



**Center for
Science, Technology and
Environmental Policy Studies**
Arizona State University

**Data Sharing, Civic Engagement, and
Technology Use in Local Government
Agencies: Findings from a National Survey**

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Executive Summary

This report presents findings from the 2016 national survey of local governments on public participation, technology use, data sharing, and work life as part of a long-term research study interested in understanding the relationships between technology and civic engagement in local governments sponsored by the Center for Science, Technology, and Environment Policy Studies (CSTEPS) at Arizona State University.

The 500 cities included in the original sample are distributed across the country (**Figure 1**). In total, we received responses from 386 cities. **Figure 2** shows the geographical distribution of the respondent cities. Most cities are from the East Coast, which is consistent with the distribution of the 500 cities in the original sample.

This report draws from the statistical analysis of survey data and is organized into four sections: participation, utilization of technology, data sharing, and work life. Description of these sections as well as key findings and discussions of each section follow.

Figure 1. Geographical distribution of 500 sample cities

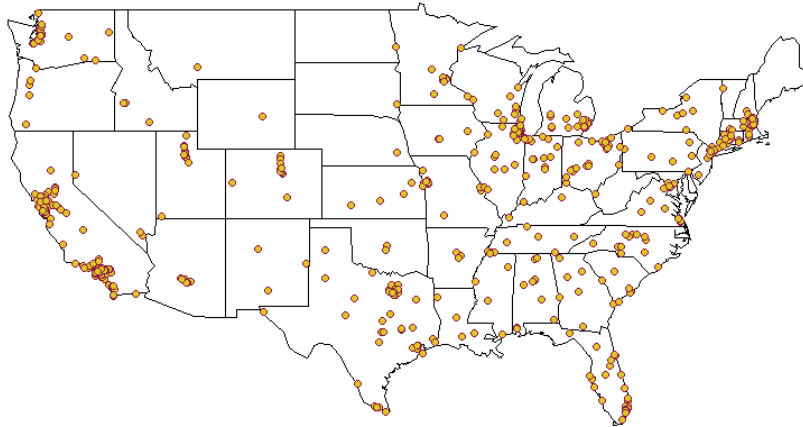
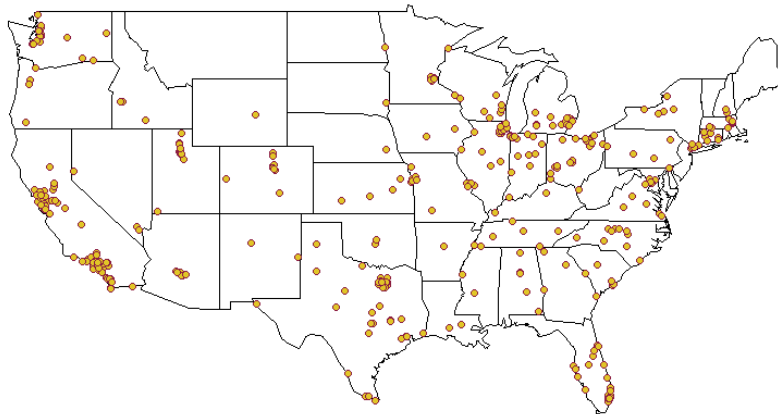


Figure 2. Geographical distribution of 386 respondent cities



I. Participation

Public participation broadly refers to the process by which citizens and external stakeholders take part in agency decisions. Public participation can foster citizenship values, improve public trust, maintain legitimacy, inform government decision making and facilitate decision implementation (Irvin & Stansbury, 2004; Roberts, 2004). Local governments tend to be more proactive in and benefit more from public engagement practices because citizens typically have a special commitment, contextual knowledge and proximate social network to contribute to improved government outcomes (Peters, 2001; Scott, 2006).

Previous studies have found managerial views on citizen participation to play an important role in governments' citizen involvement efforts (Handley & Howell-Moroney, 2010; Yang & Callahan, 2007). Public participation in local government decision-making varies along important dimensions: participant type, frequency, and form of participation. This section will address managerial views on citizen participation and explore these three dimensions of citizen participation to gain a better understanding of public participation at local governments.

Key findings and observations:

- Among civil society actors, individual citizens (50%) are the most active participants in the government decision-making processes, followed by professional groups (40%) and neighborhood associations (36%). Government managers report the lowest level of participation from nonprofit human service organizations (6%) and religious groups (9%).
- Among government actors, the respondents indicate other city departments (87%) and the Governor's office (56%) participated most in decision-making processes.
- According to municipal managers, members of the public tend to participate with greatest frequency by giving feedback on service quality issues (56%), followed by input on long range plans (42%), and service priority issues (40%).
- The majority of the respondents (68%) think the current level of public input in government decision-making is "just right". The area in which they perceive the greatest need for more input from the public is service quality.
- Overall, most government managers indicate high levels of agreement that public participation is necessary (78%), helps improve government effectiveness (72%) and that the public does not have to possess sufficient expertise and knowledge to provide worthy input (5%).

II. Utilization of Technology

The use of information and communication technologies (ICT) in public organizations holds the potential to improve government transparency and increase public participation by providing effective and efficient means of disclosing information to citizens and organizations about the processes, structures, and products of government, as well as enabling the public to

interact with public organizations in a more convenient way. At the same time, ICT adoption requires technical capacity and commitment from government employees and, in some cases, might expand expectations for workload and responsiveness to constituent requests. ICTs include presenting information on websites, offering transactions online, and enabling stakeholders and government to communicate through two-way mechanisms. This section of the report focuses on ICT use in local government organizations and presents findings on the extent to which local governments are using ICTs and manager perceptions about ICTs.

Key findings and observations:

- The most common technologies used by local governments are Facebook (83%), file sharing tools (e.g. Dropbox 75%), web surveys or polls (72%), and Twitter (72%).
- Few local government departments contract external service providers to maintain and update department websites and e-government services (11%), more often relying on a designated person within the department (64%) or a separate information technology department for these tasks (45%).
- The electronic service most frequently offered by local governments is online completion and submission of job applications (81%).
- More than a half of managers (54%) disagree that “the benefit of social media tools in the workplace is highly overrated”. With nearly the same intensity, 52% disagree that “social media use tends to waste time”.
- About two-thirds of respondents agree that “social media tools increase the exchange of useful information in my organization” (68%) that “social media tools enhance knowledge exchange in my organization” (68%).
- The majority of public managers (66%) disagree that “staff in my office are resistant to change related to technology”; however, 63% of them agree that “on-line initiatives have increased time demands on staff”.

III. Data Sharing

Data sharing is “a unique form of institutional interrelationship” (Tulloch & Harvey, 2007) through which governments receive and provide data to other government entities, private and non-profit actors and citizens in order to implement their activities. Data such as organizational performance, employee behavior, transactions, budget and financial statistics, geospatial data, and so on provide government with fundamental information to improve policy-making processes, support decisions and improve responsiveness to social problems. Moreover, data sharing practices promote government accountability and transparency as they allow citizens and other stakeholders to access information about government activities and performance.

Yet while benefits of data sharing are widely appreciated, there are several factors that might hinder data sharing across public organizations, such as legal and regulatory constraints, institutional barriers and technological capacity. Smaller governments in particular may lack the

capacity to engage in data sharing activities, lacking storage capacity, infrastructure to securely and freely share data, or electronically available data. This section of the survey integrates scholarship on determinants of data sharing in government (Gil-Garcia & Sayogo, 2016; Welch, Feeney, & Park, 2016) and expands previous findings by focusing on organizational factors and social relationships related to data sharing practices in small and medium size governments.

Key findings and observations:

- City departments are highly dependent on data sharing for conducting their work; three quarters of respondents (77%) report that they cannot do their job if access to data generated by other organizations is blocked.
- Most managers (70%) who regularly receive data from other organizations do so via established routines.
- City managers most frequently exchange data with other city departments as compared to other government entities outside the city or private organizations. More than half (59%) of managers daily receive data from other city departments and 50% daily provide data to them.
- Managers report that data are most difficult to access when they are provided by non-governmental agencies; one third of managers report that in most of the cases they need to follow up or make additional requests in order to receive data from non-governmental agencies.
- Managers report that the most common barriers to data sharing are technical including: the organization lacks the requested data, data are not available in electronic format, or data cannot be transferred because of system incompatibility.
- While more than half of respondents (60%) report that data received from other organizations are of good quality, half of the respondents report that “some of the time”, “most of the time” or “always” data are incomplete (53%) or need to be reformatted (63%).

IV. Work Life

Organizational factors impact all aspects of work life including decision-making, commitment, innovation, and job satisfaction. Local governments must take into account the impact of work life in their organizations. Understanding work life may provide insight into the types of values and priorities that the organization is focused on or can improve upon. While there are benefits to understanding the positive aspects of work life, it is also important to understand what ways work life hinders the organization, including a lack of time for family and home life or a lack of trust in the organization.

Measures of work life enable researchers to investigate differences across department and managerial type, understanding the ways in which work experience, organizational commitment, job satisfaction, work life balance, and organizational values are related. In this study we ask

respondents about organizational priorities, including diversity hiring and retention, organizational commitment to e-government, organizational decision processes, and individual perceptions of work life balance.

Key findings and observations:

- A majority of respondents (84%) agree or strongly agree that “most elected officials trust my organization” and more than half of the respondents (58%) agree or strongly agree, “a common vision about open government is shared among employees in my organization”.
- When ask about values, a little more than half of respondents (52%) indicate that their organization values “the advancement of women” to a large extent or a very large extent and 65% indicate that the organization values “sensitivity about racial diversity” to a large or very large extent.
- Nearly two-thirds (63%) of government managers report that “legal compliance and constitutional integrity” is the most important organizational value.
- Nearly three-quarter of respondents (73%), report that their organization focuses on being able to respond to the unexpected. Many respondents agree or strongly agree that their organization “has a strong commitment to innovation. People who develop innovative solutions to problems are rewarded” (62%).
- A majority of respondents (60%) indicate, “demands of work interfere with home and family life”.
- Among respondents, 30% report having previous work experience in the nonprofit sector and 79% have experience in the private sector.

About the Survey

For the 2016 National Survey of Local Governments on Technology and Civic Engagement, the research team used the sample developed in the 2010 City Survey of program managers and agency leaders in local governments nationwide. This sample has been updated and revised with each iteration of the study (2012 and 2014). In the spring and summer of 2016, the researchers conducted web searches and called local governments to determine whether local public officials who had participated in the 2014 survey were in the same position. Students updated all contact information when the individual in the position had changed and confirmed information for individuals who remained in the same position.

The survey was administered to five lead administrators in 500 local governments where the government is of sufficient size and capacity to purchase and use technology for civic engagement. The survey was administered to individuals working in five positions: City Manager/City Administrator, Director of Community and/or Economic Development, Finance Director, Director of Parks and Recreation, and Deputy Police Chief. The survey was administered online using Sawtooth Software® from October 4, 2016 to December 19, 2016. Below we describe the population and sampling procedures for the local government surveys.

Population and sampling procedures

The survey focuses on local government managers in five positions that have potential for high levels of citizen engagement. These five individuals in a sample of 500 cities were contacted and invited to participate in the study, for a sample size of 2500 municipal officials.

1. City Manager/City Administrator
2. Director of Community and/or Economic Development
3. Finance Director
4. Director of Parks and Recreation
5. Deputy Police Chief

The research team used agency websites to confirm the contact information of the municipal officials. When information was not available online, the researchers called the municipal offices to collect and confirm institutional, administrative and demographic information of the municipal officials in the five positions.

