



MARKETING AND SOCIAL MEDIA AUDIT

March 2020

**CENTRAL
FLORIDA
EXPRESSWAY
AUTHORITY**

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EXECUTIVE SUMMARY



Overview

Overview

In accordance with the fiscal year 2020 Internal Audit Plan, Internal Audit reviewed the policies and procedures surrounding Central Florida Expressway Authority (“CFX”) social media management and communication plan. This audit has not been performed previously for CFX.

CFX began using social media on a frequent basis after the statewide centralized customer service system (CCSS) was put in place to support SunPass toll collections. CFX has its own back office and brand, E-PASS, and is not part of the statewide CCSS. In order to effectively respond to CFX customer issues relating to the SunPass system that began in 2018, such as backlogged tolls, billing questions, and long customer service wait times, CFX began a program to leverage social media to respond timely to customer inquiries and to differentiate its brand during a difficult time in SunPass tolling. CFX has continued to be progressive in its use of certain social media platforms for branding purposes, customer outreach initiatives, and to provide an avenue for customers to contact the agency.

CFX procures consulting services from the following outside vendors as part of the social media management process:

1. Day Communications for Public Outreach Education and Communications Consultant Services, which includes assisting with CFX’s overall goal to increase community reach through social media platforms and social media strategy development.
2. Doverwood Communications as an approved subcontractor to the Day Communications contract. Doverwood provides social media subject matter expertise to support Day Communications in the services being provided to CFX.

CFX and its consultants utilize three platforms to manage its social media communications via a variety of channels, including Twitter, Instagram, and Facebook. The three management platforms are Hootsuite and Sprout Social as general social media management and scheduling tools, and Basecamp as a project management tool. CFX maintains the accounts with Hootsuite and Spout Social; however, the Basecamp application is owned by Day Communications.

Objectives

The objectives of this audit were to (1) Evaluate CFX’s social media management practices, including the management of CFX communication, social media risks, and internal controls, and (2) Compare CFX’s social media management practices to other organizations of similar complexity for opportunities to adopt leading practices.

EXECUTIVE SUMMARY



Project Scope and Approach (Continued)

This audit was performed using a three-phased approach as outlined below:

Phase I – Documentation of Current State Social Media Management Process

Internal Audit documented the current state of social media management and communication processes through interviews with key management personnel and review of existing policies and procedures.

Phase II – Comparison of Social Media Management Process to Peers

Internal Audit performed a benchmarking comparison of CFX's social media strategies and key controls against those of four peers, including three tolling agencies and one private company in order to identify opportunities for improvement and further understand level of maturity in the CFX social media process.

Phase III – Assessment and Test of Key Controls for Design Effectiveness

Internal Audit reviewed CFX's processes, policies, and procedures related to social media management against Protiviti's leading practice framework of eight social media risk management processes. Key internal controls within each risk area were identified and tested. A summary of the procedures performed, results, and observations are provided on the following pages.

The Eight Core Social Media Risk Management Processes

Develop and Communicate Strategy – *Social media plan aligned with CFX strategy*

Sustain Leadership – *High-level governance and oversight exercised over program and policies*

Promote Culture – *Policies and training support awareness, participation, exposure, and alignment*

Manage Community – *Processes and procedures govern incident response, marketing, and community outreach*

Refresh Content and Programming – *Sharing and posting of information follows a managed process*

Enforce Policies and Governance – *Policies govern acceptable use, security, and risk management*

Deploy Tools – *Processes guide management of tools/platforms*

Measure and Report – *Monitoring of key metrics supports evaluation of results and drives strategy*

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