

Electronic Government Portal Advisory Board



Meeting Agenda

Meeting Date and Time: February 19, 2026, from 9 a.m. to 10:30 a.m.

Join Meeting on Microsoft Teams (Meeting ID: 267 726 423 520 7 Passcode: jP7xb2Ko)

Join by Phone: (503) 446-4951 Conference ID: 336 777 99#

1. Call to Order – Support Staff

2. Welcome and Announcements

- EIS Welcome – Jolene Swint, Deputy State CIO
- Roll Call & Quorum Verification: Support Staff
- Review Board Agenda: E-Government Manager

3. Board Overview

- Matt Neznanski, E-Government Manager

4. Election of Chairperson – E-Government Manager

- Council Action: Nomination and selection of Board Chairperson

5. Approval of Minutes – Chairperson

- Council Action: Minutes from June 2025 Meeting

6. E-Government Survey (Phase 3 Update)

- Jillian Girard, PSU Hatfield School of Government

7. Tyler Oregon 2026 Budget Review

- Roger Anderson, General Manager, Tyler Oregon

8. Tyler Oregon Operations Update

- Neha Parashar, Director of Operations, Tyler Oregon

9. Board Comments – Chairperson

- Board Members, Discussion

10. Public Comment – Chairperson

- Accept written comments
- Verbal testimony

11. Adjourn

Public Access and Accommodation Information: Electronic Government Portal Advisory Board meetings are open to the public, follow public meeting laws, and are recorded. The meeting will begin at the posted time and is planned to proceed chronologically through the agenda. For agendas and meeting materials, [visit the Board's website](#).

Electronic Government Portal Advisory Board



Meeting Agenda

To submit a written or register to provide verbal public comment, please [complete our online form](#).

Written comments must be received at least 48 hours before the meeting, verbal comments are limited to three (3) minutes per person or group.

Accommodations can be arranged for persons with disabilities, and alternate formats of printed material are available upon request. Please contact Enterprise Information Services at 503-378-3175 at least 72 hours in advance of the meeting to request accommodations. Closed captioning is included in the Microsoft Teams meeting. If you encounter any barriers or have suggestions for improvement, we welcome your feedback.



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**Welcome to the
Electronic
Government Portal
Advisory Board
(EPAB)**

February 2026





Agenda

- ▶ Introduction
 - Purpose of EBAP
 - Definitions
- ▶ EPAB Duties
- ▶ Voting protocol
- ▶ E-Government overview
 - Projects and services
 - Benefits
- ▶ Oregon E-Government Strategic Plan
- ▶ Legislative reports
- ▶ Q&A





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Introduction





Purpose of the EPAB

- ▶ The EPAB's primary function is to provide advice and recommendations to the State Chief Information Officer (CIO) and the Department of Administrative Services (DAS-EIS) concerning the delivery of online services to the public.



[Electronic Government Portal Advisory Board](#)
[ORS 276A.273](#)



Electronic government portal

- ▶ An electronic information delivery system accessible by means of the Internet that a state agency designates officially as a means by which the state agency delivers information, products, or services



[Definitions](#)
[ORS 276A.270](#)



Organizational Structure

Enterprise Information Services State Chief Information Officer (CIO)

- **Administrative Services**
- **E-Government**

Staff support

- Cyber Security Services
- Data Center Services
- Data Governance and Transparency
- Project Portfolio Performance
- Privacy and Artificial Intelligence
- Shared Services
- Strategy and Design

State Agencies

Assist

Electronic Government Portal Advisory Board

Chairperson (elected by Board)

Non-voting (advisory)

- Senate President Appointed
 - Senate Member
 - Senate Member
- Speaker Appointed
 - House Member
 - House Member

Governor appointed

- State Agency Member
- State Agency Member
- State Agency Member
- Public Member
- Public Member
- Student Member

State CIO appointed

- State CIO Representative Member
- DAS Representative Member

State Treasurer appointed

- State Treasurer Representative Member



EPAB Vision

State of Oregon E-Government services enhance the lives of Oregonians through access to information and services that are readily available, accessible, understandable, and effective.

EPAB Mission

Meet the needs of Oregonians online.





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EPAB Duties





EPAB Duties

Advise the State Chief Information Officer and Department of Administrative Services (DAS-EIS) on:

- ▶ Development of e-government portals
- ▶ Aspects of portal provider fee collected by providers
- ▶ Priority of new portal services
- ▶ Terms and conditions of contracts between agencies and portal providers



[Duties of the Board](#)
[ORS 276A.273](#)





EPAB Duties

Advise on ways to improve:

- ▶ Service delivery
- ▶ Agencies effective use of portals
- ▶ Users' experience with online tools



[Duties of the Board](#)
[ORS 276A.273](#)



EPAB Duties

Study, propose, develop, or coordinate activities that:

- ▶ Consider the needs of Oregon residents
- ▶ Evaluate service delivery performance and transparency
- ▶ Further portal effectiveness and user satisfaction



[Duties of the Board](#)
[ORS 276A.273](#)



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Voting Protocol





Voting protocol

- ▶ A majority (5) of the voting members of the advisory board constitutes a quorum
 - There are 13 members total and 9 voting members
 - Legislative Assembly members advise but are non-voting
- ▶ Official board actions require approval of the majority of voting members
- ▶ Roll call and votes are taken by voice and recorded in meeting minutes





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E-Government Overview



E-Government overview

- ▶ ORS [276A.276](#) authorizes the State CIO, advised by EPAB, to provide e-government services
- ▶ Tyler Oregon, portal provider
- ▶ Some services have fees to cover costs
 - The Board reviews and approves Portal Provider Fees



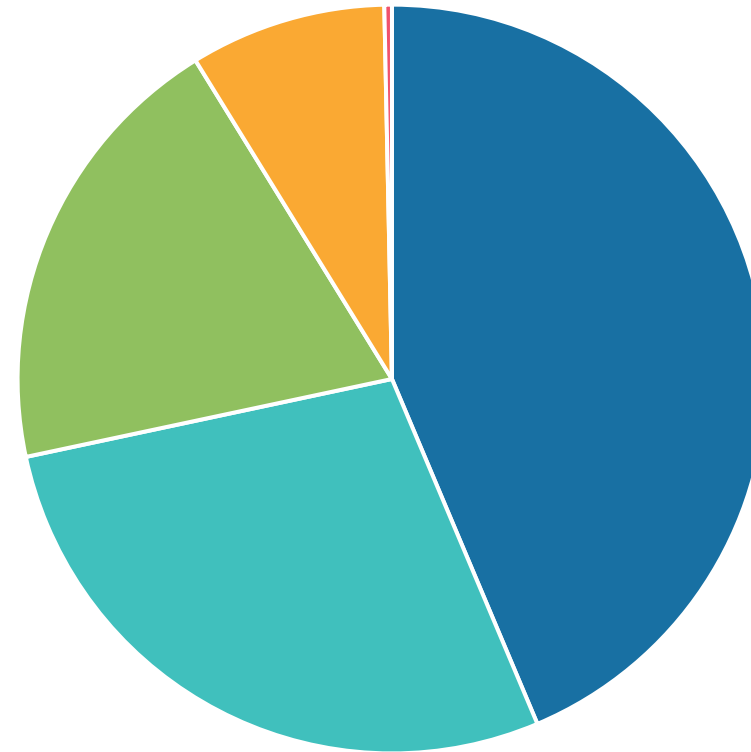
[E-Government Services](#)
[ORS 276A.276](#)





E-Government Services

- Websites: 134
- E-Commerce Applications: 86
- E-commerce: 60
- Custom Applications: 26
- Open Data Portal





E-Government Service Benefits

- ▶ Agency access to existing agreement
- ▶ Cost-effective solutions
- ▶ Membership and access to E-Governance Board





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Oregon E-Government Strategic Plan



Oregon E-Government Strategic Plan

- ▶ The first strategic visioning document was adopted by the Board in May 2021, updated Feb 2023

Vision

State of Oregon E-Government services enhance the lives of Oregonians through access to information and services that are readily available, accessible, understandable, and effective

Mission

Meet the needs of Oregonians online

- ▶ Three primary strategies





Strategy 1

Put People First: Identify Oregonians' digital government needs

- ▶ Portland State University research highlighting
 - Underrepresented groups
 - Rural Oregonians
 - Business community





Strategy 2

Align goals of agency stakeholders and governance bodies

- ▶ E-Government works closely with E-Governance Board
 - Membership of state agencies using the website platform
 - Share information, best practices, feedback to portal provider





Strategy 3

Remove barriers to access state of Oregon resources online

- ▶ E-Governance Board accessibility task group efforts





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Legislative Reports





Legislative Reports

- ▶ Statute requires the State CIO to submit a report to the Legislature each odd-numbered year.
- ▶ Reports are posted on the [Board website](#).
- ▶ E-Government data is published on the [Open Data Portal](#).



[E-Government Services](#)
[ORS 276A.276](#)



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Q&A





Resources

- ▶ [E-Government Statutes](#)
- ▶ [Governor's Boards and Commissions Website](#)
 - [Board Book](#)
 - [Board Member Handbook](#)
- ▶ [EIS Website](#)
 - [E-Government Website](#)
 - [EPAB Website](#)
 - [E-Government Strategic Plan](#)





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Thank you

Matt Neznanski

E-Government Manager

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Electronic Government Portal Advisory Board (EPAB)

Meeting Minutes

Meeting Date: June 26, 2025

Time: 10 a.m. – 11:30 a.m.

Location: Virtual via MS Teams

Board Members in attendance: Lisa Catto, Richard Chaves, Rebecca Gladstone, Bryan González, Ben Kahn, Adam McBride-Smith, Jolene Swint, Ava Trujillo

1. Welcome and introductions

Chairperson Ben Kahn introduced new members Lisa Catto as DAS representative, and Jolene Swint with Enterprise Information Services to the board.

Matt Neznanski was introduced as the new E-Government Program manager.

2. Approval of minutes

Rebecca Gladstone motioned to accept the minutes, seconded by Richard Chaves. All in favor, none opposed. Unanimously approved.

3. E-Government Program Operations

Roger Anderson, Tyler Oregon general manager, provided an update on E-Government program operations, covering new releases, ongoing projects, and future opportunities.

SharePoint Migration: Roger discussed the ongoing SharePoint migration, moving over 110 Tyler-hosted SharePoint websites to the SharePoint subscription edition server. The first group training is scheduled for July 15th, with migrations starting on August 1st and expected to complete by the end of April.

Elavon Direct Transition: Roger discussed the transition from Monetra to Elavon Direct for payment processing services. Over half of the services have been transitioned, with the largest being the Oregon Health Authority and Department of Human Services. The transition is expected to complete by July.

Website Redesigns: Roger highlighted ongoing website projects for the Criminal Justice Commission and Department of Energy that should be completed by the Board's next meeting.

Application Updates: Roger provided updates on various applications, including the implementation of DEQ vehicle inspection terminals in all locations except Medford.

Opportunities: Roger discussed ongoing conversations with Secretary of State and Oregon Fish and Wildlife for website redesigns.

Rebecca Gladstone asked about possible improvements to ORStar, the state's campaign finance data software. Roger explained that ORStar is not a Tyler Oregon platform and not part of the website projects. Richard Chaves explained that the state's voter registration and campaign finance system is very out of date, but that the state opted not to update it. It instead awarded an RFP for a new application that they are working to implement.

4. E-Government Program Update

Customer Satisfaction Survey: Matt Neznanski, E-Government Program manager, reviewed the results of the E-Government annual customer satisfaction survey which was distributed to all agency single points of contact in April. The overall experience with E-Government services was rated 4.35 out of 5, with similar positive ratings for Tyler and E-Government staff.

Matt explained that the survey had a 17% response rate and made suggestions for improving response rates and tailoring questions to specific audiences.

Rebecca Gladstone recommended including a time estimate for respondents to reply. Ben Kahn suggested verifying the list of agency single points of contact to ensure it is current.

Tyler Contract Renewal: Matt informed the board that the contract with Tyler, Oregon is up for renewal in November 2025. The renewal process will begin in earnest in July, with a focus on reviewing and updating the contract terms.

Bryan González asked that Contract Schedule 2.1.1, relating to e-commerce services, be reviewed as part of the contract renewal process for current payment standards and Oregon State Treasury policies.

5. ODOT Record Fee Valuation

Matt Neznanski presented the ODOT driver record convenience fee valuation, explaining the components of the ODOT driver record convenience fee, including the statutory fee, market price, and portal fee. Matt asked the board to approve a proposed increase from \$7.49 to \$7.79, making the total charge \$14.29.

Brian and González and Ben Kahn raised concerns about the board's role in approving the market price, noting that the board typically only approves portal fees. It was decided to seek further clarification and discuss the matter offline.

6. Tyler Oregon Update

Roger Anderson, Tyler Oregon general manager, provided an update on Tyler Oregon's business strategy.

Alternative CMS: Roger discussed the proof of concept for an alternative website content management system, specifically WordPress. Guard Communications is assisting with this project, focusing on the agency and authoring perspective. The proof-of-concept phase is expected to continue through the summer.

PDF Remediation Tool: Roger mentioned the investment in a PDF document accessibility remediation tool to help agencies meet WCAG 2.1 standards. Two vendors have been identified, and trials are being conducted to evaluate the options.

7. E-Government Survey

Prof. Jillian Garrard, senior fellow, lead analyst, and project manager at Portland State University's Center for Public Service provided an update on the E-Government survey, outlining the history of the research and the focus for the next phase, which includes surveying rural Oregonians and sharing findings with the public and other agencies.

8. Round Table & Public Testimony

Rebecca Gladstone raised concerns about cybersecurity and the potential for cyberattacks, emphasizing the importance of data security and encryption. Oscar Parsons, shared services administrator, assured the board that cybersecurity is a top priority and that ongoing efforts are in place to address potential threats.

9. Adjournment

The meeting was adjourned.

Action items

- Review and update the contract schedule specific to e-commerce services in conjunction with Oregon State Treasury as part of the contract renewal process.



E-Government Project Phase IV Results

February 19, 2026

Prof. Jillian Girard – Senior Fellow, Lead Analyst & Project Manager

Diane L. Odeh, MPA – Project Associate, Research Assistant, PhD Candidate

Carl Christiansen, MPA – Project Associate, Research Assistant, PhD Candidate

Libby Greene – Project Associate, Master's in Communication Program

Center for Public Service

The Center for Public Service is a self-support center within the Hatfield School of Government at Portland State University.

The unique position of the Center for Public Service allows us to engage directly with students at Portland State University, supporting their learning while also contributing to the larger community.

The Center also brings academic rigor as well as a neutral, academic viewpoint to the research and analysis process.