Summary of survey implementation and response rate

Survey respondents were invited to participate in the survey via email invitation (September 19, 2016). Following the initial alert email, reminder emails were sent each week. Postcard reminders were sent on November 4, 2016 and reminder phone calls were conducted from October 31, 2016 – December 19, 2016. The survey was closed on December 19, 2016 with 643 complete responses, 192 partials of which 24 responses were usable, 47 known refusals, and 240 email addresses confirmed as unreachable. The final sample, adjusted for ineligible, is 2166. The response rate can be calculated as $643/2166$ (30%) for completed responses or $841/2166$ (39%) if partials are included. For further information, please refer to Appendix 1.

Approach

We adopt a socio-technical approach to this study in which government decisions about technology adoption and use are determined by the confluence of three general factors: technology (e.g. capacity, accessibility), external contextual factors (e.g. political pressures, budgets, civic engagement), and internal organization and management (e.g. centralization, culture). Tornatzky and Fleisher (1990) depict a general model of socio-technological innovation in which technological, environmental, and organizational factors shape the context within which decisions about adoption and implementation take place.

Goal

This project is designed to provide several levels of information and knowledge about civic engagement and technology use in local government agencies in the United States. In 2010, 2012, and 2014 we conducted similar surveys, providing a baseline and changing descriptive understanding of the status of technology for civic engagement in government agencies. This fourth survey will enable researchers to track how technology use is changing in local governments. In the 2016 version, we take a more focused approach on data sharing in local governments. The project provides a navigable dataset that includes survey data, website data, and other institutional data (e.g. census data) that can be made available to partners or other groups for further analysis.

Acknowledgements

We are indebted to the many local government managers across the United States who have participated in this study, this year and in previous years. In some cases, respondents have participated in all four years. Without their time and honesty, this research would not be possible.

Part I. Participation

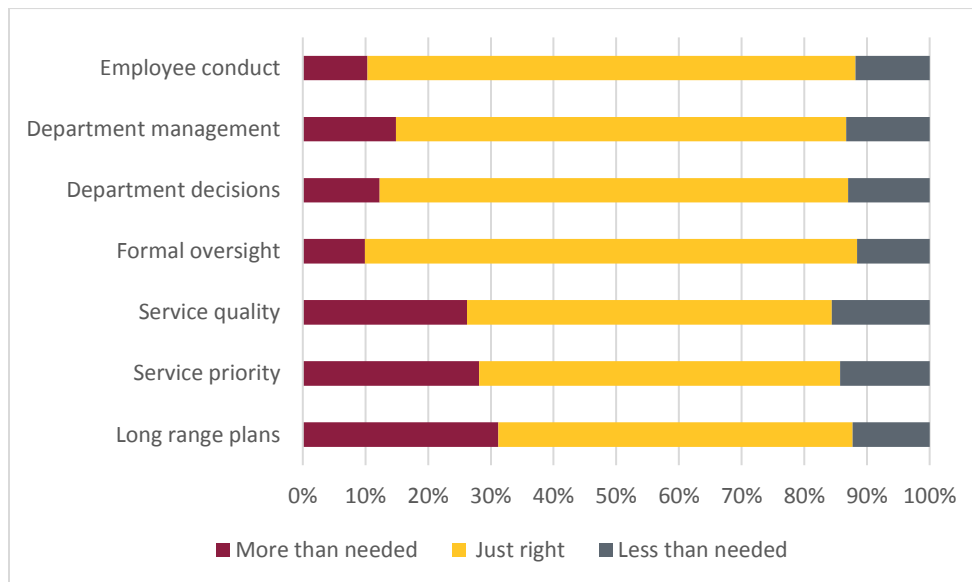
This section explores the mechanisms by which the public participates in local government decision-making. The analysis is organized into three sections: 1) managers' views on public participation; 2) frequency of participation by citizens and various other stakeholders; and 3) frequency of public input in different operational and decision-making areas.

How do managers view public participation?

Most respondents hold positive beliefs about citizen participation, noting that citizen participation is necessary (78%) and helps increase government effectiveness (72%). About half of the respondents (49%) also indicate that citizens do not have to possess sufficient expertise and knowledge to provide worthy input. The finding suggests that managers think citizen participation is important in government work.

We also ask the respondents to evaluate the sufficiency of the current level of participation in seven areas: employee conduct, department management, department decisions, formal oversight, service quality, service priority and long range plans. Their responses are shown in **Figure 1.1**. Most respondents (68%) think the current level of public input is “just right” across the areas. The areas in which managers perceive a higher level of needs for future participation and input are issues related to service quality, service priority and department management issues.

Figure 1.1. Managers' perceived needs for participation in decision-making



Who participates and how often?

Individuals, citizen groups (e.g. civil society actors), and other government actors participate in local governments' decision-making. **Figure 1.2** displays the frequency at which each civil society actor participates in the government decision-making. Figure 1.2 shows that individual citizens are the most active participants in government decision-making, as over 50% of the respondents indicate that citizens participate "often" or "most often" in their decision-making. The next most active participants are professional groups (40%) and neighborhood associations (36%). Participating least in local government decision-making are consultants or paid experts and nonprofit human service organizations. Only 9% and 6% of respondents indicate that consultants or paid experts and nonprofit human service "often" or "very often" participate in their decision-making respectively.

Figure 1.2. Frequency of participation in decision-making by civil society actors

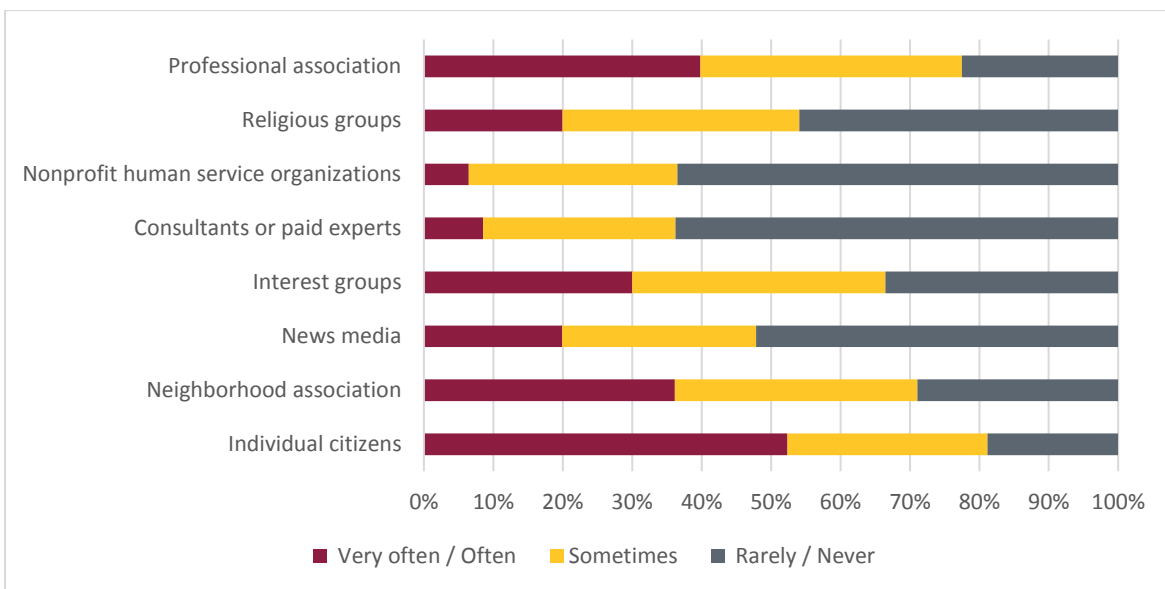
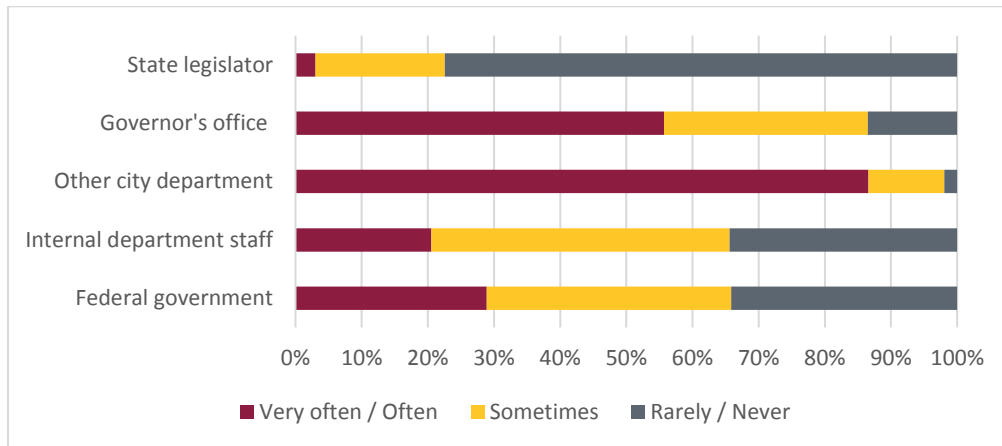


Figure 1.3 shows participation in government decision-making by government actors. 87% of respondents report that other city departments "often" or "very often" participate in their decision-making processes; over half (56%) identify the Governor's office as an "often" or "very often" participant. In contrast, state legislators "rarely" or "never" participate in the government decision-making, as noted by 77% of respondents.

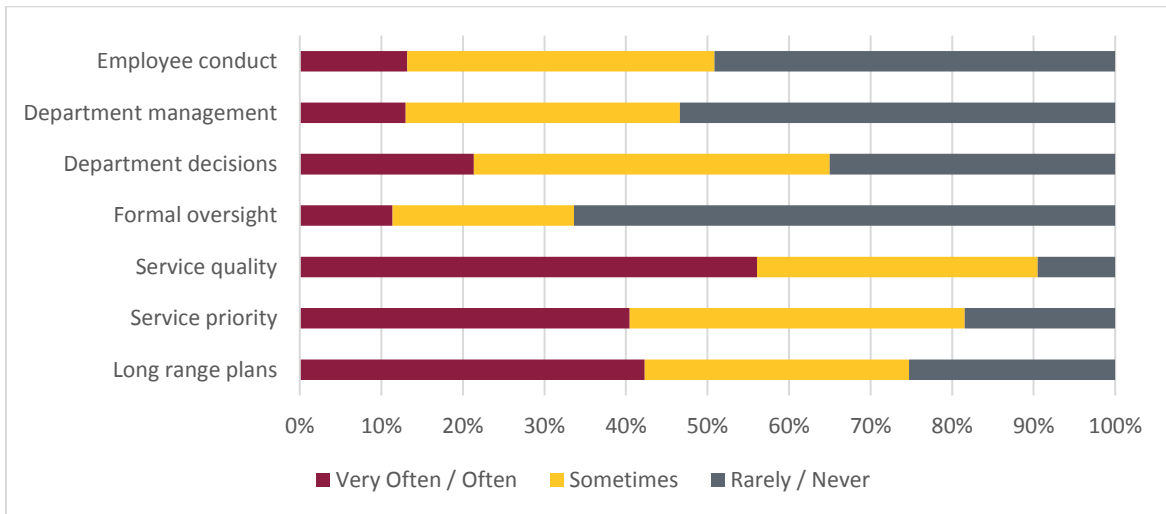
Figure 1.3. Frequency of participation in decision-making by government actors



How do participants contribute to government decision-making?

