



Risk and Impact Assessment
Social Network Marketing
LinkedIn, FaceBook, Twitter, MySpace and YouTube
Office of Problem Gambling
V1.0

November 22, 2010

Bob Hall





Business User

Office of Problem Gambling (OPG)

Business Case

The Office of Problem Gambling contracted for services to establish a new Website that reaches problem gamblers, their friends and family along with treatment providers. Most significantly, this site reaches out to Multicultural audience and provides information and resources to deal with problem gambling in multiple languages: Hmong, Vietnamese, Chinese, Spanish, Tagalog and Korean.

Under this contract a marketing firm was engaged to assist in the promotion of the new site and recommended and received approval from OPG management to establish Social Networking sites that provide rudimentary information on problem gambling and directed browsers of those sites to the <http://ProblemGambling.ca.gov> site where detailed and focused information is provided. These Social Networking sites have been established and designed but are not open for public use at this time. The theory behind utilizing social networking sites to promote the problem gambling web offering is to reach different demographics that frequent those sites and to utilize the power of referral from one user to their community/friends to spread the message.

Through these social networking sites the management and staff intend to enhance their communications capability by communicating with therapists, educators, providers, counties, stakeholders and other interested public:

General Description

- Twitter Communicate with those that wish to receive daily or periodic messages on current issues and other information from ADP.
- LinkedIn Present information to this business-oriented social networking site that is mainly used for professional networking. As of April 2010, LinkedIn had more than 65 million registered users.
- FaceBook Establish and maintain the network for those interested in Problem Gambling. This forum allows users to maintain personal profiles, add people as friends and send them messages from their site. Additionally, users can join networks organized by workplace, school, or college. The website currently has more than 400 million active users worldwide.
- MySpace MySpace is a social networking website. MySpace has a Groups feature which allows a group of users to share a common page and message board. Groups can be created by anybody, and the moderator of the group can choose for anyone to join, or to approve or deny requests to join. The 100 millionth account was created on August 9, 2006.
- YouTube YouTube is a video-sharing website on which users can upload, share, and view videos. Unregistered users can watch the videos, while registered users are permitted to upload an unlimited number of videos to their account.



Risk and Impact Assessment

The cost benefit calculated for this effort based upon staff time committed for the establishment of these sites, the development, and the review and approval of posted content along with the monitoring of responses to the site is estimated to be \$67,000 for the first year and \$61,000 for subsequent years. The benefit of increased communications to and from the public will assist in adapting policy and practices that better serve the public which cannot be easily quantified.

The Administration has encouraged such communications to enhance transparency and communications with the public we serve.

Risk Analysis regarding OPG Social Networking Sites

SIMM 66B Compliance - OCIO Social Media Standards establishing Agency Management Requirements

1. Analysis of the risks (including risk mitigation strategies) involved in providing Users access to Social media websites including:
 - a. Employee productivity
 - 1) Access to social media is allowed on an exception basis only for those staff directly involved in the development and deployment of messages. This is consistent with current enacted policies through WebSense managed by the Technical Support Section (TSS). If a user's Active Directory account is a member of the appropriate security group, WebSense will allow access to the communication portions of a social media website but will block access to any unnecessary functionality within these websites such as games, instant messaging clients, etc. This will minimize the use of the "other than government" sections of the social media websites per Section 4.0 of SIMM 66B.
 - 2) Use of cellular devices to access and socialize on these sites is a potential risk to employee productivity. This risk will not appreciably increase due to establishing these social networking sites for OPG. Establishing a means to restrict staff from using, viewing and responding to their own cell phones during business hours is a broader management and supervisory issue.
 - 3) OPG management and their designated support staff that will maintain and monitor the social networking sites will be performing communications and outreach functions. These tools will enhance their ability to reach the public, OPG constituents and enhance the dialog with them regarding problem gambling which is in line with the mission for the department.
 - b. Network bandwidth requirements and impacts
 - 1) Social networking sites are not hosted by ADP. Increases in access to these sites will be restricted to those assigned to monitor and maintain these sites and thus will have minimal impact on bandwidth and network speed. Access to these social networking sites by those external to ADP will have no impact since they are accessed via the Internet at a hosted site.



