CITY AUDITOR'S OFFICE

# Social Media Use and Controls

April 4, 2013                                        AUDIT REPORT NO. 1308

CITY COUNCIL
Mayor W.J. "Jim" Lane
Vice Mayor Suzanne Klapp
Virginia Korte
Robert Littlefield
Linda Milhaven
Guy Phillips
Dennis Robbins

April 4, 2013

Honorable Mayor and Members of the City Council:

Enclosed is the audit report, *Social Media Use and Controls*, which was included on the Council-approved FY 2012/13 Audit Plan. The audit was proposed to review processes and controls over the City's use of social media.

The City began using social media in 2008 and as of March 2013, the City has 13 Facebook pages, 7 Twitter feeds, and 3 YouTube channels as well as Google+, Goodreads and Pinterest accounts.

While the use of social media is still evolving, there are opportunities to improve both the use and management of the City's social media accounts. Specifically, monitoring of, training on, and access controls for social media use can be improved. As well, a comprehensive citywide social media policy has not yet been completed.

We would like to thank the Office of Communication and Information Technology staff for their cooperation and assistance throughout this audit.

If you need additional information or have any questions, please contact me at (480) 312-7867.

Sincerely,

Sharron Walker, CPA, CFE
City Auditor

**Audit Team:**

Kyla Anderson, CIA — Senior Auditor
Cathleen Davis, CIA — Senior Auditor

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# EXECUTIVE SUMMARY

This audit of *Social Media Use & Controls* was included on the fiscal year 2012/13 City Council-approved Audit Plan. The audit was proposed to review processes and controls over the City's use of social media.

The City began using social media in 2008 with a Police Department Twitter feed and a Library Facebook page. As of March 2013, the City has 13 Facebook pages, 7 Twitter feeds, and 3 YouTube channels as well as Google+, Goodreads and Pinterest accounts. The City's Communications & Public Affairs Director indicated the City's social media tools fit within a Hub model of communications. Through this model, the City's website serves as the hub of all communication, including social media, and the central repository for all original content.

The Communications & Public Affairs Director and Web & Creative Services Manager collaborate to provide basic social media management, developing social media policies and providing support to the designated social media content producers. The social media content producers are the staff throughout the City who have been approved to post information on behalf of their department or division and, consequently, the City. Unless specifically approved, City employees are blocked from accessing most social media sites.

This audit identified that monitoring of and training on social media use is not yet effective. Monitoring the City's use of social media is currently not effective as the "alert" triggers are set too low and the operating divisions' supervisors are not included in the oversight process. Effectiveness of the City's use of social media tools may improve with monitoring the performance of internal and external activity. Furthermore, training the City's social media content producers has been limited to a basic policy review. More comprehensive training could include such areas as identifying and developing content, following social media etiquette, and evaluating effectiveness of social media accounts.

Social media-related access controls can be improved. Access through the City's network to social media sites is not terminated when an employee leaves the City or no longer has related job duties, and some employees do not have an apparent business need for the access. In addition, the social media management team does not have access to all City social media accounts, and the account passwords are not required to be changed on a regular basis. Finally, the IT incident response plan does not address social media.

While the City has maintained a social media presence since 2008 and currently has 26 different social media accounts across a variety of platforms, a citywide Social Media administrative regulation (AR) has not yet been established. Some currently existing IT policies and a draft AR do not address all elements identified in best practices. Further, some relevant subject matter experts were not involved in developing the draft guidance.

# BACKGROUND

Social Media is defined as forms of electronic communications through which users create online communities to share information, ideas, personal messages, and other content.[1] Therefore, social media differs from traditional media by allowing immediate user interaction.

The City of Scottsdale began using social media in 2008 when the Police Department started a Twitter feed and the Scottsdale Public Library set up a Facebook page. As shown in Figure 1, as of March 2013, the City has 13 active Facebook pages, 7 active Twitter feeds, and 3 YouTube channels as well as Google+, Goodreads and Pinterest accounts. In addition, the City recently established a forum and message board, SpeakUp Scottsdale, where users can post suggestions and comments about City matters, and used an online photo challenge, CaptureMyArizona, for photographs to be submitted and voted on for use in the City's General Plan document.[2]

**Figure 1. City of Scottsdale Social Media Accounts as of February 2013**

ScottsdaleAZgov
ScottsdalePublicLibrary
ScottsdaleParksAndRecreation
downtownscottsdale
ScottsdalePZLink
GraniteReef
ScottsdaleSeniorCenter
ScottsdaleGP
spd.mckellipsdistrict
MightyMudMania
ScottsdalePublicSafety
SmallBusinessScottsdale
Scottsdale-Family-Advocacy-Center

Scottsdale Public Library

ScottsdaleAZGov

scottsdaleazgov | ScottsdaleFire
ScottsdaleLibrary

@scottsdaleazgov | @drivescottsdale
@scottsdalepd | @scottsdalepandz
@scottsdalefire | @mayorjimlane
@scottsdalereads

scottsdalereads

SOURCE: Auditor review of http://www.scottsdaleaz.gov/mediacenter and facebook.com, twitter.com, youtube.com, plus.google.com, pinterest.com, and goodreads.com.

