

**Email and Digital Subscription Management for the
Public Sector:
Transforming Government-to-Citizen Communication**



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Introduction: Email is a Critical Communication Tool for Government

Proactive citizen communication is vital to the mission of every government organization, but many technology initiatives intended to resolve communication gaps fail to deliver expected results.

Timely communication with citizens and stakeholders is challenging at every level of government for a variety of reasons, including logistical complexity, budget constraints, and limited resources. For example, many government websites get relatively few visitors even though considerable resources are commissioned to update them.

Research indicates that government website visitors rarely, if ever return. Even though government websites contain a wealth of useful information, most visitors will fail to notice website updates that would interest them. Given this fact, how can government organizations more effectively communicate the day-to-day information that affect citizen's lives and most critically, reach them when an emergency arises?

The answer is email.

Email gets used.

134 million American adults use email, with 51 million checking it on a daily basis.¹

Email improves your ability to reach the public.

Citizens are four times more likely to check email on any given day than visit a government website.¹

Email is a cost-effective and easy way to reach thousands.

Email is immediate and scalable and it also reduces costs on printing and postage.

Email helps you get more usage out of your website.

Email drives citizens back to government websites repeatedly.

For these reasons, many government agencies have made targeted email communication a top priority in their ongoing commitment to keep citizens informed. More specifically, government agencies are now leveraging the time, money, and energy that they have invested in their websites by providing citizens with the option to receive email alerts expressly tailored to their interests.

Email communication is a powerful way to reach and engage your citizens with up-to-date information. However, to build strong communities, government organizations need to leverage communication systems designed specifically for the public sector to provide high levels of responsiveness, reliability, and citizen involvement.

Citizen communication must be relevant, timely, and highly targeted – something only an email and digital subscription management solution provides.

Internet users are four times more likely to check email on any given day than to visit a government website.

Pew Internet & American Life Project Tracking Surveys

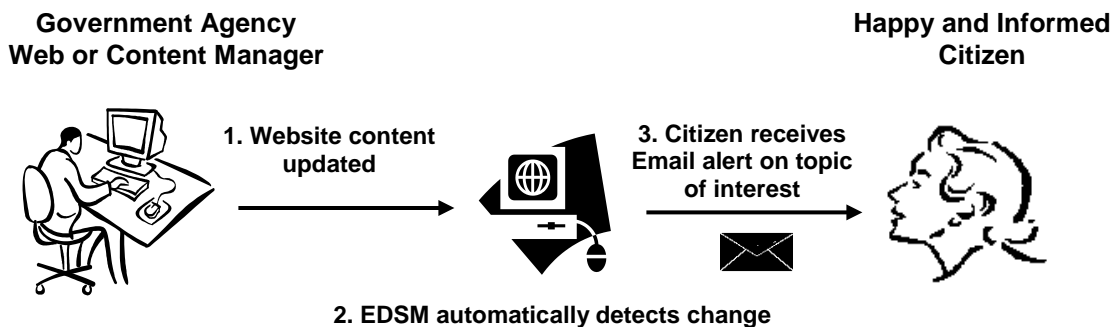
What is Email and Digital Subscription Management?

Email and digital subscription management, (“EDSM”), is an automated system that uses email and text message alerts to notify citizens proactively about specific interest categories. This web-based solution monitors websites for content updates and automatically sends email messages when new information is posted, thereby driving subscribers back to your website. Additionally, EDSM systems automatically allow subscribers to select topics during registration and update their subscription preferences from a personal profile on a continual basis.

To appreciate the value of building a subscriber base using EDSM, consider as an example the newspaper industry. Without distribution channels through newspaper stands, home deliverers, and online news agencies, publishers would struggle to disseminate their news to large audiences. Similarly, EDSM is the electronic distribution network for government content, with the website acting as the “newspaper” and email messages assuming the role of the delivery mechanism. The process is simple:

1. Web visitors find information/content of interest by browsing through a website.
2. Web visitors subscribe to receive updates on topics of interest.
3. The email and digital subscription management system monitors the site for relevant content changes.
4. When the EDSM system detects new information on the website, an email or text message update is generated and sent out to the subscribers who have expressed interest in that subject. Alerts can also be sent to an administrator for final approval before sending.
5. Subscribers receive notification of an update and return to the website to view the new information.

