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Strategic Plan: Expanding CIA's Online Presence

March 2014

Version 1.5

Purpose

(S) In an ongoing effort to continue to grow and improve CIA's internet presence for [redacted] recruitment and public relations purposes, CIA will be further expanding into Social Media.

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Background

(U) CIA.gov is one of the most popular websites in the Intelligence Community. In 2007, the Office of Public Affairs (OPA) – under the direction of then Associate Deputy Director Michael Morell – led the first large-scale redesign of CIA.gov, transforming a web presence that was disparate, uncoordinated, and difficult to navigate into a renowned, streamlined, unified, and user-friendly singular corporate website. Building off the success of the website redesign – and in an attempt to remain current and meet visitor expectation -- the CIA.gov Web Team launched RSS feeds, its initial venture into the world of social media.

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(U//AIUO) In 2010, the Web Team had permission from then-DCIA Leon Panetta to move forward with social media. Of the four platforms socialized and approved, the CIA.gov Web Team moved forward to quickly launch the two platforms [redacted]

In early

2011, CIA officially launched its YouTube and Flickr pages.

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(S) In 2013, as the Web Team began briefing the new senior leadership on its most recent redesign initiative, several Senior Agency Officers asked why CIA is not on Twitter. This [redacted]

[redacted] prompted OPA to reignite the social media program.

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(U) Currently, the CIA.gov Web Team is working to implement Twitter, Facebook, and Google+, with the eventual addition of Instagram.

Guiding Principles

[REDACTED] For most people, the only encounter they will have with the Agency is through its online presence. This includes prospective employees, the general public, [REDACTED]

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[REDACTED] Starting with the redesign of CIA.gov in 2007, followed by the first foray into social media in 2011, and through today the CIA.gov Web Team follows these guiding principles:

- [REDACTED]
- Educate the public about the agency and its mission;
- Recruit top talent.
- Dispel myths;
- Provide educational resources about the world to the world;

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(U) The Agency's current endeavor to more fully develop our internet presence also aligns with the regulations set forth by the Federal Web Managers Council, as well as meeting the 2009 Presidential Directive, "Transparency and Open Government." Expanding our use of social media platforms is one way to achieve the goals of President Obama's directive.

Audience

[REDACTED] The CIA.gov Web Team keeps many different audiences in mind when developing and posting content: [REDACTED] prospective employees, former employees, students, teachers, reporters, citizens around the globe, among others.

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(U) OPA recognizes that people have moved away from visiting websites to "surf" for information. They expect the content to come to them. In the last three years, the average number of visitors a month to CIA.gov is down from 5 million to 4 million, while all demographics of people joining and participating in social media sites has exploded and continues to grow by leaps and bounds. For CIA to stay relevant in the public eye and continue to follow our guiding principles, we must go to where people are looking for us.

Benefits

(U) The foray into social media was, and continues to be, very important on three main fronts:

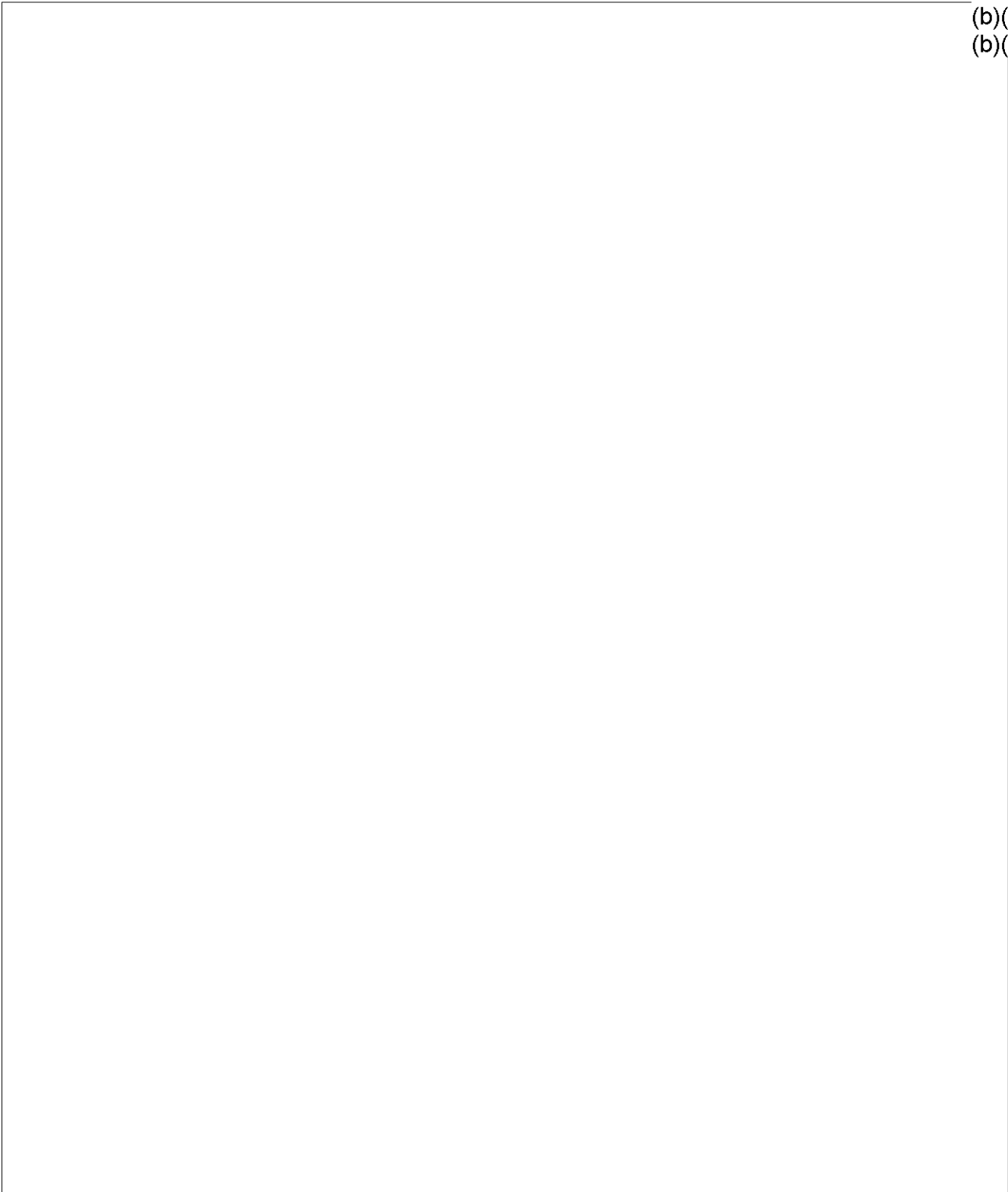
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Recruitment

(U) The Recruitment Center is responsible for creating a future CIA workforce with the mission-critical skills, diverse experiences, and language capabilities we need to respond nimbly to the intelligence demands of tomorrow. To this end, they are working to increase the percentage of our officers from ethnic and minority backgrounds, as well as those with relevant foreign languages. The RC uses targeted recruitment strategies to identify sources of qualified applicants who have the languages and knowledge of the cultures of the world with which we engage.

(S) CIA's online presence is a large part of that strategy. Approximately 20 percent of traffic to CIA.gov is to the careers section. CIA.gov is the only place prospective employees [REDACTED] can apply for a job. However, if we want the workforce of the future, we must recruit them where they work and play and search – social media. As CIA strives to recruit the best and brightest, we must go where they are, and increasingly that is not CIA.gov. By utilizing social media, we expand our audience and reach potential recruits that may have not entertained the idea of working for CIA. (b)(1) (b)(3)

Public Affairs

(U) OPA's mission is to inform and educate, helping the public gain a better understanding of CIA and its contributions to America's national security. One of the ways we do this is through our internet presence. CIA.gov averages 4 million visits each month. However, following the trend of less traffic to web pages, we are down from the peak in 2012 of 5 million visits a month.