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[1] www.merriam-webster.com
[2] http://speakupscottsdale.com and www.capturemyarizona.com/challenges/visions-of-scottsdale, which ended February 28, 2013.

The many social media platforms allow different types of content and user interaction, and are generally categorized as shown in Figure 2.

## Figure 2. Social Media Categories with Examples

| Social Networking | Micro Blogging | Social Bookmarking | Multimedia Sharing | Forums & Message Boards |
|---|---|---|---|---|
| •Facebook<br>•Google+<br>•LinkedIn | •Twitter<br>•Tumblr | •Pinterest<br>•Reddit | •YouTube<br>•Vimeo<br>•Instagram | •Speak-Up Scottsdale<br>•MeetUp |

SOURCE: Auditor Analysis of "Social Media Marketing 101" by CareerTrack

However, social media is quickly evolving and platforms that were popular in the past, such as myspace.com, are no longer as predominant while new platforms are continually emerging.
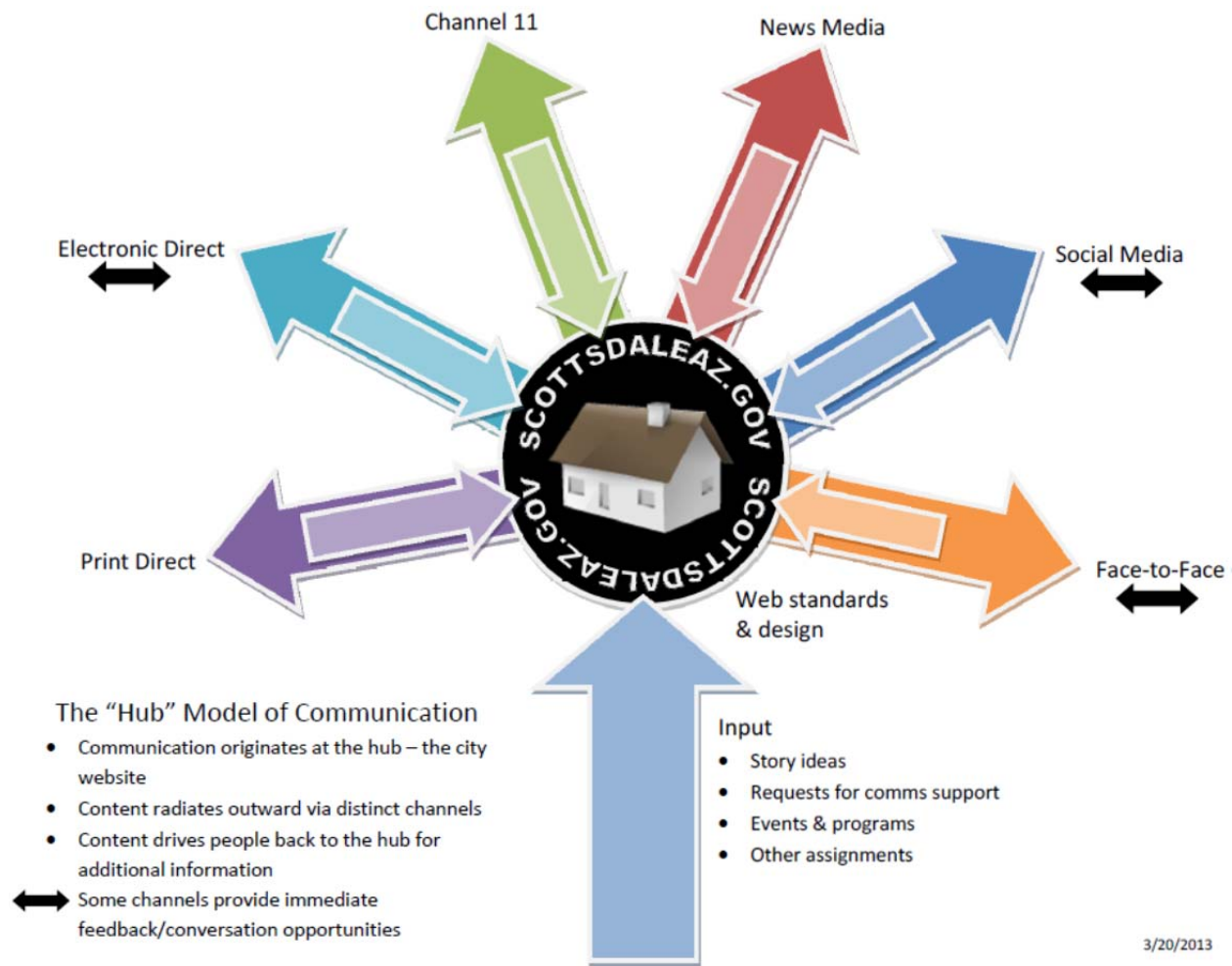
## Social Media Controls

The City's Communications & Public Affairs Director indicated the City's social media tools fit within a Hub model of communications, shown in Figure 3 on page 5. Through this model, the City's website serves as the hub of all communication, including social media, and the central repository for all original content. The social media account posts and comments provide links to the City's website where more detailed information is available. However, certain transitory communications, such as traffic updates, are not required to originate from the City's official website.

