

Using Social Media for Community Risk Reduction

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## USING SOCIAL MEDIA FOR COMMUNITY RISK REDUCTION

## CERTIFICATION STATEMENT

I hereby certify that this paper constitutes my own product, that where the language of others is set forth, quotation marks so indicate, and that appropriate credit is given where I have used the language, ideas, expressions, or writings of another.

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### Abstract

This action research project was undertaken to enable the Hermosa Beach Fire Department to draft a social media policy and establish social media accounts for use as a tool to improve community risk reduction in the city. The purpose was to identify how best to utilize social media for community risk reduction and other efforts while protecting the city from legal liability.

The problem for the Hermosa Beach Fire Department (HBFD) was that it did not have a social media policy in place that would allow it to establish a social media presence for community risk reduction or any other public outreach efforts and needed to address a concern that staffing limitations would prevent it from fully developing, using, and maintaining social media for these purposes. In order to develop a draft social media policy and ascertain the department's ability to utilize the social media tool, four questions required answering:

1. What best practices are being used by other public agencies in reaching their citizens that have helped increase community risk reduction?
2. How can the HBFD develop its social media sites and maintain community interest in those sites?
3. What legal considerations must be addressed in a department policy that would protect the city?
4. How can the HBFD team up with other community risk reduction-related local organizations, such as Hermosa Beach Neighborhood Watch (HBNW) and Hermosa Beach Disaster Service Workers (HBDSW)?

The procedures used for this research was an extensive literature review, which identified best practices, recommendations for designing and maintaining a social media presence, legal

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concerns, and partnerships for bilateral promotion. A model social media policy provided by the International Fire Chiefs Association (IAFC) was used as a template and starting point for HBFD's policy. Direct communication with the city's legal counsel and city manager was used to deal with legal and policy questions. Establishing accounts on Facebook and Twitter was accomplished with the assistance of manuals and guides.

The results show social media is potentially a very powerful tool, and not only for community risk reduction. Multiple uses were identified, including as a back-up for community emergency notifications, press releases, firefighter recruitment, equipment purchases, and celebrating department success stories. The department plans to experiment with all of these uses. The department has established its Facebook and Twitter accounts; however, even though early approval and commitment to utilize social media was present when the HBFD initiated its social media effort, political and legal/policy questions have arisen just as the department was ready to launch. The legal issue stems from the city attorney's desire to establish a city-wide (not department-specific) social media policy, determine the authority of the fire chief and police chief to spontaneously release emergent information, and how the city's public relations firm should fit into the process. The political issue involves the city manager's position, which will be filled by its third appointee since March 2012.

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### Using Social Media and Community Risk Reduction

#### Introduction

The use of social media in the United States has become fairly commonplace for many Americans. For the last several years, fire departments and other public agencies at all levels of government have increasingly utilized social media in order to provide critical and non-critical information to the public. Fire departments and public agencies that do not use social media seem to be missing out on a tool that could be utilized to reach large segments of the population in a short amount of time. The problem for the Hermosa Beach Fire Department (HBFD) was that it did not have a social media policy in place that would allow it to establish a social media presence for community risk reduction or any other public outreach. The department fears that staffing reductions could prevent it from fully developing, using, and maintaining social media for community risk reduction.

The purpose of this project was to draft a social media policy and determine best practices in the use of social media; how best the HBFD could develop, use and maintain social media in order to utilize it for community risk reduction outreach to the community; ensuring a sound fire department policy protects the city legally; and coordinating social media outreach with community risk reduction-related groups in the city, particularly with Hermosa Beach Neighborhood Watch (HBNW) and Hermosa Beach Disaster Service Workers (HBDSW). The ultimate purpose is to establish a social media presence.

To fulfill that purpose, this action research project examined four questions: (a) What best practices are being used by other public agencies in reaching their citizens that have helped increase community risk reduction? (b) How can the HBFD develop its social media sites and maintain community interest in those sites? (c) What legal considerations must be addressed in a

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department policy that would protect the city? (d) In what ways can the HBFD team up with other community risk reduction-related local organizations (HBNW, HBDSW, etc.)?

### Background and Significance

The HBFD protects a very densely populated 1.3 square mile urban city of over 19,500 residents (U.S. Census Bureau, 2010) located approximately 30 minutes' drive (depending on traffic) southwest of downtown Los Angeles. Though no wildland areas are located within the city, the department experiences some wildland incidents as a mutual aid provider for its neighbors to the south on the Palos Verdes peninsula and statewide through the California Master Mutual Aid Agreement. The department consists of one fire station and staffs one three-person fire engine, one two-person paramedic ambulance and one two-person basic life support (BLS) ambulance (this unit is staffed by two part-time emergency medical technicians who work one 24-hour shift per week; because of a significant turnover rate among this class of employee, this unit is not staffed every day). The city is bordered by Manhattan Beach to the north and Redondo Beach to the east and south. The three departments have a very good working relationship and regularly respond to each other's city and train together.

Administratively, the department is staffed with a fire chief and an administrative assistant. The department began utilizing interns in May of 2012 to alleviate some of the administrative workload that has been exacerbated by staffing reductions. The department lost its assistant fire chief position in early 2009 and lost one fire suppression position on each of its three shifts in 2010. The HBFD is a "full service" fire department, providing advanced and basic life support transport of patients to hospitals, fire suppression, fire inspections, operations level hazardous materials response, and is responsible for disaster preparedness programs and disaster planning.

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The questions posed for this research problem are related to R-274 Executive Analysis of Community Risk Reduction (EACRR) course content. The research documented in this paper aims to improve the HBFD's community risk reduction efforts via social media through formation of a draft policy that enables the creation of a social media presence. This research project is also consistent with Goal 1 in the United States Fire Administration's Strategic Plan (Reduce Risk at the Local Level through Prevention and Mitigation) and one of the three strategic initiatives within that goal (Fire Prevention and Life Safety); the "action" this research is leading towards is drafting a social media policy and launching social media accounts to improve the HBFD's community risk reduction efforts. The research aims to answer how best to reduce risk to the citizens, visitors, and firefighters of Hermosa Beach via social media.

Social media use has exploded worldwide in the past five-plus years. Facebook was started in February of 2004; by 2011, there were over 750 million users (Roberts, 2011b); a year later, 900 million users (Roberts, 2012b). It is estimated that Facebook continues to grow at a rate of about 10 million users every month and that one out of every 13 people worldwide use Facebook (Wilmoth, 2012). YouTube's popularity can be seen in the number of visitors it receives every month, estimated at over 490 million worldwide (Wilmoth, 2012). Social media, such as Facebook and LinkedIn, allow users to create a personal profile, add friends and colleagues, exchange information, receive automatic notifications, and join groups related to their interests, occupation, school or college, etc. (Roberts, 2011b). Social media has also been shown to be effective for these groups to communicate quickly and spread messages far and wide (Roberts, 2012b).

Gordhamer (2009) describes five ways in which social media has changed our lives: Where we get our news, how we start and do business, how we meet and stay in touch with

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people, what we reveal, and what we can influence. Almost half of “young” Americans state they obtain their news from Facebook (Wilmoth, 2012). The advantage of news delivery via social media is that users know who they are receiving news from, who is endorsing it, and allows for engagement in two-way communication with that individual (Gordhamer, 2009). Advocates emphasize that conducting business via social media can be done at very low-cost. Companies and/or public agencies with little or no financial resources for advertising can do so extensively on social media (Gordhamer, 2009). Like a small business with limited resources, the HBFD has little funding available to “advertise” fire and injury prevention initiatives and information. According to Gordhamer (2009) and others, social media is an effective way to accomplish this at almost no cost. Philadelphia’s former Assistant Managing Director described social media as being extremely valuable at reaching out to large numbers of people, emphasizing its no-cost characteristic (Kingsly, 2012).