Brief history

Report highlights additional barriers among:

- Communities of color as well as immigrants and refugees (overlap)
- Oregon business community
- Rural and lower income communities (overlap)
- People with disabilities

Qualitative study focused on communities of color as well as immigrant refugees and asylees

Mix methods study focused on small and minority owned businesses (veterans, women, and communities of color)

Experience of people with disabilities also emerged

Mixed methods study focused on the experience of rural community members

Sharing findings more broadly from all phases

2022
Phase I

2023
Phase II

2024
Phase III

2025
Phase IV

Phase IV:

Goals:

1. Learn from past phases (analyze across all phases)
 - Broad information from the 2022 benchmark survey (Phase I)
 - Communities of color & immigrants, refugees, and asylees (Phase II)
 - Members of the business community (Phase III)
2. Explore new focused data collection from rural communities
3. Share what we learned (communication)

Phase IV Communications

Reanalysis across multiple phases:

Performed a cluster analysis of Phase I data to identify broad patterns of groups (clusters) who tend to use the online services similarly.

Reviewed the qualitative and quantitative data from subsequent phases to check for pattern fit and found the clusters to be well supported.

Four overall clusters identified:

1. Non-users due to trust
2. Non-users due to barriers
3. Active service users
4. Active business users

Communications materials

- Opportunities for increased engagement (media kit). To be shared with our networks (with reposting available), past research participants, and state employees who may be managing state web resources.
 - Social media (through Portland State Center for Public Service)
 - Newsletter items (share with past participants)
 - Emails for employees involved in managing State websites (inform)
- Professional Paper/Journal Article. To be shared in professional spaces (e.g., conferences)

Portland State CPS Instagram:

To inform non-users experiencing barriers cluster

Additional reels related to clusters: non-users due to trust (security message) and active service users (connect to resources) – linked in media guide

DID YOU KNOW?

Portland State UNIVERSITY
OREGON.GOV

The State of Oregon Digital Equity Plan is part of the federal Digital Equity Act of 2021 created to close the digital divide

Link in bio

This graphic features a lightbulb icon, a silhouette of a diverse group of people, and the Oregon state outline. Logos for Portland State University and Oregon.gov are in the top right.

1,200 Oregonians responded to a 2022 survey about their use of State of Oregon online resources.

Members of the following groups reported lower rates of access to internet, at home or elsewhere:

- Individuals with a member of their household experiencing a barrier to accessing State of OR online resources
- Those with an annual income of less than \$25,000

This graphic includes a background image of hands typing on a laptop keyboard and a circuit board graphic in the top right corner.

A subsequent survey in 2024 reached out to members of the Oregon business community.

Business respondents from communities of color were more likely to disagree that they have the technology available that they need to access the state's online resources

This graphic features a background image of hands typing on a laptop keyboard and a circuit board graphic in the top right corner.

DID YOU KNOW?


Free wi-fi access is available at all Oregon county libraries as well as many local parks and community centers


Low income residents may qualify for either a discount on their phone or internet bill or free wireless through the Oregon Lifeline program

This graphic includes a Wi-Fi symbol and a lightbulb icon, with the Oregon state outline as a background.



PSU E-Government Project

 Portland State
UNIVERSITY

 OREGON.GOV



Three phases so far, with more to come

Public outreach done through surveys, focus groups, and interviews

Goals of better understanding public opinions and usage of State of Oregon online resources

Portland State
CPS Facebook:

To inform active
service user
cluster


Helpful Features on Oregon.Gov !

Instructional videos

Language options

Live chat during
business hours

Accessibility options







PSU E-Government Project

Phase I: 2022 Benchmark survey
Phase II: 2023 BIPOC Communities
Phase III: 2024 Business community

See link in bio for reports

Phase I Points of Interest





State of Oregon online resources are vital tools for residents

Not all Oregonians have equal internet access: some experience barriers

Our PSU research team identified some underrepresented groups, guiding the project's next steps

Phase II Points of Interest



Participants positively rated existing resources like instructional videos

Language translations are helpful and more options would be even better

Requests for future included improved accessibility and more continuity across websites



Phase III Points of Interest



Participants positively rated Oregon Secretary of State website

Technical issues and unclear processes on websites were sources of frustration

Requests for future included a more streamlined experience and additional support resources



What's Next

Outreach to rural Oregonians

Next benchmark survey in 2026

Portland State CPS
LinkedIn:

Sharing information with
professional networks &
research interested
individuals

Exploring progress of Oregon E-government

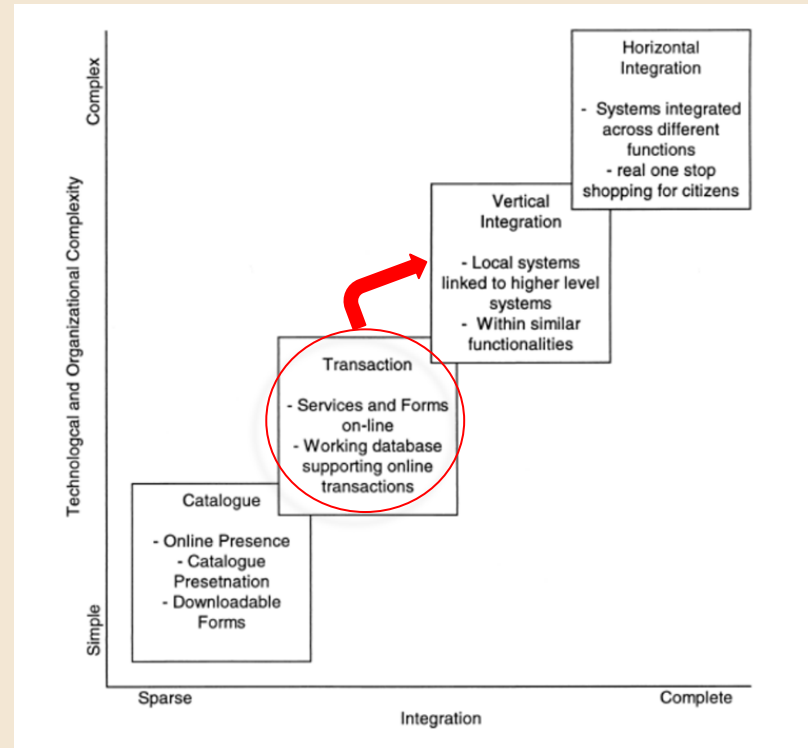
- Literature review of maturity models
- Research Questions:
 - How has Oregon E-government developed?
 - Who faces barriers to using Oregon E-government?
- Methods:
 - Developed a maturity model checklist for e-gov professional
 - Peer state review
 - E-government professional interviews

E-government model development

- Layne and Lee's (2001) model of e-government development
- 4 Stages of E-Government Development:
 1. Catalogue – Online presence exists but is primarily one-way communication (e.g., forms are available, but have to be downloaded and submitted outside of the website).
 2. Transaction – Increases efficiency of online interaction by allowing user to not just receive information, but also supply it (e.g., forms can be completed, licenses can be renewed, make payments, etc.).
 3. Vertical Integration – Shared databases and systems across levels of an agency or levels of government, reducing duplication and increasing coordination
 4. Horizontal Integration – Services organized based on user-needs (e.g., one-stop portal). Agencies are connected to one another and end-user does not experience agencies as separate entities to the degree of other 3 stages.

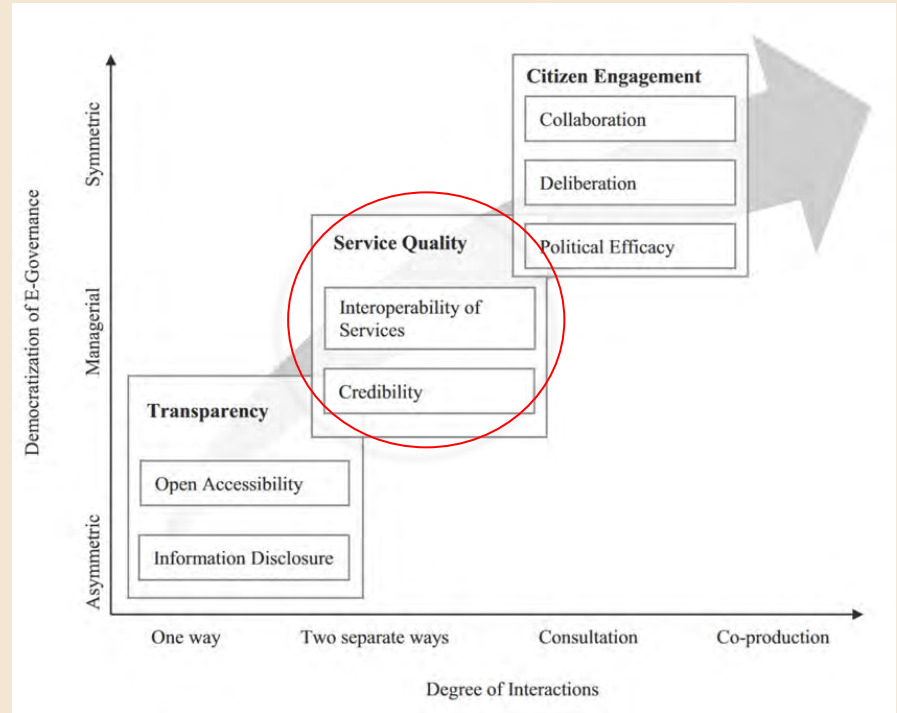
E-government model development

- Layne and Lee's (2001) model of e-government development
- Transaction stage complete
- Oregon moving towards Vertical Integration



E-government model development

- Lee-Geiller & Lee's (2019) model of e-government development
- Service Quality complete
- Movement towards Citizen Engagement will require deliberate decision making



Oregon E-government development status?

- Finding: Oregon at parity with many peers
 - Some states are moving ahead, developing citizen focused programs and building towards deeper engagement
- Barriers
 - Digital Divide, technical ability, English proficiency, disability, and trust
- E-government advancement needs a champion
 - Horizontal integration (e.g. single sign-on) needs coordination between OR agencies
 - Citizen Engagement would require an increased mandate

Phase IV:
Who we heard from in
response to the survey

Areas of investigation:

1. Better understand how rural Oregonians are currently using and experiencing the State's online resources (e.g., frequency of using State online resources, what resources are used, and the experience with those resources);
2. Measure perceptions of trust and online security among rural Oregonians;
3. Identify barriers and opportunities specific to rural communities, including what could be done to improve experiences;
4. Describe demographic differences that may be related to different online service needs and experiences

Investigation Approach:

Sampling

- Recruitment based on rural designated zip codes (aligning with Oregon Office of Rural Health designations)

Data Collection

- Online survey distributed to rural Oregonians
 - Past history of resources usage (types of resources & frequency)
 - Access, navigation, and seeking support
 - Perception of trust and security online
 - Suggested improvements
- Interviews with individuals that have knowledge of the experience of rural Oregonians

Respondents came from Counties around the state:

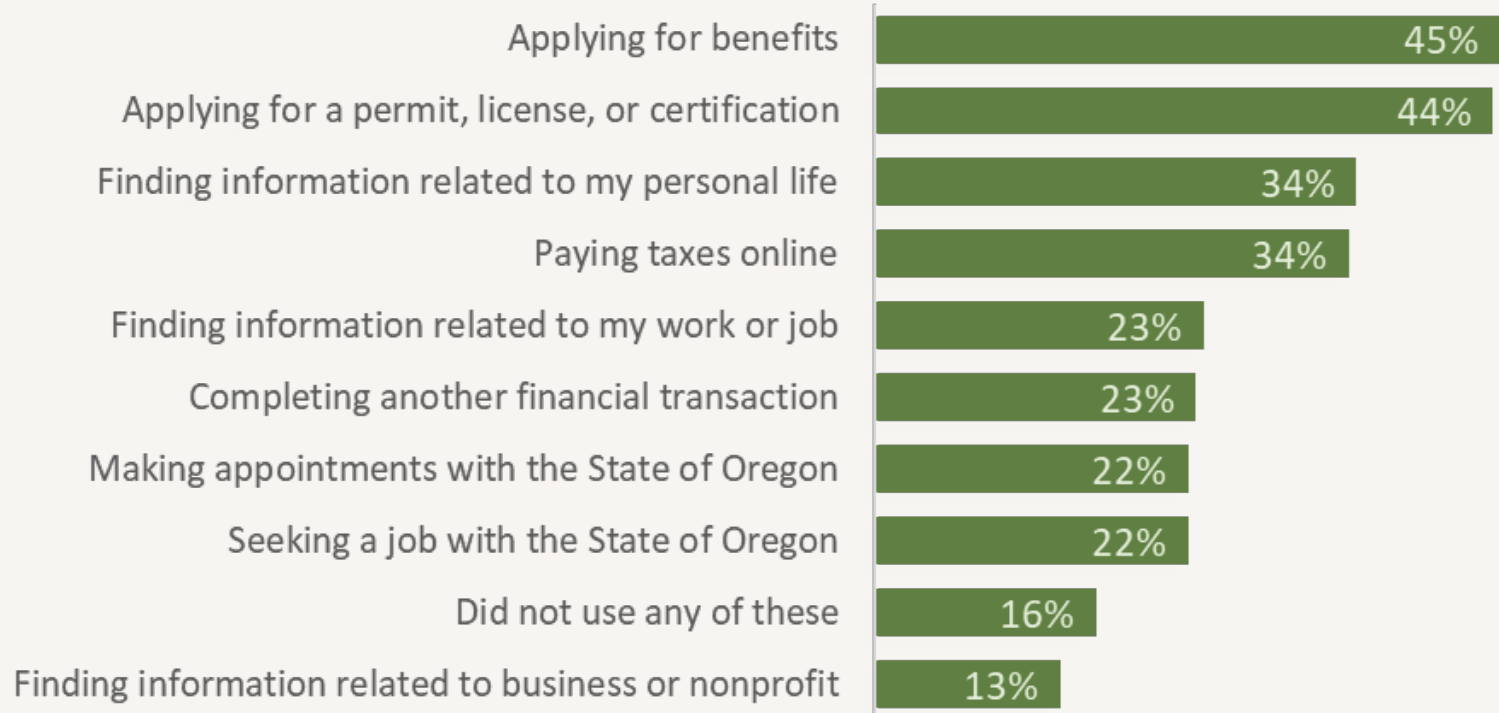
- Baker
- Benton
- Clackamas
- Clatsop
- Columbia
- Coos
- Crook
- Curry
- Deschutes
- Douglas
- Grant
- Harney
- Jackson
- Josephine
- Klamath
- Lake
- Lane
- Lincoln
- Linn
- Malheur
- Marion
- Morrow
- Polk
- Sherman
- Tillamook
- Umatilla
- Union
- Wallowa
- Wasco
- Washington
- Yamhill

Demographics of Survey Respondents (n = 617)

