City of Austin
Website Redesign
Social Media Strategy Report
April 16, 2010

SteelSMBology

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Purpose

The purpose of this report is to provide the City of Austin a plan for Social Media with strategies that focus on the usage of third-party (off platform) social media tools for communication with COA citizens and internal audiences.

This plan covers:
1. Review of the current usage of social media tools at COA and the issues that exist
2. Outline a vision for COA social media usage in the government space, including best practices, as well as competitive usage and policy review
3. Recommendations for steps COA should take to get from existing state to future state

Context

In reviewing the best practices for information sharing in the government space, we identified these definitions for four types of Sharing Functions, as defined by the Department of Defense. To put context to our review and recommendations, we have taken into consideration all four of these types of information sharing.

Trade	General Public
• **Inward Sharing -** sharing information within and across internal departments • **Outward Sharing - s**haring beyond agency boundaries including other government, law enforcement, medical emergency, and partners such as corporations, NGOs (e.g. GovLoop)	• **Inbound Sharing -** allows government to obtain input from persons outside the government more easily, includes polling and crowdsourcing. • **Outbound Sharing** - to communicate with people outside the government, including a wide range of efforts such as emergency situations or changes in services.

Common Concerns Regarding Social Media in Local Government

- Minors
- Misinformation
- First amendment vs. moderation
- Discrimination vs. moderation
- Criticism
- Security
- Public safety
- Legal compliance – is it a public meeting?
- Record retention

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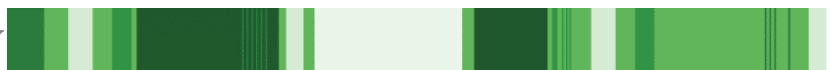
Removing Obstacles to Success

Interagency Interactions
Recent studies suggest that extraordinary changes in law, organization and processes will be needed to clarify roles and improve performance as social media is incorporated into government entities.

Classic Bureaucracy
Collaboration is never easy in a bureaucracy. Interagency collaboration tools that bring new technology and change social norms may compound problems before they fix them. Inconsistent policies involving the need for social software, the lack of access, and inconsistent rules regarding personal/professional use lead to confusion and frustration.

Information vs. Mission Assurance
Policymakers must seek to achieve *mission assurance*—the ability to perform a mission—rather than just *information assurance.* The downside of not sharing information must be articulated along with the risks of sharing.

Budget and Resource Restrictions
Access to social media is inexpensive but planning, set-up, publishing, management, responsiveness, review, maintenance and reporting, and most notably inter-departmental coordination, is time-consuming and requires knowledge. The talent and time required for large-scale efforts is costly.

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Competitive Landscape

Peer Site Review
SteelSMBology reviewed several peer sites, provided by COA, to identify trends and usage of social media. Notable uses, formats and presentation are outlined on the next few pages.

White House
whitehouse.gov
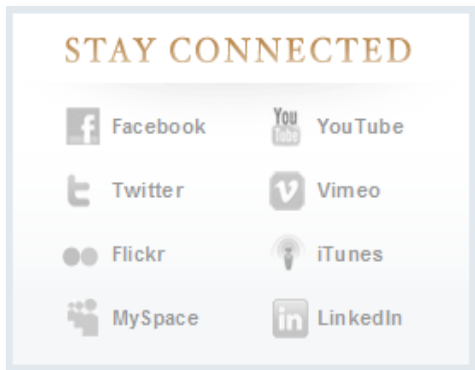
Makes broadest use of social media
- Beyond Facebook, Twitter and YouTube, they use less prominent vehicles such as MySpace, Flickr, Vimeo, iTunes and Linked In.
- Most two-way communication and open forums - White House Live allows users to view live streams and comment with other users in real time.

Utah
utah.gov

Uses tools in a very consolidated and well-organized manner.
- Tools are easy to find from the city's homepage and in multiple locations.
- Mobile and Social Connections section on the website.
- Integrates the feeds directly into the city's main website (instead of just linking visitors to the third-party service)

San Francisco
sfgov.org

'Social Media Center'
• Pulling in a list of Facebook, Twitter and YouTube links for various departments
• Links, not integrated feeds
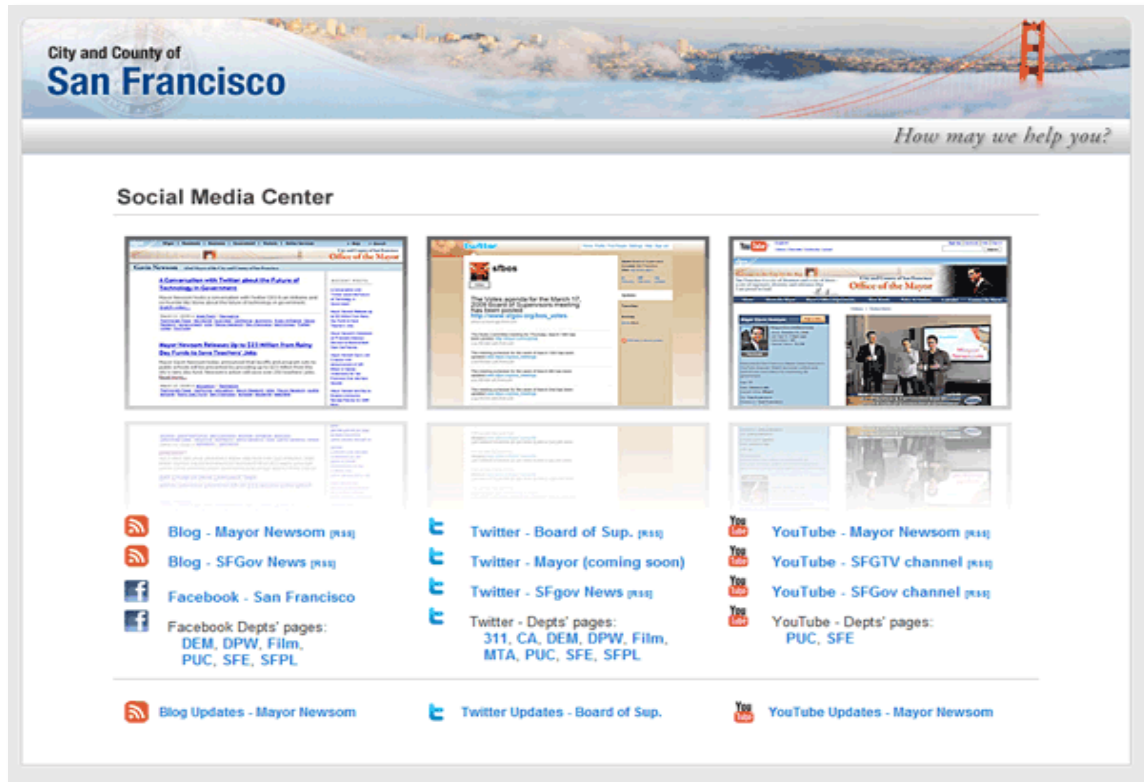
Houston
houstontx.gov

Greater Segmentation in their Social Media Library
•   Regions
•   Languages

College Station
cstx.gov

'Stay Informed' page folds social media into the total communications dialogue with the residents. Encompasses third party social media tools PLUS e-notifications, television and radio links/files, meeting calendar, and e-newsletter archives.

Promotion Trends

Many of the indentified peer sites are using a variety of third-party social media platforms, but are only prominently promoting a select few. The sites most commonly promoted are:

- Facebook
- Twitter
- YouTube

Other fairly commonly used, but not often showcased, social media and publishing tools include:

- Blogs (primarily WordPress)
- LinkedIn
- Flickr
- Vimeo
- iTunes
- Google apps

Topic Trends

Many of the identified peer sites are utilizing social media to communicate information in the following topics:

- Soft news
- Announcements (not time critical)
- Announcements and Events (time critical)
- Reminders, renewals, and important dates
- Policy changes
- Community and discussion engagement
- Contests
- Promote new features

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Showcasing Trends
When showcasing social media, peers are using one, if not multiple, of the following methods:
- Social media icons on every page (footer, sidebar, etc)
- Social media pages aggregating the city's central account and various departmental accounts
- Account indirectly found through clicking on content links, which resolve to the source material that is posted on Facebook, Twitter, etc.

Other Considerations
Most cities are using social media for the opportunity to broadcast more information (one to many communication). Some use it sporadically to obtain feedback (many to one). A few cities appear to be using the social media space to engage citizens in discussion (many to many). Some cities appear to be using social media experimentally – without practical application worked in.

Policies
Many of the successful deployments had social media policies openly shared on government exchanges. In a booklet, provided in the appendix of this document, we've provided samples of a variety of types of policies from several sources. Many government entities source IBM's and Intel's social media policies for their policy development.

Opportunity
No one in the peer set is making use of a central 'lifestream' or fully aggregated feed of all social media activities into a centralized location. Although, Utah comes close with a 'Latest Tweets' aggregation of city and departmental Twitter accounts.

Current State

A review of current COA connected social media was conducted by first pulling up accounts known by the web team, then a search for other accounts, pages, etc, that may not be known to the webs team. The following provides the key issues found and examples:

There is confusion between official City and individual personal efforts
- Economic Development/Emerging Technology
http://twitter.com/erichter

- Economic Development/Emerging Technology
http://www.linkedin.com/pub/eve-richter/1/695/872

- COA Plumbing and Mechanical Inspections
http://www.facebook.com/pages/Austin-TX/City-of-Austin-Plumbing-and-Mechanical-Inspections/331958935936?v=info&ref=search#!/pages/Austin-TX/City-of-Austin-Plumbing-and-Mechanical-Inspections/331958935936?v=info&ref=search

Many efforts are begun and abandoned
- Small Business Development Program: Explore Local Austin
http://twitter.com/LocalAustin

- Austin Nature & Science Center
http://www.facebook.com/search/?q=austin+nature+and+science+center&init=quick#/group.php?gid=123310042535&ref=search&sid=1104710071.3474970530..1

- Economic Development/Emerging Technology
http://austinisit.wordpress.com/

- Aquatics
http://profile.myspace.com/452366497

- COA Plumbing and Mechanical Inspections
http://www.facebook.com/pages/Austin-TX/City-of-Austin-Plumbing-and-Mechanical-Inspections/331958935936?v=info&ref=search#!/pages/Austin-TX/City-of-Austin-Plumbing-and-Mechanical-Inspections/331958935936?v=info&ref=search

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Some efforts do not reflect accessibility standards and few archive properly
Animal Services
http://www.youtube.com/results?search_query=tlacaustin&search_type=&aq=f
Videos should be posted under /austintexasgov, unless Animal Services can negotiate a public
sector account that will enable them to use video captioning.

