

The Government Administration and Elections Committee

Public Hearing, March 12, 2012

Office of Consumer Counsel,

Elin Swanson Katz, Consumer Counsel

Testimony of William L. Vallée Jr.,

CT Broadband Policy & Programs Coordinator

H.B. 5309, An Act Implementing The Recommendations Of The Program Review And Investigations Committee Concerning The Creation Of A Governance Structure To Implement E-Government.

The Office of Consumer Counsel (OCC) supports this bill and would recommend, however, that the OCC be added to the roster of members of the proposed E-Government Board in consideration of its specialized expertise and experience in the regulatory process affecting the Internet service providers active in Connecticut. The OCC also has the state's Broadband Policy & Programs Coordinator on staff, a federally-funded position with responsibility to the federal and state governments to promote awareness concerning access to and adoption of broadband services across Connecticut.

The OCC submitted written testimony and testified in support of this concept in the 2011 legislative session before the **Program Review and Investigations Committee** on March 1, 2011 (concerning the "PRI Report"):

http://www.cga.ct.gov/asp/menu/CommDocTmyBill.asp?comm_code=pri&bill=SB-01086&doc_year=2011

The OCC also filed testimony earlier this session (hearing 3/2/12) before this Committee in support of **H.B. 5027 An Act Implementing The Governor's Budget Recommendations Concerning The Elimination, Consolidation And Modification Of Various Boards And Commissions**, in favor of the following sections which are complementary and essential to the success of the E-government provisions of this bill:

- Section 5, The Office of Policy and Management shall constitute a successor department to the Geospatial Systems Information Council in accordance with the provisions of sections 4-38d and 4-39.

and

- Sections 47-56 creating the Commission for Technology Advancement within the Office of Policy and Management.

<http://www.cga.ct.gov/2012/GAEdat/Tmy/2012HB-05027-R000301-Elin%20Swanson%20Katz,%20Office%20of%20Consumer%20Council-TMY.PDF>

Using federal funds, the state's Broadband Coordinator, together with the Public Utilities Regulatory Authority, contracted with the Connecticut Academy of Science and Engineering (CASE) for the purposes of providing guidance—input and suggestions—for the state to use in its formulation of the state's strategic plan regarding enhancement of advanced technologies in this state. After nearly two years of study and debate, the guidelines financed by the federal stimulus grant were released December 31, 2011 by CASE, entitled ***Guidelines For The Development Of A Strategic Plan For Accessibility To And Adoption Of Broadband Services In Connecticut*** (CASE Guidelines). The CASE Guidelines expressly support e-government solutions and proposes many uses for that process to enhance broadband use in the state.

A link to that report is provided as an appendix to this testimony.

The State Is Central To Implementation Of A Successful Broadband Plan

Our new governor and his administration, and the members of the General Assembly, must actively support and lead the development of an effective and dynamic government that has as a central mission the use of interactive and advanced broadband resources that are needed in this century to provide the support and leadership that Connecticut's business and resident citizens require to compete with the other states of this country as well as countries across the globe.

The competition for jobs and investment is from neighboring cities and states, as well as states across the United States, and foreign countries as well. Thus, Connecticut cannot afford to do nothing, even in the face of the daunting financial challenges the government faces, since there is not only the prospect of companies leaving the state, but there has been a demonstrated "brain drain" and reduced investment out of the state over the last decade or more.

The watchword of e-government should be 'citizen-centric practice' in which the approach to e-government development is one that places citizens at the center, keeping the availability of electronic and mobile services designed with citizens in mind. While e-government has traditionally been understood as being centered around the operations of government, **e-governance** is understood to extend the scope by including citizen engagement and participation in governance. As such, e-governance can be defined as the use of Information and Communication Technologies (ICTs) as a tool to achieve better governance.