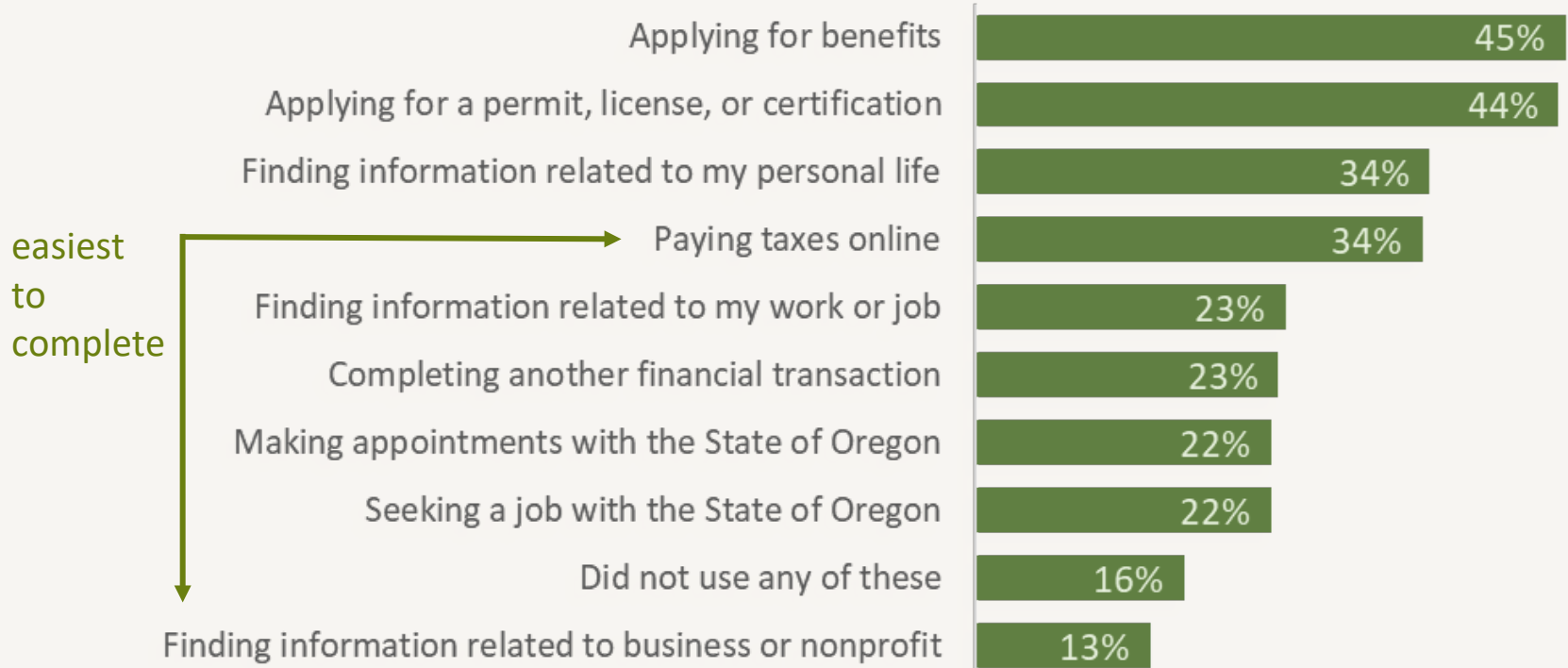
- 23% people of color responded and 15% identified as Hispanic, Spanish or Latino (includes white).
- 16% of respondents regularly speak or use a language other than English.
- 3% of respondents are immigrants, refugees, or asylees.
- 26% of respondents identified as having a disability.
- 43% of respondents are male, 56% female, and 1% non-binary.
- 35% percent of respondents had a person under age 18 in their household.

Phase IV: Primary Findings

Activities completed with the State of Oregon

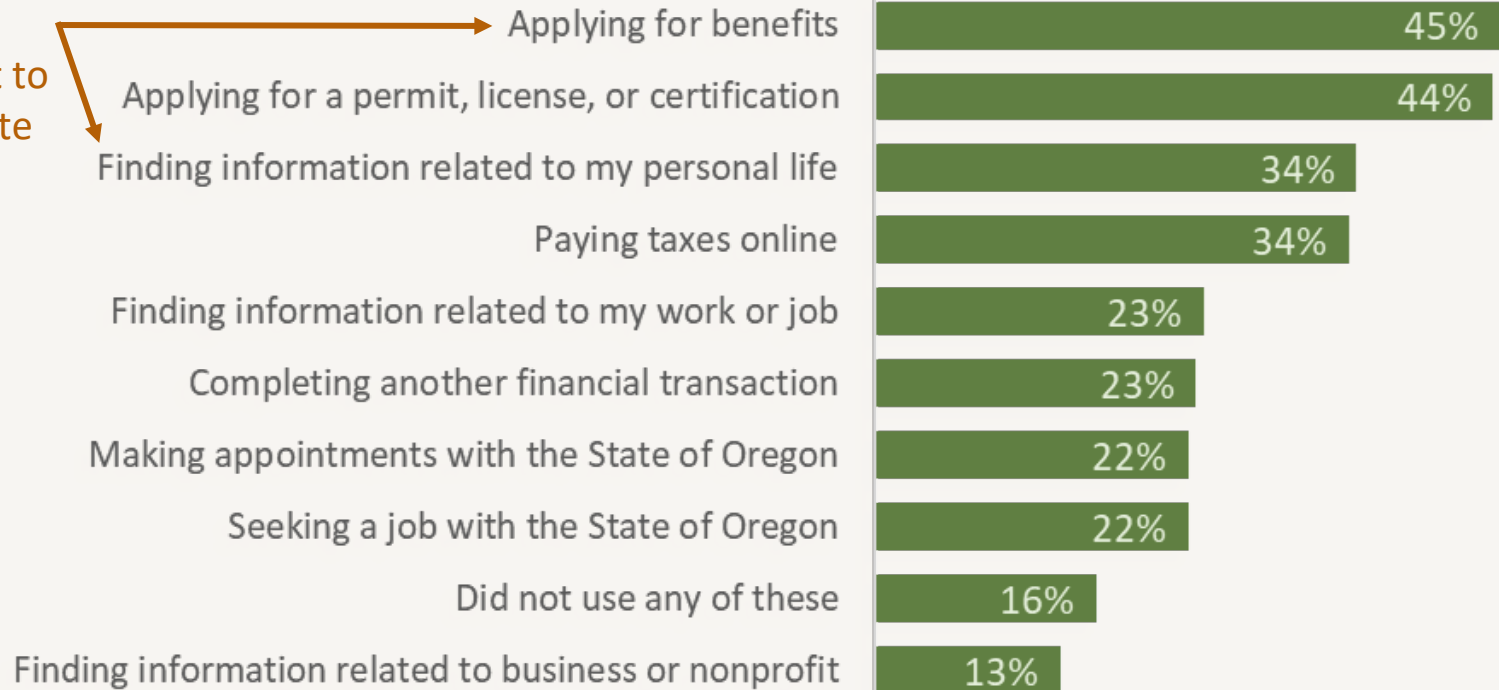


Activities completed with the State of Oregon



Activities completed with the State of Oregon

more
difficult to
complete



Patterns of technology use

- The majority of respondents (53%) primarily used smartphones when completing tasks online
 - Older respondents reported more frequent use of smartphones.
- 83% of respondents reported that they access the internet at home.
- About a quarter of respondents (27%) used State of Oregon websites or apps a few times a year. Another 21% reported once a year use.
- We asked about experiences with government or online transactions generally, as well as the state's online resources. This provided an opportunity to put some of our findings in context.

Perceptions of Trust

(average response 1 - strongly disagree to 5 - strongly agree)



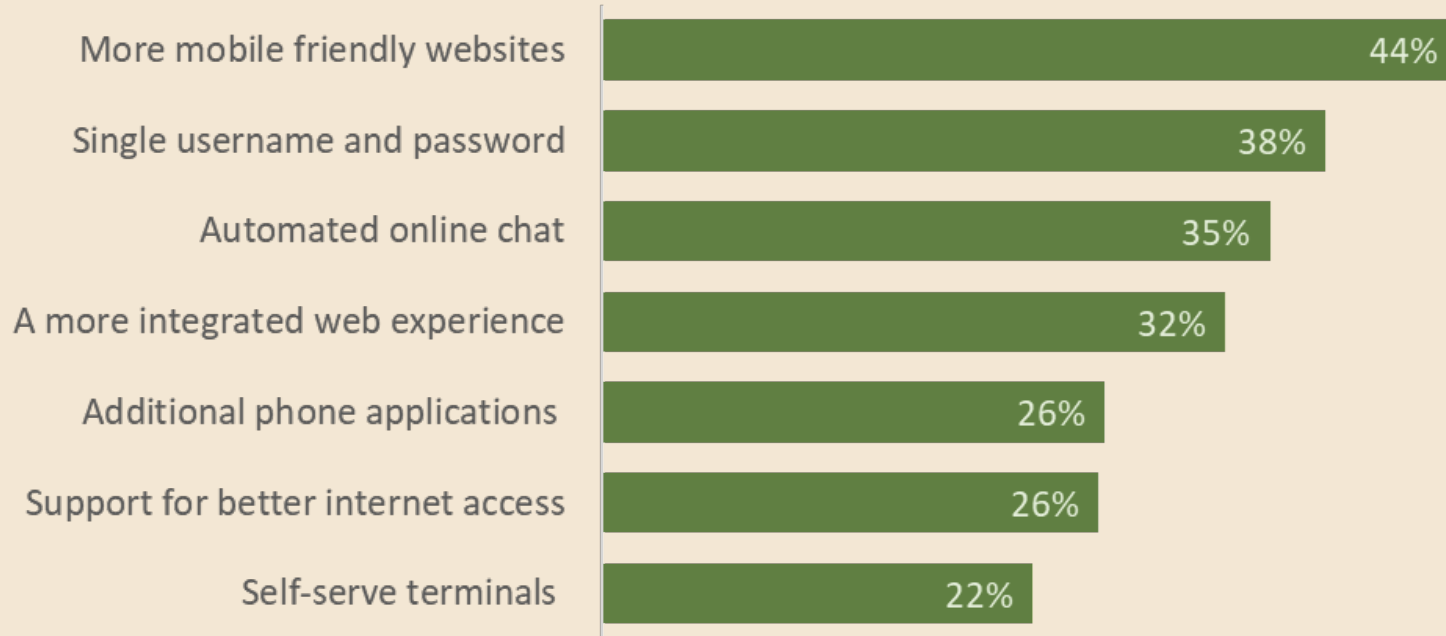
Perceptions of Trust & Security

- Common ways of assessing security: checking that the website starts with https, checking that the url includes .gov or .org, and checking for appropriate branding and spelling
- People who generally trust that their data is protected on the internet, were more likely to have more trust in state resources as well.
 - However, increased trust did not impact their perception of how the resources functioned (e.g., there was not a difference in being able to complete tasks).
- People with greater trust of the state, in general, were also more likely to indicate that automated chat, more mobile friendly resources, agencies sharing information, and a single username and password across state agencies would be helpful.

Comfort with technology

- Only 5% of respondents indicated that they weren't sure if they were on a legitimate State of Oregon website.
- 86% of people agree or strongly agree that they feel confident in their ability to find the information they need.
- What would make people feel more confident using online government services?
 - Clear notices that the site is secure
 - Declarations of how shared personal data is collected/used/protected
 - Easy-to-navigate information
 - Verification strategies such as captcha, two-factor authentication, password protection

What additional resources would be helpful (select all that apply):



Seeking help with online tasks

- The majority of respondents preferred to send an email (40%) or make a phone call (35%) when help was necessary.
- Other actions people think would be helpful:
 - Making the website “cleaner” with less “clutter”/better categorization
 - Mobile-friendly websites and/or apps
 - ADA Accessibility (bigger font, dark mode, etc.)
 - Single sign-on feature
 - Dashboard connected to multiple sites (e.g. DMV, business registration, taxes)

Seeking help with online tasks

- Being able to find the resources they need (especially for personal needs) was one area where additional help might be sought. Internet access, web design, and navigational support could help in this area:
 - 21% agreed or strongly agreed that their internet speed was a challenge
 - 34% agreed or strongly agreed that the website design was difficult to navigate
 - On the other hand, 67% would find more guidance on finding necessary information helpful.
 - Other actions that might improve navigation are: ability to speak to a person via phone, chat, or text message; improved search capabilities, AI chat feature*; video demonstrations and plain language instructions on how to navigate website

Thank you

Understanding and Supporting Rural Oregonians' Engagement with Online Services

Research focus: This research explored how rural Oregonians access, trust, and use the state's online public services.

Data: Rural statewide survey (n = 530) and qualitative interviews

User Experience & Devices

- Over half (53%) of rural Oregonians rely on smartphones as their main device for using state services—more than laptops (22%) or desktops (18%).
- Eight in ten (83%) access services from home, yet 1 in 5 still report slow or unreliable internet, especially in low-income households.
- Most (69%) say Oregon.gov works well on their device, but navigation remains a sticking point—one-third find it hard to locate what they need.

Barriers & Access

- Structural access issues persist: affordability, dead zones, and low digital literacy compound the rural digital divide. Continued support for digital equity is important for rural communities.
- Even when internet is available, navigation and fragmented agency websites create functional barriers.
- Applying for benefits emerged as the most difficult task, while paying taxes was the easiest.

Trust & Digital Confidence

- 86% feel confident finding what they need online; 74% can spot a legitimate state website.
- Yet trust is uneven: those who trust the State of Oregon overall also find tasks easier and more comfortable to complete online.
- Key signals of legitimacy include “https,” “.gov,” and consistent branding—visual cues that strengthen perceptions of safety. For example, one respondent said, “If I knew more about how the state protects my data, I’d feel safer online.”

Helpful Resources

- When seeking help, residents prefer email (42%) and phone (36%) over chatbots. Many emphasized wanting to talk to “a real person.”
- The most helpful features requested:
 - Mobile-friendly websites (44%)
 - Single sign-on (38%) and integrated websites (32%)
 - Automated online chat (35%)
- Views on AI tools were mixed: about 40% would find AI-assisted chat or search helpful, while others said, “no AI—just humans.”

UNDERSTANDING AND SUPPORTING RURAL OREGONIANS' ENGAGEMENT WITH E-GOVERNMENT SERVICES + COMMUNICATING FINDINGS

Phase IV: Survey and Interview Research Activities with Media Toolkit

November 2025

Jillian Girard, Ph.D.