Some have unclear objectives and/or restricted access
- Aquatics - profile is locked
  http://www.facebook.com/home.php?ref=home#/profile.php?id=1071447242&ref=profile
  It is unclear whom this resource is directed towards. Profile is locked. It is unclear when the
  site was last updated.

- Totally Cool Totally Art - profile is locked
  http://www.facebook.com/search/?q=tcta&init=quick#/profile.php?id=1614090249&ref=search&sid=1104710071.4268650642..1

- AIPP – It is unclear who the audience is for this site and why it's separate.
  http://www.facebook.com/pages/Austin-TX/Austin-Art-in-Public-Places-Program/65344052721

Some efforts are good starts, but not fully leveraged/duplicated efforts
- Imagine Austin - approved by CPIO but are mis- and under-utilized.
  http://www.facebook.com/ImagineAustin
  http://twitter.com/ImagineAustin

- Carver Museum - needs to be linked in with other properties
  http://www.facebook.com/search/?q=austin+nature+and+science+center&init=quick#/pages/Austin-TX/George-Washington-Carver-Museum-Cultural-Center/122907399736?ref=ts

- HSEM - should be rolled in to the Corporate Facebook page or repurposed to serve the
  needs of volunteer recruitment.
  http://www.facebook.com/pages/Austin/Disaster-Ready-Austin/110108698921

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Only a few examples are doing well

- Scoop the Poop
  http://www.facebook.com/pages/Austin-TX/Scoop-The-Poop-Austin/264888350472?v=wall&viewas=0

- Animal Services
  http://www.facebook.com/home.php?#/pages/Austin-TX/Town-Lake-Animal-Center/115505368695?ref=ts

The largest, most organized, and well-maintained effort is provided by the Austin Public Library. Below is the list of resources provided by APL:

- APL Blog (professional librarians' blog)
- Recycled Reads Blog
- APL News & Events Blog
- APL on MySpace
- APL on Facebook
- APL on Twitter
- APL on YouTube
- APL Google Calendar

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Vision

Based on research of social media usage in the government space, including best practices and competitive usage, the following outlines a vision for social media use by COA moving forward.

Austinites are able to get information from COA easier.
- All social media is integrated with TV, radio, calendaring, email, and e-newsletters for a complete media library.
- It is easy for users to opt-in to receive information the way that they want to.
- It is easy to view all the information all on COA – with no splintering.
- It is easy to publish key information from one location.

User has more consolidation and choice in format of information.
- COA provides a single 'lifestream' of all, or selected, media streams
- Identical messages are sent out on multiple platforms:
  - Facebook
  - Email
  - Text
  - Twitter
  - RSS
- Users select topics, and in some cases, geographic regions for the information they receive.
- Topics include news, announcements and events, policy changes, service changes, public notices and alerts, community and discussion engagement, feedback and participation requested.
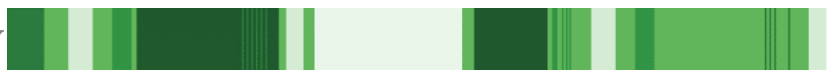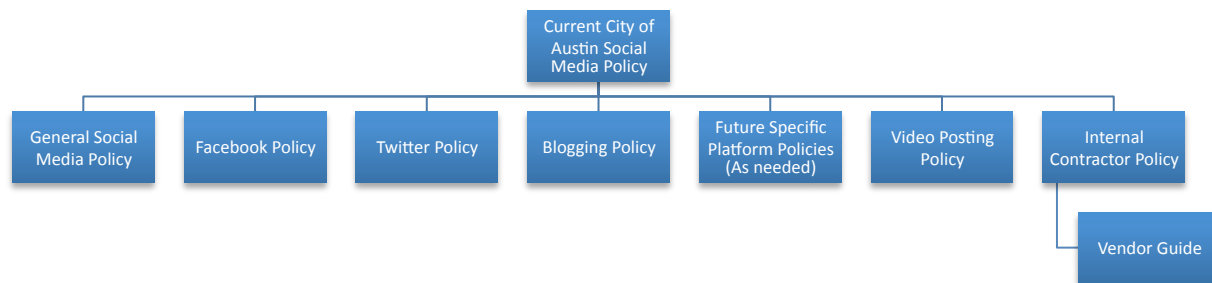
Social Media Recommendations

For COA to go from the current state to the vision outlined above, SteelSMBology is making recommendations for action in the following areas:

1. Social Media Policies
2. Social Media Regulatory Documentation Distribution
3. Recommendations for Current Social Media Implementations
4. Process for Evaluating New Social Media Platforms for City Use
5. Centralized Publishing for Efficient Broadcasting of Information and Alerts
6. Social Media Site Integration
7. Centralized Social Media Agency to Ensure On-going Social Media Success

1. Social Media Policies

While the current City of Austin Social Media Policy touches on each of the subjects outlined, it is recommended that each of these topics be expanded into multiple, individual documents, collectively known as the Social Media Policy.

The following section outlines the recommended contents that should appear in each of these individual documents that will make up the COA Social Media Policy.

General Social Media Policy Document
- Account creation and representation as a COA representative
- Responsibilities associated with being a COA information provider and social media account owner
- Application process for evaluating and implementing new social media platforms for City of Austin use
- Endorsement of products, services or political figures and groups
- Accessibility
- Privacy
- Archiving
- Approved Vendor List

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- Monitoring
  - Frequency and Concerns
  - Monitoring your brand and social media accounts for cyber-attack
  - Preventing information leakage and handling it if it occurs
  - Specific threat categories: Social Engineering, Spear Phishing, Web Application Attacks, Security on External sites, Malware
  - Removal of solicitations and inappropriate content
  - Offensive language and content
  - Respect copyright, fair use and financial disclosure laws
  - Remain focused on customers, existing commitments, and achieving COA's mission
  - Ensure use complies with applicable mandates, such as Section 508 of the Rehabilitation Act of 1973, IT Security Policy, and the Federal Records Act
- Adherence to all Brand and Design Guidelines created for the web
- Acceptable uses for information and statements to post
- Relationship to 'Lifestream' (discussed later in this document)
- Process for publishing

Facebook Policy Document
- Statement that all policies outlined in the General Social Media Policy apply to usage on Facebook (or repeat them)
- Outline what types of content are suitable for Facebook distribution
- Outline consistent management practices across all city related accounts
- Use of 'pages' or 'groups.' Facebook 'pages' offer distinct advantages including greater visibility, customization and measurability than 'groups'.
- Standardized use of boilerplate, mission statement and comment policy (if comments are enabled)
- Must link back to the City
- Guidelines for page naming
- City Facebook pages will be based on a template that includes consistent City branding
- Departments will use proper grammar and standard AP style, avoiding jargon and abbreviations. Facebook is more casual than most other communication tools but still represents the City at all times.
- Application use policy
- Each Facebook page will be set up in conjunction with a City e-mail account, which will be set to receive and archive all user comments and fans joining the page for purposes of records retention. Any postings removed from the site will be retained in the same format.

Twitter Policy Document
- Statement that all policies outlined in the General Social Media Policy apply to usage on Twitter (or repeat them)
- Outline what types of content are suitable for Twitter distribution
- Provide consistent management practices across all city related accounts

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- Number of accounts each department can have
- Information posted on Twitter shall conform to the Social Media and Twitter policies
- Relevancy, timeliness and informative value
- Twitter content shall mirror information presented on City's website
- Process for ensuring that information is posted correctly the first time. Twitter does not allow for content editing.
- Guidelines for responsiveness to those constituents who communicate via Twitter's @reply or direct message functions

Blogging Policy Document
- Statement that all policies outlined in the General Social Media Policy apply to usage on blogs (or repeat them)
- All blogs must be approved by the Centralized Social Media Agency and provide a statement which clearly specifies the purpose and topical scope; process for approval
- Must comply with the full blogging policy
- Subject to public records laws
- Subject to retention and archiving policies
- The City reserves the right to restrict or remove any content that is deemed in violation of this blogging policy or any applicable law
- Policies around how departments, agencies and individuals communicate information through blogging.
- Policies for comments and discussions
- Cannot contain the following types of content: off topic comments, profane content, discrimination, sexual content, solicitations of commerce, illegal activity, information that may compromising safety and security, content that violates another legal interest or party
- Notice that the content is maintained by the City
- Commenting Process (un-moderated, moderated, not allowed)
- Author identification and representation of position

Future Specific Platform Policies (developed as needed)
- As new platforms become major players, they may require a detailed policy that cannot be covered by the General Social Media Policy alone. These will require a separate policy.