How Email and Digital Subscription Management Works



- Email alerts can be sent with or without administrative approval.
- Administrators can manually send email anytime.

CASE STUDY #1: State of Indiana

EDSM Deployed Across 35+ Indiana State Government Departments

EDSM Launch Date: February 2008

www.in.gov

“This communications tool allows us to quickly and efficiently deliver updates of user-selected information to the public. Real-time information sharing is critical to keeping the public informed, safe and healthy.”

-Gerry Weaver, Chief Information Officer, State of Indiana

In June 2006, the State of Indiana began a two-year process to provide residents, business stakeholders and visitors of Indiana with a more convenient, user-friendly website. During this redesign, Indiana’s Department of Family and Social Services initiated a relationship with GovDelivery, believing its EDSM capabilities directly aligned with the agency’s goals of proactively informing stakeholders of updated information. The Indiana Office of Technology (IOT) understood that the communication solution could be beneficial across a number of Indiana’s state agencies and launched a statewide EDSM implementation.

Goals:

- Leverage IN.gov to proactively engage and inform Indiana residents.
- Utilize an automated system to provide residents with convenient access to the most relevant and current information.
- Offer a statewide system where citizens can manage their subscription preferences for all departments in one place.

Results:

- Deployed EDSM solution in 40 days; system is used across 35+ State departments.
- Offers 780+ unique topics for subscription.
- Registered more than 212,000 subscribers.
- Sent more than 2.61 million emails to subscribers since launching the system.

Sample list of subscription topics available on IN.gov include:

- Agriculture Advisory Board updates
- Homeland Security Press Releases
- *Film Indiana* Classes & Training
- Department of Health Food Advisories
- Lincoln Bicentennial Events
- State Police Road Condition reports
- Veterans’ Affairs Newsletters **and more...**

134 million American adults use email. 51 million check it on a daily basis.

Pew Internet & American Life Project Tracking Surveys

Email and Digital Subscription Management vs. Email List Software

Prior to the advent of EDSM, public and private sector organizations relied on maintaining their email lists using email address books or list software. This technology adequately served organizations' needs to communicate with interested parties for a number of years when websites were less sophisticated. However, once websites added more pages, content and rich media, email list software became cumbersome and EDSM systems became necessary to simplify the process of information dissemination.

Out-of-the-Box vs. Extensive Programming

While the principles behind EDSM systems can be imitated to a certain extent by supplementing email list software with substantial custom programming, this approach is not scalable and does not leverage the experience of other governments. EDSM systems are best when implemented as an out-of-the-box, hosted solution that requires no programming to launch, maintain and/or add new subscription options. As a hosted solution, EDSM is highly-scalable, shares certain resources across many governments (e.g., mail-sending capacity, managing deliverability, etc.), and offers frequent system upgrades to ensure that new technologies and spam concerns are considered and addressed immediately. To contrast, email list software requires significant time and resources to launch and maintain. Extensive programming also is required to get email list software running or to add subscription options. Additionally, software updates must be made manually to each administrator's computer or server.

Automation vs. Manual List Management

Our EDSM system automatically monitors websites for content changes and proactively generates email alerts to subscribers when content is updated. Administrators can opt to view the email alerts before sending updates or independently create and send email to subscribers. In addition, you can send custom newsletters to individual or multiple subscriber groups. Replicating this functionality with email list software would require someone to manually create and send emails whenever site content is updated.

Empowering Citizens with Choice vs. One-Size-Fits-All

Automating the process of email alert generation allows EDSM system administrators to offer more subscription options than email list software. Typically, EDSM systems allow public sector organizations to offer 10-to-40 times more subscription options located throughout the website, giving citizens and other interested parties far greater choices. Email list software is typically a one-size-fits-all solution, with limited subscription options in a single location on the website.

Easy Subscription Management vs. Cumbersome Lists

EDSM systems make profile management easier for both subscribers and administrators by providing a single-user profile that houses all of the subscriber's choices. By comparison, email list software is much more difficult to manage because it requires subscribers to sign up for multiple lists rather than maintaining a single-user profile.