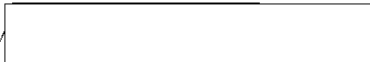
(U) Approximately 60 percent of CIA.gov's traffic goes solely to the World Factbook, which means the majority of our visitors are missing the tens of thousands of other pages of content available. This includes press releases, D/CIA statements and speeches, featured stories, job opportunities, artifacts, publications, games, declassified documents, and much more. A presence on the most popular social media sites will allow the CIA.gov Web Team to bring important and compelling information to the public. This helps us better achieve our goal of providing up-to-date, accurate content to convey the Agency's brand and key messages to a broad audience. Internet expansion will also help us better meet the President's Transparency and Open Government Directive.

(U) The CIA.gov Web Team understand the public's need for authentic content and they join social media sites to get content directly from the source without having to look for it. Evidenced in the many popular unofficial CIA accounts on various social media platforms over the years, conversations about CIA are happening even if we are not active participants. It is imperative that CIA becomes the official voice of CIA-related matters.

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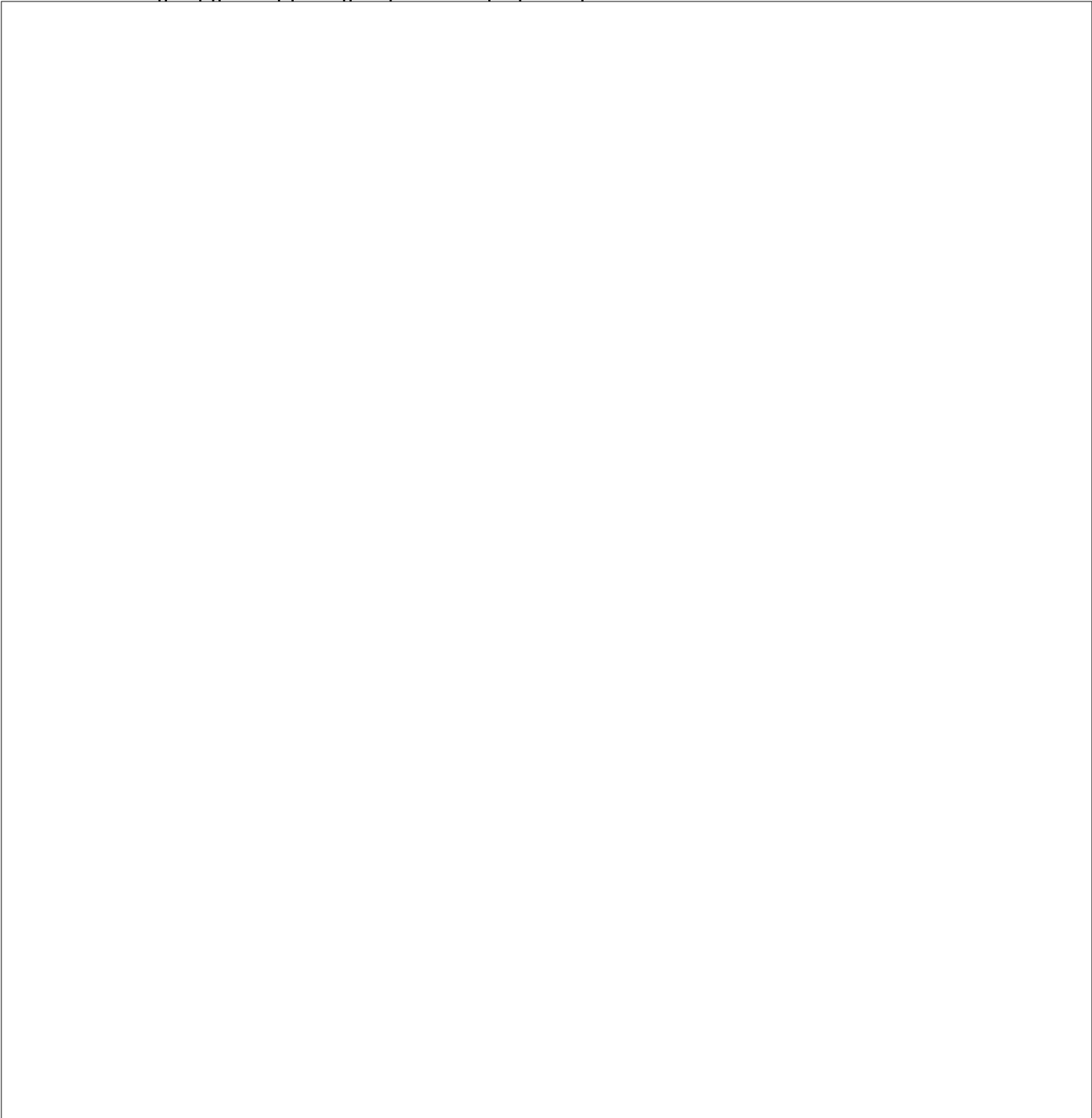
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(U) Additionally, it is critically important for CIA to communicate our messages without media filter. Social media platforms afford us the opportunity to speak directly to a large



