



Memorandum

DATE: April 2, 2015

TO: Elected Officials, Deputies, Department Directors

FROM: Sarah Godlewski

SUBJECT: March 31st super Align Arapahoe meeting After Action Report

On March 31st, 2015 the A-team, E-team, and key staff met to review result measures for the **Foster Safe Communities** strategic outcome, discuss initiative options for addressing areas of improvement identified in the **employee engagement** survey, and review the **proposed 2015 Service First performance** indicators. Unfortunately, due to minimal time, we were unable to discuss and approve the **social media policy** and **debrief the 2015 leadership workshop**.

This After Action Report (AAR) summarizes key discussion points and next steps of the meeting as well as provides information on topics not covered.

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Foster Safe Communities

Emergency Response Plan drills and evaluations

Summary:

Admin I held an active shooter drill on March 17th. The purpose of the drill was to test the Emergency Response Plan (ERP), improve operational coordination, and improve communications. The drill achieved its purpose and identified several good lessons learned to incorporate into future ERPs and exercises. The desired end-state for the ERP effort as part of Align Arapahoe is to create and sustain an iterative emergency preparedness cycle of planning, training, drilling, and improving for all employees in all county buildings.

Next Steps:

- **Nate Fogg** is finalizing a detailed after action report for the Admin I drill and will send that out shortly
- Cheryl Ternes volunteered for **CentrePoint Plaza** to drill next (date TBD)
- The **E-team** will create a schedule for the remaining county buildings to drill
- Target completion date for all county buildings in this training cycle is **June 2016**
- The **Executive Safety Committee** will assume coordination responsibilities in order to ensure the sustainability of this process

COOP completion

Summary:

All offices and departments have submitted a draft Continuity Of Operations Plan (COOP) to the Office of Emergency Management (OEM) for de-confliction. The target for all offices and departments to have a complete, viable COOP is **June 2015**. In order for a plan to be viable, it needs to be de-conflicted with all other plans, which means the department/office needs to have a complete draft submitted to OEM before June 2015. In order for de-confliction of the COOPs to be finalized, certain departments need to revise the facilities section of their COOPs. Additionally, *some further edits* may be required on other sections of the COOP—the OEM has reached out to those departments/offices to inform them which sections need work.

Next Steps

- The following departments/offices need to revise the *facilities* section of their COOP:
 1. **C & R** - Need alternates for ALL primary facilities
 2. **Communications** - Need alternates for ALL primary facilities
 3. **County Attorney** - Alternates are named, but need to link ALL alternates to designated primary
 4. **Human Services** - Not all alternates are linked to their primary
 5. **PWD** - Alternates are named, but need to link ALL alternates to designated primary
 6. **Treasurer** - Has everything linked, but it jumps from 1st choice to 3rd choice with no 2nd.

NIMS completion

Summary:

The target for basic FEMA NIMS training (IS-100 and IS-700) is for 100% of all employees to have completed the training by December 31st, 2015. At the end of first quarter 2015, **38.1% of all employees had completed IS-100 and 36.2% of all employees had completed IS-700**. Supervisors, managers, department directors, deputies, and elected officials need to take these courses before they take IS-200, IS-800, ICS-300, and ICS-400. **9 of 17** departments/offices have *some* training completed. **The eight remaining departments/offices have 0% of their employees documented.**

Next Steps:

- **All-staff:** Complete the online trainings, IS-100 and IS-700 (Links to these trainings are available on *Inside Arapahoe* on the Training page)
- **Supervisors and above:** Complete the online trainings, IS-800 and IS-200
- **Managers and above:** Complete the classroom, two-day training, ICS-300 (OEM and our Homeland Security people are trying to find available classes and will let people know)
- **Executive Leadership (Elected Officials, Department Directors, and Deputies):** Complete the classroom, two-day training, ICS-400 (OEM and our Homeland Security people are trying to find available classes and will let people know)

Suicide prevention

Summary:

In 2015 we have seen a slight decline in suicides from 2014. Year-to-date on 3/31/15 there were 10 suicides in Arapahoe County, in 2014 there were 14. In 2013, the Colorado suicide rate was 19.04 per 100,000 people, the **Arapahoe County rate was 17.46, and the national rate was 13.02.** Dr. Barb Becker, Division Director of Community Programs for Arapahoe/Douglas Mental Health Network, has volunteered to provide her services for training employees with skills to question, persuade, and refer people perceived to be at-risk—skills which are useful for employees at work, at home, and in public. The **Suicide Prevention Awareness Team** requested guidance from the group on next steps and how best to direct their efforts. The guidance of the elected officials was to shift focus to external efforts that will increase the awareness and prevention efforts of suicide prevention with the Arapahoe County community.