Social media has facilitated initial introductions of individuals to one another. These initial introductions on social media are sometimes followed up by phone calls and/or face-to-face meetings (Gordhamer, 2009). The real value in social media, though, is the potential to influence others. There are individuals on Twitter with a million or more followers, Facebook users with tens of thousands and hundreds of thousands of fans, and millions view YouTube videos (Goldhamer, 2009). These individuals have enormous influence with such a large number of followers, friends, and viewers. If the average person’s influence can be strengthened via the communication channels available through social media, then it is reasonable to conclude that so could the HBFD’s. This could prove to be very effective in spreading information and news related to community risk reduction.

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The private sector has long realized the effectiveness of social media-based advertising and marketing (Eloqua, n.d.). A study found that 41 percent of what was described as “Best-in-Class” businesses have elevated social media to management level consideration, while only 27 percent of “average” companies do the same (Eloqua, n.d.). It is not unreasonable to think that “Best-in-Class” fire departments are also making extensive use of social media.

Public agencies have been cautious to jump into the social media arena. Many have expressed concerns with legal issues, increased workload to manage and keep up-to-date social media sites, and having to deal with public criticism (Kingsly, 2012). Despite the initial caution, public agencies are now becoming fully engaged in social media. For example, in a recent study of the 75 largest cities in the United States only 25 percent were found to use Twitter in 2009; 13 percent used Facebook; 16 percent utilized YouTube. By 2011 those numbers changed to 87 percent, 87 percent, and 75 percent, respectively (Mossberger & Yu, 2012). The same study found that local agency websites do not provide the same two-way interaction that social media does. This two-way communication has proven effective in correcting misinformation (Gordhamer, 2009). Increased social media use by local governments means fewer and fewer residents need to travel to government offices in order to interact with local officials (Bischoff, 2011a).

Of particular interest to public safety agencies is social media’s potential as a means to send and receive messages. Some local governments use social media as a backup for community emergency alerting, and believe they can reach more people via social media than the traditional subscriber-based emergency alert notification systems (Jackson, 2009a). Hermosa Beach utilizes the CodeRED emergency alert notification system and has had very good experience with it. The fire department could elect to maintain the CodeRED service and utilize

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social media as an ancillary means to send messages. Where social media is superior to the CodeRED system is the ability for the fire department to receive urgent notifications and information from community members during major emergencies. Over the past few years, the Federal Emergency Management Agency (FEMA) has utilized Twitter to build up its numbers of followers who will be able to provide current emergency and post-disaster information (Marks, 2011).

Social media is widespread and still growing. It shows great promise as a communications tool, both sending and receiving. It has changed how people receive their news, how they communicate with one another, and how much influence an individual or organization can have (Gordhamer, 2009). Public agencies were slow to utilize social media, but government use of this tool has grown two to five times over the past couple of years (Mossberger & Yu, 2012). Government agencies have found social media to be an effective means to bypass the limitations imposed by budget reductions that have caused a decrease or elimination in the use of fliers, pamphlets, etc. (Kingsly, 2012). The use of social media has also enabled government agencies to target specific audiences for transmitting or requesting information (Roberts, 2012b). With the potential effectiveness of social media established, the HBFD needs to answer the questions this research has been designed to answer.

### Literature Review

Before stepping into the social media world, it is important to establish what best practices are being used by public agencies in reaching out to their citizens. Specifically, what best practices can aid the fire department's community risk reduction efforts?

The City of Indianapolis established a social media command post for the 2012 Super Bowl game. The command post was in place for over a month. They were able to monitor

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social media messages, staff the social media center with college student volunteers, and teamed up with Ball State University to develop algorithms and purchased commercial software to aid in monitoring the enormous amount of social media activity. The City of Indianapolis developed policies and created pre-planned responses and messages. An e-mail account was set up that was monitored by the Federal Bureau of Investigation (FBI) and the city's public safety departments that provided the volunteer monitors an avenue to immediately alert them to a situation if one arose. Though no major incidents occurred, the Indianapolis social media command post for the Super Bowl revealed best practices as to the extent social media could be utilized to monitor social media (Bischoff, 2012).

The City of Boston provides several examples of social media best practices in government. City agencies utilize Twitter for press releases. Agency public information officers (PIO) will take a standard press release and edit it down to 140 characters for distribution via Twitter. They found this practice actually saves time from having question-and-answer sessions with traditional media while remaining transparent (Jackson, 2009b). During the swine flu scare, the city's public health department provided updates and important information for residents (Jackson, 2009b). The Boston Fire Department (BFD) has used social media to aid in recruiting new firefighters, purchasing equipment, and community risk reduction. The BFD even posted a video of the department's physical abilities test to help aspiring firefighters prepare (McCourt, 2010). The aforementioned community risk reduction efforts included reminding residents to change their smoke detector batteries when they change their clocks. That notice was viewed over 17,000 times on Facebook and Twitter and was eventually delivered to 50,000-plus people through re-posts (McCourt, 2010).

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The Chicago Fire Department (CFD) uses social media for community risk reduction, as well. The CFD posted a seatbelt safety and education video and had more than 80,000 viewers in a few weeks (Wilmoth, 2012). FEMA began using Twitter in October of 2009 in order to “give a voice to our constituents, provide greater access to our services and offer transparency into our organization” (Wilmoth, 2009a). An emergency management coordinator in Seattle claims to utilize social media in order to obtain much more information than would otherwise be available through traditional media. He also emphasizes that during a major emergency, overworked Seattle emergency responders can use colleagues in other cities and locales to handle much of their social media communications for them (Marks, 2011). Washington, D.C. utilizes Twitter to provide timely incident information. D.C. has found the use of social media in this manner to be an effective approach that enables citizens who are used to timely updates to receive them from the city (Piringer, 2010). Research of cities moving onto social media by Kingsly (2012) found that a best practice recommended by most of those cities was to include legal counsel in the decision to develop a social media presence.

The next major concern that required answers was how can the HBFD develop its social media sites and maintain community interest in those sites. A logical roadmap has been established by the Sage Corporation (a business management company), which recommended the following steps in developing a social media presence based on their own year-long experience of doing so: outline clear goals, find the audience, pick the platforms, turn on the tools, and measure meaningfully (Eloqua, n.d.). The HBFD has established its goals as improve community awareness and practices in risk reduction; provide timely information regarding fire department activities, including emergency activity and critical public information; and celebrate the department’s successes. Another important and related goal is determining what risk

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reduction information and disinformation people are obtaining, believing, and practicing and to correct it.

