

U.S. Nuclear Regulatory Commission

Official Presence Social Media Project Business Vision and Scope

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1 Executive Summary

Social media, sometimes also called Web 2.0, is a general term that encompasses various computer-mediated activities, including blogs, video and photo sharing, podcasts, social networking, and virtual worlds. Social media integrates technology, social interaction, and content to allow individuals and online communities to create, organize, edit, comment on, combine, and share content and ideas. Social media services use various Web-based technologies that provide strategic communication tools to enhance the flow of information to and from both the general public and specifically targeted stakeholder groups. Additionally, they serve to enhance collaboration and transparency and broaden the ability of the U.S. Nuclear Regulatory Commission (NRC) to demonstrate to new audiences what the agency does and why.

The challenge for NRC is identifying how to best integrate social media with its well-established collection of operational models now in use within the agency. Social collaboration and access over time needs to become complementary and integrated with the agency's existing information distribution channels. To accomplish this, NRC is developing a logical framework for using social media by integrating the techniques with the agency's mission and objectives. This means defining and putting the organization's requirements first, and then choosing the appropriate social media tools and services to implement the required solutions. The NRC Interim Guidance on the use of Social Media is designed to increase the agency's use of social media tools and services in an incremental fashion enabling the agency to meet its requirements while complying with applicable policies and regulations.

This document includes four updates from the original Business Vision and Scope document: 1) the vision screening which followed the CPIC process and was approved by CPIC on January 21 for the NRC public blog , 2) amended sections regarding the NRC photo gallery implementation, 3) amended sections regarding the NRC micro-blogging implementation and 4) amended sections regarding the NRC videochannel implementation.

1.1 Project Overview

The NRC's social media initiative is designed to increase the agency's use of social media tools and services in an incremental fashion enabling the agency to meet its requirements while complying with applicable policies and regulations. As an effort under the agency's social media initiative, the implementation of the agency's official presence encompasses several specific activities. These planned activities are consistent with current agency policies and procedures for the deployment of the tools and services envisioned under this effort.

1.2 Business Needs Analysis

The proposed Social Media requirements and associated recommendations within this document are consistent with the Agency's Strategic Plan as well as the President's 2009 Open Government Directive. The NRC's specific requirements for establishing an official presence using social media tools and service spans five primary functional areas:

- Information Dissemination
- Information Collection
- Applying NRC Branding to Social Media Tools and Services
- New Information Distribution Channels

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- Administrative Requirements

Within each of these functional areas, the agency also requires a number of service characteristics for each functional requirement. The primary required service characteristics include:

- Increased speed of distribution of agency content
- Enhanced access to agency content through multiple channels
- Enhanced interaction with agency stakeholders
- Increased scale and reach across all potential stakeholders

The combination of the agency's functional requirements and the required service characteristics represents the primary driver for the use of social media tools and services to meet the agency's needs.

1.3 Solution Summary

The solutions recommended to meet the agency's requirements summarized in the section above encompass the following areas:

- Blogging tool (Current)
- Photo gallery, such as Flickr.com (Current)
- Micro-blogging tool, such as Twitter.com (Current)
- Video channel, such as YouTube.com (Current)
- Social networking tool, such as Facebook.com (Future)

Future areas such as those noted above will be added as the agency's official presence is further established. To fully address the agency's requirements for establishing an official presence on social media sites and services, it is expected that multiple solutions will be leveraged by the agency. This envisioned approach is consistent with the desire to increase the agency's distribution channels.

The General Services Administration (GSA) provides a select set of cloud based social media offerings. These solutions have pre-negotiated Terms of Service between the federal government and the individual social media sites. GSA is also working on additional service features such as a secure cloud alternative for a subset of the social media offerings. This is currently in beta release. The NRC could benefit from leveraging these GSA offerings by reducing the level of effort and cost to implement social media services, use common platforms across the federal government, and reduce the support and maintenance burden. Where possible, the NRC will seek to leverage these GSA offerings to meet business needs.

1.3.1 Blogging Tool

The landscape of current blogging platform addresses a significant number of the agency's requirements for establishing an official presence through social media sites and services. Blogging tool enables the agency to maintain a dynamic inventory of content organized chronologically or by topic and typically possess the security and administrative features required by the agency.

The NRC Blog, powered and hosted by WordPress, represents a strategic communication tool that will help the agency enhance outreach to stakeholders, reach audiences not currently accessing NRC information, and increase two-way dialogue with the public. The NRC Blog will help individuals and

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organizations better understand the NRC's mission, roles, responsibilities, actions, and policies as well as provide them with more easily accessible information on specific topics of interest. GSA has pre-negotiated terms of service with Wordpress¹ offered through Apps.gov and this is the cloud version that will be used.

1.3.2 Photo Gallery

To address the need to share images and photographs with the general public and agency affiliates, there are several commercially available photo sharing social media Web sites/services that meet the agency's requirements. These Web sites/services will enable the agency to maintaining a large and dynamic inventory of graphical content organized chronologically, by group, topic, tags and will provide the security and administrative features required by the agency. The NRC photo gallery is intended to enhance and replace the current photo gallery available on the NRC.gov Web site. It was determined that using a commercially available social media services offers several benefits to NRC. These benefits include reduced web content management, reduced burden on OPA to manage online content, and expanded channel to deliver NRC public relations content. This approach has been implemented successfully in the public sector. For example, one Government agency, the Library of Congress, had posted over 27 million images since the release of their Flickr.com photo gallery.

In selecting a solution for the NRC photo gallery, NRC evaluated three photo sharing social media Web sites/services: Flickr.com, Picasa.com and Photobucket.com. This evaluation compared several criteria to include cost, features, user community and ease of use. Flickr.com was determined to be the preferred choice for NRC use. Flickr.com, powered and hosted by Yahoo!, represents a strategic communication tool that will help the agency to enhance outreach to stakeholders, and reach audiences not currently accessing NRC information. The NRC photo gallery will help individuals and organizations to better understanding the NRC's projects, sites, responsibilities, and actions. In addition, creating a Flickr.com photo gallery will address the data storage limits of the NRC public blog by enabling the hosting and displaying of unlimited images. GSA has pre-negotiated terms of service with Flickr.com² offered through its Apps.gov Web site.

To make use of existing NRC IT assets, NRC plans to use ADAMS the official records repository for photo media. NRC will utilize Flickr.com as the communications channel for media distribution. Prior to posting any images to Flickr.com, OPA will be responsible for declaring these images as records in ADAMS.