More Subscription Options = More Subscribers vs. Fewer Subscription Options = Fewer Subscribers

EDSM systems typically generate a ratio of 300-to-1,100 percent more subscribers than email list software programs, which means that subscribers get the specific information they want faster than

ever before. Subscribers are more willing to give out their personal email address when they know they will not be bombarded with irrelevant information. These factors have helped government agencies using EDSM increase website usages by 20-to-50 percent.

Fixed Pricing vs. Variable Pricing

Flat-rate pricing is the typical cost structure for EDSM systems. Fees are based on the size of the agency or entity using the system. This price structure encourages proper deployment and widespread use of the system. In contrast, the fees for email list software vary widely as they are tied to the number of subscription options and emails sent to subscribers.

Summary of Email and Digital Subscription Management vs. Email List Software

EDSM

Email List Software

Out-of-the-box / turnkey

No programming required to launch, maintain and/or add new subscription options; Web-based for seamless upgrades to system.



Programming and hardware required

Extensive programming required to launch system and add subscription options; Upgrades take valuable time and resources.

Automated

Automatically monitors website for changes and proactively generates email alerts to subscribers (or to an administrator for approval) when content is updated.



Manual

Requires extensive administrative support; Web content managers typically must make a decision to send email notices manually when website content changes.

Highly-specific options

Empowers citizens to customize information with 10-to-40 times more subscription options located throughout the website.



Limited options

One-size-fits-all solution with limited subscription choices located in a few places on website.

Profile-based

Single-user profile makes subscription management easy for citizens and administrators.



List-based

Typically requires citizens to sign up for many separate lists, and then unsubscribe from all lists individually as well.

High subscription rates

Generates 300-to-1,100 percent more subscribers, which means more information is being "pulled" by citizens; Increases website usage by 20-to-50 percent.



Limited subscriber base

Fewer subscription options mean fewer subscribers and return website visits.

Fixed pricing

Flat-fee licensing tied to the size of the government agency or entity using the system; Unlimited system use typically offered at a fixed rate to encourage proper deployment.



Volume-based / variable pricing

Pricing and licensing based on number of subscription options and/or number of emails sent.

☰✉ Case Study #2: Washington State Department of Transportation (WSDOT)

WSDOT Streamlines Communication Strategy Through Digital Automation

EDSM Launch Date: November 2008

www.wsdot.wa.gov

The mission of Washington State Department of Transportation is to “keep people and business moving by operating and improving the state’s transportation systems vital to our taxpayers and communities. WSDOT takes this mission seriously; when the existing email list service was becoming cumbersome and performing poorly, the department launched GovDelivery EDSM. Operating on a Software as a Service (SaaS) platform, GovDelivery EDSM provides organizations a fully-automated, on-demand public communication system.

“The 2009 snow emergency was proof. Performance in a crisis. We were getting messages out when we otherwise wouldn’t have been able to.”

-Jim Culp, WSDOT Web Coordinator

Goals:

- Replace and consolidate disparate and cumbersome email list systems.
- Find an efficient method to communicate with stakeholders, both for general information, as well as during a crisis.
- Provide email and text message alerts without adding additional staff or equipment.
- Key requirements included automation of the email process, opt-in subscriptions and the ability to send messages to mobile devices.

Results:

- Sent more than 2 million emails within the first 6 months of service (a total of 4.7 million emails since system launch).
- Offers nearly 200 unique topics for subscribers to choose from, making sure citizens receive only the information they desire.
- Built a subscriber base of more than 51,000 and growing.



Benefits of Email and Digital Subscription Management

Improved Service for Citizens

Seventy-eight percent of Internet users – or 117 million Americans – have searched online for information from a government website at least once.² That statistic, coupled with the fact that email is now the number one use of the Internet, provides solid evidence that email is an effective tool for reaching citizens.