Related to both establishing goals and finding the audience was a specific recommendation to find the “key influencers” (Eloqua, n.d., p. 4). Key influencers are those who can help the HBFD’s social media footprint grow (Eloqua, n.d.). They include City Council members, city department directors, city commission members, the police department’s social media followers, service club leaders, Chamber of Commerce members, and school teachers and administrators. Gordhamer (2009) states that social media enables individuals and agencies to expand in-person contacts. His point is that initial contacts via social media sometimes lead to telephone conversations and then face-to-face meetings. In this, the HBFD has moved in the opposite direction. The department has been, and is, active in service and public safety groups in the city. The latter include the Emergency Preparedness Advisory Commission (EPAC), HBNW, and HBDSW. The former consists of Kiwanis, Rotary, and the Women's Club. The in-person contacts have been established and maintained over the years. These contacts can be used to inform the community of the fire department’s new social media outreach, improving the extent of that initial effort. This group of influencers can then help build the department’s social media audience. Followers of the police department’s Facebook page and HBNW represent a potentially significant initial social media audience for the fire department.

The next step recommended by the Sage Corporation was to determine which social media platforms the department would use. In Sage’s case, they decided to utilize four different social media platforms: Facebook, LinkedIn, Twitter, and YouTube (Eloqua, n.d.). Brock (2009) specifically recommended government agencies use Facebook, Twitter, and YouTube. Time constraints and staffing limitations in the HBFD make this determination very important.

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Facebook and Twitter are social platforms most commonly and popularly used and represent a solid starting point for any department's social media efforts. The strategy with this approach is to start slowly and measure the effectiveness of the department's social media presence by tracking the number of followers, how they are responding to posts, etc.; then, respond accordingly and continue to measure responses (Eloqua, n.d.). Another reason for starting slowly with only Facebook and Twitter is the "fear of establishing a presence and then not having the time to adequately maintain it..." (Kingsly, 2012, p. 10).

When the Sage Corporation referred to the step "turn on the tools", they were referring to analytical software that assists them in marketing and selling products via social media (Eloqua, n.d.). It is a little different for a public safety agency. The "products" we wish to sell is accurate information, community situational awareness, and publicizing all the good things the department does to protect the community. Many government agencies have expressed frustration with traditional media as one of their primary reasons for going social. "Several information officers felt that the local press was either 'missing in action' or likely to print only negative or salacious stories." (Kingsly, 2012, p. 5). This is especially prevalent with today's negative attitudes towards public employees and agencies. The fire department can deliver its products and utilize tools to evaluate effectiveness. Tools that the fire department can use are Facebook Insight, which "allows you to track your volume of traffic, basic demographic information about your fans, and the quality of interaction with your fans over time" (Kingsly, 2012, p. 21). To obtain similar information on Twitter, the fire department can utilize #Twitalyzer (Kingsly, 2012). Turning on these tools moves the department into the final, but recurring, step recommended by the Sage Corporation: measuring effectiveness (Eloqua, n.d.). Kingsly (2012), writing specifically for public agencies, encourages this same step.

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Maintaining the HBFD's social media presence once it's been established is also a concern. Many cities use college interns to assist in maintaining social media sites. These interns are younger and very familiar with using social media. They also represent a potential resource for feedback. The fire department began using interns in early 2012. The next intern is scheduled to start working at the fire department with administrative support, which social media maintenance would fall under, in September.

Legal and policy issues are arguably the most significant considerations this research needed to address. The reasons for this are many. Unauthorized postings of photos and/or other information regarding patients may violate the Health Insurance Portability and Accountability Act (HIPAA) and must be clearly prohibited by policy (Roberts, 2012a). The immediacy of social media can be seen in the ability of firefighters to send photographs taken by a cell phone onto social media while still providing care or while still on the call (Roberts, 2011a). Coleman (2011) describes this ability as the "pervasive impact of social media" that offers "a portal to the outside world for any image captured..." Wilmoth (2012) makes the point that guidelines established in policy are necessary to help eliminate violating the public trust via misuse by department personnel. This is critical because once an item is posted on social media total control is lost as the item(s) can be re-transmitted without limitation (Bischoff, 2011b). Social media's upside is also a potential liability in that sending out incorrect or inappropriate information could result in extreme damage to the public's trust in the fire department (Wilmoth, 2010). Further, fire chiefs are being held accountable in legal cases in regards to their personnel posting items involving confidential information, personnel issues, emergency response problems, and compromising the chain of evidence (Spell, 2010).

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With consideration of the above legal concerns that a policy should address, it also needs to facilitate the movement of information onto social media in a timely manner. The policy must be written recognizing that during a major emergency people not involved in the response (residents, politicians, etc.) are sending and receiving information through social media; some of it correct, but most of it may be incorrect and possibly damaging to public safety response efforts (Piringer, 2010). Therefore, policy should provide an efficient process whereby the Incident Commander (IC) on an incident can quickly authorize, after ensuring its accuracy by whatever means is available, the release of information and regular updates to the public (Piringer, 2010). Another consideration is to address both department procedures and individual and group responsibilities of using social media for department purposes and employee expectations for those who interact personally with the department's social media sites (Kingsly, 2012). The policy can also establish who is authorized to post on the department's social media sites and what content is appropriate for them (Kingsly, 2012 and Roberts, 2012b).

Other policy recommendations include establishing guidelines for general internet usage by on-duty personnel (Wilmoth, 2012), clearly establishing that any and all photographs taken by on-duty personnel are department property (Bischoff, 2011b), and ensuring conformance with the state's open records laws (Kingsly, 2012). However, even if the best written social media policy is in place personnel must be informed of and trained in its components for it to be effective. They must also be reminded of the tremendous damage that can be done to the department and individual residents if public trust is violated (Spell, 2010). The International Association of Fire Chiefs (IAFC) provides a model policy from which the HBFD can begin to address all of the aforementioned legal issues and policy recommendations (IAFC, n.d.).

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The final major question to be answered in this research is how the fire department can team up with other community risk reduction-related local organizations, such as HBNW and HBDSW. For many years the fire department has participated in Neighborhood Watch. The fire chief, along with the police chief and HBNW coordinators, would hold block meetings on several nights a month in residents' homes. During these meetings, the fire chief would address and answer questions about issues related to fire and life safety, fire prevention, smoke detectors, fire extinguishers, disaster preparedness, and Community Emergency Response Team (CERT) training possibilities. Though these meetings no longer occur on a regular basis because of a change in strategy by the HBNW coordinators, the fire department has been able to build a solid relationship with residents throughout the city. The HBFD continues to provide updates on recent department emergency activity for inclusion into the HBNW weekly e-mail newsletter. That newsletter could represent an effective tool to reach a large number of Neighborhood Watch participants and inform them of the fire department's social media launch.

Another group that can be tapped into as a resource for informing the community of the department's new social media activity is the HBDSW. This group has been meeting regularly for about a year. It consists of Hermosa Beach residents who have been trained in CERT, Red Cross shelter operations, and amateur radio operations. These individuals have completed city volunteer documentation requirements, backgrounds, and have been officially sworn in as the city's disaster service workers. The group currently consists of over 30 residents and is constantly seeking to expand its membership base.

The fire chief has also been active in meeting regularly with service clubs in the community, including Rotary, Kiwanis and the Woman's Club. The members of these clubs and groups represent a resource in which to spread the message that the fire department is now on

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social media. In addition, Hermosa Beach is served by three newspapers, two weekly and one daily, which can be used to advertise the HBFD's initial offering on social media. Newspapers and the city's website are also recommended avenues in which to advertise (Kingsly, 2012).

