

MAYOR JIM GRAY



BRUCE SAHLI
DIRECTOR
OFFICE OF INTERNAL AUDIT

MANAGEMENT ACTION PLAN PROGRESS REPORT

DATE: July 20, 2017

TO: Jim Gray, Mayor

CC: Sally Hamilton, Chief Administrative Officer
Glenn Brown, Deputy Chief Administrative Officer
Aldona Valicenti, Chief Information Officer
Phyllis Cooper, Director of Accounting
Susan Straub, Communications Director
Stacey Dimon, Information Office Supervisor
Urban County Council
Internal Audit Board

FROM: Bruce Sahli, CIA, CFE, Director of Internal Audit
Matthew Reid, CPA, Internal Auditor

RE: Social Media Audit MAPPR

Background

On May 25, 2016, the Office of Internal Audit issued the Social Media Controls Audit Report. The 2016 audit report contained several findings including, but not limited to, incomplete social media documentation, excessive number of administrators for some social media accounts, increased monitoring and approval of the removal of inappropriate customer/citizen comments, and the need for organizational-wide social media governance. The scope of the audit included activity for the period November 18, 2014 through November 20, 2015.



This review is provided for management information only. It is not an audit and no opinion is given regarding controls or procedures. We interviewed staff from the Division of Government Communications and obtained other audit evidence as necessary to complete our follow-up procedures. The period of review was from June 12, 2017 to July 11, 2017.

A summary of the findings from the original audit report and a summary of the results of our follow-up are provided in the table below. The original findings, management's original responses, and details of the results of this follow-up are contained in the **ORIGINAL AUDIT RESULTS AND FOLLOW-UP DETAILS** section of this report.

Finding	Summary of Original Finding	Follow-Up Results
Finding #1 High Priority	Missing or Incomplete Social Media Documentation	We noted that some missing or incomplete Social Media Documentation still exists. In addition, CAO Policy #50 should be updated to reflect the acceptable use of CAO designees to approve Social Media Account Requests and Social Media User Authorizations.
Finding #2 High Priority	Links to LFUCG Main Website and Customer Use Policy Consistently Needed on Social Media Account Pages	Several social media accounts still do not provide links to the City of Lexington's webpage and/or links to the LFUCG "Customer Use Policy" concerning social media accounts.
Finding #3 High Priority	Excessive Number of Social Media Administrators Noted for Some Accounts	Although reducing the number of authorized users is not a requirement, Government Communications has communicated the importance of reducing the number of authorized users and encouraged all accounts to comply with this recommendation. This finding has been resolved.



Finding #4 High Priority	Social Media Account Forms Not Retained as Required by CAO Policy #50	The CAO Policy #50 requirement that Social Media Account Forms be retained by the Division of Computer Services has been removed. This finding has been resolved.
Finding #5 High Priority	Social Media Account Password Protections Should be Strengthened	We noted that a few passwords are still not as robust as recommended in the original audit. We also noted a few Twitter passwords are not on file. In order to adequately protect social media accounts and to reduce the risk of reputational damage to LFUCG through hijacked social media accounts, we again recommend enhanced password complexity for all social media accounts.
Finding #6 High Priority	Removal of Customer/Citizen Comments From Social Media Pages Should be Monitored and Approved	CAO Policy #50 has been updated to require approval from Government Communications to hide any citizen comments deemed to be inappropriate. This finding has been resolved.
Finding #7 High Priority	Enhanced Monitoring Process Recommended for Social Media Accounts	PIO is now investigating unauthorized social media accounts they become aware of to determine if the account should be maintained or deleted. Language referring to "disciplinary action" has been removed from CAO Policy #50. PIO has provided training sessions to any interested employees. This finding has been resolved.



Finding #8 Moderate Priority	CAO Policy #50 Recommendation Regarding Frequency of New Content Not Consistently Followed	We noted improvement in the number of social media accounts that meet CAO Policy #50's recommendation to provide at least two posts per week. However, several accounts still post less often. Government Communications should continue to monitor the frequency of postings for each account and send reminders to account administrators to either increase the number of postings or consider merging or deleting their accounts.
Finding #9 Moderate Priority	Some Social Media Accounts Missing from LFUCG Webpage Social Media Directory	The LFUCG social media directory no longer exists due to the redesign of the LFUCG webpage. Government Communications should establish and maintain a complete master list of LFUCG social media accounts to provide proper oversight and management.
Finding #10 Moderate Priority	Social Media Account Tracking Metrics Can Be Enhanced	PIO provided training and a social media newsletter to assist departments with their accounts. PIO also collects monthly Social Media Metric Reports which provides statistical information regarding user interaction and page performance for the City of Lexington Facebook and Twitter accounts. Other departments are responsible for preparing their own monthly metrics reports, but some are not doing so. PIO should remind account administrators to prepare a metrics report on a monthly basis, and instruct them to send these reports to their respective Director and PIO for review.