Significant Return on Investment (ROI)

As with most IT expenditures, a clear and tangible way to measure a return on investment is necessary before investing in a project. Calculating EDSM savings is straight-forward when increased website usage and a growing number of subscribers are factored in as the baseline measure of success. In other words, what is each website visit worth to government agencies in terms of better service to citizens, saved administration time, reduced paper and printing costs, and fewer phone calls?

Significant Results with Minimal Administrative Oversight

One of the key features of an EDSM system is that it automatically prepares email messages whenever a change to the website is detected. The emails can be sent directly to subscribers, or to an administrator for review before sending, which is a process that takes less than 30 seconds.

Reach Citizens During Emergencies

More than ever, citizens are going to the Internet when emergencies hit. During hurricane Katrina, people flocked to libraries to get online and seek the latest news on the situation. They also checked their inboxes and used email to keep in touch with loved ones. Email is an effective way to reach thousands when urgent situations arise. For example, the Department of Labor sent hundreds of thousands of emails to citizens keeping them informed about the latest Katrina recovery efforts.

CASE STUDY #3: USA.gov

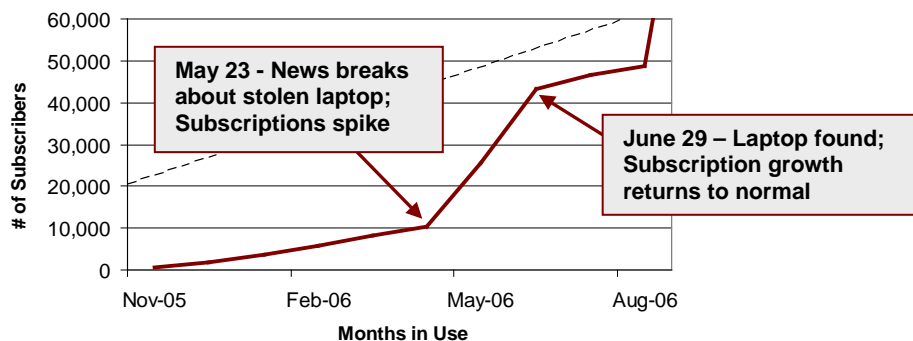
USA.gov Reacts Quickly to Keep Veterans Informed When Laptop Stolen

EDSM Launch Date: November 2005

www.usa.gov

When news broke of the theft of personal data of 26.5 million veterans in May of 2006, many veterans and concerned citizens turned to the Internet for information. The Veteran's Administration looked to USA.gov to help them manage the flood of website visitors. USA.gov had an EDSM system in place and therefore was able to quickly add a new subscription link on their website to allow veterans to sign up to receive email updates whenever new information was available about this topic. Within one month, more than 25,000 new subscribers registered to receive updates.

USA.gov Email Subscriber Growth



Building a Business Case for an EDSM System

A well-formulated business case supports planning and decision-making regarding purchases, vendor selection, and implementation strategies. The business case should offer a clear statement of the business problem, a potential solution, and the return-on-investment metrics for the proposed solution. Most importantly, a solid business case provides an opportunity to propose options that foster an increased sense of understanding and ownership within the project team.

When building the business case, agencies can define the tangible and intangible benefits and ROI.

Tangible ROI

- Reduce or eliminate printing, mailing, and faxing costs (e.g., newsletters, bulletins, minutes/agendas, press releases, RFPs, etc.).
- Increase revenue (e.g., property sales, events, courses, etc.).
- Decrease advertising and marketing costs (e.g., RFPs, job announcements, events, etc.).
- Shift spending from less cost-effective communication efforts.

Intangible ROI

- Improve customer service and communication.
- Reduce administrative and customer service response time.
- Reach citizens during emergencies or urgent situations.
- Increase citizen awareness of new information.
- Increase website usage 20-to-50 percent after one year (increases total website usage, and therefore, the total ROI from all e-government efforts).

Partnering with a Commercial EDSM Provider

When evaluating an IT project, every agency asks, “Can we do this in-house?” The appropriate follow up question is, “*Should* we do this in-house?” While it is tempting to say yes to both questions, there are several reasons to consider working with an outside partner, including resources, expertise, and budget.