While oversight of the City's social media use has not been specifically assigned, the Communications & Public Affairs Director and Web & Creative Services Manager collaborate to provide basic social media management, developing social media policies and providing support to the designated social media content producers. The social media content producers are the staff throughout the City that have been approved to post information on behalf of their department or division and, consequently, the City.

Because of the perceived risks associated with social media use, such as the loss of employee productivity and potential disclosure of confidential information, City employees are blocked from accessing most social media sites unless they have been specifically approved.[3] Each division or program that wants to set up a social media account submits a request to the Web & Creative Services Manager and designates the staff who will be the content producers responsible for posting information or responding to comments.

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[3] Some limited exceptions exist, such as allowing access to view YouTube videos tagged as educational.

**Figure 3. The Hub Model of Communication**



The "Hub" Model of Communication
- Communication originates at the hub – the city website
- Content radiates outward via distinct channels
- Content drives people back to the hub for additional information
- ⬌ Some channels provide immediate feedback/conversation opportunities

Input
- Story ideas
- Requests for comms support
- Events & programs
- Other assignments

3/20/2013

SOURCE: Office of Communication

## Social Media Use

The Office of Communication, Police Department, Library, Parks & Recreation Department, and Senior Centers are the City's most active social media accounts.

- The Office of Communication manages the City's main Facebook and Google+ pages, YouTube channel and Twitter feed. This Twitter account averages almost 2 posts per business day, while the Facebook page averages 0.9 posts per business day. The Office of Communication also monitors other City social media accounts and reposts information considered to be of interest to the City's general audience.

- The Police Department's public information officers have primarily been using Twitter to relay urgent information, such as emergency road closures and developing police situations, to local news media and the interested public.

The department's @ScottsdalePD is the longest-running active police Twitter account in Arizona and is the only one to achieve verified status.[4] The Public Safety Division recently started a joint Police and Fire Facebook page which serves as a public information medium, providing community news.

- Within the Community Services Division, the Library uses multiple social media platforms, having a Facebook page, a Twitter feed and a YouTube channel, as well as Pinterest and Goodreads accounts. Further, the division's Parks & Recreation Department has two Facebook accounts, one for general Parks & Recreation information and one for Mighty Mud Mania, the department's largest annual event. The division's two Senior Centers each have their own Facebook pages as well.

Popularity of the currently dominant social media accounts, Facebook and Twitter, are measured by the number of "likes" and followers. As shown in Figure 4, the Police Department accounts are the City's most popular at this time.

### Figure 4. Number of Followers/Likes, February 2013
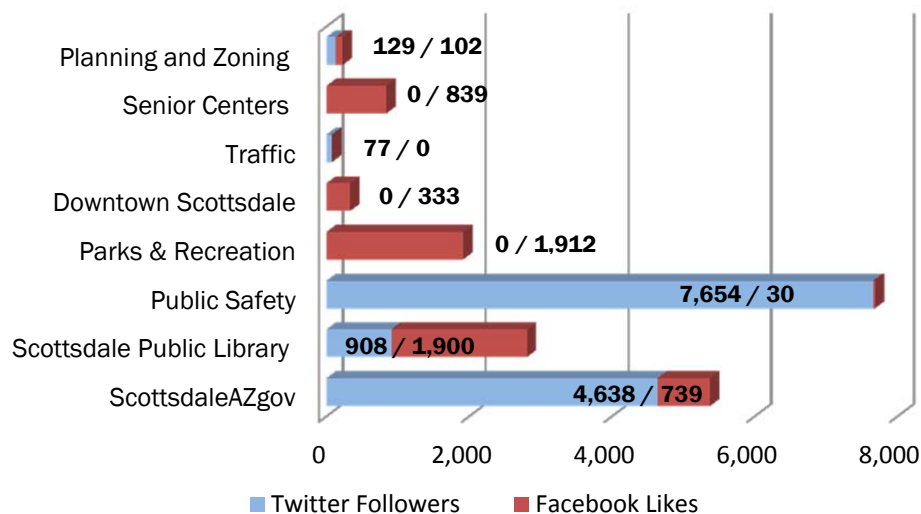


Note: Twitter and Facebook are currently the predominant social media the City uses.

SOURCE: Auditor review of social media account activity as of February 2013.

Other local municipalities are also using social media, but to largely varying degrees. The seven Valley cities we reviewed had citywide Facebook, Twitter, and YouTube accounts. Four of these cities were significantly more active, posting to at least one

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[4] Twitter designates with a blue check mark that an account has been verified as authentic. @ScottsdalePD is the City's only "verified" Twitter account as of March 2013.

of their social media accounts, on average, 3 to 5.5 times on a weekday basis, as shown in Figure 5.