Finding #11 Moderate Priority	Organization-Wide Social Media Governance Needed	The Communications Director holds bi-monthly meetings during which social media issues are discussed with public information staff from various Divisions. We also noted that Government Communications prepares a Social Media Newsletter which is delivered to all social media account users on a monthly basis. This finding has been resolved.
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ORIGINAL AUDIT RESULTS AND FOLLOW-UP DETAILS

Original Finding #1: Missing or Incomplete Social Media Documentation
Priority Rating: High

Condition:

We found that some LFUCG Divisions and Departments with social media accounts had not provided any social media account request and account authorization forms to the Division of Government Communications as required under CAO Policy #50. We also noted that many of the social media account request and account authorization forms that were provided to Government Communications were incomplete and lacked required authorizing signatures, including signatures of Division Directors, Commissioners, the CAO, and the CIO.

The Division of Government Communications explained that upon the implementation of CAO Policy #50 and the initial request for account documentation from those Divisions and Departments with existing social media accounts, they were most concerned with obtaining account usernames and passwords so they could have access to these accounts if needed. Government Communications has recently begun the process of reissuing these forms and requesting they be fully completed with all required authorizing signatures and with improved passwords.



Effect:

Without complete account information and authorizing signatures for all existing LFUCG social media accounts, the Division of Government Communications cannot adequately administer, control and monitor these accounts. They also cannot ensure employee accountability and assign management responsibility should any violation of CAO Policy #50.

Recommendation:

We recommend Government Communications obtain fully completed and updated Social Media Account Request Forms and Social Media Account Authorization Forms from all Divisions and Departments with active social media accounts as required by CAO Policy #50.

CAO Response:

All documentation has been completed with necessary signatures.

Follow-Up Detail Results:

Although we noted most documentation was complete, there were a few missing or incomplete “Social Media Account Request” and “Social Media User Authorization” forms. We also noted several instances in which the CIO and a Government Communications designee were approving the forms instead of the CAO.

A list of missing and incomplete forms was provided to the Public Information Office for remediation. Regarding the use of CAO designees to approve the forms, it is our opinion that this approval chain is sufficient; however, we recommend updating CAO Policy #50 to authorize CAO designees to approve these forms.

CAO Response:

The Office of the CAO will revise the policy and addendums to reflect that the CAO or their designee may authorize new accounts.



Original Finding #2: Links to LFUCG Main Website and Customer Use Policy Consistently Needed on Social Media Account Pages

Priority Rating: High

Condition:

CAO Policy #50 states under Section IV, part C (entitled “Best Practices”) that “LFUCG social media accounts should be clearly branded as an official government presence and shall link back to the appropriate lexingtonky.gov website.” The policy also states that these accounts should link to the city’s Customer Use Policy which provides a list of types of user comments which may be considered inappropriate and may subsequently be removed from LFUCG social media sites. During our review of these accounts, we found that 7 of 23 (30%) accounts tested did not provide links to LFUCG main website (lexingtonky.gov), and 8 of 14 (57%) accounts tested did not provide a link to the LFUCG Customer Use Policy.

Effect:

Without links to LFUCG’s main website on these social media pages, the government is losing an opportunity to drive traffic (citizens) to its homepage and therefore is not efficiently and effectively promoting, managing, and optimizing its “brand” or taking full advantage of presenting its services to the public. LFUCG may also expose itself to criticism if comments posted by citizens are removed without first providing full disclosure or disclaimer of the potential reasons why comments may be removed. The Customer Use Policy also provides a good outline of the purpose of the social media pages and the type of discussion and engagement with citizens they are meant to achieve and provide.

Recommendation:

Government Communications should require Divisions and Departments with social media accounts to provide links to the LFUCG homepage and the social media Customer Use Policy as recommended by CAO Policy #50.

CAO Response:

All social media accounts currently link to the main website or an appropriate web page.

Follow-Up Detail Results:

It was noted that several social media accounts still do not provide links to the city of Lexington’s webpage (www.lexingtonky.gov) and/or links to the LFUCG



“Customer Use Policy” concerning social media accounts, which is required by CAO Policy #50. We recommend Government Communications update each account with both links as required.

