Comments
Don't Know/No	196
Updates/Changes in Laws, Regulations, Certification Standards	13
Information on Regulations/Licensing, Building Codes, Wages, Curricula	10
Renewal Reminders	3
Newsletters (Nursing, Real Estate)	2
Other	11

Other Search Method Most Often Relied on to Search for Information
N=11

Category	Number of Comments
Newspapers	4
Magazines/Magazine Ads	3
Other	4

Reasons for Feeling Comfortable with Providing Information to a Government Web Site
N=110

Category	Number of Comments
Government is more trustworthy, secure, private than company Web sites	78
Government already has my information	12
Feel more comfortable with government Web sites (no reason given)	3
Don't know	6
Government is not trying to spend money/doesn't want anything	3
Government can find out information anyway	2
No junk mail/ads	2
Other	4

Reasons for Feeling Comfortable with Providing Information to a Company Web Site
N=47

Category	Number of Comments
Do not trust the government, "big brother"/companies are more private, secure	30
Government already knows too much of my information	8
Don't know	6
Other	3

Reasons for Feeling Comfortable with Making Purchases to a Government Web Site
N=73

Category	Number of Comments
Government is more trustworthy, secure, reliable than companies	58
Don't know	6
Government already has my information	4
More comfortable (no reason given)	3
Other	2

Reasons for Feeling Comfortable with Making Purchases to a Company Web Site
N=37

Category	Number of Comments
Distrust the government/companies are more trustworthy	18
Government has enough information/do not want to give out information to gov't	6
Companies have better service, good reputations, and faster access	5
Don't know/refused	5
Don't know what I'd buy from government web site	2
Other	1

Other Services that Should be Available on the e-Michigan Home Page
N=611

Category	Number of Comments
MDOT: Road Construction/Traffic	30
DNR: Environmental Information, Boating, Biking, Fishing, State Park Info	27
Government Information: Laws, Bills, Bids Senators Addresses, Access To Representatives	26
Events Around Michigan/Lansing	13
Tax Information/Status	11
Health/Medical Information	10
Secretary of State: Driving	10
Police Archives, Sex Offenders, Court Decisions	9
Don't Know	5
Voting/Election Information	5
Business: Complaints/Company Listing	4
Travel: Weather, Maps	4
International News, Economy	4
Senior Services/Retirement Information	4
Child Programs/Child Care	4
Housing Information/Real Estate	4
License Renewal: General	3
Job Listings/Hiring Information	3
Sports Information	2
Library Information	2
Pets Information	2
Gardening/Horticulture	2

Other Services that Should be Available on the e-Michigan Home Page
N=611

Education: College Listings/School Elections	2
Other	28
No/Can't Think of Any	425

e-Michigan Customer Research Project
Theme Development

Introduction

The e-Michigan prototype was intended to simulate the design, functionality, and basic organizing features of the e-Michigan home page portal of the future. Originally, the intent was to provide a more thorough demonstration of the prototype's design by developing selected themes more fully. However, given the constraints of time and available resources, it became clear that a less deep, but more expansive demonstration of the prototype's potential was necessary. While the information and insights gained through several of the research tasks was not integrated into the prototype design, it remains a valuable source of additional information to guide the e-Michigan theme teams as they work toward making the e-Michigan vision a reality. The materials in this appendix are intended as a starting point for their work.

Overview

The themes that appear in the "Look Here First" section of the prototype are preliminary outlines of what ultimately will serve as a comprehensive and immensely useful source of information for customers who visit the e-Michigan Web site. The prototype list includes:

- Education
- Parents and Families
- Licensed Professionals
- Business
- Tourism and Recreation
- Working in Michigan
- Consumer Services
- Financial Needs and Services
- Driving in Michigan
- Taxes On-line
- Michigan Products On-line

Of these, four were targeted for additional research:

- Business
- Licensed Professionals
- Education
- Tourism and Recreation

These choices were made in consultation with the Department of Management and Budget after considering the interests of the State and the priority for development as identified through analyses of email inquiries and state agency contact logs.

Organization

This section provides summaries of e-Michigan Customer Research Project findings that are relevant to the development of the four themes mentioned above.

Each subsection is organized as follows:

Part One consists of an executive overview that summarizes key findings, identifies priorities for development, and describes suggested steps for subsequent development.

Part Two summarizes the related research findings.

Part Three contains a preliminary list of relevant Web addresses from inside and outside of State government.

It is important to note that the research summarized in these subsections is preliminary rather than exhaustive.

E-Michigan Customer Research

Suggested Theme: Business

Part One: Executive Overview

Theme Name
The theme should be entitled "Business."

Content/Functionality
The content needs of the business community include the following:

- Regulatory information, including the generally applicable (i.e., employee issues) and the industry-specific (i.e., environmental).
- "How-to" information concerning business planning, organization, and start-up.
- Access to capital for business expansion.
- Legislative updates.
- Tax issues, including on-line filing opportunities and on-line help with the rules governing filing, and spanning the Single Business Tax; wage reporting for unemployment insurance purposes; sales, use and withholding tax; property taxes; and other business-related taxes.
- Information about business insurances.
- Information and resources for the recruitment/retention of quality employees.

The preferences of the business community regarding the e-Michigan portal's functionality include:

- Search capacity keyed to business type, size, and other characteristics.
- Keyword search capacity and "Ask Jeeves"-type method of searching for information.
- High-level security to ensure that business information is protected.
- Access to "new developments," i.e., a way to check for emerging issues/laws/regulations pertinent to one's business.
- Access to email and preferably phone numbers for additional help beyond Web offerings.
- Quick-loading pages (limited use of graphics).

Organization
Several themes regarding the organization of the business theme emerged from the research. The most important of these are as follows:

- Issues of compliance (such as tax filing, regulatory issues, licensing issues, and appropriate business start-up procedures) typically require a business to interact with several State departments, each of which has some jurisdiction or role. Businesses struggle to determine precisely what is required of them and which Michigan department

or agency administers which rules. Accordingly, the business cluster should offer extensive linkages across departments and agencies that help a business owner to connect to all appropriate agencies. Since many local jurisdictions also regulate business activities, the cluster must also link to the entities that do so.

- Business associations and owners can and do distinguish between issues of compliance and business assistance services. This should be a high-level structural distinction within the business cluster.

- Business assistance services for small firms (85% of Michigan businesses have fewer than 20 employees) are currently provided by a statewide network of Small Business Development Centers. The site must link to Web site of this network to provide easy access to the services it provides.