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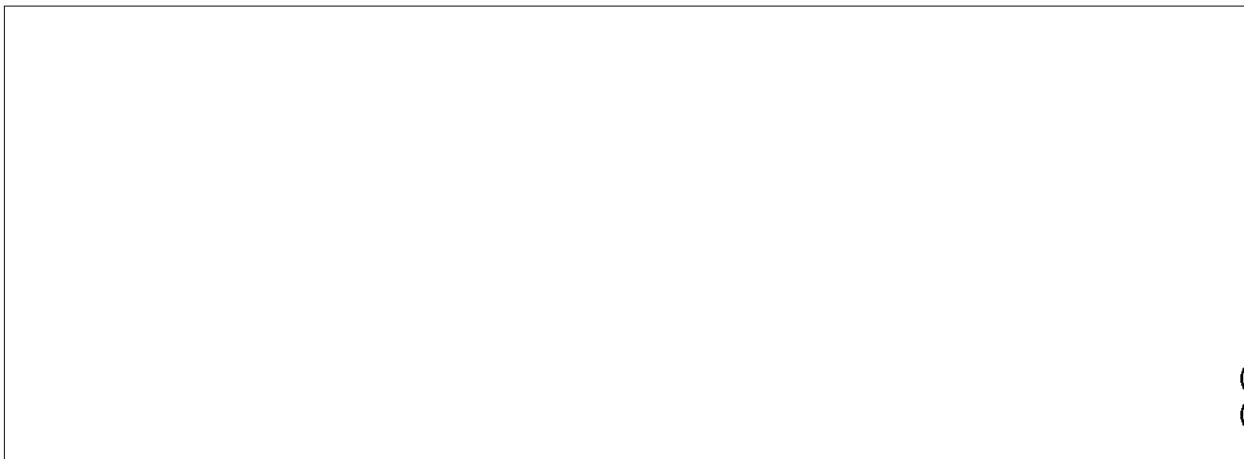