Resources

How can a government agency get maximum leverage out of internal IT resources? By focusing time and energy on building solutions that are not already available in the marketplace. Deployment of an out-of-the-box EDSM system can take less than five days and less than three hours of IT time. Additionally, EDSM systems have been fine-tuned over many years by building on the experiences of government agencies. The end result is that EDSM has evolved into a turnkey solution requiring minimal administrative oversight. Using an EDSM partner improves the scalability of the project across the organization, and ensures that resources will not be needed in the future to maintain or upgrade the system.

Expertise

Setting aside the time needed to develop an EDSM system internally, the next question to ask is, “Do we have the internal expertise necessary to create the system?” Even if the answer is yes, there are significant advantages to partnering with an expert in the field, one that has the benefit of working knowledge of its many government customers. For example, your IT team probably could build its own word processing program, but you likely have chosen to buy one from a reputable software vendor. An EDSM provider has the advantage of working with many government agencies, which

helps the vendor stay abreast of the latest spam concerns and e-technology trends impacting mass communications via email.

Budget

Using a turnkey solution from a proven outside provider is an effective way to stretch your dollars and allow your IT group to focus on its core competencies. In addition, EDSM is available on a fixed-fee basis, meaning that costs will be predictable regardless of the number of subscription options, total subscribers, or emails sent.

98% of Emails sent by GovDelivery, the leading EDSM provider for the public sector, make it to recipients' inboxes.

19% of commercial email is blocked or filtered.⁵

Deliverability: Getting Email to the Inbox

Making sure emails make it to recipients without getting filtered or blocked is a growing challenge that all bulk email senders face (a bulk mail sender is anyone – an EDSM provider, an email marketing solution, etc. - that is sending to email lists on a regular basis). Internet Service Providers, or ISPs, such as AOL, Yahoo!, and Hotmail, and company email servers are developing increasingly sophisticated methods to weed out the "good" mail from the "bad." Unfortunately, that leads to a lot of legitimate emails getting blocked or landing in recipients' junk folders.

Deliverability Checklist: Maximizing Email Delivery Rates

A good bulk email sender stays at the forefront of deliverability issues to ensure emails land in inboxes and do not get blocked or filtered out. Below is a list of actions that all email senders should follow to ensure the highest email delivery rates possible:

Maintain Whitelist Status with Major ISPs

Major ISPs maintain whitelists, a list of all valid and accepted email addresses, which allows email to be delivered even if spam filters are in place. *All bulk email senders should proactively engage with major ISPs to maintain whitelist status.*

Monitor Blacklists

A blacklist is an explicit list of senders that ISPs will not accept email from. Occasionally, legitimate email senders are placed on blacklists by ISPs or third-party blacklists. *Bulk email senders should proactively monitor blacklists to ensure that it remains safely off them.*

Maintain Clean Email Lists

People change email addresses frequently, making it a certainty that today's clean email list will contain bad addresses by tomorrow. Most ISPs are very sophisticated about tracking failed delivery attempts and will blacklist a sender if they send too much undeliverable email. *EDSM solutions automatically remove invalid email addresses from lists, keeping them clean.*

Confirm Permission

Blacklisters are imposing increasingly stricter permission standards for bulk email senders, including requiring senders to confirm permission to send to recipients. Permission to send to recipients is given when subscribers sign up to receive email updates. *Bulk email senders should send confirmation emails*

to subscribers whenever a new user signs up to receive email updates and whenever changes are made to subscriptions.

Adhere to Federally Mandated CAN-SPAM Email Compliance Standards

Remaining on top of ever-changing anti-spam regulations is no easy task and requires significant resources to stay current on email laws to ensure communications are compliant.

Reputable bulk email senders dedicate significant resources to stay up-to-date on current email laws to ensure clients are compliant.

Maintain ISP Test Inboxes

Bulk email senders should maintain email test accounts with major ISPs to ensure that email sent on behalf of clients is landing in inboxes and not in junk or bulk email folders.

CASE STUDY #4: Oakland County, Michigan

EDSM Deployed Across Entire County and Offered Free of Charge to Municipalities

EDSM Launch Date: May 2008

www.oakgov.com

In tough budget times, return on investment (ROI) becomes increasingly important to local governments. Spending is scrutinized and government officials are held to an even higher standard of accountability in how residents' tax dollars are spent. As budgets tightened in 2008, Oakland County looked to GovDelivery as a way to improve communication with residents in a cost-effective manner.