Video Posting Policy Document
- Statement that all policies outlined in the General Social Media Policy apply to creation and posting of videos (or repeat them)
- Centralized responsibility for approving the video content and making sure it adheres to the Social Media and Video Posting policies
- Where posting is allowed (e.g. single YouTube Channel)
- Video quality requirements
- Must have secured rights to stream the video (department responsibility)
- Policy to ensure that appropriate and relevant video content is posted
- Accessibility policy
- File format requirements

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- Commenting policy (decentralized)
- Most of third-party sites limit the video to 10 minutes in length or less than 1 GB in size

Contractors Policy Document (Social Media Practitioner Guidelines)
- Guidelines for directing contractors
- Guidelines for contractors to follow
  - Clear definition of contractor relationship to City when acting on the City's behalf
  - Scope of topical content
  - Must adhere to the City's Social Media Policies

2.   Regulatory Documentation Distribution

Create an Online Repository, accessible to all COA staff, for:
- Social Media Policies
- Web Policies
- Accessibility Standards

Make additions to the Employee Handbook:
- Outline of policies regarding personal/professional representation
- Processes for using new social media platforms
- Policies for abandoning a social media platform
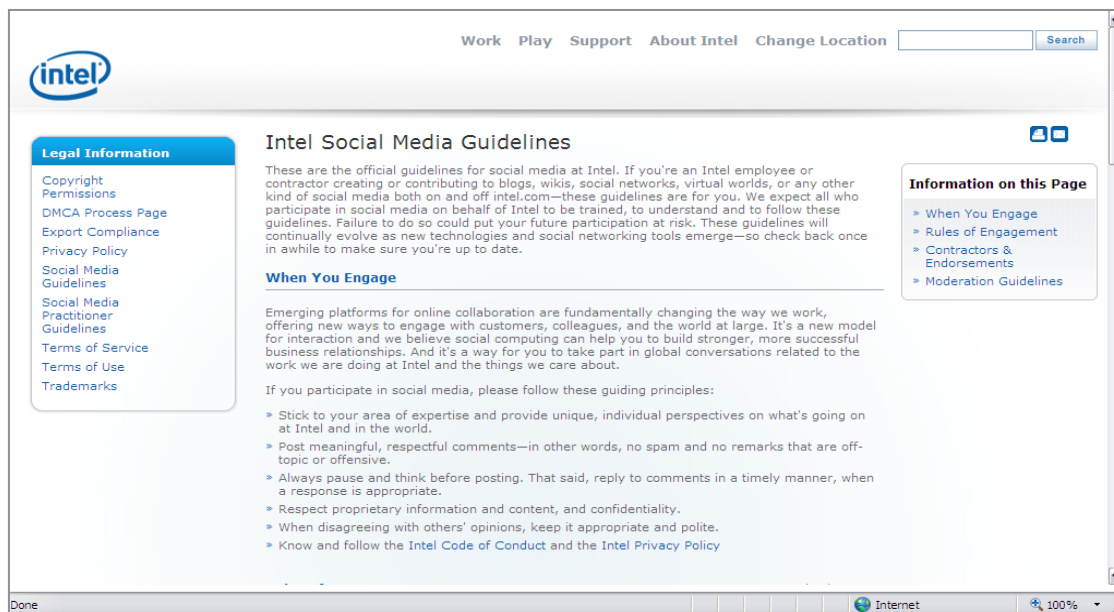
Intel has a good example of this type of repository
www.intel.com/sites/sitewide/en_US/social-media.htm

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3. Recommendations for Current Social Media Implementations

Current social media implementations will need to adhere to the new Social Media Polices. This will ensure that all current social media and future social media implementations are following the same guidelines.

The City should start transitioning 'successful' implementations on the following platforms:
- Facebook
- WordPress
- YouTube
- Twitter

Scoop the Poop
Animal Services
Austin Public Library implementations

The recommended steps to transition these implementations and ensure adherence to the new Social Media Polices will be:
- Department-wide, policy on-boarding for the managers of the various implementations
- Assess the state of each social media implementation
- Determine if the implementation should be closed or updated
- Make necessary adjustments to the implementation to meet the policies
- Initial changes to be reviewed by the Centralized Social Media Agency for approval
- Ongoing six-month reviews by Centralized Social Media Agency Auditor to ensure long-term success

4. Process for Evaluation of New Social Media Platforms for City Use
1. Requesting department or group conducts an internal pilot program (see below for detail)
2. Requesting department or group completes the Social Media Application (see below for outline of application)
3. Requesting department or group submits the Social Media Application to the Evaluation Committee
4. Evaluation Committee Review – Evaluation Committee is comprised of legal, technology, communications, accessibility, and an executive sponsor:
   - Review application answer for accuracy
   - Evaluate Pilot Program results
   - Evaluate Accessibility
   - Evaluate risks
   - Validate time/cost investment versus return

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Internal Pilot Program to test new media
Start small, find the successful application for your mission of service, scale the technology and effort prior to launch
• Define and communicate intentions
• Select an staff champion
• Implement internally for six months – gather feedback
• Post policies with clear workflow & approval process
• Create education materials and hold training
• Fill out Social Media Application and submit to Evaluation Committee

Social Media Application to include:
• What are the intentions for the use of this platform?
• Who is the audience?
• What is the size of the audience?
• What percentage of the audience does the platform reach?
• Check audience adoption rate (is it adequate for proposed purpose?)
• How long has this platform been around?
• How does this platform differ from one currently being used by the City?
• What are the competing platforms? Are they a better solution?
• Who will be the assigned 'staff champion' for ensuring the use of this platform meets the City's Social Media Policies?
• What is the URL for an internal pilot program that has been in place for at least six months?
• Does this platform meet the City's Security, Accessibility, and Archiving Policies?
• Review/negotiation of Terms of Service to make sure it follows the City's policies

5. Centralized Publishing for Efficient Broadcasting of Information and Alerts
Deploying a centralized Social Media Publishing System will enable:
• an efficient tool for staff to enter content once and then publish to multiple locations – on the site and to external social media platforms.
• information delivery in the formats that a variety of users prefer, without taxing staff.

Content on social media platforms can also be entered directly in social media platforms providing:
• Flexibility in publishing content on single platforms
• Ability to engage in discussion with each social media community individually

Information broadcasting, sharing, and two-way communication with the public
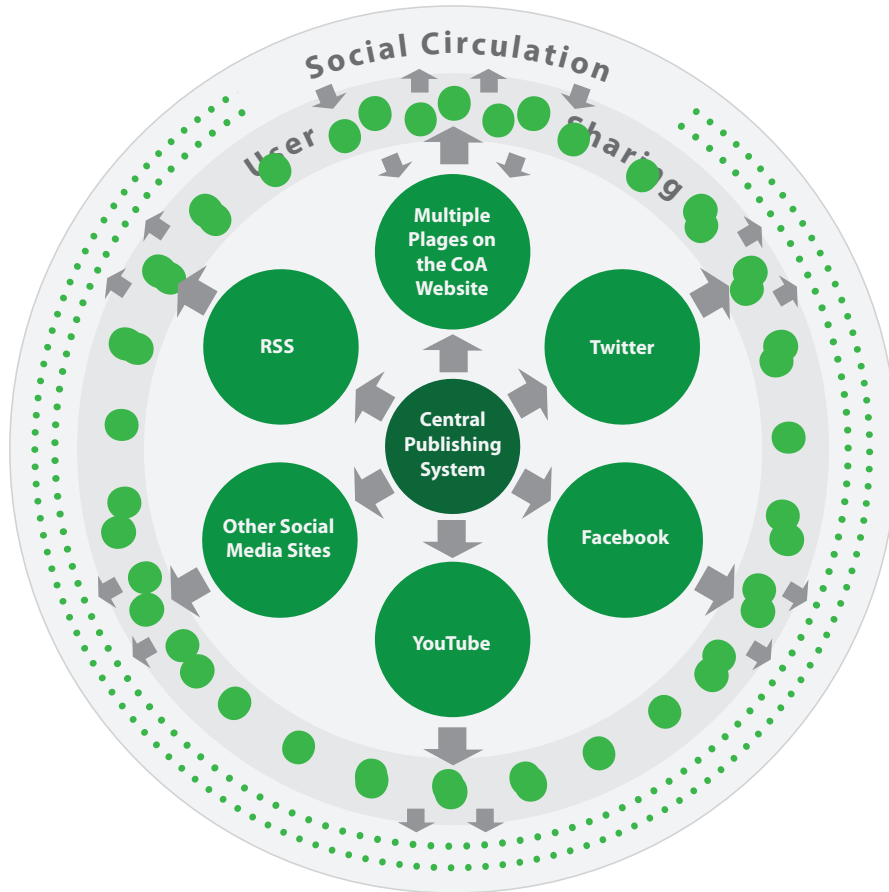
6. Social Media Site Integration

Lifestream Concept

The 'lifestream' concept is a complete aggregation of all online activity done by pulling in information from social media account feeds.

This practice will ensure that all COA created content will:
• Be located centrally on the City's website
• Meet accessibility policies
• Drive traffic back to the City's site for the source content

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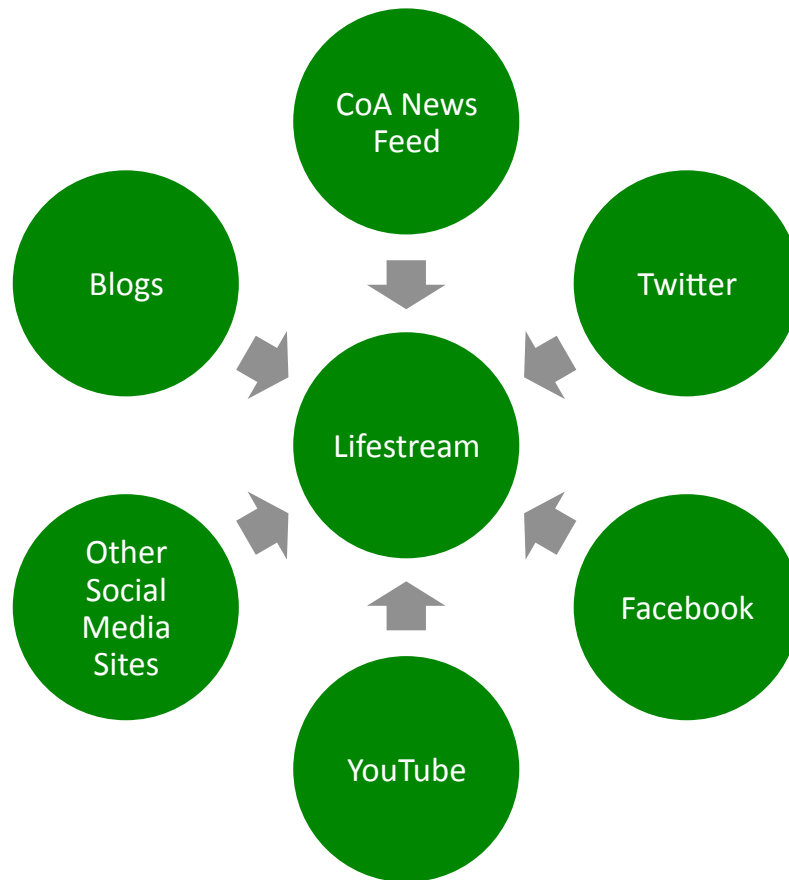
Third-Party Linking

