

Friends, Followers, and Feeds



The average Twitter user is 39 years old
Posted September 22 at 3:24 pm



A community of five hundred and fifty million users has to be important to governments at all levels
Posted September 27 at 8:39 pm



States regard social media technologies as significant tools
Posted September 27 at 11:00 am



Ease of use and acquisition creates a control problem for CIOs
Posted September 27 at 3:34 pm



Driving the usage is the communities and the growth of them
Posted September 30 at 8:27 am



States regard social media technologies as significant tools
Posted September 27 at 11:00 am



Ease of use and acquisition creates a control problem for CIOs
Posted September 27 at 3:34 pm



The average Facebook user is 38 years old
Posted September 26 at 5:45 pm



Are states going to be able to hold the line?
Posted September 24 at 12:02 pm



The average Twitter user is 39 years old
Posted September 22 at 3:24 pm



State Landscape

The interactive and collaborative nature of Web 2.0 tools of which social media is just one category clearly affords governments at all levels a significant opportunity to engage with citizens and the direct and indirect users of their services across a wide array of programs. Like the wildfire that spread through state governments during the growth and expanding popularity of Web 1.0, we are now at the beginning of a important jump forward in the capacities of government to transform their relationships with citizens and the users of state services.

Just as in that earlier time when many state IT departments suddenly found they had rogue servers put up by agencies independent of any oversight or standards, state CIOs may recently have found themselves unblocking YouTube to allow greetings from public officials or Flickr to mount photos of a bridge opening or to document some other important announcement. CIOs may not have been immediately convinced of the business value of these tools as they entered the workplace, but the fact is that this is how effective governments are communicating now, and this is not just a fad.

That is partly because these tools are enormously popular. Willie Sutton said he robbed banks because that was where the money is, and for those interested in communicating and enhancing the relationship between the governing and the governed, social media has become critically important, because that is where the online community is today! The uptake by communications, media, and public relations people was almost immediate as that profession adopted the tools. In the business world today, selling products and services involves extremely sophisticated use of these tools.

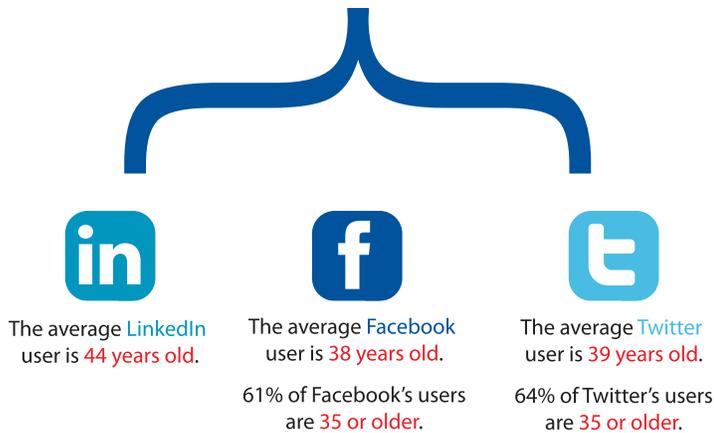
States are competing in a marketplace where they are rightly or wrongly compared to the private sector, in terms of how they are presenting themselves and the services they offer. In this environment, states should consider the following examples of use that have driven adoption at other levels:

- Private sector commitment to and use of social media
- Political campaign successes achieved or supported by social media
- Federal and local government use of social media
- Growing citizen expectations at all age levels to engage online

While states or individual programs may have gotten into social media simply in an effort to stay current with leading edge technologies, in point of fact, the technologies have proven enormously popular across multiple levels of age and income. Research by leading IT analyst firms and Pew Internet Life fully documents this growth and its importance. The migration of social media tools onto mobile platforms and the sheer ubiquity of the latter increasingly make social media tools a critical communications channel that states can take advantage of to extend their reach across all demographics through very cost-effective means.



The average age of a user of a major social networking site is **40 years old.**



This stuff is for millennials, right? Wrong!¹

Exploding popularity, low barriers to entry in terms of costs and account creation, ease of use, and mobile enablement have created significant control issues for state CIOs and other policy leaders. Adoption appears almost frictionless. Yet, real issues of security, privacy, state-friendly terms of service, and acceptable use come through the door with social media, and have constrained some programs from moving ahead quickly to exploit social networking in a uniform way. As the survey will show, many state programs are somewhat fragmented in their current approach and lack sufficient maturity.



Key Survey Findings

The results of the social media survey reflect the following key points:

- social media adoption rates are broad across state governments, whether controlled by CIO offices or not
- two-thirds of survey respondents lack enterprise policies addressing social media
- one-third of the states responding do have enterprise policy frameworks, guidance, and standards, and a sizable number of states are in the process of developing these – models do exist
- business drivers have most commonly been communications, citizen engagement, and outreach, along with low-cost of entry – 98% of use is of free social media tools
- social media pose challenges to states in the areas of
 - security
 - legal issues associated with terms of service
 - privacy
 - records management
 - acceptable use
- thirty-five percent of responding states are not currently encouraging broader use of social media

The bottom-line — social media tools are being actively adopted and used throughout state governments across the country. Much as was the case with the explosive growth of the Web itself over a decade ago, the early adopters of social media are most frequently the public relations, messaging-focused segments within state governments. As was also the case in that earlier time, the survey in the aggregate documents a parallel lag between use and policy or governance mechanisms, even while a number of states have moved aggressively to adopt the technologies strategically and to govern their use through enterprise policies, guidelines, or standards.

Despite the rapid growth, the survey reveals continuing concerns of state CIOs in the areas of security, legal terms of service, privacy, records management, and acceptable use, and this has led to wide variation in patterns of adoption. Fewer than one quarter of the respondents indicate they are moving full-speed-ahead in use of social media. Relatively few have developed policies or guidelines to provide an enterprise context for managing social media tool use. Some states are completely balked by uncertainty over legal use of the tool. It can be concluded that overall, state approaches lack significant maturity.

NASCIO urges states to proceed, but to do so with caution and by addressing unresolved issues associated with social media use. The unprecedented popularity of social media with citizens, politicians, and media provide states a new means to communicate, collaborate, interact, and become more transparent with their citizens.