The relationship is not one-way, however. After the department's own personnel and city employees, traditional media outlets in an area are often the first and most frequent followers of a local government's social media site (Kingsly, 2012). Reporters are looking for news and the HBFD would utilize social media as one of its main avenues for press releases and emergency notifications. The HBFD could also post information related to HBNW and HBDSW, possibly helping these groups build membership because of the ease of finding people with shared interests via social media (Gordhamer, 2009). The department may be able to generate "content evangelists" regarding community risk reduction (Eloqua, n.d., p. 3). Content evangelists become an additional mouthpiece for community risk reduction information and practices. This has already been done to some degree through the in-person contacts via the service clubs and public safety groups mentioned earlier. However, there is tremendous potential to increase this effort exponentially through effective social media use by the department (Eloqua, n.d.).

### Procedures

To answer all four of the questions presented in this research project an extensive review of literature was conducted. Literature was found that helped answer all four questions. Best practices were discovered through the review of written materials in the City of Indianapolis during the 2012 Super Bowl (Bischoff, 2012), at the Boston Fire Department (McCourt, 2010), Chicago Fire Department (Wilmoth, 2012), City of Washington, D.C. (Piringer, 2010), and FEMA (Wilmoth, 2009a).

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The Sage Corporation provided a logical roadmap for a business or government agency to use in establishing a social media presence consisting of outlining clear goals of the social media effort, finding the audience that would have an interest in what the HBFD has to offer, picking the platforms to use for social media (i.e., Facebook, Twitter, YouTube, etc), turning on the tools available through social media providers (i.e., Facebook Insight, #Twitalyzer, etc.) and measuring meaningfully using those tools to determine what generates interest in the department's social media sites and try and evaluate new initiatives and experiments with social media (Eloqua, n.d. and Kingsly, 2012).

Consideration of legal issues began with the literature review and moved to using the IAFC model social media policy as a starting point in policy development. That policy was initially located on the internet with a Safari internet browser and conducting a Google search of the phrase "social media policy for fire departments." The sixth link on the search results page was the "Model Fire and EMS Department Social Media Policy-IAFC." In order to access the portable document format (pdf) version of the policy on the IAFC website, one must have an IAFC member username and password. The pdf version of the policy was copied and pasted into a Microsoft Word formatted document for editing purposes. The IAFC policy was edited to ensure it addressed the issues identified in the literature review and to make it consistent with HBFD's policy format. The draft policy was forwarded to the city's attorney for legal review and to the city manager for policy considerations via e-mail attachment. The main legal considerations the fire chief was concerned with were first amendment free speech protections of HBFD personnel, as the policy addresses off-duty as well as on-duty use of social media (as found in the recommendations in the literature review) and department compliance with public

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records laws. The city attorney's review resulted in a recommended city-wide policy (M. Jenkins, personal communication, July 25, 2012).

Facebook's manuals, *Connecting to Your Constituents* (n.d.) and *Facebook Pages* (2011), were used to aid in setting up the department's Facebook page. In setting up the Facebook page, the department began by going to [www.facebook.com](http://www.facebook.com) and clicking the "Create a Page" link. From there the page was named (Hermosa Beach Fire Department), a "Profile Picture" selected (digital image of the department's shoulder patch), and an administration password set up. From the "Admin Panel," one can select to add/edit information about the department through a series of drop-down menus and fill-in boxes that asked for the category and sub-category of the organization ("Companies & Organizations" and "Government Organization", respectively, for the HBFD page); physical address of the organization; and description, general information, mission, date founded, phone number, and website of the organization. Following completion of the general information section, the department went through the "Manage Permissions" section. The department ensured to check the box next to "Unpublish page" so it can't be seen publicly until full resolution of recently raised legal and policy considerations. See Appendix A-1 to view the department's Facebook page.

Twitter was set up by the department with the assistance of Twitter Inc.'s *Twitter for Small Business* (n.d.) guide. The process is very similar to Facebook's, in that an account name (@HermosaBeachFD) was set up with a profile picture using the department's shoulder patch. The account has not been fully activated for the same reasons holding up the Facebook page. An image of the department's Twitter site is in Appendix A-2.

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### Results

The research found several best practices. Cities with a successful social media presence post to their sites on a daily basis and answer questions and complaints received via social media through social media in a timely manner. The information provided needs to be unique, relevant, and up-to-date (Kingsly, 2012). The research found that individuals who participate most in social media expect newsworthy items with the ability to comment and have conversations (Kingsly, 2012). People choose to follow social media sites because it provides them something they can't obtain by other means. Government agency social media sites must have their official agency logo and other contact information, such as phone numbers, physical address, etc. (McCourt, 2010).

The fire department followed the road map presented by the Sage Corporation used during that company's efforts in establishing a social media presence, which took approximately a year (Eloqua, n.d.). The fire department's goals in establishing a social media presence are to provide information and links for important community risk reduction information and events (Change Your Clock, Change Your Battery campaign, provide a link to subscribe to CodeRED, advertise Fire Prevention Week and locations of events related to it, etc.); to aid in recruiting residents for community risk reduction-related groups, such as HBNW and HBDSW; informing residents of where and when they can participate in community risk reduction-related resident training, such as CERT and Red Cross shelter training; to relay positive news about the personnel and services of the department and to celebrate the HBFD's successes (traditional media historically focuses on negative stories, many with questionable accuracy that the department would need to correct); to provide urgent information during major emergencies as a

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back-up to the city's CodeRED emergency notification system; and to have another means of obtaining critical information about the state of the community during major emergencies.

The next step was to find the audience the HBFD would like to attract to its social media sites (Eloqua, n.d.). In general, any government agency's audience is the community at large. This is especially true for providing important major emergency-related information. Specific audiences, though, are those who may have an interest in local community risk reduction-related activities and information. Utilizing the police department's existing social media presence would be an effective method to initially advertise the fire department's new social media presence and reach that audience. Though social media is becoming more mainstream among all age groups, a very large portion of younger individuals utilize it much more frequently (Kingsly, 2012). Using social media should help establish a connection with an age demographic that does not normally concern itself with community risk reduction. Another effective method of reaching out to our audience would be utilizing the HBNW's extensive e-mail list via advertising the HBFD's new social media sites in the Neighborhood Watch weekly e-newsletter. Identifying the key influencers is another aspect of finding your audience. The fire department has established its key influencers as city commissioners (the city has several commissions, including emergency preparedness, planning, and public works), city council members, city department heads, service club leaders, school teachers and administrators, and chamber of commerce members. The fire department has established a years-long relationship with all these groups and the idea of the HBFD establishing a social media presence is popular among them.

The research indicates that the two most popular social media platforms the fire department should use to launch its social media presence are Facebook and Twitter (Mossberger & Yu, 2012; Kingsly, 2012; Roberts, 2012b; Reid, 2012a). The research also revealed that

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YouTube should soon be added to the department's social media presence (Wilmoth, 2012). In fact, links to department-sponsored or department-recommended community risk reduction-related YouTube videos can be posted on Facebook and tweeted on Twitter.

The research discovered social media tools it did not know were available. Facebook Insight, for instance, is a tool that can categorize the demographic information of our followers (Kingsly, 2012). This aids in evaluating whether or not we are reaching particular audiences. When the department extends its social media presence to YouTube, it can utilize a similar insight tool (Kingsly, 2012). Twitter has a tool called #Twitalyzer that would enable the department to measure the popularity, relevancy, and effectiveness of its tweets (Kingsly, 2012). There are other tools available, such as Klout, Radian6, Vocus (Eloqua, n.d.), and The Internet Archive or Way Back Machine (Kingsly, 2012). These tools will aid the department in measuring its effectiveness on social media. Measuring effectiveness is the final, but ongoing, step recommended by the Sage Corporation (Eloqua, n.d.).