Carl Christiansen, Doctoral Candidate

Diane Odeh, Doctoral Candidate

Elisabeth Greene, Masters of Communication Program

Team Contact:

Dr. Girard

jgirard@pdx.edu

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Research Summary

This report represents the continuation of a multi-phase project investigating public attitudes towards Oregon’s online resources. There have been four phases total, with phases II through IV offering additional research and information related to specific communities experiencing greater barriers to access of state online resources (establishing in Phase I: Benchmark Survey). This fourth phase focused on the experiences of rural communities, which was identified in Phase I and the existence of a rural “digital divide” is well supported in the academic literature.

To solicit feedback from rural Oregonians, the research team collected feedback from 530 respondents in rural counties. The survey was supplemented with qualitative interviews to add context to the findings. Along with a focus on rural experiences, to better characterize a typical citizen’s interaction with the state of Oregon’s online resources this phase applied a cluster analysis to previous phases’ results to develop a typology which categorizes if a citizen is a user of online services, their reasons for using or not using online services, and for what purpose they interact with online services. Overall, this fourth phase highlights the importance of establishing trust with the userbase, ensuring access across multiple divides and regions, and designing e-government services so they are accessible to a broad range of citizens. The report concludes with recommendations and suggests future investigations to improve Oregon online services.

Introduction

This research is part of a multi-phase effort to better understand how Oregonians access and experience the State’s online services. Phases I through III focused on the general population, communities of color, and the business community (respectively). These phases provided valuable insights into patterns of use, key barriers to access, and opportunities for improving digital service delivery across the state. However, while rural residents were included in these earlier efforts, they were not the specific focus of inquiry—leaving open questions about the different perspectives and experiences of this group.

This Phase IV research was designed to fill that gap. Specifically, the project explored the experiences of rural Oregonians through a mixed-methods approach, combining a web-based survey with qualitative interviews conducted across diverse rural regions. The intent was to deepen our understanding of what is working well for these communities, what remains challenging, and what strategies might support a more accessible online experience. This work builds on the foundation of prior phases while centering rural voices.

This phase also included a public communication element to share findings from earlier phases alongside new insights from the rural population. Given this opportunity to share findings across all phases, there was an additional chance to re-assess information from past phases. A cluster analysis was chosen for this re-analysis with the intent of identifying meaningful subgroups of past

respondents to support more targeted communication strategies. Following the identification of subgroups, past qualitative information was also re-analyzed to provide further insight into the patterns within each of these subgroups.

Based on these analyses and thoughtful consideration of who may find this information relevant to their work, communication materials were developed for state agencies, the general public, and e-government industry professionals. The findings are also intended to support long-term decision-making about how Oregon's digital services can better serve Oregonians—particularly for populations who may experience greater barriers to access. By listening directly to rural users and triangulating those insights with previous data, this report contributes to a more complete understanding.

The goals of this phase are to:

1. Better understand how rural Oregonians are currently using and experiencing the State's online resources (e.g., frequency of using State online resources, what resources are used, and the experience with those resources);
2. Measure perceptions of trust and online security among rural Oregonians;
3. Identify barriers and opportunities specific to rural communities, including what could be done to improve experiences;
4. Describe demographic differences that may be related to different online service needs and experiences; and
5. Prepare directed communication materials that are specific to the needs and interests of state agencies, the general public, past research participants, and e-government industry professionals.

Reanalysis of past findings & development of communication materials

Reanalysis Methods

To build upon prior phases of research and to explore whether distinct patterns of engagement could be identified across Oregon residents, we conducted a hierarchical cluster analysis using survey and qualitative data from Phases I through III of the project. The reanalysis proceeded in three stages.

Stage 1: Initial Clustering from the General Population Survey (Phase I).

The foundation for the cluster analysis came from the Phase I statewide survey of approximately 1,200 Oregonians. This survey provided a representative dataset of the general public's use of state digital services, their experiences, and their perceived barriers. Hierarchical cluster analysis was conducted in SPSS using Ward's method with squared Euclidean distance, a technique that minimizes within-cluster variance while maximizing differences across clusters. This analysis yielded four distinct clusters of users, which we interpret as: (1) non-users due to trust issues; (2) non-users due to structural barriers; (3) active users of state services; and (4) active users for business purposes. These groups represent a typology of engagement that goes beyond demographic segmentation and instead reflects differences in motivations, constraints, and patterns of digital interaction.

Stage 2: Application of the Typology to Phase II and III data

After identifying the four subgroups, we applied this typology as a lens for reanalyzing the in-depth focus group data collected during Phase II (focused on communities of color and immigrants, refugees, and asylees) and phase III (focused on the business community). Each focus group transcript was recoded according to the four clusters, allowing us to examine whether participants' experiences aligned with one of the clusters or cut across multiple categories. This recoding provided additional nuance to the cluster framework, highlighting, for example, how concerns around trust manifested differently in communities of color (often tied to historical inequities and experiences of discrimination). Similarly, the "barriers" cluster took on added dimensions when described through the lens of limited language access and culturally appropriate outreach. The business community transcripts did include differing themes compared to non-business users and supported the use of a specific cluster of business website users. This secondary analysis ensured that the cluster framework was not treated as purely quantitative but was enriched by community voices.

Summary of Approach.

Taken together, the stages of analysis demonstrate how the hierarchical clustering identified in Phase I can serve as a cross-cutting analytic tool. Starting from a robust quantitative foundation, the clusters were validated, expanded, and contextualized through the re-coding of qualitative data from Phases II and III. This approach allowed us to leverage the strengths of both quantitative

and qualitative methods, testing whether a common framework could capture the diversity of experiences across general residents, communities of color and immigrants, as well as businesses. The use of hierarchical clustering as both an analytic and interpretive framework supports a more targeted approach to communication and policy design by providing a consistent way of understanding different user populations while allowing for subgroup-specific nuances.

Reanalysis Findings

A hierarchical cluster analysis was performed using SPSS statistical software. Four key attributes informed the analysis: trust in government digital services, barriers to access (e.g., connectivity, literacy, affordability), engagement with state services online, and engagement with business-related online tools. The analysis identified four distinct clusters.

Table 1: Primary clusters (groups of respondents) identified based on data from Phase I Benchmarking study.

CLUSTER	DEFINING CHARACTERISTICS	PRIMARY NEEDS / IMPLICATIONS
Non-Users Due to Trust Issues	Low trust in platforms; avoid online services due to security/privacy concerns	Build trust through transparency, data protection communication, and accountability
Non-Users Due to Barriers	Structural barriers (broadband, affordability, literacy) limit access	Invest in infrastructure, affordability programs, and digital literacy support
Active Users for Services	Frequent users of personal services; moderate-to-high trust; confident skills	Maintain usability, streamline navigation, and provide reliable service
Active Users for Business	Primarily business-related engagement; task-specific use; high confidence	Improve efficiency of business tools and workflows

This analysis reinforces the need for differentiated outreach. Some groups require strategies addressing trust and security, others need barrier reduction, and active users highlight best practices for usability.

Connection between reanalysis and communication materials

Findings from the reanalysis—particularly the identification of four distinct clusters of digital engagement—were translated into communication strategies and message framing throughout the toolkit (included in Appendix A).

1. Audience Segmentation and Message Framing

The four user clusters (non-users due to trust issues, non-users due to barriers, active users for services, and active users for business) became the foundation for how messages were differentiated by audience. For example, toolkit materials emphasize building trust and transparency for those hesitant to use online services, highlight accessibility and affordability for those facing structural barriers, and feature efficiency and usability messages for active service and business users. This segmentation approach ensures that each communication product—whether a social media post, newsletter, or internal email—speaks to the motivations and challenges of distinct audience types rather than adopting a one-size-fits-all narrative.

2. Integration of Qualitative Insights into Messaging

Reanalysis of qualitative data from communities of color and the rural community (Phases II and IV) revealed that trust and access barriers manifest differently across groups. These findings informed the inclusion of language in the toolkit that centers community voices—for example, information in the internal email template and newsletter section reflecting lived experiences of inequitable access. The toolkit’s emphasis on culturally responsive outreach and clarity of communication stems directly from the qualitative re-coding that deepened understanding of these clusters.

3. Communication Priorities and Thematic Emphasis

Key themes emerging from the cluster analysis—trust, accessibility, and usability—map directly onto the toolkit’s communication priorities:

- **Trust:** Messaging about transparency, data protection, and recognizable branding (e.g., references to “https://,” “.gov,” and accessibility links).
- **Accessibility:** Guidance on sharing materials that highlight ongoing accessibility improvements and Oregon’s Digital Equity Plan.
- **Usability:** Calls for simplification, integration, and clear navigation across platforms reflected in the content of the newsletter and email templates.

4. Practical Application of Findings

The toolkit operationalizes the research findings by transforming analytical insights into actionable communication tools. Each section—visual assets, newsletter content, and internal communications—functions as a bridge between the research and implementation, ensuring that partners and state employees can communicate findings in a way that resonates with specific user experiences identified through the cluster analysis.



Rural Population Survey & interviews

Methods

Study Design

This phase of the project used a mixed-methods approach to gather input from rural Oregonians. A web-based survey was designed to reach a broad cross-section of rural residents across the state, while in-depth interviews were used to gather richer context. The combination of an online survey and follow-up qualitative interviews allowed the research team to capture breadth and depth of information. While the data collection instruments were different (survey versus interview) the topics covered were complementary so similar themes could be explored in the data. The broad topics covered by the study were:

1. Past history of resource usage (types of resources & frequency)
2. Access, navigation, and seeking support
3. Perception of trust and security online
4. Suggested improvements

In addition to these general areas, the survey also asked about participant demographics so that sub-analyses could be performed to identify underlying group differences within the rural community.

Population of Interest

The population of interest was people over the age of 18 living in rural communities of Oregon. The rural population of Oregon is diverse, encompassing differences in geography, infrastructure, culture, and connectivity. Many rural communities face compounded barriers due to limited broadband infrastructure, digital literacy, economic disparity, and geographic distance to services. These barriers to access are collectively referred to as the “digital divide” (Lee et al., 2021)

Outreach Approach and Sampling Method

SURVEY (QUANTITATIVE) Participants were identified through Qualtrics ¹ (This approach allows for greater reach than the research team’s resources would otherwise allow and ensured broader geographic distribution. In order to ensure less than 5% confidence interval, we sampled 617 individuals (although only 530 were valid responses due to events such as a recent move to a non-rural area or not completing the full survey). Half of the respondents received an invitation via email whereas the other half received a text message. Both email and text were important to include as some respondents only use one or the other.

In addition, since the list of potential respondents is larger through the use of a panel, this approach allows for the collection of a stratified sample. A stratified sample means that we intentionally put in place quotas based on demographic attributes. We included quotas for the gender (48% male; 48% female; and 4% any identification including non-binary), race (minimum 25% BIPOC), income (35% of respondents earning less than \$50,000 and 30% more than \$100,000), and age (30% between 18 and 34 years old, 32% between 35 and 54, and 38% over 55). Without these quotes included, the sample can end up biased (e.g., if more participants are female, male may be underrepresented). These quotas also support exploration of the several hypotheses based on findings from past phases related to difference found in age, race, and income.

INTERVIEWS (QUALITATIVE) Outreach was conducted through community partners such as local libraries, rural-serving nonprofits, regional broadband coalitions, and trusted community leaders. Additionally, snowball sampling (where interview participants suggested other potential interview candidates) was used to reach additional participants since interviewees were also likely to know people in rural communities. The goal was to reach rural individuals with experience using Oregon's online services.

Data Collection Instruments

SURVEY (QUANTITATIVE) The survey questions were developed based on findings from previous phases (e.g., differences in services utilized, preferences in seeking help) as well as a review of existing literature. The survey included primarily closed-ended Likert-style questions (i.e., level of

¹ Qualtrics is an industry leading survey platform. Qualtrics offers survey respondent recruitment services, see their policy: [hyperlink](#)

agreement on a provided scale) as well as 3 open-ended questions. Survey questions were structured to allow analysis by demographic groups (e.g., age and disability status) and aligned, where applicable, with questions asked in the original benchmark survey (Phase I) for potential comparisons. The survey took approximately 15 minutes to complete. Survey responses were collected anonymously, and no personally identifying information was required.

INTERVIEWS (QUALITATIVE) The interview protocol consisted of open-ended questions designed to prompt discussion around access barriers, personal experiences, trust in government platforms, and suggestions for improving usability. Interviews were conducted primarily remotely, although in-person interviewing was also offered and one in-person interview took place. Personally indefinable information was also not asked about in the interviews.

The survey instrument and interview protocol are provided in Appendices B and C, respectively.

Data Analysis Approach

SURVEY (QUANTITATIVE) Quantitative data were analyzed using descriptive statistics to describe the demographics of the respondents and to summarize trends in access, satisfaction, and perceived barriers. Where appropriate, inferential statistics were used to examine potential differences across demographic subgroups (e.g., differences in internet access by disability status).

OPEN ENDED RESPONSES & INTERVIEWS (QUALITATIVE) Interview notes and open-ended responses were analyzed using an inductive, open-coding approach. Coding focused on elevating rural-specific experiences and identifying themes such as trust, usability, frustration points, and ideas for increased ease of use.

This methodological triangulation—the comparison of findings from both survey and interviews—enabled a richer, more nuanced understanding of rural digital engagement and ensured that the voices of rural Oregonians meaningfully informed the final recommendations and communication materials.



Survey & Interview Findings

Respondent Profile

In total, 617 Oregonians living in rural-designated zip codes as defined by the Oregon Office of Rural Health answered the survey, with 530 valid responses. The sample reflected strong geographic coverage, with participants representing nearly every county in the state.²

There was also a wide variety of identities shared by respondents (see Table 2). Collectively, these respondents reflect a diverse cross-section of Oregon’s rural population—providing essential insight into how demographic and situational factors shape e-government access, trust, and digital interaction.

Table 2: Demographics of Respondents (n = 530)

Gender	
Male	43.0%
Female	55.6%
Non-binary or third gender	1.1%
Don’t know or prefer not to answer	0.3%
Respondents with disability or disabilities	25.5%
Respondents who regularly speak or use a language other than English	15.8%

² Respondents included people from rural areas of the following Counties: Baker, Benton, Clackamas, Clatsop, Columbia, Coos, Crook, Curry, Deschutes, Douglas, Grant, Harney, Jackson, Josephine, Klamath, Lake, Lane, Lincoln, Linn, Malheur, Marion, Morrow, Polk, Sherman, Tillamook, Umatilla, Union, Wallowa, Wasco, Washington, and Yamhill.