Goals:

- Leverage Oakland County's website to proactively communicate with residents, business owners, and other stakeholders regarding important county information.
- Send communications digitally to save on printing, postage and staffing costs.
- Automate the email update process, limiting administrative oversight and hassle.

Results:

- Deployed EDSM solution in 16 days.
- Offers 175+ unique topics for subscription.
- Sent more than 335,000 emails to 29,800+ subscribers since launching the system.

"We still have to areas that send out newsletters, reports and letters to people... By implementing GovDelivery, where we could push that information out to that community, we have seen significant cost savings. By taking a conservative estimate... that comes out to a large number of \$268,000 of cost [annually] to traditionally print, fold and mail that information that Oakland County no longer has to absorb because of GovDelivery."

-Phil Bertolini, Chief Information Officer, Oakland County

Guidelines for Email and Digital Subscription Management Success

1. Provide many subscription options.

Giving citizens many subscription choices improves the chance that there will be something of interest to them. In fact, EDSM subscribers select an average of six subscriptions.

2. Offer subscriptions to specific information in addition to more general e-newsletters.

The importance of providing specific and relevant information is greater than ever before as inboxes become increasingly cluttered and spam concerns continue to rise. General newsletters are often overlooked because they contain a smattering of information that may or may not be relevant to the recipient. The typical click-through rate (i.e., the rate at which recipients of emails visit the website after receiving an email) for an e-newsletter is 8.4 percent.³ When the recipient is allowed to subscribe to more specific information using EDSM, the click-through rate can jump to well over 20 percent.

3. Place links prominently on pages and wherever relevant content is found.

Put links where website visitors will encounter them – where the content is located. Subscription links should be located throughout the website. Additionally, the links should include an attention-grabbing graphic that clearly identifies it as a subscription option, such as the following example:



4. Make it easy for people to manage their subscription profile.

Email list software frequently requires users to manage each subscription separately and also requires several extra steps to handle each one. EDSM users can manage their subscriptions from a single-user profile. In addition, optional password protection can be offered to users wanting added security.

5. Automate the alert process for easier management.

Monitoring an entire website for changes can be a full-time job, especially when there are multiple administrators making changes to various areas of the site. EDSM systems automatically monitor websites for specific changes and generate an email alert whenever content of interest is updated. Email alerts can be sent automatically, or after administrator approval.

6. Administrators should manage the content they create.

An organization may have as many, or as few, administrators as deemed necessary, depending on the structure of its website. For decentralized websites that have many people contributing content, typically the same people that create the content take responsibility for reviewing email updates and sending them out. If more internal control is required, central administrators can be appointed to send out email alerts.

8. Promote your website everywhere!

Users must find the website in order to sign up for email alerts. Gone are the days of “build it and they will come.” While some citizens will discover your site when searching for information, you also want to reach those who may be gathering information from other sources (i.e., newsletters, phone calls, etc.), and those who visit your website less frequently. Make sure your website address is on every communication you send out, including press releases, email, business letters, newsletters, bills, and more.

9. Target the media to expand awareness.

Beyond placing the website URL on all internal and external communications, it also is important to target the media to help promote your new EDSM service. Here are some suggested media targets: community and regional newspapers, agency newsletters, trade publications, and business media.

Additional Update Options: Text Messages and RSS

Email is a part of day-to-day life for most Americans and is the number one use of the Internet. In fact, 134 million Americans adults use email, with 51 million checking it on a daily basis. For that reason, email is the most efficient and cost-effective way to reach the public. However, there are alternative update options that leverage EDSM subscription capabilities. Once an enterprise-wide EDSM system is in place, an organization is well positioned to offer additional update options, including wireless alerts and RSS.

Text Messages

Text messages allow subscribers to receive updates on cell phones, pagers and other text-enabled devices. It works alongside existing EDSM subscription functionality allowing users to choose to receive updates at both an email address and on a text-enabled device. Administrators can designate which subscription items are available as short messages. This feature is especially useful for emergency communications or to deliver time-sensitive news updates to citizens or internal members of an organization.