Create centralized Media Center listing all social media accounts, similar to this example on Mashable:
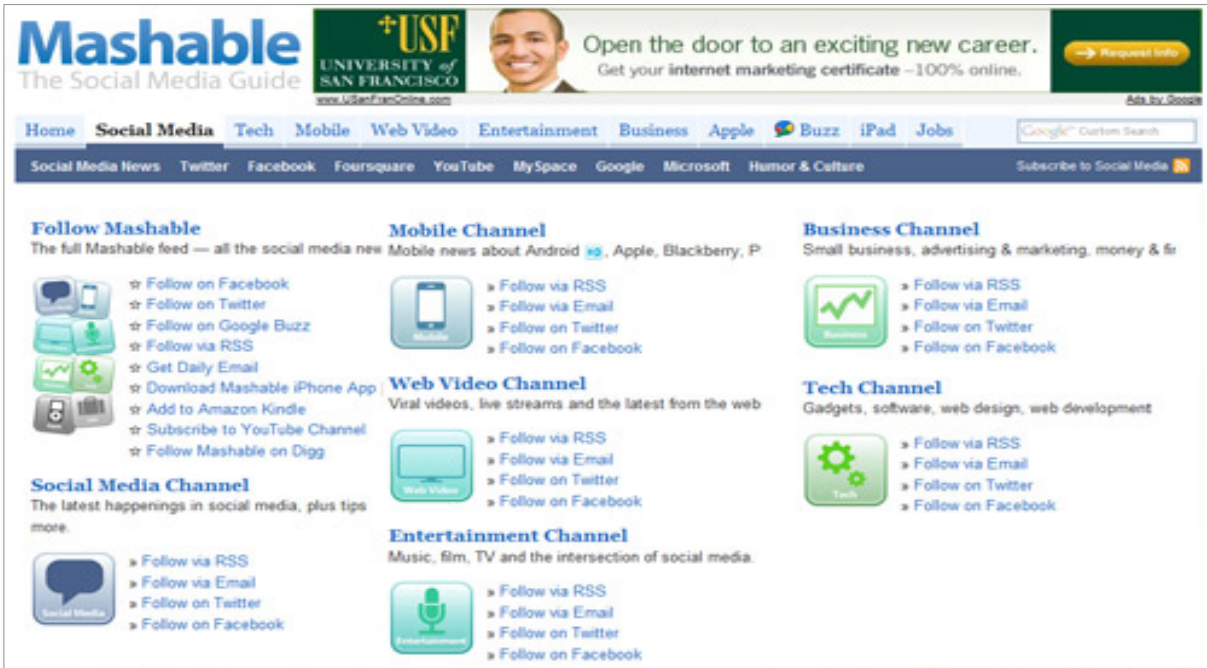
Use social media sidebar widgets with key options to link directly, then a link to "more" that will take the user to the centralized Media center:

Use promotion tiles throughout the site with key subscriptions and metrics:

Magazine RSS Feed
209,192 readers

Follow us on Twitter
165,211 followers

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Or with the social media icons and direct links:

7. Centralized Social Media Agency to Ensure On-going Social Media Success
To ensure on-going success develop programs and evaluate new requests, we recommend creation of a Centralized Social Media Agency. This should be a team with centralized responsibility for the social media activities, with cross-departmental content contributors

Role: Oversight & Team Leadership
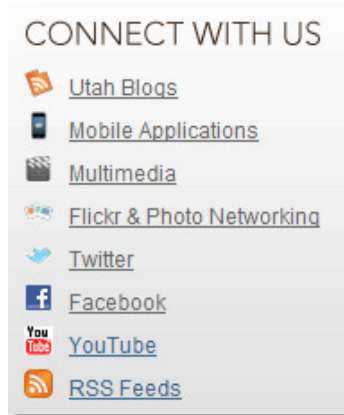Responsibilities: Ensure consistency of policy, technology, collaboration and participation across entire organization to produce a unified and organized result that is easy to manage. Advocate for mission assurance in the face of obstacles. Provide regular training sessions and policy updates – sent via social media.

Role: Content Creation
Responsibilities: Develop social media programs and evaluate new requests. Use social media for internal key communication to establish value and provide real-world experience.

Role: Department Coordination
Responsibilities: Manage production of new initiatives and transitions. Provide job and response tracking (central or decentralized).

Role: Analysis/Reporting
Responsibilities: Report on current efforts and research social media trends. Regularly review policies to keep up with emerging technologies and best practices.

Role: Technologist
Responsibilities: Handle integrations with COA website content and research technology solutions.

Role: Auditing/Editing
Responsibilities: Audit and review implementations for policy compliance. Regularly review social media platform use.

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References

Webcontent.gov **CIO Council paper** on *Guidelines for Secure Use of Social Media by Federal Departments and Agencies*
http://forum.webcontent.gov/events/event_details.asp?id=86158&hhSearchTerms=social+and+media

GSA Social Media Handbook,
http://www.gsa.gov/graphics/staffoffices/socialmediahandbook.pdf

GSA Social Media Policy, http://www.gsa.gov/graphics/staffoffices/socialmediapolicy.pdf

IBM Social Media Guidelines, http://www.ibm.com/blogs/zz/en/guidelines.html

Intel Social Media Guidelines, http://www.intel.com/sites/sitewide/en_US/social-media.htm

Social Media and Web 2.0 in Government,
http://www.usa.gov/webcontent/technology/other_tech.shtml

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

Mark Drapeau and Linton Wells II, *Social Software and National Security: An Initial Net Assessment,* Center for Technology and National Security Policy, National Defense University, April 2009

Project on National Security Reform: Forging a New Shield (2008),
http://pnsr.org/data/files/pnsr%20forging%20a%20new%20shield.pdf, and Dr. Anthony

Cordesman and Hans Ulrich Kaeser, 2008, Defense Procurement by Paralysis: Costly Mortgages for the Next Administration, CSIS,
http://www.csis.org/media/csis/pubs/081114_defense_procurment_by_paralysis.pdf. and the March 19, 2009 memo from National Security Advisor James Jones on "The 21st Century Interagency Process,"

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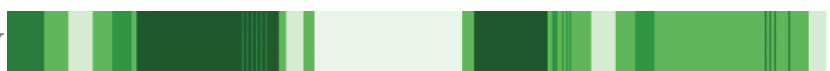
Appendix

Contents:
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Example policy from City of Seattle
Example policy from North Carolina
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Crowdsourcing
Text Messaging

The White House

Record Archive Policy (in relation to Social Media)

The Presidential Records Act of 1978 requires the White House to preserve records created or received by the President or his staff. Pursuant to this statute, emails or messages sent to a White House email account, information submitted via WhiteHouse.gov, and comments posted or messages received via an official White House page on a third-party web-site (such as an official White House profile on a social network) will be treated as presidential records and may be permanently archived. For example, on the social media service Twitter, the White House preserves posts (i.e. "tweets") from official White House accounts, "direct messages" sent to official White House accounts, and "replies," which are tweets from other users to official White House accounts (these tweets begin with @ and the username of an official White House account, e.g., @WhiteHouse). While presidential records are eventually released to the public, the National Archives and Records Administration (NARA), which receives and manages each President's records when the President leaves office, will withhold information that would constitute a clearly unwarranted invasion of personal privacy. We do not collect or archive personal or private information that is not voluntarily disclosed to the White House.

Children's Policy

Because we care about the safety and privacy of children online, we comply with the Children's Online Privacy Protection Act of 1998 (COPPA). COPPA and its accompanying FTC regulation establish United States federal law that protects the privacy of children using the Internet. We do not knowingly contact or collect personal information from children under 13. Our site is not intended to solicit information of any kind from children under 13.

It is possible that by fraud or deception we may receive information pertaining to children under 13. If we are notified of this, as soon as we verify the information, we will immediately obtain parental consent or otherwise delete the information from our servers. If you want to notify us of our receipt of information by children under 13, please contact us.

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City of Hampton

City of Hampton departments may utilize social media and social network sites to further enhance communications with various stakeholder organizations in support of City goals and objectives. City officials and City organizations have the ability to publish articles, facilitate discussions and communicate information through various media related to conducting City business. Social media facilitates further discussion of City issues, operations and services by providing members of the public the opportunity to participate in many ways using the Internet.

General Policy

1. All City of Hampton social media sites shall be (1) approved by the Director of Information Technology and the requesting Department Head; (2) published using approved City social networking platform and tools; and (3) administered by the Department of Information Technology Web Team or their designee. Designees can be any department employee or volunteer designated by the requesting Department Head that has a complete understanding of this policy and has appropriate content and technical experience.
2. All City of Hampton social networking sites shall adhere to applicable state, federal and local laws, regulations and policies including all Information Technology and Records Management City policies and other applicable City policies.
3. Freedom of Information Act and e-discovery laws and policies apply to social media content and therefore content must be able to be managed, stored and retrieved to comply with these laws.
4. City of Hampton social networking sites are subject to Library of Virginia's (LVA) public records laws. Relevant City of Hampton and (LVA) records retention schedules apply to social networking content. Records required to be maintained pursuant to a relevant records retention schedule shall be maintained for the required retention period in a format that preserves the integrity of the original record and is easily accessible using the approved City platforms and tools.
5. All social network sites and entries shall clearly indicate that any articles and any other content posted or submitted for posting are subject to public disclosure.
6. Content submitted for posting that is deemed not suitable for posting by a City of Hampton social networking moderator because it is not topically related to the particular social networking site objective being commented upon, or is deemed prohibited content based on the criteria in Policy –Item 9. of this policy, shall be retained pursuant to the records retention schedule along with a description of the reason the specific content is deemed not suitable for posting.
7. The City reserves the right to restrict or remove any content that is deemed in violation of this policy or any applicable law.
8. Each City of Hampton social networking site shall include an introductory statement, which clearly specifies the purpose and topical scope of the blog and social network site. Where possible, social networking sites should link back to the official City of Hampton Internet site for forms, documents and other information.
9. City of Hampton social networking content and comments containing any of the following forms of content shall not be allowed for posting:

a. Comments not topically related to the particular site or blog article being commented upon;
b. Profane language or content;
c. Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability or sexual orientation;
d. Sexual content or links to sexual content;
e. Solicitations of commerce;
f. Conduct or encouragement of illegal activity;
g. Information that may tend to compromise the safety or security of the public or public systems; or
h. Content that violates a legal ownership interest of any other party

10. All City social networking moderators shall be trained regarding the terms of this City of Hampton policy, including their responsibilities to review content submitted for posting to ensure compliance with the policy.
11. All social networking sites shall clearly indicate they are maintained by the City of Hampton and shall have City of Hampton contact information prominently displayed.
12. Where appropriate, City IT security policies shall apply to all social networking sites and articles.
13. Employees representing the City government via social media outlets must conduct themselves at all times as a representative of the City and in accordance with all human resource policies. See Attachment C–Employee Guidance for Participating in Social Networking.
14. Employees found in violation of this policy may be subject to disciplinary action, up to and including termination of employment.