Respondents who identify as immigrant, refugee, or asylee*	3.4%
Race and Ethnicity (Adds to more than 100% because people could select Hispanic, Spanish, or Latino in combination with other race identities)	
American Indian or Alaska Native	3.2%
Asian	1.1%
Black or African American	2.9%
Hispanic, Spanish, or Latino	14.9%
Multiracial	2.9%
Native Hawaiian or Pacific Islander	0.6%
White	88.3%
Other	1.7%
Don't know or prefer not to answer	0.6%
Age	
18 - 24 years	8.0%
25 - 34 years	18.9%
35 - 44 years	23.5%
45 - 54 years	11.7%
55 - 64 years	14.9%
65 - 74 years	15.8%
75 years or greater	7.2%
Income	
Less than \$25,000	21.2%
\$25,000 to less than \$50,000	17.5%
\$50,000 to less than \$75,000	18.6%
\$75,000 to less than \$100,000	13.5%
\$100,000 to less than \$125,000	9.2%
\$125,000 to less than \$150,000	7.7%
\$150,000 or more	11.5%
Don't know or prefer not to answer	0.9%
Education	
Less than High School	4.9%
High School Diploma	29.5%
Some College	25.2%
College Degree	22.1%
Graduate or Professional School	18.1%
Respondents with youth age 17 or younger in household	34.7%

*Note: This demographic response, as well as the others, may be impacted the level of comfort people feel in disclosing their identity.

Preferred Devices and Internet Access

In order to better understand how rural Oregonians are interacting with state online resources, participants were asked how they most frequently access these resources and the quality of their internet access. In terms of device choice, respondents most often reported using smartphones (53.3%) as their primary device for completing online tasks with the state. This outpaced the reported use of laptop computers (22.3%), desktop computers (18.3%), and tablets (6.0%). Even when considering laptop and desktop computers as a group (40.6%), smartphones were still more frequently reported. Many interview respondents noted that this is important to consider that older Oregonians use their phones more often than a computer when buying both devices is cost prohibitive or deemed unnecessary due to duplicative functionality of smartphones and computers in many cases.

When asked about where people most frequently access the state’s online services, respondents were most likely to be at home when accessing state resources (83.1%). Although less frequent, 10.8% of respondents also reported that they access state resources on a mobile network at various locations – which aligns with the frequent use of smartphones. Most participants also agreed that Oregon.gov was easy to use on their preferred device (69.2%; Shown in Figure 1).

Figure 1: Level of agreement with the statement, “The state of Oregon website is easy to use on my preferred device.” The majority of respondents found the state of Oregon website **easy to use on their preferred device**.



Across Oregon’s rural-designated zip codes, the majority of respondents reported that internet speed did not make completing online difficult (80.0%). While digital access was widespread, disparities persisted. Approximately one in five participants (20.0%) indicated that slow internet speed remained a barrier, and this was more likely to be reported for people with an annual income under \$25,000. In interviews, respondents shared that Internet access is SOMEWHAT uneven and can be slow across rural areas. Furthermore, participants shared that dead zones with no access are still challenges faced by community members living in some areas. For example, one respondent shared: “Broadband internet access is limited in rural areas...Limited broadband means many areas are dead zones for internet service.” This finding underscores that even as broadband infrastructure expands, usability and speed limitations continue to shape online participation in rural regions.

Interaction with State Online Resources

Respondents most commonly completed tasks related to personal or household needs—renewing licenses, accessing benefits, or searching for information (Figure 2). On the other hand, finding information related to business or nonprofits was the least frequent activity (underscoring the need for specific outreach to this community, as completed in the prior phase of research).

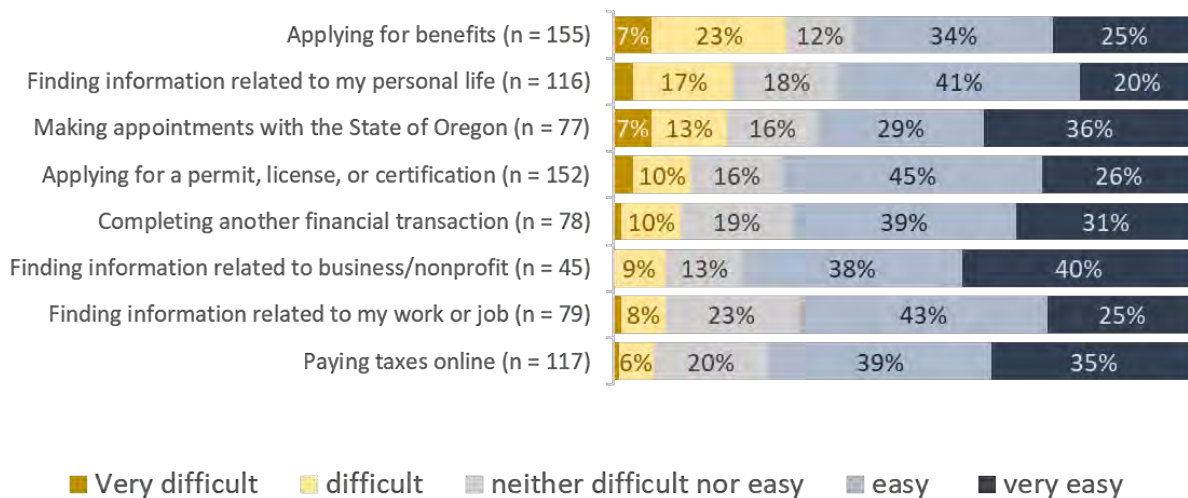
Figure 2: Frequency of activities completed online with the state of Oregon (select all that apply). The percentage indicates the number of respondents who said they engaged in the activity online or using apps.



Engagement with Oregon’s state websites and apps occurred relatively infrequently for many participants, aligning with many processes requiring annual or less frequent actions: 26.7% used state online resources a few times per year, while another 20.9% reported just annual use. Only 11.7% of respondents reported never using the website or apps. Although important to understand their perspectives and needs, the group of people who have never used the online resources, was excluded in analyses involving questions about the experiences and use of state online resources.

Not all activities were easy to complete for all respondents (Figure 3). Applying for benefits was reported as the most difficult task, whereas paying taxes was the least difficult. Crucially, those who used a smartphone were more likely to indicate that they have applied for benefits. It may be important to explore the connections between (a) resources available to purchase technology, since some interviewees indicated that people only had a smartphone due to the cost of an additional device to access the internet (e.g., a computer), (b) the higher frequency of smartphone users applying for benefits, and (c) the greater challenge respondents have in completing this task.

Figure 3: Only among people who reported engaging with each activity, how difficult did they find the activity to complete?



Digital Skills, Confidence, & Trust

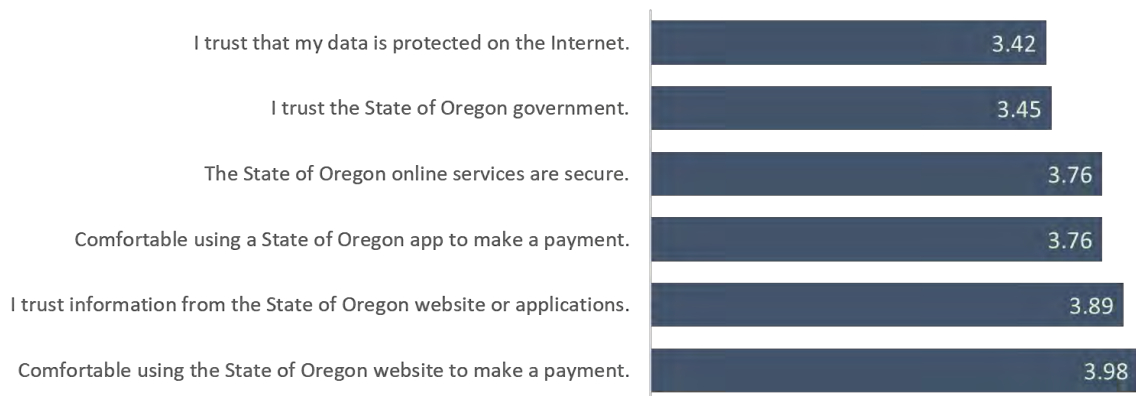
Building on patterns of access, we next examined how confidence and trust shape engagement. Most respondents demonstrated moderate-to-high digital competence. Eighty-six percent agreed or strongly agreed that they felt confident finding the information or services they needed online. Additionally, the majority of respondents also expressed frequently making financial transactions online (on any online platform) – 9.8% reported making daily transactions and another 51.2% make transactions at least weekly. Overall, respondents also felt confident that they are able to identify a legitimate state website (74.4% agreed or strongly agreed). However, this was not universal with 3.5% of respondents expressing lack of confidence in their ability to find the information or services they need and 8.9% never or rarely complete online financial transactions. Interview findings suggest that digital literacy remains an issue amongst older Oregonians, and this led to avoidance of online services.

People who answered the survey were also asked in an open-ended question about what might make them feel more confident using online government services. A portion of respondents shared that their level of confidence would increase if the State of Oregon provided information related to how their personal information is collected, stored, and protected. People also shared that clear information related to the steps taken to ensure website security would increase their

confidence. When it comes to accessing areas of websites that require authentication, suggestions to increase confidence included the use of captcha, two-factor authentication, and single sign-on.

Respondents were also asked about their level of trust of the state generally, information shared by the state online, data security, and comfort with making online payments with the state. The intention behind this approach was to understand respondents' general perception of online security (on any web platform – not just the state resources) and compare this to the p as it relates to their trust of state online resources; and then to further separate trust of state government from trust of the electronic service delivery. In general, respondents were more trusting of state online services (making payments, security of online services, and information) compared to their perceptions of data protection online and the state government generally. Although, on average, most participants were trusting (above the mid-point of 2.5 on the 5-point scale; Figure 4).

Figure 4: Perceptions of trust and security of online information (based on a 5-point scale with higher values indicating greater levels of trust, comfort, and perceptions of security).

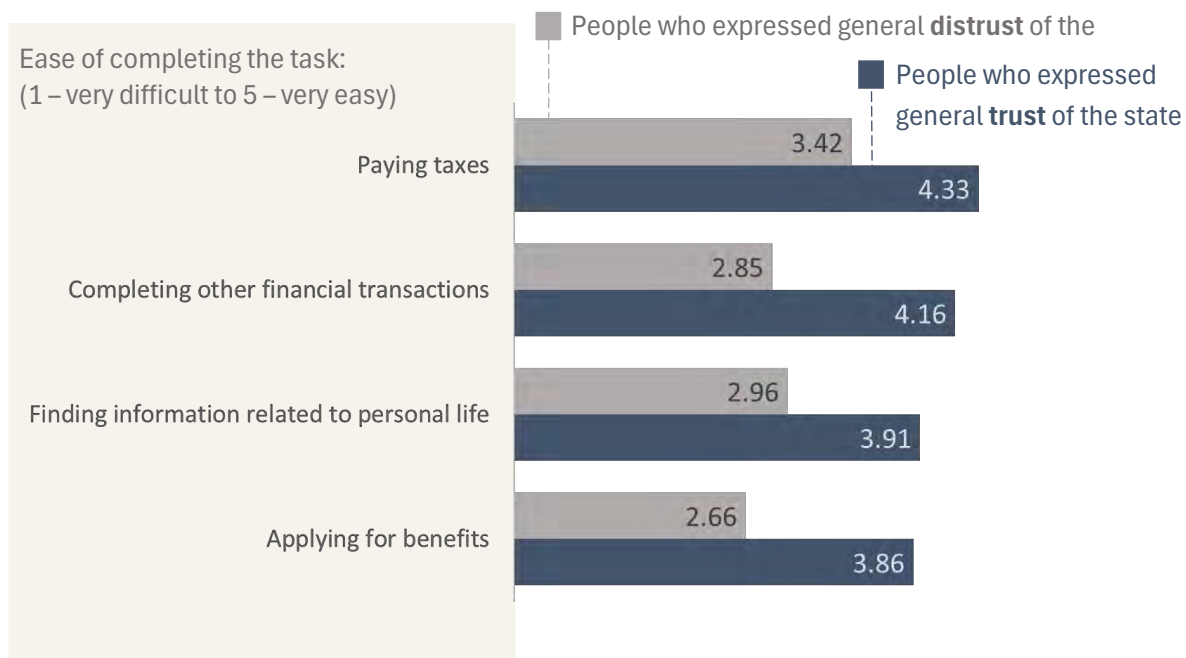


There were also some important statistically significant findings related to trust and online security. Those who expressed trust in more general setting (i.e., trust that their data is protected on the internet), were more likely to trust the state, believe that the state online services are secure, trust the state's online information, feel more comfortable making on online payment with the state, and more likely to know when they are on a legitimate state web page. The level of trust for these respondents was elevated across multiple domains, but this did not in turn impact the activities they engaged in with the state (no statistical differences in frequency of different activities), how they start searching for state information online, or how difficult they found completing activities with the state.

While there were relatively few differences among respondents who *generally* believed their data online was protected, there were differences found among people who expressed trust or distrust of the state itself. People who agreed or strongly agreed with the statement, "In general, I trust the State of Oregon government," were more likely to find completing some actions easier than those who disagreed with that statement – specifically finding personal information, paying taxes,

applying for benefits, and completing financial transactions (Figure 5). Taken together, this indicates is that there is a relationship between the general level of trust in the state and the perception of how easy people find completing certain activities, and typically activities that require submission of personal information. Additionally, people who report higher levels of trust, also reported using state web resources more frequently and found the web resources easier to navigate.

Figure 5: Perceived ease of completing each type of action (scale: 1 – 5, with higher averages indicating a more positive perception) for people who disagree the state is trustworthy compared to those who agree the state is trustworthy. **People who agreed that the state is trustworthy, found the activities easier to complete.**



In addition to perceptions of trust and security, respondents were also asked how they assess the online security of a website. They were able to select multiple methods of assessment.

Respondents frequently assessed security by reviewing the indicators in the web address bar: including that the URL contains https (45% of respondents), that the web address ends in .gov or .org (42%), and that there is a padlock in the address bar (32%). However, one additional common choice was to report that they assess the branding of the site (36%). One interview respondent described assessing a website’s security by how “professional” it looks; noting that spelling and layout is important to them. This underscores the importance of a uniform look for state web resources as an important mechanism to support perceptions of trust.

Improving user-experiences

When asked what would improve their experiences, participants consistently emphasized three themes (in both the survey and interviews):

1. **SIMPLIFICATION:** Navigation and difficulty with navigation was a theme in both the surveys and the interviews. About a third (33.6%) of respondents indicated that the website was challenging to navigate, and two-thirds (66.7%) would find additional guidance on finding necessary information helpful. In the interviews, participants also highlighted navigation as a challenge. For example, one respondent noted that unless they know the exact terminology needed, it can be difficult to find information on a website. Another respondent shared that elderly internet users struggle with this, as well. Additionally, people who use smartphones as their preferred device indicated that finding information related to their personal life was more challenging (compared to people who used computers). This supports the desire for the continued maintenance of mobile friendly websites (44% of respondents indicated this is helpful). Many respondents to the open-ended prompts wrote that they would like to see a “cleaner” website with “clearer”, easier-to-navigate menu functionality.