Participants typically contribute to government decision-making processes by offering suggestions on service delivery, providing feedback, and exercising oversight over the conduct of agencies and employees. **Figure 1.4** shows that respondents report varying levels of the extent to which they contribute to government decision-making in the three categories. Specifically, service priority and service quality issues receive the most public input, as approximately 50% of respondents report that they “often” or “very often” receive public input in the two areas. While the public in general provides relatively limited feedback on department decision or department management and operation, they demonstrate a higher level the participation in long range planning, with 42% respondents indicating “frequent” or “very frequent” input. Finally, respondents indicate that the public is not actively involved in exercising oversight over the government; over half of the respondents report that they “rarely” or “never” receive public input on formal oversight of their organization or their employee conduct.

Figure 1.4. Frequency of public input by seven decision-making areas



Part II. Utilization of Technology

In this section, we present findings on the use of different technologies for public participation and online provision of services, managerial perceptions of social media and technology use, and managers' opinions about the impact of technology in the workplace.

What technologies do local government managers use?

The survey asks respondents if their organization uses social media tools, collaboration and file sharing tools, and web-based applications for work purposes. The results are presented in **Table 2.1**. The most common technology used by local governments is Facebook, with 83% of respondents reporting that they use Facebook. The second most common technology is file-sharing tools (e.g., Dropbox, 75%), followed by web surveys or polls (72%) and Twitter (72%).

Table 2.1. Organizational use of technology

Technology	Yes	No
Facebook	551 (83%)	117 (17%)
Twitter	476 (72%)	189 (28%)
YouTube	427 (64%)	236 (36%)
LinkedIn	355 (54%)	308 (46%)
Gov Loop	26 (4%)	622 (96%)
Ning	4 (1%)	649 (99%)
Basecamp	58 (9%)	593 (91%)
Enterprise SNS (e.g. Jive, Tibbr, Yammer, SocialCast)	52 (8%)	598 (92%)
Blogs	187 (29%)	468 (71%)
Online discussion forums	232 (35%)	423 (65%)
Online newsletters	454 (69%)	206 (31%)
Audio webcasts	259 (39%)	401 (61%)
Really simple syndication (RSS feeds)	143 (22%)	509 (78%)
Web surveys or polls	476 (72%)	187 (28%)
Wikis	46 (7%)	604 (93%)
Electronic polling during face-to-face meetings	115 (18%)	536 (82%)
Document collaboration tools (e.g. Google Docs)	341 (52%)	314 (48%)
Work coordination tools (e.g. Google Calendar, MS Project)	466 (71%)	194 (29%)
File sharing tools (e.g. DropBox)	496 (75%)	163 (25%)
Voice over IP (e.g. Skype)	354 (54%)	306 (46%)

How do managers view social media and technology use?

Respondents generally agree that social media use positively impacts their work activities. **Figure 2.1** shows local government managers' perceptions of social media use. Only a quarter of

managers reports negative outcomes: 26% “strongly agree” or “agree” that social media use is a waste of time and 23% “strongly agree” or “agree” that the benefit of social media tools in the workplace is highly overrated. By contrast, more than half of the managers “strongly agree” or “agree” that social media tools enhance knowledge exchange in the organization (85%), improve organizational work (79%), increase the exchange of useful information in their organizations (87%) and make their organizations more efficient (79%).

Figure 2.1. Managers’ perceptions of social media use

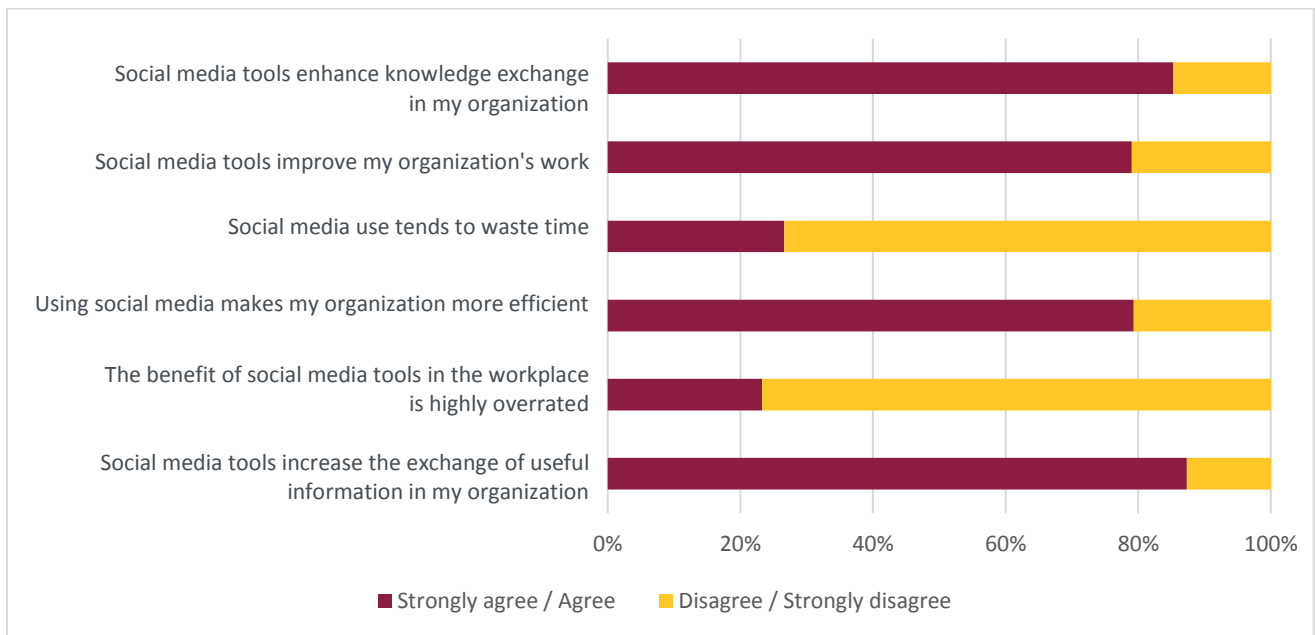
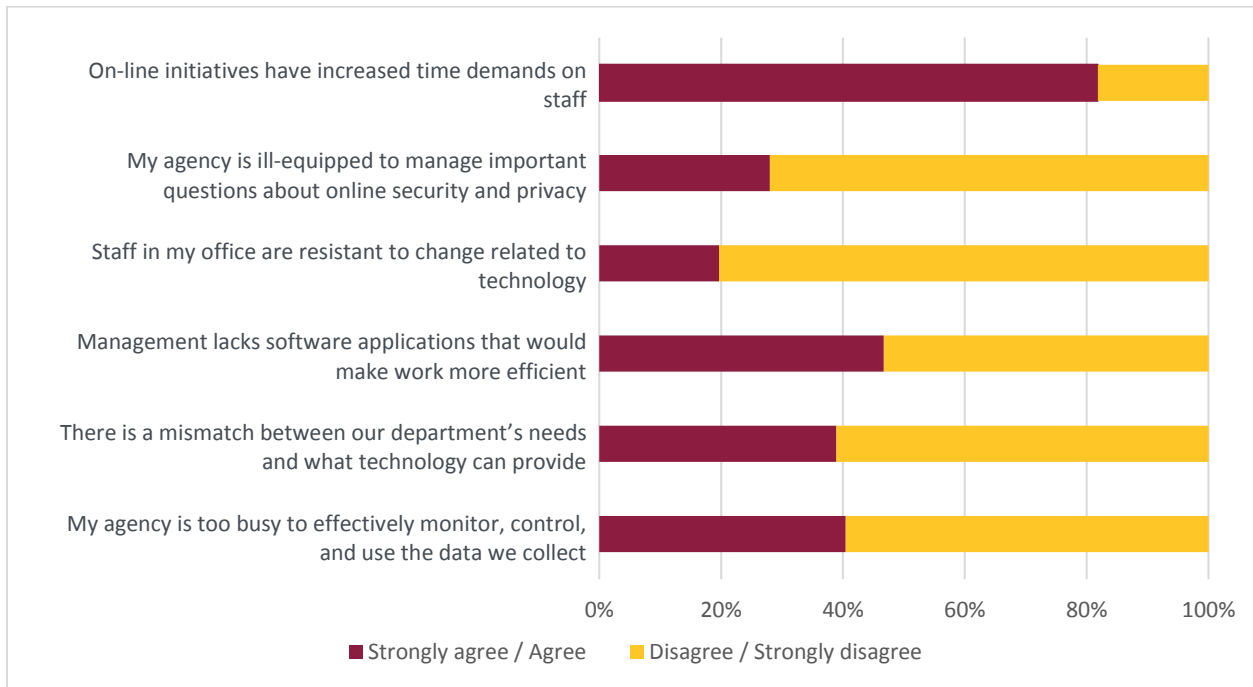


Figure 2.2 illustrates managers’ level of agreement with statements about technology use and its effects. A clear majority of respondents (82%) “agree” or “strongly agree” that on-line initiatives have increased time demands on their staff. However, managers mostly “strongly disagree” or “disagree” that their agencies are ill-equipped to manage important questions about online security and privacy (80%) and their staff is resistant to change related to technology (66%).

Around 40% of the managers “strongly agree” or “agree” that their departments lack the capacity to efficiently utilize technology. They agree that the management lacks software applications that would make work more efficient (47%), there is a mismatch between their departments’ needs and what technology can provide (39%), and their agencies are too busy to effectively monitor, control, and use the data they collect (40%).

Overall, our survey shows that while managers agree that technology can be useful for their work activities, they report some gaps between their needs and skills and the technology capacity of their organization.

Figure 2.2. Level of agreement about organizational technology use



Part III. Data Sharing

This section captures manager perceptions and other findings related to data sharing. Topics include importance of sharing data across city departments, frequency of data sharing with other city departments and external stakeholders such as governmental and non-governmental organizations, data sharing barriers encountered by city managers, quality and type of shared data, as well as ability and strategy to access data from stakeholders.

Do small and medium size governments share data?

While a majority of respondents (70%) reports that their department obtains data generated from other organizations in order to accomplish its activities, there are significant differences across city departments¹. **Table 3.1** shows that community development managers are the most likely to share data with other organizations (83%). Parks and recreation managers are the least likely to report data sharing practices (59%) as compared to all other departments.

Table 3.1. Percentage of city departments sharing or not sharing data

	Mayor's Office	Community development	Finance	Parks & recreation	Police	Total
No	22%	17%	33%	41%	34%	30%
Yes	78%	83%	67%	59%	66%	70%

Among managers who obtain data from other organizations, we investigate the importance of sharing data for accomplishing daily activities by asking a set of questions on the importance of data to do work effectively, barriers to data sharing, and routinized procedures to access data. **Table 3.2** shows that nearly half of managers (46%) “strongly agree” or “agree” that they need data from other organizations to do their work effectively. Moreover, three quarters of respondents (77%) declare that they cannot do their job if access to data generated by other organization is blocked and a similar percentage (70%) report having routines to regularly receive data from other organizations. While community development managers are the most likely to share data, finance managers report the highest dependency on data from other organizations and are the most likely to have regular procedures to share data².