Blog Standards

Comments submitted by members of the public must be directly related to the content of the articles. Submission of comments by members of the public constitutes participation in a limited public forum. City of Hampton blog moderators shall allow comments that are topically related to the particular article being commented and thus within the purpose of the limited public forum, with the exception of the prohibited content listed in Policy - General - Section 9 above.

Author and Commenter Identification
1. All City of Hampton blog authors and public commentators shall be clearly identified. Anonymous blog postings shall not be allowed.
1. Enrollment of public commentators shall be accompanied by valid contact information, including a name, address, and email address.

Ownership and Moderation
1. The content of each City of Hampton blog shall be owned by and the sole responsibility of the department producing and using the blog.
2. Documents and articles submitted to a City of Hampton blog shall be moderated by an authorized and trained blog moderator.

Blog Comments & Responses
1. All blog articles and comments shall be reviewed and approved by an authorized blog moderator before posting on a City of Hampton blog.

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2. All blog articles and comments submitted for posting with attached content shall be scanned using antivirus technology prior to posting.
3. The linked content of embedded hyperlinks within any City of Hampton blog articles or blog comments submitted for posting shall be evaluated prior to posting. Any posted hyperlinks shall be accompanied by a disclaimer stating that the City of Hampton guarantees neither the authenticity, accuracy, appropriateness nor security of the link, web site or content linked thereto.

Employee Guidance for Participating in Social Networking

The City of Hampton understands that social networking and Internet services have become a common form of communication in the workplace and among stakeholders and citizens. Social networks are online communities of people or organizations that share interests and/or activities and use a wide variety of Internet technology to make the interaction a rich and robust experience. Employees that choose to participate in social networks as a City employee should adhere to the following guidelines.

1. City policies, rules, regulations and standards of conduct apply to employees that engage in social networking activities while conducting City business. Use of your City e-mail address and communicating in your official capacity will constitute conducting City business.
2. City employees shall notify their supervisor and the IT department if they intend to create a social networking site or service to conduct City business.
3. Departments have the option of allowing employees to participate in existing social networking sites as part of their job duties. Department Heads may allow or disallow employee participation in any social networking activities in their departments.
4. Protect your privacy, the privacy of citizens, and the information the City holds. Follow all privacy protection laws, i.e., HIPPA, and protect sensitive and confidential City information.
5. Follow all copyright laws, public records laws, retention laws, fair use and financial disclosure laws and any others laws that might apply to the City or your functional area.
6. Do not cite vendors, suppliers, clients, citizens, co-workers or other stakeholders without their approval.
7. Make it clear that you are speaking for yourself and not on behalf of the City of Hampton. If you publish content on any website outside of the City of Hampton and it has something to do with the work you do or subjects associated with the City, use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent the City's positions or opinions."
8. Do not use ethnic slurs, profanity, personal insults, or engage in any conduct that would not be acceptable in the City's workplace. Avoid comments or topics that may be considered objectionable or inflammatory.
9. If you identify yourself as a City employee, ensure your profile and related content is consistent with how you wish to present yourself to colleagues, citizens and other stakeholders.
10. Correct your mistakes, and don't alter previous posts without indicating that you have done so. Frame any comments or opposing views in a positive manner.
11. Add value to the City of Hampton through your interaction. Provide worthwhile information and perspective.

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State of Utah

Social Media Guidelines

Social media is content created by people using highly accessible Internet based publishing technologies. Social media software tools allow groups to generate content and engage in peer-to-peer conversations and exchange of content (examples are Blogger, Twitter, Wikispaces, YouTube, Flickr, Facebook, etc.)

The decision to utilize social media technology is a business decision, not a technology-based decision. It must be made at the appropriate level for each department or agency, considering its mission, objectives, capabilities, and potential benefits. The goal of the Department of Technology Services (DTS) is not to say "No" to social media websites and block them, but to say, "Yes", with effective and appropriate information assurance, security, and privacy controls. The decision to authorize use of social media websites is a business decision.

The purpose of this document is to provide guidelines for use of social media at the State of Utah. Agencies may utilize these guidelines as a component of agency policy development for sanctioned participation using Social Media services, or simply as employee guidelines. If you are a State employee or contractor creating or contributing to blogs, microblogs, wikis, social networks, virtual worlds, or any other kind of social media both on and off the utah.gov domain, these guidelines are applicable. The State expects all who participate in social media on behalf of the State, to understand and to follow these guidelines. These guidelines will evolve as new technologies and social networking tools emerge.

Engagement
Emerging platforms for online collaboration are changing the way we work, and offer new ways to engage with customers, colleagues, and the world at large. It is a new model for interaction and social computing that can help employees to build stronger, more successful citizen and agency business relationships. It is a way for State employees to take part in national and global conversations related to the work we are doing at the State.

If you participate in social media, follow these guiding principles:
- Ensure that your agency sanctions official participation and representation on social media sites.
- Stick to your area of expertise and provide unique, individual perspectives on what is going on at the State, and in other larger contexts.
- Post meaningful, respectful comments, no spam, and no remarks that are off-topic or offensive.
- Pause and think before posting. Reply to comments in a timely manner, when a response is appropriate.
- Respect proprietary information, content, and confidentiality.
- When disagreeing with others' opinions, keep it appropriate and polite.
- Ensure that your participation is consistent with the provisions of Utah Administrative Rule R477-9. Employee Conduct.
- Participation must comply with the posted Privacy Policy of the State.
- Know and follow the State's Acceptable Use Policy, Information Protection 5000-1700, and Confidential Information 5000-1701 policies.

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- Use social media collaboration tools explicitly authorized in the State's Internet based Collaboration Tool Standard 4300-0012.
- Follow applicable agency social media policies.

Rules of Engagement

- **Transparency**. Your honesty will be quickly noticed in the social media environment. If you are blogging about your work at the State, use your real name, identify that you work for the State of Utah, and be clear about your role. If you have a vested interest in something you are discussing, be the first to point it out.
- **Judicious**. Make sure your efforts to be transparent do not violate the State's privacy, confidentiality, and any applicable legal guidelines for external communication. Get permission to publish or report on conversations that are meant to be private or internal to the State. All statements must be true and not misleading and all claims must be substantiated and approved. Never comment on anything related to legal matters, litigation, or any parties the State may be in litigation with without the appropriate approval. If you want to write about other government entities, make sure you know what you are talking about and that you have any needed permissions. Be smart about protecting yourself, your privacy, and any sensitive or restricted confidential and sensitive information. What is published is widely accessible, not easily retractable, and will be around for a long time, so consider the content carefully.
- **Knowledgeable**. Make sure you write and post about your areas of expertise, especially as related to the State and your assignments. If you are writing about a topic that the State is involved with but you are not the State expert on the topic, you should make this clear to your readers. Write in the first person. If you publish to a Website outside the State, please use a disclaimer something like this: "The postings on this site are my own and do not necessarily represent the State of Utah's positions, strategies, or opinions." Respect brand, trademark, copyright, fair use, disclosure of processes and methodologies, confidentiality, and financial disclosure laws. If you have any questions about these, see your agency legal representative. Remember, you are personally responsible for your content.
- **Perception**. In online social networks, the lines between public and private, personal and professional are blurred. By identifying yourself as a State employee, you are creating perceptions about your expertise and about the State by legislative stakeholders, customers, business partners, and the general public, and perceptions about you by your colleagues and managers. Be sure that all content associated with you is consistent with your work and with the State's values and professional standards.
- **Conversational**. Talk to your readers like you would talk to people in professional situations. Avoid overly "composed" language. Bring in your own personality and say what is on your mind. Consider content that is open-ended and invites response. Encourage comments. Broaden the conversation by citing others who are commenting about the same topic and allowing your content to be shared or syndicated.
- **Excitement**. The State of Utah is making important contributions to the State and nation, to the future of government, and to public dialogue on a broad range of issues. Our activities are focused on providing services and on government innovation that benefits citizens and stakeholders. Share with the participants the things we are learning and doing, and open up social media channels to learn from others.
- **Value**. There is a lot of written content in the social media environment. The best way to get yours read is to write things that people will value. Social communication from the State should help citizens, partners, and co-workers. It should be thought provoking and build a sense of

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community. If it helps people improve knowledge or skills, build their businesses, do their jobs, solve problems, or understand the State better, then it is adding value.

- **Leadership**. There can be a fine line between healthy debate and incendiary reaction. Do not denigrate others or the State. It is not necessary to respond to every criticism or barb. Frame what you write to invite differing points of view without inflaming others. Some topics, like politics, slide easily into sensitive territory. Be careful and considerate. Once the words are out there, you cannot get them back. Once an inflammatory discussion gets going, it is hard to stop.
- **Responsibility**. What you write is ultimately your responsibility. Participation in social computing on behalf of the State is not a right but an
- **Pause**. If you are about to publish something that makes you even the slightest bit uncomfortable, do not post the statement. Take a minute to review these guidelines and try to figure out what is bothering you, and then fix it. If you are still unsure, you might want to discuss it with your manager or agency legal representative. Ultimately, what you publish is yours, as is the responsibility, and any possible repercussions.
- **Mistakes**. If you make a mistake, admit it. Be upfront and be quick with your correction. If you are posting to a blog, you may choose to modify an earlier post. Make it clear that you have done so.

Moderating Comments

In some social media formats such as Facebook, Blogs, Twitter responses, etc., you may encounter comments which cause you concern as a moderator or responsible party. If user content is positive or negative and in context to the conversation, then the content should be allowed to remain, regardless of whether it is favorable or unfavorable to the State. If the content is ugly, offensive, denigrating and completely out of context, then the content should be rejected and removed.

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City of Seattle

Facebook Standard

Facebook is a social networking site that is growing in popularity particularly among the 35 to 54-year-old age group. Businesses and governments have joined individuals in using Facebook to promote activities, programs, projects and events. This standard is designed for City departments looking to drive traffic to department Web sites at seattle.gov and to inform more people about City activities. These standards should be used in conjunction with the City's blogging policy, social media use policy and video posting policy.