1.3.3 Micro-Blogging Tool

There is frequently a need for the NRC to release small amounts of information that may not rise to the level of a full blog posting or a press release. This has become more evident by the overwhelming engagement between the NRC and the public as result of the events at the Fukushima nuclear plant in Japan. The use of a micro-blogging tool enables the NRC to begin publishing brief informational items to a broad audience. In addition, micro-blogging is commonly used to help draw audiences to larger information sources such as blogs and press releases by placing links within a micro blog posting. This use will enhance how effective other current communication channels are by redirecting micro-blog readers to more information.

¹ https://forum.webcontent.gov/resource/resmgr/terms_of_service_w_socmed/wordpress_tos-signed.pdf

² http://forum.webcontent.gov/resource/resmgr/terms_of_service_w_socmed/flickr_tos_agreement_amended.pdf

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In selecting a micro-blogging tool for the NRC, the primary consideration is looking at which platform has the broadest number of users currently. Since the main goal is to disseminate public information to the most number of external parties the platform must have a critical mass of users. As such, Twitter.com has become the de facto standard in micro-blogging by both private industry and the federal government. Federal Government examples of Twitter.com use include the Federal Emergency Management Agency (FEMA) utilizing twitter for responding to incidents related to homeland security, the National Aeronautics and Space Administration (NASA) educating the public about research and discoveries, or the Department of Agriculture (DOA) issuing announcements around food safety. There are other micro-blogging tools in existence such as Jaiku.com, Tumbler.com, Plurk.com, and Spoink.com, but the need to reach the broadest possible options makes them less desirable to meet the NRC Business needs.

1.3.4 Video Channel

The NRC currently maintains a library of publicly available videos internally at video.nrc.gov. These videos are posted as files with multiple resolutions and the option to download as an mp3 or mp4 file. This solution has a few shortcomings. For one, the NRC must maintain the infrastructure and service to publish these videos. The largest issue is that unless the public explicitly knows of this site, they may never discover the video content. These videos and others are ideal for publishing to a broad audience through the use of a video hosting service.

Similar to the selection criteria for micro-blogging, the NRC is pursuing the use of YouTube.com due to its industry popularity. There are several federal examples of creating YouTube Channels that have brought a large number of users to federal video content.

- Department of State ~2.25 million total views (<http://www.youtube.com/user/statevideo>)
- Department of Education ~.4 million total views (<http://www.youtube.com/usedgov>)
- FEMA ~275,000 total views (<http://www.youtube.com/user/FEMA>)

There are other video hosting solutions such as Vimeo.com, Blip.tv, and even the NRC Photo Gallery solution of Flickr.com. These solutions lack the large audiences for video content, which are critical to a successful video channel.

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2 Introduction

2.1 Purpose

The Social Media Business Vision and Scope document describes the agency's goals and objectives related to establishing an official agency presence on one or more external sites (such as Flickr.com) or services (such as Twitter). The Business Vision and Scope document also identifies and describes the recommendations available to the NRC in meeting related needs expressed by the agency's management, staff, and external parties.

2.2 Scope

The Social Media Business Vision and Scope document encompasses multiple facets related to the identification and evaluation of recommendations for meeting the official social media presence (official presence) needs of the NRC and its related stakeholders. As a basis for determining the domain under consideration, this document relies upon the official presence related needs collected by the Office of Public Affairs (OPA) and the translation of those needs into functional requirements. As a result of its social media planning efforts, the agency identified five primary categories of social media related needs of the agency, including:

- An official presence on a variety of strategically important or useful external sites and services
- External participation by NRC employees acting in an official capacity for the agency (*not in scope*)
- Learning and education related content distribution by the agency (*not in scope*)
- Personal use of social media by NRC employees (*not in scope*)
- Participation by NRC employees in professional or industry related activities in which the individual does not represent the agency in an official capacity but does so for the purposes of participating in furthering professional or technical interests (*not in scope*)

The scope of this document is limited to the needs associated with the agency's official presence and potential recommendations to satisfy those needs. OPA with support from Office of Information Services (OIS) identified viable recommendations based on an examination of the NRC's requirements, the current marketplace for applicable solutions, and other current government-owned solutions. The evaluation of the identified recommendations considers the relative applicability, costs, benefits, and risks associated with each recommendation.

2.3 Definitions, Acronyms and Abbreviations

Word/Acronym	Definition
ADAMS	Stands for the 'Agency-wide Document Access Management System'. ADAMS is the agency's primary document and records management repository.
Blog	Short for 'Web Log', a blog is an online journal of information, typically time-stamped and displayed chronologically. A single blogs typically focuses on a specific topic or subject matter.
CMS	Stands for 'Content Management System'. A CMS is a technical platform used to streamline or facilitate the management of one or more types of electronic

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Word/Acronym	Definition
	information or content.
Micro-blog	A Micro-blog is a Web site or web service similar to a blog but designed for smaller pieces of information typically published on a more frequent basis.
MOU	Stands for 'Memorandum of Understanding'. An MOU typically describes or summarizes the expectations and agreement between two parties related to the role or activities they will play associated with a specific product or service.
Official Presence	Describes the totality of the agency's information and related Web site functionality on one or more social media-oriented Web sites.
RSS	Stands for 'Really Simple Syndication'. The term RSS represents a technical mechanism enabling organizations or individuals to publish or update information frequently to a broad audience of individuals. These individuals view the information using Web sites or applications designed to display the RSS provided feed of information.
Social Media	A collection of Web sites and applications designed to allow users to generate, share, and exchange content easily, primarily through internet and mobile-based technologies.
Social Network	See Social Media.
Twitter	A specific social networking and microblogging service that enables users to send and receive text-based information of up to 140 characters.
WordPress	A specific CMS, commonly used as a blog publishing application.