Detailed Survey Results

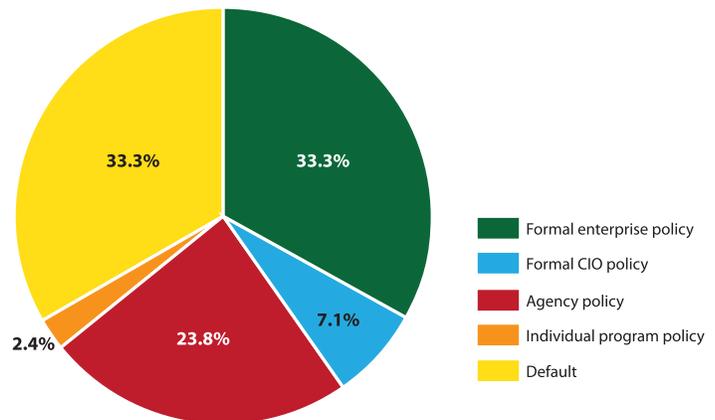
Question 1: Adoption and use of social media in your state is primarily guided by which of the following? (N = 43)

Adoption and use of social media in your state is primarily guided by:	
Answer Options	Response Percent
a formal enterprise policy or directive	33.3%
a formal CIO policy or directive	7.1%
an individual agency policy or directive	23.8%
an individual program policy or directive	2.4%
default, that is, by perceived benefits to individual business units, rather than by formal policy	33.3%
answered question	43
skipped question	0

The response to this question reflects a rough balance between those states that have formulated and adopted social media policies or standards and those which have none whatsoever. At first glance, it may appear a deficiency that so many states are operating by “default,” – i.e., allowing individual lines of business to determine their own policies or the extent of social media use. It is possible, however, that at this stage of social media adoption by their agencies, the respondents have some level of comfort or trust that individual units have business reasons compelling use of social media and are operating within broader legal, policy and acceptable use frameworks.

Figure 2: Adoption and use of social media is primarily guided by:

On the other hand, the numbers clearly indicate that a sizable number of state CIOs have identified the need to establish policies, guidelines, or standards, and from the accompanying comments to this question, it is also apparent that other states have enterprise policies or standards in draft. Alaska, Hawaii, Kentucky, Montana, Nebraska, New Jersey, and New York each indicated they have policies or guidance either in draft or near adoption.



Clearly the early adopter states that regard social media technologies as significant tools in their strategic vision for e-government and citizen communication have moved to establish enterprise policies, as is confirmed both in



subsequent questions in the survey, and in the Center for Technology in Government's May 2010 publication, *Designing Social Media Policy for Government*.

CTG's *Designing Social Media Policy for Government* surveyed social media use in federal, state, and local agencies in the United States, as well as internationally. It included extensive analysis of twenty-six examples of social media policies, standards, or guidelines, including those examined from five states: California, Delaware, Massachusetts, North Carolina, and Utah.

In its study, CTG identified eight essential elements that need to be addressed in comprehensive policies and best practice policies:

- employee access
- account management
- acceptable use
- employee conduct
- content
- security
- legal issues, and
- citizen conduct

In analyzing the policies examined, CTG analysts assessed against this checklist and provide a useful matrix of policy content. Those governments that are beginning work in the development of social media policies will find this resource an excellent place to start.

It should also be noted that many states commented that, absent formal policy or standards, they are providing leadership and guidance informally to agencies, especially as agencies or business units are getting started with social media initiatives. Comments indicate this focuses on normal acceptable use, security, and business case concerns, with some states requiring the latter be spelled out in advance of usage.

See Appendix I: Additional Resources for a table of links to state policies, standards and guidelines.



Question 2: Are social media initiatives documented in your state's IT strategic plan or CIO business plans? (N = 43)

Consistent with Question 1, it might be anticipated that the relative newness of social media in the context of government services would be reflected in the relative dearth of state strategic plans that explicitly reference social media or social networking. This is in fact borne out here, as only a handful of states indicate that social media is referenced in their current strategic plans. Two examples of the directions states are taking can found in the strategic plans from Michigan and Oregon.

“As our strategic plan emphasizes, the number of social network users is large and growing rapidly – why wouldn’t we take advantage of this channel to engage citizens?” Michigan state CIO, Ken Theis]

As was the case with policy development, a number of states indicate they are planning to include social media in the next version of their strategic plans. It could be anticipated that growing demands for government transparency, accountability, and responsiveness, which are increasingly addressed in strategic IT plans, will expand to include references to social media tools or projects.

Figure 3: Are social media initiatives documented in your state's IT strategic plan or CIO business plans?

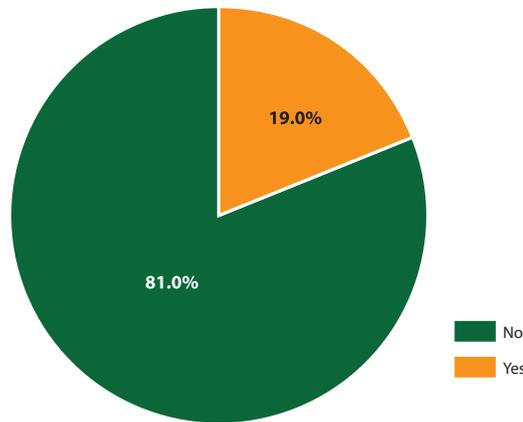
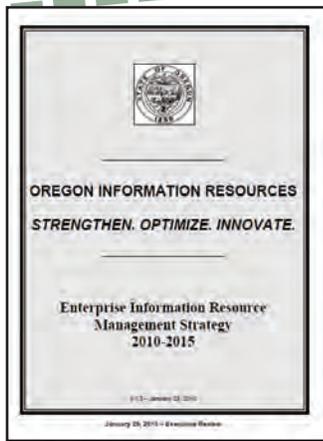




Figure 4: Oregon Strategic Plan



Improve Citizen Interaction

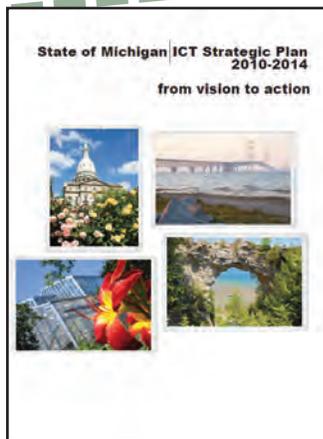
Strategy 3.1: Improve citizen interaction with government services and information

Discussion – Citizen’s expectations for Internet-enabled government services and information outpace current capabilities. Based on an explosion of innovative private industry web sites, citizens now expect similar 7X24 user experiences from government. As younger generations interact with government they want additional experiences such as social networking on more mobile platforms. Citizens not only want readily accessible information, but expect to conduct secure transactions on line and to obtain data that can be used for their own purposes. Improved citizen interaction through internet channels and innovative agency service delivery will increase trust and credibility.

Key Elements:

- **Citizen Value and Usability** – Deploy highly usable Web-enabled government services, information, and data feeds to provide clear value to citizens. Highly usable, secure on-line services provided through a single portal will improve the citizen experience with government while reducing the cost of agency service delivery.
- **Increase Applications** – Develop an e-government delivery system that provides an option for agencies to more quickly deploy on-line applications. Measure and increase the number of online service applications for citizens.
- **Citizen Interaction** – Create a variety of routinely available, Web-enabled methods for citizens to interact with government including: location-based assistance and directions to services; ability to make suggestions and register complaints; self-registration to receive electronically generated notices and alerts; online participation in public virtual meetings, online Citizen to Government and Citizen to Citizen interaction on use of government services. Increase the number of citizen feedback loops and act on feedback to improve the user experience.
- **Transparency** – It is a national trend and legislative priority to make government information readily available to citizens. While initial work has been done a better user experience must be designed to make data and information available in ways that citizens want to see the information and access the data. Make public data easily available online so that it can be used as data feeds into citizen developed websites.