Next Steps:

- The **Suicide Prevention Awareness Team** will seek to build formal partnerships for accountability, similar to the MOUs designed for our economic development partners, with area agencies such as Tri-County Health Department and Arapahoe/Douglas Mental Health Network for the execution and reporting of agencies' activities addressing suicide prevention awareness.
- The **Suicide Prevention Awareness Team** will seek additional membership to support their efforts
- The **Suicide Prevention Awareness Team** will continue building their public awareness campaign

Employee Engagement

Employee Committee

Summary:

Sue Sandstrom presented on the idea of an employee committee. The committee would be composed of voluntary members from each department and office and they would meet monthly with County Leadership at different locations throughout the County to

ensure regular, open, and direct dialogue between employees and leadership. The potential benefits of such a committee include:

- Provides an opportunity to *solicit employee feedback* on issues affecting them. Committee members would serve as a conduit between leadership and employees and provide answers to what employees think about certain policies or changes.
- Allows leadership to thoughtfully respond to *employee questions, comments, or suggestions*. It provides an open venue to talk about what employees want to know and what ideas employees have to share.
- Creates an additional channel through which to *share information*
- In-person meetings between employees that wouldn't otherwise know one another helps create a *more collaborative organization with fewer operational silos*.

For a committee like this to work, there would need to be a designated single owner to represent County leadership. Additionally, there would need to be a designated coordinator to help with meeting times and locations, membership, and employee questions.

Next Steps:

- ➔ The **E-team** will further discuss the possibility of this initiative and come back to the **A-team** with a recommendation

Employee Academy

Summary:

Sue Sandstrom presented an idea for an employee academy. A group of employees would get the opportunity one day per month to experience other departments/offices. On these days, the highlighted department/office would deliver presentations, give tours, and/or create activities to educate the guest employees on what the department/office does. The potential benefits of such an academy include:

- Provides an opportunity for employees to *comprehensively learn about County operations* (over the course of one year) and helps create a *more collaborative organization with fewer operational silos*.
- Serves as a *leadership development opportunity*

- Learning about other areas of the County would help with *retention of top talent* (e.g. moving to new departments/offices instead of moving outside of the County)

For an academy such as this to work, it would require a willingness to participate from all departments and offices. Additionally, it would require a coordinator to help with the event calendar, participant list, and presenters.

Next Steps:

- ➔ The **E-team** will further discuss the possibility of this initiative and come back to the **A-team** with a recommendation

Ideas and Innovations

Summary:

Andrea Rasizer presented the County's old suggestion box tool, called "Solutions for Success," and recommended the implementation of a new idea called, "Ideas and Innovations." The tool would work like this:

- Questions or ideas can be submitted through *Inside Arapahoe*
- Submitters can choose to submit a county-wide or department/office-specific question or idea; the question gets forwarded to the appropriate person(s)
- Responses are posted on *Inside Arapahoe* for all employees to read
- Currently working on issues regarding tracking questions and responses and questions of anonymity
- Offer incentives for the best ideas submitted

Next Steps:

- ➔ **Andrea Rasizer** and her team will continue working on implementing this tool and provide an update at the **A-team meeting on April 20th**

Community Voice/ Employee Voice

Summary:

Andrea Rasizer presented on and conducted a demonstration of the Community Voice Module available on the county website and intranet. The module allows an open forum and dialogue between employees—employees can post suggestions and comments and the county can facilitate a dialogue on topics to solicit ideas. Could be renamed "Employee Voice" if used internally.

Next Steps:

- The **E-team** will further discuss the possibility of this initiative and come back to the **A-team** with a recommendation

AC Weekly FAQ/ Did you know?