CAO Response:

The Office of the CAO will instruct the Office of the PIO to confirm that all LFUCG social media accounts have links to the LFUCG main website and the Customer Use Policy. The Office of the PIO will follow up with any account administrators that are non-compliant.

Original Finding #3: Excessive Number of Social Media Administrators Noted For Some Accounts

Priority Rating: High

Condition:

Some Divisions and Departments with social media accounts appear to have an excessive number of social media administrators. Social media administrators are LFUCG employees charged with managing and maintaining the social media accounts within their Division/Department. The administrators are given the account username and password and full access to perform operations on the account. Best practice for social media accounts is to have one or two administrators, with one employee to serve as the main administrator and possibly another employee to serve as backup. We found some LFUCG social media accounts with eight to eleven administrators for a single account.

Effect:

While having this many account administrators may be more convenient operationally for a Division/Department, there is an increased risk of inadequate account control and account security resulting from this many employees having full administrative rights and privileges. Furthermore, the ability to provide a consistent and uniform message could be hindered with so many administrators potentially involved in providing social media content.

Recommendation:

We recommend Government Communications instruct Departments and Divisions with social media accounts to limit the number of social media administrators for each



account to the recommended best practice number of one or two administrators per account.

CAO Response:

The number of social media administrators will vary according to the site. Some divisions do need more than two. Larger divisions like Fire & Emergency Services have staff that are working different shifts or are out on “runs” so it is more effective to have more than two people managing the account to better disseminate information

It would be more appropriate for divisions to have their own procedures regarding “roles” of staff to ensure someone is always monitoring/posting to social media. Example, John Smith is the person primarily responsible for handling the social media for the Family Care Center. Jane Doe is the second back-up and fills in as necessary. Sue Johnson is third, etc.

The Office of Public Information will work with divisions to help them determine the most appropriate amount of account users.

Follow-Up Detail Results:

We noted that Government Communications sent notices to social media account users instructing them to consider reducing the number of authorized users in an attempt to maintain a consistent voice and improve security. Since reducing the number of authorized users is not required, some accounts still maintain more than three authorized users. However, Government Communications has communicated the importance of reducing the number of authorized users and has encouraged all accounts to comply with this recommendation.

This finding has been resolved. No management response required.

Original Finding #4: Social Media Account Forms Not Retained as Required by CAO Policy #50

Priority Rating: High

Condition:

According to CAO Policy #50, Section IV, parts A and B, (entitled “Approval of Social Media Accounts” and “Administration of Social Media Accounts”), copies of



the social media request and authorization forms shall be retained by the Division of Government Communications, the Division of Computer Services and the Mayor's Director of Communications". We noted copies of these forms had been retained by the Division of Government Communications and the Mayor's Director of Communications, but no copies were sent to and retained by the Division of Computer Services as required in the policy.

Effect:

Social media accounts in general are subject to increased security risk for hacking, phishing attacks, malware and viruses. If these accounts are hacked or hijacked, control of these accounts would be compromised. If the Division of Computer Services does not have all account information contained in the social media request and authorization forms, LFUCG's overall ability to respond to such an incident in a timely and effective manner is impacted.

Recommendation:

Copies of all completed social media account request and authorization forms should be provided to the Division of Computer Services by Government Communications as required by CAO Policy #50. The Division of Computer Services should logically play a role in the maintenance and management of social media accounts, including providing assistance in responding to any potentially critical security incidents which may occur on these sites.

CAO Response:

Many accounts, including the Mayor's Office, Government Communications and Environmental Policy are set up through an employee's personal Facebook page. A page has been created for those accounts and multiple employees have been made managers of the pages.

The Department of Law approved this practice. They understood that people would not want to give out personal information so they approved the practice of naming additional managers on the page.

Due to social media being handled through third party vendors, Computer Services would have no role if an issue were to occur. Any issues would be handled by information officers. With copies of accounts, user names and passwords in both the Office of Public Information and the Mayor's Office, there is adequate staff that would be available to handle a situation, should one arise. CAO Policy #50 will be rewritten to strike the language requiring Computer Services to have password access.



Follow-Up Detail Results:

We examined CAO Policy #50, which was updated and revised on July 6, 2016 as a result of the prior audit, and noticed the language requiring that Social Media Account Forms be retained by the Division of Computer Services had been removed.

This finding has been resolved. No management response is required.