- Many issues of compliance are industry-specific. In particular, environmental requirements differ depending on the industry Accordingly, an ideal organizational approach would allow a business to specify their industry (perhaps even their SIC code) and view a list of appropriate regulations.

- Business start-up information is seen as a distinct information need. Ideally, a comprehensive start-up kit consisting of all requirements for the legal initiation of a new business would be made available. This should also be customized based on the specific intentions of the entrepreneur. This approach would assure that each customer would get the information they need, but no more or less.

Additional Information Sources

- The business community needs information external to the State of Michigan. In particular, linkages to the federal government would be an important aid to business.

- Listings of insurance agents licensed to sell worker's compensation and other business insurances may be beneficial, as long as the listing neither explicitly nor implicitly endorses any agent or company.

- Some types of businesses particularly hard-hit by the tight labor market may benefit from access to resources designed to help them recruit, retain, and train their employees

- Linkages to the many Michigan business associations are generally desirable in the associations' eyes, and linkages to federal business associations may also be of assistance.

- The associations are themselves valuable resources for business owners, and the business theme should link to their Web sites.

Priorities for Development

- The most frequently expressed desires by representatives of the business community include a more effective organization of all business information, a more effective organization of regulatory information in particular, and a comprehensive business start-up kit to guide a prospective entrepreneur through the process.

- Requests for more information were far less frequent than requests for a "business road map" that can help business owners understand what the Michigan law requires of them and where they may access needed forms.

- Tax information was seen as far less important than regulatory information, probably because most business owners employ an accountant to handle their business taxes.

- Much of the information that business owners need and want is already available on Michigan web pages—it is the presentation and organization of the information that is at issue.

- E-mail notifications and subscriptions were received in a somewhat lukewarm fashion by business representatives. Where interest was expressed, a desire for notification of license and permit expirations was commonly of interest, as were industry-specific legislative and regulatory updates.

- Priority should be placed on the creation of an organizational scheme that will permit effective linkages across agencies and a business checklist.

Next Steps

Organizational. The team that develops the content of the business cluster should include, minimally, representatives of the Michigan Economic Development Corporation, the Department of Environmental Quality, the Department of Consumer and Industry Services, the Treasury Department, the Employment Security Agency, and the Michigan Small Business Development Center Network. The Department of Natural Resources administers wetlands regulations and should be consulted, and the Michigan Department of Career Development could contribute information about employment services and training opportunities (including sources of customized training). These agencies' legislative liaisons can assist with the incorporation of legislative materials relevant to business. Representatives of the industry-specific business associations may offer valuable assistance in cataloguing regulatory requirements for each industry.

Mechanics. After a team is gathered, an intensive interagency scan of available information should be conducted to inventory currently-available Internet resources. These resources are extensive but often less than user-friendly, and the scan should therefore include an assessment of the degree to which each resource can be effectively used in its current state. Resources—and their component parts—could be classified by the industry or industries they serve (including an

"all businesses" category) and by whether they are necessary at business start-up or not to facilitate re-organization of business content according to the research findings.

Responsibilities. The business cluster reveals a more pressing need for cross-agency communication and coordination than any other cluster studied in the customer research. The involvement of so many state agencies and departments in business regulation and services may present difficulties related to responsibility for and ownership of the business thread project. An external leader tied to no specific state agency may be necessary to ensure that the project has effective leadership.

Part Two: Research Summary

Introduction

- Information on business owners' and managers' preferences for the e-Michigan portal was gleaned from five sources, including an analysis of e-mail to the Network Operating Center (the "webmaster" of http://www.state.mi.us), an analysis of the contact logs maintained by five state agencies (Secretary of State, Department of Natural Resources, Consumer and Industry Services, the Treasury Department, and the Michigan Department of Career Development), a series of stakeholder interviews with business association representatives,[1] a small business owner focus group, and the general population survey.

- Of these sources, the primary information on the business thread was gained from the stakeholder interviews and the focus group.

Content

- All six business association representatives mentioned the need for more accessible information about the regulations that govern members' businesses. Many ideas were put forth about how this information could be organized, but all interviewees' comments suggested that some manageable method of searching regulations for those that apply to one's specific business is needed.

- Interviewees comments also frequently indicated a persistent stress among business owners of "sins of omission," the fear that some regulatory requirement has not been complied with due to a lack of awareness that it exists or the presence of conflicting information about its components. These comments suggest that a check-list of some kind would be of tremendous value to the Michigan business community.[2]

- Specific regulatory issues mentioned included air and water quality issues, wetlands regulation, permits and/or licenses for the sale of certain goods, employee issues, worker safety, and mandatory posters. Most of the representatives interviewed placed a higher priority on accessing requisite information than on completing paperwork on line, although there was consensus that on-line filing opportunities were desirable. One representative suggested that two versions of regulations should be made available: a front-line version using layman's terms supported by the actual regulatory text was considered an ideal presentation format. Another suggested that regulations change

[1] Interviews were conducted with representatives of the Small Business Association of Michigan, the National Federation of Independent Businesses, the Michigan Chamber of Commerce, the Michigan Manufacturers' Association, the Michigan Grocers' Association, and the Michigan Retailers' Association.

[2] It should be noted that many regulatory requirements apply to public sector entities as well. For example, school buildings are subject to air quality and employment regulations. The creation of a database of regulations that permits searches by business type could be expanded to serve public sector entities.

frequently and that an email subscription newsletter disseminating news of recent changes—ideally including changes initiated at varying levels of government—would be valuable. The same information could be provided on a "business updates" web page.

- Poster requirements apply to all Michigan businesses and cover such issues as minimum wage, Americans with Disabilities Act (ADA) requirements, workplace discrimination, youth employment, worker safety, unemployment insurance, the Michigan Handicap and Civil Rights laws, and workplace discrimination. One interviewee described the current availability of information and the actual posters as a continuing problem for his group's members: several state sources list poster requirements, but different sources list different requirements and the lists are often not up to date. Sometimes business owners are told that certain posters are required, but out of print and simply unavailable. The problems in acquiring the information are sufficiently severe that a private sector market has emerged to sell business owners what they are supposed to be able to access for free. A comprehensive, up-to-date listing of required posters with on-line ordering and/or download capacity would be ideal.