Coordination and collaboration among all interested parties in the state, with a strong focus on breaking down the territorial "silos" that exist in government and industry, and including an international concentration that has long been lacking in Connecticut, will be essential to any hope of successfully invigorating the state's economy and use of broadband services for all residents. By networking groups that are either oblivious to the existence of others attempting to make things happen in this regard, or those who have willfully decided to go it alone, the state government can hopefully energize these groups and more efficiently and productively use the finances and mechanisms available.

If Connecticut is to compete with its rivals from all points of the compass, it must develop a brand that immediately signals to all comers that Connecticut stands for a business environment that is ready to reward companies that remain or relocate to the state with innovative support and assistance to get the job done. Connecticut should promote transparency across all facets of state government and making government data easily available is the first step.

Effective e-government requires interagency coordination, cooperation, and collaboration along with the capacity to access, plan and implement with a statewide view. Such broadband-enabled online services can create paths across government's bureaucratic silos producing great productivity and efficiency gains.

It is important that Connecticut state government expand its central role in supporting business development and growth with a long-term commitment combined with strict accounting for all such support. Since the state requires investment by companies of all sizes for jobs to grow here, the state's support must be focused on the specific needs of such investing companies, including reducing business risk and unnecessary regulations so that companies will be comfortable remaining located and being fully engaged in the business of helping Connecticut remain at the front of the competitive race for jobs and investment.

The e-government suggestions in the 2010 Program Review Committee Report provide a framework for jumpstarting an effort to develop the needed leadership and public policy goals necessary for creating growth in the companies operating in Connecticut while encouraging companies operating in competitive states and nations to establish bases in this state to increase our mutual potential for economic growth.

The state must consequently develop champions and allies in order for public policies and state partnership actions to simulate the development of opportunities for companies to find the government support they will need in the next few critical years while the use of broadband services accelerate investment and job growth across the country and the world.

The state must establish near-term plans to lead by example in its advanced use of broadband technologies in order to stimulate greater usage or demand for enhanced services, thereby driving further supply of high-speed access to the Internet by the providers, increasing access to such services and the adoption of these services by those currently unconnected.

The state's strategic plan must identify commercial ventures of all kinds that are just beginning to operate in Connecticut in order to help them achieve a higher level potential for growth in this state, including developing strategies and retention plans for existing or nascent companies currently here or considering locating to Connecticut.

In fact, there are well-organized groups operating in the state which are skilled and experienced at attempting to bubble up great "adoption" of broadband services

among special groups, seniors and low-income citizens, for instance, organizing public/private partnerships to funnel corporate or government funding into social organizations to education youth and other interested community parties in the use of computers and the Internet in the hope of spreading this knowledge among community members.

Benefits of E-Government

It is simply more convenient and cost-effective for businesses and residents to have easy access to the most current government information available without having to spend excessive amounts of time, energy and money to get it. In short, e-government helps simplify processes and makes access to government information more easily accessible for public sector agencies and citizens, thus increasing the efficiency, cost-savings, and productivity of the widest swath of government services users.

The benefits to be derived from aggressively using e-governance to increase use of state government data and replace inefficient bureaucracy include :

- savings on current spending and avoidance future costs;
- increased accountability to verify that state money is being distributed appropriately;
- a reduction in the amount of time it takes to deliver services;
- better accessibility of public services;
- societal benefits to residents and businesses from streamlined and more efficient dealings with the state;
- helping residents and businesses make the right choices about issues critical to them, such as health care, commercial questions, or transportation;
- more transparency and accountability; and
- creating a platform for innovation, in the context of the economy, by creating new economic opportunities for residents and businesses.

Once e-government begins to develop and become more sophisticated, citizens will be forced to interact electronically with the government on a larger scale. It is therefore incumbent on the managers of e-government solutions to concurrently take steps to provide all citizens with methods of access to the e-government broadband solutions. This demand on citizens will in turn create a need for increased supply for all manner of devices and locations for access to broadband services, thus continuing to turn the wheel in favor of a balanced and vibrant market based on supply and demand.

The value of e-government is not only about what citizens prefer, it must be an actual increase in the use of the web channel to provide a huge potential for cost-savings compared to interacting with citizens via call centers and office.