Original Finding #5: Social Media Account Password Protection Should be Strengthened

Priority Rating: High

Condition:

We noted that most LFUCG social media accounts lacked complex passwords, and some had simple passwords. We also noted that social media administrators are not required to change their passwords on an intermittent basis, and some areas used the same password across multiple types of social media accounts and platforms. CAO Policy #50 does not address the strength or complexity of passwords to be used for social media accounts. The only references the Policy makes in regard to account security and computer use is that social media users shall not share login information or passwords for these accounts, and states that as part of the policy they will comply with CAO Policy #25 regarding computer use (which provides no specific guidelines regarding password complexity).

Government Communications has indicated they have begun the process of reissuing all social media forms to all Divisions/Departments concerned and, as part of this process, are requiring all social media accounts have more complex, stronger passwords. The Mayor's Director of Communications Office and the Division of Government Communications currently maintain hard copies of login/password information in a secured location.

Effect:

As stated in Finding #4, social media accounts in general are subject to increased security risk for hacking, phishing attacks, malware and viruses. This risk is increased if the passwords to access these accounts are not sufficiently complex.



Recommendation:

In order to adequately protect social media accounts and to reduce the risk of reputational damage to LFUCG through hijacked social media accounts, we recommend enhanced password complexity for all social media accounts. Password best practices indicate that passwords should:

- Be a minimum of 9 characters in length
- Not contain your last name, username, common words or numbers in sequence
- Be changed every 90 days
- Be unique (don't reuse a password)
- Have at least one character from 3 of these categories:
 1. Upper Case Characters (A thru Z)
 2. Lower Case Characters (a thru z)
 3. Base 10 digits (0 thru 9)
 4. Non-alphanumeric characters ~!@#\$%^&*_+=;"<>,.

We also recommend that social media account passwords should be changed on a regular basis, according to password and computer security best practices. Login/password information should be retained in a secured electronic file rather than on hard copy documents to decrease the risk of exposure to unauthorized personnel.

In addition, many social media websites and platforms have inherent security features which, when turned on or opted for by the administrator of the account, can substantially increase the account's security. One of these features is two-factor or two-step account authentication. Along with a login/username, two-step account authentication would require an additional component be provided to access the account. In many cases, the additional component can take the form of something the user physically possesses, such as a token, bankcard, or mobile phone. In the case of a mobile phone, a text message can be sent (by the social media website) to the user's phone with a unique number passcode to access the account. The premise behind this feature is that an unauthorized "actor" is unlikely to be able to supply both components required for authentication. The use of such features to increase security of social media accounts should be considered.

CAO Response:

As previously stated, a large majority of accounts are set up through an employees' personal social media account. We do not have access nor should we have access to their personal information.



We do not have access to an employees' personal login information nor should we for security. Appropriate staff has been made managers of the accounts and can access the accounts if necessary.

Additionally, two-step verification is not practical with more than one account user. Twitter and Facebook do not offer two-step authentication for multi-users. Also, a two-step verification mostly works with a text to a cell phone, which could incur a cost to the employee.

However, the Office of Public Information will work with divisions to increase the complexity of their Twitter passwords.

Follow-Up Detail Results:

We noted that Government Communications sent out an email encouraging social media account administrators to improve password strength by following certain criteria contained in the prior audit. However, our test work noted that a few passwords are still not compliant with the audit recommendation. We also noted that a few Twitter passwords are not on file in the Office of Public Information. In order to adequately protect social media accounts and to reduce the risk of reputational damage to LFUCG through hijacked social media accounts, we again recommend enhanced password complexity for all social media accounts.

CAO Response:

The Office of the PIO has worked with Divisions with Twitter accounts to encourage strengthened passwords. Amy Wallot creates and disseminates a monthly newsletter with this information in it.

Original Finding #6: Removal of Customer/Citizen Comments From Social Media Pages Should be Monitored and Approved

Priority Rating: High

Condition:

CAO Policy #50 states that only comments that violate the Customer Use Policy (contained in the Policy's Addendum C) including such things as obscene and profane language, threats or personal attacks, defamatory statements, hate speech, etc. may be removed from social media pages. The Policy does not specifically state who is



responsible for removing customer/citizen comments, nor does it go into much detail on the specific procedure(s) to be followed in removing comments, but it appears that the individual social media representatives for each account are solely responsible for the removal of comments. The Policy does state that the social media representative should document the post, preferably with a (computer) screen capture, prior to removal.

Government Communications staff informed us of a situation where a citizen's comment criticizing a golf event was removed from a Parks and Recreation golf social media page by their social media administrator, even though it clearly did not violate the Customer Use Policy.