Table 1: Glossary

2.4 References

Title	Version	Date	Publishing Organization	Source
Project Management Methodology	04.30.10	2/19/2008	OIS	Internal NRC Web site
President's Management Agenda	FY2002	2002	White House	Office of Management and Budget (OMB) Web site ³
President's Open Government Initiative	FY2009	12/08/2009	White House	OMB Web site ⁴
US Nuclear Regulatory Commission Open Government Plan	1.1	06/07/2010	US NRC	NRC Web site ⁵

Table 2: References

³ <http://www.whitehouse.gov/omb/budget/fy2002/mgmt.pdf>

⁴ <http://www.whitehouse.gov/open/documents/open-government-directive>

⁵ <http://www.nrc.gov/public-involve/open/.../nrc-open-gov-plan.pdf>

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3 Project Overview

3.1 Background

The NRC's social media initiative is designed to increase the agency's use of social media tools and services in an incremental fashion enabling the agency to meet its requirements while complying with applicable policies and regulations. The major phases of this initiative include the:

- Formation of an internal working group to identify and discuss the opportunities and challenges of leveraging social media within the agency (Complete)
- Definition of the agency's primary functional requirements for social media tools and services (Complete)
- Identification of applicable rules and regulations guiding and controlling the use of social media within the agency as well as across the federal government (Complete)
- Analysis of potential social media tools and services by OPA to meet the agency's requirements (Underway)
- The deployment of social media tools and services incrementally, as approved by the agency (Underway)
- Pilot and evaluation of the effectiveness of the deployed tools and services (Underway)

3.2 Project Description

As an effort under the agency's social media initiative, the implementation of the agency's official presence encompasses several specific activities. The specific sequence of activities is illustrated in more detail in Appendix A of this document. The planned activities are consistent with current agency policies and procedures for the deployment of the tools and services envisioned under this effort.

3.3 Assumptions and Constraints

The Social Media project establishes assumptions and constraints to form the foundation on which the OPA bases the Business Vision & Scope.

3.3.1 Assumptions

The OPA has identified several assumptions associated with business operations, the technical solution, and ongoing program management:

- Current trends toward the widespread use of social media tools and services will continue over a several year timeframe.
- Only approved NRC Office of Public Affairs staff and management resources will oversee social media-based content.
- Existing information channels will not be replaced based on the use of social media tools and services.
- Changes will be required to the agency's Web site including external link messages and privacy notices.

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- The use of social media tools and services will comply with NRC's information security policies, records management policies, and social media-specific security policies as developed.
- Social media related policies and interim guidance will be fully vetted and approved before the use of any related tools and services.
- NRC's use of social media tools and services will comply with all applicable regulatory requirements.

3.3.2 Constraints

A number of related regulatory constraints as summarized in the table below govern the NRC's use of social media tools and services.

Regulatory Requirement	Summary
OMB Circular A-130, Section 8	<ul style="list-style-type: none"> • Agencies are required to provide members of the public who do not have internet connectivity with timely and equitable access to information, for example, by providing hard copies of reports and forms. • Using social media technologies as an exclusive channel for information distribution would prevent users without Internet and computing access. • Economically disadvantaged, persons with disabilities, rural communities may lack access to broadband technologies.
Rehabilitation Act, Section 508	<ul style="list-style-type: none"> • Any electronic/information technologies purchased, maintained, or used by the Federal Government must meet certain accessibility standards. • Agencies employing non-federal services are also required to ensure that persons with disabilities have equivalent access to the information on third party sites as required in Section 508.
Executive Order 13166	<ul style="list-style-type: none"> • Agencies are required to provide appropriate access to persons with limited English proficiency for any agency activity, including social media technologies used to communicate and collaborate with citizens. • Agencies must determine how much information they need to provide in other languages based on an assessment of customer needs. • Social media technologies are not viewed different than any other technology used by the Federal government for the purposes of EO 13166.
OMB A-130, NARA Web Technologies Guidance	<ul style="list-style-type: none"> • Agencies are required to determine the most appropriate methods to capture and retain records on both government servers and technologies hosted on non-Federal hosts. • Regardless of media, the regulations that govern proper management and archival of records still apply.
OMB Memorandum M-05-04	<ul style="list-style-type: none"> • Agencies are required to establish and enforce explicit agency-wide linking policies describing management controls for linking within and beyond the agency. • Such policies must appropriately limit external linking to information or services necessary for the proper performance of an agency function. • Agency linking policies must also include reasonable management controls to assure external links remain active or otherwise continue to provide the level of quality (including objectivity, utility, and integrity) as

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Regulatory Requirement	Summary
	<p>intended by the agency and expected by users.</p> <ul style="list-style-type: none"> To the extent that such is applicable to a particular social media activity, such activity must conform to the NRC's policy on linking.
Federal Advisory Committee Act	<ul style="list-style-type: none"> Depending on how the implementation of a social media activity is structured, such activity may meet the functional definition of a virtual or electronic advisory group and, as such, fall within the purview of the Federal Advisory Committee Act (FACA). Any advisory group, with limited exceptions, that is established or utilized by a Federal agency and that has at least one member who is not a federal employee must comply with FACA. If applicable, the Review Panel will ensure that the implementation of a social media activity complies with the terms of FACA.
OMB Memorandums M-10-22, M-10-23	<ul style="list-style-type: none"> Provide guidance for online use of web measurement and customization technologies as well as guidance for agency use of third-party Web sites and applications.
National Archives and Records (NARA) Bulletin 2011-02	<ul style="list-style-type: none"> Provide guidance on managing records in Web 2.0/Social Media platforms.

Table 3: Regulatory Requirements

The OMB Memorandum on Social Media, Web-Based Interactive Technologies indicates that the Paperwork Reduction Act requirements do not apply to “unstructured solicitations” such as those published in the Federal Register or through social media Web sites, blogs, media sharing sites, or online message boards that are hosted on a '.gov' domain or by a third party.

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4 Business Needs Analysis

4.1 Project Justification

The proposed Social Media recommendations are consistent with the agency's Strategic Plan as well as the President's 2009 Open Government Directive. The sections below describe in more detail the alignment of the proposed solution with these strategic efforts.

4.1.1 Alignment with Agency's Strategic Plan

The agency's Strategic Plan for fiscal years 2008-2013 sets forth three over-arching goals for the agency including ensuring adequate protection of public and environmental health and safety; adequate protection in the use and management of radioactive materials; and increasing organizational excellence. Within each of these goals, the Strategic Plan describes a number of desired outcomes as well as strategies for achieving these outcomes. The table below describes the alignment of the social media initiative with applicable agency strategies.

Agency Goal	Agency Strategy	Social Media Initiative Alignment
Organizational Excellence	Enhance awareness of the NRC's independent role in protecting public health and safety, the environment, and the common defense and security.	<ul style="list-style-type: none"> • The global scale of social media networks directly supports the agency's desire to increase its official presence in existing and emerging national and foreign energy markets. • The primary attributes of social media including the speed of information dissemination combined with the broad scope of distribution support the agency's organizational excellence requirements. • The bi-directional nature of social media tools and services enables the agency to interact and collaborate with a broader audience on more topics.
Organizational Excellence	Provide accurate and timely information to the public about the NRC's mission, regulatory activities, and performance.	
Organizational Excellence	Manage agency information and employ information technology to improve the productivity, effectiveness, and efficiency of agency programs and enhance the availability and usefulness of information to all users inside and outside the agency.	