E-Government Is A Key Element Of The State's Strategic Plan

The CASE Guidelines analysis is thorough regarding the current status of broadband services across Connecticut, and detailed certain recommendations for proceeding to enhance access to and adoption of broadband by residents, communities, and businesses. It is well accepted that by improving communication and the flow of information and social interaction, broadband facilitates to expand business opportunities nationally and globally, increases job creation, reduces miles driven and fossil fuels consumed, expands consumer choice, and improves competition for goods and services. Additionally, it is important to target educational attainment in advanced technologies in order for Connecticut to stay ahead of the competition by creating a work force capable of maintaining the high tech industries necessary for the state to succeed in the national and global economies.

It is unfortunately also apparent from the research developed in the CASE Guidelines that Connecticut currently has inadequate coordination among broadband policy makers and does not have clearly defined broadband goals. In researching other states and nations, one common thread found in the CASE Guidelines evident among broadband leaders in other states and countries was a need for a clearly defined goal and actionable steps to advance economic development and job creation. This is especially true in attempting to develop the significant public policy goals that will increase economic development or job creation, particularly at times like these when the economy has suffered for a number of years and requires great stimulation before investment and confidence can once again grow and achieve positive results.

Connecticut must thus be proactive in this area since other states and countries are also installing fiber-optic technology for widespread residential and business use. Connecticut's existing broadband system is meeting today's needs, but are we ready for tomorrow? This proposed bill will jumpstart the benefits of investment in advanced technologies by the state and private entities. Only through this processes can the methods be developed to ensure strong coordination and communication to continue efforts to sustain broadband policy, strategy, and promotion to enhance economic development and leadership opportunities for Connecticut.

Governments should use the Internet to provide free data in formats that are open, structured and machine-readable, while the Web presence of governments is incrementally reduced as third parties start to provide information to the general public. In this regard, the e-government concepts contained in the present legislative proposal are spot-on toward helping the state government focus on increasing its own use and the demands it can make on all affected parties in increasing use of broadband services by all residents, individuals and businesses.

Connecticut's state and municipal governments should lead by example: great e-government programs will spark further demand by the public, residents and businesses, which will in turn spark further supply by the providers who will follow that demand.

Four priorities for the management of e-government solutions=

- First is to make sure government effectively manages the state's investment in information technology funding for the e-government functions.
- Second, government must optimize where that money is spent, driving efficiency and effectiveness across the entire government.
- Third is to create an open, transparent and participatory government, creating Web sites like the federal government's successful data.gov.
- Lastly, focus on cybersecurity, creating a new real-time security posture.

The public policy goal is thus to create a state economy and market that will grow high potential businesses, whether from businesses already in the state that might be suffering in the current economic downturn, or businesses that the administration and other government groups can attract to take a chance on the potential changes that hopefully will occur in this state in the near term. These should include an innovation environment that will grow and attract the talent, capital, innovation, in order for Connecticut to once again become a generator of good jobs and increased welfare for all citizens and businesses.

We need to create economic conditions in this state that will promote the growth of our businesses and generate capital supply from government and private sources that are needed to generate new jobs and a strong tax base for the future. It seems clear that the 21st century economy will be pressured by competition from other states as well as other countries literally around the world, thus requiring a focus on high value added jobs and very competitive companies involved in R&D and innovation projects in order to drive Connecticut's economic growth short-term and into the future.

Targeting this objective will leverage our limited resources and produce the greatest impact on our long term prosperity. Access to and adoption of broadband services will be a key ingredient in Connecticut's chances of besting its competition in the global economy, since the dynamic businesses of the future that the state must attract will require the most advanced digital and virtual connectivity with suppliers, financiers, and markets. This obviously includes workers who demand the positive lifestyle benefits of living in a state like Connecticut, while having the opportunities to virtually work in the multiple labor markets that characterize the 21st century jobs that Connecticut must attract.