- Environmental regulations tend to be highly industry-specific and cause great difficulty for business owners that cannot determine which regulations apply to their business. DEQ's Web site has information on many of these regulations, and was praised by some for recent improvements. However, there is still considerable room for improvement according to representatives of many of the affected business associations. Environmental regulations including air quality, water quality, special permit situations, brownfields redevelopment, and wetlands should be keyed to business characteristics in order to permit a business owner to describe their business (something they know) and receive information about all applicable regulations (something they don't know but need).

- Four of the six interviewees expressed a desire for comprehensive information about how to start a business in Michigan, a theme that emerged in the small business focus group and the email analysis as well. The primary focus of these comments was compliance as opposed to assistance—the start-up information was usually described as a kit of forms and directions to ensure that a new business is in compliance with all appropriate State laws and regulations, with on-line filing opportunities for all requisite forms. Some of the interviewees did suggest that such a start-up kit would be an ideal place to locate information about business assistance services as well. This could be addressed easily through a connection with the Michigan Small Business Development Center Network would be of great value for the businesses with fewer than 20 employees. Additionally, many of the incoming e-mail with business start-up inquiries were from current or prospective business owners considering a relocation to Michigan. The state's economic development efforts could be well-served by the inclusion of business assistance information in an on-line start-up packet.

- Many other content ideas emerged from the research. SBAM's representative suggested that information about sources of capital for business expansion and research and

development grants was particularly important to the small business community. Attendees at the small business focus group were interested in information about doing business with the state. The representative of the MRA indicated interest in on-line information and opportunities for recruiting employees. Wage reporting for the Employment Security Agency was suggested as a viable on-line reporting process, and there was widespread agreement that any tax filing or reporting for tax purposes should be available in an on-line format (although urgency was generally not high with respect to tax matters). One representative was more concerned that an on-line channel for communication with the Department of Treasury regarding the status of tax filings be made available than actual opportunities to file electronically. Many representatives indicated an interest in the availability of legislative content pertinent to business generally or in an industry-specific presentation format.

- *Implications:* The most valued aspect of a business thread would be a "one-stop-shopping" format that offered packaged information about regulations and other issues of compliance to businesses and that packaged information about business start-ups into an easy-to-use on-line format. These developments should be a higher priority than the development of additional web resources.

Functionality

- The most prominent themes that emerged from the research related to the functionality of the e-Michigan portal include search capacities, speed, and linkages. The need for effective search engines was mentioned by every business association representative and by the participants in the small business focus group. Search engines for business will ideally go beyond key word and Ask Jeeves-types of search capabilities—although these too are valued—to permit searches by industry and size.

- Business owners additionally value web pages that load quickly, and the majority of the research suggests that small businesses in particular work with older equipment that may not manage memory-intensive web pages well. Small businesses are also reputed to lag larger businesses in their sophistication in the use of Internet resources, suggesting a need for more intensive on-line help in areas to be frequently used by small businesses (i.e., start-up kits, capital access). Small businesses may be slower to use customization features in the e-Michigan, and a difficult target for email updates and subscription services.[3]

- *Implications:* The business community's focus on better organization and presentation of governmental information carries over into a preference for powerful search tools. These aspects of usability are more valued than are graphics and other aspects of design.

[3]Ironically, the representative of SBAM pointed out that many technology, web-development, and e-commerce businesses are small businesses. The small business community in Michigan may best be described as *generally* inclined to lag behind big business in the adoption of technology, but with important sectors in technology that may be at the forefront of use of Web services.

Customization might assist business owners to "organize their government," but their problems with locating the requisite information and determining whether or not it applies to them limit the potential of MyMichiganLinks and other customization features. Prior organization of information across agencies is a necessary prerequisite and a first-order concern.

Security and Other Concerns

- The business research efforts revealed considerable concern about the security of on-line transactions with the State of Michigan. While there were some indications that business owners share general population concerns about theft of credit card information and insecurity that a transaction was "really" completed in an on-line environment, the more frequently-expressed concern regarded the State's management of proprietary information about a business. Many business assistance services require the submission of information about a business that exceeds information to which the state is generally entitled, and some of the business association representatives felt that a tight firewall between these types of applications and documents such as tax records was absolutely necessary if any use of business assistance services were to occur. In addition to "state-of-the-art" security, it must be *clear* that security is top-notch, or business owners will shy away from the use of the on-line environment.

- Similar concerns rippled through business owners' and representatives' reactions to the idea of a customizable portal. While some thought that a feature that retained business name and address information and pre-entered it into an on-line form was attractive, others cautioned that the concept if taken too far might engender suspicion and distrust among an already-distrustful business community.

- *Implications:* The State of Michigan must develop policy regarding the use and sharing of business information across agencies and communicate this policy clearly and visibly.

Other Notable Points

- At some point in the interview, nearly every representative of a business association expressed some sense of threat regarding the e-Michigan portal. Some business associations may perceive e-Michigan as a threat to their member services—if members have an easier time learning about governmental requirements and conducting transactions with government, they may require less assistance from their associations. Vendors selling state products such as lottery tickets or hunting and fishing licenses may experience less traffic should these products and/or services become available on-line. Association newsletters frequently include legislative updates, and e-Michigan email subscriptions may compete with these publications. Finally, many association Web sites offer organized linkages to state, local, and federal agencies serving business that may become less necessary with a better-organized Michigan Web presence.

- Nevertheless, nearly every association representative interviewed was eager to link their Web site to the new e-Michigan portal, although some indicated that their willingness to link sites was contingent on the quality of the final product.

- *Implications:* The involvement of business associations could be of great assistance to the development of the business thread of e-Michigan. However, in order to encourage the involvement of the associations, the state must be prepared to understand their concerns and offer reciprocal linkages to their Web sites.