Risk and Impact Assessment

- c. Reputational risk to personnel, the Agency, and the State
 - 1) The use and approval of content sent from ADP will be handled by OPG management and assigned staff. Policy and protocols that exist for the Internet and other communications will be adapted to ensure they apply to the social networking communications.
 - 2) Receipt of responses and forum postings to the social networking sites may contain language that is inappropriate. These responses (unlike e-mail and comments) are viewable by the Twitter community, and can be viewed as posts on the FaceBook Wall, and as comments submitted to FaceBook. The process detailed in the Appendix – OPG Social Networking will be instituted to monitor and review responses and to delete/edit inappropriate responses. This process incorporates a quick turnaround time (twice daily) so as to minimize the time an offending response is viewable by the public. This responsibility will be handled by OPG management in coordination with the Communications Office. This will most likely be the largest cost/effort that OPG will incur for using these technologies.
- d. Potential avenue for exposure or leakage of sensitive or protected information
 - 1) Policies currently exist that govern the handling of sensitive or protected information such as copyrighted material, intellectual property, personally identifying information, etc. that will apply to information disseminated through these social media sites. These sites will present information that will lead and provide links to the Problem Gambling web site. Information presented and downloads available on these sites will not differ from those approved for OPG Website.
- e. Potential avenue for malware introduction into the organization's IT environment
 - 1) The social media sites reside on hosted sites. There is no software to download to operate the accounts.
 - 2) There is a potential for embedded malware (e.g., virus, or a link that has malware) in the responses; TSS will need to ensure that our standard antivirus software will filter this out.
 - a) Currently each personal [desktop/laptop] computer (PC) has antivirus software that is updated by TSS.
 - b) Staff is not allowed administrative or power user rights, which prohibits unauthorized software from being added to their PC.
 - c) The current version of WebSense prohibits access to sites; TSS is evaluating an upgrade to this software that would further protect our environment from social networking sites.
 - d) The potential and risk of a malware attack will need to be balanced with the value derived by the department in reaching the public through social networking sites.
 - e) OPG and Web Unit staff and management involved in managing the social networking are required to obtain the security awareness certification through the course "Information security for Everyone" AWR-175-W sections 5, 6 and 7 (<http://www.teexwmdcampus.com>).



Risk and Impact Assessment

- f. The potential use of “other than government” sections of social media websites.
 - 1) Only designated staff assigned to moderate, post and review social media accounts content will be provided access to the account. Access to these sites will not expand privileges to any other sites that are considered “other than government” sections of social media. Justification and approval by management for staff to access and subscribe to other social media accounts for marketing purposes will be required in order to be aware of this exposure and to monitor activity if deemed necessary. Associating our social media site with others may be part of a marketing strategy in that OPG site will be more available and exposed by having links from other social media sites.
- 2. A cost/benefit analysis documenting the business need versus the technological, operational and administrative costs involved. These costs must include:
 - a. Staffing required to review content before it is posted;
 - 1) OPG management will review content within the Social Media sites (LinkedIn, FaceBook, MySpace, Twitter and You Tube).
 - a) 1 hour per week combined for management staff to review and approve content for sites. The information on the sites will not change frequently, once or twice per month.
 - b) ½ hour per week for management staff to review and approve content for Twitter and to respond to staff regarding the receipt of tweets.
 - c) 50 weeks @ 1.5 hours per week = 75 hours per year x \$100 p/hr = \$7,500
 - 2) Line staff within OPG will provide support for the Deputy Director of OPG responsible for issuing tweets and updating and revising the social media sites
 - a) 1 hour per work day combined for OPG staff
 - b) 50 weeks @ 5 hours per week = 250 hours per year x \$80 p/hr = \$20,000
 - b. Staffing required to monitor the social media websites for compliance;
 - 1) Line staff within OPG will monitor the Twitter, LinkedIn, FaceBook, MySpace and YouTube sites.
 - a) 1 hour per work day combined
 - b) 50 weeks @ 5 hours per week = 250 hours per year x \$80 p/hr = \$20,000
 - 2) Information Management Services Division (IMSD) Web Unit will assist OPG for technical and compliance issues related to the Twitter, LinkedIn, FaceBook, MySpace and YouTube sites.
 - a) 5 hours per month for technical services as needed and to perform periodic checks for compliance and monitoring.
 - b) 12 months @ 5 hours per month = 60 hours per year x \$80 p/hr = \$4,800