2. **ACCESSIBILITY:** Participants in the interviews reported wanting to ensure the website was accessible as an important value. Accessibility issues identified include lack of translation, the need for use of plain language, and making websites compliant with the Americans with Disabilities Act (ADA) such as using larger fonts. Interview respondents talked about the accessibility needs of older Oregonians, sharing that some websites are difficult to use with assistive technologies. Additionally, respondents with disabilities reported feeling less comfortable making payments to the state online and were less likely to know when the state site was legitimate.

Examples of quotes related to simplification:

“Being able to ask a direct question and get a precise answer without bouncing all over the website.”

“Simplify the layout and make key services easier to find from the homepage. Clear categories and fewer clicks would improve navigation.”

Examples of quotes related to accessibility:

“Every effort should be made to make instructions easier to understand for everyone including people challenged by using technology - especially the elderly.”

“Better voice accessibility.”

“I think it is pretty clear how it is set up maybe bigger text.”

3. INTEGRATION: Passwords were particularly challenging to keep track of for older respondents described in the interviews. For example, one respondent shared that they “gave up” on completing a task online due to the inability to easily remember or recover a user name and password for a website. One employee who works with older populations shared that they often are asked to help with password recovery. The availability of single sign-on across multiple state agencies was viewed as one of the most helpful changes the state could integrate (38% of respondents would find this helpful). Open-ended responses and interview responses echoed that this would be a welcomed feature of State of Oregon websites. Broader integration was also viewed as helpful (32%), particularly among respondents who reported using state web resources for their business or non-profit. One concern that was brought up around integration would be the need to for more sharing of relevant information across agencies (e.g., to enable passwords to be shared). The majority of respondents supported information sharing (54.2%), while 13.5% strongly did not think this would be acceptable. Those who did not want information shared were less likely to trust the state or Oregon and its online resources – underscoring the importance of trust as it relates to online services.

Examples of quotes related to integration:

“All agency connected or at least work the same way so when you are on each site you can understand them... and know how to answer the question or fill out the paperwork.”

“The websites should feel more integrated and seamless to have similar information.”

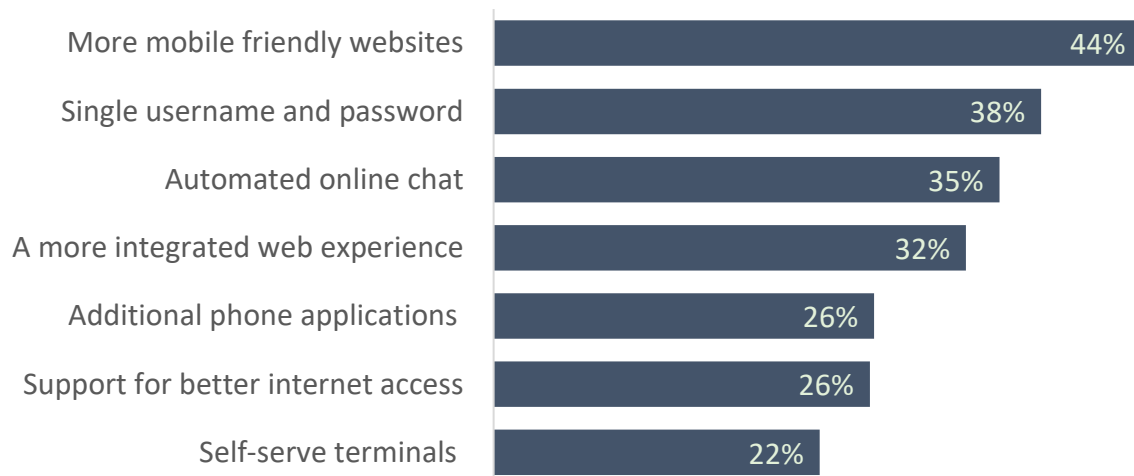
“Having everything for the state of Oregon on 1 website and not having to jump through hoops to find what I’m looking for.”

Seeking assistance & helpful resources

Seeking assistance: Many respondents also voiced a preference for human-centered assistance options such as live chat, phone help, or text-based support, suggesting that trust and satisfaction are reinforced by opportunities for direct contact. The most preferred method of contact was sending an email (41.7%), followed closely by making a phone call (35.8%). Among immigrants, refugees, and asylees there was also a preference to reach out to a professional organization to seek help, suggesting that for some the direct contact may be outside of the state enterprise and supports the need for outreach to community organizations in rural areas. The desire to speak to a “real person” was also discussed by interview participants and those who wrote open-ended responses. Respondents noted that older populations are used to being able to talk to someone on the phone or in-person, and that the transition to fully online services have been a challenge for them. When discussing technology-related improvements, one respondent noted “tech takes more time [...] than speaking with somebody”. Another group that had a unique pattern of where they find information were those with a person under 18 in the household. This group of respondents were more likely to rely on social media.

Helpful resources: Overall, more mobile friendly websites (44%) and a single username and password used across agencies (38%) were chosen by the most respondents as being helpful (Figure 6). In the interviews and open-ended responses, participants also emphasized the desire to see State of Oregon websites become more mobile friendly via applications and website design. There were also comments calling for a more modern look that’s built based on the user’s experience with the website. Additionally, among people of color automated online chat was more likely to be selected (51.5% selected this option compared to 33.1% of White respondents).

Figure 6: Percent of respondents who indicated that the resource would be helpful (select all that apply).



Perceptions of new technologies: Those comfortable with security practices (checking for “https,” “.gov,” or state branding) were also more open to emerging tools such as chatbots, two-factor authentication, and single sign-on systems. Participants identified several design and communication strategies that would further enhance confidence—clear declarations of data protection and storage practices, visible security assurances, and simplified navigation structures were among the most frequently cited.

Participants were also asked about the perceived helpfulness of new AI technologies. AI search functions were viewed as only slightly more helpful (39.1% would find this very or extremely helpful) compared to AI chat functionality (36.1%). However, not all respondents felt this way and almost a quarter (21.5% and 22.5%, respectively) would find AI technology not helpful at all. People aged 35 – 54, those with a person under 18 in the household, and people who regularly use a language other than English were more likely to think AI would be helpful. AI chat in particular may align with the accessibility desires of people who regularly speak a language other than English where there may be increased concern about using the specific, correct search terms.

AI was also brought up in the open-ended responses, with many respondents noting that an AI chat and AI-assisted search functionality would be helpful. However, another set of respondents were clear in their feedback that they did not want to see the use of AI integrated into state web resources.

For example, one respondent stated that it would be helpful to see:

“A smart AI chat bot that's able to function effectively handling all your questions. It is convenient to get self-serve service without having to wait for a human representative to answer your questions or get what you need.”

while another respondent held a contradictory perspective:

“A little less AI and more real people to talk to.”



Conclusion & Recommendations

Findings across survey and interview data reveal that digital participation in Oregon is shaped by the interaction between access, trust, and usability. The four clusters identified FROM earlier phases—non-users due to trust, non-users due to barriers, active users for services, and active business users—remained visible within this dataset.

- Trust was demonstrated to be a consistent predictor of comfort with online government services.
- Access and infrastructure barriers continue to affect rural communities.
- Usability and design factors (e.g., navigation or password confusion) affect users across demographics, signaling systemic design rather than individual capacity issues.

Together, these insights point toward a model of engagement that requires not only technical improvements but also relational and communicative investments by the state to work across agencies for increased integration for end-user experience improvements.

These findings also make the connection between trust and use of online state resources. Visible indicators of official state sites (.gov domains, https, accessibility icons) can all support the perception of trust and online security for the public and encourage greater engagement with resources. Additionally, the continued efforts to ensure consistent state branding across agencies was also viewed as important for trust.

Future e-government systems could prioritize unified access (single sign-on) and data-sharing frameworks that protect privacy while improving service continuity. Integrating AI-assisted

navigation or guided workflows could enhance efficiency, but transparency and user control must remain central to build trust among cautious users.

Building on this phase, the project team recommends four next steps:

1. **Longitudinal Tracking:** Integrate additional digital engagement questions into the 2026 benchmark survey to measure shifts in trust, usability, and access over time as technologies change and develop.
2. **Challenges with Applying for Benefits:** The most challenging task for respondents to complete was applying for benefits. This may be due to a variety of factors, including the agency requirements as well as the online experience. At this point, we don't have the information to understand the why behind this response. Additional follow-up in this area could help to better describe where the barriers are for respondents applying for benefits.
3. **Explore Options for Further Integration:** From the rural end-user experiences described throughout this report, challenges with navigation and password tracking were repeatedly mentioned. Further work to drive change toward a more integrated end-user experience would be helpful for Oregonians.
4. **Continue Existing Work:** The accessibility work that is already underway, the use of mobile friendly sites, and the Data Equity Plan all remain critical resources for rural users of online services. Continuing this work is important for this population in particular.

Appendix A: Media Toolkit

Communications toolkit for State of Oregon E-
Government Program Research: Phases I – IV
2022 – 2025

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Introduction & Purpose

The Communications Toolkit has been created to help partners, interest holders, and employees learn about and communicate consistently about the State of Oregon’s E-Government Program and the research conducted by Portland State University’s (PSU) Center for Public Service. This research was commissioned by the state’s Electronic Government Portal Advisory Board as part of its mission to meet the needs of Oregonians online through websites, applications, e-commerce, the state’s Open Data Platform, and related services.

The purpose of this toolkit is twofold:

1. **Promote Awareness**

To more broadly share research findings with state employees about how communities are experiencing Oregon.Gov, including successes, challenges, and opportunities for improvement.

2. **Support Information Sharing**

To provide ready-to-use content (social media resources that can be linked to as well as newsletter/email templates) that can be adapted for different audiences to amplify project findings.

This toolkit is designed to be practical and flexible. Each section contains plug-and-play materials—ranging from short social posts to long-form newsletter content—that can be tailored to the needs of specific audiences. By using this toolkit, you’ll help strengthen public and employee understandings of how Oregonians are interacting with state online resources.

Visual Assets for Social Media: Reposting and Sharing Opportunities

When sharing project updates on Facebook, Instagram, or LinkedIn, we encourage you to reshare posts directly from the official Portland State University Center for Public Service accounts whenever possible. Resharing ensures that all posts remain consistent in branding, visuals, and messaging while also boosting visibility through engagement on the original post.

Facebook: [Handle](#)

LinkedIn: [Handle](#)

Instagram: [Handle](#)

On Facebook and LinkedIn, this can be done by clicking the “Share” button and adding an optional comment to tailor the message for your network. On Instagram, reshares can be made through Stories by selecting the paper airplane icon beneath a post and adding it to “Your Story.”

Materials available on Facebook

Facebook Links: [\[Insert after posting/review\]](#)

Facebook flips through series of images (order shown: across, then down)



Materials available on Instagram

Instagram Links: [Insert after posting/review]

[Reel 1](#) (link will allow you to preview the short video)

[Reel 2](#) (link will allow you to preview short video)

Instagram flips through series of images (order shown: across, then down)

Materials available on LinkedIn

DID YOU KNOW?

Portland State UNIVERSITY
OREGON.GOV

The State of Oregon Digital Equity Plan
is part of the federal Digital Equity Act of 2021
created to close the digital divide

Link in bio

The graphic features a lightbulb icon, a silhouette of a diverse family, and the logos for Portland State University and Oregon.gov. The text is contained within a white outline of the state of Oregon.

1,200 Oregonians responded to a 2022 survey about their use of State of Oregon online resources.

Members of the following groups reported lower rates of access to internet, at home or elsewhere:

- Individuals with a member of their household experiencing a barrier to accessing State of OR online resources
- Those with an annual income of less than \$25,000

The graphic includes a background image of hands typing on a laptop keyboard and a circuit board graphic in the top right corner.

A subsequent survey in 2024 reached out to members of the Oregon business community.

Business respondents from communities of color were more likely to disagree that they have the technology available that they need to access the state's online resources

The graphic features a background image of hands typing on a laptop keyboard and a circuit board graphic in the top right corner.

DID YOU KNOW?

Free wi-fi access is available at all Oregon county libraries as well as many local parks and community centers

Low income residents may qualify for either a discount on their phone or internet bill or free wireless through the Oregon Lifeline program

The graphic includes a lightbulb icon, a Wi-Fi symbol, and a white outline of the state of Oregon.

LinkedIn Links: [Insert after posting/review]



PSU E-Government Project

Phase I: 2022 Benchmark survey
Phase II: 2023 BIPOC Communities
Phase III: 2024 Business community

See link in bio for reports

Phase I Points of Interest

State of Oregon online resources are vital tools for residents

Not all Oregonians have equal internet access: some experience barriers

Our PSU research team identified some underrepresented groups, guiding the project's next steps

Phase II Points of Interest

Participants positively rated existing resources like instructional videos

Language translations are helpful and more options would be even better

Requests for future included improved accessibility and more continuity across websites

Phase III Points of Interest

Participants positively rated Oregon Secretary of State website

Technical issues and unclear processes on websites were sources of frustration

Requests for future included a more streamlined experience and additional support resources

What's Next

Outreach to rural Oregonians

Next benchmark survey in 2026

Newsletter Content

Short: Quick mentions

Researchers from Portland State University's Center for Public Service recently completed Phase IV of Oregon's E-Government study, examining how Oregonians use state web resources. Findings highlight successes, challenges, and opportunities to improve access. A new rural survey report will be released in November 2025. Learn more here: [Electronic Government Portal Advisory Board Reports](#)

Long: Stand alone or serve as a lead story

Researchers from Portland State University's Center for Public Service (PSU team) recently concluded the fourth phase of an ongoing project about the State of Oregon's E-Government Program. This research was commissioned by the state's Electronic Government Portal Advisory Board as part of its mission to meet the needs of Oregonians online through websites, applications, e-commerce, the state's Open Data Platform, and related services. This essential program provides over 300 different online services for Oregonians. Thanks to the participation of over 2000 Oregonians over the past four years, the PSU team compiled data through surveys, focus groups, and interviews. They learned about user experiences of accessing State of Oregon websites, namely how people are logging on and for what reasons, what they like about it, and what issues they face when doing so.

