

Public Sector Uses of Social Networking and Web 2.0 for Citizen Involvement: Risks, Benefits & Best Practice: Synthesis

**Prepared for
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Transportation Synthesis Reports (TSRs) are brief summaries of currently available information on topics of interest to WSDOT staff. Online and print sources may include newspaper and periodical articles, NCHRP and other TRB programs, AASHTO, the research and practices of other state DOTs and related academic and industry research. Internet hyperlinks in the TSRs are active at the time of publication, but host server changes can make them obsolete.

Request for Synthesis

Evan Olsen, the Federal Programs Planner in the WSDOT Public Transportation Division, requested a Synthesis of articles and publications related to the use of social networking, Web 2.0, and the public sector. The use of social networking in the public sector is increasing to reach out to and engage citizens. Other related sub-topics are risk management and implications for the public sector using social networking as a communications/engagement method for public involvement.

Databases Searched:

- TRIS Online
- Research in Progress
- Previous Synthesis Reports
- Google & Google Scholar
- Wisconsin DOT Transportation Synthesis Reports
- FTA website
- FHWA website

Web 2.0 Tools and Government – Articles and Reports

Seven states lead in budget transparency

Wednesday, April 14, 2010, By Stateline.org Staff

A report released Tuesday (April 13) finds that seven states — Illinois, Kentucky, Ohio, Minnesota, Missouri, Pennsylvania and Texas — lead the nation in budget transparency, providing the public with comprehensive and easily searchable information about government spending. Eighteen states flunked the scorecard created by U.S. PIRG, a Boston-based research and advocacy group that supports government-transparency Web sites. The remaining 25 states are “emerging.”

Kentucky led all states with 97 out of 100 points, easily outscoring second-place Ohio (84 points) and the rest of the top-tier states. The report credited Kentucky's "OpenDoor" Web site, updated daily and providing salaries, contract information, and other detailed data caches.

"As we face an unprecedented \$1.5 billion shortfall over the next biennium, it is more important than ever for government to be transparent and accountable, and for citizens to feel confident that their tax dollars are being used efficiently and responsibly," Governor Steve Beshear said in a statement, according to the Lexington Herald-Leader.

<http://www.stateline.org/live/details/story?contentId=477277>

Following the Money: How the 50 States Rate in Providing Online Access to Government Spending Data: Full Report

Phineas Baxandall, U.S. PIRG Education Fund and Kari Wohlschlegel, Frontier Group, April 2010

This report evaluates states' progress toward "Transparency 2.0"—a new standard of comprehensive, one-stop, one-click budget, accountability, and accessibility. At least seven states have become leaders in the drive toward Transparency 2.0, launching easy-to-use, searchable Web sites with a wide range of spending transparency information. Twenty-five additional states have made initial steps toward online spending transparency by launching Web sites with checkbook-level detail on state spending that nonetheless have much room for improvement(See Figure ES-1).

These Transparency 2.0 states are beginning to reap the benefits of transparency in greater government accountability and cost savings. The remaining states should join the ranks of Transparency 2.0 states by providing their budget information online in an accessible manner. All states should look to expand and improve their transparency Web sites to provide more and better information to citizens.

<http://cdn.publicinterestnetwork.org/assets/b3ba157e28d82952ee5b7a3f84e88499/Following-the-Money-USPIRG.pdf>

Welcome to Kentucky's Open Door

Rated the Best Practice in State Transparency Websites by U.S PIRG

Transparent, accountable state government OpenDoor is a bipartisan, multi-agency effort led by Governor Steve Beshear to provide a more transparent, accountable state government and to allow you the opportunity to find out how your tax dollars are being applied to move our state forward. Here you will find Department and Agency Budgets, up-to-date salary information for state employees, and information on Kentucky taxes, Open Records, and ethics. You will also find searchable databases of grants, contract information, and line item expenditures. This is the OpenDoor, transparent, accountable state government.

<http://opendoor.ky.gov/Pages/default.aspx>

US DOT Posts Open Gov Plan; Concrete Steps Promise Transparency, Collaboration, Citizen Participation

USDOT Open Gov Website, Fast Lane Blog, April 8, 2010

This afternoon, DOT is pleased to join its fellow [federal departments and agencies](#) in releasing its Open Government Plan.

President Obama's [Open Gov Directive](#) has sparked an unprecedented flurry of activity within the Executive Branch, and DOT has been no exception. Our leadership and employees from across the Department have worked tremendously hard to help create our Open Government Plan.

A [PDF version of our plan](#) is now available, and a web version of the plan will be available soon on our [Open Gov](#) site.

As we continue moving toward President Obama's goal of increased transparency, participation, collaboration, and innovation, we will refine and enhance our strategic efforts. So we welcome public comment about our plan at www.opendot.ideascale.com or by email at open@dot.gov. Now, just because we've posted a new plan doesn't mean we haven't already been working to fulfill the President's vision of a more open government. The blog you're reading right now--and the comments many of you have posted--comprise only one example of this DOT working hard to increase transparency and public engagement.

Just last week we launched a historic [e-rulemaking partnership](#) with Cornell University Law School to open the regulatory process to more effective citizen participation. Together, we have made our Federal Motor Carrier Safety Administration proposed texting ban accessible to public participation in "[Regulation Room](#)," an online space where citizens can learn about and discuss proposed federal regulations.