Summary:

Andrea Rasizer explained that AC weekly will release a new construct in June that will consist of a “Did You Know” section that will address employee questions.

Next Steps:

- **Andrea Rasizer** will oversee the launch of a new feature in ACWeekly scheduled for **June 2015**

BPI and Change Management

Summary:

Sarah Godlewski presented on the current status of the Business Process Improvement and Change Management effort and how the fruition of the efforts will, in the long-run, lead to reduced workload and stress for employees; however, this solution alone and in the short-term will not address the workload and stress issues identified by the employee engagement survey.

Next Steps:

- **Sarah Godlewski** will continue to lead the BPI effort

Communicating the Results of the Employee Engagement survey

Summary:

Patrick Hernandez shared the efforts to date with communicating to employees the results of the employee engagement survey. Results were presented at the Feb. 18th Quarterly Communications Meeting, a PowerPoint presentation was developed and distributed to the E-team to help communicate, Countyline News and AC Weekly have published articles about the results, and the Mar. 11th E-Team meeting discussed other examples of sharing the results with employees

Next Steps:

- **Elected Officials, Department Directors, and Deputies:** Whenever possible make the connection between what we heard from employees in the survey to what we are doing to address the issue. Employees want more of a voice. Find ways to give them a voice and talk about it.

→ In conjunction with the E-team, Patrick Hernandez, Andrea Rasizer, and Sarah Godlewski will determine next steps to communicate results with employee. The communications approach will be shared with the A-team.

Social Media Policy

Due to time constraints, this topic was not discussed at the meeting. A copy has been provided with this AAR and the policy will be discussed at the **April 20th A-team meeting**.

Leadership Workshop Debrief

The Office of Performance Management surveyed participants of the February 2015 Leadership Workshop and will use the results of the survey to make improvements for the 2016 Workshop. By and large, attendees were **satisfied** with this year's workshop; overall, 100% of attendees were satisfied, consistent with 2014 feedback and an 85-point improvement over 2013 when satisfaction was only 15%.

- ▶ Areas with **100% favorability** (5 items):
 - Overall effectiveness
 - Overall satisfaction
 - Clearly communicated workshop objectives
 - Employee engagement discussion
 - Location
- ▶ Areas with the lowest favorability (5 Items):
 - Emergency Preparedness discussion (**78% favorable**, **17% neutral**, 5% N/A)
 - Department/office goal sharing (**78% favorable**, **22% neutral**)
 - Team building (**78% favorable**, **17% neutral**, **5% unfavorable**)
 - Dart Warz (**78% favorable**, **5% neutral**, **11% unfavorable**, 5% N/A)
 - Readability of the screens (**72% favorable**, **17% neutral**, **11% unfavorable**)
- ▶ Other lessons learned:
 - The break-out groups were immensely popular – the Workshop planners should make sure to include those activities again
 - The Workshop planners should re-design the accomplishments and goals sharing portion of the workshop.