The same pattern applies to government's "customers" . . . It is similar to the notion "if you build it, they will come", but neither the state's providers nor its government will make the investment to build anything on merely a promise of increased prosperity, greater innovation investment, and of course the promise of increased employment.

While it is tempting to think of attempting to solve the problem of those areas and communities in the state where there is literally no broadband choices other than "dial-

up” telephone services, but devoting much energy to solving this problem is wholly impractical at this stage due to the state’s financial difficulties and its neglect until lately at tackling its broadband inadequacies.

In states such as Massachusetts that have spent the last five years attracting public (\$40 million in bonding authority, plus another \$40 million in federal stimulus grant funding) and private financing (from providers of services and computer companies), and establishing well-staffed and funded organizations devoted to the enhancement of broadband use (e.g., the Massachusetts Broadband Institute), the state already possesses the capacity to immediately devote staff and funding to infrastructure expansion. Connecticut lacks staff or financing devoted to broadband issues, aside from the Broadband Coordinator who is federally funded for 5 years, and thus must begin the process at an especially difficult time.

Examples Of Uses Of E-Government

Connecticut’s goal should be to **add hundreds of useful data points** from agencies on every aspect of government, from health care to education to product safety and homeland security.

Connecticut’s **system of record filing and retrieval** at the secretary of the state offers neither the ability to download data in a format other than PDF nor visualization features, and doesn’t do it in anything close to real time. The new administration seems prepared to address these deficiencies and hopefully a financially-viable process can be developed to rapidly upgrade the provision of these vital data resources across state government.

The **state’s primary governing documents and data** should be made available online in machine-readable form for free, including court documents, since every person who is subject to the laws of this state should have free access to those laws online. Moving all government forms online will greatly reduce and in many cases eliminate paperwork and visits to offices.

Governments can **save precious “counter time”** with routine requests like licensing and tax parcel questions handled on line which is faster, cheaper and consumes fewer resources than paper forms. Highly interactive state websites enable online tutorials for simple government services, e.g., file for a corporation, reducing personnel charges for repeated explanations to customers while allowing customers to review the procedures and instructions at their leisure.

Large files necessary for transactions such as building permits can be transmitted and viewed online, shortening government response time.

Real-time web-displayed **traffic conditions and public transit updates** help commuters navigate more efficiently.

Public government meetings can be joined by constituents across a large geographic region with two-way video streaming.

Criminal justice costs could drop with arraignments, depositions and interpreter services handled through videoconferencing.

Courts Offer Online Payment Of Traffic- Drivers who receive Connecticut traffic tickets or criminal infraction tickets can now pay their fines while sitting at their computers through the state Judicial Branch which recently updated its website so it

could process online payments from people using credit cards. The mail-in option is also still available, and paying a ticket by mail or online is considered a plea of no contest. Drivers can still plead not guilty, and that the branch's new online payment service does not take away people's rights to challenge tickets.

Management of the public rights of way- is essential to improved broadband access across the state and since there are hundreds of private and public entities that own and control access to poles, ducts, conduits and rights-of-way, and an even greater number of parties that use that infrastructure. Accurate information about pole owners and attachments is critical if there is to be a timely and efficient process for accessing and utilizing this important infrastructure. State government should ensure that attachers and pole owners have the data they need to lower costs and accelerate the buildout of broadband networks. At present in Connecticut, each of the pole owners and attachers only has access to its own generated data.

Electronic Postmark technology- states should allow government records to be digitally signed, legally certified and delivered electronically by using Electronic Postmark technology. In addition to its simplicity, e-democracy services can reduce costs.

Automotive certification processes upgrades: online renewals of non-commercial drivers' licenses and registrations to be offered through the Department of Motor Vehicles website;

Direct deposit of state payroll checks;

Centralized, uniform electronic process for transmitting and recording **state employee time records** throughout state agencies;

Allow board and commission meetings and hearings to be conducted using online meeting software to **reduce travel reimbursements**;

Reduce **legislator franking costs/expenses** through enhanced use of email to communicate with constituents.