Figure 5: Michigan Strategic Plan



goal one

Access

Provide exceptional services to Michigan citizens and businesses anytime, anywhere

Initiatives in Motion*

Expansion of Data Sharing

- Michigan has launched its consolidated data-sharing site, www.michigan.gov/data, and linked it to the federal data repository, data.gov. Michigan was among the first states to link with the federal resource. Now one of eight state participants, Michigan continues to expand its presence.



Social Networking Service

- Today, 48 percent of Americans age 12 and older participate in at least one social network. The State of Michigan has aligned itself to take advantage of new social networking channels to engage citizens, businesses and partners as well as related cost and service benefits. DTMB is working with agencies to determine appropriate uses and implementation strategies for participating in and providing online communities. The Michigan Energy Efficiency Network in partnership with the Department of Energy, Labor and Economic Growth (DELEG) is one such project that is currently underway.



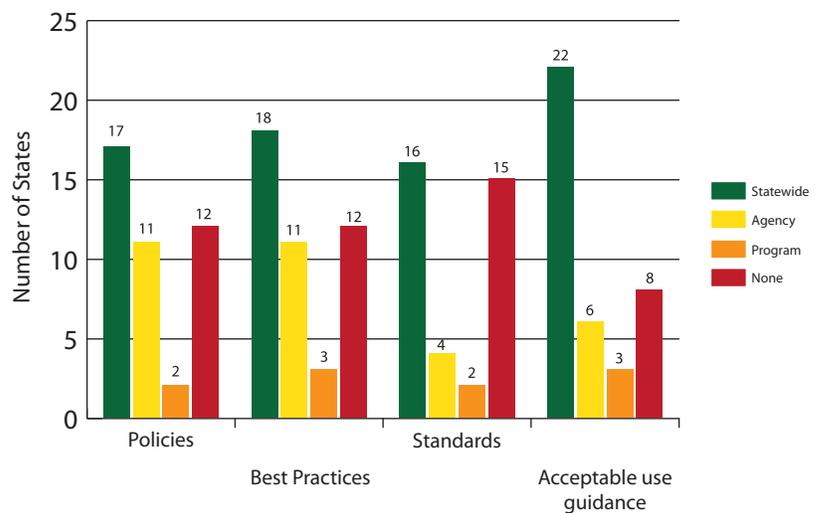


Question 3: Please indicate whether you have developed guidance for social media use in any or all of the following forms. (N = 43)

Question 3 is highly related to Question 1 above, and reflects that while the policy environment could be said to be somewhat fragmentary across states as a whole, CIO offices are playing a role of guiding agency use of social media tools across some enterprises, for cabinets and departments, and for many individual business units. Comments indicate that this guidance is frequently derived from multi-agency team discussions that include IT staff, agency webmasters, public information, and legal representatives.

The Center for Technology in Government’s social media report indicated that a number of states had either expanded existing acceptable use policies or interpreted them to encompass use of social media tools, and responses to Question 3 bear this out. CTG goes on to make the important point, however, that social media use poses new challenges and that existing AUPs may be insufficient to address “blurring boundaries around personal, professional, and official agency use” of social media.²

Figure 6: Guidance for social media use



As leading states, the commonwealth of Massachusetts and the state of New York have acted aggressively to embrace social media technologies. Both provide social media guidance and best practices webpages that present toolkits addressing social media legal issues, blogging, and use of particular tools like Facebook, YouTube and Twitter.



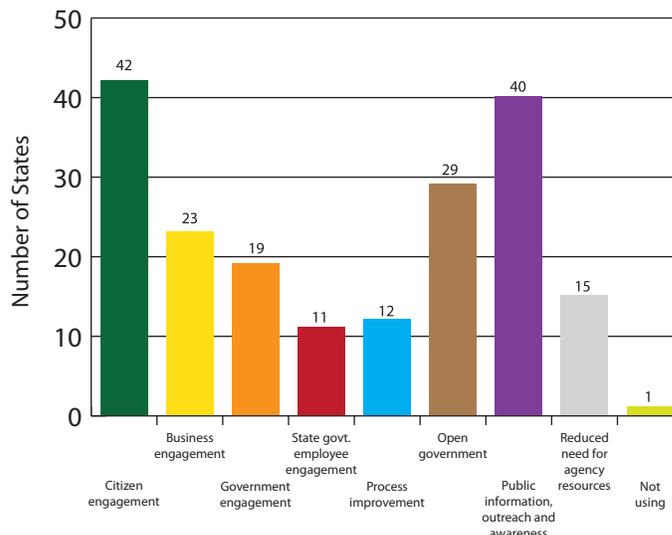
Question 4: What are the primary reasons your state government is using social media technologies? (N = 43)

What are the primary reasons your state government is using social media technologies? Please check all that apply.	
Answer Options	Response Count
Citizen engagement	42
Business engagement	23
Government engagement	19
State government employee engagement	11
Process improvement	12
Open government	29
Public information, outreach, and awareness	40
Reduced need for agency resources (e.g., less email, phone calls, open records/FOI requests)	15
Not using	1
Comments:	6
answered question	43
skipped question	0

The responses to this question reflect that the primary drivers for social media use are citizen engagement, public information and awareness, and open government. Taken collectively, these are certainly the sweet spot for social media tools. This is particularly true of the specific tools whose use will be shown to be widespread in questions below.

Communications and public information staff have been early adopters across state governments, and the so-called “message managers” within states have been quick to adopt and exploit the tools. Many state governments first exposure to social media came in the form of YouTube videos that governors and other elected state officials began to post to communicate with citizens and with state employees. As was the case with initial agency websites almost a decade ago, agencies recognized the exploding popularity of the technology on the public side and responded quickly to exploit the communications opportunity.

Figure 7: Primary reasons for use of social media technologies





The more critical benefits (beyond public information) might be the extent to which states can exploit social media in the categories that are slightly lagging, second-tier vote getters – business engagement, government engagement, state employee engagement, or process improvement. Leading-edge states are already using social media for employee recruitment, which is increasingly relevant as states face the expected wave of employee retirements in the coming decade, and this use is cited in notes for this question.

Another area where social media is being employed by states and other levels of government is public safety and emergency notifications. In an August 2010 survey, “Social Media in Disasters and Emergencies,” the American Red Cross reports that eighteen percent of adult respondents would use digital media if 911 were busy and unavailable. Further, two-thirds of that survey’s respondents agreed that response agencies should regularly monitor and respond to posting on their social media websites.³ This is an example of how consumer expectations are evolving rapidly in light of the technical capabilities of social media tools and the extent of the networks that they are connecting with.

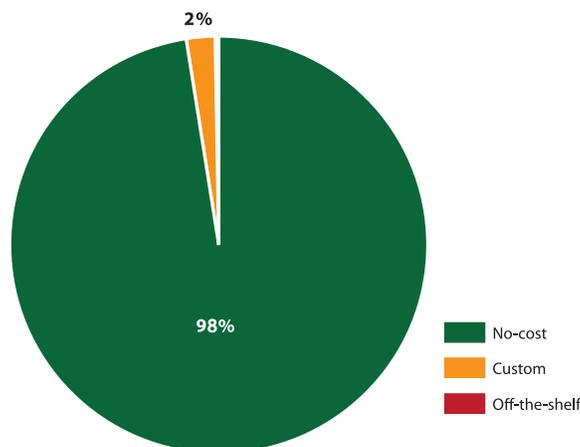
Though the NASCIO survey did not ask specifically about public safety uses, many states are known to be using social media extensively in emergency public communications, and it is increasingly normal to find a state-level emergency management agency pages with Facebook and/or Twitter links.