Some of the findings from these projects include:

- **Access to Online Services Varies by Community:** While many Oregonians use state websites successfully, barriers remain for communities of color, immigrants and refugees, people with disabilities, and rural residents. These groups consistently reported more difficulty accessing information and completing tasks online.
- **Help-Seeking Patterns Differ Across Groups:** When people encounter challenges, their strategies vary: some wait for official letters, others reach out to agencies, and many turn to friends, family, or trusted community organizations. These patterns highlight the importance of trusted intermediaries and timely state communication
- **Accessibility Works in Some Areas, but Gaps Remain:** Screen readers and keyboard navigation generally functioned well for respondents, but issues with contrast, missing alt text, and document formats create obstacles (learn about what improvements are being made for [digital accessibility](#)). Many also called for affordable, reliable internet as essential to full access (learn what the state is working on in the [Digital Equity Plan](#)).
- **Users Want Simplification and Integration:** Business owners and community members alike expressed a strong desire for simpler, more centralized online systems—with fewer websites, easier log-ins, and plain language descriptions.
- **Trust Shapes Online Behavior:** Phase IV shows that people who already trust government and online security feel more comfortable completing tasks on state websites and paying online. Trust was also tied to greater openness toward new tools like chatbots, mobile-friendly platforms, and single sign-on systems

The PSU E-Government project supports the state's ongoing interest in learning from the public and using data that drives continual improvements. Feedback about Oregon.Gov and web applications is crucial in helping the state understand the end-user experience to guide future updates. The E-Government benchmark survey takes place every four years, with the next iteration planned for 2026.

Internal Employee Email Template

This email was intended to be shared with people who are interested in or directly work on State of Oregon digital systems. These findings reflect the voices of over 2000 Oregonians – including business owners and community members – and are shared to help continue improving accessibility, trust, and ease of use in digital systems. Please share this email with those whose work may be related to these findings (e.g., people who manage agency websites, work on digital accessibility, etc).

Subject: Findings from Oregon E-Government Research – 2022 - 2025

Dear Colleagues,

The Portland State University Center for Public Service has concluded Phase IV of Oregon’s E-Government Program research, which focused on how residents in rural communities interact with state websites. This research was commissioned by the state’s Electronic Government Portal Advisory Board as part of its mission to meet the needs of Oregonians online through websites, applications, e-commerce, the state’s Open Data Platform, and related services. This builds on earlier phases that examined statewide residents, business owners, and BIPOC and immigrant communities. Together, these studies provide valuable insights into how we can make Oregon’s digital services more inclusive, accessible, and effective.

Across all phases, participants shared appreciation for the resources available online but also pointed to recurring challenges—such as broken links, inconsistent navigation, and difficulties carrying information across multiple sites. These issues were more pronounced among respondents from communities of color; immigrants, refugees, AND asylees; people with disabilities; and those living in rural areas.

As one business owner explained:

“Rather than having to understand how State agencies relate to each other and why there is often duplicative information on various pages, business owners would like to see a more unified experience that is directed toward their needs in a clear and concise format.”

Key Findings:

Accessibility is essential. People with disabilities and households experiencing access barriers reported lower success rates finding needed information online. Participants recommended larger fonts, alternate text for images and videos, and simpler language.

Communication matters. When online processes change, communities often learn about updates from community and professional organizations. This was especially true for small

businesses, communities of color, and immigrants—highlighting the importance of proactive outreach.

Consistency builds trust. Not all Oregonians felt confident they were on an official state website. End-users reported checking for https://, .gov IN THE URL, and consistent branding. Clear placement of accessibility links across sites also improved perceptions of security.

Digital equity remains critical. In rural areas and among older Oregonians, limited internet access and slower speeds made it harder to complete tasks online—especially for small businesses.

The Electronic Government Portal Advisory Board has been briefed on the results, and the [reports are available](#) on their website. In addition to these findings, important work is already underway (work you may already be aware of). Many participants also emphasized that affordable, reliable internet is essential for full access. This aligns closely with the priorities outlined in Oregon’s [Digital Equity Plan](#), which is advancing strategies to expand connectivity and reduce barriers for underserved communities. Additionally, updates to the [accessibility of the digital resources](#) is also actively underway.

Additional useful links are also available:

[Fact Sheet: New Rule on the Accessibility of Web Content and Mobile Apps Provided by State and Local Governments | ADA.gov](#)

[Enterprise Information Services : Accessibility : State of Oregon](#)

[Guidance on Accessibility](#)

[Guidance on Web Accessibility and the ADA](#)

[WCAG 2 Overview | Web Accessibility Initiative \(WAI\) | W3C](#)

[Practical Reasons for Digital Accessibility: The benefits of digital accessibility and the risks and drawbacks of inaccessible content | Section508.gov](#)

Sincerely,

[Your Name]

Appendix B: Full Survey Instrument

The following survey will ask about your experiences using the online resources. This study is being conducted by Portland State University's Center for Public Service in order to better understand the needs of Oregonians.

About this survey:

Participation in this study will take approximately 15 minutes.

Your participation in this study is completely voluntary. You have the right to choose not to participate or to withdraw your participation at any point in this study. You can also skip any question you don't want to answer.

Results will only be reported in aggregate and no individual responses will be published or shared outside of the Portland State University research team. Personally identifiable information, such as email address or name, will NOT be asked about in the survey. If you have any questions or concerns at any time about this survey, please contact Dr. Girard at jgirard@pdx.edu. If you have questions about your participation as a research participant, please contact the Portland State University HRPP at psuirb@pdx.edu.

Usage Information		
	What type of device do you use to complete tasks online?	1 - Desktop computer 2 - Laptop Computer 3 - Tablet

		4 - Smartphone
	In general, how do you assess the online security of a website? Check all that apply.	<p>1 - I look for a padlock in the browser's address bar.</p> <p>2 - I make sure that the website starts with "https".</p> <p>3 - I make sure that the site has appropriate branding (e.g. logos).</p> <p>4 - I look for ".gov" or ".org" at the end of a website URL.</p> <p>5 - I read the security policy of the website.</p> <p>6 - I don't generally assess the security of a website</p> <p>7 - Other (Open-Ended)</p>
	In general, I trust that my data is protected and safeguarded on the Internet.	<p>1 - Strongly disagree</p> <p>2 - Somewhat disagree</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat agree</p> <p>5 - Strongly agree</p> <p>99 - Don't know or prefer not to respond</p>
	In general, I feel confident in my ability to use online platforms to find the information or services I need.	<p>1 - Strongly disagree</p> <p>2 - Somewhat disagree</p>

		<p>3 - Neutral or I don't remember</p> <p>4 - Somewhat agree</p> <p>5 - Strongly agree</p> <p>99 - Don't know or prefer not to respond</p>
	In general, I trust the State of Oregon government.	<p>1 - Strongly disagree</p> <p>2 - Somewhat disagree</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat agree</p> <p>5 - Strongly agree</p> <p>99 - Don't know or prefer not to respond</p>
	How often to you complete an online transaction (e.g., through an online retailer such as Amazon)	<p>1 - Daily</p> <p>2 - Weekly</p> <p>3 - Monthly</p> <p>4 - Once or twice a month</p> <p>5 - Less than once a month</p> <p>99 - Don't know or prefer not to respond</p>
	What activities have you used the State of Oregon online resources? Check all that apply.	<p>1 - Finding information related to my work or job</p> <p>2 - Finding information related to the business or nonprofit I operate</p> <p>3 - Seeking a job with the State of Oregon</p>

		<p>4 - Finding information related to my personal life (e.g. public health information, recreation information, etc.)</p> <p>5 - Applying for permit, license, or certifications (e.g., fishing license)</p> <p>6 - Paying taxes online</p> <p>6 - Make appointments</p> <p>7 - Apply for benefits (e.g., Unemployment, WIC, Oregon Trail)</p> <p>8 - Complete another financial transaction other than taxes (e.g., paying a fee)</p> <p>9 - Did not use any of these</p>
	<p>Approximately how often do you use the State of Oregon website?</p>	<p>1 - Daily</p> <p>2 - Weekly</p> <p>3 - Monthly</p> <p>4 - Once or twice a month</p> <p>5 - Less than once a month</p> <p>99 - Don't know or prefer not to respond</p>
	<p>Where do you normally use the internet to access the State of Oregon's online resources?</p>	<p>1 - At home</p> <p>2 - At a business location</p>

		<p>3 - At the library or a public location with free wifi</p> <p>4 - At various locations through my mobile network (cell phone)</p> <p>5 - Other</p> <p>99 - Don't know or prefer not to respond</p>
	<p>How do you typically find the information you need on the State of Oregon website?</p>	<p>1 - Oregon.gov</p> <p>2 - Search engine (e.g., Google, etc.)</p> <p>3 - Ask a friend of family member</p> <p>4 - Ask a professional business organization (e.g., chamber of commerce)</p> <p>5 - Ask a professional service provider (e.g., attorney or accountant)</p> <p>6 - Ask an AI provider (e.g., Gemini or ChatGPT)</p> <p>6 - Other</p>
<p>Access</p>		
	<p>If you had to communicate with someone from the State of Oregon, what method of contact do you find to be most convenient?</p>	<p>1 - Sending an email</p> <p>2 - Submitting a web form</p> <p>3 - Communicating on a social media page</p> <p>4 - Making a phone call</p>

		<p>5 - Speaking to someone in-person</p> <p>6 - Other</p>
	<p>When interacting online with the State of Oregon, what additional resources do you think would be helpful? (check all that apply, random order).</p>	<p>1 - Self-serve terminals located around the state to complete transactions</p> <p>2 - Automated online chat to more quickly find the resources I need</p> <p>2 - More mobile friendly websites (being able to read and access information on a cell phone)</p> <p>3 - Additional phone applications for State resources (smartphone apps)</p> <p>4 - Support for better internet access</p> <p>5 - Single username and password across State agencies</p> <p>6 - A more integrated web experience across State agencies.</p> <p>6 - Other (Open Response)</p>
	<p>My internet speed makes it difficult to use the State of Oregon website.</p>	<p>1 - Strongly disagree</p> <p>2 - Somewhat disagree</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat agree</p> <p>5 - Strongly agree</p>

		99 - Don't know or prefer not to respond
	The design of State of Oregon websites makes it difficult for me to navigate.	1 - Strongly disagree 2 - Somewhat disagree 3 - Neutral or I don't remember 4 - Somewhat agree 5 - Strongly agree 99 - Don't know or prefer not to respond
	[Open-Ended] What would make the navigation experience better for you?	
Perception		
	It is acceptable for government agencies to share my information with each other when it improves service delivery.	1 - Strongly disagree 2 - Somewhat disagree 3 - Neutral or I don't remember 4 - Somewhat agree 5 - Strongly agree 99 - Don't know or prefer not to respond
	I trust the State of Oregon to protect and safeguard my data.	1 - Strongly disagree 2 - Somewhat disagree 3 - Neutral or I don't remember 4 - Somewhat agree

		<p>5 - Strongly agree</p> <p>99 - Don't know or prefer not to respond</p>
	The State of Oregon online services are secure.	<p>1 - Strongly disagree</p> <p>2 - Somewhat disagree</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat agree</p> <p>5 - Strongly agree</p> <p>99 - Don't know or prefer not to respond</p>
	I trust information from the State of Oregon website.	<p>1 - Strongly disagree</p> <p>2 - Somewhat disagree</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat agree</p> <p>5 - Strongly agree</p> <p>99 - Don't know or prefer not to respond</p>
	I am comfortable completing financial transactions on the State of Oregon website.	<p>1 - Strongly disagree</p> <p>2 - Somewhat disagree</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat agree</p> <p>5 - Strongly agree</p> <p>99 - Don't know or prefer not to respond</p>

	I try to find information elsewhere before going to the State of Oregon website.	1 - Strongly disagree 2 - Somewhat disagree 3 - Neutral or I don't remember 4 - Somewhat agree 5 - Strongly agree 99 - Don't know or prefer not to respond
	I know when I am on a legitimate State of Oregon website.	1 - Strongly disagree 2 - Somewhat disagree 3 - Neutral or I don't remember 4 - Somewhat agree 5 - Strongly agree 99 - Don't know or prefer not to respond
Experience		
	The State of Oregon website is easy to use on my preferred device.	1 - Strongly disagree 2 - Somewhat disagree 3 - Neutral or I don't remember 4 - Somewhat agree 5 - Strongly agree 99 - Don't know or prefer not to respond
	[Only those services selected will be shown to respondent]	1 - Very difficult 2 - Somewhat difficult 3 - Neutral or I don't

	<p>How would you describe your online experience finding information related to your work or job with the State of Oregon?</p>	<p>remember 4 - Somewhat easy 5 - Very easy 99 - I was unable to complete this task online</p>
	<p>[Only those services selected will be shown to respondent]</p> <p>How would you describe your online experience finding information related to business or nonprofit you operate with the State of Oregon?</p>	<p>1 - Very difficult 2 - Somewhat difficult 3 - Neutral or I don't remember 4 - Somewhat easy 5 - Very easy 99 - I was unable to complete this task online</p>
	<p>[Only those services selected will be shown to respondent]</p> <p>How would you describe your online experience finding information related to your personal life with the State of Oregon?</p>	<p>1 - Very difficult 2 - Somewhat difficult 3 - Neutral or I don't remember 4 - Somewhat easy 5 - Very easy 99 - I was unable to complete this task online</p>
	<p>[Only those services selected will be shown to respondent]</p> <p>How would you describe your online experience paying taxes with the State of Oregon?</p>	<p>1 - Very difficult 2 - Somewhat difficult 3 - Neutral or I don't remember 4 - Somewhat easy 5 - Very easy 99 - I was unable to</p>

		complete this task online
	<p>[Only those services selected will be shown to respondent]</p> <p>How would you describe your online experience making an appointment with the State of Oregon?</p>	<p>1 - Very difficult</p> <p>2 - Somewhat difficult</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat easy</p> <p>5 - Very easy</p> <p>99 - I was unable to complete this task online</p>
	<p>[Only those services selected will be shown to respondent]</p> <p>How would you describe your online experience applying for benefits with the State of Oregon (e.g., Unemployment, WIC, Oregon Trail)?</p>	<p>1 - Very difficult</p> <p>2 - Somewhat difficult</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat easy</p> <p>5 - Very easy</p> <p>99 - I was unable to complete this task online</p>
	<p>[Only those services selected will be shown to respondent]</p> <p>How would you describe your online experience completing applying for permits, certifications, or licenses with the State of Oregon?</p>	<p>1 - Very difficult</p> <p>2 - Somewhat difficult</p> <p>3 - Neutral or I don't remember</p> <p>4 - Somewhat easy</p> <p>5 - Very easy</p> <p>99 - I was unable to complete this task online</p>
	<p>[Only those services selected will be shown to respondent]</p>	<p>1 - Very difficult</p> <p>2 - Somewhat difficult</p>