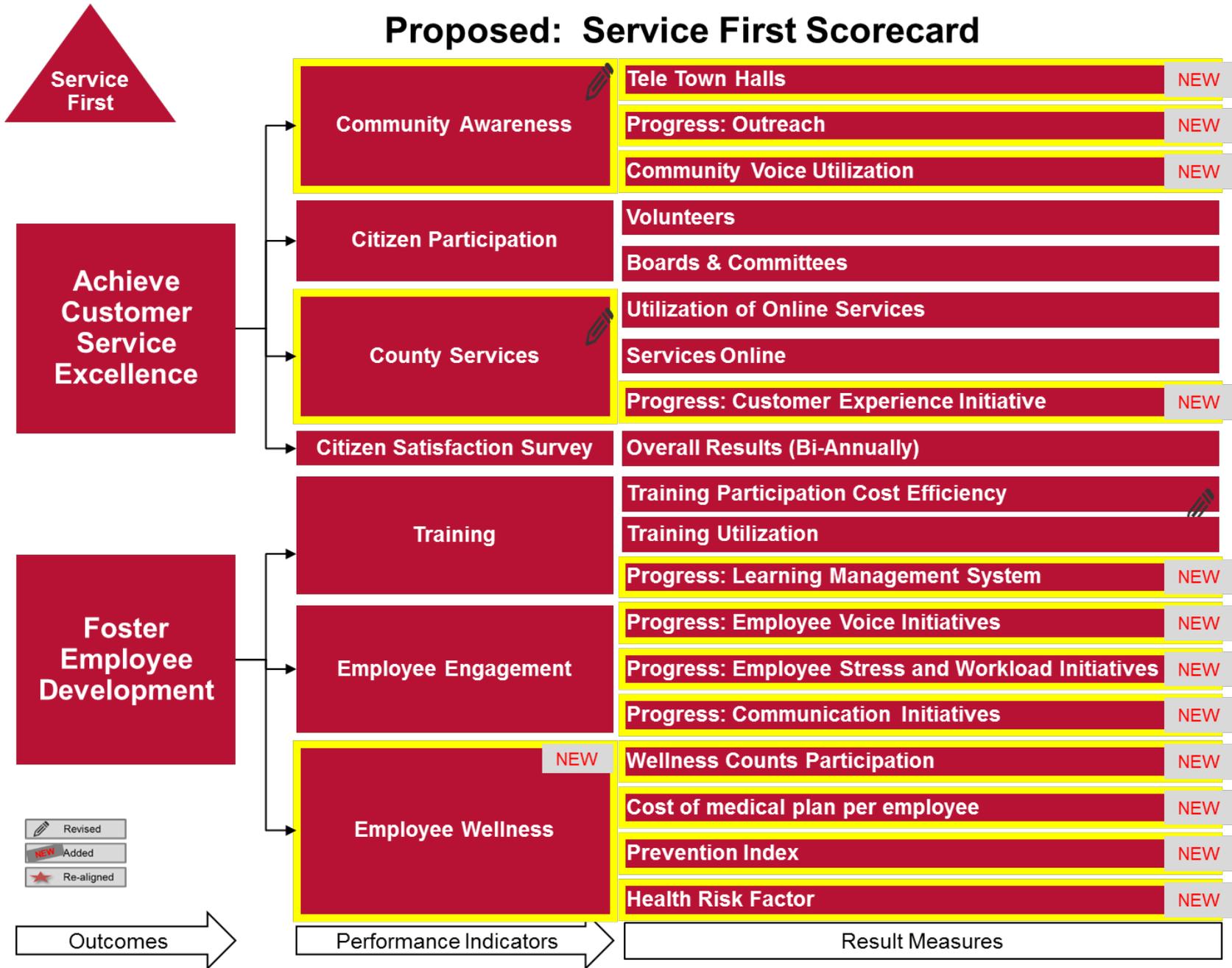
Service First Revisions

Following-up on the work of the break-out groups at the 2015 Leadership Workshop, changes were made to the Service First goal

Next Steps:

- **Elected Officials, Department Directors, and Deputies:** Please review the following Service First revisions and provide any questions or comments to Sarah Godlewski by **April 13th, 2015**
- **Andrea Rasizer, BoCC Admin, Don Klemme, David Bessen, and Patrick Hernandez** will work with **Matthew Nii** to prepare data for the Service First scorecard presentation on **April 20th, 2015**

Proposed: Service First Scorecard



Customer Service Excellence

Service
First

Community Awareness

Tele-Town Halls: Host 2 tele-town halls

Progress – Outreach: Increase efforts for citizen outreach; convene an inclusive team of people to help develop these ideas – focus on organization-wide issues

Community Voice Utilization: Increase use of CivicsPlus module to poll citizens and employees (Create a utilization plan)

Citizen Participation

Boards & Committees: For every one vacancy, receive **two** applicants for boards & committees

Volunteerism: Increase services of volunteers by **5%**, creating a total cost-savings of \$582,058

County Services

Utilization of Services: Increase website page views of transaction pages by **3%**

Services Online: Increase # of offerings by **3**

Progress -- Customer Experience Initiative: Devise an approach that captures customer experience rather than Customer satisfaction

Citizen Satisfaction Survey

Overall Results (Bi-Annually)

Performance Indicators

Result Measures

Service
First

Employee Development

Training

Training Participation Cost Efficiency: Per person cost and participation for Situational Leadership, Change Management, and Management 101

Training Utilization: Assess how employees applied what they learned

Progress -- Learning Management System: Key milestones reached to implement a LMS