Question 5: Your state government’s social media adoption is primarily through . . . (N = 43)

The responses to this question indicate that state government use of social media technologies is almost exclusively through “free” tools. The business model used so successfully by the most popular social media providers involves end-users exchanging a degree of privacy and control of data for a very compelling set of communications and content-exchange functions, all governed by click-through terms and conditions offered to end-users on a pretty much take-it-or-leave-it basis. Social media’s rich utility has led to the enormous growth of such tools as Facebook, Twitter, and YouTube, and creates an substantial pool of constituents that governments now have a new opportunity to engage.

Government entities at all three levels, federal, state, and local, are clearly choosing to employ the same tools that consumers are adopting, and at least at the state level, are doing so under the same terms as citizens.

Figure 8: Social media adoption is primarily through:





It shouldn't go without saying, however, that other forms of collaboration are supported within state governments by traditional, commercial software, as was pointed out in some of the comments to this question. All document management software and email platforms have been extended to include social functions, and these functions may be of critical importance to those who use them. Obviously too, the terms and conditions of use for these tools are governed by a different set of criteria, one that is more state-friendly with respect to governing laws.

Question 6: If you are using no-cost, hosted solutions, please indicate the tool(s) your agency uses to engage with citizens, employees, and/or communities of practice. (N = 43)

If you are using no-cost, hosted solutions, please indicate the tool(s) your agency uses to engage with citizens, employees, and/or communities of practice.			
Answer Options	Citizens	Employees	Communities of Practice
Facebook	37	12	16
Twitter	36	13	15
YouTube	33	14	10
LinkedIn	9	14	7
Flickr	20	5	4
MySpace	3	0	2
Second Life	1	0	1
Ning	4	2	2
Vimeo	5	2	1
Digg	3	2	1
Delicious	3	0	1
GovLoop	1	5	3
Blogs	19	13	9
Foursquare	3	2	0
answered question			42
skipped question			1

From the perspective of the state CIOs and others who responded to the survey, by far the most frequently cited of the social media platforms in use were Facebook, Twitter, and YouTube. It should be noted that, as in other NASCIO surveys, there are methodological challenges in having the CIO agency speak for the entire government or the entire executive branch – this varies according to the degree of control exerted by that office. This is a particular issue with respect to social media tool use, since as was stated above there are no up front cost barriers to acquiring these tools, and unless sites are blocked or closely monitored, the use of social media may go unnoticed.



Having said that, this pattern of adoption is strongly supportive of the idea that state government use of social media toolsets is driven by the sizes of audience, as these three tools are certainly among the most popular on the web — the number of account holders is staggering and constantly rising.

Question 7: The following issues have commonly constrained broader use of social media or represent potential risks. Please indicate below your level of concern in each area. (N = 43)

The following issues have commonly constrained broader use of social media or represent potential risks. Please indicate below your level of concern in each area.				
Answer Options	High	Medium	Low	Response Count
Lack of Executive/Management Support	6	22	14	42
Lack of quantifiable business benefit	11	16	15	42
Lack of resources to support	9	24	10	43
Lack of resources to monitor/control	14	23	5	42
Terms of service (legal) issues	21	13	9	43
Lack of control over providers	13	15	14	42
Records retention issues	18	13	10	41
Privacy concerns	18	19	5	42
Security concerns	25	12	6	43
Lack of governance framework	9	20	14	43
Accessibility	4	20	18	42
Concerns about employee use/misuse	16	20	7	43
Work culture and perceptions	13	20	9	42
Other (please specify):				3
answered question				43
skipped question				0

Survey questions 7-9 were very closely related, with Question 7 asking states to rank their concerns or risk areas associated with agency use of social media, Question 8 asking them what strategies they were employing to address the perceived highest risks/concerns, and Question 9 asking what tools or actions would allow them to move forward faster with social media initiatives.

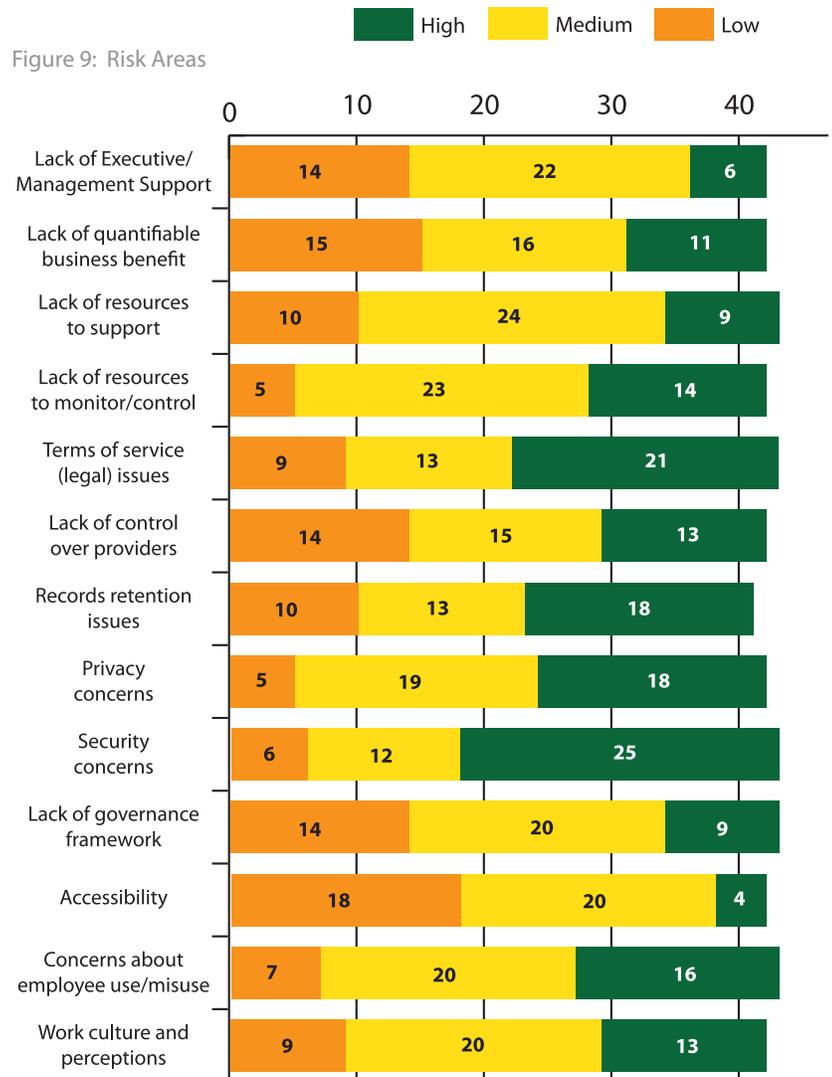
The top five concerns or potential risks associated with social media use in state governments focused on security, terms of service/legal, privacy, records management, and employee use/abuse.



