



# DIGITAL STATES SURVEY

## 2012 RESULTS

Michigan	A			South Dakota	C+
Utah	A	Georgia	B	Wisconsin	C+
California	A-	Iowa	B	Alabama	C
Minnesota	A-	Louisiana	B	Alaska	C
Ohio	A-	Massachusetts	B	Arizona	C
Pennsylvania	A-	Mississippi	B	Connecticut	C
Tennessee	A-	North Dakota	B	Maine	C
West Virginia	A-	Texas	B	Nevada	C
Arkansas	B+	Delaware	B-	New Hampshire	C
Indiana	B+	Hawaii	B-	Rhode Island	C
Kentucky	B+	Illinois	B-	South Carolina	C
Missouri	B+	Maryland	B-	Vermont	C
Nebraska	B+	New Mexico	B-	Wyoming	C
New York	B+	North Carolina	B-	Oklahoma	C-
Virginia	B+	Oregon	B-	Washington	C-
Colorado	B+	Kansas	C+	Florida	D
		Montana	C+	Idaho	D
		New Jersey	C+		

## **The Grades**

### **A**

Trending sharply up. Demonstrated results across all categories. Modernization used to realize operational efficiencies and strategic priorities under nimble leaders. Evidence of meaningful collaboration. Performance measures and metrics widely adopted. Cuts tend to be made strategically.

### **B**

Trending up. Demonstrated results in many categories. Leadership using modernization to change entrenched practices to prepare for more sustainable operations. Incentives for collaboration in place. Measures used in key areas. Cuts tend to be made across the board.

### **C**

Trending stable. Demonstrated results in some categories. Modernization used to realize operational efficiencies. Includes those states that had launched reforms but where results had not been fully harvested. Organizational constraints limit collaboration. Measures uneven. Cuts constrained progress.

### **D**

Trending down. Results in at least one category. Modernization tended to be siloed and limited. Little evidence of collaboration. Few measures. Cuts threaten operational viability.

### **F**

Trending sharply down. Inertia considerable. Negligible results. Aging systems destabilizing operations and increasing costs. No evidence of collaboration. No measures in place. Cuts cited for stopping any progress.