Effect:

Granting individual discretion for the removal of all citizen comments to the various social media administrators reduces an important control feature over social media accounts.

Recommendation:

It is understood that some citizens comments may clearly violate CAO Policy #50's Customer Use Policy, and such postings should be promptly removed. However, a process should be developed whereby social media administrators notify the Division of Government Communications to obtain prior approval before removing citizen postings whenever practicable. If prior approval cannot be obtained due to circumstances such as the time of day in which the posting occurred, notice of removal should be provided to the Division of Government Communications for review and, if necessary, reinstatement of the comment if it is not deemed an actual violation of CAO Policy #50's Customer Use Policy. In addition, the Division of Government Communications should always be provided a screen print or other documentation of all citizen comments removed from social media accounts. This requirement should be included in CAO Policy #50.

CAO Response:

It is extremely rare that comments are ever taken down or hidden. Many best practices will tell you they should never be deleted but rather hidden should there ever be a lawsuit.

Additionally, social media liaisons are already contacting the Office of Public Information prior to taking anything down to talk through the particular situation. They often call prior to posting anything that causes doubt.



Our Social Media Liaisons have attended multiple workshops that have taught best practices including the stoplight method. Green means you have clearance to post (example “baseball game cancelled due to rain”). Yellow means you need to talk to someone in your section, possibly a supervisor before posting (example, issuing a notice of a snow emergency). Red means you engage multiple supervisors, directors and/or commissioners, (example, a citizen has heard a rumor of gang activity at a park and wants to know if it is safe and what the city plans to do about it).

The example used by the auditor was an isolated incident. The incident involved a participant of a Parks and Recreation program posting information accidentally. Our staff contacted him to inform him the post would be removed and he concurred with that decision.

We will revise CAO Policy #50 to include a formal process to require all social media liaisons to obtain prior approval to hide posts that do not comply with our Customer Use Policy. It is not a practice of the LFUCG to remove posts. Therefore, the policy does not have to include language regarding the removal of posts.

Follow-Up Detail Results:

We examined CAO Policy #50, which was updated and revised on July 6, 2016 as a result of the prior audit, and noted the addition of language requiring approval by Government Communications in order to hide any citizen comment that is deemed to be inappropriate.

This finding has been resolved. No management response is required.

Original Finding #7: Enhanced Monitoring Process Recommended for Social Media Accounts

Priority Rating: High

Condition:

Proper control and monitoring of all social media accounts is an essential best practice to protect the government’s “brand” and image. Authorized and known LFUCG social media accounts should be monitored for inappropriate and inaccurate content, and to see whether any LFUCG Departments and Divisions or employees may have initiated new social media accounts without following the required procedures as stated in CAO Policy #50. Social media sites should also be monitored for unauthorized and unknown accounts which may falsely associate themselves with



LFUCG. Social media is particularly vulnerable to this type of false representation since social media accounts can be easily created on these sites without cost to the user.

We noted that monitoring for inappropriate, inaccurate or misleading content on known and authorized LFUCG social media accounts was sufficient, but in our opinion the process of searching for unknown and unauthorized LFUCG social media accounts is not being performed on a frequent enough basis. We performed our own search and scan for unauthorized LFUCG social media accounts, and none were discovered.

Effect:

The government's "brand" or image may be unknowingly misrepresented and damaged by unauthorized and potentially malicious social media pages representing themselves as LFUCG if social media sites are not monitored.

Recommendation:

Google searches should be done at least once per month to see if any unknown social media profiles appear for LFUCG Divisions and Departments and their various programs. If fraudulent or falsely represented accounts are found, steps should be taken to contact the owner of the account (if known, typically in the case of an unauthorized account created by an LFUCG employee) and instruct them to shut down their account. If this is not feasible, contact the appropriate social media network and request they deactivate the account and remove it. If the search discovers new accounts set up by legitimate LFUCG Departments and Divisions or employees without prior approval as required by CAO Policy #50, appropriate action should be taken to ensure the account complies with Policy and determine if disciplinary action is warranted under CAO Policy #50 Section IV, Part 3.A.

CAO Response:

Public Information currently subscribes to a limited version of Hoot Suite which allows us to monitor all social media accounts.

Social media networks (Facebook, Twitter, etc.) will not take down an unauthorized account. The burden falls on the user to determine if it is a credible source.

Disciplinary action has never been defined.