ISACA, the Information Systems Audit and Control Association, enumerates these security issues associated with social media use in a recent white paper:

1. Introduction of viruses and malware to the organizational network
2. Exposure to customers and the enterprise through a fraudulent or hijacked corporate presence
3. Unclear or undefined content rights to information posted to social media sites
4. A move to a digital business model may increase customer service expectations.
5. Mismanagement of electronic communications that may be impacted by retention regulations or e-discovery
6. Use of personal accounts to communicate work-related information
7. Employee posting of pictures or information that link them to the enterprise⁴

Best practice states will extend their existing security, privacy, and records management frameworks and adapt policies and standards to this new environment, knowing that education and end-user awareness are big pieces of the puzzle.





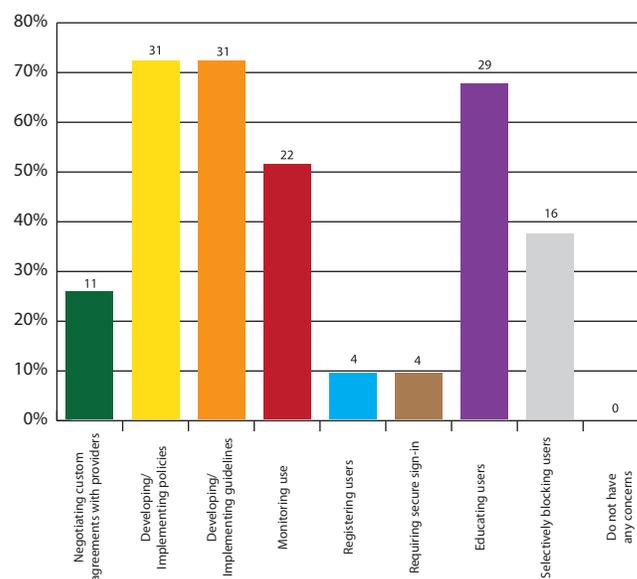
Question 8: What is your state doing to mitigate concerns and risks of using social media? (N = 43)

What is your state doing to mitigate concerns and risks of using social media? Select all that apply.	
Answer Options	Response Percent
Negotiating custom agreements with providers	26 %
Developing/Implementing policies	72 %
Developing/Implementing guidelines	72 %
Monitoring use	51 %
Registering users	9 %
Requiring secure sign-in	9 %
Educating users	67 %
Selectively blocking users	37 %
Do not have any concerns	0 %
answered question	43
skipped question	0

The survey did not attempt to directly measure the extent to which concerns about risks were actually slowing social media adoption. Clearly states' development of policies and guidelines is an attempt to manage the most critical risks. Existing policies and guidelines, as well as those in development, appear to have the common aim of addressing appropriate and inappropriate use and behavior while using social media; they frequently address security concerns, at least from the aspect of employee end-users; and they obviously have an educational goal as well. Selectively blocking users is another means, albeit a blunt one, of managing the risks associated with giving broad user populations access to tools that are very difficult to control.

As stated above, states with good policy and standards frameworks are moving to quickly extend those to encompass social media. For example, California addresses social media risk concerns explicitly in its Social Media Standard, SIMM 66B (Feb 2010):

Figure 10: What is your state doing to mitigate concerns and risks of using social media?





Prior to authorizing and enabling Internet access to Social Media web sites, agency management shall conduct a formal risk assessment of the proposed connections utilizing agency Risk Management processes. The assessment shall, at a minimum, include the analysis of the risks (including risk mitigation strategies) involved in providing Users access to Social Media web sites including:

- 1. Employee productivity;*
 - 2. Network bandwidth requirements and impacts;*
 - 3. Reputational risk to personnel, the agency, and the State;*
 - 4. Potential avenue for exposure or leakage of sensitive or protected information such as copyrighted material, intellectual property, personally identifying information, etc; and*
 - 5. Potential avenue for malware introduction into the organization's IT environment.*
 - 6. The potential use of "other than government" sections of Social Media web sites.*
- State agencies shall document this risk analysis and retain it for a minimum of two years.*

Similarly, North Carolina is moving to integrate management of social media content into its broader records management/digital preservation program, since that content frequently falls within the category of public record under North Carolina statutes (which would likely be true under most states' definitions of public record).

The Center for Technology in Government's Designing Social Media Policy for Government does an excellent job of outlining how many of these same risk areas may be addressed.



What you can't do through policy . . . Terms of Service

Over the last year, NASCIO's Social Media Working Group has discussed the same set of social media issues/risks and has singled out legal terms of service (TOS, also known as terms and conditions) as an area of broad concern among states. This is an area not readily susceptible to a quick policy solution. NASCIO continues to believe a united approach to discussions with providers is in the best interest of states.

Standard social media provider terms of service that are accepted through the click-through as free accounts are created pose states significant issues in the legal areas of indemnification, jurisdiction, choice of law, advertising, endorsement, assignment, and intellectual property, among others. Many states have found that their laws and regulatory environments do not permit them to agree to standard TOS, and for them, these issues are a show-stopper – they will not be able to take advantage of the tools unless a solution is found.

The Social Media legal team, however, saw an opportunity in 2009 for NASCIO to perform a similar role for states to that played by the federal General Services Administration's (GSA), which over the last two years has successfully worked with many of the major providers to develop model revisions to standard social media provider terms for federal agencies.⁵ Over the last nine months, the legal team has engaged representatives of Facebook and YouTube in discussions, and has made a degree of progress with both, at least in terms of creating better understanding on both sides of the issues.

Simply put, however, the providers have proven reluctant to accede on a variety of legal points to the same extent that they did for the federal government, due to the much greater complexity of dealing with fifty sets of laws, rather than the single one that governs the federal environment.

These discussions have been expanded to encompass local governments through the efforts of NASCIO (and at the urging of Facebook), and NASCIO is allying with the Public Technology Institute, the International Municipal Lawyers Association, and the Metropolitan Information Exchange as discussion continues, as well as coordinating with a recently established TOS workgroup of the National Association of Attorneys General (NAAG). Presently, it appears likely that model agreements that redress at least some of the legal concerns will be achieved in the months ahead, and states need to continue to monitor the progress of these discussions.



Question 9: What would enable your state government to advance use of social media technologies? (N = 43)

What would enable your state government to advance use of social media technologies? Select all that apply.

Answer Options	Response Percent
Appropriate Terms of Service (TOS)	74%
Social networking policy/guidelines	64%
Case studies with analytics	36%
Pilots and prototyping	36%
Improved up-time of platforms	5%
Education	69%
Training	62%
Work group	12%
Hosting	10%
Accessibility solutions	19%
Records management/FOI solutions	52%
No interest	0%
Other	10%
<i>answered question</i>	42
<i>skipped question</i>	1

The responses to this question generally conform with the working group’s initial identification of the risk areas associated with social media, with appropriate terms of service being identified as the key enabler by nearly three-fourths of the respondents.