Table 4: Alignment with Agency's Strategic Plan

As energy markets, especially in the US, continue to evolve towards increased use of nuclear power, the need for the agency to leverage new information distribution channels to reach citizens, industry, and other stakeholders also increases. In addition, the use of social media to expand awareness of the role radioactive materials play in a variety of industrial, medical, and other devices represents an opportunity for the agency to fully inform and educate stakeholders.

4.1.2 Alignment with NRC's Open Government Plan

In alignment with the President's 2009 Memorandum on Open Government, the NRC published its formal Open Government Plan in June 2010, which described the agency's strategy and high-level activities for increasing transparency, participative opportunities, and collaboration with a variety of stakeholders. To accomplish its open government objectives, the plan included a list of activities specific to the

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establishment of an official presence using social media channels. The plan also identified a 'flagship initiative' focused on enhancing NRC engagement and communication using several mechanisms including social media. The alignment of the social media initiative with applicable elements of NRC's Open Government Action Plan is summarized in the table below.

Open Government Flagship Initiative Plan Elements	Social Media Initiative Alignment
Disseminating information to people electronically through push mechanisms	<ul style="list-style-type: none"> • Social media related services leverage a broad range of technical mechanisms such as RSS services or Twitter to deliver content passively to interested parties.
Establishing connections with diverse stakeholders through the internet	<ul style="list-style-type: none"> • Social media tools and services enable and maintain virtual persistent connections and relationships between individuals and organizations for the purposes of continuous information exchange.
Promoting collaboration with diverse stakeholders	<ul style="list-style-type: none"> • Social media tools and services provide significantly greater and faster bi-directional communication channels enabling individuals to react, respond, and adjust to information and insights delivered by multiple parties.

Table 5: Alignment with President's 2009 Open Government Plan

The agency's Open Government plan highlights social media as an important part of the agency's overall goal of increasing transparency and openness. The analysis of the recommendations described in section 5 of this document stems from the agency's formal desire to leverage social media tools to accomplish its open government goals.

4.2 Requirements

The NRC maintains a number of high-level requirements associated with the use of social media tools and services as additional information distribution channels. The requirements for establishing an official presence through social media are broadly grouped into the following areas:

- Functional Requirements
- Operational Requirements

Each of these areas is described in more details in the sections following.

4.2.1 Functional Requirements

The NRC's requirements for establishing an official presence using social media tools and service spans five primary functional areas:

- Information Dissemination
- Information Collection
- Branding of Social Media Tools and Services
- Information Distribution Channels and Protocols
- Administrative Requirements

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Within each of these functional areas, the agency also possesses a number of service characteristics for each requirement. The primary required service characteristics include:

- Increased speed of distribution of agency content
- Enhanced access to agency content through multiple channels
- Enhanced interaction with agency stakeholders
- Increased scale and reach across all potential stakeholders

The combination of the agency's functional requirements and the required service characteristics represents the primary driver for the use of social media tools and services to meet the agency's needs. The requirements within each functional area are summarized in more detail in the sections following.

Not all requirements in the sections below apply to all social media tools, but as requirements for NRC's total social media presence. Application-specific requirements are listed in Section 5.

4.2.1.1 Information Dissemination

Requirement Summary

The solution shall provide the ability for:

1. Post: An authorized user to add, change, or remove text, documents, images, or other types of electronic information (content) for subsequent viewing or download by other users.
2. Link: An authorized user to add, change, or remove hyperlinks to other internet-based sites and content.
3. Tag: A user to add, change, or remove text tags which describe individual or collections of content.
4. Organize: A user to group or sort the content chronologically, organizationally, or into categories.
5. Notify: A user to automatically receive electronic notifications of added/changed content.
6. Subscribe: Automatically receive electronically added/changed content.
7. Search: A user to search for specific content or content providers using keywords or strings of text.

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Agency Examples

- Re-packaging NRC public web content and extending its reach through other communication channels to reach new audiences.
- Periodic updates on specific agency-related topics by agency leadership using web blogs.
- A 'day in the life of' story series to highlight what employees do at NRC as a recruitment tool.
- Prior to NRC hosted conferences, posting pre-conference materials, conference logistics and updates.
- Notification of new public documents in ADAMS by topic area, enabling easier notification and sharing of the information to support research and communication efforts.
- Delivering NRC announcements, major events, and crisis responses to the public.
- Publish event calendars and notices in order to increase event awareness.

Table 6: Information Dissemination Requirements

4.2.1.2 Information Collection

Requirement Summary

The solution shall provide the ability for:

1. Affiliate: A user to affiliate him/herself with another user, organization, or topic.
2. Comment: A user to provide private or public comments associated with content or other comments.
3. Edit: An authorized user to suggest modifications to content.
4. Vote: A user to vote positively or negatively regarding specific content or comments.
5. Moderate: An authorized user to monitor and approve comments and feedback prior to their public display.

Agency Examples

- Discussions on various topical subjects, allowing for feedback and exchange of information.
- Soliciting ideas and feedback from a variety of stakeholders in order to increase public engagement and cultivate creativity.
- Gauging stakeholder sentiment on broad topics.
- Participating in public technical forums with NRC subject matter experts contributing to or monitoring discussions on subjects of interest to the NRC.

Table 7: Information Collection Requirements

4.2.1.3 Branding

Requirement Summary

The solution shall provide the ability to:

1. Specify with text, images, or logos the ownership and affiliation of content with the NRC.
2. Link content residing on social media sites and services back to NRC-owned sites and services.

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3. Modify basic display settings including site or service fonts and colors.
4. Specify the ownership and usage rights of content residing on social media sites and services.
5. Enable the discovery, crawling, and indexing of content residing on social media sites and services by common search engines.

Table 8: Branding Requirements

4.2.1.4 Information Distribution Channels and Protocols

Requirement Summary
<p>The solution shall provide the ability to:</p> <ol style="list-style-type: none"> 1. Distribute content using industry accepted internet protocols. 2. Display properly on most common desktop and mobile web browsers. 3. Deliver agency content residing on social media and sites using Really Simple Syndication (RSS) services. 4. Distribute content using unique internet-based mechanisms or applications including micro-blogging applications.