E-Government Processes

Basically, e-government means the use of technology to enhance the access to and delivery of government services to benefit citizens, business partners and employees.

E-government should enable anyone visiting a government website to communicate and interact with government employees via the Internet with graphical user interfaces (GUI), instant-messaging (IM), audio/video presentations, and in ways more sophisticated than a simple email letter to the address provided at the site.

E-government has been emerging since the early 1990s in industrialized countries such as the United States. However, in most of these countries, e-government has been used on a task-by-task basis rather than in a systemic manner. Certainly, the construction and implementation of e-government is a dynamic and ongoing process. Many e-government websites, particularly those established and operated by governmental agencies, are still in their infancy stage and cannot as yet provide services that are satisfactory in either quantity or quality.

I have noted the differences between states with excellent e-government practices and those that do not, many of which are further bolstered by the PRI Report, specifically with reference to the web portals of several best practice states. Connecticut's website and general use of e-government unfortunately fits squarely in the "average category" at this point, and will require much greater focus from all quarters to catch up to the state and other leaders in the area.

But, as the PRI Report notes, an innovative and interactive web portal to all e-government services is essential to a successful implementation of the concept and ultimately will dictate the level of success this public policy initiative will achieve.

The wholesale alteration of delivery of state services isn't merely an exercise, but rather about delivering the best service at the lowest cost and in the shortest amount of time, maximizing the productivity of all state resources, including personnel and finances. In turn, this effort can give citizens, residents and businesses, the ability to compete more effectively in the global marketplace by maximizing their access to and use of government services.

What is overcome by excellent e-government services is a reduction in the negative effects imposed on users by the large number and variety of public, private, and nonprofit agencies providing services related to government action. This complexity often makes it difficult for many small and medium-sized businesses, let alone most residents, to identify and access the services they need. Exacerbating this challenge is the state's need to maintain service levels while the lingering recession strains its resources and forces difficult decisions regarding the reduction or elimination of many services.

The transformation doesn't have to be difficult or particularly expensive, either, since numerous other state governments provide existing examples that can be replicated without huge development or research strategy costs.

Cloud computing can help close the technology gap in government by taking advantage of the cloud for consumer-facing site services to essentially outsource infrastructure investments, where we don't have to buy, build and manage server farms. Obviously, critical government infrastructure and data (state police; personnel) would probably not go to the cloud under current conditions.

Governments should install Wi-Fi hotspots and wireless neutral host systems like femtocells in all government buildings in order to improve in-building wireless communications coverage and commercial network capacity by offloading wireless traffic onto wireline broadband networks.

Creation of data.ct.gov and video.ct.gov, modeled after the federal efforts would be part of a larger state archive that should include public media and maybe commercial material as well.

Government Meetings, Such As Town Hall Or General Assembly Meetings, Should Be Online With An Interactive Component

What does broadband have to do with civic engagement? Broadband has the potential to transform civic engagement in two principal ways.

First, broadband can strengthen the reach and relevance of mediated and unmediated information in our society. A healthy democracy requires an informed citizenry, and broadband can change the way that people engage this information. This is true for mediated information, such as public media. This is also true for unmediated information, such as the data the government provides citizens.

Second, broadband can enable citizens to engage in their democracy - through a variety of broadband-enabled tools that will make our democracy more participatory and more representative.

Broadband-enabled technologies have already revolutionized the way citizens interact with each other in the private sector. Use of these existing technologies provide state government with established methods for expanding distribution of live or stored resources with minimal research or investment. See below for discussion of how the White House has tapped into its Facebook page to reach millions of participants in its activities with virtually no investment at all.

Companies such as YouTube enable the distribution of "user-generated content" over the Internet. YouTube now supports more than 120 million viewers watching more than 10 billion videos monthly.

And more than 80% of U.S. adults who are online use social media at least once a month, and half of them participate in social networks such as Facebook. Social media and other online strategies are critical tools that public sector organizations use to encourage transparency, engage constituents, and serve the public in an era of cost cutting. Instant communication between constituents and elected officials is possible through e-mail, online petitions and even social networks.