If PIO becomes aware of an account through their routine monitoring, PIO will investigate to determine if it was created by an LFUCG employee. If they determine it was, PIO will contact the division to advise of the proper way to request an account and have the request approved. PIO will also increase awareness at a management level so that divisions are aware of the proper ways to set up an account.

The CAO and the CIO will work with the Department of Law to determine to what extent we can provide guidance concerning statements in an employee's personal social media account.

The CAO will strike the language referring to "disciplinary action" when CAO Policy #50 is revised. We will instead provide training so employees can use social media more effectively.

Follow-Up Detail Results:

We noted that PIO is investigating unauthorized social media accounts they become aware of to determine if the account should be maintained or deleted. We also noted that PIO is requesting proper paperwork be submitted for review and approval whenever they become aware of such accounts. We examined CAO Policy #50, which was updated and revised on July 6, 2016 as a result of the prior audit, and noted the language referring to "disciplinary action" has been removed. We also noted that the PIO has provided social media training sessions to any interested employees.

This finding has been resolved. No management response is required.

Original Finding #8: CAO Policy #50 Recommendation Regarding Frequency of New Content Not Consistently Followed

Priority Rating: Moderate

Condition:

CAO Policy #50 Section IV, Part C. (entitled "Best Practices"), under "Content/Frequency" states that "Social media accounts are not static sites: social media representatives are encouraged to post content at *least* twice a week." While only three of 23 (13%) LFUCG social media accounts we examined met this recommended practice, most accounts posted new content on an average of about 5-8 times a month.



We also identified a small number of accounts where the posting of new content varied greatly due to the seasonal nature of the service provided. Examples include the Parks and Recreation accounts (Play Golf Lexington and the other golf course accounts, McConnell Springs, Raven Run Sanctuary) and some community sites such as Moondance Amphitheater. We also identified a few accounts which had not posted new content for some time and also noted some which consistently repeated information from other LFUCG social media pages (for example, the Play Golf Lexington and the two golf course accounts for the Gay Brewer Jr. Golf Course at Picadome and Kearney Hills Golf Link).

Effect:

Providing new content on a consistent basis is vital to communicate and engage effectively with citizens on LFUCG social media sites. Visitors to social media pages may lose interest if new content is not provided on a timely basis.

Recommendation:

Government Communications should meet with social media administrators struggling to provide new content and discuss options for increasing the frequency of new content on their accounts. In those instances where there does not appear to be sufficient new content to maintain a social media account, consideration should be given to deactivating the account or merging it with another more active account, consistent with CAO Policy #50.

CAO Response:

Government Communications has been waiting for the audit to be completed before making any recommendations, improvements, updating forms, etc. Part of the plan has always been to work on consolidating accounts and working with social media liaisons. That plan will proceed now the audit has been concluded.

All account users have contacted the Office of Public Information and reported on the frequency of their posts. Those who are not posting enough have been made aware and are going to increase their posting, while others have notified the Office of Public Information of their plans to delete accounts after particular programs are complete.



Follow-Up Detail Results:

We noted improvement in the number of social media accounts that meet CAO Policy #50's recommendation to provide at least two posts per week. However, we still identified several accounts that continued to fail to meet this recommendation. Government Communications should continue to monitor the frequency of postings for each account and send reminders to account administrators to either increase the number of postings or consider merging or deleting their accounts.

CAO Response:

The Office of the PIO does monitor and when necessary, communicates with users that are not posting regularly.

Original Finding #9: Some Social Media Accounts Missing From LFUCG Webpage Social Media Directory

Priority Rating: Moderate

Condition:

We compared the social media account documentation to the LFUCG social media page maintained on LFUCG's main website (www.lexingtonky.gov) and found that some accounts were not listed in the directory. The social media page is designed to provide a complete listing of all social media sites offered by the LFUCG.

We noted that the social media page was not up to date. Two accounts not listed included newly established Facebook and Twitter accounts for Social Services. Others not listed included social media accounts for Commission for Citizen's with Disabilities (YouTube account), Mayor Jim Gray (Instagram account), Lexington Emergency Management (BEREADYLEXINGTON Blog account), Lexington Fire Department (WordPress Blog account), Lexington Fire Marshall (Twitter account), Lexington Fire Jobs (Twitter account) McConnell Springs (Flickr, Twitter, Instagram, Chatter block accounts), Move It People (Facebook account), and Raven Run Sanctuary (Flickr account). We advised Government Communications of the missing accounts during the course of our audit fieldwork, and they indicated they would take the necessary steps to include these accounts on the social media directory.