Table 9: Information Distribution Channel and Protocol Requirements

4.2.1.5 Administrative Requirements

Requirement Summary
<p>The solution shall provide the ability to:</p> <ol style="list-style-type: none"> 1. Restrict access to the modification of agency content residing on social media sites and services to authorized users. 2. Administer the site's content, style, layout, and other features remotely using a restricted access user account. 3. Temporarily or permanently, restrict access to agency content or the entire agency presence on a social media site or service using a restricted access user account. 4. Manage the display of user comments or posts on the social media site or service using a restricted access user account. 5. Efficiently distribute content to the social media site or service from other systems in a manner that minimizes the bandwidth required to perform such transactions. 6. Manage files uploaded to the social media site or service using a restricted access user account. 7. View detailed and summary reports related to the number of page views, referencing sites, and browser types for specified periods of time. 8. View overall activity logs related to NRC's presence on the social media site or service.

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Table 10: Administrative Requirements

4.2.2 Operational Requirements

In addition to the functional requirements summarized in this document, the NRC maintains a number of additional internal operational requirements associated with the establishment of an official presence using social media tools and services. These requirements are described in more detail in the table below.

Requirement Summary
<p>The agency shall:</p> <ol style="list-style-type: none"> 1. Monitor the network traffic between the agency and the site(s) leveraged for the agency's official presence in order to avoid exceeding desired bandwidth thresholds. 2. Engage in periodic or ongoing network capacity and utilization planning associated with the agency's official presence activities. 3. Periodic review of official presence content for the identification and removal or outdated, inappropriate, misleading, or inaccurate information. 4. Ongoing capture and declaration of official agency records created through the use of official presence tools and services. 5. Periodic review of the agency's official presence for compliance with all applicable federal and agency regulations and policies. 6. Periodic review of NRC user accounts for access control. Reference NRC Public Blog Requirements document for specific language.

Table 11: Operational Requirements

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5 Solution Summaries

The solutions recommended to meet the agency's requirements identified in section 4 of this document encompass the following areas:

- Blogging tool (Current)
- Micro-blogging tool, such as Twitter.com (Current)
- Video channel, such as YouTube.com (Current)
- Photo gallery, such as Flickr.com (Future)
- Social networking tool, such as Facebook.com (Future)

Future areas such as those noted above will be added as the agency's official presence is further established. To fully address the agency's requirements for establishing an official presence on social media sites and services, it is expected that multiple solutions will be leveraged by the agency. This envisioned approach is consistent with the desire to increase the agency's distribution channels. Each envisioned recommendation is described in more detail in the sections following.

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5.1 Blogging Tool

The landscape of current blogging platform addresses a significant number of the agency's requirements for establishing an official presence through social media sites and services. Blogging tool enables the agency to maintain a dynamic inventory of content organized chronologically or by topic and typically possess the security and administrative features required by the agency.

The identified blogging tool recommendation is described in more detail in the table below.

NRC Public Blog	
<p>The agency views a social media-based official presence as a strategic communication tool that will help the agency enhance outreach to stakeholders, reach audiences not currently accessing NRC information, and increase two-way dialogue with the public. The NRC public blog will help individuals and organizations better understand the NRC's mission, roles, responsibilities, actions, and policies as well as provide them with more easily accessible information on specific topics of interest.</p>	
Vendor:	WordPress (GSA Apps.gov offering)
Solution Summary	WordPress is an open source Content Management System (CMS), often used as a blog publishing application. WordPress possesses many features including a plug-in architecture and a template system, which enable rapid site and blog development and deployment. The envisioned solution will use the WordPress-hosted solution providing the agency with access to the CMS as a service provided by WordPress.
Service-Specific Requirements and Deviations from Section 4	All requirements in Section 4.2 apply
Expected Volume:	Updates are envisioned to occur daily or multiple times a day, depending on the amount of unique content developed throughout the agency by NRC bloggers and moderators, as well as comments from the public.
Envisioned Processes:	<ol style="list-style-type: none"> 1. <u>Content Publishing:</u> Content will be developed by all agency offices consistent with the current processes for the development of information/content developed for the NRC Web site. Initially, some of the content will be repackaged from existing communication products i.e. fact sheets or brochures. However, the development of new, unique content is expected to occur in the near term in order to take full advantage of the attributes of the official presence. 2. <u>Reader Comments:</u> The NRC Blog will allow readers to provide public comments in a threaded fashion at the bottom of each blog entry. The comments will be moderated by OPA and will not be visible until approved by OPA. 3. <u>Records Management:</u> Published content and related comments will be periodically exported to a PDF or similar file type and maintained as an official agency record in ADAMS.
Envisioned Support Model:	<ol style="list-style-type: none"> 1. The service provider, WordPress is responsible for maintaining the availability and performance of the service as well as regular back-

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NRC Public Blog	
	<p>up and recovery of the blog's content.</p> <ol style="list-style-type: none"> 2. NRC's Web Content Publishing team in Information and Records Services Division (IRSD) is responsible for maintaining the site's configuration including its look and feel. 4. NRC's Infrastructure and Computer Operations Division (ICOD) is responsible for managing the NRC infrastructure that enable access to the service from the NRC computer environment.
Identified Risks:	<ol style="list-style-type: none"> 1. The risk profile associated with the use of a social media-based official presence is consistent with the NRC Web site including the potential for miscommunication and/or content errors. 2. The agency may experience some levels of initial confusion related to how content is developed and approved. 3. An additional risk includes the inadvertent broad distribution of criticism of the agency or industry through the use of comment or other publicly visible feedback mechanisms.
Other Considerations:	<ol style="list-style-type: none"> 1. The Interim Guidance on Use of Social Media informs staff of their responsibilities in using social media for business purposes and defines which organizations will be responsible for establishing a WordPress account, setting expectations associated with account ownership, and what profile information will be published. 2. The agency is expected to require the use of additional optional services provided by WordPress including ad-blocking, CSS support, and a custom domain name for NRC's site content. These services are expected to cost the agency approximately \$65 per year and will be paid for by OPA. 4. It is anticipated that traffic to the blog will grow slowly over time resulting in minimal immediate positive impact to the agency and its mission.