<http://fastlane.dot.gov/2010/04/dot-posts-open-gov-plan-concrete-steps-promise-transparency-collaboration-citizen-participation.html>

USDOT Open Government Plan

USDOT, April 2010 – April 2012, Published April 7, 2010

The President's Open Government initiative represents a significant shift in the way Federal agencies conduct business and engage the public. The Department of Transportation (DOT) recognizes that the Open Government initiative is about more than adopting new tools and emerging technologies—it is about affecting real policy and internal culture change to ensure that our Department truly becomes even more transparent, participatory, and collaborative both internally and externally. Toward that end, our DOT Open Government Plan looks at the culture, policy, and technology issues involved in enhancing the DOT's openness.

The DOT is pursuing a number of Open Government initiatives in the next two years . . . the following activities. . . will continue to foster openness with employees, stakeholders, and the general public.

http://www.dot.gov/open/pdf/DOT_Open_Gov_Plan_FINAL_04072010.pdf

Poll: Americans connecting with government online

The San Francisco Chronicle, Business Report, The Chronicle with Bloomberg, April 26, 2010

More and more Americans are interacting with local, state, and federal government offices online. They are turning to the Web to renew driver's licenses and car registrations, to apply for hunting and fishing permits, to pay parking tickets and other fines and even to track campaign contributions and stimulus spending, according to a study being released Tuesday.

In a survey of more than 2,000 American adults conducted in late 2009, the Pew Internet & American Life Project found that 82 percent of Internet users — or 61 percent of American adults — had looked up information or completed a transaction on a government Web site over the previous year.

<http://www.sfgate.com/cgi-bin/article.cgi?f=/n/a/2010/04/26/financial/f210514D47.DTL&feed=rss.business#ixzz0mJo55A1C>

Web 2.0 in the Process of eParticipation: the Case of Organizing for America and the Obama Administration

By Aysu Kes-Erkul and R. Erdem Erkul, National Center for Digital Government, University of Massachusetts, www.digital-government.net NCDG Working Paper No. 09-001, Submitted October 6, 2009

The presidential campaign of Barack Obama during the 2008 elections sparked new discussion about the public engagement issue in the political processes. The campaign used Web 2.0 tools intensively to reach the general public, seek support and collect feedback from voters.

In this paper, the major website of this project, "Organizing for America" (OFA), is analysed from the perspective of eParticipation, which is a concept that includes all the processes of public involvement via information and communication technologies.

http://www.epractice.eu/files/Web%202.0%20in%20the%20Process%20of%20eParticipation_the%20Case%20of%20Organizing%20for%20America%20and%20the%20Obama%20Administration.pdf

Blogs/Websites

Principles for public sector social media

Psnetwork.org.nz, Blog, 2009

If you have worked through your communications strategy, evaluated **all** of your options and channels and the most appropriate course of action is a social media solution (blog, wiki or podcast), then here are some points that you may want to consider before you rush off and launch.

Please note, I am only covering corporate projects here, if you are a public servant and you want to start your own blog, then these may apply, but the advice is **intended for** government public affairs staff working on their agency projects. Included are ten principles for consideration.

<http://www.psnetwork.org.nz/blog/2007/02/19/principles-public-sector-socialmedia/>

Web 2.0 Compact Definition: Trying Again

O'Reilly Radar, Tim O'Reilly Blog, 2006

A commenter on [one of my previous posts about Web 2.0](#) wrote: Why is everyone referencing O'Reilly regarding the correct definition of Web 2.0. I never could get my head around this. I personally think that his definition of Web 2.0 isn't actually definition. He basically came up with some analogies which people later used to define what 'they' thought Web 2.0 was. If O'Reilly actually defined it, would there be so much debate?

I replied, and thought that my reply might be worth publishing more widely than just in the comments. So here is a new attempt at a brief definition: *Web 2.0 is the business revolution in the computer industry caused by the move to the internet as platform, and an attempt to understand the rules for success on that new platform. Chief among those rules is this: Build applications that harness network effects to get better the more people use them. (This is what I've elsewhere called "harnessing collective intelligence.")*

<http://radar.oreilly.com/2006/12/web-20-compact-definition-tryi.html>

Analysis: Toyota's PR 'lessons to be learned'

Source: just-auto.com editorial team, March 30, 2010

"Lessons learned" related to "brand" and keeping up with social media in responding to a crisis with effective digital media strategies

A report published by UK-based marketing specialist Cream Global is sharply critical of Toyota's public relations (PR) management during its recent international recalls and quality shortfalls media storm.

The report, 'Calming The Storm: Marketing Your Way Out Of Crisis 101', also suggests that companies need to be aware of the growing use of social networking websites to highlight product related problems that can rapidly escalate, as well as being able to respond with effective digital media strategies.

<http://www.just-auto.com/article.aspx?id=103856&lk=dm>

Social Media Return on Investment

Blog on ROI for Social Media, 2010

Social Media: Best Practices in Development, Deployment, and Integration

Companies looking to get involved in social media need to start somewhere. . . . companies need to look at developing their social media strategies while tying those strategies back to ROI or impact metrics. We will cover everything from identifying how social media can support existing company initiatives to how new social media initiatives can be created to drive business objectives and impact the bottom line.