**Figure 5. Average Weekday City Activity on Primary Accounts***
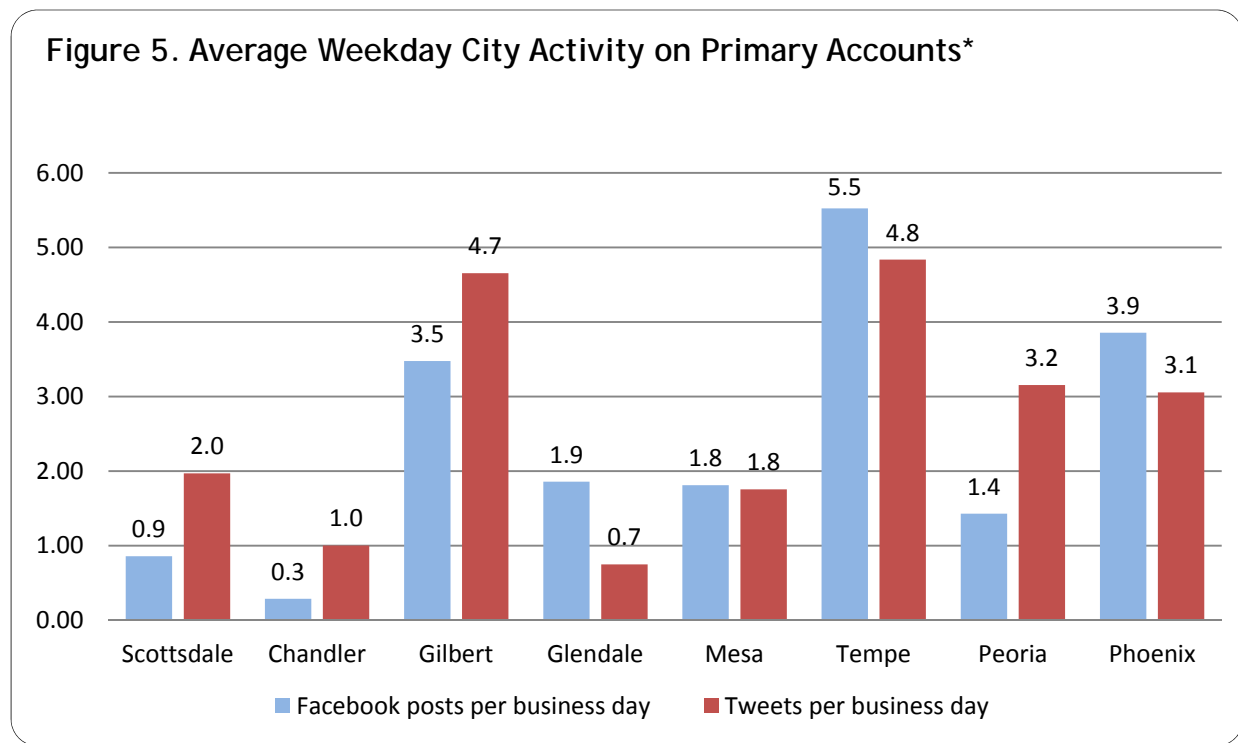


*Averages were calculated using each City's January 2013 Facebook posts, and Twitter activity from account inception through February 2013.

SOURCE: Auditor review of social media account activity in February 2013.

Our review of five demographically similar municipalities across the country found that all of them are using social media in some way. Glendale, California has a social media presence on the main city webpage including a live Twitter feed and links to Twitter. Overland Park, Kansas uses multiple social media platforms, but the accounts are not mentioned on the City's main city webpage. As shown by Table 1 data, Scottsdale's primary City Twitter account has 45% more followers than the city with the next highest level of activity. In contrast, Scottsdale's Facebook account has notably less response than all of these other cities, with 43% fewer "likes" than the next lowest city.

## Table 1. Primary Twitter and Facebook Activity for Demographically Similar Cities

| City | Population* | Twitter | | Facebook | |
|---|---|---|---|---|---|
| | | Account Creation | Followers | Account Creation | Likes |
| Scottsdale | 217,000 | May 2009 | 4,638 | June 2009 | 739 |
| Glendale, CA | 193,000 | August 2010 | 1,329 | N/A | N/A |
| McKinney, TX | 136,000 | May 2009 | 3,193 | January 2010 | 12,651 |
| N. Las Vegas, NV | 219,000 | April 2009 | 2,682 | April 2009 | 1,293 |
| Overland Park, KS | 176,000 | November 2008 | 2,004 | March 2008 | 2,895 |
| Yonkers, NY | 197,000 | April 2009 | 1,668 | January 2012 | 1,563 |

* 2010 Census, rounded.

SOURCE: Auditor analysis of primary City websites and Twitter and Facebook accounts as of February 2013.

## OBJECTIVES, SCOPE, AND METHODOLOGY

An audit of *Social Media Use & Controls* was included on the fiscal year 2012/13 City Council-approved Audit Plan. The audit was proposed to review processes and controls over the City's use of social media. We focused our review on the current state of social media within the City.

To develop an understanding of how Social Media tools are being used by other municipalities and by businesses, we reviewed a social media audit, and a prototype audit program developed by a leading IT governance professional association, ISACA; and attended training on Social Media marketing and local government uses.[5] We also reviewed related professional literature and recent news articles, including:

- *Social Media: Business Benefits and Security, Governance and Assurance Perspectives* published by ISACA in 2010.