Risk and Impact Assessment

- 3) IMSD TSS will monitor and respond to security issues related to the Twitter, LinkedIn, FaceBook, MySpace and YouTube sites.
 - a) 5 hours per month for technical services as needed and to perform periodic checks for compliance and monitoring.
 - b) 12 months @ 5 hours per month = 60 hours per year x \$100 p/hr = \$6,000
- c. Technology expenditures for upgrades or new software utilized by the social media websites, i.e., browsers, plug-ins, media players, etc.; and
 - 1) None required. The social media sites are hosted third party sites that incur no outlay of funds for the department.
 - 2) The potential upgrade of Web Sense to monitor traffic from social networking sites may be determined as an appropriate safeguard. That cost has not been determined.
- d. Administrative costs in developing, implementing, and maintaining the policies and processes required below.
 - 1) Policies and their maintenance currently exist for outgoing communications. The cost of maintaining and monitoring social networking policy will be minimal after establishment.
 - a) 60 hours for the preparation and review of the policy per year x \$100 p/hr = \$6,000
 - b) 8 hours for future updates and subsequent review x \$100 p/hr= \$800
 - 2) Processes for the issuance of communications currently exist and will not need to be altered due the establishment of the social media sites. However, the current process for issuance of communications should be reviewed to ensure that it will address the need for Twitter communications and information available on LinkedIn, FaceBook, MySpace and YouTube.

Summary of Estimated Cost	Hours	Period	Cost/hr	Annual Cost	Initial Year	Ongoing
OPG management review	1.5	week	\$120	\$9,000		
OPG support staff - maint & dev	5	week	80	\$20,000		
OPG support staff - monitoring	5	week	80	\$20,000		
IMSD Web Unit technical support	5	month	80	\$4,800		
IMSD TSS technical security issues	5	month	100	\$6,000		
Administrative policy development	60	year	100	\$6,000		
Administrative policy maintenance	8	year	100			\$800
					\$65,800	\$60,600



OFFICE OF PROBLEM GAMBLING

California Department of Alcohol & Drug Programs

1700 K Street Sacramento, California 95814-4037

Appendix – OPG Social Networking

1. Process for “Pilot” Social Networking Project

Background

The Office of Problem Gambling (OPG) will act as the “pilot” program for the Department of Alcohol and Drug Programs (ADP) in using a variety of social networking sites. Sites such as Twitter, LinkedIn, FaceBook, MySpace, and YouTube will be utilized to provide information related to problem and pathological gambling behaviors and to direct browsers to OPG website www.problemgambling.ca.gov for additional information. By using social networking sites OPG hopes to expand outreach for prevention and treatment programs in a cost effective manner.

Process

OPG Deputy Director will request the Information Management Services Division (IMSD) to provide access to various social networking sites. Access to specified sites will be granted to specific OPG staff. OPG will ensure that pages established within various sites are created as a business or company entity as opposed to a personal page if applicable.

One OPG team member, and if necessary a back-up, will be chosen by OPG Deputy Director to monitor and post to each specific site. Eliminating multiple users will allow OPG Deputy Director to closely monitor staff responsibilities related to posting information on each site.

Postings shall be related to OPG activities. OPG will also use “Word of the Week” and “Thought of the Month” postings to educate the public about problem gambling. All postings will be approved by OPG Deputy Director. OPG will make an effort to make two postings per site each week at a minimum. If there is a need to post information related to ADP outside of OPG’s purview, OPG Deputy Director will gain approval from the Communications Office prior to posting such information.

All OPG staff will be required to complete training offered by the US Department of Homeland Security designed to ensure the confidentiality, availability and integrity of the information systems that power our global economy. OPG staff training will occur within the first month of the assignment to monitor a social networking site.