. . . we cover everything from how companies need to structure their teams to setting timelines and expectations for a full scale social media roll out. This is an important topic because strategies are only as effective as their ability to be executed. Anything can look great on paper. Execution is key. . . The biggest Social Media challenge of all in the enterprise space lies in properly integrating it into (and across) an entire company so that it becomes a PART of the way that company does business as opposed to becoming some short-lived external add-on. Our session will touch on how companies in the enterprise space can (and should) properly integrate social media into existing and new business functions and processes.

<http://smroi.net/>

Articles/Reports

The Internet and Public Policy

Margetts, Helen Z. (2009) "The Internet and Public Policy," *Policy & Internet*: Vol. 1: Iss. 1, Article 1. , Berkeley Electronic Press (Abstract Only)

Abstract: This article looks at the role of the Internet in policymaking, identifying potential policy effects of widespread use of the Internet by citizens, firms, governments, and voluntary organizations. It considers how the Internet and Internet-enabled social change might impact upon each of the four 'tools' of government policy – nodality, authority, treasure and organization – and how it might impact upon the mix of tools that policymakers select. It suggests a number of values normally associated with the Internet – innovation, trust, openness and equity – that might be expected to emerge in policy trends. It discusses the implications of Internet-driven change for public policy research, pinpointing some key methodologies that will become increasingly important; generation of large-scale transactional data; network analysis and experimental methods. The article argues that we cannot understand, analyse, or make public policy without understanding the technological, social and economic shifts associated with the Internet – a task that the journal *Policy & Internet* is poised to undertake.

<http://www.psocommons.org/policyandinternet/vol1/iss1/art1/>

(Check WSDOT [Library](#) for availability)

Web 2.0: Reinventing Democracy

By Paula Klein, CIO Insight, Expert Voices, www.cioinsight.com, 2010

Innovation expert Anthony Williams says the Web offers the public sector tremendous opportunities to transform service delivery, make smarter policies, flatten silos, and reinvigorate government.

Traditionally slow to change, bureaucratic in decision-making and constantly under public scrutiny, governments are ripe for new collaborative technologies, says Anthony Williams, co-author with Don Tapscott of the newly expanded book *Wikinomics: How Mass Collaboration Changes Everything* (Portfolio, 2008). The book details how Web 2.0 technologies such as blogs, wikis, and social networking are radically transforming business models and altering the way organizations think about collaborative relationships. Now, Williams, vice president and executive editor at the international business innovation think tank New Paradigm, and Tapscott, its CEO,

have set their sights on what they call “Government 2.0: Wikinomics, Government and Democracy.” Williams says the Web offers the public sector huge opportunities to collaborate with citizens. He foresees Web 2.0 technologies being employed to transform service delivery, make smarter policies, flatten silos, and, most importantly, reinvigorate democracy. That’s a tall order, but Williams predicts a shift “from monolithic government agencies to pluralistic, networked governance Webs that fuse the knowledge, skills, and resources of the masses.” He recently spoke with CIO Insight contributor Paula Klein. What follows is an edited, condensed transcript of that conversation.

http://anthonydwilliams.com/wp-content/uploads/web2_reinventingdemocracy.pdf

Understanding Generation Y and their Perception of e-Government: White Paper

Research Student: Renee Smith, Supervised By: Virginia Cha, Institute of System Sciences, NUS
© 2009. eGovernment Leadership Centre, National University of Singapore

Executive Summary

eGL offers this white paper report on “Understanding Net Generation and their perception of e-Government” for the iGOV global Exchange Forum on June 15, 2009.

Key Questions addressed by this paper include:

- What are the Y-Generation’s views on e-Government services?
- How has technology influenced them?
- What are their new expectations as employees and as citizens? Analysis of data from the 2008 Singapore Quantitative Study: The Net Generation and Government¹ and from multiple NGenera’s Net Generation Studies² demonstrates a few important findings, namely that:
 - e-Government is currently implemented as a mechanism for better, faster, and cheaper service delivery in a “utilitarian” sense;
 - On-line citizens generally find e-Government services satisfactory along the usage dimension;
 - Opportunity to capitalize on e-Government as a method for interaction and relationship building with the Y-Generation is unexplored and underexploited.

http://www.egl.sg/downloads/Gen_Y_and_their_Perception_of_e-Government.pdf

Embracing Government 2.0: Leading transformative change in the public sector

By Martha Batorski and Doug Hadden, Grant Thornton LLP, 2009

Government 2.0, through the use of social collaboration tools, can and should represent real transformation. Social collaboration, and even electronic outreach that mirrors traditional processes, can make meaningful improvements in every part of every organization. Executive Order and Memorandum Number 3—issued by President Obama on January 27th, 2009, for improved transparency and open government—has set the direction and pace for Government 2.0 in the United States. Transforming government with new and effective models of transparency, collaboration, and innovation in the public sector is gaining momentum. New Web 2.0 technology is being introduced and adapted for the government context. Privacy, trust, risk, security, and scalability technology issues with Web 2.0 are being overcome. Knowledge capture and retention is improving through collaborative social networking.