- *Designing Social Media Policy for Government: Eight Essential Elements* published in May 2010 by the Center for Technology in Government.

- *When HR Decisions Become Social Media Scandals* by Alexandra Samuel, February 8, 2013, published on http://blogs.hbr.org, retrieved 2/12/2013.

- *HMV workers take over official Twitter feed to vent fury over sacking* by Sam Jones, January 31, 2013, published on www.guardian.co.uk, retrieved 2/12/2013.

To understand how the City is using Social Media tools, we:

- Interviewed the City's social media management team comprised of the Communications & Public Affairs Director and the Web & Creative Services Manager.

- Interviewed the City's network security staff, Records Manager, and the Police Department Public Information Sergeant. As well, we surveyed the City's social media content managers/producers.

- Examined the City's social media accounts on Facebook, Twitter, YouTube, Google+, and Pinterest. In addition, we searched each platform for other accounts that appear to belong to the City.

- Reviewed the City's available social media policies and procedures:
  - Social Media and Third Party Web Tools Policy
  - Web & Media Services Web Standards
  - Social Media Feedback and Comments Policies & Disclosures
  - Draft AR *City of Scottsdale Social Media and Social Networking*
  - Draft AR *City of Scottsdale Photos, Video and Audio Files*

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[5] Social Media Review, published by the Multnomah County, Oregon Auditor's Office in August 2011.

In addition, we reviewed Social Media accounts of other demographically-similar municipalities, including Mesa, Tempe, Chandler, Glendale, and Gilbert in Arizona, and Glendale, California; McKinney, Texas; North Las Vegas, Nevada; Overland Park, Kansas; and Yonkers, New York.

There are opportunities for improvement in both the use and management of the City's social media accounts. Specifically, monitoring of, training on, and access controls for social media use can be improved. As well, a comprehensive citywide social media policy has not yet been completed.

We conducted this audit in accordance with generally accepted government auditing standards as required by Article III, Scottsdale Revised Code, §2-117 et seq. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives. Audit work took place from January through mid-March 2013.

# FINDINGS AND ANALYSIS

1. **Monitoring of and training on social media can be enhanced.**

   As social media tools are continuing to multiply and evolve, monitoring the City's use of these accounts and training the City's social media content producers can enhance their effectiveness.

   A. Monitoring the City's use of social media is currently not effective as the "alarm" triggers are set too low and the operating divisions' supervisors are not included in the oversight process. The City's computer network uses a content filtering program that restricts employee access to websites by category. Employees are blocked from accessing social media websites on a City computer unless the employee has been specifically granted authorization for business purposes. In addition, the content filtering program tracks social media use and sends an alert when certain limits are exceeded.

      1. The content filtering program limits, which have only recently been activated, were set at a low level that results in an overwhelming number of alerts being triggered. As well as active use, the alerts may include passive use that is recorded when an employee is on a webpage that has social media links embedded in the page. As a result of the low limits, the network security team receives as many as 700 alerts in a week, and an effective review is not possible.

      2. The current review process provides for the Information Technology Division management to review an employee's first exception of excessive or inappropriate use. A second offense would be reported to the employee and his/her supervisor, and a third offense would be reported to the City's Human Resources Division. However, the operating division's management and the employee's direct supervisor are in a better position to determine the business need for an employee's access and the effect on their productivity. Having the initial alert go to the employee's division management would facilitate addressing the potential issue before it elevates into a more serious problem.

      3. Most division management does not have access to social media to review the content being posted by their staff.[6] Instead, they would need to use their personal devices and accounts to monitor whether the desired level of social media use is occurring. In addition, supervisors are typically not provided access to the content filtering results for their employees.

      The Information Technology Division established the social media use limits and review processes without obtaining input or feedback from the social media

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[6] The Police Chief has authorized social media access for all Police Department staff within the investigative services bureau and uniform services bureau. Such broad access has not been allowed for other areas of the City.

management team or the operating divisions.

B. Effectiveness of the City's use of social media tools may improve with performance monitoring. Some common performance measures include internal and external activity levels, such as the number of staff postings and account followers as well as the public response to postings, such as "likes," "shares" or "retweets."

    1. The social media management team does not analyze social media data to ensure the City is using social media tools to their full capacity to provide excellent customer service and engagement with citizens.

- Three City Facebook accounts have not posted in 2013, one City Twitter account has not tweeted in almost two years, and one City YouTube account has not uploaded videos since August 2012.

- In a few instances, citizen questions have not been answered and inappropriate language has not been removed from the social media site.

- Key performance indicators, such as regular staff postings and the public's response, have not been established or monitored for most of the City's social media accounts. At this time, some analytic information is gathered for the City's primary Twitter account. However, once captured, the information does not appear to be analyzed and used to improve performance. For example, inactive accounts or those with low activity could be deactivated and their limited activity posted through other City accounts.

    2. The City's brand could be adversely affected by unapproved staff-created social media sites. While all the City's social media accounts are to be approved in advance by the social media management team, some accounts have been created and content posted without this approval. For example, the Mighty Mud Mania and Downtown Scottsdale Facebook accounts were established prior to obtaining approval. When the social media management team is unaware of "unofficial" City accounts, they are not able to effectively monitor the accounts.

