

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



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Introduction: E-mail 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 e-mail.

E-mail gets used.

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

E-mail improves your ability to reach the public.

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

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

E-mail is immediate and easily scalable and it also reduces costs on printing and postage.

E-mail helps you get more usage out of your website.

E-mail drives citizens back to government websites repeatedly.

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

E-mail 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 communications must be relevant, timely, and highly targeted – something only an e-mail subscription management solution provides.

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

Pew Internet & American Life Project Tracking Surveys

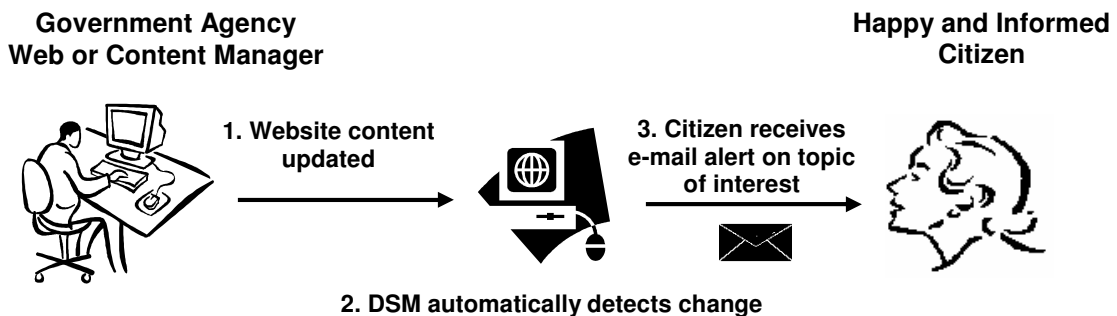
What is Digital Subscription Management?

Digital subscription management, (“DSM”), is an automated system that uses e-mail or wireless alerts to notify citizens proactively about specific interest categories. This web-based solution monitors website(s) for content updates and automatically sends e-mail messages when new information is posted, thereby driving subscribers back to your website. Additionally, DSM systems automatically allow subscribers to select topics during registration and update their subscription preferences from a saved profile on a continual basis.

To appreciate the value of building a subscriber base using DSM, 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, DSM is the electronic distribution network for government content, with the website acting as the “newspaper” and e-mail 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 e-mail subscription management system monitors the site for relevant content changes.
4. When the DSM system detects new information on the website, an e-mail 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 an e-mail notifying them of an update and return to the website to view the new information.

How Digital Subscription Management Works



- **E-mail alerts can be sent with or without administrative approval.**
- **Administrators can manually send e-mail anytime.**

CASE STUDY #1: Macomb County, Michigan

DSM Deployed Across 27 Departments at Macomb County

DSM Launch Date: December 2004

www.macobmcountymi.gov

“We want to do more than just post information on a Web page and hope people see it. Now we can alert people when the information they want is available online.”

Nancy White, Chair of the Macomb County Board of Commissioners

Macomb County, like many local governments throughout the U.S., invests significant resources in keeping their website up-to-date. Recognizing that residents visited the county website less frequently than county officials would like, Macomb looked to an DSM solution to increase website usage by bringing residents back to the website to view new information. The DSM solution enables the county to proactively communicate with residents on more than 250 specific topics.

Goals:

- Leverage Macomb’s website to proactively communicate with residents, business owners, and other stakeholders regarding important county information.
- Find an e-mail subscription management system that would work with its website’s current publishing system.
- Improve community outreach and engage residents in meaningful and more frequent communication with the county.
- Automate the e-mail update process, limiting administrative oversight and hassle.

Results:

- Deployed DSM solution across 27 departments and offices.
- Offers 258 topics for subscription with each subscriber signing up for an average of 10 subscription topics.
- Registered more than 9,100 subscribers.
- Sent more than 750,000 e-mails to residents since launching the system.

Sample list of subscription topics available on the Macomb County website:

- Board of Commissioners Meeting Agendas
- Commissioner Information
- Community Services - Head Start
- Emergency Management Updates
- Health Department - Beach Conditions
- Health Department - Flu Information
- Parks and Recreation Events
- Planning and Economic Development Updates
- Senior Citizen Services - Rx Discount Program
- Volunteer Opportunities - Meals on Wheels

134 million American adults use e-mail. 51 million check it on a daily basis.