Relentless pressure to do more with less in the public sector will continue.

- To reduce costs, save time, improve results, and create value.
- To harness and share knowledge more cost effectively.
- To modernize management practices.

All of these factors are creating the need to responsibly leverage new technologies enabling social collaboration. Implication: accelerated organizational transformation and change.

Government 2.0 requires leaders to embrace an enhanced set of change and risk management skills. It requires a paradigm shift from outside-to-inside networks, and right-sizing operational controls. It requires new skills in design thinking, trust, and change leadership. The future is here for public sector organizations, and its name is Government 2.0.

http://www.freebalance.com/whitepapers/FreeBalance_Gov20_WP.pdf

How Five Trends Will Reshape the Social Sector

By Heather Gowdy, Alex Hildebrand, David La Piana, Melissa Mendes Campos
Convergence Report, The James Irvine Foundation, La Piana Consultants, 2009

For the nonprofit sector to survive and thrive, everyone — nonprofits, funders and capacity builders alike — must become futurists. This does not mean predicting the future (an impossible task if ever there was one) but instead means being attuned to rapid and continual shifts in the environment; continually evaluating and interpreting how organizations can best adapt; and experimenting with new responses and approaches. Being a futurist requires both individual and institutional curiosity, and a willingness to take risks. No one of us can afford to rest on our laurels, assuming that the old ways of doing business will continue to serve us in this dramatically new and ever-changing environment. Nor can we rely on external experts, scholars, or think tanks to map the road ahead for us — it is our responsibility to envision and shape the future for ourselves, our organizations and our society.

Research identified five key trends converging to reshape the social sector. While each dynamic has profound implications for how nonprofits will do business in the future, it is their convergence that will transform the sector. These trends include:

- Demographic Shifts Redefine Participation
- Technological Advances Abound
- Networks Enable Work to Be Organized in New Ways
- Interest in Civic Engagement and Volunteerism Is Rising
- Sector Boundaries Are Blurring

<http://www.jlspringfield.org/ama/orig/media/convergencereport.pdf>

Scenarios and strategies for Web 2.0 (abstract only)

Author(s): Graeme Martin, Martin Reddington, Mary Beth Kneafsey, Martyn Sloman, Journal: Education & Training, Emerald Group Publishing Limited, 2009

This article examines potential scenarios for the adoption of Web 2.0 and Enterprise 2.0 platforms in real business settings.

Abstract: Purpose – The aim of this article is to bring together ideas from the authors' review of the Web 2.0 literature, the data, and their insights from this and other technology-related projects to produce a framework for strategies on Web 2.0 focusing on the implications for human resource professionals.

Design/methodology/approach – The authors discuss organisational design as a socio-technical system, which depends on the interaction between people, work organisation and technical systems for its effectiveness.

Findings – The article sets out four scenarios on the use of traditional and new social technologies intended to enhance collaboration and give employees voice in matters that affect them at work. In doing so, it shows how Web 2.0 can alter the choices available to employees and organisations to collaborate and exercise their respective voices. It is in this sense the authors argue that these technologies have the potential to transform the business model.

Practical implications – There is a potential trend away from Web 2.0, which is potentially difficult for organisations to cope with towards Enterprise 2.0, which offers a social platform within

companies. There is also a trend away from traditional media used to give employees a say in decisions, such as face-to-face representation in consultative committees, focus groups, and online surveys towards Enterprise 2.0 read-write media.

<http://www.emeraldinsight.com/Insight/viewContentItem.do?contentType=Article&hdAction=Inkhtml&contentId=1810393>

(Check WSDOT [Library](#) for availability)

Web 2.0: New Challenges for the Study of E-Democracy in an Era of Informational Exuberance

By Andrew Chadwick, Head of Department, Politics and International Relations, and Founding Director, New Political Communication Unit, Royal Holloway, University of London, *Journal of Law and Policy*, Vol. 5:1, 2009

Abstract: This paper seeks to broaden the debate about edemocracy. Since the emergence of the e-democracy movement, most projects and analyses have used rich and sustained deliberation on an often-romanticized “Athenian” or “public sphere” model as a yardstick to both judge and empirically measure outcomes. This approach, heavily influenced by an ideal of rational critical discourse, has proved notoriously difficult to embed in political organizations. As a consequence, the use of digital network technologies to shape public policy is generally met with incredulity by most politicians, public servants, and citizens.

Following a brief critique of the assumptions underlying the literature to date, this paper sketches out an alternative approach—one based on the incentive structures that seem to shape how public servants and citizens now behave online. The approach is derived from preliminary observations of the low threshold co-production behavior characteristic of what has come to be known as “web 2.0.”

http://royalholloway.net/politics-and-ir/About-Us/Chadwick/Pdf/Chadwick_Web_2.0_New_Challenges_for_the_Study_of_E-Democracy_I-S_2009.pdf

Privacy and Government 2.0: The Implications of an Open World

Ann Cavoukian, Ph.D, Information & Privacy Commissioner, Ontario, Canada, May 2009

Traditional structures of government — typically top-down hierarchical models and silo approaches — are being called into question. They’re just not as compelling as they once were. With the new, function-rich infrastructure of Web 2.0, government no longer needs to work on its own to provide public value.