While social media is continuing to evolve, monitoring internal and external activity in the accounts can help the social media team and content producers adjust their practices to improve effectiveness.

C. Training the City's social media content producers has been limited to a review of the basic policies that are available. Training and practice in developing interesting content, following acceptable practices, and identifying effective use of social media accounts is not included.

    1. Of the 45 employees identified as social media content producers and who responded to our survey, 6 were not aware that they were considered a

social media content producer.  An additional 12 employees indicated that they were no longer actively engaged in producing social media content for the City.

2. The City does not yet provide sufficient training to social media content producers to prepare them for this role and its responsibilities. Of the 45 employees responding to our survey, 22 (or 49%), indicated they received no training on social media, one employee indicated self-training, 12 employees indicated they received basic training from the Web & Creative Services Manager, and one employee received formal training from a source outside the City. The social media management team provides social media content producers with introductory packets including the "Hub" model of communication and various articles about social media. However, they are not provided with the related IT policies. Besides covering policies, a formal social media training and awareness program could help the content producers effectively use and monitor the accounts. While some content producers may be more familiar with the tools, others may need additional training on social media etiquette, the expected level of activity, ways to identify and develop content, responding to the public, and other techniques to ensure the accounts are effective.

**Recommendations:**
The Communications & Public Affairs Director and Information Technology Executive Director should:

A. Work with the applicable divisions' management to develop social media use alerts that trigger at meaningful levels. As well, appropriate division or department managers should be informed of the alerts so that social media use can be reviewed and addressed before it becomes a serious matter or the alert levels can be refined if needed.

B. Ensure all City social media accounts are monitored for appropriate content and activity levels.  In addition, performance measures should be developed to monitor the social media tools' effectiveness in sharing information with citizens, listening to citizen feedback, and engaging citizens to improve City services.

C. Ensure the social media basic training is expanded with additional guidance on content production, activity levels, social media etiquette and other experience gained over time to achieve effective use of the tools.

**2. Social media related access controls can be improved.**

Access through the City's network to social media sites is not restricted only to employees with a business need for such access, and access is not terminated when it is no longer needed. In addition, social media management does not have access to all City accounts or require passwords to be changed on a regular basis. Finally, the IT incident response plan does not address social media.

A. While most City employees are blocked from social media access, some

employees have been granted access without an apparent business need. Specifically, 520 Police Department employees, primarily within the investigative services and uniformed services bureaus, are able to access social media. The authorized positions include some without a clear business need. The monitoring reports for the period of December 2012 through February 2013 showed higher than average levels of social media access for a few of these positions.

B. The list of identified social media content producers and their associated access rights in the content management system is not kept up to date for changes in responsibilities or employment. Of the 59 content producers identified on January 29, 2013, five were no longer employed at the City and 18 stated they were not responsible for social media content production. Former employees and those not having social media responsibilities should not have access to post to the City's accounts. Also, since the City's current practice is to block access to social media for most City employees, it becomes more important to keep the access list up to date.

C. Social media management does not have log-in information for all City social media accounts. The City currently has 26 social media accounts with content producers distributed across multiple departments. Because of social media's informal nature, once access has been given to post information, managing content is difficult. There have been well-publicized instances of reputational damage after employees posted unflattering or inappropriate content on their company's social media accounts. Even if the intent is not malicious, employees may post unauthorized or inappropriate statements, or the public may post inappropriate content. Therefore, the City's social media management team needs administrative access to all City accounts in the event that they need to remove posts or change passwords to restrict access.

D. While it is a well-established security practice to change network passwords regularly, such a policy has not been established or enforced for social media. City network users are required to change their passwords every 90 days. One social media account's password had not been changed in more than a year. With the City's social media accounts having multiple authorized users, the passwords also need to be changed when an authorized user leaves City employment or is no longer assigned social media responsibilities. Thus, social media passwords could be revised when needed for personnel changes or at least every 90 days.

E. The Information Technology department has an incident response plan to direct staff in the event of a system failure, virus, or other IT-related incident. However, this plan does not address the risk of a social media incident, such as having a City account hacked or inappropriate employee postings. Best practices suggest that the IT infrastructure should mitigate risks introduced by social media including having the information security incident response plan identify scenarios and the actions to be taken.

**Recommendations:**

The Communications & Public Affairs Director and the Information Technology Executive Director should ensure:

A. Access is granted only to those employees with a justified business need.

B. That the list of social media content producers and their associated network access is reviewed not less than semiannually to remove employees that are no longer content producers.

C. The social media management team maintains an up-to-date record of the log-in credentials for all City social media accounts.

D. The social media security policy requires social media passwords to be changed when content producers change or, at a minimum, every 90 days.

E. An incident response plan is created for social media use within the City's IT incident response plan.


3. **After four years of social media use, a comprehensive citywide policy is still in development.**

The City has maintained a social media presence since 2008 and currently has 26 different social media accounts across a variety of platforms. After four years, a citywide Social Media administrative regulation (AR) has not yet been established. Some currently existing IT policies and a draft AR do not address all elements identified in best practices. Further, some relevant subject matter experts were not involved in developing the draft guidance.