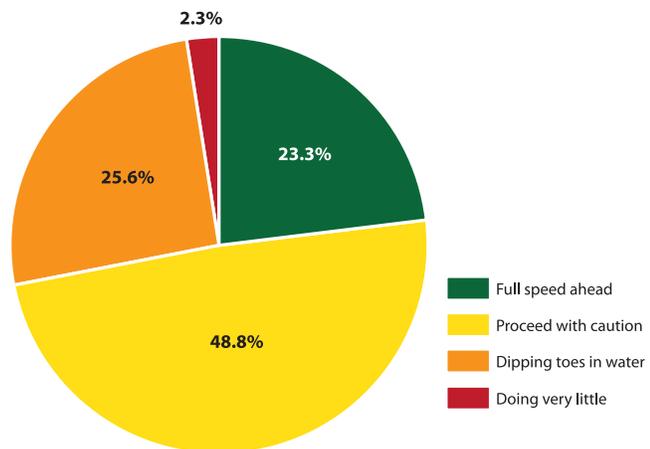
Question 10: Despite foregoing risks and concerns, how would you characterize the current status or implementation of social media initiatives in your state? (N = 43)

This was a compelling question, in that it asked respondents to make an overall assessment of their commitment or non-commitment to social media within their states. As the chart indicates, fewer than one-quarter of the responding states or territories are moving aggressively, or full-speed-ahead, with social media, those being California, Delaware, District of Columbia, Massachusetts, Michigan, Missouri, New York, North Carolina, Tennessee, and Utah. This report’s references provide a sampling of the policy assumptions and guidance, initiatives, and general approaches that these states are taking, as well as the opportunities they see to enhance their programs. It can be said that for these states, the opportunities clearly outweigh the risks, and there’s relatively little bleeding going on at this end of the spectrum.

The much larger numbers of states obviously are either in the proceeding-with- caution or dipping-their-toes-in stages of use/non-use. While the survey’s brevity didn’t permit detailed examination of the specific reasons why states put themselves in one category or another, it seems apparent that perceived risks are leading states to adopt a conservative approach to these relatively new technologies. Several of the states in both of these categories made reference to how business cases were driving usage, be that broadscale or in niches within individual agencies or programs. The lack of an enterprise business case may be a determinant for state CIOs – the need for additional business case studies was noted by several respondents.

It is also obvious that many states are extremely concerned about provider terms of service issues and are limited in the resources they can assign to social media initiatives. From the responses, two state CIOs remain unconvinced that the value of social media warrants any significant use of the tools at this time.

Figure 11: How would you characterize the current status or implementation of social media initiatives in your state?





Question 11: What steps has your state or the CIO office taken to encourage use of your social media sites by citizens, employees, or other communities of interest? (N = 43)

What steps has your state or the CIO office taken to encourage use of your social media sites by citizens, employees, or other communities of interest? Select all that apply.

Answer Options	Response Percent
Web marketing	30%
Word of mouth	40%
Public service announcements (print, radio, TV)	13%
Public presentations	25%
Media relations	35%
Metrics and analytics	15%
Social media aggregation on web portal	48%
Contests, promotions and giveaways	13%
Cross-promotion with other communication channels	28%
Feedback surveys/polling	20%
Mobile apps	33%
Not applicable - not encouraging greater use	35%
answered question	40
skipped question	3

The most common step that states have taken to encourage use has been to develop aggregation sites, and several states have created these. The next most popular promotional tactic was word of mouth. It is again clear that there is a significant difference in strategies at play across states, as thirteen respondents indicated that they were doing nothing, as they are not actively pushing social media. In fairness, however, this does not mean nothing is going on in these states, since it is common that individual programs have their own social media initiatives.

The following screen captures are examples of aggregation sites from the California, Massachusetts, Tennessee, Texas, and Utah state portals.



State Aggregation Site Examples

News.CA.gov State of California

Latest California News

- September 23, 2010
Posted On: 2 hours ago Posted By: www.csl.ca.gov
- September 23, 2010
Posted On: 19 hours ago Posted By: www.arb.ca.gov
- September 23, 2010
Posted On: 19 hours ago Posted By: www.sds.ca.gov
- September 23, 2010
Posted On: 20 hours ago Posted By: www.arb.ca.gov

On Twitter

- californiacom: Item 52 re: Low Income Oversight Board appointments is now up. Posted 52 minutes ago on twitter
- californiacom: The CPUC has voted 4-0 to approve CA Proposition 23. Posted 33 minutes ago on twitter
- firefsc: Make a safe mobile out of items that you have at home. There's great to being aware once or changing habits. http://bit.ly/2u6J0C0 Posted 26 minutes ago on twitter
- californiacom: Item 61 re: CPUC opposition to Proposition 23 is up for discussion. Posted 1 hour ago on twitter
- californiacom: Item 48 re: energy efficiency in lighting has been adopted by a 4-0 vote. Posted 1 hour ago on twitter
- californiacom: Item 68 re: energy efficiency in... Posted 1 hour ago on twitter

TN.gov

Social Media

- THVacation.com: Natural beauty, southern hospitality, serene weather, and something for everyone.
- State Parks: Enjoy our good nature.
- Discover Tennessee: Trails and Byways: Your backstage pass to the back roads that will help you discover what lies off the beaten path.
- Tennessee Wildlife Resources Agency: Preserving, conserving, and enhancing Tennessee's fish and wildlife for the enjoyment of residents and visitors.
- Pick Tennessee Products: Find fresh, healthy and local fruits, veggies, meats, dairy, plants, and fun on a Tennessee farm!
- Department of Agriculture
- Forestry: Protecting forest resources and promoting sustainable use.

Mass.gov

Official Commonwealth of Massachusetts Social Media Accounts

State Office	Twitter	YouTube	Flickr	Blog
Administration & Finance, Executive Office for	[icon]	[icon]	[icon]	[icon]
Agricultural Resources, Department of	[icon]	[icon]	[icon]	[icon]
Attorney General	[icon]	[icon]	[icon]	[icon]
Consumer Affairs & Business Regulation, Office of	[icon]	[icon]	[icon]	[icon]
Corrections, Department of	[icon]	[icon]	[icon]	[icon]
District Attorneys, Essex County	[icon]	[icon]	[icon]	[icon]
Emergency Management Agency, Massachusetts (SEMA)	[icon]	[icon]	[icon]	[icon]

texas.gov

Search

1421 Texans paid their Mosquito water bill online last week. See more services.

What's Happening

Do. Discover. Connect. Ask.

Social Media Presence

Governments across Texas are using social media such as Twitter, Facebook, YouTube, and Flickr to share information and interact with people like you. Find and connect with them here.

Government Agency: Facebook Flickr Twitter YouTube Podcast RSS

Empire 2.0

NEW YORK STATE CHIEF INFORMATION OFFICER OFFICE FOR TECHNOLOGY

CENTER OF EXCELLENCE *Cannot Create Collaborate*

HOME BLOG RESOURCES VIDEOS BY AGENCIES CONTACT CIO/IT

BLOG

Get updates on what's new in Web 2.0 Technology

Using Social Media in Your Agency

As part of the Empire 2.0 Installed CIO/IT wants to provide resources to help you develop your own social media...