Concerning the type of data that public managers need, only 38% of respondents “agree” or “strongly agree” that their organization requires access to sensitive data that contains personally

¹ Chi-square test, X squared = 27.396 df = 4, p-value < 0.00

² T-test comparing finance department against all other departments is significant at 0.05 level.

identifiable information. Sensitive data might include personal addresses or social security numbers. Unsurprisingly given the nature of their activities, police department managers are the most likely to need access to and use sensitive data (43%).

Table 3.2. Dependency on data and type of data shared

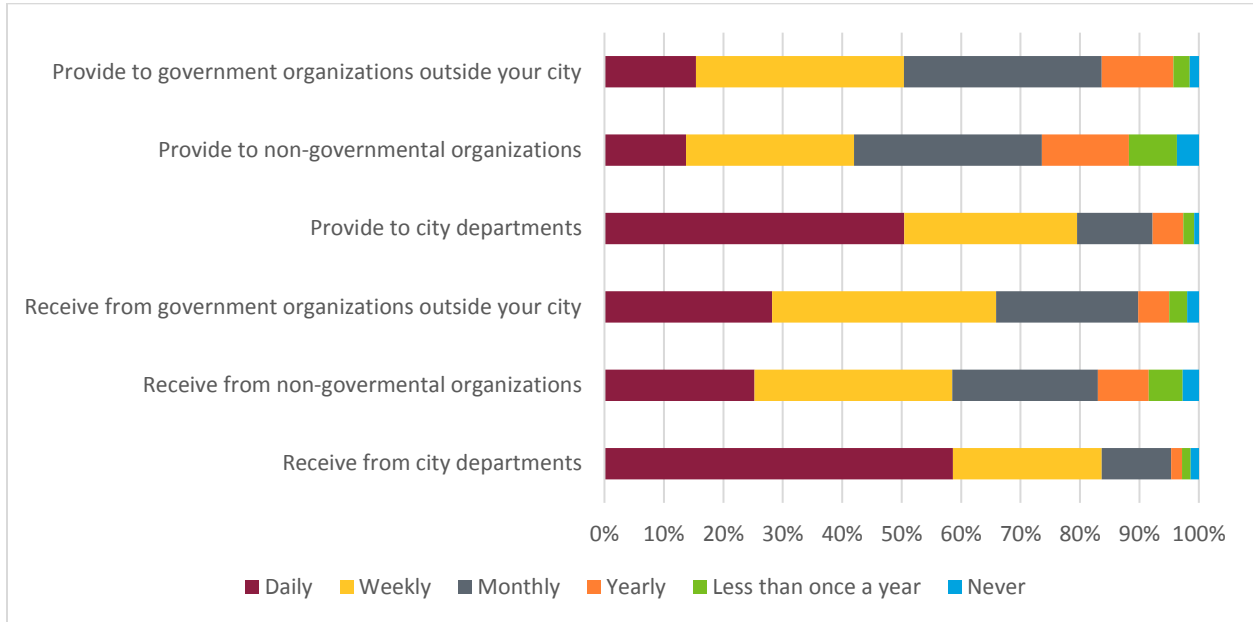
	% Strongly agree / agree	% Strongly disagree / disagree
My organization requires data from other organizations to do its work effectively.	46%	32%
Most people in my organization cannot do their jobs if their access to data generated by other organizations is blocked.	77%	8%
My organization has well established routines to regularly receive data from other organizations	70%	9%
Most activities in my organization require access to sensitive data that contains personally identifiable information.	38%	41%

With whom and how often do small and medium sized governments share data?

The frequency of receiving data from and providing data to other organizations reveals the high dependency of some city departments on others for obtaining data. **Figure 3.1** illustrates how often city departments receive data from and provide data to (1) other city departments, (2) other governments organizations outside the city (i.e. other local, state, and federal governments), and (3) non-governmental organizations (private and non-profit).

The maroon bars in Figure 3.1 show that city departments most often share data with other city departments; half of respondents provide data daily to other city departments and more than half (59%) daily receive data from them. Yet most city departments have weekly exchanges of data with other governmental and non-governmental organizations, as illustrated in yellow in Figure 3.1. A small percentage of managers report never or rarely sharing data with other organizations (grey and orange bars). Local government managers receive data more frequently than they provide data, especially when considering other governmental and non-governmental organizations. While more than 60% of managers receive data weekly or daily *from* external organizations, less than 50% weekly or daily provide data *to* external organizations.

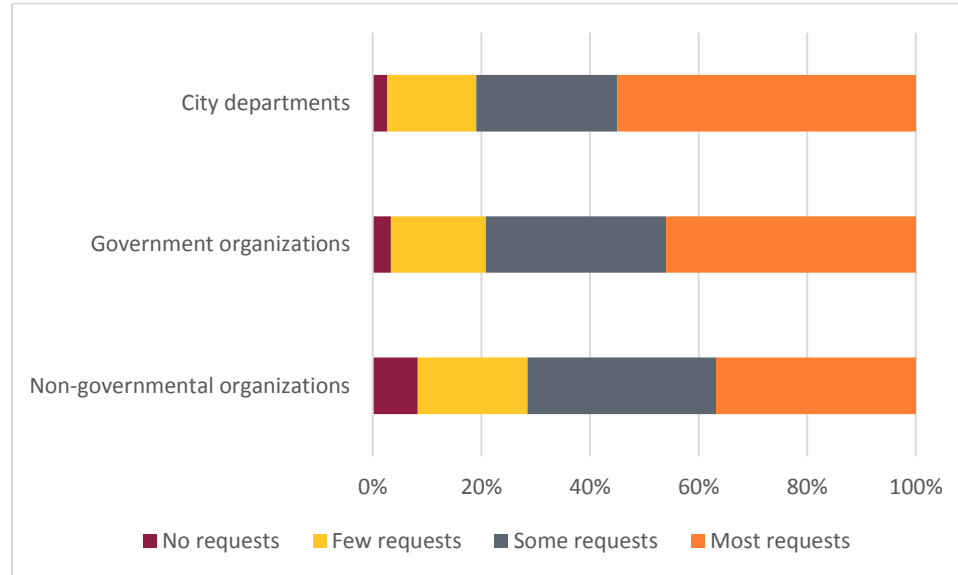
Figure 3.1. Frequency of providing and receiving data, by stakeholder



Can governments access the data they need?

To better understand data sharing in small and medium local governments, we ask city managers what share of their requests for data are fulfilled without requiring them to follow up or make additional requests. Response options include: “most requests”, “some requests”, “few requests” and “no requests”. The data displayed in **Figure 3.2** show that, overall, managers are able to obtain data they need without submitting additional requests. Other city departments are the most likely to provide data after the first request. Only 19% of managers report that “no request” or “few requests” are fulfilled without the need to follow up. By contrast, managers face greater barriers when accessing data from non-governmental organizations; 28% of managers say that “no request” or “few requests” are fulfilled without following up; 35% say that only “some requests” are fulfilled; and 37% say that “most requests” are fulfilled. In comparison, 46% of managers report that “most requests” to governmental organizations are fulfilled and more than half of managers (55%) report that “most requests” to other city departments are fulfilled.

Figure 3.2. Requests for data that are fulfilled without need to follow up, by stakeholder



There are important differences in the ability to access data across departments, especially in the case of other city departments and government organizations³. In both cases, police departments are the most likely to obtain data while community development departments are the least likely to obtain data⁴. Managers in the mayor’s office are slightly more likely to obtain data from both other departments and government organizations. Data from non-governmental organizations are the most difficult to access for all departments.

What barriers do managers encounter when accessing data?

It is important to understand which barriers might prevent managers in local government departments from accessing data they need. The survey ask managers to indicate how likely they are to encounter a series of barriers, such as regulatory and privacy issues, approval concerns, lack of data, operability problems, or data not available online. **Table 3.3** reports the percentage of managers that indicate that barriers to data are “very unlikely / unlikely”, “somewhat likely” or “very likely / likely”.

Most managers report that it is “very likely” or “likely” that they did not receive data because the organization did not have the data they needed (42%) or because such data were not in an electronic format (33%). In one out of five cases, managers could not access data because of

³ Chi-square test significant at 0.05 for other city departments and governmental organizations. Non-significant at 0.05 for non-governmental organizations.

⁴ T-test comparing each department against all other departments. T-test significant at 0.05 level for police and community development departments, significant at 0.1 for Mayor’s office, and non-significant for parks & recreation and finance departments.

incompatibility of systems (18%) or regulatory constraints related to privacy (20%). In contrast, political reasons, competing interests across organizations, or fear of criticism do not are not commonly reported barriers to sharing data. Three quarters of respondents declare that is “very unlikely” or “unlikely” that such reasons explain unfulfilled requests.

Table 3.3. Most frequent barriers to obtaining data from other organizations

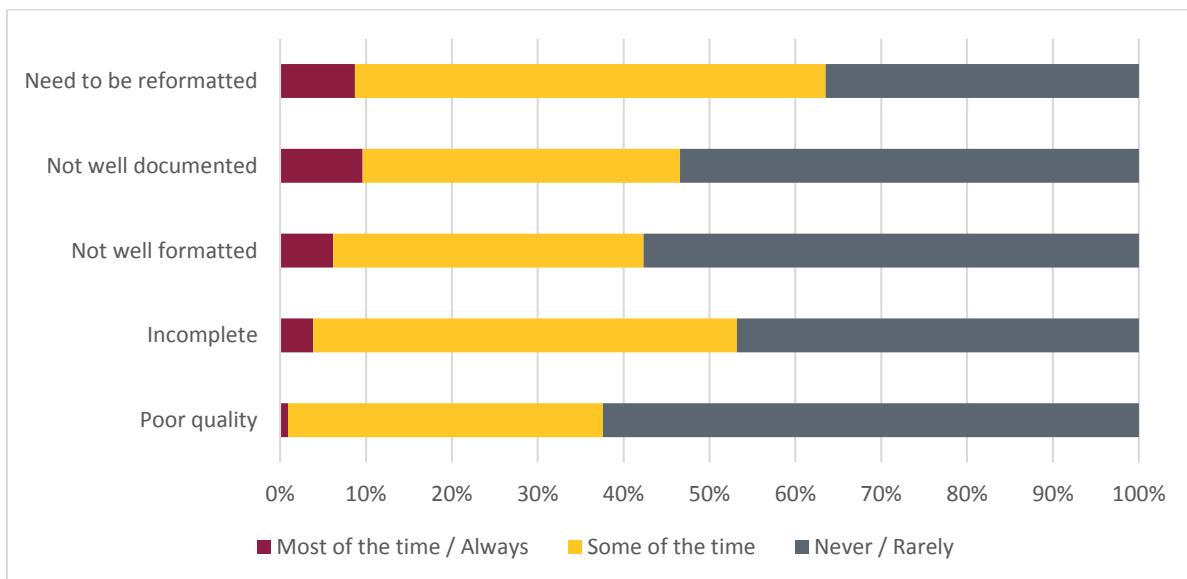
	% Very unlikely / unlikely	% Somewhat likely	% Very likely / likely
The other organization did not have the requested data.	23%	35%	42%
The data were not transferable because of incompatibility across information systems.	53%	29%	18%
There were too many rules and levels of approval to access the data (i.e. written consent, legal authorization, court orders, etc....)	57%	28%	15%
The management did not want to share the data because of competing interests with our organization.	79%	17%	4%
Our organization was not equipped to store, receive, or analyze the data.	69%	21%	9%
The data were too politically sensitive to be shared.	74%	16%	10%
The requested data was not electronically stored or available in a retrievable electronic format.	30%	37%	33%
Because of regulatory and privacy issues, the other organization was prohibited from sending us the data.	51%	30%	20%
The management did not want to share the data because of fear of public criticism.	76%	17%	7%

Do managers receive high quality data?