The social media management team drafted a *Social Media and Social Networking* AR, which was provided to the executive team for review in May 2012 and recently, in March 2013, steps are being taken to finalize it. While the IT department established two social media-related policies, these address limited policy areas. One, the Social Media and Third Party Web Tools policy, provides guidelines and procedures for requesting new social media accounts. The second, Social Media Feedback and Comments, describes the City's policy regarding public comments on its social media sites. For example, the City reserves the right to delete any offensive comments that target or disparage any ethnic, racial or religious group.

A. The existing IT policies and the draft Citywide AR do not address social media-related security matters, such as confidential or sensitive data exposure risks, technical infrastructure adjustments or guidance on employee social media practices. Social media use can increase the City network's risk of viruses or malware that can cause data exposure or theft, system downtime, and resource demands.

B. The social media management team had not asked the City Attorney's Office to review the terms and conditions of the various social media platforms prior to their use by the City. Being unclear about the terms and conditions may lead to the City's loss of control over information posted to the social media sites. For example, YouTube's terms and conditions specify that by submitting content to

the site, a user grants YouTube a worldwide, nonexclusive, royalty-free, sublicenseable and transferable license to, among other actions, prepare derivative works of the content.

C. The Finance department and the City Clerk have not been involved in development and implementation of the City's social media policies. The Finance department manages the City's bond issuances and is most familiar with bond-related communication requirements and limitations. Similarly, the City Clerk has primary responsibility for conducting the City's elections and is most familiar with election-related communication requirements and limitations. These areas should be included in the City's social media policy and training. Due to lack of knowledge of applicable requirements, a social media content producer could inadvertently miscommunicate information related to a bond issuance or election.

D. The IT policies and draft AR do not provide guidelines to assist staff in determining when social media content is a record and subject to the Public Records Law and records retention requirements. Further, policies and procedures have not yet been developed on how to capture social media content for record retention purposes when applicable. The City's "Hub" communication approach limits exposure to social media content not being properly retained as records retention policies are in place for the website. But, due to the decentralized nature of social media content, having a policy and procedure in place for social media records retention will minimize the risk of not complying with these requirements.

## Recommendations:
The Communications & Public Affairs Director and Information Technology Executive Director should:

A. Ensure the social media management team, in conjunction with the City Manager and executive team, finalizes and publishes the Social Media and Social Networking AR after ensuring that relevant best practice elements for a social media policy are included.

B. Request that the City Attorney's Office review the terms and conditions for all current social media platforms being used and for any new platforms prior to their use.

C. Request the Finance department and City Clerk's office provide input to the social media policies and draft AR related to bond and election-related communications.

D. Ensure that the social media management team consults with the City's Records Manager to define what a social media record is in the context of the City's practices. Further, the Social Media and Social Networking AR should include both policy and procedure for appropriate records management and retention.

# MANAGEMENT ACTION PLAN

1.  **Monitoring of and training on social media can be enhanced.**

    **Recommendations:**
    The Communications & Public Affairs Director and Information Technology Executive Director should:

    A.  Work with the applicable divisions' management to develop social media use alerts that trigger at meaningful levels. As well, appropriate division or department managers should be informed of the alerts so that social media use can be reviewed and addressed before it becomes a serious matter or the alert levels can be refined if needed.

    B.  Ensure all City social media accounts are monitored for appropriate content and activity levels. In addition, performance measures should be developed to monitor the social media tools' effectiveness in sharing information with citizens, listening to citizen feedback, and engaging citizens to improve City services.

    C.  Ensure the social media basic training is expanded with additional guidance on content production, activity levels, social media etiquette and other experience gained over time to achieve effective use of the tools.

    MANAGEMENT RESPONSE: Agree

    PROPOSED RESOLUTION:
    Item 1A: The Information Technology department will work within the constraints of the existing internet tracking system to establish an average baseline based on real-world usage of an individual that has been granted social media access for business use. This baseline will be used to alert an employee's supervisor of potential abuse.

    Items 1B & 1C:

    The Office of Communication will work with the Information Technology department to address these recommendations by:

    1.  Developing a best practices guide that includes recommended performance measures for select social media activity.

    2.  Updating the Social Media and Third-Party Tools Request form so that requesting departments understand their commitment to using social media in accordance with these best practices and performance measures. The forms will be updated to require signatures of Managers/Directors and Executive Directors to ensure upper management understands their overall role in the usage and monitoring process.

    3.  Holding a City social media user's summit at least annually where current best practices will be shared and discussed.

4. Requesting departments with social media accounts contribute money to a central social media training account until funding for ongoing social media training can be requested/established via the budget process.

RESPONSIBLE PARTY: 1A: Information Technology Department, 1B and 1C: Office of Communication

COMPLETED BY: 12/1/2013

## 2. Social media related access controls can be improved.

### Recommendations:

The Communications & Public Affairs Director and the Information Technology Executive Director should ensure:

A. Access is granted only to those employees with a justified business need.

B. That the list of social media content producers and their associated network access is reviewed not less than semiannually to remove employees that are no longer content producers.