Part Three: Web Address Listing

e-Michigan Themes
Business

Content	*Web Address*
Regulatory	
Michigan Business Guide to Worker's Compensation	http://medc.michigan.org/glocation/services_index.htm
A number of regulatory sites are available at these recently revamped Web site.	http://www.cis.state.mi.us/
Department of Agriculture Industry Services	http://www.mda.state.mi.us/industry/index.html
Environmental	
Regulations administered by the MDEQ	http://www.deq.state.mi.us/dept/envregs.html
Employment	
Michigan Department of Career Development Job Training page.	http://www.state.mi.us/career/Core/2frame2.html
Posters	
All of the basic posters any place of employment must post.	http://www.cis.state.mi.us/ua/posters.htm
Start-up	
Down Loadable Guide to Starting an Business in Michigan	http://medc.michigan.org/glocation/starting_index.htm
Search for Required Licenses	http://medc.michigan.org/glocation/starting_index.htm
Business Assistance	

Michigan Small Business Development Center Network	http://www.michigansbdc.org/
Business Associations	
Small Business Association of Michigan	http://www.sbam.org
Michigan Chamber of Commerce	http://www.michchamber.com
Michigan Grocers Association	http://www.michigangrocers.org [under construction]
Michigan Retailers Association	http://www.retailers.com
Michigan Manufacturing Association	http://www.mma-net.org
Tax Issues	
List of Treasury Web pages that are useful to retailers	http://www.treas.state.mi.us/welcome/subindx/retailers.htm
List of Treasury Web pages that are useful to manufacturers.	http://www.treas.state.mi.us/welcome/subindx/manufacturers.htm
SBT	
Lists all taxes in Michigan with an explanation and resources for each including SBT.	http://www.treas.state.mi.us/mitax/mitxindx.htm
Sales, Use, Withholding	
Department of Treasury Sales, Use Withholding information.	http://www.treas.state.mi.us/mitax/suw/suwindex.htm
MEDC Capital Access Assistance	http://medc.michigan.org/glocation/services_index.htm

E-Michigan Customer Research

Suggested Theme: Licensed Professionals

Part One: Executive Overview

Theme Name
The theme should be entitled "Licensed Professionals," but it is important to note that there are a vast number of categories of licensed professionals in the State of Michigan. To examine the needs of licensed professionals in depth, the research focused on one specific group of licensed professionals—those in the real estate industry. While most of their needs can be applied generally to the needs of all licensed professionals, each group of licensed professionals is likely to have their own specific needs as well.

Content/Functionality
The content needs of licensed professionals include the following:

- Services related to the application for, transferring of, and renewal of state held licenses including information about continuing education requirements and status.
- History and action taken regarding any complaints that have been filed against a license holder or others in their profession.
- Income tax/small business tax services.
- On-line FOIA request capabilities.
- Legislative updates about industry regulations.

The preferences of licensed professionals regarding the e-Michigan portal's functionality include:

- Phone directory that is searchable by department, topic, and name.
- Quick loading sites.
- No banner advertising.
- Search engine capabilities.
- Information organized by topic rather than agency department with easily accessible links.
- Security for on-line transactions that involve the transfer of personal or financial information.
- Guarantee that the information will not be sold by the State of Michigan.

Organization
Several themes regarding the organization of the licensed professional's cluster emerged from the research. The most important of these are as follows:

- The organization should allow customers to search for licenses and information about licenses in a database that includes all State held licenses regardless of the Department that has jurisdiction over a particular license.

- All of the information about a particular license (application/renewal forms, history of complaints, education requirements, approved courses, etc.) should be consolidated. Furthermore, many licensed professionals hold more than one license. Users should be able to view all of their licenses and their renewal dates from the same screen.

- There is a high demand for the ability to apply for and renew professional licenses on-line. Based on feedback from the customer survey, interest in this transaction was ranked second only to on-line camping reservations.

- Industry specific information should be included with licensing information about that particular industry. Based on feedback from focus group participants, there is an interest in accessing information about continuing education and career development resources when information about one's license is accessed.

Additional Information Sources

- Licensed real estate professionals need links to information outside of State Government.

- Links to county and local government would be useful to obtain industry specific information and services (for real estate professionals this included information on property deeds and taxes, building and construction permit applications, and local schools.
- Links to professional associations or related industry sites would be useful.

Priorities for Development

- Given that the licensing of professionals is a high volume activity for the State of Michigan and the fact that licensed professionals have expressed a strong interest in renewing licenses on-line, developing on-line licensing capabilities should be a priority.

- The development of on-line license renewal can provide for substantial improvements in customer satisfaction and the reduction of costs associated with licensing.

- Customers also expressed an interest in receiving an e-mail notification prior to the expiration of their license that includes a list of the requirements for renewal.

Next Steps

Organizational. The team that develops the content of the licensed professionals cluster should include representatives from the Department of Consumer and Industry (CIS) and every other department that licenses or certifies individuals for the purpose of participating in a specific occupation. By working together these departments can utilize one database and one software

package for the development of on-line licensing. As the State's Web presence expands, it may be useful to break out into industry specific teams (i.e., real estate, medical, human services) and include a more broad set of representatives from other departments and perhaps licensees. These teams would facilitate the development of expanded content related to the industry being licensed.

Mechanics. After a team is gathered, an intensive interagency scan of available information should be conducted to inventory currently-available Internet resources. These resources are extensive but may or may not be user-friendly. The scan should therefore include an assessment of the degree to which each resource can be effectively used in its current state. Resources—and their component parts—could be classified by the industry or industries they apply to (including an "all licencees" category).

Responsibilities. The licensed professionals theme reveals a pressing need for the automation and reorganization of routine licensing. CIS is responsible for an overwhelming majority of individual licenses in addition to business licenses. CIS may be a good candidate to lead the team, working in collaboration with other departments who manage individual licenses and certifications.

Part Two: Research Summary

Introduction

- Information on licensed professionals preferences for the e-Michigan portal was gleaned from four sources, including an analysis of e-mails to the Network Operating Center (the "webmaster" of http://www.state.mi.us), an analysis of the contact logs maintained by five state agencies (Secretary of State, Department of Natural Resources, Consumer and Industry Services, the Treasury Department, and the Michigan Department of Career Development), two real estate industry focus groups, and the general population survey.

- Of these sources, the primary information on the Licensed Professionals thread was gained from the contact log analysis, focus groups, and the general population survey.

Content

- Focus group members identified needs for transferring or renewing licenses, downloading real estate forms, getting property information from the Department of Environmental Quality and the Department of Treasury.

- On-line FOIA requests would be valued if they decrease the wait time through regular mail.

- Several real estate agents were interested in access to a State government phone directory searchable by department, topic, and name.

- Focus group members want renewal fees included on the site.

- Real estate focus group members requested that complaint history and any actions regarding the complaint should be included when someone looks up a licensed professional in the look-up list.

- Focus group members also recommended that all terms included in complaint histories should be clearly defined for the public.

- Focus group members expressed a strong preference for no banner advertising.

Functionality

- Focus group members recommended links to county and local government.

- Key aspects of functionality for real estate professionals include quick loading sites with information that is easy to access and comprehensive.

- Members of the real estate professionals focus group expressed an interest in receiving an e-mail notification if a complaint is filed against them.