Accessing data might not be sufficient if obtained data are of low quality, need to be reformatted, or are not well documented. In such cases, managers might not be able to utilize data or data might not provide information needed by the department. We ask managers to indicate how often the data they receive from external organizations or city departments are of poor quality, incomplete, not well formatted, not well documented, or require reformatting.

Figure 3.3 shows that, overall, most managers access data of high quality: on average, half of respondents “never” or “rarely” receive poor quality data while 40% “some of the time” receive poor quality, incomplete, or not well formatted or documented data. The most common quality issues reported is with regard to data completeness and the need to reformat received data. This latter problem occurs more frequently for finance departments and less frequently for police departments⁵.

Figure 3.3. Quality of data received from other organization



⁵ Chi-square test for across department differences significant at 0.05 level. T-test for differences between each department and all other departments significant at 0.05 level for police and finance department when looking at “Data received need to be reformatted”.

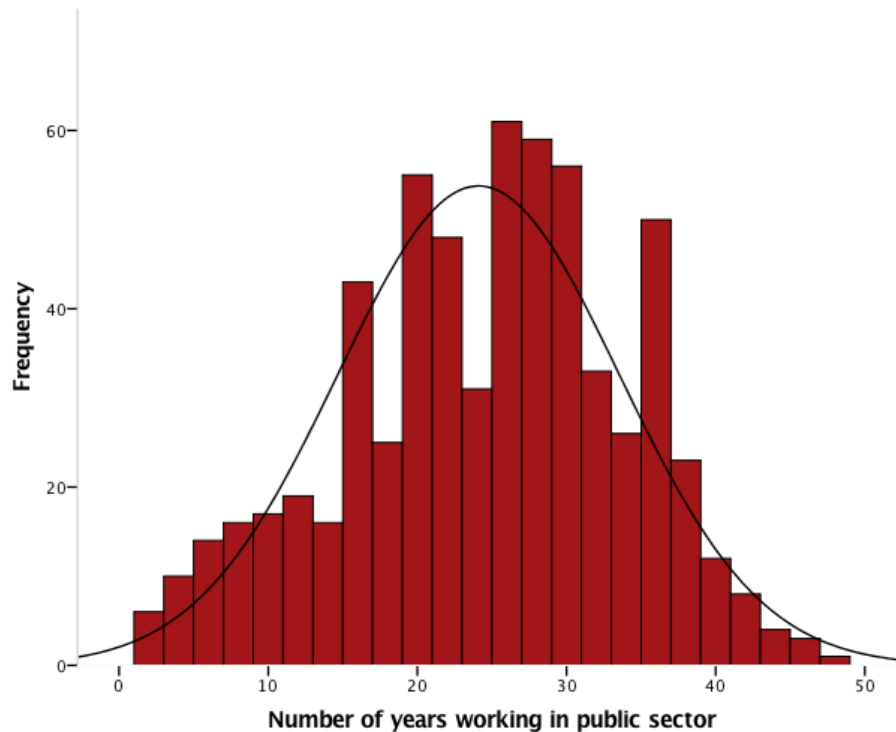
Part IV: Work Life

This section reports the data on work life and demographic features of respondents. Topics include manager views on organizational values and work-life balance, previous work experience in other sectors, and descriptive results on education, race, and job tenure.

How many years have managers worked in the public, private, and non-profit sectors?

The survey captures data on respondent work experience in the public, private, and non-profit sectors. **Figure 4.1** illustrates the number of years of experience managers have in the public sector; the average job tenure is 24 years.

Figure 4.1. Number of years of experience in public sector



Among respondents, 30% have worked in the nonprofit sector and 79% have previously worked in the for-profit, private sector. Among respondents, work experience in the non-profit sector ranges from 1 year to 47 years, with a mean of 2 years. Private sector work experience ranges from 1 year to 40 years with a mean of 6.5 years. **Table 4.1** shows that many managers worked less than 10 years in both the non-profit and private sector, with the majority of managers (54%) indicating that they worked less than ten years in the private sector.

Table 4.1. Number of years of experience in the non-profit or private sector

	Years working for non-profit sector	Years working for private sector
Under 10 Years	112 (23%)	300 (54%)
10 - 19 Years	17 (3%)	91 (16%)
20 - 29 Years	10 (2%)	35 (6%)
30 - 39 Years	7 (1%)	11 (2%)
40 - 47 Years	1 (<1%)	2 (<1%)

What does work-life conflict and life-work conflict look like for managers?

Respondents indicate whether their work commitments interfere with their family life and if family life commitments interfere with work. **Figure 4.2** illustrates managers' level of agreement with statements about work-life conflict and life-work conflict. Managers indicate higher levels of work-life conflict than life-work conflict. Figure 4.2 shows that the majority of respondents (60%) "agree" or "strongly agree" that work-related activities make it them change plans for family activities. More than half of the managers (57%) "agree" or "strongly agree" that demand at work interferes with home and family life. Most managers "disagree" or "strongly disagree" that fulfilling family duties and responsibilities is impacted by the strain of the job and the amount of time the job takes.

Figure 4.2. Work-life conflict among local government managers

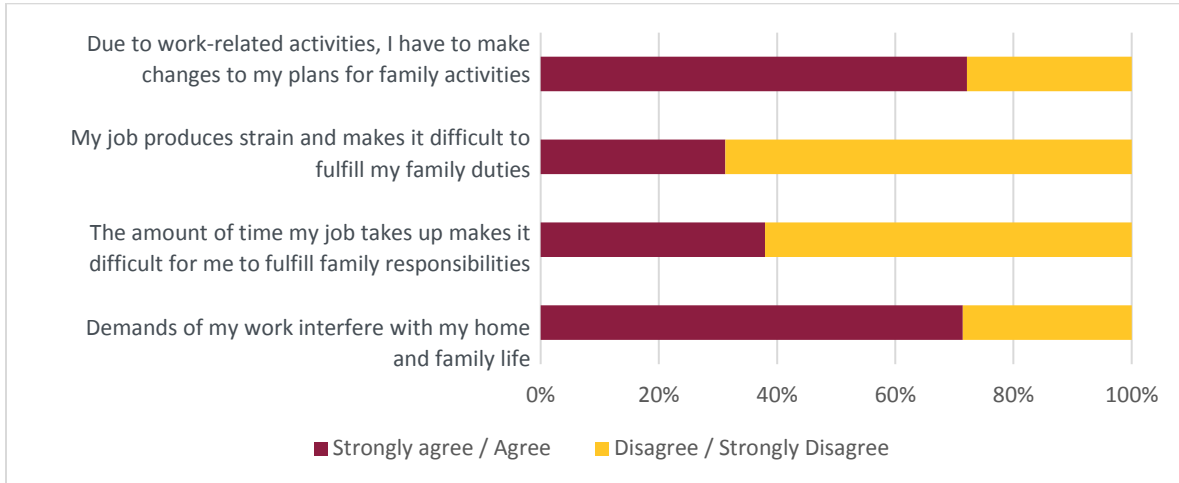
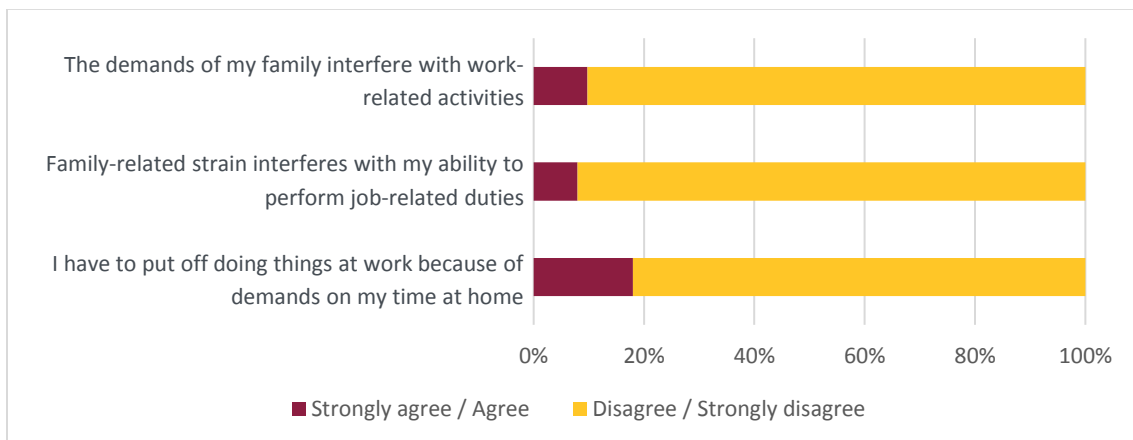


Figure 4.2 shows that more than half of the respondents report agreement with statements that work or work-related activities create conflict in their lives. In comparison, more than half of the respondents do not agree that family and home life creates conflict with work roles (e.g. life-work conflict). As illustrated in **Figure 4.3**, over three quarters of the managers “disagree” or “strongly disagree” with all three statements about life-work conflict, disagreeing that family or home life causes conflict for work. Only 16% of managers “agree” or “strongly agree” that they put things off at work because of demands of time at home. The majority of managers (81%) “disagree” or “strongly disagree” that family-related strain interferes with job-related duties.

Figure 4.3. Life-work conflict among local government managers



How do managers rank organizational values?

To understand how managers in small and medium sized local governments view organizational values, we ask managers to rank the following three values from most important to least important: community representation and responsiveness, organizational efficiency and effectiveness, and legal compliance and constitutional integrity. **Table 4.2** shows that among these three values, the majority of managers (63%) list legal compliance and constitutional integrity as the most important organizational value. Nearly half of managers (47%) report that organizational efficiency and effectiveness is the least important amongst these three organizational values. Thirty-eight percent of respondents note that community representation and responsiveness is “important”; the same proportion report it is the “least important” of these three.

Table 4.2. Managerial rank of organizational values

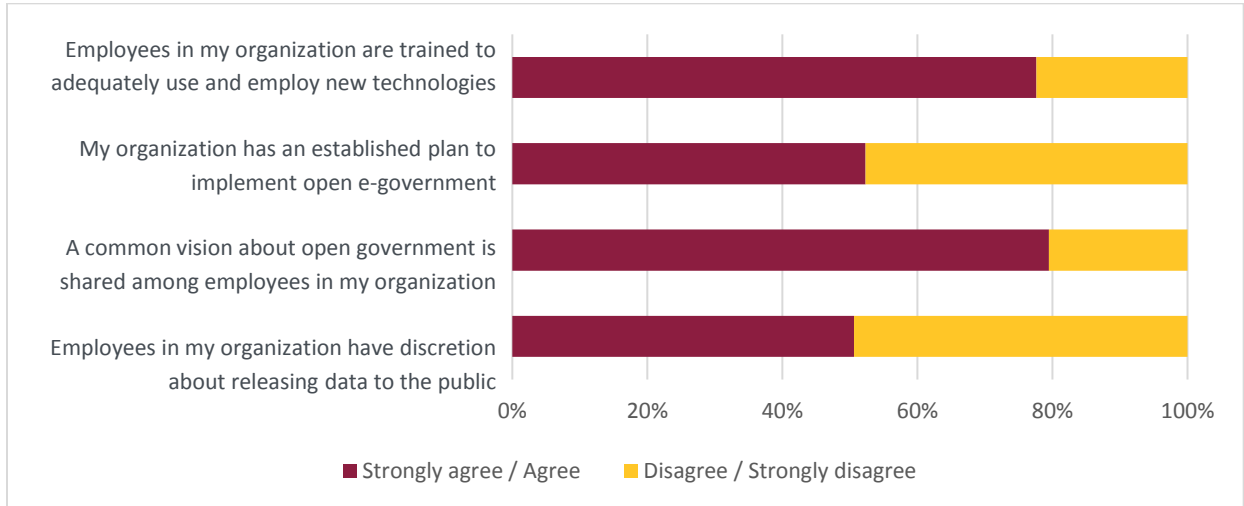
	Most important	Important	Least important
Community Representation and Responsiveness	24%	38%	38%
Organizational Efficiency and Effectiveness	14%	39%	47%
Legal Compliance and Constitutional Integrity	63%	22%	15%

How do small and medium sized government managers view open e-government?