C. The social media management team maintains an up-to-date record of the log-in credentials for all City social media accounts.

D. The social media security policy requires social media passwords to be changed when content producers change or, at a minimum, every 90 days.

E. An incident response plan is created for social media use within the City's IT incident response plan.

MANAGEMENT RESPONSE: Agree

PROPOSED RESOLUTION:

Item 2A:

Read/write access to Social Media is granted to assigned staff based on receipt and approval of a Social Media and Third-Party Web Tools Request. Departments/Divisions are responsible to notify the Web & Creative Services Manager if any assigned staff is to be removed from this access.

Read access will be granted by IT after receiving written documentation from the Division's Executive Director requesting elevated access. Determination of an employee's legitimate business need will be the sole responsibility of their manager with ultimate approval coming from the Division's Executive Director.

Item 2B:

The Web & Creative Services Manager will maintain a list of content producers and

review it semiannually.

Item 2C:

The Web & Creative Services Manager will place a social media password log in a shared directory and assign rights to the Communications & Public Affairs Director. Based on this audit recommendation, the Web & Creative Services Manager will mandate that all content producer logins and passwords are documented and stored in this secured location.

Item 2D:

The Web & Creative Services Manager will establish a policy and process to notify and collect updated passwords from the Content Producers every ninety (90) days.

Item 2E:

The Web & Creative Services Manager will add to the IT Incident Response Plan the process to shut down any social media account if it has been compromised.

RESPONSIBLE PARTY: Information Technology Department

COMPLETED BY: 7/1/2013

3. **After four years of social media use, a comprehensive citywide policy is still in development.**

   **Recommendations:**
   The Communications & Public Affairs Director and Information Technology Executive Director should:

   A. Ensure the social media management team, in conjunction with the City Manager and executive team, finalizes and publishes the Social Media and Social Networking AR after ensuring that relevant best practice elements for a social media policy are included.

   B. Request that the City Attorney's Office review the terms and conditions for all current social media platforms being used and for any new platforms prior to their use.

   C. Request the Finance department and City Clerk's office provide input to the social media policies and draft AR related to bond and election-related communications.

   D. Ensure that the social media management team consults with the City's Records Manager to define what a social media record is in the context of the City's practices. Further, the Social Media and Social Networking AR should include both policy and procedure for appropriate records management and retention.

MANAGEMENT RESPONSE: Agree, with changes to recommendation

PROPOSED RESOLUTION:

Item 3A:

The social media AR will be completed after final review by the City Attorney's Office. Because best practices change frequently in the world of social media, they will be documented in the best practices guide created in response to recommendation 1.B.1 rather than in the social media AR.

Item 3B:

The City Attorney's Office will be asked to review all current social media platforms' terms and conditions, as well as any new platforms prior to their use.

Item 3C:

Draft language to address concerns regarding release of financial and election information will be created and provided to the City Attorney's Office, Finance department and City Clerk's Office for review. Once review is complete, their input will be added to the social media AR.

Item 3D:

Draft language to address records retention issues will be created and provided to the City's Records Manager for review. Once review is complete, that language will be added to the social media AR.

RESPONSIBLE PARTY:  Office of Communication

COMPLETED BY:  12/1/2013

## APPENDIX

**Example Social Media References**

*The Best Free Tools for Twitter Analytics*, February 8, 2012, Adam Sherk blog, SEO and PR consultant (blog) http://www.adamsherk.com/social-media/best-free-twitter-analytics-tools/

*Best Social Media Metrics: Conversation, Amplification, Applause, Economic Value*, October 10, 2011, Occam's Razor by Avinash Kaushik (blog), http://www.kaushik.net/avinash/best-social-media-metrics-conversation-amplification-applause-economic-value/

*Guidance on Managing Records in Web 2.0 / Social Media Platforms*, Bulletin 2011-02, October 20, 2010, National Archives and Records Administration, http://www.archives.gov/records-mgmt/bulletins/2011/2011-02.html

*Social Media Metrics for Federal Agencies,* HowTo.gov, http://www.howto.gov/social-media/using-social-media-in-government/metrics-for-federal-agencies

*USA.gov & GobiernoUSA.gov Social Media Guidelines – Making Content Sociable,* January 4, 2011, HowTo.gov, http://www.howto.gov/sites/default/files/documents/socmed_editorial_guidelines_010411.pdf

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**Example Social Media Analytics**

*All Facebook*, Quintly.com, http://www.quintly.com/free-social-media-statistics/

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*Followerwonk,* Followerwonk.com, http://followerwonk.com/

*Google Analytics,* Google.com, http://www.google.com/analytics/index.html

*Klout Score,* Klout.com, http://klout.com/home

*LikeAlyzer,* LikeAlyzer.com, http://likealyzer.com/

*Topsy Free Analytics,* Topsy.com, http://analytics.topsy.com/

*True Social Metrics,* TrueSocialMetrics.com, http://www.truesocialmetrics.com/

*Twitalyzer,* Twitalyzer.com, http://twitalyzer.com/5/index.asp

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