RSS Updates

A small, but growing percentage of the population is embracing an emerging online communication technology called Really Simple Syndication, ("RSS"). RSS allows users to view the latest news and information available from many websites in one place. Aggregation tools called RSS readers display summaries of RSS subscriptions, which update automatically when new information is available. An RSS reader is similar to an email inbox, with RSS "feeds" taking the place of emails.

RSS, similar to wireless alerts, works in conjunction with EDSM subscription functionality to allow users the choice of receiving updates via email and/or RSS.

Email Marketing vs. Email Communication

In the private sector, email marketing is an important part of the marketing mix. Email subscription management for the public sector takes advantage of private sector experience with the importance of specificity (i.e., targeted/personalized communication) while avoiding database mining and any approach whereby the sender of the email must decide what the recipient should receive. In the public sector, it is critical to put control in the hands of the citizen to avoid intrusive "marketing" practices. EDSM does this by giving the citizen complete control over which topics they sign up to receive. In the private sector, email communication is frequently called "push" communication. In the public sector, it is better to let citizens make choices on what they will receive so they can, in effect, "pull" information updates of interest out of the agency website.

	Private Sector	Public Sector
Purpose	<ul style="list-style-type: none">• Generate sales	<ul style="list-style-type: none">• Further mission; Communicate and inform
Data Used	<ul style="list-style-type: none">• Maximize data used to achieve best result	<ul style="list-style-type: none">• Minimize data used
User Control	<ul style="list-style-type: none">• Control who receives what information ("Push")	<ul style="list-style-type: none">• Let the citizen or end user decide what to receive
Timing	<ul style="list-style-type: none">• Promotions/Sales, events, etc.	<ul style="list-style-type: none">• Whenever new information is available

GovDelivery®: Proactive Citizen Communication

GovDelivery is the world's leading government-to-citizen email communication solution.

GovDelivery Email and Digital Subscription Management is an automated system that uses email to notify citizens proactively about specific topics of interest. It uses proprietary technology to monitor public sector organizations' websites for content updates and automatically sends personalized email alerts to interested citizens – driving subscribers back to the website to view the new information. Organizations using the system improve customer service immediately, increase website usage up to 50%, and decrease costs for a positive return on investment.

GovDelivery is the only email and digital subscription management solution that is completely turnkey or “out-of-the-box,” meaning that it requires no hardware or software installation to setup and manage. The only set-up required is posting links to your website. *GovDelivery* is a web-based system that uses proprietary technology, Page Watch, to monitor the website to detect content changes. When an update is identified, an email alert with a direct link to new information is sent to interested citizens or to an administrator for approval prior to sending. In addition, email alerts can be sent manually to subscribers at any time.

GovDelivery is used by more than one hundred public sector organizations worldwide including USA.gov, the FBI, the Centers for Disease Control, the U.S. Departments of Labor, State, Agriculture, Transportation, and Commerce; U.K. Parliament; Texas Department of Health and Human Services; Orange County, CA; Washington, D.C. GovDelivery is also used by transit authorities across the U.S., including Tri-County Metropolitan District of Oregon (TriMet) and Chicago Transit Authority (CTA). For more information, please visit www.govdelivery.com.

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¹ *Pew Internet & American Life Project Tracking Surveys*
http://www.pewinternet.org/trends/Internet_Activities_7.19.06.htm
http://www.pewinternet.org/trends/Daily_Internet_Activities_7.19.06.htm

² *Information searches solve problems.* Pew Internet & American Life Project. Dec. 30, 2007.
http://www.pewinternet.org/~media/Files/Reports/2007/Pew_UI_LibrariesReport.pdf.pdf

³ DoubleClick Q1 2004 Email Trend Report. May 2004.
http://www.doubleclick.com/us/knowledge_central/documents/trend_reports/dc_q104emailtrends_0405.pdf

⁵ Return Path Email Blocking & Filtering Report, 1H 2006
http://www.returnpath.biz/pdf/RP_deliveryIndex1H2006.pdf