The following guidelines shall be used when monitoring and posting information on any social networking site:



Risk and Impact Assessment

OPG Team Members:

- OPG team members will establish their own unique password for their assigned site. Passwords should meet departmental standards using eight characters including at least one symbol or number. Passwords should be changed every 90 days, at a minimum. It is recommended that OPG team members change social network site passwords when prompted to change ADP network passwords.
- At a minimum, OPG team members will be required to check each site two times per business day. It is preferred that the first log-in will be prior to 11:00am and the second after 2:00pm.
- OPG team members will periodically post information on each site related to problem gambling prevention and treatment services programs.
- OPG team members will be responsible for monitoring their assigned site for inappropriate responses and language. If there is a question about inappropriate information, OPG team member shall immediately notify OPG Deputy Director or designee.
- OPG team members will be responsible to edit/delete any and all inappropriate postings.
- If an OPG team member determines that there has been an unauthorized change to an OPG page, the incident will be immediately reported to OPG Deputy Director, the Information Security Officer and IMSD Technology Support Section (TSS).
- In addition to unauthorized changes, if an OPG team member notices a posting or message with unrecognizable characters, the posting should be immediately reported to OPG Deputy Director and IMSD-TSS. This type of posting could be the source of a virus and OPG team members should not open or “hover” over unrecognizable characters.
- If an incident is reported to IMSD-TSS, OPG team member will immediately change the password for the specific site.

OPG Deputy Director:

- OPG Deputy Director will monitor each site at a minimum of one time per business day. OPG Deputy Director shall provide guidance and oversight to OPG team members.
- OPG Deputy Director will make incident reports to IMSD-TSS via email.
- OPG Deputy Director will provide routine updates to IMSD regarding the progress and results on the social network pilot program.

Security Compliance

OPG and IMSD will update the Social Network Marketing Risk Assessment on an annual basis. Copies of the Social Network Marketing Risk Assessment will be provided to OPG Deputy Director, IMSD Information Security Officer, IMSD Deputy Director, Public Information Officer, Chief Deputy Director, and Director for approval.



Staffing Roles and Access Rights to Social Networking Media

Role	Access Rights	Staff Assigned	Backup Assignment
Management all sites	Administrative	Terri Sue Canale	Michelle Abe
Twitter	Edit, Monitor, Manage	Cyndi Maivia	Sheryl Griego
YouTube	Edit, Monitor, Manage	Michelle Abe	Ricci Walker
FaceBook	Edit, Monitor, Manage	Patricia Perry	Ricci Walker
MySpace	Edit, Monitor, Manage	Amy Tydeman	Edna Ching
LinkedIn	Edit, Monitor, Manage	Edna Ching	Amy Tydeman
Technical Assistance	Administrative	Bob Hall	Julian Vidmar



Twitter: Process for establishing and maintaining a Twitter Account

1. Signup for a free Twitter account at <https://twitter.com/>. Your username will be your profile name. For example, our user name is ADPcagovernment, and our profile is @ADPcagovernment or www.twitter.com/ADPcagovernment.
2. Choose a strong password with numbers, letters, and symbols. Make your password difficult to reduce the chances of being hacked. Change your password occasionally and don't use the same password for everything.
3. Complete your profile at <http://twitter.com/account/settings>, including your bio, website address, and profile picture. Filling in your profile information will help people find you on Twitter. Make sure you provide a link to your Twitter account from your department's website -- this helps confirm to people that your Twitter site is official.
4. Change the design at http://twitter.com/account/profile_settings. If you do not have a custom background for your department, please use the background provided by the Governor's Office (instead of using one of Twitter's default backgrounds).
 - a. Twitter Background Template: [download](#)
 - i. To use the background provided by the Governor's Office, go to the "Design" tab in your account "Settings."
 - ii. Change background image >> upload attached image (leave "tile background" unchecked)
 - iii. Change design colors >> Click on colors and replace old image number with new number for each color area (background, text, links, sidebar, sidebar border).
background: 495E7B
text: 333333
links: CC0000
sidebar: CDBE96
sidebar border: 85723F
5. Your Twitter profile is public by default. If you are still working on your design, bio, etc., you can protect your profile until you are ready to "go live". Remember to unprotect it later so your updates can get into search.
6. Find people to follow. You can search by name, or visit <http://www.twitter.com/cagovernment> to see who we are following.
7. Start tweeting. In general, stick to your area of expertise. Know your audience and keep your content consistent. Try to post meaningfully and respectfully – in other words, do not spam and do not make remarks that are off-topic or offensive. Always pause and think before posting. Don't use Twitter to send press releases; think conversation. Here are some things you could tweet about:
 - a. Share links and resources
Share information about your agency
Reach out to people who use your services
Talk about upcoming events
Ask questions
8. Let the eServices Office know what your profile is. We want to make sure we link to all of the State Twitter accounts from the main account: <http://www.twitter.com/cagovernment>.