Today, 26% of Americans are involved in a civic or political group, and more than half of them use digital tools to communicate with other group members. Government meetings, such as town hall or General Assembly meetings, should be online with an interactive component that would enable the public to ask questions where possible.

Government agencies should expand the use of technology to advance civic participation in electronic rulemaking. The goal should be to use disclosure and new accessibility as a way of obtaining the comments of diverse people and eventually making the rules better.

In evaluating the e-rulemaking process, the government should ask, whether it is taking steps that are actually improving regulations. The biggest challenge at the state level is finding ways to make the interaction meaningful, but certainly state government

must work on new e-rulemaking processes, such as creating ways for citizens to leave voicemail messages about proceedings, to offer comment mechanisms through mobile applications.

United State Federal E-Government Issues

At the U.S. federal level, e-government innovations are estimated to have saved the federal government more than \$1 billion. The United States is ranked 2nd of the top 50 countries according to the UN's e-Government Readiness Index, after South Korea, and ahead of Canada and the UK.¹

http://www2.unpan.org/egovkb/egovernment_overview/ereadiness.htm

Broadband infrastructure has been widely deployed in developed countries, but broadband adoption rates are more variable because of cost and other factors. In 27 of the 30 OECD (Organization for Economic Cooperation and Development) countries, including the United States, broadband has been deployed to 90 percent or more of households, regardless of differences in demographic and geographic factors, while broadband adoption rates are affected by factors such as population, cost, and computer ownership. In the United States, which ranks 15th for both deployment and adoption, broadband has been deployed to 95 percent of households, with 26.4 subscribers per 100 inhabitants—above the OECD average of 23.3.

Data.Gov Platform –

The U.S. federal government has moved to a model of co-innovation in its data.gov platform, where the American people can help create value in a way that we've never been able to do before. Random developers create new apps for accessing and using government data and then the federal government creates a newer version of the app and releases it for the Android platform.

The creation of the data.gov website by the United States government is one of the most substantial steps taken so far to provide such a platform for third parties. Launched in 2009, the website functions as a clearinghouse for datasets generated by the government in an accessible developer friendly format. Visitors are invited to suggest ideas for additional data and other site enhancements.

U.S. Government Financing Of E-Government

The US fiscal 2011 budget creates a \$50 million account for the "integrated, efficient and effective uses of information technology." Acceptable uses of the money include government-wide shared IT resources, consolidated and energy-efficient platforms, IT security services and architectural assistance to make agency IT systems talk to each other better. The Office of Management and Budget would control the pool of money from 2011 through Sept. 2013.

¹ *\$50 Million Budget for Integrated E-Gov*; <http://benton.org/outgoingframe/31859>

The fiscal move reflects a new attitude toward federal IT. Throughout his first year in office, Obama has pulled together a team of high-ranking officials, from senior advisers to deputy secretaries, who are depending on IT to improve how the government delivers services and formulates policies.

"This funding will provide a central federal strategic resource base controlled by the director of the Office of Management and Budget to be used for rapid development and government wide deployment of services and solutions to implement a more integrated, efficient and effective use of information technology in the federal government," the budget states.

The pool of money also would promote a shared services model that the Bush administration tried but hadn't deployed government wide. The model is intended to save money by outsourcing IT work to an office that services multiple agencies. "Performance metrics will be established to realize the efficiencies of shared services delivery to federal agencies from a central source," the budget notes.

Separately, the president's request would add \$3 million to a \$17 million pot of money for "government wide innovations, initiatives, and activities" on the condition that the increase fund test projects requiring collaboration among multiple agencies that are aimed at "improving specific outcomes."

Social Media Tools- Use By U.S. Government -

The White House uses the social tools available today, for example, rolling out the 2011 budget through Facebook. That helped leverage an existing network of millions of people without having to build a new government infrastructure. In this way, the federal government didn't have to spend billions of dollars developing these systems, which would take years; instead they simply put it on Facebook.