To achieve this, governments need to shift from silos of information to greater sharing of data, not just within government but also outside of government and even beyond jurisdictional lines. Such a dramatic shift in the norms of information management undoubtedly raises large questions related to privacy. Enhanced efficiencies, service innovation, and democracy are desirable goals of government adoption of Web 2.0 technologies. But where these novel uses of Web 2.0 technologies by governments involve personal information, privacy must be addressed very early in the design to ensure the long-term success of Government 2.0 transformation efforts. In the Web 2.0 era, information may very well “want to be free,” but not necessarily personal information!

<https://ozone.scholarsportal.info/bitstream/1873/14830/1/293152.pdf>

A new paradigm for designing e-government: web 2.0 and experience

Proceedings of the 2008 International Conference on Digital Government, Montreal, Canada, Authors James P. Zappen, Teresa M. Harrison, David Watson; Publisher, Digital Government Society of North America, 2008

Abstract: Innovations in World Wide Web technology coupled with new developments in information design present both challenges and opportunities for the creation of e-government applications that are functional, engaging for users, and that enable the achievement of democratic goals. We review the affordances associated with Web 2.0 technologies and more recent information design research focusing on user experiences that make it possible for government organizations to interact with citizens in new and compelling ways. It seems useful to consider how to design e-government resources that draw on these capabilities to add value through citizen participation in various forms of governance practices. We provide some examples that illustrate how we might pursue e-government designs that engage users in experiences with government.

<http://portal.acm.org/citation.cfm?id=1367839&dl=>

Designing Mediating Spaces Between Citizens and Government

Travis Kriplean, Ivan Beschastnikh, Alan Borning, University of Washington, Workshop Paper, 2009

The regional, national, and global policy issues we are confronting are growing increasingly daunting, while institutional capacities for taking effective action are lagging. We need to better support citizens and governments in producing innovative, timely, and legitimate decisions. The emergence of online communities oriented toward the creation of useful products suggests that it may be possible to design socially mediating technology that support public-government collaborations. This is an opportunity for HCI and CSCW researchers to start to consider involvement of a wider range of stakeholders in the administration of government, and design technologies that help retool the public sphere.

<http://projects.ischool.washington.edu/mcdonald/papers/Kriplean.et.al.SMTWorkshop.CHI09.pdf>

Web 2.0 in government: why and how

David Osimo, European Commission, Joint Research Centre, Institute for Prospective Technological Studies, 2008

The results of the research on eGovernment are presented in this report, which combines a scientific approach with a practical purpose, in order to support the scientific debate, the policy decisions, and the actual implementation of web 2.0 projects. Chapter 1 presents the background of eGovernment and web 2.0, which makes up the rationale for this research. Chapter 2 presents the research questions and the methodology. Chapter 3 proposes an operational definition of web 2.0 and of the different role of proactive users. Chapter 4 illustrates the results of the research, by describing the implications of web 2.0 in a set of eGovernment domains, and by presenting 6 cases. Chapter 5 provides a cross analysis of the detailed results, in order to answer the main research questions. Chapter 6 draws the main conclusions from this analysis.

<ftp://ftp.jrc.es/pub/EURdoc/EURdoc/JRC45269.pdf>

Leveraging Web 2.0 in Government: E-Government/Technology Series

Authors: Ai-Mei Chang, P. K. Kannan, U of MD; Publisher: IBM Center for Business and Government, 2008

This study had four important objectives with regard to understanding how to leverage Web 2.0 for government-citizen and government-employee interactions:

- Understanding social computing as a phenomenon and the implications for harnessing its potential for government use
- Developing a framework for harnessing the power of Web 2.0 in government and identifying the critical issues in such uses
- Understanding the perceptions of citizens in interacting with government for service provision and civic engagement in the Web 2.0 environment

- Identifying the ways in which social computing engagement and effectiveness can be measured in Web 2.0 initiatives

Recommendations

Recommendation 1: Just do it. Government should embark on pilot projects to understand and experiment with social computing in the Web 2.0 environment.

Recommendation 2: Develop a government-wide inventory of common Web 2.0 issues. An inventory of common Web 2.0-related policy issues should be developed, and agencies need to address these issues collectively rather than having each agency individually develop their own solutions. This could be done from inside government—for example, out of the Office of Management and Budget's Administrator for E-Government and Information Technology—or via an external honest broker such as the Collaboration Project, sponsored by the National Academy of Public Administration (www.collaborationproject.org).

Recommendation 3: Strategically rethink how to deliver on your mission. Individual agencies or major programs should strategically develop service-focused uses that may involve using Web 2.0 approaches to reconfigure their business models or 8 IBM Center for The Business of Government Leveraging Web 2.0 in Government services in order to more effectively deliver on their own core missions or outcomes that require collaboration with other agencies. This rethinking should be a part of their required agency-wide strategic planning process and not just within their technology offices.