Following these steps and the information presented in helpful guides and manuals (Facebook, 2011 and Twitter, n.d.), the department has set up its Facebook and Twitter accounts, though neither is currently active as legal and policy concerns have recently been presented by the city's legal counsel and interim city manager.

The literature review found multiple legal and policy issues that had to be addressed. It was recommended that policy address both on-duty department-related social media activity on HBFD social media sites and personal off-duty use on personal social media sites. The IAFC's model social media policy was found to address both of these concerns (IAFC, n.d.). The IAFC model policy was edited for HBFD's purposes. The fire department's initial draft policy is in Appendix B-1. Legal review by the city's attorney resulted in additional questions. The city

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attorney recommended a city-wide policy, rather than each department having its own policy. He also recommended that all social media postings go through the city's public relations firm (M. Jenkins, personal communication, July 25, 2012). The city attorney's draft city-wide policy is in Appendix B-2. This draft reflects his philosophy to address official city social media usage by on-duty employees and to address off-duty personal use of social media under a different policy (M. Jenkins, personal communication, July 25, 2012).

Research into social media revealed that it can lead to in-person contacts with followers (Gordhamer, 2009). However, with the department's extensive network of in-person relationships with community risk reduction-related groups, service clubs, city commissions, city council, and city employees and department directors, it is expected that over time this will result in a reverse of that: the in-person network will manifest into a large following of many community members.

### Discussion

The extensive review of literature conducted during this research focused on developing a draft social media policy and fire department social media accounts. Multiple best practices were discovered. Best practices included using social media to monitor social media (Bischoff, 2012); as an additional channel for edited down press releases to fit the social media style and format, such as the 140-character limit on Twitter (Jackson, 2009b); providing residents with general updates and important information (Jackson, 2009b); and as a tool to assist in recruiting firefighters, purchasing equipment, and community risk reduction (McCourt, 2010). Community risk reduction efforts have been found to receive very good responses from the public, such as reminding residents to change their smoke detector batteries when they change their clocks, which reached over 50,000 people in Boston, and a seatbelt safety and education video placed on

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YouTube that attracted more than 80,000 viewers within weeks in Chicago (McCourt, 2010; Wilmoth, 2012).

Developing and maintaining a social media presence can be accomplished in multiple steps. It starts with establishing or outlining clear goals (Eloqua, n.d.). The HBFD's goals revolve around providing community risk reduction information (including correcting bad information); publicly celebrating the department's successes; and providing key emergent information. The next step in the process was to identify the audience we're trying to reach (Eloqua, n.d.). The department has several categories of audiences, including residents, volunteers, community service members, business owners, and political leaders. Part of identifying our audience is locating the key influencers who may help broaden the department's social media footprint (Eloqua, n.d.). The department identified key influencers as council members, city commissioners, service club leaders, Neighborhood Watch leaders (coordinators and block captains), HBDSW members, and business owners active in the Chamber of Commerce.

A third step was to determine which platforms to utilize (Eloqua, n.d.). The research found that the most used platforms for social media are Facebook and Twitter (Roberts, 2012b; Wilmoth, 2012; Eloqua, n.d.). Therefore, the department has decided to start there. The process is not difficult, as expressed in much of the literature review (Eloqua, n.d.; Facebook, 2011; Kingsly, 2012; Roberts, 2011b; Twitter, n.d.). The department has established its Facebook and Twitter accounts; however they remain deactivated until last minute legal and policy issues can be addressed.

Another best practice recommended by many cities was involvement of legal counsel in the development of policy and in the decision to use social media (Kingsly, 2012). This issue

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was also considered as a separate research question. To this best practice should be added “early”; that is, bring in legal counsel immediately. Though early approval and commitment to utilize social media was present when the HBFD initially launched the effort, political and legal/policy questions have arisen just as the department was ready to “go live.” The legal issue stems from the city attorney’s desire to establish a city-wide, rather than a department-specific, social media policy. Additionally, the city attorney initially recommended that social media communications go through the city’s public relations firm. The fire chief expressed concern with the city attorney’s recommended approach because the nature of social media is to send and receive information very quickly. The fire chief agreed that for general press releases utilizing the city’s public relations firm, as is current practice, is appropriate. The fire chief requested a policy that would provide at least the fire chief and police chief the authority to send information via social media within guidelines established by written policy, including a stipulation as to when to use the public relations firm. While the city attorney agreed with this approach (M. Jenkins, personal communication, July 25, 2012), agreement between the fire chief and legal counsel and full implementation has consumed much time.

The political issue is that the city has been going through a transition at the city manager’s position since March 2012 when its long time (18 years) city manager retired. Since then, an interim city manager has been in place pending the appointment of a new permanent city manager, which is now scheduled for September of 2012. The interim city manager has recommended forming a “team” consisting of department heads along with the new city manager to work through the details of a city-wide social media policy (J. Jalili, personal communications, July 30, 2012). This means full implementation of HBFD’s social media presence will not occur until late September, at the earliest.

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Returning to the Sage Corporation's steps to establishing a social media presence, in "turning on the tools" (Eloqua, n.d., p. 4) the department found that Facebook Insight is particularly easy to use. Access to it is available from the "Admin Panel" on the department's Facebook page, though it does not become active until there are at least 30 followers. Twitter's tools are not as easily accessible, but can be found through a Google search. The department has decided to start with Facebook Insight and #Twitalyzer as its analytical tools.

### Recommendations

The research conducted shows that the Hermosa Beach Fire Department can and should establish a social media presence to promote community risk reduction efforts. But the research revealed that social media can be used for many other purposes, as well. For instance, it can be used as an emergency back-up for mass notification (Jackson, 2009a), to spread the good news that occurs in local government (Kingsly, 2012), for press releases (Jackson, 2009b), providing residents with general updates and important information (Jackson, 2009b), and as a tool to assist in recruiting firefighters, and purchasing equipment (McCourt, 2010).

The department must work through the legal and political obstacles that have recently been placed in its way towards becoming active with social media. A recommendation for other fire departments looking to enter social media is, in following the Sage Corporation's step-by-step process (Eloqua, n.d.), bring in legal counsel immediately following the establishment of clear goals (as legal review may slow down the process). As you wrangle back and forth with legal, you can begin to work on finding your audience, researching the platforms you want to use, what tools would be most effective, and how to use those tools to measure your effectiveness (Eloqua, n.d.).

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The department should continue to work through the final legal and policy issues with the city manager and city attorney to fully establish and activate its Facebook page and Twitter account, and begin advertising its new social media presence through the police department's social media followers, in-person visits to community service clubs, a press release for the three local newspapers and the HBNW and city e-newsletters, and make announcements at city council and commission meetings. Finally, the department should bring labor into the development of policy that effects off-duty behavior on personal social media sites.