- Real estate agents would like to use the Web to look up continuing education hours and receive e-mail notices about this information.

Priority for Development

- The customer survey showed that one in five are employed in a licensable occupation (19.6 percent).

- Of those who were licensed professionals, 73 percent renew their licenses every one to four years.

- The most popular way of renewing licenses was by mail (68.7 percent), followed by renewing in person (24.3 percent).

- Of those who were licensed professionals, 49.9 percent were very interested in using the Internet to renew their licenses. Interest in this transaction was ranked second only to camping reservations, with a mean score of 5.59 (on a scale from one to ten).

Part Three: Web Address Listing

e-Michigan Themes
Licensed Professionals (Real Estate)

Content	*Web Address*
Licensing	
CIS, division of commerce, licensing division, realtor's page	http://www.commerce.state.mi.us/bcs/re/home.htm
CIS enforcement division (maintains a listing of current license holders and the complaints against them)	http://www.commerce.state.mi.us/bcs/enf/home.htm
Administrative rules for licensed professions in MI	http://www.commerce.state.mi.us/bcs/occ/contents.htm
CIS license look-up page	http://www.cis.state.mi.us:8020/public/lic_reg$.startup
Applicable State of Michigan Pages	
Michigan Department of Environmental Quality (allows users to sign up for a list-serve)	http://www.deq.state.mi.us/
Michigan State Housing Development Authority (under the umbrella of CIS)	http://www.mshda.org/
CIS-Corporation and Land Development Bureau	http://www.cis.state.mi.us/corp/function.htm
Michigan Department of Education Reports (a variety of information about school performance in Michigan)	http://www.mde.state.mi.us/reports/
Michigan School Report (searchable by school district)	http://www.mde.state.mi.us/reports/msr/
MEDC Web guide to starting a small business	http://medc.michigan.org/glocation/starting_index.htm
MEDC page about paying taxes for self-employed	http://medc.michigan.org/glocation/starting_index.htm

e-Michigan Themes
Licensed Professionals (Real Estate)

Downloadable forms from the Department of Treasury	http://www.treas.state.mi.us/formspub/itind99.htm
Applicable Non-State of Michigan Government pages	
EPA region 5 page (includes MI)	http://www.epa.gov/region5/
U.S. Department of Housing and Urban Development	http://www.hud.gov/
HUD page with specific information for realtors	http://www.hud.gov/broker1.html
Michigan townships that can be accessed on-line	http://www.mta-townships.org/hotlktwp.htm
Michigan county descriptions with links to available Web sites	http://www.miaco.org/counties.html
Michigan cities that maintain Web pages	http://www.mml.org/search/relatedwebsites.htm
On-line applications for building permits in East Lansing	http://www.ci.east-lansing.mi.us/frame2.htm
Professional Associations	
All local realtor associations in Michigan	http://www.mirealtors.com/mire/mire_LocalAssocList.idc
Michigan Homebuilders' Association	http://www.mahb.com/
Career Development	
Information/registration for continuing education classes	http://www.naruniversity.com/
Applied Measurement Professionals (an organization that provides testing for real estate professionals)	http://www.applmeapro.com/restate.htm

E-Michigan Customer Research

Suggested Theme: Education

Part One: Executive Overview

Theme Name

There are several distinct subcategories of users who may have an interest in "Education," including students, parents, teachers, and administrators. The e-Michigan Customer Research focused primarily on the design and use of e-Michigan for students. Based on the research findings, it is recommended that this aspect of the education theme should be entitled "Student Learners and Researchers."

Content/Functionality
The content needs of "Student Learners and Researchers" (as described by teachers) include the following:

- Visually appealing but not too much text on each page
- Instructional material aligned with the Michigan Curriculum Framework.
- A "last-updated" designation on each page
- Virtual tours of state government as well as other museums and interesting sites
- Career-related information including job statistics, pay levels, internship opportunities, summer camps, colleges, scholarships, etc.)
- Higher Education options should include information about occupational training other than college
- Live Web access to the Michigan legislature along with details on how a bill becomes a law.
- Social studies-related databases in spreadsheet format that can be downloadable for math class use (e.g., demographics, labor market information, etc.)
- Extend information available about the MEAP tests along with the Michigan Merit Award and other financial aid information, all available at one site
- Developmentally appropriate information

The preferences of teachers regarding the functionality of e-Michigan include:

- An "Ask Jeeves" type search engine
- Quick-loading pages with a minimum of scrolling
- No forms or personal data required for students to get information
- A minimum number of clicks to get to actual content
- Thumb-nail pictures to speed loading of page
- E-mail information reminders for teachers regarding field trips and professional conferences.

Organization
Several themes regarding the organization of the "Student Learners and Researchers" theme emerged from the research. The most important of these are as follows:

- Information organized by developmental level rather than grade-level, perhaps color coded, however some "non-teacher" focus group participants preferred a traditional, grade-level approach to organizing content.
- Information storage systems designed like a library
- A consistent approach to organizing content across themes

Additional Information Sources

- Michigan Historical Library
- External links to other instructional sites being developed with state instructional technology funds

Priorities for Development

- Students, parents, teachers, and administrators all have information needs that can be addressed through the e-Michigan portal.

- Priorities should be set after reviewing currently available Web-based information for appropriateness for specific audiences.

Next Steps
Organizational. The team that develops the content of the "Student Learners and Researchers" theme should include, minimally, representatives of the following departments of state government: Education, Career Development, Treasury, Secretary of State, Attorney General, Natural Resources, Environmental Quality, and Transportation. Representatives of the educational technology-specific professional associations may offer valuable assistance in designing this theme.

Mechanics. After a team is gathered, an intensive interagency scan of available information should be conducted to inventory currently-available Internet resources. These resources are extensive but may not be user-friendly or developmentally appropriate for selected age groups. The scan should therefore include an assessment of the degree to which each resource can be effectively used in its current state.

Responsibilities. The education theme cuts across many different levels and branches of government as well as the possibility of external links to a vast amount of information currently available on the Web. Cross-agency communication and coordination will be essential.

Part Two: Research Summary

Introduction

- Information on educators preferences for the e-Michigan portal was gleaned from several sources, including an analysis of e-mail to the Network Operating Center (the "webmaster" of http://www.state.mi.us), focus groups composed of educators and the general public, interviews with representatives of the Michigan Association of Secondary School Principals and the Michigan Association for Computer-Related Technology Users in Learning (MACUL).