Twitter Terms

Here are a few Twitter terms to help you get started.

- @replies (also known as "mentions") - Use an @ sign in front of a Twitter username to reply to someone, refer to them, or direct a new message to someone. You can see all the tweets directed to you (i.e., mentioning you) by clicking on the @username link when you are signed onto Twitter. @replies is not private. (Example: @cagovernment)



Risk and Impact Assessment

- Direct Message (DM) - Use a DM in front of a username if you would like to send private messages. @DM replies are private.
- Retweeting (RT) - Retweeting means you are sharing someone else's tweet with your followers. To retweet something, you would type an RT in front of the username of the person you are retweeting. (Example: RT @cagovernment)
- Hashtags (#) - Hashtags are an easy way to follow conversations about different topics. You can follow them via Twitter search. For example, "What is your idea for good government? #myidea4ca" would be grouped in searches with other tweets using that #myidea4ca hashtag. To create a hashtag, use the number sign (#) in front of your keyword.
- #followfriday - Every Friday, Twitter users recommend others they should follow by including their username and #followfriday or #FF in a tweet. On Fridays you may see a tweet full of usernames, which is a good way to find new people or organizations to follow. Recommending tweeters you enjoy will also help you get more followers.
- Following someone means receiving their Twitter updates. When you follow someone, their updates will appear on your homepage (when you login).
- Followers are people who are receiving your updates. Your updates will appear on their homepage when they are logged in. Followers can read your updates, as well as anyone else who comes across your homepage.

Tips

- URL Shorteners - Because of the 140 character limit of each tweet, it can be difficult to include full URLs in a message. There are many free services that allow you to convert a long URL into a shorter one. For example: Bit.ly and tinyurl
- Frequency: Most recommend a minimum of 2 and a maximum of 10 tweets per working day, with a gap between tweets to avoid flooding your followers' Twitter streams (not counting @replies or live coverage of a crisis or event).
- Retweetable: Even though tweets can be as long as 140 characters, try to restrict your tweets to less than that to allow sufficient space for others to share (or RT) your tweets.
- Following/Follow-Back: Some agencies choose to follow everyone who follows them, and others choose to follow only governmental, non-profit organizations, or other relevant organizations.

Resources

- Schwarzenegger Launches Twitter Powered MyIdea4CA, Mashable, 8/25/2009
<http://mashable.com/2009/08/25/myidea4ca/>
- Third-Party Apps - There are hundreds of Twitter third-party applications that are freely available. For example, using HootSuite, you can schedule your Tweets in advance, and TwitPic allows you to post pictures on your Twitter updates. Only give your user name and password to trusted third party applications, and take precautions when it comes to your account safety. Note: Twitter does not officially support these applications, but you can find a full listing at <http://twitter.pbworks.com/>.
- What are the Rules of Engagement for Twitter for a Government Social Media Blog?
<http://govsocmed.blogspot.com/2009/06/what-are-rules-of-engagement-for.html> -
- Enterprise: List of 40 Social Media Strategy Guidelines - Laurel Papworth
<http://laurelpapworth.com/enterprise-list-of-40-social-media-staff-guidelines/>



Social Networking Risk and Impact Assessment Appendix Post Pilot Assessment – First Year Status Review

Background

The Office of Problem Gambling's social media has been in existence for over a year and has been continually updated. New followers have been generated throughout this time. The Problem Gambling Summit was broadcasted through social media, as well as weekly facts and reminders to create awareness for problem gambling.