The initiative Apps for Democracy, implemented in the United States by the District of Columbia, offers a pertinent example. Launched in 2008, Apps for Democracy featured a contest with awards for the best applications built upon data supplied by the district government. In thirty days, at a cost of \$50,000 in awards, participants developed applications that would have cost \$2.6 million if developed internally by the District. Such a model provides high value for money while mobilizing and leveraging technological capabilities for public use, all factors important to the sustainability of the open data model.

The Federal Emergency Management Agency is set up to use Twitter at all stages of a disaster, before the event strikes, during the event and after, said Administrator Craig Fugate. The agency maintains a Twitter page with just under 30,000 followers, and the administrator himself has a personal page, CraigatFEMA, with almost 6,600 followers. Before a forecast storm hits, today's FEMA can monitor local weather reports and Tweets to advise the public in the affected area. Fugate said his agency is careful to rely only on official information, such as forecasts from the National Weather Service and links from official emergency management agencies. "It's really

important I don't try to pose as a weather service," he said. The agency also uses social media to anticipate what a state might need to prepare for a predicted disaster.
<http://benton.org/node/49921>

A new study ranks the National Aeronautics and Space Administration as the most savvy user of social media and online strategies among public sector organizations surveyed, with the White House second. followed by the animal rights group People for the Ethical Treatment of Animals, the U.S. Army and the Democratic National Committee. Following just two spots below was the DNC's rival, the Republican National Committee.

E-Government Satisfaction Index

The market research firm ForeSee Results produces a e-government satisfaction index in partnership with ACSI, a performance rating system used by the public and private sectors. The ForeSee Results study states that citizens who are highly satisfied with a website are 80 percent more likely to use the site as a primary resource, as opposed to other, more costly channels. In addition, satisfaction has a direct impact on a person's level of trust and participation in government, past ACSI studies have shown.

Federal sector sites significantly trail private industry sites, like search engines and online stores, but outperform online news sites, including CNN.com and MSNBC.com, which score 74, on average.

Out of the 106 federal sites measured, the top 10 performers are as follows:

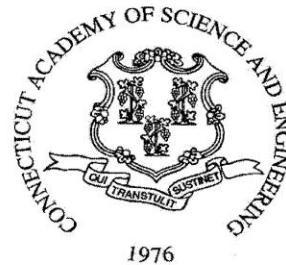
1. The Social Security Administration's retirement calculator, 90% (i.e., 90% more likely to use this site as a primary resource, as opposed to other, more costly channels)
2. SSA's tool for obtaining social security benefits, 90%
3. SSA's application for help on covering Medicare prescription drug plan costs, 87%
4. The Health and Human Services Department's MedlinePlus compendium of answers to health questions, 87%
5. HHS' MedlinePlus en español, 86%
6. HHS' website for the National Institute of Arthritis and Musculoskeletal and Skin Diseases, 85%
7. HHS' online gateway to the National Women's Health Information Center, a resource for improving the well-being of women, 84%
8. HHS' homepage for the National Institute of Diabetes and Digestive and Kidney Diseases, 84%
9. The Agriculture Department's portal to guidance on nutrition from the Center for Nutrition Policy and Promotion, 84%
10. The Defense Department's Navy homepage, 84%

GUIDELINES FOR THE DEVELOPMENT OF A STRATEGIC PLAN FOR ACCESSIBILITY TO AND ADOPTION OF BROADBAND SERVICES IN CONNECTICUT

DECEMBER 2011

A REPORT BY

THE CONNECTICUT
ACADEMY OF SCIENCE
AND ENGINEERING



FOR THE

CONNECTICUT OFFICE OF CONSUMER COUNSEL
AND
CONNECTICUT PUBLIC UTILITIES REGULATORY
AUTHORITY, DEPARTMENT OF ENERGY AND
ENVIRONMENTAL PROTECTION

The full report, executive summary, and key points are available at www.ctcase.org
(scroll down to **Reports and Studies**).

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Program Review Testimony 031212.doc