- Of these sources, the primary information on the education theme was gained from the focus groups and stakeholder interviews.

Content

- Teachers reported that they would be more likely to use the site for instructional purposes if the materials posted are aligned with the Michigan Curriculum Framework.

- Interdisciplinary content resources would help students experience the interconnections among their class work. So, for example, a social studies unit could also include statistical databases that would require students to use their math skills.

- An age-appropriate search engine would help students find information. An "Ask Jeeves" approach was mentioned by several teachers as an example of a format that seems to work well for students.

- Virtual tours of important sites throughout the State would allow students who can not actually travel to those sites to benefit from their educational value. This would include museums and other important landmarks throughout the State.

- Live Web broadcasts of the Michigan Legislature would be a good learning tool for social studies instruction, particularly if written materials on the legislative process are included.

- Career-related information would include information about not only colleges and universities, but also occupational training institutions within Michigan.

- Career-related information for elementary and middle school students might focus on career awareness and exploration.

- Financial aid information might include Merit Awards requirements as well as descriptions of other federal and state financial aid options along with instructions on how to apply.

Functionality

- Teachers and students must work quickly during the school day. Consequently pages that open quickly and print easily are highly valued.
- Many students cannot customize because they share a computer at school.
- Students should not be required to fill out any on-line forms to get information. Many schools do not allow students to submit personal contact information over the Internet.

Other Notable Points

- Many schools do not yet have high speed models and others do not yet have Internet access.
- Many students do not have their own e-mail address so a return email feature will not work for them.
- Offer a contest that introduces students to the information that is available on the site, a "cyber-seek" scavenger hunt.
- MACUL may be a valuable resource for design ideas and other insights regarding development of education themes.
- Teachers report that students do not just want to be limited to a "Kids" section. If the Web portal was designed in a user-friendly manner it would allow them to access more comprehensive information.

Part Three: Web-Address Listing

e-Michigan Theme
Education

Content (Elementary Grades)	*Web Address*
Using the Internet	
- Save Use of the Web	www.safekids.com/kidsrules.htm
This is Michigan	
- Michigan History	
* Michigan in Brief	www.libofmich.lib.mi.us/publications/miinbrief.html
* Explore the History Museum	www.sos.state.mi.us/history/museum/explore/museums/hismus/hismus.html
* Virtual Tours of Michigan Historical Sites	http://michsite.state.mi.us/pictsrch.cfm
* Museums of the Midwest	www.sos.state.mi.us/history/museum/explore/muselink.html#mi
* State Symbols	www.mde.state.mi.us/michweek/mich.shtml
- Geography	TBD (developmentally appropriate)
- Science and Technology	TBD (developmentally appropriate)
- Health and the Environment	TBD (developmentally appropriate)
How Government Works	
Tour the State Capital	www.milegislativecouncil.org/lcfa/x1.htm
What are the branches of state government?	TBD (developmentally appropriate)
Learn about elections	www.sos.state.mi.us/kidspage/elections.html
How laws are made	www.sos.state.mi.us/kidspage/law/index.html
Why do we pay taxes?	www.tax.gov/kids/taxes.htm
See/Hear State Government in Action	www.mgtv.org/

e-Michigan Theme
Education

Guide to Federal Government	http://bensguide.gpo.gov/3-5/index.html
See/Hear Federal Government in Action	www.cspan.org/watch/
Send an E-Mail	
* Send an e-mail to Governor Engler	www.migov.state.mi.us/gov/ContactGovernor.shtm
* Send an email to your legislator	TBD - connect to searchable database feature
Visit the Library	
Michigan Electronic Library	http://mel.lib.mi.us
Library of Michigan	www.libofmich.lib.mi.us
What do you want to be?	
People who work in your community	TBD - career awareness - variety of career pathways
People who work in State Government	TBD - Governor, Lt. Governor, other elected officials, state agency employees- Example: www.dnr.state.mi.us/ProProfiles.asp?id=5&sec=inst&main=1

Other Categories not included in Prototype

Travel Safety

- Highway Safety Planning

www.ohsp.state.mi.us/kids/kids_korn.htm

- Highway and Street Sign Game

www.sos.state.mi.us/kidspage/games/signgame.html

- Safety City

www.nhtsa.dot.gov/kids/

Search Engine Outside of State Gov.

(Ask Jeeves for Kids)

e-Michigan Theme
Education

Content (High School)	*Web Address*
Using the Internet	
Take a free on-line course about the Internet	https://ims1.mivu.org/Scripts/koview.exe?get=module&ModuleID=371&DB=MVU
Tips for Surfing the Web	www.safeteens.com/safeteens.htm
This is Michigan	
History	
* Michigan in Brief	www.libofmich.lib.mi.us/publications/miinbrief.html
* Explore the History Museum	www.sos.state.mi.us/history/museum/explore/museums/hismus/hismus.html
* Virtual Tours of Michigan Historical Sites	http://michsite.state.mi.us/pictsrch.cfm
* Museums of the Midwest	www.sos.state.mi.us/history/museum/explore/muselink.html#mi
- Geography	TBD (developmentally appropriate)
- Science and Technology	TBD (developmentally appropriate)
- Health and the Environment	TBD (developmentally appropriate)
Research Databases	
* Michigan Labor Market Information Database	www.michlmi.org/
* Other Michigan Statistics and Databases	http://mel.org/michigan/MI-statistics.html
* U.S. Census Database	TBD
How Government Works	
* Tour the State Capital	www.milegislativecouncil.org/lcfa/x1.htm

e-Michigan Theme

Education

* What are the branches of state government?	http://documents.michiganlegislature.org/manual/
* State Constitution	www.sos.state.mi.us/history/archive/constitu/const1.html
* Learn about elections	TBD (developmentally appropriate)
* How a bill becomes a law	www.michiganlegislature.org/Howbill.asp
* How to get involved	http://www.michiganlegislature.org/CitizensGuide.PDF
See/Hear State Government in Action	www.mgtv.org/
Guide to Federal Government	http://bensguide.gpo.gov/9-12/index.html
See/Hear Federal Government in Action	www.cspan.org/watch/
Send an E-Mail	
* Send an e-mail to Governor Engler	www.migov.state.mi.us/gov/ContactGovernor.shtm
* Send an email to your legislator	TBD - connect to searchable database feature
Visit the Library	
Michigan Electronic Library	http://mel.lib.mi.us
Library of Michigan	www.libofmich.lib.mi.us
Career Planning	
* Create/Update your Education Development Plan	TBD (from MDCD)
* Do you have a career pathway?	TBD
* Find career education programs	TBD (from MDCD)
Pay for your Education	
* Michigan 5 W's of Financial Aid	pdf file