Pew Internet & American Life Project Tracking Surveys

E-mail Subscription Management vs. E-mail List Software

Prior to the advent of DSM, public and private sector organizations relied on maintaining their e-mail lists using e-mail address books or list software. This technology adequately served organization's 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, e-mail list software became cumbersome and DSM systems became necessary to simplify the process of information dissemination.

Out-of-the-Box vs. Extensive Programming

While the principles behind DSM systems can be imitated to a certain extent by supplementing e-mail list software with substantial custom programming, this approach is not scalable and does not leverage the experience of other governments. DSM 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, DSM 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, e-mail list software requires significant time and resources to launch and maintain. Extensive programming is also required to get e-mail 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 DSM system automatically monitors websites for content changes and proactively generates e-mail alerts to subscribers when content is updated. Administrators can opt to view the e-mail alerts before sending updates or independently create and send e-mails to subscribers. In addition, you can send custom newsletters to individual or multiple subscriber groups. Replicating this functionality with e-mail list software would require someone to manually create and send e-mails whenever site content is updated.

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

Automating the process of e-mail alert generation allows DSM system administrators to offer more subscription options than e-mail list software. Typically, DSM 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. E-mail 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

DSM 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, e-mail 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

DSM systems typically generate a ratio of 300-to-1,100 percent more subscribers than e-mail 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 e-mail address when they know they will not be bombarded with irrelevant information. These factors have helped government agencies using DSM increase website usages by 20-to-50 percent.

Fixed Pricing vs. Variable Pricing

Flat-rate pricing is the typical cost structure for DSM 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 e-mail list software vary widely as they are tied to the number of subscription options and e-mails sent to subscribers.

Summary of Digital Subscription Management vs. E-mail List Software

DSM

Out-of-the-box / turnkey

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

Automated

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

Highly-specific options

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

Profile-based

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

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.

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.

E-mail List Software

Programming and hardware required

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

Manual

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

Limited options

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

List-based

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

Limited subscriber base

Fewer subscription options mean fewer subscribers and return website visits.

Volume-based / variable pricing

Pricing and licensing based on number of subscription options and/or number of e-mails sent.

☰☒ Case Study #2: U.S. Department of Labor

Labor Department Launches DSM to Expand Website Usage

DSM Launch Date: April 2004

www.dol.gov

In 2004, the U.S. Department of Labor, ("DOL"), deployed an e-mail subscription management system to improve communication with citizens and increase website usage. The DSM service allows the DOL to reach out to citizens proactively and directly points users to desired information. Website visitors subscribe to receive regular updates on a variety of topics, including news releases, weekly unemployment claims reports, disability employment policies, labor law compliance and small business programs.

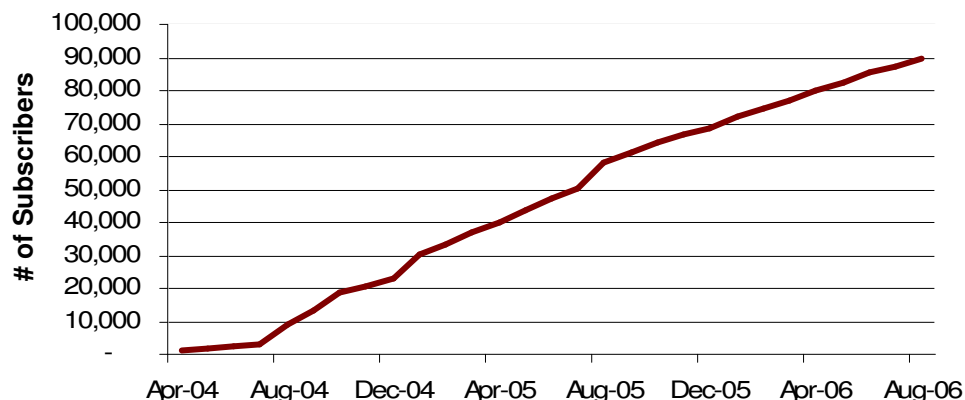
Goals:

- Improve communication with citizens as directed by the President's e-government agenda.
- Create an enterprise-wide system where citizens can manage their profiles from one place.
- Organize and automate the dissemination of information.
- Increase the number of subscribers as well as subscription options.

Results:

- Deployed DSM solution in less than 15 days; system is used agency-wide.
- Built a subscriber base of more than 90,000 and growing.
- Sent 15 million e-mails since their DSM launch.
- Offers more than 390 topics for subscribers to choose from, with each subscriber signed up for an average of 14 subscription topics.