Establishing a page
- When a department determines it has a business need for a Facebook account, it will submit a request to the Mayor's communication director. Once approved, the DoIT Citywide Web Team will be notified so the login information can be recorded.

Type of 'pages'
- The City will create 'pages' in Facebook not 'groups.' Facebook 'pages' offer distinct advantages including greater visibility, customization and measurability.
- For 'type' description, choose 'government.'

Boilerplate
- The DoIT Citywide Web team will standardize and provide the Facebook page's image, consisting of a picture and the City's logo.
- Departments will include a mission and/or department boilerplate on the Wall Page and send users first to the Wall to connect them to the freshest content. A City boilerplate sentence should follow the department/program description: (Insert department) is a department of the City of Seattle, www.seattle.gov. This site is intended to serve as a mechanism for communication between the public and [department] on the listed topics. Any comments submitted to this page and its list of fans are public records subject to disclosure pursuant to RCW 42.56. Public disclosure requests must be directed to the (insert department) public disclosure officer.
- If comments are turned on, the Wall page should include a Comment Policy Box with the following disclaimer: Comments posted to this page will be monitored. Under the City of Seattle blogging policy, the City reserves the right to remove inappropriate comments including those that have obscene language or sexual content, threaten or defame any person or organization, violate the legal ownership interest of another party, support or oppose political candidates or ballot propositions, promote illegal activity, promote commercial services or products or are not topically related to the particular posting.

Link to the City
- A link to www.seattle.gov will be included on the Info page.
- City department and project pages should be fans of other City Facebook pages.

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Page naming
- Page name should be descriptive of the department.
- Departments will choose carefully with consideration for abbreviations, slang iterations, etc.
- The DoIT Citywide Web Team will approve proposed names.

Page administrators
- A successful page requires "babysitting." The department public information officer (PIO) is responsible for monitoring the Facebook page. Posts should be approved by the PIO or a designated alternate.
- The department PIO is responsible for making sure content is not stale. Department will designate a back-up administrator in PIO's absence.

Comments and Discussion Boards
- Comments to the Wall generally will be turned off but may be allowed on a case-by-case basis with request from the department and approval from the Mayor's communication director. Discussion Boards should be turned off.

Style
- City Facebook pages will be based on a template that includes consistent City branding. The DoIT Citywide Web Team will provide departments with the template.
- Departments will use proper grammar and standard AP style, avoiding jargon and abbreviations. Facebook is more casual than most other communication tools but still represents the City at all times.

Applications
- There are thousands of Facebook applications. Common applications can allow users to stream video and music, post photos, and view and subscribe to RSS feeds. While some may be useful to the page's mission, they can cause clutter and security risks.
- An application should not be used unless it serves a business purpose, adds to the user experience, comes from a trusted source and is approved by the DoIT Citywide Web team.
- An application may be removed at any time if there is significant reason to think it is causing a security breach or spreading viruses.

Archive
- An electronic copy of page content shall be periodically saved to a City server. Any postings by City staff on the Wall will be duplicated on the department's web site, Twitter and/or City Link blogs, which are archived on City servers.
- Each Facebook page will be set up in conjunction with a City e-mail account, which will be set to receive and archive all user comments and fans joining the page for purposes of records retention. Any postings removed from the site will be retained in the same format.

Twitter Standard

Twitter is a micro blogging tool that allows account holders to tweet up to 140 characters of information to followers. By procuring and maintaining Twitter accounts, City departments will communicate information directly to their Twitter followers, alerting them to news and directing them to seattle.gov

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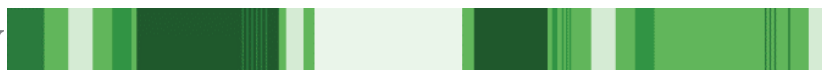
and the CityLink network for more information. These standards should be used in conjunction with the City's Social Media Use Policy.

Content

- Department communications personnel shall hold and maintain their department's Twitter account.
- Each department will have only one Twitter account, unless otherwise approved by the Mayor's communications director. Account information, including usernames and passwords, shall be registered with the DoIT Citywide Web Team.
- The department's Twitter bio will read: (Department name) Comments, list of followers subject to public disclosure (RCW 42.56). If appropriate the following will be added: This site is not monitored. Call 911 for emergencies.
- Twitter usernames shall begin with "Seattle" (SeattlePD, SeattleFire and SeattleDoT). In cases where the username is too many characters, begin with "SEA" (SEACityLight).
- Department Twitter account backgrounds will share a standardized City of Seattle logo provided by the DoIT Citywide Web team.
- Twitter accounts shall serve three primary purposes:
    - Get emergency information out quickly
    - Promote City-sponsored events
    - Refer followers to content hosted at www.seattle.gov
- Information posted on Twitter shall conform to the policies and procedures of the department posting the information. Tweets shall be relevant, timely and informative.
- Twitter content shall mirror information presented on CityLink Seattle and other existing information dissemination mechanisms. Communications personnel shall ensure that information is posted correctly the first time. Twitter does not allow for content editing.
- Archive
- Seattle DoIT personnel shall be responsible for archiving Twitter posts. Initial policy will be to archive Twitter postings within the department's CityLink blog hosted by City servers. CityLink Twitter archives will not be visible to the public, but will be accessible for public document retention purposes.
- Communications personnel shall be responsive to those constituents who communicate via Twitter's @reply or direct message functions. Communication with followers will be timely and consistent with existing protocols. Either DoIT or department communications personnel will maintain an electronic record or printout on a quarterly basis a record of the list of followers and @reply messages for purposes of public records retention.

Video Posting Standard

The City of Seattle provides access to online video because this is the way many residents communicate and obtain information online. Key objectives for video content should meet one or more of the follow goals: provide information about City services, showcase City and community events, explore City issues and highlight outstanding individuals and organizations that contribute to Seattle and the region. The City encourages the use of video content to further the goals of the City and the missions of its departments, where appropriate. These standards should be used in conjunction with the City's Social Media Use Policy.

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Guidelines

- The department's communication manager will be responsible for approving the video content.
- Video quality should be comparable to DVD quality.
- Low quality video will be considered as long as audio is clear and the content is compelling and informative.
- All videos will be submitted to Seattle Channel for hosting and posting.
- The department must have secured rights to stream the video:
  - The video was produced by the department
  - Or permission has been granted to host and stream the video on City of Seattle websites
- Videos streamed from sources other than Seattle.gov may not be embedded on Seattle.gov pages. Links to external videos are permitted, but should only be used when content is not available through Seattle Channel video distribution.

The Seattle Channel will:

- Encode the video as .mp4 file (H.264)
- Host the video on its video server.
- Add the video to the Seattle Channel Video on Demand database for archiving.
- Provide a video link and code to embed the video on a web page.

Submitting Video to Seattle Channel

- Acceptable formats: .MOV, .MPG, .WMV, .AVI, DVD, Tapes - miniDV and DV Cam
- Video details to be provided to Seattle Channel by department:
  - Title and Description
  - Video Length
  - Archive/removal date for time sensitive content

Submitting video to other video sites

- Videos may be submitted to YouTube, Facebook, BlipTV, other video sites on a case by case basis under the direction of the department's communication manager, if there are needs that cannot be met using Seattle Channel video distribution - video linking, video embedding on site.
- Most of these sites limit the video to 10 minutes in length or less than 1 GB.
- Comments on video should be turned off on these sites.
- The Seattle Channel and DoIT Citywide Web Team will administer these additional video site accounts.

Archive

- Any video posted to a third party video site must also be posted to Seattle Channel's site at Seattle.gov for purposes of records retention.

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North Carolina

Best Practices for Social Media Usage

The role of technology in the 21st century workplace is constantly expanding and now includes social media communication tools that facilitate interactive information sharing, interoperability, and collaboration. Commonly used social media Web sites, such as Facebook©, Twitter©, MySpace™, YouTube©, Flickr®, Blogger, and LinkedIn®, have large, loyal user bases and are, thus, increasingly important outreach and communication tools for government entities from the federal to the local level.

Moreover, a social networking presence has become a hallmark of vibrant and transparent communications. Social networking improves interactivity between a state agency and the public, and it reaches populations that do not consume traditional media as frequently as others do. Therefore, state agencies and departments of all types are encouraged to enhance their communications strategies by using social networking Web sites. In doing so, however, state agencies should take care to choose the types of social networks that make the most sense for their type of information and that give emphasis to tools that provide more information across multiple outlets to the broadest audience.

All agency communication tools should be used in ways that maximize transparency, maintain the security of the network, and are appropriately professional. Social media is no exception. Therefore, the application of social media within state agencies must be done thoughtfully and in a manner that will minimize risk. In addition, social media users should be aware that these types of communications are considered public records and, consequently, must be kept for a certain period of time in compliance with the public records law. These guidelines are intended to ensure that state agencies' social networking sites1 are secure and appropriately used and managed by outlining "best practices" for the use of social media in North Carolina state government. Thus, the suggestions provided in these guidelines are designed to protect state employees and ensure consistency across agencies when incorporating social media into their mission.

Guidelines
Implementation

Every agency should have a clear communications strategy and should take the time to determine how social media fits into this strategy. Agency Public Information Officers (PIOs) should spearhead this activity and, in doing so, should consider the following questions when determining whether use of social media is appropriate:
- Who is the media meant to reach? Is this my target audience?
- What is the agency attempting to communicate? Can it be effectively communicated using this media?
- Who is responsible for managing the agency's account? Will this person represent the agency appropriately? Have they been properly trained in the use of social media?
- What are the agency's responsibilities regarding collection and records retention including preservation of social media content? What does the records retention schedule require for these records? Will the Department of Cultural Resources be able to archive this material for us or will we need to archive it ourselves? If we have to archive it ourselves, how will we do this?

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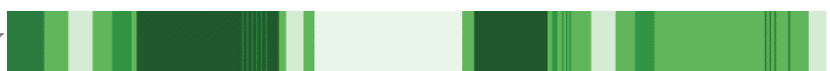
When an agency decides to use a form of social media that is deemed beneficial to its mission it should first establish employee boundaries for using the service. It is important for agency supervisors to communicate expectations of appropriate usage for the media within the workplace.