e-Michigan Theme
Education

* Michigan Merit Award Program	www.MeritAward.state.mi.us www.MeritAward.state.mi.us.faqs/faqmerit.htm https://treas-secure.state.mi.us/MeritAward/
* Financial Aid in Michigan	www.MI-StudentAid.org/home/index.html
* Financial Aid information from the U.S. Government	www.fafsa.ed.gov/
Student Employment	
Are you a Working Teen?	www.cdc.gov/niosh/adoldoc.html
Understanding Taxes	www.irs.ustreas.gov/prod/taxi/index.html
Simplified Tax and Wage Reporting System	www.tax.gov/kids
It's Payday: Money in your Pocket	www.irs.ustreas.gov/prod/taxi/learninglab/payday.index.html
Saving for the Future	TBD
Find an Internship, Find a Mentor	TBD
Driving in Michigan	
Behind the Wheel	www.sos.state.mi.us/kidspage/wheel.html
Graduated Licensing in Michigan	www.sos.state.mi.us/pamphlet/gradlicense.html
Road Skills Test Study Guide	www.sos.state.mi.us/bbos/3rdpt/rdsktsg.html
Road Test Examination Site Locator	www.sos.state.mi.us/bbos/3rdpt/index.html
Highway Safety Planning	www.ohsp.state.mi.us/teens/teens.htm
Michigan Traffic Crash Data	www.ohsp.state.mi.us/pages/ohsp_traf_crash.htm
Students Against Driving Drunk (SADD)	www.sadd.org
Express Lane Driving Directions	www.mapquest.com/
Search Engine Outside State Government	www.studyweb.com

E-Michigan Customer Research

Suggested Theme: Travel and Recreation

Part One: Executive Overview

Theme Name
The theme should be entitled: "Travel and Recreation"

Content/Functionality
The State of Michigan is perceived by many to be the appropriate agency to consolidate travel and tourism information for Michigan. The research revealed that the State should strive to produce a Web site that is comprehensive in providing information or links to travel-related services and information including:

- Event and state-wide festival information.
- Historical sites/landmarks in Michigan.
- Lodging.
- Activities/museums.
- Road construction information.
- Area restaurants.
- Map generator with driving directions capabilities.
- Environmental reports (e.g. water levels in Michigan lakes, fish/deer population reports, etc.).
- On-line reservations.
- On-line hunting/fishing/boating/driving licenses.
- Detailed listings about specific activities allowed or available at various county/state/federal parks.
- Direct link to Michigan's driving laws (participants felt this would be particularly useful for out-of-state visitors).
- Campground facilities and whether boat access is provided at the campground.
- Rules for hunting in Michigan.

The preferences of travelers and recreationists regarding the e-Michigan portal's functionality include:

- Broad links across various sectors including all appropriate government levels (county, state, and federal parks), public, private, and non-profit sectors.

- Ability to search across topics from a variety of angles. For example, one user might be an avid snowmobiler. He or she might want to search the site by activity (snowmobiling)

and then find lodging after deciding on a place to visit. Another visitor might have plans to visit a specific area and want to search for other activities or events that will occur while they are there.

- Quick loading. Many users are not willing to wait for more than a few seconds for information.

- Thumbnail pictures of recreation sites that can be expanded to facilitate fast loading yet allow for the greatest information possible.

- Announcements about events, festivals, or sites of interest in Michigan; but no "banner advertising."

- On-line transactions to make reservations and purchase tickets for events.

- An option for users to sign up for e-mail reminders/newsletters about travel related information.

- Travel information for Michigan citizens as well as out-of-state travelers. A link to Michigan travel information should be highly visible from the State's main Web portal.

Organization

Several themes regarding the organization of the travel and recreation cluster emerged from the research. The most important of these are as follows:

- Much of the information and services that are of interest to travelers is already available on the Web. Furthermore, MEDC's Travel Michigan site already incorporates much of the functionality users desire.

- With relatively little additional work, the State of Michigan, in partnership with MEDC, could provide the country's premier state travel Web site. For example, the travel Michigan site already allows users to search across categories for travel information. The site also contains a vast amount of information about the tourism and lodging information users are looking for.

- There are a few key pieces missing from the MEDC site. For example, users expressed an interest in making on-line lodging reservations. They would like information regarding whether a lodging facility allows for on-line reservations.

- Similarly, when users search for a state campground, there currently is not a link to the DNR Web site or to the Secretary of State for boating licences and Michigan's driving laws.

- There might also be a potential partnership between the State and non-profit agencies in providing travel information. Area Chambers of Commerce collect event and destination information on a regular basis and would provide valuable resources. AAA Michigan maintains up-to-date road condition information (which they provide to MDOT) as well as a number of the other travel resources users desire.

- The MEDC site also does not satisfy one of the functional requirements desired by users. The site loads very slowly and it was reported that this discourages many users.

Additional Information Sources

- Users have a desire to access much "non-traditional" travel related information. One user noted that the State of Michigan is an appropriate entity to provide this information. These needs include weather updates, information about fish/deer and other populations, and water levels around the state.

- There is also a desire to access a comprehensive list of conferences, festivals, and celebrations.

Priorities for Development

- Travel-related information was noted to be highly desirable and important to State of Michigan customers.

- Although there are additional services and information that could be developed for the Web, many of the resources needed by travelers in Michigan are already available on the Web.

- The most efficient use of resources would direct efforts toward linking to current resources together through one central site for Michigan tourists.

Next Steps

Organizational. The travel and recreation theme group should minimally include representatives from the Department of Natural Resources, Secretary of State, Michigan Economic Development Corporation, and Department of Transportation. It is also appropriate to include outside agencies such as representatives from AAA Michigan or the Michigan Tourism Council.

Mechanics. After a team is gathered, an intensive interagency scan of available information should be conducted to inventory currently-available Internet resources. Some of the resources may be extensive but less than user friendly. The scan should therefore include an assessment of the degree to which each resource can be effectively used in its current state.

Responsibilities: The travel and recreation theme will necessitate cross-agency communication and coordination, but may also entail identification of Web sites external to state government. It

will be important to assign responsibility for identification of external information sites to a member or members of the theme development group.