Recommendation 4: Reconfigure your Internet information and services to be more component based. As agencies redesign their websites, they need to focus on making their services and information more granular, or component-based, and give users the ability to use government information in “mashups” with other information sources. Along with the trend in service-oriented architecture (SOA) and the need for reusable service modules in the context of intermediaries extending the reach of government, government agencies need to develop policies to support the handling of such information and service modules. Given the increased role of reputed intermediaries in the Web 2.0 environment, government agencies might well consider leveraging intermediaries for Web 2.0 initiatives.

Recommendation 5: Ensure authenticity of government information and services. Agencies need to develop strategies and policies whereby they (or their customers) can ensure the authenticity of government-generated information and services. This is important as government begins to “meet” citizens where they are online and as intermediaries begin to “mash up” government data and services. Users need to be assured that government-provided information is clearly labeled so they can better judge the authenticity of the information or service they are accessing. Developing such an approach may be a government-wide initiative, possibly led by the National Institute of Standards and Technology.

Recommendation 6: Learn and keep an open mind. It is important for government agency executives to recognize that social computing is evolving even as the Web 2.0 platform morphs into Web 3.0 and beyond; it is in a perpetual beta state. This calls for executives to have a learning attitude toward the initiatives they launch in the social computing environment. Government agencies should start measuring the levels of engagement of Web 2.0 uses from day one and measure the effectiveness of uses through direct feedback from citizens on a regular basis.

<http://www.businessofgovernment.com/pdfs/ChangReport2.pdf>

Web 2.0 and E-Government at the Municipal Level

Raoul J. Freeman, Peter Loo, "Web 2.0 and E-Government at the Municipal Level," congress, pp.70-78, 2009 World Congress on Privacy, Security, Trust and the Management of e-Business, 2009

Web 2.0 refers to various networked applications utilizing technologies such as application “mashups,” content syndication, video casts, wikis, blogs, social networking, user tagging, social

bookmarks and content and service rating. Such technologies are designed to reach or attract a greater electronic user audience, thereby increasing the efficiency of e-government applications. The potential of these technologies for e-government applications at Los Angeles County are analyzed. The government model for leveraging Internet technologies is different from that of commercial enterprises or academia. Thus, immediate utilization of seemingly attractive technological opportunities must be tempered by organizational, implementation and social responsibility constraints. Application mashups are regarded as a good business opportunity for the County, and content syndication offers a convenient way for the County to share and disseminate information to the public. However, appropriate attention needs to be paid to issues such as loss of ownership control and authenticity of the final products. Wikis, blogs and social networking require more resources for implementation and present a variety of legal and control problems. The main conclusion drawn is that Web 2.0 presents an interesting opportunity for local governments such as Los Angeles County but that there should not be a headlong rush to implementation without consideration of a variety of other issues.

Citation only: <http://www.computer.org/portal/web/csdl/doi/10.1109/CONGRESS.2009.26>
(Check WSDOT [Library](#) for availability)

The Wisdom of Crowds

By Ellen Perlman, Governing.com, Tech Talk, February 1, 2009

A CIO looks to the public to take city data and turn them into quick, nimble, and useful software programs.

Governments can't think of everything. That's why Vivek Kundra, the chief technology officer of Washington, D.C., went to "outsiders," asking for ideas on how to enhance D.C. services through cool computer applications. He announced the "Apps for Democracy" contest in October. The general public was invited to take data — yes, dry digital data, from D.C. files — and turn them into useful and absorbing information for residents, visitors and government employees.

When the closing bell rang on the 30-day contest in mid-November, Kundra's office had received 47 submissions. Government's cost: \$50,000 — nearly half of it for prize money. That's cheap for dozens of new and usable applications. If the government had had to develop all of them on its own, it would have taken more than a year and, Kundra estimates, \$2.6 million.

Five of the entries already are in use. "That's the power of democratizing data," Kundra says. It fosters the design of quick and nimble applications, allowing citizens to be "co-creators of government." Using the wisdom of crowds is a huge philosophical shift from how government usually runs, he adds.

<http://www.governing.com/column/wisdom-crowds>

The Web 2.0 Paper Trail Problem

By Andy Opsahl, Governing.com, Technology, January 5, 2010

Social networking technologies are creating potential new challenges for government transparency. As more agency employees use Twitter, Facebook, and similar external sites, some state and local IT officials are asking whether those communications should be archived for public viewing. The problem is that agencies don't know how to archive communications made on third-party social networks.

For now, public officials are delaying this puzzler because the Freedom of Information Act (FOIA) has no mandates related to them. But Melinda Catapano, city records manager for Grand Junction, Colorado, who also is a lawyer, predicts the courts will eventually force agencies to provide this data. Examining the likelihood of this issue becoming a problem could help public officials discern the appropriate priority to solving it.

<http://www.governing.com/column/web-20-paper-trail-problem>

State Departments of Transportation Lead the Way Using New Media: Are We There Yet?

AASHTO, Communications Brief, AreWeThereYet.transportation.org, February 2010

State departments of transportation are actively using Twitter, Facebook, and a variety of other social media tools to reach the public, according to a new survey released today by the American Association of State Highway and Transportation Officials (AASHTO). Thirty-one states and the District of Columbia responded to the survey. Among the findings of the latest survey of public information and communications officers from 32 state departments of transportation (DOT):

81% use Twitter (26 states)*

Of those states using Twitter:

- 83% relay traffic incidents
- 80% relay road closings
- 63% relay emergencies such as hurricanes and tornados

45% have an active Facebook page (14 states)

74% have video on their website (23 states)

4 states have a news channel or weekly news update

64% have a YouTube channel (18 states)

10% have a MySpace page (3 states)

7% of DOTs have a blog (7 states)

45% offer RSS feeds from their website (14)

33% offer podcasts on their website (10 states)

45% participate as a member of LinkedIn (14 states)

* Note: Since the survey was completed, at least three other states have begun to use Twitter.