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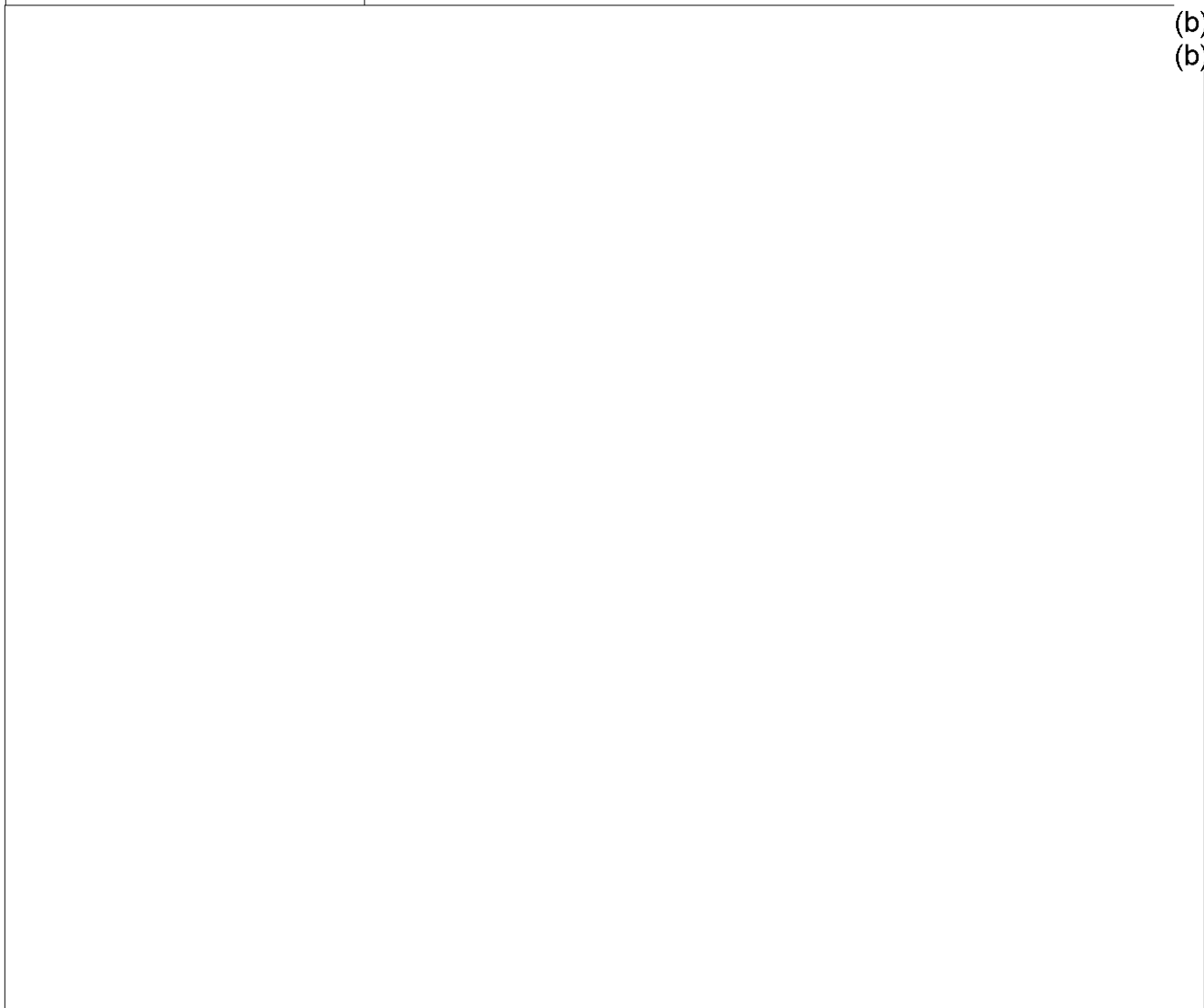
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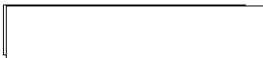
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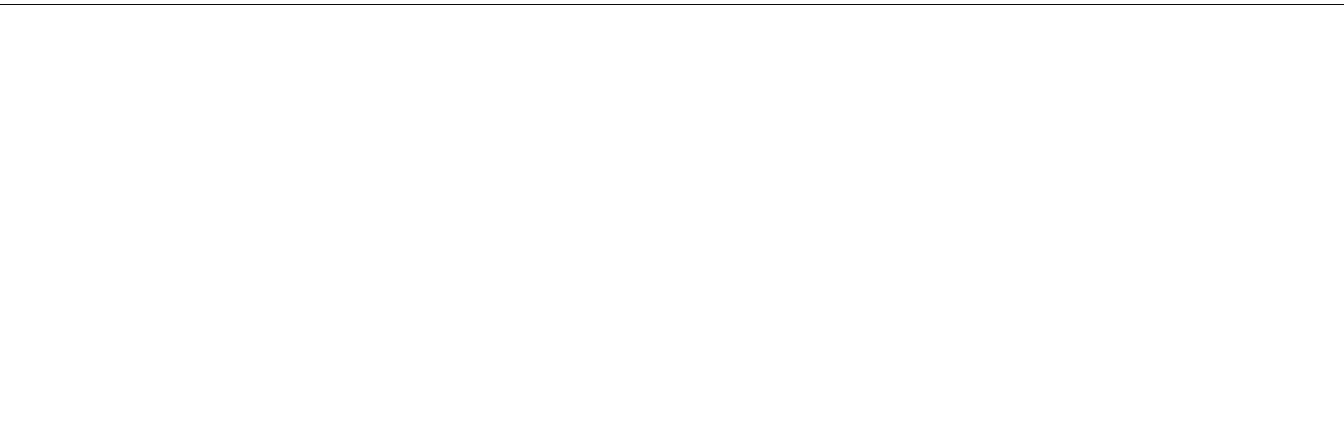
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(U) While Twitter, Facebook, and Google+ will be launched in the near future, the Web Team continues to pursue the possibility of using Instagram. Instagram is a photo- and video-sharing mobile application that enables users to take pictures and videos, apply digital filters to them, and share them through the app and on a variety of other social networking services such as Facebook, Twitter, Tumblr and Flickr. While social media is growing in popularity across all demographics, it has become increasingly apparent that pre-teens, teens, and young adults are shying away from "traditional" social media outlets such as Facebook. They instead are gravitating toward more media-based platforms like Instagram.