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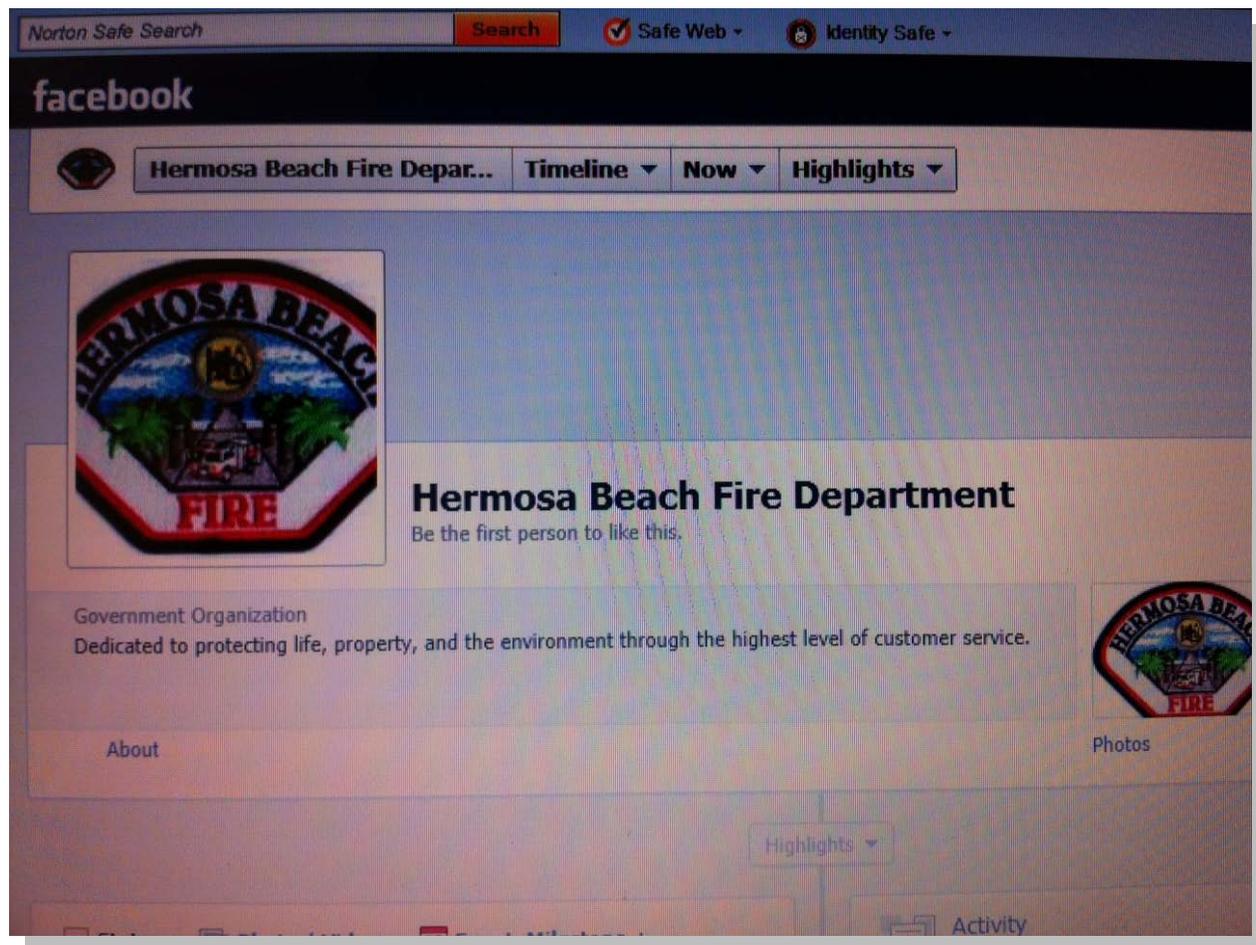
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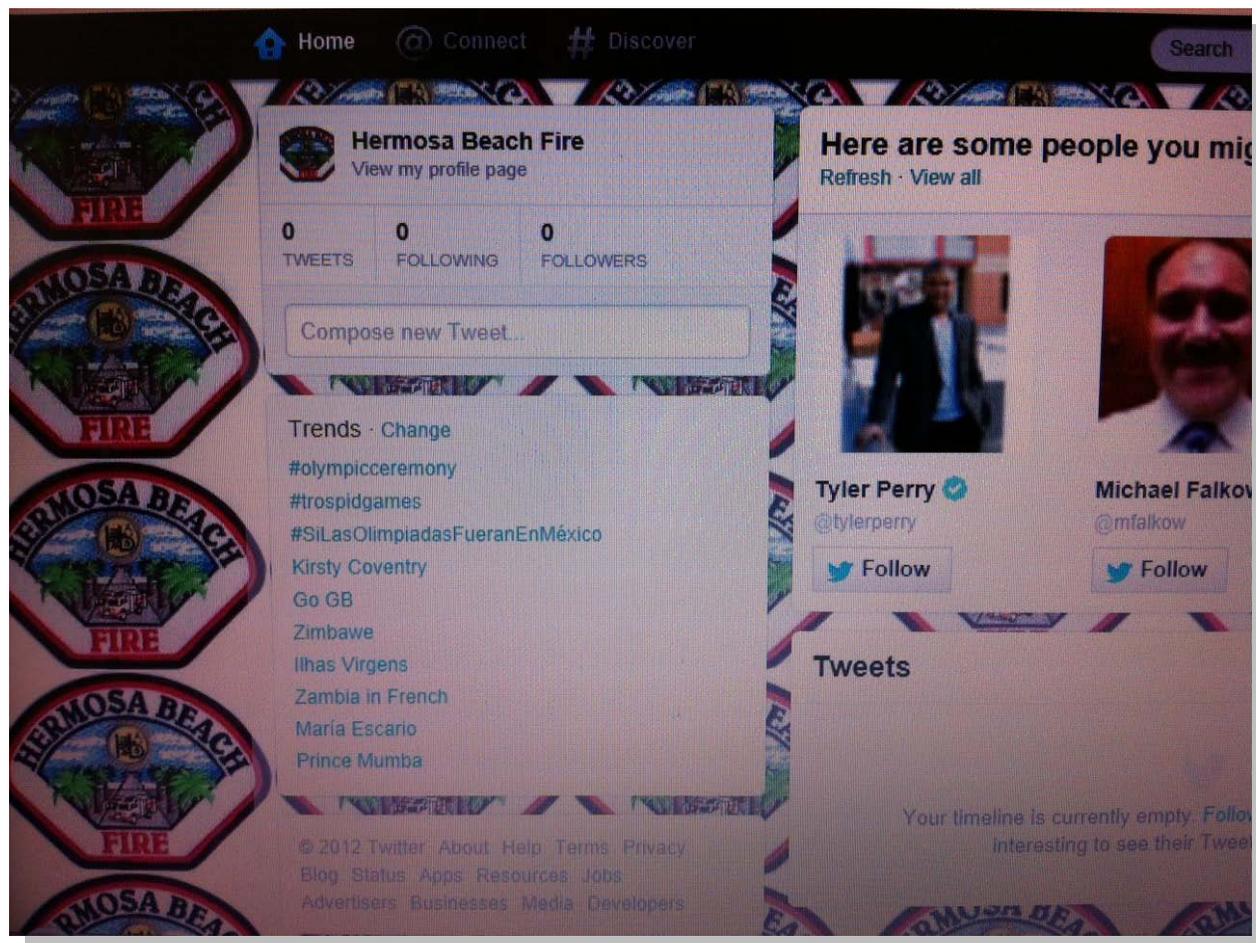
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Appendix A-1: Hermosa Beach Fire Department Facebook Page



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Appendix A-2: @HermosaBeachFD Twitter Page



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## Appendix B-1: HBFD Draft Social Media Policy

	<h1 style="margin: 0;">HERMOSA BEACH FIRE DEPARTMENT</h1> <h2 style="margin: 0;">STANDARD OPERATING PROCEDURE</h2>	
<b>Title: Social Media &amp; Social Networking</b>		
<b>Section: General Administration</b>	<b>No.: 110</b>	<b>Date: XX/XX/2012</b>

1. Purpose: The fire department endorses the secure use of social media to enhance communication and information exchange; streamline processes; and foster productivity with its employees. This policy establishes this fire department's position on the use and management of social media and provides guidelines on the management, administration, and oversight. This policy is not meant to address one particular form of social media; rather social media in general in general terms as technology will outpace our ability to discover emerging technology and create policies governing its use.
  