Overall, state DOTs are finding that social media are decidedly more efficient in reaching the public with time sensitive traffic and travel information. Among the various new social media tools, respondents found Twitter (65%), RSS feeds (56%), podcasts (18%), and Facebook (13%), to be the most effective in reaching their primary audiences.

Despite using these new tools, 100% of respondents still rely on the traditional media to get their messages out to the public. Most effective are news releases (58%), followed by one-on-one calls with reporters (45%). Using events and news conferences (36%) and radio and television outreach (32%) to spread their messages were also cited as effective.

In responding to the survey, DOT communications officials agreed that they first determine their target audience for their messages and then decide which tool to use to reach that audience.

http://www.transportation.org/sites/publicaffairs/docs/New_Media_Research_Brief.pdf

Friending Transit: How Public Transit Agencies Are Using Social Media to Expand Their Reach and Improve Their Image

By Denis and Mark Eirikis, Mass Transit, February 2010

Media Daily Viewers/Readers:

- Facebook 66.5 Million
- Daily newspapers 31.7 Million
- YouTube 12.8 Million
- Twitter 4.1 Million
- Local TV news 20.0 Million
- Blogs 20.0 Million

In just the past few years, platforms such as Twitter, Facebook, and blogging have rapidly become some of the most powerful and effective tools a transit agency can use to engage their current and potential ridership as well as other important stakeholders. In what started as a trickle, now more than 50 transit agencies in the United States have some form of social media presence. Large transit agencies such as TriMet, DART and BART, as well as many smaller agencies, have leveraged social media in a way that projects a more friendly and personal face for transit to the public.

[http://www.masstransitmag.com/print/Mass-Transit/Friending-Transit/1\\$10673](http://www.masstransitmag.com/print/Mass-Transit/Friending-Transit/1$10673)

Web 2.0 Applications for Improving Public Participation in Transport Planning

Andrew Nash, Vienna Transport Strategies, Vienna, Austria, November 14, 2009

Abstract:

Web 2.0, shorthand for Internet applications that rely on users to generate content and information, has the potential to significantly improve transport systems and operations. However, Web 2.0 applications are not being introduced as quickly in the transportation planning process as in other sectors. The goal of this paper is to encourage greater use of Web 2.0 applications in the transport planning process. The paper begins with an introduction to Web 2.0 and identifies four categories of applications. Next, it describes each of these categories and provides transport-related examples. Finally, it presents recommendations for developing Web 2.0 applications designed to improve public participation in the planning process and describes three conceptual Web 2.0 applications designed to improve public transport operations, improve the environmental impact assessment process, and improve the FTA New Starts process.

<http://www.andynash.com/nash-publications/2009-Nash-Web2forPT-14nov09.pdf>

Transit Travels to Cyberspace to Reach Riders

Metro Magazine, April 23, 2010

With millions of people consuming information through blogs, Twitter and Facebook, many transit authorities across the U.S. are hopping on board these rapidly growing social networking Websites for their versatility and cost-effective marketing aspects and adding more sophisticated Web applications.

<http://www.metro-magazine.com/Channel/BRT/Article/Story/2009/05/Transit-Travels-to-Cyberspace-to-Reach-Riders.aspx>

Electronic Communication in Social Networks and Implications for Travel

Transportation Research Board Annual Meeting 2008 Paper #08-1262, Tillema, Taede; Dijst, Martin; Schwanen, Tim; Utrecht University, Netherlands; May 21 2008

Abstract: The spectacular spread of wired and wireless communication technologies such as the Internet and mobile phone have been discussed extensively in the academic literature, knowledge of the interactions among face-to-face (F2F) and electronic communication modes and their implications for travel behavior is rather limited. The same is true for knowledge about factors influencing the choice for these types of communication. Using survey data collected among 662 respondents, this paper aims to gain more insight into (i) the interaction between F2F and electronic contacts, (ii) the influence of information content and relational distance on the choice of the communication mode/service, and (iii) the influence of relational and geographical distance, in addition to various other factors, on the frequency of F2F and electronically mediated contacts with relatives and friends. Bivariate correlation analysis indicates that the frequency of F2F contacts is positively correlated with that for electronic communication, which points at a generation effect. With respect to the impact of information content and relational distance, the authors find that such synchronous modes/services as F2F and telephone conversations are used more for urgent matters and that asynchronous modes (especially e-mail) become more influential as the relational distance or closeness in the social network increases. Finally, ordered probit analyses confirm that both F2F and electronic communication frequencies decline with increasing physical and relational distance to the social network members.