Table 12: Blogging Tool and Publishing Platform Recommendation

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5.2 Photo Gallery

The Office of Public Affairs maintains a group of visual images pertaining to the Nuclear Regulatory Commission through its public photo gallery. This database serves as an online repository of images capturing NRC activities, and includes charts, graphs, diagrams, and photographs. Images are continually added in an effort to provide current information to the public. By presenting a window into NRC activities, the photo gallery supports the agency's openness and transparency policies.

To address the need to host images and photographs complementing the blogging platform, there are several photo sharing Web sites available that address the agency's requirements for establishing an official presences through social media and services. A photo gallery tool will enable the agency to maintain a large and dynamic inventory of graphical content organized chronologically, by group, topic, tags and will possess the security and administrative features required by the agency.

The identified photo gallery recommendation is described in more detail in the table below.

NRC Photo Gallery	
<p>The agency views a social media-based official presence as a strategic communication tool that will help the agency enhance outreach to stakeholders, reach audiences not currently accessing NRC information, and increase two-way dialogue with the public. The NRC photo gallery will help individuals and organizations better understand the NRC's projects, sites, responsibilities, and actions. In addition, creating a Flickr.com photo gallery will address the data storage limits of the NRC public blog to enable the hosting and display of unlimited images.</p>	
Vendor:	Flickr.com (GSA Apps.gov offering)
Solution Summary	<p>Flickr.com is an photo hosting and video hosting Web site, web services suite, and online community created by Ludicorp and later acquired by Yahoo!. It is a popular Web site for users to share and embed personal photographs. In September 2010, Flickr.com also offers extended services such as geotagging, public and private access control, photo editing, tagging, RSS feeds and has developed a U.S. Government Work License for Government content.</p> <p>The Flickr.com provides several functions that differ from the current NRC.gov photo gallery:</p> <ul style="list-style-type: none"> • The ability to view and download photos of different sizes including thumbnails • The ability to create photo sets (grouping of photos) • The ability for users to tag favorites • The ability to share images by sending emails • The ability to share images using social bookmarking • RSS feed subscriptions • Photo organization by posted dates • Creating custom metadata • Negative search • Attaching tags to images that are searchable by external web sites and popular search engines such as Google.com • Full text search of titles and descriptions • Integration with other social media web sites for information propagation over the internet.

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NRC Photo Gallery	
Service-Specific Requirements and Deviations from Section 4	<ol style="list-style-type: none"> 1. All requirements in Section 4.2.1.2 Information Collection do not apply to Flickr.com. 2. The Notify and Subscribe requirements in Section 4.2.1.1 Information Dissemination do not apply. 3. The requirements to distribute content using microblogging applications in 4.2.1.4 Information Distribution Channels and Protocols does not apply to Flickr.com, but information can be shared using email. 4. Photographs cannot be shared via RSS feeds, however the URL of the images are shared via RSS.
Expected Volume:	Updates are envisioned to occur weekly or daily, depending on the amount of unique content developed throughout the agency by authorized NRC users. The number of public visits to the photo gallery is unpredictable.
Envisioned Processes:	<ul style="list-style-type: none"> • <u>Content Publishing:</u> Image content will be managed by OPA, Initially, some of the images will be repackaged from existing communication products i.e. fact sheets or brochures. However, the development of new and unique images is expected to occur in the near term in order to take full advantage of the attributes of the official presence. OPA will publish photos first to Public ADAMS as the system of record for images which will then be uploaded to Flickr.com for sharing. Public ADAMS provides an alternative channel for the public to access the photo gallery if they choose not to use Flickr.com, as required OMB M-10-23 Third party web 2.0 applications. • <u>Records Management:</u> OPA will declare all photos as official records in ADAMS Only then will they be posted to Flickr.com for sharing. The copies of these photos on Flickr will be considered non record material and the copy declared in ADAMS will be the official record.
Envisioned Support Model:	<ol style="list-style-type: none"> 1. The service provider, Flickr.com, is responsible for maintaining the availability and performance of the service as well as regular back-up and recovery of the image content. 2. NRC's Web Content Services group in Information and Records Services Division (IRSD) is responsible for maintaining the site's configuration. 3. NRC's Infrastructure and Computer Operations Division (ICOD) is responsible for managing the NRC infrastructure that enables access to the service from the NRC computer environment. 4. OPA is responsible for posting images to ADAMS and Flickr.com
Identified Risks:	<ol style="list-style-type: none"> 1. The risk profile associated with the use of a social media-based official presence is consistent with the NRC public Web site including the potential for miscommunication and/or content errors. 2. An additional risk includes the unauthorized use of NRC images for commercial or inappropriate uses. This issue will be covered by the

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NRC Photo Gallery	
	<p>United States Government Work license, but may require enforcement when content is misused. The U.S. Government Work policy is listed at:</p> <p>http://www.usa.gov/copyright.shtml</p> <p>3. There are risks associated with geotags, or metadata that includes the location, time and day of the image. NRC does not intend to use this feature, but will need to mitigate this risk with firm procedures for posting content.</p> <p>4. The risk that NRC Employees or authorized Contractors may post copyrighted content onto the NRC photo gallery.</p>
Other Considerations:	<p>The Interim Guidance on Use of Social Media informs staff of their responsibilities in using social media for business purposes and defines which organizations will be given access to the Flickr.com account, setting expectations associated with account ownership, and what profile information will be published. All Staff must comply with Interim Guidance on the Use of Social Media.</p>

Table 13 Photo Gallery Recommendation

5.3 Micro-blogging Tool

There is frequently a need for the NRC to release small amounts of information that may not rise to the level of a full blog posting or a press release. This has become more evident by the overwhelming engagement between the NRC and the public as result of the events at the Fukushima nuclear plant in Japan. The use of a micro-blogging tool enables the NRC to begin publishing brief informational items to a broad audience. In addition, micro-blogging is commonly used to help draw audiences to larger information sources such as blogs and press releases by placing links within a micro blog posting. This use will enhance how effective other current communication channels are by redirecting micro-blog readers to more information.