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(U) The Web Team continues to monitor industry standards and global trends, and will investigate new ways to grow and improve CIA's internet presence for [REDACTED] recruitment and public relations purposes. The Web Team monitors internet trends and benchmarks with other government agencies and throughout the social media industry for best practices and effective ideas. We will continue to develop and advance CIA's internet presence through platforms and initiatives we can safely and securely adopt at CIA.

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Communications Plan

Internal and External Promotion for the launch of CIA on Twitter, Facebook, and Google+

Goals & Objectives

(U) Provide an internal and global communications strategy for the roll out of Twitter, Facebook, and Google+ in May 2014. The goal is to provide as much coverage of the launch of the CIA accounts on these platforms as possible. There will not be any pre-deployment communication, but much media attention during and after launch is anticipated.

Background

(U) In an ongoing effort to continue to grow and improve CIA's internet presence for recruitment and public relations purposes CIA will be further expanding into Social Media with accounts on Facebook, Google+ and two on Twitter.

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To highlight our foray into the most popular social media platforms CIA must effectively communicate where we can be found. As CIA is expanding on to these highly recognizable and extremely popular platforms, the promotion campaign must be equally extensive.

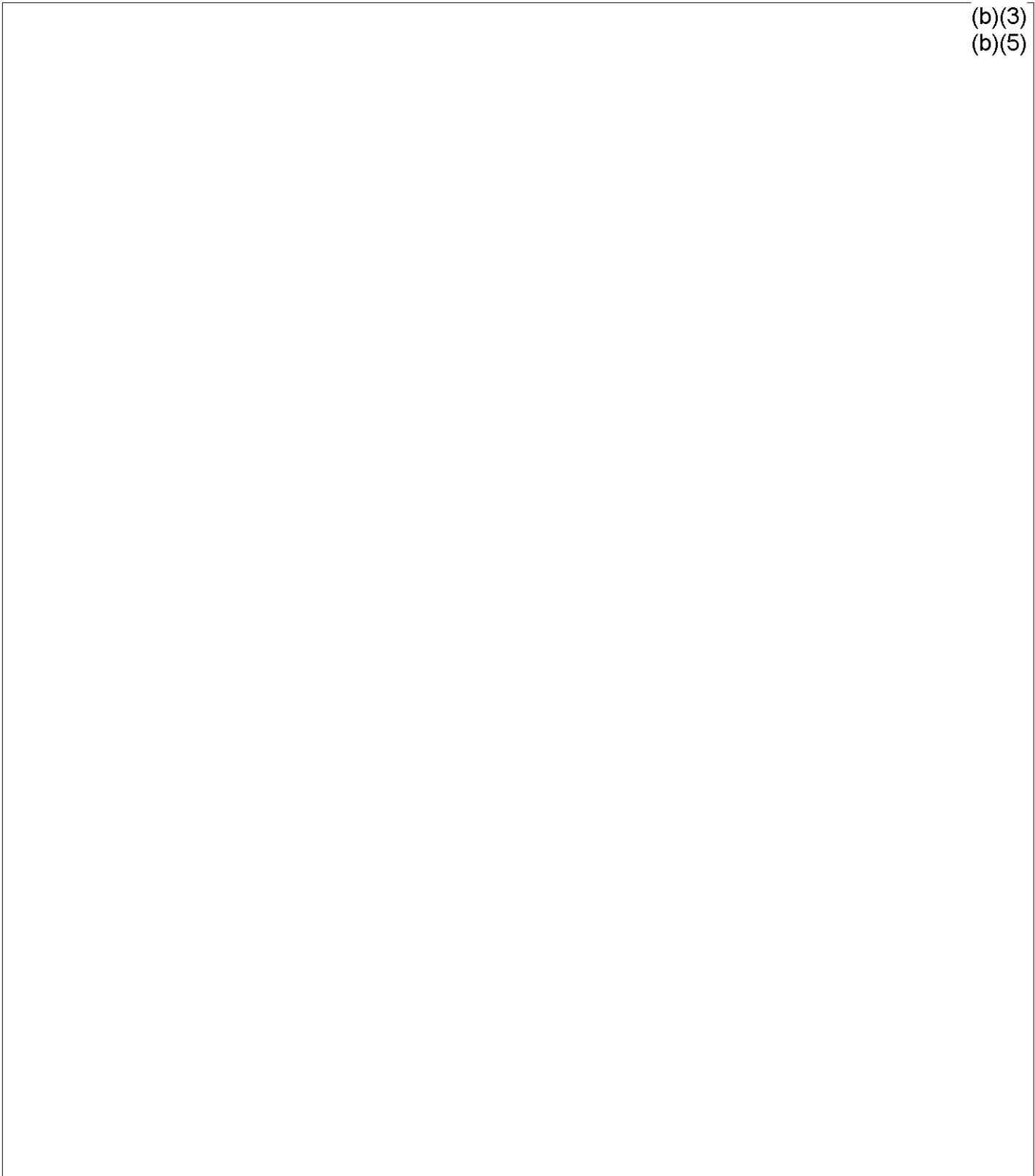
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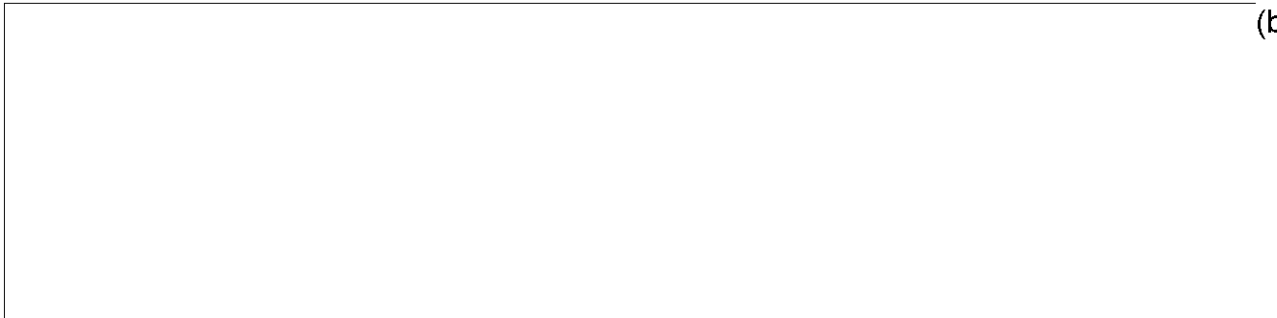


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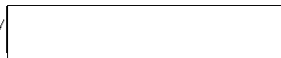


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