Join the conversation on our Blog!

EMPIRE 2-BOX: Your tool box of resources, guides and best practices for social networking technologies

WHAT'S HAPPENING: The latest technology news & announcements



Question 12: What are your “next steps” as social media tool sets evolve and new products are introduced? (N = 43)

What are your "next steps" as social media tool sets evolve and new products are introduced?	
Answer Options	Response Percent
Location based services	30%
Social networking integration	51%
Advanced mobile apps	40%
Social media aggregation on web portal	40%
Ratings and polls	14%
Integration with web analytics	30%
Establish enterprise standards	42%
None	9%
Other:	16%
<i>answered question</i>	43
<i>skipped question</i>	0

In the aggregate, states most common next steps will be social media integration, aggregation of social media on state portals, development of mobile apps, and establishment of enterprise standards.

The growth of online government in the future will increasingly be in the mobile environment, and it is expected that state governments will be exploiting this extensively through social media channels. A growing number of end-users already look at their governments almost exclusively through the three and a half inch screens of their smartphones, and this trend will only continue. States will be expected to know how they look and perform through that lens.

Utah state government has moved quickly in the areas of integration and aggregation and incorporated social media and other Web 2.0 technologies prominently in the major website design of Utah.gov in 2009. Their connect.utah.gov page offers mobile applications and geo-IP location-aware technology to personalize each user’s experience, and dozens of interactive services are provided to make Utah.gov more convenient for Utah citizens and businesses.



Observations, Best Practices and Policy Considerations

This survey reflects state practice in adoption and use of social media, as well as state CIO attitudes and concerns about the technologies. The somewhat fragmentary patterns of use reflected in the survey result from choices CIOs make daily between which technical initiatives are the most critical to advancing their states' strategic interests.

Clearly a growing number of states recognize the important role social media can play. Particularly in a time of budgetary crises and growing demands that governments at all levels become more accountable, transparent, and open, social media may afford CIOs a critical new opportunity. At the same time, because social media involves the use of technology, state CIOs may be held accountable for successes or failures in this domain.

With the states' fiscal crises predicted to continue, state leaders and CIOs need to:

- gain comprehensive awareness of existing use and social media tool capabilities
 - internally - document as-is uses – this may be hard!
 - externally — determine where other governments and the private sector are going with the tools – be aware of best practices
- develop a documented strategy and goals that establish a policy floor for administering social media
- establish a multi-disciplinary team that includes business, technology, policy, legal, records, and accessibility stakeholders
- confer with your state attorney general to establish mutual understanding of legal issues pertaining to social media
- know the risks and mediating steps associated with social media use
- be ready for outages, with the understanding that free services carry no concrete guarantees of reliability
- continuously monitor terms of service modifications by social media providers, especially where these impact privacy
- anticipate that provider business models may change without warning – are states prepared to pay for what is currently free?
- carefully consider branding and representation on multiple social media platforms – are they consistent and enhancing enterprise marketing strategies?
- get started on policy, guidelines and standards and expect to update these iteratively as new opportunities arise
- use metrics to link analytics to strategic intent – the private sector does this very purposively and with great sophistication – leading states are adopting that strategy.
- expect surprises! the dynamic nature of social media will present unanticipated challenges and opportunities



Facebook founder Mark Zuckerberg has used the metaphor of the “social graph” in talking about the impact of Facebook and other social media products, social graph referring to the network of linkages of individuals in Facebook and the larger online world of social tools.⁶ Knowing that Facebook has recently moved over the threshold of five hundred million users, states clearly must carefully examine where they stand with respect to that graph and their own online presence. Time will tell just how transformative social media will be, but in a much more complex network of relationships, beginning to manage new opportunities is crucial.



Appendix I: Additional Resources

Links to State Social Media Policies, Standards, or Guidelines

California	http://www.cio.ca.gov/Government/IT_Policy/ITPL.html	Policy
	http://www.cio.ca.gov/Government/IT_Policy/pdf/simm_66b.pdf	Standard
Delaware	http://dti.delaware.gov/pdfs/pp/SocialMediaPolicy.pdf	Policy
Indiana	http://www.in.gov/ai/appfiles/requests/doc/social%20media.pdf	Policy
	http://www.in.gov/inwp/2460.htm	Request form
Maine	http://www.maine.gov/oit/policies/socialmediapolicyfinal.htm	Policy
Maryland	http://doit.maryland.gov/WebCom/Pages/smtemplate.aspx	
Massachusetts	http://www.mass.gov/?pageID=afsubtopic&L=6&L0=Home&L1=Research+%26+Technology&L2=Information+Technology+Services+%26+Support&L3=Application+Services&L4=Mass.Gov&L5=Social+Media+Guidance+%26+Best+Practices&sid=Eoaf	Guidance and Best Practice
New York	http://www.empire-20.ny.gov	Guidance and Best Practice
North Carolina	http://www.records.ncdcr.gov/guides/best_practices_socialmedia_usage_20091217.pdf	Policy ⁷
Oklahoma	http://www.ok.gov/OSF/Information_Services/Social_Media/	Policy
Texas	http://www.texas.gov/en/about/Pages/social-media-policy.aspx	Policy
Utah	http://www.utahta.wikispaces.net/file/view/State%20of%20Utah%20Social%20Media%20Guidelines%209.22.09.pdf	Guideline

Links to States which include Social Media in Strategic Plans

Arizona	www.azgita.gov/planning/2011StrategicPlan.pdf
District of Columbia	OCTO FY10 Performance Plan (http://capstat.oca.dc.gov/Pdf.aspx?pdf=http://capstat.oca.dc.gov/docs/fy10/OCTO.pdf)
Michigan	www.michigan.gov/.../itstrategicplan/2010_Strategic_Plan_Full_Version_071410_327731_7.pdf
Missouri	http://oa.mo.gov/itsd/pdf/IT09annualreport.pdf
North Dakota	http://www.nd.gov/ep/state/doc/2009/itd-2009-itPlan.pdf
Oregon	http://www.oregon.gov/DAS/EISPD/docs/Reports/0_EIRMS_20100129_1400_FINAL.pdf
Utah	2010-2013 Strategic Plan - Department of Technology Services
Virginia	http://www.vita.virginia.gov/uploadedFiles/Library/COVA_Strategic_Plan/COVA_StratPlan_2007-2011_090630update.pdf



Bibliographic and Other Resources

"Challenges in Federal Agencies' Use of Web 2.0 Technologies: Testimony Before the Subcommittee on Information Policy, Census, and National Archives, Committee on Oversight and Government Reform, House of Representative" -- Greg Wilshusen. General Accounting Office, July 22, 2010.

GAO Testimony - July 2010.