Employee Engagement

Progress -- Employee Voice Initiatives: Key milestones reached on initiatives targeting strengthening employee voice

Progress -- Employee Stress and Workload Initiatives: Key milestones reached on initiatives targeting reducing stress and workload

Progress -- Communication Initiatives: Key milestones reached on initiatives targeting improving communication

Employee Wellness

Wellness Counts Participation: # of wellness counts participants / total # of employees

Cost of medical plan per employee: Total cost of medical claims / total # of employees

Prevention Index: Activities and health statistics related to prevention

Health Risk Factor: Health statistics regarding employees

Performance Indicators

Result Measures

Social Media Policy DRAFT



ARAPAHOE COUNTY
COLORADO'S FIRST

Arapahoe County Administrative Policies: Website and Social Media DRAFT

I. Purpose

Arapahoe County recognizes that website and social media sites are useful communication tools providing additional opportunities to reach County residents. The County also recognizes that these communication tools have the potential to create a significant impact on the County's professional reputation. These administrative policies provide guidance to Arapahoe County employees and elected officials with respect to the creation of, maintenance of, and posting of information on, authorized Arapahoe County websites and social media accounts.

II. Definitions

Social Media – various forms of discussion and information-sharing tools, including social networks, blogs, video sharing, podcasts, wikis, message boards, social bookmarks and online forums. Examples of social media applications include, but are not limited to, Google and Yahoo Groups (reference and social networking), Facebook (social networking), YouTube (social networking and video sharing), Twitter (social networking and microblogging), Flickr (photo sharing), LinkedIn (business networking) and news media comment sharing/blogging.

Social Media Account – an account or profiles created in social media applications.

County's best interests – to represent Arapahoe County in a fair, accurate, professional and legal manner while protecting the brand and reputation of Arapahoe County.

III. Responsibility

The Communication Services Director, or his or her designee, is responsible for managing, monitoring and approving official County website, Intranet and social media sites used to promote County business; with the exception of social media sites created and managed by Elected Offices.

IV. Applicability

These policies apply to all Arapahoe County employees and elected officials when creating, maintaining or using websites and social media accounts for the express purpose of officially representing Arapahoe County and its offices, departments, programs and services.

V. General Policies

1. It is the policy of Arapahoe County to allow the creation and use of websites and social media sites as additional communication tools, but to require that employees and officials use industry best practices to ensure that the County's best interests are served. Requests for social media accounts by individual departments and divisions overseen by the Board of County Commissioners must receive approval by Communication Services. Employees are not permitted to create a social media site for Arapahoe County without permission from a supervising Elected Official or Communication Services. Any approved county department or office-created social media account that existed before the effective date of this policy shall be allowed.
2. Arapahoe County has an official County website at www.arapahoegov.com. Arapahoe/Douglas Works!, Colorado State University Extension and ArapahoeVotes.com have separate websites. Links to these sites will be included on the County's website at www.arapahoegov.com.
3. Where applicable, Arapahoe County will use and maintain one central account with desired social media networks.
4. Recognizing the importance of consistency and simplicity, it is the County's policy to use the Arapahoe County Twitter and Facebook sites for public information about most county events, meetings and services. However, in certain cases, department or audience specific sites will be considered when they are in the best interest of the County and its citizens.
5. The use of county-owned social media sites shall be in compliance with Colorado's Open Meeting laws. Additionally, Arapahoe County's website and social media accounts are subject to the Colorado Open Record Act and e-discovery laws and rules. Therefore, content must be managed, stored and retrieved to comply with these laws and rules. There are no privacy rights in content posted on any website or social media site.
6. The County will not link to any elected official's personal websites and/or social media accounts.
7. All official Arapahoe County accounts on social media sites or services are considered an extension of the County's communication practices.
8. Individual departments, divisions and employees will use the central accounts managed by Communication Services to convey desired information.