There should be an authorization process for employees wishing to create an account for the benefit of the agency, with the agency PIO as the authority to oversee and confirm decisions. In this role, the PIO will evaluate all requests for usage, verify staff being authorized to use social media tools, and confirm completion of online training for social media. PIOs will also be responsible for maintaining a list of all social networking application domain names in use, the names of all employee administrators of these accounts, as well as, the associated user identifications and passwords currently active within their respective agencies. Should the employee who administers the account be removed as administrator or no longer be employed by the agency, the PIO should immediately change all passwords and account information to maintain agency control.

The Department of Cultural Resources is able to collect most social networking content using an automatic Web harvesting tool. PIOs should consult with DCR to determine the best method to archive the content. Any agency-related social networking usage implemented prior to the release of this document should be reviewed by the agency PIO to make sure it is brought into compliance with these guidelines.

In summary, PIOs will:
- Oversee and confirm decisions regarding social media sites including authorization of sites
- Evaluate requests for usage
- Verify staff being authorized to use social media tools
- Maintain a list of social media domains, active account logins and passwords
- Change passwords if employee is removed as administrator in order to maintain agency control
- Consult with DCR to ensure social media material is archived including providing a list of all social media urls and contact information

Acceptable Use

All use of social networking sites by state agencies should be consistent with applicable state, federal, and local laws, regulations, and policies including all information technology security policies. This includes the agency and statewide acceptable use policies and any applicable Records Retention and Disposition Schedules or policies, procedures, standards, or guidelines promulgated by the Department of Cultural Resources. All usage should be governed by these policies as well as the guidelines in this document.

Separate Personal and Professional Accounts:
Employees should be mindful of blurring their personal and professional lives when dministering social media sites.

Personal Use:
Employees are allowed to have personal social networking sites. These sites must remain personal in nature and be used to share personal opinions or non-work related information. This helps ensure a distinction between sharing personal and agency views. In addition, employees should never use their state e-mail account or password in conjunction with a personal social networking site. During normal business hours, employees may use personal social networking for limited family or personal communications so long as those communications do not interfere with their work.

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Professional Use:
All agency-related communication through social media outlets should remain professional in nature and should always be conducted in accordance with the agency's communications policy, practices, and expectations. Employees must not use social networking sites for political purposes, to conduct private commercial transactions, or to engage in private business activities. Employees should be mindful that inappropriate usage of social media can be grounds for disciplinary action. If an account is used for business, the entire account, regardless of any personal views, is subject to these best practices guidelines, including the collection and preservation provisions.

Be Clear As To Identity:
When creating social media accounts that require individual identification, state employees should use their actual name, not pseudonyms. However, using actual names can come with some risks. Any employee using his or her name, as part of a state agency's application of social media should be mindful of the following:
  ▪ Do not assume privacy. Only post information that you are comfortable disclosing.
  ▪ Use different passwords for different accounts (both social media and existing work accounts). Using the same password for all accounts increases the vulnerability of the accounts being compromised.

Terms of Service:
Employees should be aware of the Terms of Service (TOS) of the particular form of media. Each form of social media has its own unique TOS that regulate how users interact using that particular form of media. Any employee using a form of social media on behalf of a state agency should consult the most current TOS in order to avoid violations. If the TOS contradict agency policy then the PIO should be made aware and a decision should be made about whether use of such media is appropriate.

Content of Posts and Comments:
Employees using social media to communicate on behalf of a state agency should be mindful that any statements made are on behalf of state government; therefore, employees should use discretion before posting or commenting. Once these comments or posts are made they can be seen by anyone and may not be able to be "taken back." Consequently, communication should include no form of profanity, obscenity, or copyright violations. Likewise, confidential or non-public information should not be shared. Employees should always consider whether it is appropriate to post an opinion, commit oneself or one's agency to a course of action, or discuss areas outside of one's expertise. If there is any question or hesitation regarding the content of a potential comment or post, it is better not to post. There should be great care given to screening any communication made on behalf of the agency using this social media as improper posting and use of social media tools can result in disciplinary action.

Posts and Comments Are Public Records:
Like e-mail, communication via agency-related social networking Web sites is a public record. This means that both the posts of the employee administrator and any feedback by other employees or non-employees, including citizens, will become part of the public record. Because others might not be aware of the public records law, agencies should include the following statement (or some version of it) somewhere on the social networking Web site:

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Representatives of North Carolina state government communicate via this Web site. Consequently any communication via this site (whether by a state employee or the general public) may be subject to monitoring and disclosure to third parties.

Security

From a security standpoint, agencies should be mindful of how to best prevent fraud or unauthorized access to either the social media site or the state network. In almost every case where an attacker accesses a system without authorization, they do so with the intent to cause harm. The harm intended may be mild, such as:

- making unofficial posts, tweets or messages—possibly of an embarrassing nature—that will be seen by the public as official messages,
- using the compromised site to spread malware, or
- encouraging users to either click links or download unwanted applications that the attacker has added to the site.

In some cases, the intended harm may be more serious. For instance, attackers could access the network and obtain information that could be used to compromise or disable the state system, State employees' information, or citizens' information. In this scenario, attackers could acquire information such as:

- confidential information about state employees or citizens,
- sensitive security information,
- data about public safety plans, or
- defenses currently in place against attacks on public facilities.

Thus, security is an ever-present concern that must be addressed.

Methods Used to Breach IT Security

It is important to note that security related to social media is fundamentally a behavioral issue, not a technology issue. In general, employees unwittingly providing information to third parties pose a risk to the core state network. Consequently, employees should know the major threats they may face and how to avoid falling prey. Prevalent social media security risks include third-party spear phishing, social engineering, spoofing, and web applet attacks.

Due to the relative vulnerability of social media sites to these security exploits, it is important to be cautious when using such sites. In order to prevent potential harm, users of social networking sites should minimize the amount of information an attacker is likely to gain from a successful attack. For example, individual user IDs and passwords should not be duplicated across multiple sites. In this way, if one site is compromised, the attacker cannot also gain access to other sites for which the user is authorized.

In particular, because of the importance of proper operation of the State network and the sensitivity of information stored on State systems within the network, a State employee must never use a current NCID password as a password on any other site.

If agencies participate in social networking, agencies should:

- ensure that employees are made aware of which information to share, with whom they can share it, and what not to share,

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- provide security awareness and training to educate users about the risks of information disclosure when using social media, and make them aware of various attack mechanisms as described in this document,
- ensure employees are aware of Privacy Act requirements and restrictions. Educate users about social networking usage policies and privacy controls to help them better control their own privacy in any profile they use for work-related activities and more effectively protect against inadvertent disclosure of sensitive agency information, and
- educate users about specific social media threats before they are granted access to social media websites.

Records Management and Preservation

Communication through agency-related social media is considered a public record under G.S. 132 and will be managed as such.

- All comments or posts made to state agency account walls or pages are public, not private.
- In the spirit of transparency in state government, account administrators who receive messages through the private message service offered by the social media site should encourage users to contact them at a public e-mail address maintained by their agency. For private messages that account administrators do receive, they should be treated as constituent e-mails and therefore, as public records. Account administrators or another authorized staff member should reply using their state e-mail account.
- Agencies should set all privacy settings to public.

Agencies must assume responsibility for public records and adhere to the schedule of collection for social networking Web sites set by the North Carolina State Archives. The Department of Cultural Resources is able to collect most social networking content using an automatic Web harvesting tool. If an agency wants the Department of Cultural Resources to collect their social networking content, that agency must provide the Department of Cultural Resources with a current list of all active account domain names and not delete any information or communication threads before archival harvesting has been completed for a particular scheduled harvest. Agencies may rightfully decline to participate in the automatic harvesting performed by the Department of Cultural Resources. If an agency does decline or if the Department of Cultural Resources notifies a PIO that they are unable to collect the content using the automatic harvesting capability, then the agency must manually archive the public content on their own. Refer to Web Site Guidelines policies on North Carolina Government Records Web site (http://www.records.ncdcr.gov/erecords/default.htm).

Conclusion

Social media is an effective and efficient way for agencies to communicate with and participate in the larger community. It will continue to shape and support the way agencies communicate and collaborate with constituents as they strive to provide an accountable and transparent government. As agencies use social media they need to strike a balance between providing access to information and securing the state's core network. To find that balance, each agency needs to assess its risk. This document is meant to help agencies and their users understand these risks and outline some best practices for social media usage. Every agency should adopt these tools and provide their employees support and guidance to use them productively and intelligently.

Landscape Leaders

White House: whitehouse.gov

The white house is one of the few government entities making use of social media tools outside of just Facebook, Twitter and YouTube. They are going out and publishing content to their audiences in less prominent venues, such as MySpace, Flickr, Vimeo, iTunes and Linked In.
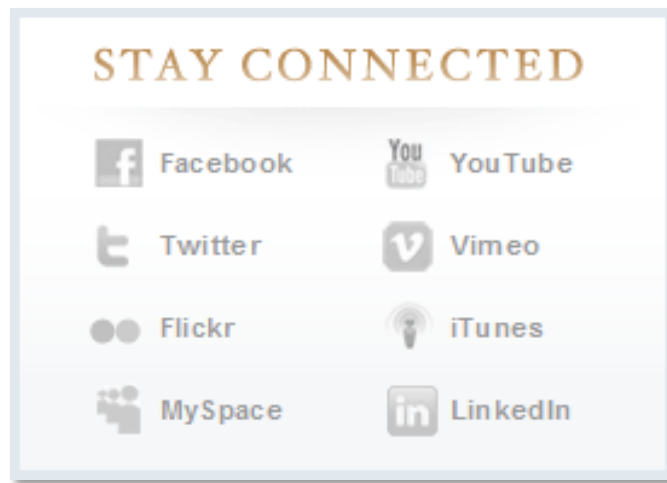
In addition, they've taken the use of Facebook one-step further by using it in more advanced ways. White House Live allows users to view live streams and comment with other users in real time.

Utah: utah.gov

Utah.gov is making use of a variety of social media tools to connect with citizens. Many of the tools are easy to find from the city's homepage, in multiple locations, in addition to a Mobile and Social Connections section on the website. Instead of just linking visitors directly to the third-party service, they have opted to integrate the feeds directly into the city's main website, making it easier and quicker for visitors to find the information they want. Overall, very consolidated and organized.