<http://pubsindex.trb.org/view.aspx?id=847944>

(Check WSDOT [Library](#) for Availability)

Creating Public Value in E-Government: A Public-Private-Citizen Collaboration Framework in Web 2.0 (abstract only)

Glenn Hui and Mark Richard Hayllar, City University of Hong Kong, Copyright © 2010 National Council of the Institute of Public Administration Australia

Abstract: Whether dealing with Public-Private Partnerships (PPP), or with other forms of service provision and delivery, public managers face difficulties in responding to ever-growing demands for more and better quality services. The question of how to do more, but without doing more of the same, can perhaps be answered partially through the use of some of the recently developed and innovative tools that build on Web 2.0 and by the application of Citizen Relationship Management. This article discusses a simple input-output Public-Private-Citizen Collaboration (PC2) framework which reflects the collaborative interactions through which public and private stakeholders can exchange and process information with citizens. The framework highlights the need for genuine involvement of the public and suggests that by utilising new Web 2.0-based tools citizens can participate both in the processes of creating and crafting web-based content and in enhancing service design. If used in relation to PPPs such tools may very well be able to help governments access much needed information so as to both better visualise and actualise public value in PPP-based service delivery.

<http://www3.interscience.wiley.com/journal/123351141/abstract>

Virtual networks: an opportunity for government: the increasing power of computing is enabling a new generation of Web-based applications--Web 2.0--to harness collective intelligence in the public sector.

By Frank DiGiammarino and Lena Trudeau, *The Public Manager*, Volume 37, No. 1, www.thepublicmanager.org Spring 2008

Today's government relies on a broad network that extends beyond other public-sector entities to include the private sector, nonprofit organizations, community groups, and individual citizens. Government entities need to work effectively across boundaries that impede the collaboration and information sharing required to innovate and change.

"Virtualizing" these networks gives government the opportunity to extend outside its institutions and employ the resources of nongovernmental organizations and the citizenry at large. It also provides government leaders with new ways to reach deeper into their own organizations to leverage the wealth of information and ideas that reside there; stifled by the natural hierarchy of government and the "operating silos" that hierarchy has created.

The key to understanding this new model lies in the increasing power of computing and the way this enables a new generation of Web-based applications—known as Web 2.0, or the interactive Web—to harness collective intelligence. The virtual network is replete with a new lexicon of tools like social bookmarking, wikis, blogs, really simple syndication (RSS) feeds, and the ability to "tag" keywords throughout a document. Yet the power of this phenomenon does not reside in the technology itself, but in its potential as a tool for leaders grappling with industrial-era hierarchies and looking to increase agility, extend reach, and maximize efficiency.

http://www.napawash.org/NewTPM_Spring08.pdf

Books

MEGACOMMUNITIES: How Leaders of Government, Business, and Non-Profits Can Tackle Today's Global Challenges Together

By Mark Gerenser, Reginald Van Lee, Fernando Napolitano, Christopher Kelly, Booz Allen Hamilton, 2008

Book overview

A hurricane strikes a city; terrorists attack a nation; global warming threatens the environment--such problems are too large for any one authority to solve alone. Our increasingly globalized and interconnected world calls for a new type of tri-sector leadership in which business, government, and nonprofits work together in a state of permanent negotiation. To be effective, tomorrow's leaders will need to reach across national and sector divisions to form a collaborative "megacommunity."

Based on interviews with over 100 leaders from around the world including Bill Clinton, Henry Kissinger, Kenneth Chenault and Richard Parsons, *How Leaders of Government, Business and Non-Profits Can Tackle Today's Global Challenges Together* introduces a radically new framework for reaching solutions to today's thorniest problems. Written by four senior consultants from global consultancy Booz Allen Hamilton, and with a Foreword by Walter Isaacson, this important book explain the many ways the megacommunity approach works.

<http://books.google.com/books?id=qubyhHOsMnYC> (preview only)

(Check WSDOT [Library](#) for availability)

Web 2.0: The Business Model

By Miltiadis D. Lytras, Ernesto Damiani, Patricia Ordóñez de Pablos, Springer Science Business Media, 2009

Book overview

Web 2.0 is one of the most prominent business models for information systems available today. It brings together technology and social networks, and the interactivity that creates business value.

Web 2.0: The Business Model, an edited volume, is the first reference that integrates the business implications of Web 2.0/3.0, along with its linkage to business. The editors (TM) discussions emphasize three major components of Web 2.0: social networks analysis, recommendation systems, and community building. This volume also includes a number of successful business models for business exploitation using Web 2.0 and Web 3.0 with various case studies.

Web 2.0: The Business Model is designed for professionals working as policy makers, corporate quality managers, and government officers in IT, as well as for researchers, professors, and advance-level students in computer science and business management.

<http://books.google.com/books?id=CyyvA5bbZWEC> (preview only)

(Check WSDOT [Library](#) for Availability)

The Socioeconomic Effects of Public Sector Information on Digital Networks: Toward a Better Understanding of Different Access and Reuse Policies: Workshop

Paul F. Uhlir, Rapporteur; U.S. National Committee for CODATA; Board on Research Data and Information, 2009

Description: While governments throughout the world have different approaches to how they make their public sector information (PSI) available and the terms under which the information may be reused, there appears to be a broad recognition of the importance of digital networks.

http://www.nap.edu/catalog.php?record_id=12687