To understand how managers in city departments train their employees with open e-government, the survey asks managers to indicate their level of agreement or disagreement with training in new technologies, established plans for open e-government, vision of open government amongst employees, and employee discretion on data. **Figure 4.4** reports the frequency of the managers that “strongly disagree” or “disagree” as compared to those who “agree” or “strongly agree”.

Most managers report that they “agree” or “strongly agree” that a common vision about open government is shared amongst employees in their organization (58%). Managers also report that employees in their organization are adequately trained to use and employ new technologies (59%). Nearly half of respondents (40%) indicate that they “disagree” or “strongly disagree” that employees in their organization have discretion about releasing data to the public. Managers indicate that they “agree” or “strongly agree” that the organization has established plans to implement open e-government (34%).

Figure 4.4. Managerial views on open e-government



How do managers perceive elected officials’ views?

Trust between managers in city departments and elected officials is important for city governance. In the survey, we ask managers to indicate their level of agreement or disagreement with statements about elected officials’ views their organization. **Table 4.3** reports how managers perceive elected officials’ trust in their organization. More than three-quarters of respondents (84%) “strongly agree” or “agree” that most elected officials trust their organization or believe that the organization is effective.

Table 4.3. Managers’ perception of elected officials’ views about the organization

	Strongly disagree /disagree	Neither agree nor disagree	Strongly agree / agree
Most elected officials trust my organization	8%	7%	84%
Most elected officials believe that my organization is effective	7%	9%	84%

How do managers perceive organizational innovation, risk, and uncertainty?

Effective city government and management requires innovation, risk taking, and managing for uncertainly. To get an understanding of how managers deal with these challenges,

we ask managers to indicate their views of organizational innovation, risk, and uncertainty. **Figure 4.5** shows that most managers report that their organization has a strong commitment to innovation and that people that develop innovative solutions to problems are rewarded (62%). About half of the managers indicate that employees are not resistant to change related to technology (54%).

Figure 4.5. Manager reports on organizational innovation

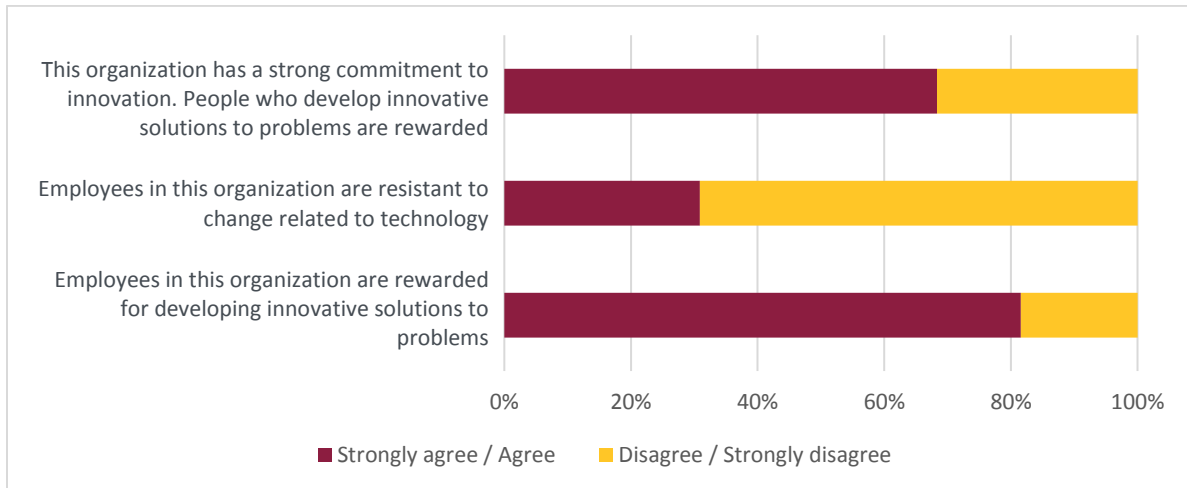
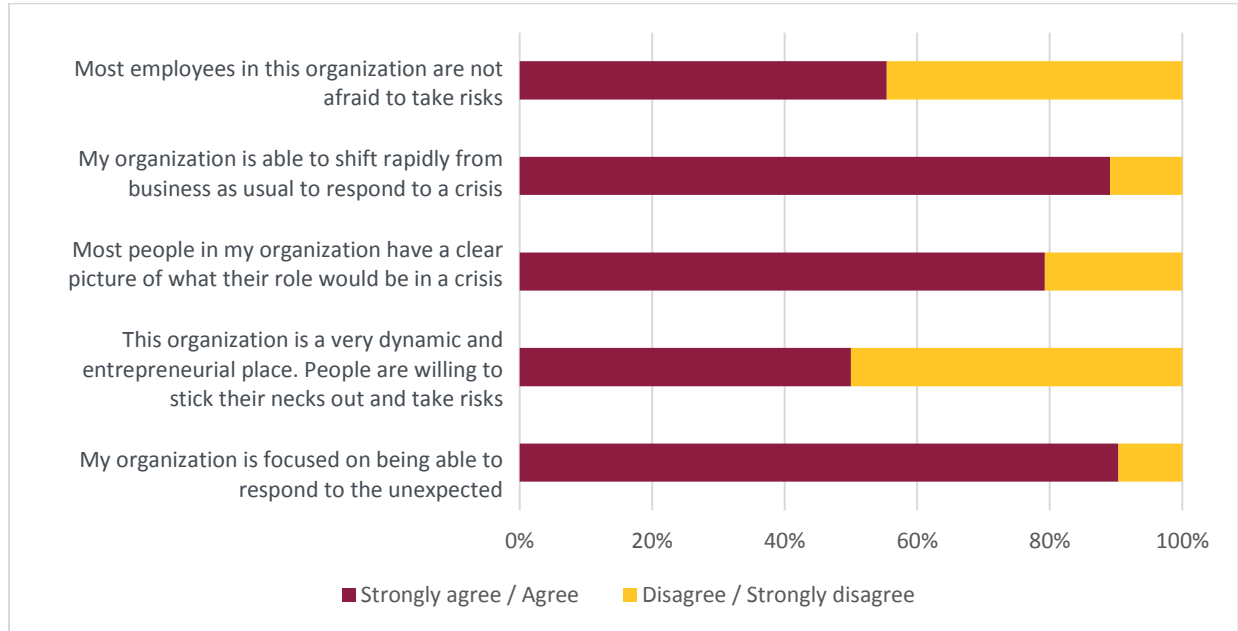


Figure 4.6 illustrates manager responses on statements about organizational responses to crises and uncertainty. On average, more than half of the respondents “strongly agree” or “agree” that their organization is able to shift rapidly to respond to a crisis (71%). Managers indicate that they “strongly disagree” or “disagree” that their organization is a very dynamic and entrepreneurial place and that people are willing to stick their necks out and take risks (32%).

Figure 4.6. Manager reports on managing risk and uncertainty



How do organizations value and prioritize diversity?

The survey uses a number of items to assess the extent to which local government organizations value and prioritize diversity in the workplace, in particular actively hiring and the advancement of women and minorities. **Table 4.4** reports the extent to which organizations value the advancement and recruitment of women. More than half of the managers (52%) indicate that their organization values the advancement of women “to a very large extent” or “to a large extent”. A little less than half (45%) reported that their organization values actively recruiting qualified women for employment “to a very large extent” or “to a large extent”.

Table 4.4. Organizational focus on women

	To a very small extent / to a small extent	To a moderate extent	To a very large extent / to a large extent
The advancement of women	88 (13%)	199 (31%)	348 (52%)
Actively recruiting qualified women for employment	137 (21%)	195 (31%)	301 (45%)

Table 4.5 shows the extent to which managers value and prioritize recruitment, representation, and sensitivity about racial diversity. More than half of the managers (65%) report that organization is sensitive about racial diversity “to a very large extent” or “to a large extent”. Almost half of the managers (49%) indicate that their organization ensures that minority communities are represented in decision-making “to a very large extent” or “to a large extent”.

Table 4.5. Frequency of the organization’s focus on minorities

	To a very small / to a small extent	To a moderate extent	To a very large / to a large extent
Sensitivity about racial diversity	54 (8%)	146 (23%)	434 (65%)
Ensuring that minority communities are represented in decision making	100 (15%)	210 (33%)	324 (49%)
Actively recruiting qualified minorities for employment	130 (19%)	185 (29%)	315 (47%)
Ensuring that there is greater and more equitable access by minorities to programs and services	114 (17%)	228 (36%)	290 (44%)
Providing information to policy makers to assist them in making decisions concerning minority community needs and perspectives	127 (19%)	225 (35%)	283 (43%)

Summary and Conclusions

The purpose of this report is to describe the status of public participation, technology, data sharing, and work life in local governments in the United States. The report presents findings from a 2016 national survey of 500 local governments on public participation, technology use, data sharing, and work life, across five departments: Mayor's office, finance, police, parks and recreation, and community development.

Overall, our findings show that local government managers believe in the positive impact of citizen participation and most of them actively engage with individual citizens and civil society groups, especially for getting feedback on service quality. Local governments are also active users of new technologies, such as Facebook and Twitter, and sharing tools such as Dropbox. Managers report that the use of technology has mostly a positive impact on work activities, particularly information and knowledge sharing.

More critical issues emerge when looking at data sharing and workplace policies. Technical barriers continue to prevent local governments from providing data to and obtaining data from civil society stakeholders such as private and nonprofit organizations. Local governments are also more likely to receive data from stakeholders than they are to provide data, challenging efforts towards government transparency and accountability. Finally, our analysis suggests that many city governments are only moderately engaged in the removal of barriers that affect women and minorities employment and access to public services.

Results from this survey are part of a long-term research interest cultivated by the Center for Science, Technology and Environmental Policy Studies at ASU in understanding the relationships between technology and civic engagement in local governments. Since the first national survey was administered in 2010, we observed a continuous increase in the number of features that cities provide on their website, as well as an increase use of social media and other technological tools. We also find positive perceptions of benefits derived from technology use have increased over time, as a function of greater technology use. Managers report increasing use of information and communication technologies to improve government decision-making, lead to better policies, improve efficiency, and lower costs for their department. These findings are important for research and practice.