Part Two: Research Summary

Introduction

- Insights into the information needs and interests related to Travel and Recreation was obtained through several sources including stakeholder interviews with four high-level managers of the American Automobile Association of Michigan, an analysis of contact logs maintained by the Michigan Economic Development Corporation, two rounds of focus groups composed of Michigan citizens who travel in the State of Michigan for recreation at least once a year, and targeted questions in the e-Michigan citizen survey that probed for interest in receiving travel-related information and services from the State of Michigan.

- The research findings of each of these sources were remarkably uniform with many of the findings overlapping.

Content

- The research revealed that the State government agencies and the Michigan Economic Development Corporation (MEDC) have already made impressive strides in providing valuable information to Michigan's travelers and tourists via the Internet.

- Much of the information, content, and functionality recommendations suggested by the research are already available via the Internet. With relative ease, the State could meet practically all of its customers needs by integrating the services already available, and focusing most efforts on making improvements in site functionality rather than developing additional content.

- An analysis of contact log information collected by the MEDC revealed that requests for travel information constituted 91 percent of MEDC's customer contacts for 1999.

- The MEDC's December 1999 monthly report provides additional information on the nature of MEDC travel inquiries. The top ten inquiries by feature interest were: Cultural Tourism, Statewide Interest, Attractions, Lodging Facilities, Events, Packages, Campgrounds, Shopping, Agricultural Tourism, and Nature Tourism.

- Managers interviewed at AAA Michigan noted that the association receives numerous calls from travelers asking for the locations of historic bridges, lighthouses, museums, and historic roadways.

- They suggested that the site provide content information about a number of Michigan's unique vacation opportunities as well as some of the little known attractions which might help spark public interests. It was suggested that this feature be included in the Travel MI home page and updated or changed periodically to continually stimulate public interest with new destination ideas for tourists.

- It was further suggested that Web users should be able to use the Travel and Recreation site in a variety of ways. Information could be arranged by theme, but also geographic area. This way, tourists who wanted to visit ten lighthouses could begin by finding out where all of the Michigan lighthouses were located.

- Another idea mentioned was a feature that would allow Web users to search for special events and other attractions in the geographic area they were planning to visit.

- Many people want to find out the driving laws in the State they plan to visit. AAA suggested placing Michigan's driving laws on the Secretary of State's Web site and placing a link to it on the Travel MI Web site. AAA members are always calling about driving laws in Michigan and in other states.

- The stakeholders expressed a strong preference that site design should focus on services or activities rather than State agencies or departments. They further recommended that the Web address be easy to remember.

- During the interviews it was noted that from the Association's perspective, the public is not ready to completely replace the AAA office with the Web. However, 35-36 percent of AAA's customers do get at least part of their services on the Web. They also note that since their Web site is new, this percentage is likely to increase.

- AAA representatives felt that allowing banner advertising on the State's Web site is not appropriate. In their opinion, the State's Web site should be clean and pure with no tacky banner advertisements.

Specific requests for information suggested by focus group members included the following:

- Provide as much information as possible that can be accessed from one site.

- Include access to a variety of information from sources that extend beyond state agencies, such as:
  - Event and state-wide festival information.
  - Historical sites/landmarks.
  - Lodging.
  - Activities/museums.
  - Road construction information.
  - Restaurants.
  - Map generator with driving directions capabilities.
  - Environmental reports (e.g. water levels in Michigan lakes, fish/deer population reports, etc.).
  - On-line reservation system.
  - On-line hunting/fishing/boating/driving licenses.
  - Detailed listings about specific activities allowed at various county/state/federal parks.

- Direct link to Michigan's driving laws (participants felt this would be particularly useful for out-of-state visitors).
- Campground facilities and whether boat access is provided for the campground.
- Rules for hunting and the State forests.

- Participants want the Web site to load quickly. They are not willing to wait more than a few seconds (in most cases) for a site to load.

- When possible, provide pictures of destinations in a thumbnail file that can be accessed for further information.

- The Web site should not have banner advertising.

- The Web site should link broadly across various sectors to include all appropriate government levels and branches, public, private, and non-profit sectors.

- The Web address for the site should be easy to remember.

- Site contents should be organized by activity, location, season, and by user (family activities, kids, seniors, school groups, etc.).

- Participants responded positively to the idea of getting e-mail reminders from the State for various topics. Specifically, participants noted drivers' licence tabs, boating/hunting licenses, and festivals and celebrations around the State.

The following are some of the findings pertaining to travel/recreation from the customer research survey:

- Fewer than one in five have camped in a Michigan State Park in the last two years (18.5 percent).

- Over two thirds (69.3 percent) reported that they are not likely to camp in a Michigan State Park in the future.
- The mean number of nights camped in a Michigan State Park was eleven.

- Over half of the sample reported that they would be very interested in making camping reservations through the Internet (51.9 percent).

- Of the four transactions focused on in the survey (taxes, drivers' license tabs, license renewal, and camping reservations), camping reservations was ranked the highest in terms of interest in using the Internet.

- With respect to the types of information people would like to see on their start-up page (stickiness), 49.9 percent were very interested in seeing travel/map information on their

start-up page. Travel/map information was second only to weather information with respect to interest level.

- With respect to the types of information and services the State could provide, 50.6 percent were very interested in historical/travel information. Historical/travel information was ranked the highest in interest when compared to other types of information.

Part Three: Web Address Listing

e-Michigan Lifestyle Clusters
Travel and Recreation

Information Service	*Web Address*
A variety of travel information searchable by location, season, and topic area.	www.michigan.org
Up-to-date information on weather.	www.weather.com
Access to a number of services including travel, automotive, and membership information.	www.aaamich.com
AAA Michigan events guide.	www.aaamich.com/travel/tips_services/events.asp
Traffic and construction updates, bypassing AAA Michigan's home page and many of the "for fee" services AAA offers.	www.aaamich.com/travel/traffic/
Link to AAA's fuel report.	http://www.aaamich.com/membership/news_info/fuelreport.asp
Detroit Metro airport information on the airlines serving the area as well as terminal maps and other information.	http://www.metroairport.com/
Grand Rapids-Gerald R. Ford Airport	http://www.grr.org/
Traverse City Airport	http://tvcairport.com/
Kalamazoo Airport	http://www.kalcounty.com/airport.htm
Muskegon Airport	http://www.muskegonairport.com/
Midland, Saginaw, Bay Airports	http://www.mbsairport.org/