	<p>How would you describe your online experience completing any other financial transactions online with the State of Oregon (e.g., paying a fee)?</p>	<p>3 - Neutral or I don't remember</p> <p>4 - Somewhat easy</p> <p>5 - Very easy</p> <p>99 - I was unable to complete this task online</p>
<p>Suggested Improvements</p>		
	<p>More guidance on how to find necessary information</p>	<p>1 - Not very helpful</p> <p>2 - Slightly helpful</p> <p>3 - Somewhat helpful</p> <p>4 - Very helpful</p> <p>5 - Extremely helpful</p> <p>99 - Don't know or prefer not to respond</p>
	<p>Information presented in different ways (e.g., the use of pictures, videos, etc.)</p>	<p>1 - Not very helpful</p> <p>2 - Slightly helpful</p> <p>3 - Somewhat helpful</p> <p>4 - Very helpful</p> <p>5 - Extremely helpful</p> <p>99 - Don't know or prefer not to respond</p>
	<p>Artificial Intelligence (AI) search functionality</p>	<p>1 - Not very helpful</p> <p>2 - Slightly helpful</p> <p>3 - Somewhat helpful</p> <p>4 - Very helpful</p> <p>5 - Extremely helpful</p> <p>99 - Don't know or prefer</p>

		not to respond
	Artificial Intelligence (AI) chat functionality	1 - Not very helpful 2 - Slightly helpful 3 - Somewhat helpful 4 - Very helpful 5 - Extremely helpful 99 - Don't know or prefer not to respond
Demographics		
	Do you identify your sex as female, male, or non-binary?	1 = Female 2 = Male 3 = Non-Binary
	What is your age in years? [Listed sample: record from sample. Random sample: Ask question]	1 = 18 - 24 years 2 = 25 - 34 years 3 = 35 - 44 years 4 = 45 - 54 years 5 = 55 - 64 years 6 = 65 - 74 years 7 = 75 years or greater
	Do you identify as Hispanic, Spanish or Latino?	1 = Yes 2 = No [Don't Read] Don't Know
	Which group most closely describes your race?	1 = American Indian or Alaska Native 2 = Asian 3 = Black or African American 4 = Hispanic or Latino 5 = Multiracial 6 = Native Hawaiian or

		Pacific Islander 7 = White 8 = Other (Open Response) [Don't Read] Refuse
	What is the highest level of education you have completed?	1 = Less than High School 2 = High School Diploma 3 = Some College 4 = College Degree 5 = Graduate or Professional School [Don't Read] Refuse
	Do you identify as having a disability?	1 = Yes 2 = No [Don't Read] Don't Know
	Is a language other than English regularly spoken or used in your home?	1 = Yes 2 = No [Don't Read] Don't Know
	Are you an immigrant, refugee, or asylee?	1 = Yes 2 = No [Don't Read] Don't Know
	Are there any youth, aged 17 or under, in your household	1 = Yes 2 = No [Don't Read] Don't Know
	Which category best describes your gross household income before taxes? Remember to include everyone living in your	1 = Less than \$25,000 2 = \$25,000 to less than \$50,000 3 = \$50,000 to less than \$75,000

	household. Your best estimate will do. Response category	4 = \$75,000 to less than \$100,000 5 = \$100,000 to less than \$125,000 6 = \$125,000 to less than \$150,000 7 = \$150,000 or more [Don't read] Refused
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Appendix C: Interview Protocols

Interviews with individuals:

Introduction:

Thank you for agreeing to speak with me today. My name is [Your Name], and I'm part of a research team from Portland State University. This interview is part of a study to understand how Oregon residents experience and access online state services.

There are no known risks associated with participation in this study beyond those of everyday life. While there may be no direct benefits to you, your input will help inform improvements to Oregon's digital government services.

During the interview I will not ask you personally identifiable information. I will be taking notes during the interview, but will not include your name or other identifiable information, even if you choose to share it. These notes will be stored on a password-protected Portland State University server and will be deleted after 3 years.

Everything you share today will be kept confidential. We will present our findings in terms of broad themes or ideas, but no individual interview will be shared outside of the Portland State research team. The interview will take about 45 minutes. You are welcome to skip any question, and you can stop the interview at any time.

If you have any questions or concerns at any time about this interview, please contact Dr. Girard at jgirard@pdx.edu. If you have questions about your participation as a research participant, please contact the Portland State University HRPP at psuirb@pdx.edu.

Do you have any questions before we begin?

If you agree to participate, I will now begin the interview. Do I have your verbal consent to proceed?

Section 1: General Internet Use

1. What kind of device(s) do you usually use when you go online?
2. Where do you typically access the internet (e.g., at home, at work, on your phone, in public spaces)?
3. Do you feel like your internet connection is strong enough for what you need?

Section 2: Security, Trust, and Confidence

4. When you're using websites, how do you decide whether a site is secure or trustworthy?

5. In general, do you feel like your personal information is safe online? Why or why not?
6. How confident do you feel using online platforms to find information or complete tasks?
7. How frequently do you buy something online through retailers such as Amazon or a website?
8. Now thinking specifically about the State of Oregon government, how would you describe your general level of trust in Oregon state government?

Section 3: Use of Oregon State Online Services

9. Can you tell me about the last time you used a State of Oregon website or online service? (e.g., paying taxes, applying for benefits, finding information, applying for licenses or permits, etc.)
 - Do you remember what were you trying to do?
 - Were you able to complete the task? Why or why not?
10. What types of things have you used Oregon's online systems for? (e.g., paying taxes, applying for benefits, finding information, fishing license)
11. How often do you visit or use Oregon's online services?

Section 4: Access and Navigation

12. How do you usually find the State of Oregon website or the specific page you need?
13. When you get there, how easy or difficult is it to find the information or service you're looking for?
14. Have you ever had to ask someone for help when using a state website? If so, who?
15. What would make the websites easier for you to use?

Section 5: Communication Preferences

16. If you had a question or needed help with a state service, how would you prefer to communicate with someone? (e.g., phone, email, in person, chat)
17. Have you ever tried using online help like chat or web forms on state websites? How did that go?

Section 6: Challenges and Suggestions

18. What improvements or additional tools would make it easier for you to access or complete tasks with the state online?

- (Prompt if needed: mobile-friendly design, apps, AI tools, single sign-in, clearer instructions)

19. Are there any examples of a positive experience you've had with an Oregon online service?

20. Are there any services you avoid using online with the State of Oregon? Why?

Interviews with organizations:

Introduction:

Thank you for agreeing to speak with me today. My name is [Your Name], and I'm part of a research team from Portland State University in a Center called the Center for Public Service. We're trying to better understand how Oregon residents experience and access online state services and I think given the work your organization does, you might have some insights into what some of the opportunities and barriers are to accessing online services.

I have about five questions to ask you and I will be taking notes during the interview, but will not include your name or other identifiable information in the final report. So, everything you share today will be kept confidential. This should only take about 5 minutes.

If you have any questions or concerns at any time about this interview, the contact is Dr. Girard at jgirard@pdx.edu.

Do you have any questions before we begin?

1. Just for my notes, what is your exact position within the organization? [sometimes I know this before I call, but not always if I cold call]
2. In your own experience from where you sit, what barriers to online access or services do you see in your community?
 - a. Prompt: What types of questions do people tend to ask? Any questions you get repeatedly?
3. Specifically thinking of access to government digital services - do you see any barriers there among people in the community? [If respondent didn't get into this already]
4. What might make this better? Anything you can think of?
5. Those are all the questions I have for you, is there anybody else you think I should speak with?

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Tyler Oregon Update

Business Planning for 2026

Roger Anderson, General Manager

Presentation to the Oregon E-Government Portal Advisory Board,
February 19, 2026

Tyler Oregon Update - Focus

1. Quick Primer/Recap of Tyler Oregon, 2025
2. Focus on Strategy Item 2 (b), Conduct annual business planning with Tyler Oregon
 - The following slides will cover investment priorities for Tyler Oregon for Fiscal Year 2026 (FY26)
 - These investment priorities support several strategic items in the E-Government Strategic Plan

Tyler Oregon

- **Subsidiary of Tyler Technologies;** Master agreement to provide E-Government services for Oregon. Services include:
 - Website CMS and hosting (Oregon.gov)
 - Payment Processing (PCI Level 1 Processor)
 - Applications (custom & COTS)
 - Open Data Platform (data.oregon.gov)
 - Digital accessibility related tools
- **Salem-based team:**
 - Developers (new development and ongoing application support)
 - Operations (Project Managers, QA/BA, Service Desk)
- **Corporate teams:**
 - Security
 - Infrastructure & Hosting
 - Payment Processing

2025 Snapshot

\$773.5 million

SECURELY PROCESSED

5.87 million

ONLINE PAYMENTS

96

AGENCY PARTNERS

292

SERVICES PROVIDED



Services Provided & Enhancements

25

APPS HOSTED

127

WEBSITES HOSTED

157

E-COMMERCE SERVICES

18

SELF-FUNDED SERVICES

9

PRODUCT LAUNCHES

47

PRODUCT ENHANCEMENTS



Enterprise Initiatives

SharePoint Migration

Website CMS Proof of Concept

Engagement Builder Enterprise

PDF Remediation Tool Implementation



Infrastructure & Security

172.4m

OREGON.GOV PAGEVIEWS

63.2m

OREGON.GOV VISITS

99.99%

WEBSITES AVG UPTIME

1

EXTERNAL AUDIT

118

APPLICATION SCANS

75

SECURITY TEAM MEMBERS

Business Strategy Update FY26

Business Plan Execution: Finalize our comprehensive Business Plan by the end of Q1 FY26 as stipulated in the State Master Agreement.

FY26 Investment Focus:

- **SharePoint website migration project** – We are into the second half of this project (& approximately half of all sites have been migrated). Completion of project expected by end of Q2, 2026.
- **Public Meeting Manager Redesign** – Important for accessibility and overall ability to continually maintain and improve enterprise application.
- **Accessibility improvements** – Ongoing work related to website templates and applications
- **Modernization** - Continue work on cloud-readiness and modernizing legacy services and applications.
- **Maintenance/Continuous Improvement:** Sustain and enhance enterprise services, manage our extensive service portfolio of services, and support service desk operations.

Strengthening E-Government & Community Impact in FY26

Community and Stakeholder Engagement & Outreach:

- Participation with governance bodies & stakeholder groups:
 - EPAB
 - E-Governance Board
 - Oregon Treasury, Cyber Security Services, Office of the Chief Data Officer
 - Conduct briefings for EIS & State Agency leadership, including communications council, accessibility working groups, or others as identified
- Key events including sponsoring the Oregon Digital Government Summit and participating in other Oregon IT/digital government events.
- Begin new cycle of public research (Phase IV of PSU work has concluded).
- Expand visibility of Tyler Oregon's solutions and services, ensuring alignment with E-Government Strategic Plan, Agency needs, and State leadership priorities.

Overview of Program Management Fund Plan

Purpose of Program Management Fund (PMF): Established under Amendment 5 since 2021, the Tyler Oregon PMF empowers strategic initiatives based on input from the E-Government Program.

FY2026 Budget: A total of \$600K has been allocated, focusing on enhancements and innovations across key e-government domains.

PMF Investment Areas for FY26

Accessibility Support

Support for enterprise-level accessibility tools, training, and manual testing for accessibility.

- Siteimprove (Enterprise Website Accessibility Tool)
- CommonLook Online (PDF Accessibility Tool)

Website CMS

Long term work on a new enterprise website CMS; 2026 includes exploration of design system concept and strategy.

Survey of Oregonians

Phase IV of research collaboration with PSU has concluded. 2026 cycle will begin with a new baseline survey of Oregonians.

Enterprise Form and Simple Application Tool

Ongoing licensing, hosting and support of Engagement Builder Enterprise tool.

Customer Experience Enhancement

Investment in tools that enhance digital services, including management of vanity domains, website security certificates, and website alert functionality.

Questions?

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Oregon E-Government Program Operations

February 19th , 2026

Neha Parashar, Director of Operations

Agenda

- New Releases
- Projects in Progress
 - Enterprise Projects
 - Websites
 - E-Commerce Integrations
 - Applications
- Opportunities

New Releases



SharePoint Template Version 4.15.16

- Security, SEO, accessibility, and user-experience improvements were applied across Calendar webpart, FormBuilder, navigation, and Site-Wide alerts.

Applications

- Newsroom Subscription Feature Release
- Updated 6 applications to address change requests and perform maintenance tasks.

A close-up of the subscription form. It contains the text: 'Enter the email address where you'd like posts and articles to be sent. The emails sent will include the ability to manage your subscription.' Below this is an input field labeled 'email address:' and a 'Subscribe' button. A red error message at the bottom reads: 'The Email Address field is required.' An arrow points from the 'Subscribe' button in the screenshot above to this form.

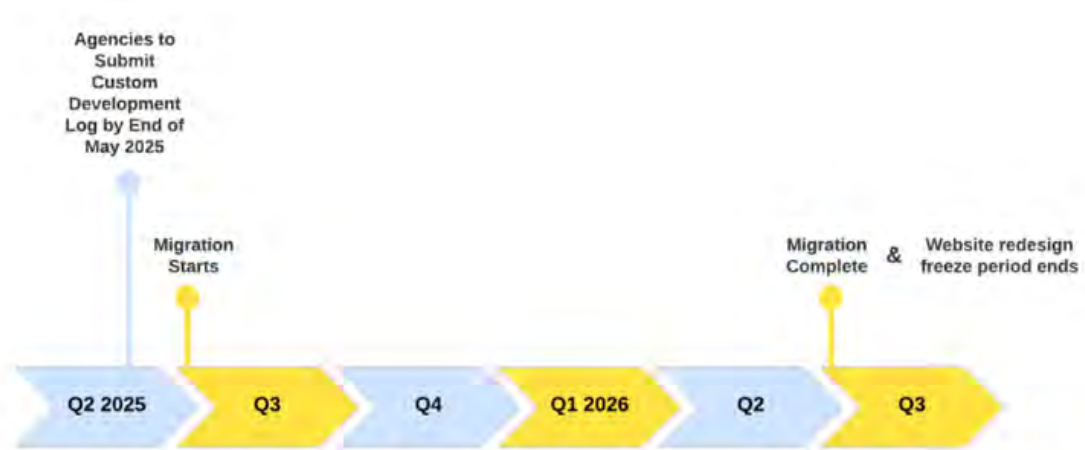
E-commerce Integrations

- Oregon State Board of Geologist Examiners Payment Integration

Projects In Progress

SharePoint SE Migration

- Migrate the 110+ Tyler hosted SharePoint websites from 2016 edition to SharePoint SE edition.
 - 29 agency websites have been migrated
 - 11 agency websites are in progress to be migrated



Enterprise Projects

- Monetra to Elavon Direct Transition
- Engagement Builder Enterprise Solution
- Public Meeting Manager Update Phase 1

Websites

- Oregon Department of Energy Website Redesign
- Secretary of State Website Redesign
- Oregon Department of Fish and Wildlife Website Redesign

E-Commerce Integrations

- Department of State Lands Customer Payments

Applications

- Oregon Department of Education Background Check Form Payment Services

Opportunities

Applications



- Department of Corrections GovQA Integration
- Department of Early Learning and Care File Uploads Simple Application
- Oregon Cultural Trust Donations Form Update
- Higher Education Coordinating Commission GovQA Integration
- Oregon Military Department Reservation System

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