This long-term, multi-year study would not be possible without the continued support and participation of local government managers who have taken time to respond to our survey over the past six years. Without their help, we would not be able to pursue this research, train students, and advance knowledge and practice in this area. We hope that this report will provide useful implications for local government managers and their colleagues. We invite them to visit our website (www.csteps.asu.edu) to access more detailed reports on these data including policy memos, academic papers, and dissertations. We encourage them to continue to participate in these data collection efforts as we hope to conduct this survey again in 2018.

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Appendix 1. Survey Implementation, Response Rate, and Response Bias

The survey was released on September 27, 2016 and closed on December 31, 2016, lasting for about three months. The respondents were evenly split into three groups, based on the date they completed the survey. Table A1.1 displays the duration of each wave and the number of respondents that completed the survey.

Table A1.1. Distribution of respondents across three survey waves

Wave	Duration	Number of respondents
Wave 1	Sep. 27-Oct. 30, 2016	444
Wave 2	Oct.31-Nov. 28, 2016	119
Wave 3	Nov.29-Dec. 31, 2016	104

Respondents in the three waves are not significantly different by city size, department of government and gender. In relation to the type of government, the pairwise comparisons show significant differences between the first and third wave: significantly more respondents in the first wave come from a Council-Manager government. However, the overall test shows no significant difference in types of government among the three waves of respondents.

The survey was closed on December 19, 2016 with 643 complete responses, 192 partials of which 24 were retained, 47 known refusals, and 240 email addresses confirmed as unreachable. Table A1.2. shows the final response rate.

Response rate

From the initial sample, **76** cases have been removed. The following is the adjusted sample to reflect the changes:

- based on emails and phone calls we found that **26** individuals in the sample had retired
- based on emails and phone calls we found that **41** individuals in the sample were no longer in the position
- based on emails and phone calls we found that **9** individuals were ineligible from the sample. **1** of these individuals is a new hire and does not feel that they would be able to provide much information. **4** of the individuals are on leave. **1** individual's email is now deactivated. **2** individuals had inaccurate information and do not hold positions. **1** individual was unable to save their responses and therefore had an incomplete survey.

Table A1.2. Response rate monitoring

	17-Nov 2016	12-Dec 2016	28-Dec 2016
Sample	2473		
Left Position	20	35	41
Bad Email Address*	197	236	240
Total Retired	16	24	26
Adjusted Sample	2240	2180	2166
Total Refusals	22	36	47
Partials	164	179	192
Completed	508	601	643
Response Rate	22.68%	27.57%	29.68%

* Bad email addresses were determined by undeliverable emails that bounced back with 11 e-mails

The Table A1.3 shows the calculation of the incomplete responses.

Table A1.3. Incomplete response rate monitoring

Survey Administration	17 Nov	12 Dec	28 Dec
Less than 50% of Survey Completed	140	149	161
50% of Survey Completed	18	26	24
75% of Survey Completed	6	4	7
Total Incomplete	164	179	192

AAPOR sample size

The following table shows the calculation of the response rate according to the standards established by the American Association of Public Opinion Research.

We consider:

- among Category 2, we counted participants who had formally refused to participate to the survey (2.1120) and those who implicitly refused as they did not reply to the email, neither complete the survey (2.1130);
- undelivered e-mail addresses have been placed in the “Unknown eligibility” category (3.30);
- the “Out of sample” category includes those individuals who did not have an email address or who we discovered were no longer working in the position, on leave, or had retired (4.1).

Table A1.4. AAPOR response rate calculation

1. Eligible interview		
1	Complete (+ retained)	667
1.2	Partials rejected	176
1.3	Partials retained	24
2. Eligible non interview		
2.112	Known-respondent refusals	47
2.113	Implicit refusal	1269
3. Unknown eligibility		
3.3	Mail returned undelivered	240
4. Not eligible		
4.1	Out of sample	76

Table A1.5. AAPOR response rates⁶

Response rate 1	0.289
Response rate 2	0.300
Response rate 3*	0.309
Response rate 4*	0.321
Cooperation rate 1	0.901
Cooperation rate 2	0.934
Refusal rate 1	0.021
Contact rate 1	0.321
Contact rate 3	1

*Estimate proportion of cases of unknown eligibility that are eligible: 0.941

Source: Response rate calculation V3.1 – American Association for Public Opinion Researcher

⁶ Response rate 1 (RR1) represents the minimum response rate for the survey. RR2 counts the partials as respondents. RR3 includes an estimate of what proportion of cases of unknown eligibility are actually eligible. RR4 includes the estimates of what proportion of cases of unknown eligibility are actually eligible, and includes partials as completes.

Appendix 2. Methodology

The national web-based survey of local governments was conducted by CSTEPS at the ASU between October 4, 2016 to December 19, 2016. The survey instrument, developed by Dr. Mary Feeney and Dr. Eric Welch was designed to collect data on the types of activities in which the public engages, the utilization of Internet-based technology by the organizations, manager perceptions about technology and eGovernment use, as well as organizational factors.

The survey was administered to government managers in 500 local governments with citizen populations ranging from 25,000 to 250,000. The breakdown of cities by population is highly skewed to smaller cities (50%), with only 16% of cities being 100K-250K. Because larger cities tend to have more capacity for eGovernment and ICT use and there are fewer cities in these population ranges, we elected to do a census of the larger communities (100K-250K) and drew a proportional sample for the cities 25K-100K. The census of cities with a population 100K-250K resulted in 184 cities. For the remaining 316 cities, a proportional sample with 59% of the sample was drawn from 25K-50K, 28% from 50-75K, and 13% from cities 75K-100K.

Tables A2.1 and A2.2. below show the number and percent of responses by city size and department type. As noted in Table A2.1, the 39% of respondents are from smaller towns with a population less than 49,999. Another 17% are in cities with a population from 50,000 to 74,999. The lowest response rate came from respondents who work in the Mayor’s office (13%), while respondents in Police departments (23%), Community Development departments (23%), and Parks and Recreation departments (23%) each account for slightly more than one fifth of responses.

Table A2.1. Number and percent of responses by population size

Population	Frequency	Percent
Less than 49,999	262	39.3
50,000 thru 74,999	113	16.9
75,000 thru 99,999	52	7.8
100,000 thru 124,999	85	12.7
125,000 thru 149,999	43	6.4
150,000 thru 174,000	26	3.9
175,000 thru 199,999	39	5.8
200,000 thru 224,999	31	4.6
225,000 thru 250,000	16	2.4
Total	667	100

Table A2.2. Number and percent of responses by department type

Department Type	Frequency	Percent
Mayor's Office	89	13.3
Community Development	156	23.4
Finance	117	17.5
Parks & Recreation	151	22.6
Police	154	23.1
Total	667	100

Appendix 3. Questionnaire Items and Response Categories for the Survey Questions Presented in the Report

Please think about your department (e.g. Finance, Parks & Rec, Police) or office (e.g. Mayor's office) when responding to these questions about your organization.

Part I: Participation

We would like to ask you some questions about your organization's interaction with the public. Stakeholders include organizations and individuals outside your organization including local community organizations, nonprofit or educational groups, or other government agencies. Participation is defined as the process in which citizens and external stakeholders take part in agency decisions.

Over the last year, how often did the following citizens and stakeholder groups participate in your organization's decision and policy making?

- 1 Individual citizens
- 2 Neighborhood associations
- 3 Federal government agencies/employees/officials
- 4 News media
- 5 Interest groups
- 6 Religious groups
- 7 Consultants or paid experts
- 8 Professional associations
- 9 Internal department staff
- 10 Other city departments
- 11 Mayor's office
- 12 Governor's office
- 13 State legislators
- 14 Nonprofit human service organizations

Answer options:

- 1 Very Often
- 2 Often
- 3 Sometimes
- 4 Rarely
- 5 Never
- 6 Don't Know

Over the last year, how often did members of the public contribute the following to your organization?

- 1 Input on long range plans
- 2 Input on service priorities
- 3 Feedback on service quality

- 4 Formal oversight of your organization
- 5 Feedback on department decisions
- 6 Input on improving department management and operations
- 7 Input on employee conduct

Answer options:

- 1 Very Often
- 2 Often
- 3 Sometimes
- 4 Rarely
- 5 Never
- 6 Don't Know

For your organization, is the current level of citizen participation in each of the following more or less than is needed?

- 1 Input on long range plans
- 2 Input on service priorities
- 3 Feedback on service quality
- 4 Formal oversight of your organization
- 5 Feedback on department decisions
- 6 Input on improving department management and operations
- 7 Input on employee conduct

Answer options:

- 1 Much more than is needed
- 2 Somewhat more than is needed
- 3 About right
- 4 Somewhat less than is needed
- 5 Much less than is needed

Please indicate your level of agreement or disagreement with the following statements:

- 1 Citizen participation is necessary even if it dramatically slows down government decisions
- 2 Citizen participation increases government effectiveness
- 3 Citizen participation is relevant only when citizens have sufficient expertise and knowledge

Answer options:

- 1 Strongly disagree
- 2 Disagree
- 3 Neither agree nor disagree
- 4 Agree
- 5 Strongly agree

Part II. Utilization of Technology

We would like to ask you some questions about your organization's use of technology. As a reminder, please think about your department (e.g. Finance, Parks & Rec, Police) or office (e.g. Mayor's Office) when responding to these questions about your organization.

Which of the following tools do people in your organization use for work purposes? (Please check all that apply).

- 1 Facebook
- 2 Twitter
- 3 YouTube
- 4 LinkedIn
- 5 Gov Loop
- 6 Ning
- 7 Basecamp
- 8 Enterprise Social Networking Service (e.g. Jive, Tibbr, Yammer, SocialCast)
- 9 Blogs
- 10 Online discussion forums
- 11 Online newsletters
- 12 Audio webcasts
- 13 Really simple syndication (RSS feeds)
- 14 Web surveys or polls
- 15 Wikis
- 16 Electronic polling during face-to-face meetings
- 17 Document collaboration tools (e.g. Google Docs)
- 18 Work coordination tools (e.g. Google Calendar, MS Project)
- 19 File sharing tools (e.g. DropBox)
- 20 Voice over IP (e.g. Skype)

Answer options:

- 1 Yes
- 2 No

For what purposes does your organization use the types of tools that you named? (Please check all that apply).

- 1 Facebook
- 2 Twitter
- 3 YouTube
- 4 LinkedIn
- 5 Gov Loop
- 6 Ning
- 7 Basecamp
- 8 Enterprise Social Networking Service (e.g. Jive, Tibbr, Yammer, SocialCast)
- 9 Blogs
- 10 Online discussion forums
- 11 Online newsletters

- 12 Audio webcasts
- 13 Really simple syndication (RSS feeds)
- 14 Web surveys or polls
- 15 Wikis
- 16 Electronic polling during face-to-face meetings
- 17 Document collaboration tools (e.g. Google Docs)
- 18 Work coordination tools (e.g. Google Calendar, MS Project)
- 19 File sharing tools (e.g. DropBox)
- 20 Voice over IP (e.g. Skype)

Answer options:

- 1 To disseminate information externally
- 2 To receive input on planning and policies
- 3 To get feedback on service quality
- 4 To facilitate participation by citizens
- 5 To collaborate internally on work tasks
- 6 To collaborate with external stakeholders

On average, how frequently do people in your organization use the following media tools for work purposes?