"Hype Cycle for Business Use of Social Technologies, 2010" -- Gartner Research, July 2010

"Older Adults and Social Media" -- Mary Madden: Pew Research Center, August 27, 2010

"Rethinking the Role of Citizens in a Gov 2.0 World" -- John Kamensky IBM Center for the Business of Government, Spring 2010

"Social Media and Mobile Internet Use Among Teens and Young Adults" -- Amanda Lenhart, et al. Pew Research Center: February 3, 2010

"Social Media and Public Sector Policy Dilemmas" -- Toby Fyfe and Paul Crookall: Institute of Public Administration of Canada (IPAC) 2010

"Social Media: Identity, Privacy, and Security Considerations" -- Mike Gotta, et al. Gartner Research, March 2010

"User Survey Analysis: Social Media Adoption Trends" -- Amanda Sabia and Fernando Elizalde Gartner Research, June 2010

Web 2.0 Governance Policies and Best Practices -- Reference

<http://data.govloop.com/widgets/b47r-pgph>

[Examples of numerous federal, state and municipal government social media policy documents.]

Wiki Government: How Technology Can Make Government Better, Democracy Stronger, and Citizens More Powerful - Beth Simone Noveck: Brookings Institution Press, 2009



Appendix II: Endnotes

¹ <http://royal.pingdom.com/2010/02/16/study-ages-of-social-network-users/>

² Designing social media policy for government: Eight essential elements: Center for Technology in Government, May 10, 2010.

³ *Social Media in Disasters and Emergencies* – American Red Cross, August 5, 2010.

⁴ See <http://www.usa.gov/webcontent/resources/tools/TOSagreements.shtml>

⁵ *Social Media: Business Benefits and Security, Governance and Assurance Perspectives* – ISACA Emerging Technology White Paper, 2010.

⁶ “Social graph” entry – Wikipedia – September 2010.

⁷ <http://govsocmed.pbworks.com/Web-2-0-Governance-Policies-and-Best-Practices>



Appendix III: Acknowledgements

NASCIO Social Media and State Government Working Group

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Appendix IV: Survey Instrument

NASCIO 2010 - State Government Social Media Use Survey



NASCIO 2010 - State Government Social Media Use Survey

Survey Background and Context:

The recently concluded NASCIO-TechAmerica 2010 Survey of State CIOs included two questions relating to current use of social media, and reflects that these interactive tools are in use in virtually every state across the country. The NASCIO Social Media and State Government Working Group is implementing this follow-on survey of state CIOs to clarify existing use of social media by state governments. This survey will extend knowledge of how the tools are being deployed in your agency and more broadly, within your state government. The results will be used by the working group to prioritize future discussions and activities, and in development of best practice guidance or recommendations.

For the purposes of this survey, social media is defined as that subset of Web 2.0 having the characteristic of being social and interactive in nature - allowing (but not requiring) two-way information exchange between individual entities, in this case, between government and citizens, institutions, and other entities. Encompassed by this definition are such commonly used tools as blogs, Facebook, Twitter, YouTube, etc. Other Web 2.0 tools are outside the scope of the survey.

1. Adoption and use of social media in your state is primarily guided by:

- a formal enterprise policy or directive
- a formal CIO policy or directive
- an individual agency policy or directive
- an individual program policy or directive
- default, that is, by perceived benefits to individual business units, rather than by formal policy

Comment/Elaboration (Please cite formal policies or directives, where these exist.)



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2. Are social media initiatives documented in your state's IT strategic plan or CIO business plans?

- Yes
- No

If yes, please provide a citation or hyperlink:

3. Please indicate whether you have developed guidance for social media use in any or all of the following forms:

	Statewide	Agency	Program	None
Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Best practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Acceptable use guidance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please include citations, if applicable.



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4. What are the primary reasons your state government is using social media technologies? Please check all that apply.

- Citizen engagement
- Business engagement
- Government engagement
- State government employee engagement
- Process improvement
- Open government
- Public information, outreach, and awareness
- Reduced need for agency resources (e.g., less email, phone calls, open records/FOI requests)
- Not using

Comments:

5. Your state government's social media adoption is primarily through:

- No-cost, hosted external platform (Facebook, Twitter, YouTube, etc.)
- Off-the-shelf, purchased software
- Custom applications developed internally

If applicable, please indicate what products you have purchased or developed:



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6. If you are using no-cost, hosted solutions, please indicate the tool(s) your agency uses to engage with citizens, employees, and/or communities of practice.

	Citizens	Employees	Communities of Practice
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twitter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
YouTube	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LinkedIn	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Flickr	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MySpace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Second Life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vimeo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Digg	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Delicious	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gov Loop	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Blogs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foursquare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (Please indicate tool and target audience):



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7. The following issues have commonly constrained broader use of social media or represent potential risks. Please indicate below your level of concern in each area.

	High	Medium	Low
Lack of Executive/Management Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of quantifiable business benefit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of resources to support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of resources to monitor/control	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Terms of service (legal) issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of control over providers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Records retention issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Privacy concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Security concerns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lack of governance framework	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accessibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Concerns about employee use/misuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work culture and perceptions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify):

8. What is your state doing to mitigate concerns and risks of using social media? Select all that apply.

- Negotiating custom agreements with providers
- Developing/Implementing policies
- Developing/Implementing guidelines
- Monitoring use
- Registering users
- Requiring secure sign-in
- Educating users
- Selectively blocking users
- Do not have any concerns

Other (please specify):



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9. What would enable your state government to advance use of social media technologies? Select all that apply.

- | | |
|--|---|
| <input type="checkbox"/> Appropriate Terms of Service (TOS) | <input type="checkbox"/> Work group |
| <input type="checkbox"/> Social networking policy/guidelines | <input type="checkbox"/> Hosting |
| <input type="checkbox"/> Case studies with analytics | <input type="checkbox"/> Accessibility solutions |
| <input type="checkbox"/> Pilots and prototyping | <input type="checkbox"/> Records management/FOI solutions |
| <input type="checkbox"/> Improved up-time of platforms | <input type="checkbox"/> No interest |
| <input type="checkbox"/> Education | <input type="checkbox"/> Other |
| <input type="checkbox"/> Training | |

Other (please specify):

10. Despite foregoing risks and concerns, how would you characterize the current status or implementation of social media initiatives in your state?

- Full speed ahead - tools are critical elements of strategic vision for 21st Century Government
- Proceeding with caution - tools have their place but much is unknown
- Dipping toes in water - trying to better understand place of tools
- Doing very little - have other priorities



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11. What steps has your state or the CIO office taken to encourage use of your social media sites by citizens, employees, or other communities of interest? Select all that apply.

- Web marketing
- Word of mouth
- Public service announcements (print, radio, TV)
- Public presentations
- Media relations
- Metrics and analytics
- Social media aggregation on web portal
- Contests, promotions and giveaways
- Cross-promotion with other communication channels
- Feedback surveys/polling
- Mobile apps
- Not applicable - not encouraging greater use

Other (please specify):

12. What are your "next steps" as social media tool sets evolve and new products are introduced?

- Location based services
- Social networking integration
- Advanced mobile apps
- Social media aggregation on web portal
- Ratings and polls
- Integration with web analytics
- Establish enterprise standards
- None
- Other:



NASCIO 2010 - State Government Social Media Use Survey

* 13. Please provide your name, title, and state in the boxes below.

Name:	<input type="text"/>
Title:	<input type="text"/>
Organization:	<input type="text"/>
State:	<input type="text"/>
Email Address:	<input type="text"/>
Phone Number:	<input type="text"/>