DOL Subscriber Growth



*Results as of August 2006

Benefits of Digital Subscription Management

Improved Service for Citizens

Seventy-seven percent of Internet users – or 97 million Americans – have searched online for information from government agencies at least once.² That statistic, coupled with the fact that e-mail is now the number one use of the Internet, provides solid evidence that e-mail 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 DSM 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 administrative time, reduced paper and printing costs, and fewer phone calls?

Significant Results with Minimal Administrative Oversight

One of the key features of our DSM system is that it automatically prepares e-mail messages whenever a change to the website is detected. The e-mails 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 e-mail to keep in touch with loved ones. E-mail is an effective way to reach thousands when urgent situations arise. For example, the Department of Labor sent hundreds of thousands of e-mails to citizens keeping them informed about the latest Katrina recovery efforts.

☰☒ CASE STUDY #3: FirstGov.gov

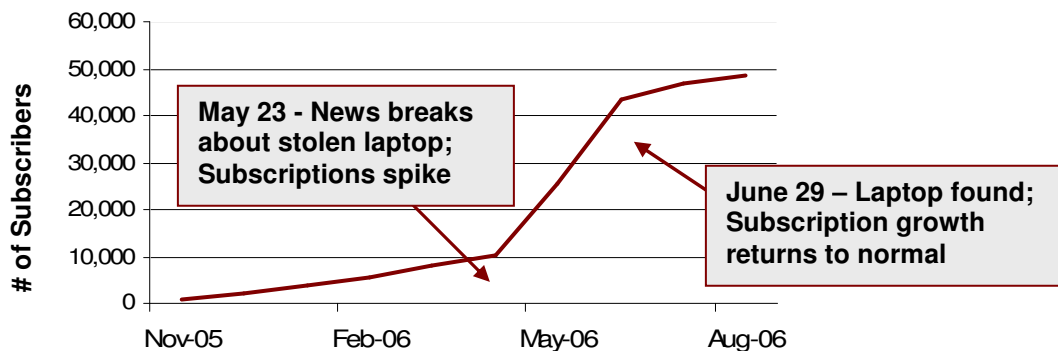
FirstGov.gov Reacts Quickly to Keep Veterans Informed When Laptop Stolen

DSM Launch Date: November 2005

www.firstgov.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 FirstGov.gov to help them manage the flood of website visitors. FirstGov.gov had an DSM 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 e-mail updates whenever new information was available about this topic. Within one month, more than 25,000 new subscribers registered to receive updates.

FirstGov.gov E-mail Subscriber Growth



Building a Business Case for an DSM System

A well-formulated business case supports planning and decision-making regarding purchases, vendor selection, and implementation strategies. The business case must 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 DSM 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 DSM system can take less than five days and less than three hours of IT time. Additionally, DSM systems have been fine-tuned over many years by building on the experiences of government agencies. The end result is that DSM has evolved into a turnkey solution requiring minimal administrative oversight. Using a DSM 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 a DSM 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 DSM 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 e-mail.

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, DSM is available on a fixed-fee basis, meaning that costs will be predictable regardless of the number of subscription options, total subscribers, or e-mails sent.

98% of e-mails sent by GovDelivery, the leading DSM provider for the public sector, make it to recipients' inboxes.

19% of commercial e-mail is blocked or filtered.⁵

Deliverability: Getting E-mail to the Inbox

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

Deliverability Checklist: Maximizing E-mail Delivery Rates

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

Maintain Whitelist Status with Major ISPs

Major ISPs maintain whitelists, a list of all valid and accepted e-mail addresses, which allows e-mail to be delivered even if spam filters are in place. *All bulk e-mail 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 e-mail from. Occasionally, legitimate e-mail senders are placed on blacklists by ISPs or third-party blacklisters. *Bulk e-mail senders should proactively monitor blacklists to ensure that it remains safely off them.*

Maintain Clean E-mail Lists

People change e-mail addresses frequently, making it a certainty that today's clean e-mail 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 e-mail. *DSM solutions automatically remove invalid e-mail addresses from lists, keeping them clean.*

Confirm Permission

Blacklisters are imposing increasingly stricter permission standards for bulk e-mail senders, including requiring senders to confirm permission to send to recipients. Permission to send to recipients is given when subscribers sign up to receive e-mail updates. *Bulk e-mail senders should send confirmation e-mails to subscribers whenever a new user signs up to receive e-mail updates and whenever changes are made to subscriptions.*