NRC Micro-blogging tool	
	<p>In selecting a micro-blogging tool for the NRC, the primary consideration is looking at which platform has the broadest number of users currently. Since the main goal is to disseminate public information to the most number of external parties the platform must have a critical mass of users. As such, Twitter.com has become the de facto standard in micro-blogging by both private industry and the federal government. Federal Government examples of Twitter.com use include the Federal Emergency Management Agency (FEMA) utilizing twitter for responding to incidents related to homeland security, the National Aeronautics and Space Administration (NASA) educating the public about research and discoveries, or the Department of Agriculture (DOA) issuing announcements around food safety. There are other micro-blogging tools in existence such as Jaiku.com, Tumbler.com, Plurk.com, and Spink.com, but the need to reach the broadest possible options makes the less desirable to meet the NRC Business needs.</p>
Vendor:	Twitter.com
Solution Summary	<ul style="list-style-type: none"> As its name suggests, micro-blogging is writing extremely short blog posts, kind of like text messages. Twitter is currently the most

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NRC Micro-blogging tool	
	popular micro-blog service and lets users post entries up to 140 characters long. Users can read these messages online or have them sent as a text message to a cell phone or other mobile device.
Service-Specific Requirements and Deviations from Section 4	<ul style="list-style-type: none"> All requirements in Section 4.2.1.2 Information Collection do not apply to twitter.com with the exception of Commenting (i.e. replies to tweets). The Notify and Organize requirements in Section 4.2.1.1 Information Dissemination do not apply.
Expected Volume:	Updates are envisioned to occur weekly or daily, depending on the amount of unique content developed throughout the agency by authorized NRC users. The number of public visits to the NRC micro-blog is unpredictable.
Envisioned Processes:	<ul style="list-style-type: none"> <u>Content Publishing:</u> Micro-blogging will be managed by OPA, Initially, some of the "tweets" will be repackaged from existing communication products (i.e. links to existing blog postings). In the future the ability to tweet may be expanded for other NRC use cases, but initial implementation is restricted to OPA. There will be no utilization of the Twitter.com capabilities to direct message other users, reply to tweets, or use Twitter for online discussions.
Envisioned Support Model:	<ul style="list-style-type: none"> <u>Content Publishing:</u> Content will be developed by all agency offices consistent with the current processes for the development of information/content developed for the NRC Web site. Initially, some of the content will be repackaged from existing communication products i.e. fact sheets or brochures. The content will be limited to: <ol style="list-style-type: none"> Text-based posts composed of up to 140 characters displayed on the user's profile page. Tweets are publicly visible by default. Text address of the website where referenced content is hosted. <u>Records Management:</u> Published content and related comments will be periodically exported to a PDF or similar file type and maintained as an official agency record in ADAMS. <u>Operation Support:</u> Twitter.com would provide the first level of support for issues involving the micro-blogging service. Upon agreement by OIS stakeholders, ICOD and BPIAD would provide backup support. ICOD will also provide infrastructure and monitoring support for Twitter.com. IRSD will provide the services necessary for archival of Twitter content.
Identified Risks:	<ul style="list-style-type: none"> The risk profile associated with the use of a social media-based official presence is consistent with the NRC Web site including the potential for miscommunication and/or content

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NRC Micro-blogging tool	
	<p>errors.</p> <ul style="list-style-type: none"> • The agency may experience some levels of initial confusion related to how content is developed and approved. • An additional risk includes the inadvertent broad distribution of criticism of the agency or industry through the use of comment or other publicly visible feedback mechanisms.
Other Considerations:	<p>The Interim Guidance on Use of Social Media informs staff of their responsibilities in using social media for business purposes and defines which organizations will be given access to the twitter.com account, setting expectations associated with account ownership, and what profile information will be published. All Staff must comply with Interim Guidance on the Use of Social Media.</p>

Table 14 Micro-blogging Tool Recommendation

5.4 Video Channel

The NRC currently maintains a library of publicly available videos internally at video.nrc.gov. These videos are posted as files with multiple resolutions and the option to download as an mp3 or mp4 file. This solution has a few shortcomings. For one, the NRC must maintain the infrastructure and service to publish these videos. The largest issue is that unless the public explicitly knows of this site, they may never discover the video content being hosted. Both of these issues could be resolved using a popular third party to host the video content which already has a broad audience.

NRC Video Channel	
<p>Similar to the selection criteria for micro-blogging, the NRC is pursuing the use of YouTube.com due to its industry popularity. There are several federal examples of creating YouTube Channels that have brought a large number of users to federal video content. There are other video hosting solutions such as Vimeo.com, Blip.tv, and even the NRC Photo Gallery solution of Flickr.com. These solutions lack the large audiences for video content, which are critical to a successful video channel.</p>	
Vendor:	YouTube.com
Solution Summary	<ul style="list-style-type: none"> • YouTube is a video sharing website on which users can upload and share videos. YouTube provides a free online video streaming service that allows anyone to view and share videos that have been uploaded by our members.
Service-Specific Requirements and Deviations from Section 4	<ul style="list-style-type: none"> • All requirements in Section 4.2.1.2 Information Collection do not apply to YouTube.com except for voting. • The Notify requirement in Section 4.2.1.1 Information Dissemination does not apply.
Expected Volume:	Updates are envisioned to occur on an as needed basis, depending on the amount of unique content developed throughout the agency by

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NRC Video Channel	
	authorized NRC users. In the first two fiscal quarters of FY2011 the NRC published 25 videos and has 25 live webcases scheduled which may be recorded scheduled for the third fiscal quarter. The number of public visits to the video channel is unpredictable.
Envisioned Processes:	<ul style="list-style-type: none"> • OPA will be the only office to post video on Youtube, though the content generated may come from any office potentially. OPA will be responsible for reviewing video content prior to posting. • There will be no commenting allowed on the video channel. • There will be no "friending" of other users through the NRC YouTube channel.
Envisioned Support Model:	<ul style="list-style-type: none"> • <u>Records Management:</u> OPA will declare all videos as official records in ADAMS. Only then will they be posted to YouTube for sharing. The copies of these video on YouTube will be considered non record material and the copy declared in ADAMS will be the official record. • <u>Operation Support:</u> YouTube.com would provide the first level of support for issues involving the micro-blogging service. Upon agreement by OIS stakeholders, ICOD and BPIAD would provide backup support. ICOD will also provide infrastructure and monitoring support for YouTube.com. IRSD will provide the services necessary for archival of video content.
Identified Risks:	<ul style="list-style-type: none"> • The risk profile associated with the use of a social media-based official presence is consistent with the NRC public Web site including the potential for miscommunication and/or content errors. • An additional risk includes the unauthorized use of NRC v for commercial or inappropriate uses. This issue will be covered by the United States Government Work license, but may require enforcement when content is misused. The U.S. Government Work policy is listed at: <ul style="list-style-type: none"> ○ http://www.usa.gov/copyright.shtml • The risk that NRC Employees or authorized Contractors may post copyrighted content onto the NRC Video Channel.
Other Considerations:	The Interim Guidance on Use of Social Media informs staff of their responsibilities in using social media for business purposes and defines which organizations will be given access to the YouTube.com account, setting expectations associated with account ownership, and what profile information will be published. All Staff must comply with Interim Guidance on the Use of Social Media.