- 1 Facebook
- 2 Twitter
- 3 YouTube
- 4 LinkedIn
- 5 Gov Loop
- 6 Ning
- 7 Basecamp
- 8 Enterprise Social Networking Service (e.g. Jive, Tibbr, Yammer, SocialCast)
- 9 Blogs
- 10 Online discussion forums
- 11 Online newsletters
- 12 Audio webcasts
- 13 Really simple syndication (RSS feeds)
- 14 Web surveys or polls
- 15 Wikis
- 16 Electronic polling during face-to-face meetings
- 17 Document collaboration tools (e.g. Google Docs)
- 18 Work coordination tools (e.g. Google Calendar, MS Project)
- 19 File sharing tools (e.g. DropBox)
- 20 Voice over IP (e.g. Skype)

Answer options:

- 1 Daily or almost daily
- 2 Several times a week
- 3 About once per week
- 4 About once every two weeks
- 5 About monthly

6 Less often

For the purposes of this survey, social media is defined as having the characteristic of being social and interactive in nature – allowing, but not requiring, two-way information exchange between individuals or groups, such as between individual public employees and citizens. Examples of commonly used social media tools include: Facebook, Twitter, YouTube, LinkedIn, GovLoop, Ning, and Basecamp.

Please indicate your level of agreement or disagreement with the following statements:

- 1 Social media tools enhance knowledge exchange in my organization
- 2 Social media tools improve my organization's work
- 3 Social media use tends to waste time
- 4 For quality control purposes, respond "strongly agree"
- 5 Using social media makes my organization more efficient
- 6 The benefit of social media tools in the workplace is highly overrated
- 7 Social media tools increase the exchange of useful information in my organization

Answer options:

- 1 Strongly disagree
- 2 Disagree
- 3 Neither agree nor disagree
- 4 Agree
- 5 Strongly agree

Who is responsible for maintaining and improving your department website? (Please check all that apply).

- 1 A designated person in our department
- 2 A separate information technology department
- 3 Contracted external service providers
- 4 Other (please specify) [Respondent Specify]

Please indicate your level of agreement or disagreement with the following statements:

- 1 Online initiatives have increased time demands on staff
- 2 My agency is ill-equipped to manage important questions about online security and privacy
- 3 Staff in my office are resistant to change related to technology
- 4 Management lacks software applications that would make work more efficient
- 5 There is a mismatch between our department's needs and what technology can provide
- 6 My agency is too busy to effectively monitor, control, and use the data we collect

Answer options:

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree

5 Strongly disagree

Please indicate if your department currently offers the following online services or not.

- 1 Online payment for services including fees and fines
- 2 Online delivery of local government records or department information to citizens who request information
- 3 Online requests for services that your department is responsible for delivering
- 4 Online completion and submission of job applications

Answer options:

- 1 No
- 2 Yes

Part III: Data Sharing

Does your organization obtain data generated by other organizations to do its work?

- 1 Yes
- 2 No

Please respond to the following questions thinking about the data that your organization uses for its activities such as organizational performance, employee behavior, transactions, citizen, businesses or other non-profit activity, budget and financial statistics, geospatial data (i.e. GIS data), and so on.

Please indicate the extent to which you agree or disagree with the following statements:

- 1 My organization requires data from other organizations to do its work effectively.
- 2 Most people in my organization cannot do their jobs if their access to data generated by other organizations is blocked.
- 3 My organization has well established routines to regularly receive data from other organizations.
- 4 Most activities in my organization requires access to sensitive data that contains personally identifiable information.

Answer options:

- 1 Strongly disagree
- 2 Disagree
- 3 Neither agree nor disagree
- 4 Agree
- 5 Strongly agree

How frequently do you receive data from people in the following types of organization?

- 1 Other governmental departments in your city or town
- 2 Government organizations outside your city (other cities, county, state, federal)
- 3 Non-governmental organizations (private and non-profit)

Answer options:

- 1 Daily
- 2 Weekly
- 3 Monthly
- 4 Yearly
- 5 Less than once a year
- 6 Never

How frequently do you provide data to people in the following types of organization?

- 1 Other governmental departments in your city or town
- 2 Government organizations outside your city (other cities, county, state, federal)
- 3 Non-governmental organizations (private and non-profit)

Answer options:

- 1 Daily
- 2 Weekly
- 3 Monthly
- 4 Yearly
- 5 Less than once a year
- 6 Never

Approximately what share of your organization's requests for data are fulfilled without requiring your organization to follow up or make additional requests?

- 1 Other governmental departments in your city or town
- 2 Government organizations outside your city (other cities, county, state, federal)
- 3 Non-governmental organizations (private and non-profit)

Answer Options

- 1 Most requests
- 2 Some requests
- 3 Few requests
- 4 No requests

Thinking of cases when your data requests were not filled, how likely are each of the following explanations for why you did not receive the information you requested?

- 1 The other organization did not have the requested data
- 2 The requested data was not electronically stored or available in a retrievable electronic format
- 3 The data were not transferable because of incompatibility across information systems
- 4 Our organization was not equipped to store, receive, or analyze the data
- 5 Because of regulatory and privacy issues, the other organization was prohibited from sending us the data
- 6 There were too many rules and levels of approval to access the data (i.e. written consent, legal authorization, court orders, etc)
- 7 The data were too politically sensitive to be shared

- 8 The management did not want to share the data because of fear of public criticism
- 9 The management did not want to share the data because of competing interests with our organization

Answer options:

- 1 Very likely
- 2 Likely
- 3 Somewhat likely
- 4 Unlikely
- 5 Very unlikely

Thinking about the data you receive from other governments, non-governmental organizations, or city departments, are the following statements never, rarely, some of the time, most of the time, or always true?

- 1 Data received are of poor quality
- 2 Data received are incomplete
- 3 Data received are well formatted
- 4 Data received are well documented
- 5 Data received need to be reformatted

Answer options:

- 1 Never
- 2 Rarely
- 3 Some of the time
- 4 Most of the time
- 5 Always

Part IV: Work Life

Please indicate your level of agreement or disagreement with each of the following statements:

- 1 This organization has a strong commitment to innovation. People who develop innovative solutions to problems are rewarded
- 2 My organization is focused on being able to respond to the unexpected
- 3 Employees in this organization are resistant to change related to technology
- 4 This organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks
- 5 Most people in my organization have a clear picture of what their role would be in a crisis.
- 6 Employees in this organization are rewarded for developing innovative solutions to problems
- 7 My organization is able to shift rapidly from business as usual to respond to a crisis.
- 8 Most employees in this organization are not afraid to take risks
- 9 Top management exerts strong control over this organization

Answer options:

- 1 Strongly agree
- 2 Agree
- 3 Neither agree nor disagree
- 4 Disagree
- 5 Strongly disagree

There are many values that your department might consider before making major decisions.

How would you rank the following three values based on their importance in your organization's decision processes? (Please insert a number ranking responses from 1=most important to 3=least important).

- 1 Community Representation and Responsiveness
- 2 Organizational Efficiency and Effectiveness
- 3 Legal Compliance and Constitutional Integrity

Please indicate your level of agreement or disagreement with each of the following statements:

- 1 Most elected officials trust my organization
- 2 Most elected officials believe that my organization is effective
- 3 Employees in my organization have discretion about releasing data to the public
- 4 A common vision about open government is shared among employees in my organization
- 5 My organization has an established plan to implement open e-government
- 6 Employees in my organization are trained to adequately use and employ new technologies

Answer options

- 1 Strongly disagree
- 2 Disagree
- 3 Neither agree nor disagree
- 4 Agree
- 5 Strongly agree

To what extent do you think your organization values and prioritizes the following?

- 1 The advancement of women
- 2 Sensitivity about racial diversity
- 3 Ensuring that minority communities are represented in decision making
- 4 Public participation
- 5 Actively recruiting qualified minorities for employment
- 6 Ensuring that there is greater and more equitable access by minorities to programs and services.
- 7 Actively recruiting qualified women for employment
- 8 Providing information to policy makers to assist them in making decisions concerning minority community needs and perspectives

Answer options:

- 1 To a very small extent

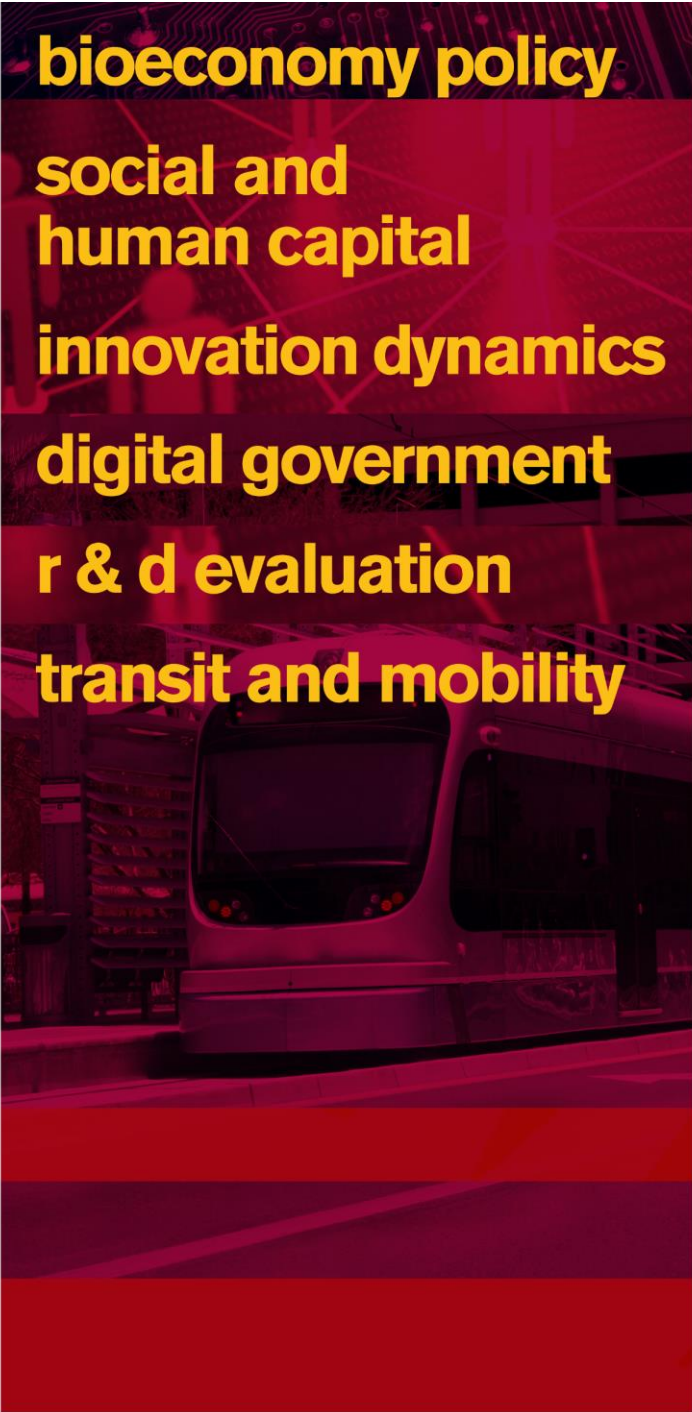
- 2 To a small extent
- 3 To a moderate extent
- 4 To a large extent
- 5 To a very large extent

Please indicate the number of years of experience you have working in each of following sectors, if at all.

- 1 Public sector
- 2 Non-profit sector
- 3 Private sector

Answer options:

- 1 # of Years



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