Effect:

Without an up to date social media page on the main LFUCG website, the opportunity to direct citizens to social media site pages containing more information about a particular government program or service may be lost.

Recommendation:

The process of creating new social media accounts should include the addition of the social medial sites to the LFUCG's website social media page. This will provide added assurance that all appropriate links between the LFUCG main website and the various social media sites have been established for the citizens' benefit.

CAO Response:

The Offices of Public Information and Computer Services are currently redoing the city's website – lexingtonky.gov. Part of this redesign will be to include social media listings on the bottom of the appropriate web page. (Example, the mayor's page will list Facebook, Twitter and Instagram.) The new website should be fully functional in May/June 2016.

We could find no evidence that some of the listed “missing accounts” like Commission for Citizen’s with Disabilities YouTube or McConnell Springs Twitter, exist.

Boards and Commissions of the LUCG do not have to adhere to CAO Policy #50. However, the PIO will search for newly established social media accounts, ensure they have been properly requested and approved, and will then add them to the Social Media page on the LFUCG website.

Follow-Up Detail Results:

The LFUCG website was redesigned since the conclusion of the 2016 audit, and the directory of all social media accounts no longer exists. At our request, Government Communications prepared a master list of all LFUCG related social media accounts. However, we still identified a few accounts that appeared to be active but were not included on the master list we were provided.

We recommend Government Communications keep a working master list of all LFUCG social media accounts on file and continue to update this list as new accounts are created. We recommend this list include the name of the social



media account, the website address, the name and number of authorized users, and current password. In our opinion, this master list is necessary to provide proper oversight and management of all LFUCG social media accounts.

CAO Response:

New website has a link to each social media account on individual divisional pages. The Office of the PIO regularly reviews social media for new accounts.

The Office of the CAO will instruct the Office of the PIO to keep an updated inventory, via a spreadsheet, of all LFUCG Social Media Accounts.

Original Finding #10: Social Media Account Tracking Metrics Can Be Enhanced

Priority Rating: Moderate

Condition:

In order to gain a clear understanding of the effectiveness of social media, the performance of social media accounts should be tracked with appropriate metrics. There are a number of ways to measure whether accounts are achieving their desired objectives, including how the content provided is consumed and shared, and whether user activity is increasing over time.

LFUCG obtained social media management software called Hootsuite in April 2015 as a tool to assist in measuring and evaluating its social media accounts' performances. Hootsuite has several different online offerings for its customers, including a free basic Hootsuite version, Hootsuite Pro, Hootsuite Business, and Hootsuite Enterprise. The versions provide increasing levels of account management, monitoring, tracking, and reporting capabilities. Currently, LFUCG has the Hootsuite Pro version which, for a minimal monthly fee, provides social media message scheduling, account monitoring and tracking, as well as some limited reporting capabilities.

Hootsuite Pro offers useful information and metrics. However, we noted that its tracking metrics and reporting options are not being used to their full capabilities by either Government Communications or the Mayor's Communications Office, possibly due to limited staffing resources. The limited reporting and tracking metrics we were provided were derived from the various social media websites rather than



being obtained from the Hootsuite software. The reports provided to us were very basic, had limited distribution, and were confined to one or two accounts. Government Communications personnel stated that they plan to add additional staff, with one employee being dedicated to the management of social media accounts and to take fuller advantage of the Hootsuite software. They also stated they have been researching the possibility of upgrading their Hootsuite software to the Enterprise level to increase their tracking metrics and reporting capabilities.

Effect:

Tracking metrics are a useful tool for measuring the effectiveness of social media accounts. Without the use of metrics to measure social media accounts against established goals, social media accounts may fail to achieve desired results. Metrics can also be useful in determining what content is appealing and useful to social media users so that similar content may be replicated in the future.

Recommendation:

The use of tracking metrics and related reports should be increased for LFUCG social media accounts in order to better evaluate the effectiveness of these accounts. In order for the metrics to best serve the needs of the LFUCG, specific and measurable goals should be established for each social media account, consistent with the objectives of the LFUCG and the various Divisions/Departments.

CAO Response:

The level of Hoot Suite we subscribe to does not provide a detailed metrics report, which is why we use the native apps.

Additionally, Hoot Suite is not necessary to track social media accounts' performances. Analytics are available for free on individual social media platforms and social media liaisons can easily see this data.

The Office of Public Information is aware that many liaisons currently do utilize analytics and provide reports to their supervisors.