San Francisco: sfgov.gov

Sfgov.gov provides a 'Social Media Center' pulling in a list of Facebook, Twitter and YouTube accounts for various departments of the city. These tools are not integrated in; they just provide links to these tools. They also offer RSS feeds from a few TypePad blogs.
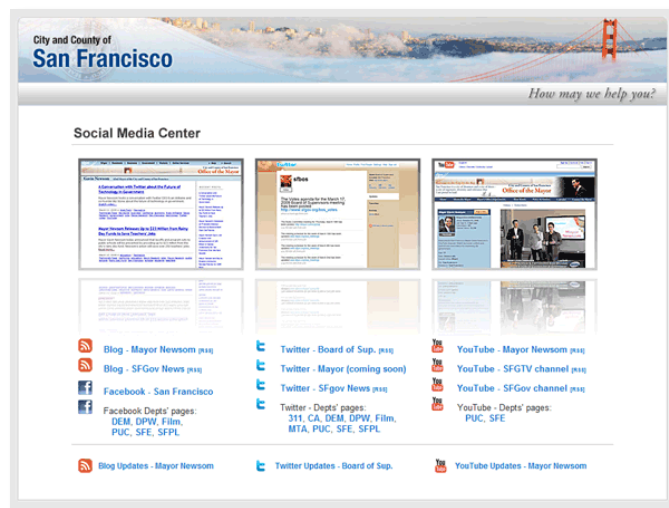
Houston: houstontx.gov

The houstontx.gov site contains a 'Social Media Library' that has an extensive list of all of the city's YouTube, Facebook and Twitter accounts. They even have Twitter accounts for specific areas of the city.

City of College Station: cstx.gov

College Station has created a 'Stay Informed' page that not only encompasses third party social media tools but also internal ones such as e-notifications, television and radio links, meeting calendar, and eNewsletter archives. It's a nice way to make it easy for people to stay connect with the city through internal and external communication tool.

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Summary of Trends

Popularity Trends of Social Media Third-Party Tools

- Facebook
- Twitter
- YouTube
- Flickr
- Blogs (typically WordPress, unsure if they are software-as-a-service or self hosted installations)
- iTunes

Use and Topic Trends

Topic Trends

Common topics of information being pushed out through social media include:

- Soft news
- Announcements (not time critical)
- Announcements and Events (time critical)
- Reminders, renewals and important dates
- Policy changes
- Community and discussion engagement
- Contest
- Promote new features

Some of the common uses of the social media tools are:

- One way communication: Distribution of 'soft' news to followers
- One way communication: Distribution of alerts and notifications to followers
- Two way communication: Engaging users in discussion around city events, topics of discussion and feedback gathering
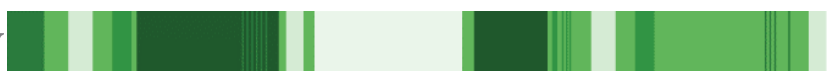
Other Considerations:

- Few cities appear to be using the social media space to engage citizens in discussion
- Some cities appear to be using social media tools to just say that they do and are current with technology but do not have a real understanding of how to leverage them as an effective tool for communicate relevant content to citizens.

Promotion and Distribution Trends

Promotion Trends

Many of the cities on the list are using a variety of third-party social media sites and tools but are only prominently promoting a select few. These include:
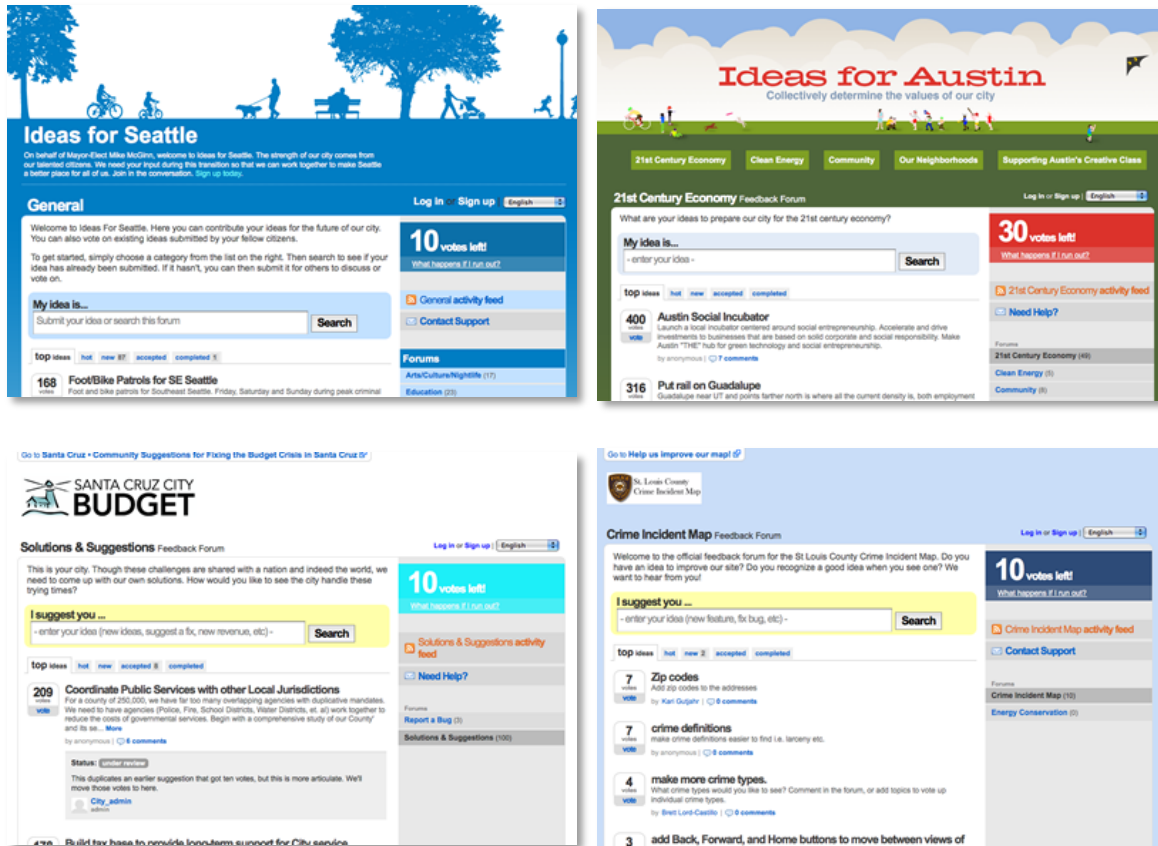
- Facebook
- Twitter
- YouTube

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Other fairly commonly used but not often showcased social media and publishing tools include (these accounts are typically found by Google searching a city's Facebook or Twitter user name to find alternate accounts with the same or similar username):

- LinkedIn
- Flickr
- Vimeo
- iTunes

Showcasing Trends

When showcasing social media, cities are using one, if not multiples, of the following methods:

- Social media icons on every page (footer, sidebar, etc)
- Social media pages aggregating the city's central account and various departmental accounts
- Account indirectly found through clicking on content links, which resolve to the source material that is posted on Facebook, Twitter, etc.

Other Considerations:

- No city is making use of a central 'lifestream' or aggregated feed of all social media activities into a centralized location. Utah comes close with a 'Latest Tweets' aggregation of city and departmental Twitter accounts.

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Crowdsourcing

UserVoice

Some cities are using tools like UserVoice to collect ideas from citizens.

- Ideas for Seattle
- Ideas for Austin
- Santa Cruz City Budget
- St. Louis Crime Incident Map

Note: Ideas for Austin doesn't appear to be active at this time.

San Francisco

PolicySF
The City of San Francisco has launched PolicySF, a Website to 'help communities share good ideas with one another.' The site provides 'policy toolkits' with FAQs, processes, sample policy documents and ordinances on SF-specific initiatives. Other governments can also share their ideas.

ImproveSF
San Francisco has selected Brightidea to power its new idea platform aimed to foster ideas from the city's 26,000 employees. The site is located at ImproveSF.org.

The top idea will be selected for implementation with 10 other high ranking ideas recognized in an event with Mayor Gavin Newsom and get featured on SFGov.org as well as the city's Facebook page.
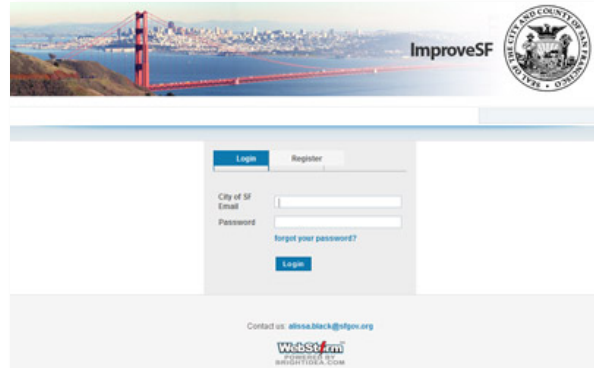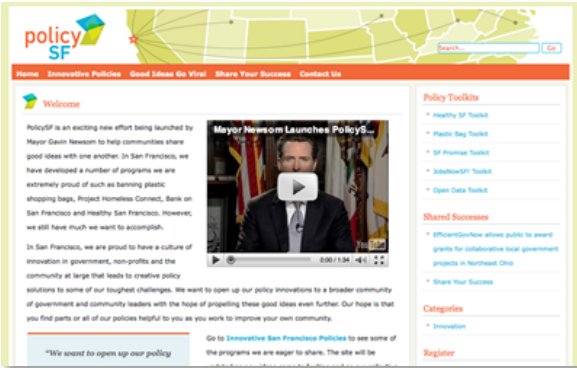
Text Messaging

Alert DC

The Alert DC system provides rapid text notification and update information during a major crisis or emergency. This system delivers important emergency alerts, notifications and updates on a range of devices including:

- e-mail account [work, home, other]
- cell phone
- pager, BlackBerry
- wireless PDA

Alert SF

AlertSF is a text-based notification system for San Francisco's residents and visitors (available in both English and Spanish languages).

AlertSF will send alerts regarding emergencies disrupting vehicular/pedestrian traffic, watches and warnings for tsunamis, flooding, and Citywide post-disaster information to your registered wireless devices and email accounts. Registrants can also sign up to receive English-language automated information feeds and/or alerts targeted to specific areas of the City.

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