2. Policy: Social media provides a valuable means of assisting the fire department and its personnel in meeting community education, community information, fire prevention, and other related organizational and community objectives. This policy identifies possible uses that may be evaluated and utilized as deemed necessary by fire administrative and supervisory personnel. This department also recognizes the role that social media tools may play in the personal lives of department personnel. The personal use of social media can have an effect on fire departmental personnel in their official capacity as firefighters. This policy is of a precautionary nature and provides restrictions and prohibitions on the use of social media by department personnel.
  
3. Definitions
  - 3.1 Blog – A self-published diary or commentary on a particular topic that may allow visitors to post responses, reactions, or comments.
  - 3.2 Post – Content an individual shares on a social media site or the act of publishing content on a site.
  - 3.3 Profile – Information that a user provides about himself or herself on a social networking site.
  - 3.4 Social Media – A category of Internet-based resources that enable the user to generate content and encourage other user participation. This includes, but is

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not limited to, social networking sites: Facebook, MySpace, Twitter, YouTube, Wikipedia, blogs, and other sites (there are thousands of these types of sites and this is only a short list).

- 3.5 Social Networks – Platforms where users can create profiles, share information, and socialize with others using a range of technologies.
  - 3.6 Speech – Expression or communication of thoughts or opinions in spoken words, in writing, by expressive conduct, symbolism, photographs, videotape, or related forms of communication.
4. Policy: Strategic Policy
    - 4.1 Determine strategy
      - 4.1.1 Each social media page shall include an introductory statement that clearly specifies the purpose and scope of the agency's presence on the website.
      - 4.1.2 Social Media page(s) should link to the department's official website.
      - 4.1.3 Social media page(s) shall be designed for the target audience(s) such as the community, civic leadership, employees or potential recruits.
    - 4.2 Procedures
      - 4.2.1 All department social media sites or pages shall be approved and administered by the Fire Chief or designee.
      - 4.2.2 Social media pages shall clearly indicate they are maintained by the fire department and shall have department logo and contact information prominently displayed.
      - 4.2.3 Social media content shall adhere to applicable laws, regulations, and policies, including all information technology and records management policies of the department.
      - 4.2.4 Social Media content is subject to open public records laws.
        - Relevant records retention schedules apply to social media content.
        - Content must be managed, stored, and retrieved to comply with open records laws and e-discovery laws and policies.
      - 4.2.5 Social media pages should state that the opinions expressed by visitors to the page(s) do not reflect the opinions of the department.
      - 4.2.6 Social Media pages shall clearly indicate that posted comments will be monitored and that the department reserves the right to remove obscenities, off-topic comments, and personal attacks.
      - 4.2.7 Social Media pages shall clearly indicate that any content posted or submitted for posting is subject to public disclosure.

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5. Policy: Department-Sanctioned Use
  - 5.1 Department personnel representing the department via social media outlets shall do the following:
    - 5.1.1 Conduct themselves at all times as representatives of the department and, accordingly, shall adhere to all department standards of conduct and observe conventionally accepted protocols and proper decorum.
    - 5.1.2 Observe and abide by all copyright, trademark, and service mark restrictions in posting materials to electronic media.
  - 5.2 Department personnel representing the department via social media outlets shall not do the following:
    - 5.2.1 Use department computers to access social media without authorization.
    - 5.2.2 Post, transmit, or otherwise disseminate confidential information, including photographs or videos, related to department training, activities, or work-related assignments without express written permission.
    - 5.2.3 Conduct political activities or private business.
    - 5.2.4 Use personally owned devices to manage the department's social media activities or in the course of official duties without express written permission from the Fire Chief.
  
6. Policy: Potential Uses
  - 6.1 Social media is a valuable investigative tool when providing information about
    - 6.1.1 Road closures
    - 6.1.2 Special events
    - 6.1.3 Weather emergencies
    - 6.1.4 Major ongoing event in the jurisdiction that affects the entire community.
  - 6.2 Employment Opportunities – Persons seeking employment and volunteer positions use the Internet to search for opportunities.
  - 6.3 Background Checks – For authorized members to conduct a background check on potential employees or volunteers.
    - 6.3.1 Candidates applying for employment with this department must sign a release document enabling an assigned employee or firm authorized by the city to conduct a background check using any resource to include social media.
    - 6.3.2 This department has an obligation to include Internet-based content when conducting background investigations of job candidates.

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- 6.3.3 Searches should be conducted only for the purposes of providing possible background material on an employee candidate.
- 6.3.4 Information pertaining to protected class status shall be filtered out prior to sharing any information found online with decision makers.
- 6.3.5 Persons authorized to search Internet-based content should be deemed as holding a sensitive position.
- 6.3.6 Search methods shall not involve techniques that are a violation of existing law.
- 6.3.7 Vetting techniques using social media as one of many resources to provide valid and up to date information shall be applied uniformly to all candidates.
- 6.3.8 Every effort must be made to validate Internet based information considered during the hiring process.
- 6.3.9 This shall not be the only mechanism to provide background information on a possible candidate.

## 7. Policy: Personal Use

- 7.1 Precautions and Prohibitions: Department personnel shall abide by the following when using social media.
  - 7.1.1 Department personnel are free to express themselves as private citizens on social media sites to the degree that their speech does not impair working relationships of this department for which loyalty and confidentiality are important, impede the performance of duties, impair discipline and harmony among coworkers, or negatively affect the public perception of the department.
  - 7.1.2 As public employees, department personnel are cautioned that their speech either on or off duty, and in the course of their official duties that has a nexus to the employee's professional duties and responsibilities may not necessarily be protected speech under the First Amendment. This may form the basis for discipline if deemed detrimental to the department. Department personnel should assume that their speech and related activity on social media sites will reflect upon their position within the department and of this department.
  - 7.1.3 Department personnel shall not post, transmit, or otherwise disseminate any information to which they have access as a result of their employment without written permission from the Fire Chief or designee.
  - 7.1.4 Department personnel are cautioned not to do the following:

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- Display department logos, uniforms, or similar identifying items on personal web pages without prior written permission.
- Post personal photographs or provide similar means of personal recognition that may cause you to be identified as a firefighter, fire officer or employee of this department.
- When using social media, department personnel should be mindful that their speech becomes part of the worldwide web.

7.1.5 Adherence to the department's code of conduct is required in the personal use of social media. In particular, department personnel are prohibited from the following:

- Speech containing obscene or sexually explicit language, images, or acts and statements or other forms of speech that ridicule, malign, disparage, or otherwise express bias against any race, any religion, or any protected class of individuals.
- Speech involving themselves or other department personnel reflecting behavior that would reasonably be considered reckless or irresponsible.
- Department personnel may not divulge information gained by reason of their authority; make any statements, speeches, appearances, and endorsements; or publish materials that could reasonably be considered to represent the views or positions of this department without express authorization.
- Department personnel should be aware that they may be subject to civil litigation for publishing or posting false information that harms the reputation of another person, group, or organization otherwise known as defamation to include:
  - publishing or posting private facts and personal information about someone without their permission that has not been previously revealed to the public, is not of legitimate public concern, and would be offensive to a reasonable person;
  - using someone else's name, likeness, or other personal attributes without that person's permission for an exploitative purpose; or
  - publishing the creative work of another, trademarks, or certain confidential business information without the permission of the owner.