Adhere to Federally Mandated CAN-SPAM E-mail Compliance Standards

Remaining on top of ever-changing anti-spam regulations is no easy task and requires significant resources to stay current on e-mail laws to ensure communications are compliant. *Reputable bulk e-mail senders dedicate significant resources to stay up-to-date on current e-mail laws to ensure clients are compliant.*

Maintain ISP Test Inboxes

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

CASE STUDY #4: State of California, Department of Insurance

California Department of Insurance Realizes 200% ROI Using an DSM System

DSM Launch Date: May 2002

www.insurance.ca.gov

As state budget deficits soared in the early 2000s, the California Department of Insurance turned to e-mail to help trim costs. The Department saw the potential to reduce printing, postage, and faxing expenses by converting many of its paper-based communications to e-mail alerts. In addition, the Department realized that e-mail could significantly improve communication with insurers and citizens. Due to budget restrictions, the department could not add additional resources to manage an e-mail communication service on an ongoing basis. In the spring of 2002, the California Department of Insurance implemented DSM to achieve its goals. The end result? The Department realized a cost savings of over \$250,000 for a return on investment of more than 200 percent in the first year of deployment.

Goals:

- Improve communication with insurers and citizens in the nation's largest state.
- Reduce printing, postage, and faxing costs by distributing a wide range of information by e-mail.
- Provide an e-mail subscription service without adding additional staff or equipment.

Results:

- Signed up more than 100,000 subscribers.
- Identified cost savings of more than \$250,000 in the first year for a ROI of more than 200 percent.
- Deployed more than 30 different subscription options, including rate filing information, press releases, newsletters, consumer guides, and other critical information that was traditionally distributed by regular mail.
- Sent more than 2.5 million e-mails since launching.

"We have identified \$250,000 in annual printing and distribution cost savings from using Digital Subscription Management. This is an ROI (Return on Investment) of over 200 percent."

*Kevin Brown
e-Government Policy Advisor
California Department of Insurance*

Guidelines for 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, DSM 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 e-mails visit the website after receiving an e-mail) for an e-newsletter is 8.4 percent.³ When the recipient is allowed to subscribe to more specific information using DSM, 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:

 [Receive Open Federal Cases updates by E-mail](#)

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

E-mail list software frequently requires users to manage each subscription separately and also requires several extra steps to handle each one. DSM 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. DSM systems automatically monitor websites for specific changes and generate an e-mail alert whenever content of interest is updated. E-mail 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 e-mail updates and sending them out. If more internal control is required, central administrators can be appointed to send out e-mail alerts.

8. Promote your website everywhere!

Users must find the website in order to sign up for e-mail 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, e-mail, 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 DSM service. Here are some suggested media targets: community and regional newspapers, agency newsletters, trade publications, and business media.

Additional Update Options: Wireless Alerts and RSS

E-mail 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 e-mail, with 51 million checking it on a daily basis. For that reason, e-mail is the most efficient and cost-effective way to reach the public. However, there are alternative update options that leverage DSM subscription capabilities. Once an enterprise-wide DSM system is in place, an organization is well positioned to offer additional update options, including wireless alerts and RSS.

Wireless Alerts

Text messages allow subscribers to receive updates on cell phones, pagers and other text-enabled devices. It works alongside existing DSM subscription functionality allowing users to choose to receive updates at both an e-mail 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 e-mail inbox, with RSS “feeds” taking the place of e-mails.

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

E-mail Marketing vs. E-mail Communication

In the private sector, e-mail marketing is an important part of the marketing mix. E-mail 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 e-mail 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. DSM does this by giving the citizen complete control over which topics they sign up to receive. In the private sector, e-mail 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	▪ Generate sales	▪ Further mission ▪ Communicate and inform
Data Used	▪ Maximize data used to achieve best result	▪ Minimize data used
User Control	▪ Control who gets what (“Push”)	▪ Let the citizen or end user decide what to receive
Timing	▪ Promotions/Sales, events, etc.	▪ Whenever new information is available

GovDelivery®: Proactive Citizen Communication

GovDelivery is the world's leading government-to-citizen e-mail communication solution

GovDelivery Digital Subscription Management is an automated system that uses e-mail 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 e-mail 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 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 e-mail alert with a direct link to new information is sent to interested citizens or to an administrator for approval prior to sending. In addition, e-mail alerts can be sent manually to subscribers at anytime.

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
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² Horrigan, John B. *How Americans Get in Touch with Government*. Pew Internet & American Life Project. May 24, 2004.
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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