Table 15 Video Channel Recommendation

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Appendix A - Project Sequence and Activities

The diagrams below illustrate the expected activities, process flow, and stakeholder roles related to the agency's implementation of an official presence using social media.

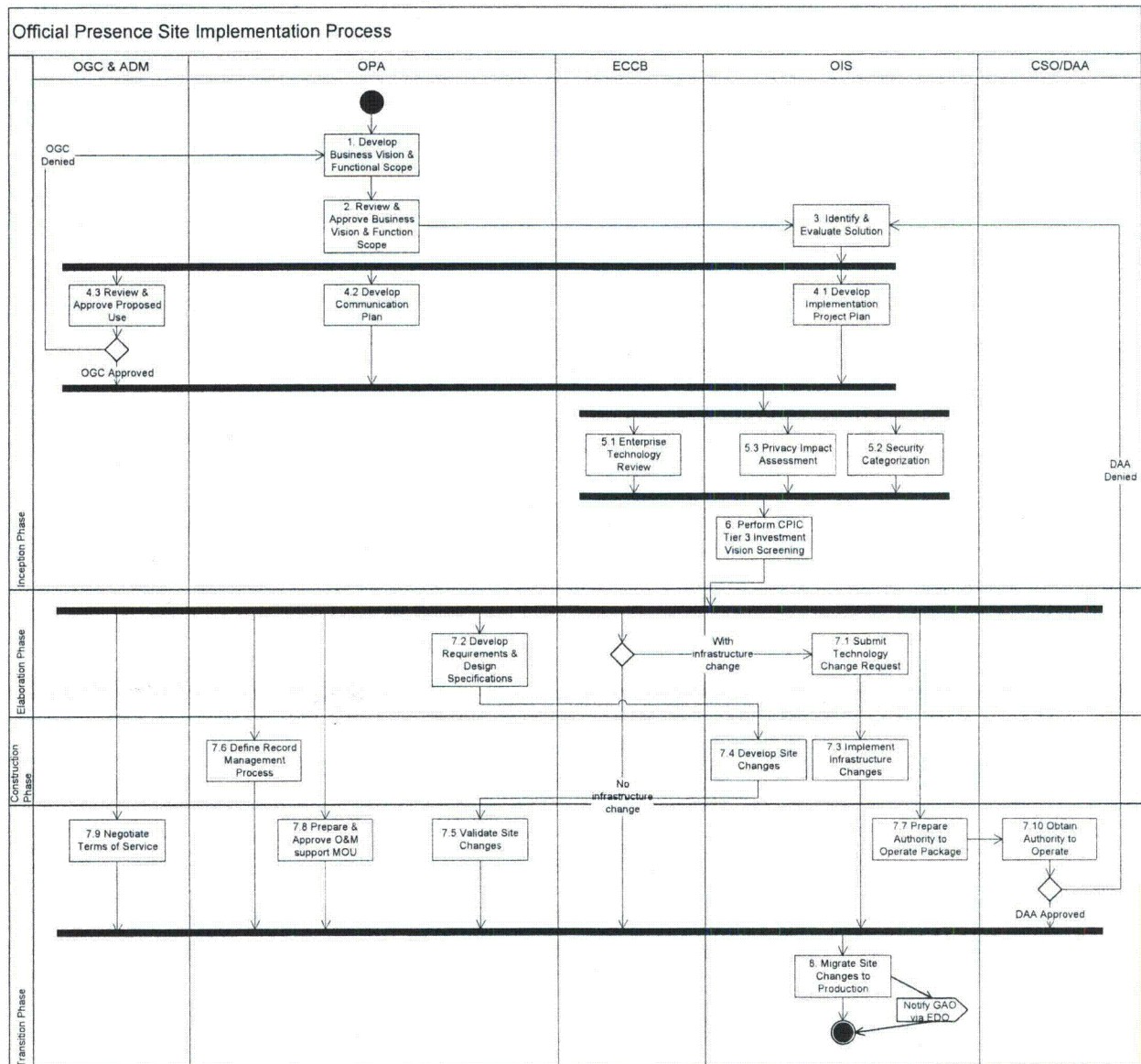


Figure 1: Expected Project Sequence and Activities

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Activities	DPA	OEDO	OGC	ADM (Division of Contract)	DAA	CSO	OIS/IRSD (Privacy & Records)	ECCB	OIS/ BPIAD	OIS/ ICOD	OIS/ IRSD (Web Content)
1. Develop Business Vision & Functional Scope	A, R		I			I	I		C	I	C
2. Review & Approve Business Vision & Functional Scope	C		I			I	I		A, R	I	I
3. Identify & Evaluate Technical Solution	C					I	I		A, R	I	C
4.1 Develop Implementation Project Plan	A		I			C	C		R	C	C
4.2 Develop Communication Plan	A, R	R							I		
4.3 Review & Approve Proposed Use	R		A, R			I	I		I		
5.1 Enterprise Technology Review	R					R	C	A	R	R	C
5.2 Security Categorization	C					C			A, R	I	
5.3 Privacy Impact Assessment	R						A, C		R		I
6. Perform CPIC Tier 3 Investment Vision Screening	R					C	C		A, R	C	C
7.1 Submit Technology Change Request (Infrastructure)	R								A	C	
7.2 Develop Requirements & Design Specifications	A						C		R	C	C
7.3 Implement Technology Change (Infrastructure)	I					I			I	A, R	
7.4 Implement Site Changes	C						C		I		A, R
7.5 Validate Site Changes	A, R								I		R
7.6 Define Record Management Process	A, R						R		C		C
7.7 Prepare Authority to Operate Package	R					I	I		A, R	I	I
7.8 Prepare & Approve D&M Support MOU	A, R								R	R	R
7.9 Negotiate Terms of Service	C		R	A, R		C	C		C	C	C
7.10 Obtain Authority to Operate Package	I				A	R	I		I	I	I
8. Migrate Site Changes to Production	I	I	I			I	I		I	I	A, R

A = Accountable (also Approver or final Approving authority), R = Responsible, C = Consulted, I = Informed

Figure 2: Expected Stakeholder Roles