Pictures and videos of OPG events that have taken place over the passed year have been uploaded to the social media. In addition, videos from the Public Service Announcement contest have been uploaded. Social media connections have been made between OPG and other groups that support problem gamblers such as Friday Night Live. These connections represent support for other organizations that share the same goals as OPG.

The primary gauge for effectiveness with social media is the number of followers. The more followers we have, the more people receive OPG related news and information.

Originally when the Office of Problem Gambling's Twitter was created towards the end of 2010 it had no followers. Today the number of people following the OPG Twitter has grown to 815 people. Additionally, 63 Tweets have been broadcasted since its creation and we are following 1,617 relevant users.

The Office of Problem Gambling Youtube has come a long way since it was created a year ago. It currently has 97 uploaded videos. Videos from the Public Service Announcement contest held by OPG were uploaded, as well as the OPG training videos for councilors. These training videos are imbedded into the PERC using Youtube. The OPG Youtube page boasts 12,219 video views so far.

Over the passed year, the Office of Problem Gambling has gathered 67 "Likes" over Facebook. This is good progress, it takes time to build up "likes," since the page must be "suggested" by a friend. Also, typically people only "Like" companies, products, or causes they strongly support. After a person has "Liked" the organization's page, all announcements will appear on their news feed when they log in.

The Office of Problem Gambling Myspace has accumulated 92 connections. Events and weekly facts on problem gambling have been posted over the passed year.

Although LinkedIn is not one of the bigger social networking sites, 85 connections have been accumulated over the passed year.



Risk Analysis

There have been no breaches of security over the passed year, as the social media sites have been closely monitored. All social media sites have a different complex password.

As the Office of Problem Gambling makes its transition to the Department of Public Health, we will work to comply with their security requirements and policies.

Cost Benefit Analysis

The cost to maintain the social media has been cheaper than estimated. With the sites already set up, each site only takes an hour per week to check, maintain, and broadcast OPG news. With the low amount of hours that is needed to maintain the social media, the costs are low and the benefits are high. An ongoing connection is made with the followers of OPG, and news may be passed to them anytime into the future. The cost is a lot lower than a radio or television ad, and the retention of the viewer is a lot higher.

The following chart reflects the decrease in required hours needed for upkeep by the OPG support staff for maintenance and monitoring. The maintenance/development and monitoring annual costs have both decreased from \$20,000 per year to \$4,000. The total ongoing cost has had a dramatic decrease from \$60,600 per year to \$28,600. These statistics show the cost of maintaining social media is now lower and more cost efficient since they are already developed. These costs will continue to stay low into the future.

Summary of Estimated Cost	Hours	Period	Cost/hr	Annual Cost	Initial Year	Ongoing
OPG management review	1.5	week	\$120	\$9,000		
OPG support staff - maint & dev	1	week	80	\$4,000		
OPG support staff - monitoring	1	week	80	\$4,000		
IMSD Web Unit technical support	5	month	80	\$4,800		
IMSD TSS technical security issues	5	month	100	\$6,000		
Administrative policy development	60	year	100	\$6,000		
Administrative policy maintenance	8	year	100			\$800
					\$33,800	\$28,600



Staffing Roles and Access Rights to Social Networking Media

Role	Access Rights	Staff Assigned	Backup Assignment
Management all sites	Administrative	Terri Sue Canale	Michelle Abe
Twitter	Edit, Monitor, Manage	Cyndi Maivia	Sheryl Griego
YouTube	Edit, Monitor, Manage	Michelle Abe	Ricci Walker
FaceBook	Edit, Monitor, Manage	Sheryl Griego	Ricci Walker
MySpace	Edit, Monitor, Manage	Amy Tydeman	Edna Ching
LinkedIn	Edit, Monitor, Manage	Edna Ching	Amy Tydeman
Technical Assistance	Administrative	Bob Hall	Julian Vidmar

Future Plans

Over the next year we hope to continue the success we have seen with social media. We will continue to gain more followers and broadcast news, facts, events, and any other support for problem gambling. The more followers we get, the more exposure OPG gets and this will create a snowball effect with the connections we make over social media.