7.1.6 Department personnel should be aware that privacy settings and social media sites are constantly in flux, and they should never assume that personal information posted on such sites is protected.

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7.1.7 Department personnel should expect that any information created, transmitted, downloaded, exchanged, or discussed in a public online forum may be accessed by the department at any time without prior notice.

### 8. Violations

#### 8.1 Reporting violations

- 8.1.1 Any employee becoming aware of or having knowledge of a posting or of any website or web page in violation of the provision of this policy shall notify his or her supervisor immediately for follow-up action.
- 8.1.2 Violation of this social media policy may result in suspension or termination.

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## Appendix B-2: City of Hermosa Beach Draft Social Media Policy

## CITY OF HERMOSA BEACH POLICY AND PROCEDURE

Number: A-  
 Authority: City Manager  
 Effective: September XX, 2012  
 Revised:

<b>SOCIAL MEDIA POLICY</b>
----------------------------

### 1. Purpose

This Social Media Policy (“Policy”) establishes guidelines for the establishment and use by the City of Hermosa Beach (“City”) of social media sites as a means of conveying information to members of the public.

The intended purpose of City social media sites is to disseminate information from the City about the City’s mission, meetings, activities, and current issues, to members of the public.

The City has an overriding interest and expectation in protecting the information posted on its social media sites and the content that is attributed to the City and its officials.

### 2. Definitions

“Social media sites” means content created by individuals, using accessible, expandable, and upgradable publishing technologies, through and on the internet. Examples of social media include, but are not limited to, Facebook, Twitter, Blogs, RSS, YouTube, LinkedIn, Delicious, and Flickr.

“City social media sites” means social media sites which the City establishes and maintains, and over which it has control over all postings , except for advertisements or hyperlinks by the social media site’s owners, vendors, or partners. City social media sites shall supplement, and not replace, the City’s required notices and standard methods of communication.

“Posts” or “postings” means information, articles, pictures, videos or any other form of communication posted on a City social media site.

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**3. General Policy**

- 3.1. The City's official website at [www.hermosabch.org](http://www.hermosabch.org) (or any domain owned by the City) will remain the City's primary means of internet communication.
- 3.2. The establishment of City social media sites is subject to approval by the City Manager. Upon approval, City social media sites shall bear the name and/or official logo of the City.
- 3.3. All content on City social media sites shall be reviewed, approved, and administered by the City's Public Information Manager.
- 3.4. City social media sites shall clearly state that such sites are maintained by the City and that the sites comply with the City's Social Media Policy.
- 3.5. City social media sites shall link back to the City's official website for forms, documents, online services and other information necessary to conduct business with the City.
- 3.6. The City's Public Information Manager shall monitor content on City social media sites to ensure adherence to both the City's Social Media Policy and the interest and goals of the City.
- 3.7. The City shall use social media sites as consistently as possible and in conjunction with other established City communication tools.
- 3.8. City social media sites shall be managed consistent with the Brown Act. Members of the City Council and City Commissions shall not respond to any published postings, or use the site or any form of electronic communication to respond to, blog or engage in serial meetings, or otherwise discuss, deliberate, or express opinions on any issue within the subject matter jurisdiction of the body.
- 3.9. The City reserves the right to terminate any City social media site at any time without notice.
- 3.10. City social media sites shall comply with usage rules and regulations required by the site provider, including privacy policies.
- 3.11. The City's Social Media Policy shall be displayed to users or made available by hyperlink.
- 3.12. All City social media sites shall adhere to applicable federal, state and local laws, regulations and policies.

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- 3.13. City social media sites are subject to the California Public Records Act. Any content maintained on a City social media site that is related to City business, including a list of subscribers, posted communication, and communication submitted for posting, may be considered a public record and subject to public disclosure. All postings on City social media sites shall be sent to an official City e-mail account and maintained consistent with the Public Records Act.
- 3.14. Employees representing the City on City social media sites shall conduct themselves at all times as a professional representative of the City and in accordance with all City policies.
- 3.15. All City social media sites shall utilize authorized City contact information for account set-up, monitoring and access. The use of personal email accounts or phone numbers by any City employee is not allowed for the purpose of setting-up, monitoring, or accessing a City social media site.
- 3.16. City social media sites may contain content, including but not limited to, advertisements or hyperlinks over which the City has no control. The City does not endorse any hyperlink or advertisement placed on City social media sites by the social media site's owners, vendors, or partners.
- 3.17. The City reserves the right to change, modify, or amend all or part of this policy at any time.

### **4. Content Guidelines**

- 4.1. The content of City social media sites shall only pertain to City-sponsored or City-endorsed programs, services, and events. Content includes, but is not limited to, information, photographs, videos, and hyperlinks.
- 4.2. The City shall have full permission or rights to any content posted by the City, including photographs and videos.
- 4.3. Postings shall be made during normal business hours. After-hours or weekend postings shall only be made with approval of the City Public Information Manager.
- 4.4. Any employee authorized to post items on any of the City's social media sites shall review, be familiar with, and comply with the social media site's use policies and terms and conditions.
- 4.5. Any employee authorized to post items on any of the City's social media sites shall not express his or her own personal views or concerns through such

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- postings. Instead, postings on any of the City's social media sites by an authorized City employee shall only reflect the views of the City.
- 4.6. Postings must contain information that is freely available to the public and not be confidential as defined by any City policy or state or federal law;
  - 4.7. Postings may NOT contain any personal information, except for the names of employees whose job duties include being available for contact by the public;
  - 4.8. Postings to City social media sites shall NOT contain any of the following:
    - 4.8.1. Comments that are not topically related to the particular posting being commented upon;
    - 4.8.2. Comments in support of, or opposition to, political campaigns, candidates or ballot measures;
    - 4.8.3. Profane language or content;
    - 4.8.4. Content that promotes, fosters, or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, or status with regard to public assistance, national origin, physical or mental disability or sexual orientation, as well as any other category protected by federal, state, or local laws;
    - 4.8.5. Sexual content or links to sexual content;
    - 4.8.6. Solicitations of commerce;
    - 4.8.7. Conduct or encouragement of illegal activity;
    - 4.8.8. Information that may tend to compromise the safety or security of the public or public systems; or
    - 4.8.9. Content that violates a legal ownership interest of any other party.
  - 4.9. These guidelines shall be displayed to users or made available by hyperlink on all City social media sites. Any content removed based on these guidelines must be retained, including the time, date and identity of the poster, when available.
  - 4.10. The City reserves the right to implement or remove any functionality of its social media site, when deemed appropriate by the Public Information Manager. This includes, but is not limited to, information, articles, pictures, videos or any other form of communication that is posted on a City social media site.

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- 4.11. Except as expressly provided in this Policy, accessing any social media site shall comply with all applicable City policies pertaining to communications and the use of the internet by employees, including e-mail content.
- 4.12. All of the content on City social media sites must be provided to the City's Public Information Manager for review, approval and subsequent posting to the social media site.