The analytics provided by the native services are adequate. HootSuite is not necessary to gather data. The social media platform currently allows statistical information to be obtained to track user interaction and determine page performance. The PIO will use the statistical information to track citizen interaction with our social media and work with divisions to enhance the effectiveness of their social media use.



PIO will work with supervisors to determine what their divisional goals are for the use of social media and will provide guidance and proper training to meet or exceed those goals. PIO is currently monitoring social media on a daily basis.

Follow-Up Detail Results:

We noted that the PIO provided various types of training and created a monthly social media newsletter to assist Divisions and departments with the management of their social media accounts. We also noted the PIO collects Social Media Metrics Reports on a monthly basis which reports statistical information regarding user interaction and page performance. The PIO prepares these reports for the City of Lexington social media accounts (Facebook and Twitter) while other Divisions and departments are responsible for preparing the metrics report for their respective social media accounts. However, some Divisions and departments are not preparing metric reports on a monthly basis. These metric reports are an important tool in the oversight and management of social media accounts.

We recommend the PIO send a reminder to social media account administrators stating that they should be preparing metric reports on a monthly basis, and instruct them to send copies of the reports to their respective Directors and the PIO for review.

CAO Response:

The Office of the PIO is still using HootSuite. The augmented HootSuite version was not approved during the budget process in FY 2017. Social Media training is currently scheduled. The Office of the PIO is working with supervisors to determine Divisional goals for Social Media to monitor effectiveness of their social media strategy.

Original Finding #11: Organization-Wide Social Media Governance Needed
Priority Rating: Moderate

Condition:

Most LFUCG social media accounts were initially established by individual employees within different LFUCG Departments and Divisions, and prior to CAO Policy #50 they operated independently without unified policy. Those LFUCG Departments and



Divisions created, updated, and maintained their own social media presences on various social media platforms according to real or perceived social media needs. With the issuance of CAO Policy #50, some structure and governance was placed over LFUCG social media accounts, including the monitoring of content and the approval of new accounts.

However, as pointed out to us by the Chief Information Officer, CAO Policy #50 was issued a year and a half ago, and since that time social media has evolved significantly. The Chief Information Officer also stated that social media is still in a state of evolution, and is replacing email as the typical means by which most citizens communicate and interact with the LFUCG.

Effect:

CAO Policy #50 represented the LFUCG's first significant action towards developing a unified approach to managing social media and harnessing its power of communication with the citizens of Fayette County. Although the Policy established the ground rules for LFUCG social media, the rapidly evolving nature of social media transcends the effectiveness of a Policy and requires an additional management process.

Recommendation:

A standing Social Media Board or Steering Committee should be established to provide governance over the LFUCG social media activity. The Board or Committee's governance activities may include the establishment of a unified social media strategy, monitoring of social media activity to ensure adherence to that strategy, and assisting Department and Divisions to assess the emerging opportunities and innovations social media presents to the LFUCG. The Board or Committee should either include or report to the Chief Administrative Officer and the Chief Information Officer. CAO Policy #50 should be amended to include the establishment of this governing body and define its powers and duties.

Furthermore, in order for this governing body to function most effectively, a process also needs to be developed whereby each Department or Division has a designated employee dedicated to the monitoring of social media messages issued by the various social media outlets that may exist within their Department or Division. This designated employee would report the results of the Department or Division social media activity to the responsible Commissioner or Director to increase their awareness of social media activity under their control. This information would also be



provided to the Social Media Board or Steering Committee to provide the ongoing governance described above. CAO Policy #50 should also be amended to include this process.

CAO Response:

PIO currently has a standing communications staff meeting that meets twice a month where all communications activity, including social media, is discussed. This meeting involves the Mayor's communication director and information staff representing Government Communications, Police, Fire, Community Corrections, Emergency Management, Environmental Quality/Public Works and Parks & Recreation.

Many divisions already compile a monthly social media report that is submitted to supervisors. These reports document what posts/messages were published on social media for the month as well as the overall reach of each message, thereby allowing social media communicators and supervisors to track the effectiveness of their social media strategy.

The CAO will not form a new board or steering committee at this time. PIO's monthly meetings will include a more robust discussion of social media and can be expanded to include additional attendees when necessary.

Follow-Up Detail Results:

As stated in the response to the original audit, a new Social Media Board or Committee was not created. However, we were informed that bi-monthly meetings are being held by the Director of Communications during which social media issues are discussed with public information staff from various Divisions. Government Communications prepares a Social Media Newsletter which is delivered to all social media account users on a monthly basis.

This finding has been resolved. No management response is required.