9. When creating, maintaining or modifying the content of individual Department/Office web pages or use of official social media accounts, staff shall use best practices and ensure the County's best interest. Staff members who fail to conduct themselves in an appropriate manner in performing these duties shall be subject to disciplinary procedures as outlined in the Arapahoe County Human Resources Guidelines.
10. The County's website and all official social media accounts will contain a link to this policy and the following disclaimer:

"Arapahoe County's use of a website and/or external social media accounts is provided as a public service. However, Arapahoe County makes no warranties whatsoever in relation to the site or account, and users rely upon it at their own risk. Arapahoe County disclaims liability for advertisements, videos, promoted content or comments accessible from any external web page. The responsibility of external content or comments rests with the organizations or individuals providing them. Any inclusion of external content or comments on external social media sites does not imply endorsement by Arapahoe County."

VI. Arapahoe County Website

The County website, www.arapahoegov.com, will remain the official web-based location for content regarding County departments and elected offices, divisions, services and events.

1. Individual departments and offices will be responsible for the management of content pertaining to its own department or office on the official County website. A limited number of staff, appointed by the director or the elected official of the Department, Office or Division, shall have the authority to post on the Department's/Office's page on the County's website.
2. All forms of advertising are prohibited on the County's website.
3. Links to private, for-profit organizations or businesses will not be allowed on www.arapahoegov.com unless approved by the Director of Communication Services.
4. Employees should not post plagiarized material or material that potentially violates intellectual property rights on the County's website.

VII. Arapahoe County Social Media Accounts

Management of the County's social media accounts shall lie primarily with Communication Services, with the exception of the Sheriff's Office, Clerk and Recorder's Office and Arapahoe/Douglas Works!

1. Departments and Divisions shall use only County-approved social media networks for hosting official County social media sites.
2. Social media networks under consideration shall be reviewed and approved by the Director of Communication Services.

3. County social media accounts shall be created using an official County email account, when possible.
4. Each Arapahoe County social media account shall clearly state it is maintained by Arapahoe County and shall have Arapahoe County contact information prominently displayed along with an introductory statement which clearly specifies the purpose and scope of the site.
5. Social media accounts shall be consistently branded in order to communicate a clear association with Arapahoe County. Branding should include the County's logo. The naming and contact conventions used for social media accounts should be Arapahoe County-specific, and must not contain individual employee names.
6. User log-ins and passwords should not be tied to personal accounts, and should be maintained and changed regularly to maintain the security of the account.
7. A limited number of staff shall have access to the passwords for the account and have authority to post on the County's social media accounts. User log-ins and passwords should be kept in a manner that is accessible to at least two people in a department.
8. All County social media accounts will comply with the terms and conditions set forth by the social media site.
9. Official Arapahoe County social media sites need to be clear, precise and follow industry best practices for posting updates. County employees creating and uploading content should share content that is relevant and timely. The following types of content should not be published:
 - a. Information about items in litigation or claims that could be brought against Arapahoe County;
 - b. Non-public information of any kind;
 - c. Personnel, sensitive or confidential information of any kind;
 - d. Medical information that violates a person's Health Insurance Portability and Accountability Act (HIPPA) protections.
10. Arapahoe County accounts on social media sites may not be used by any county employee for private or personal purposes; for expressing personal views on political or policy issues; or to express personal views or concerns pertaining to county employment or personal matters. Information about confidential county business shall not be disclosed on the County's social media accounts.
11. Arapahoe County maintained social media sites must be structured narrowly to focus discussions on a particular county interest rather than creating a "public forum". County publishers may only remove postings based on the guidelines below and not because a

comment disagrees with County policy. All County social media sites that allow comments must include a link to the following text or the complete text published on the site:

Arapahoe County will not edit or alter comments or posts by citizens. However, the County reserves the right to remove – depending upon the social media tool - or block comments/materials/posts from County social media sites when those comments/materials/posts, in the County’s sole discretion, do not promote civil discussion or comply with the County’s purpose for maintaining the social media site or are:

- *Obscene, profane, explicit or racist language (including links to obscene or sexually explicit material);*
- *Potentially libelous statements, personal attacks, threats, name-calling, harassments, insults or language inciting violence;*
- *Content that promotes, fosters or perpetuates discrimination on the basis of race, creed, color, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability, sexual orientation or political party;*
- *Sexual content or links to sexual content;*
- *Plagiarized material or material that potentially violates intellectual property rights;*
- *Commercial product promotions, solicitations or spam;*
- *Campaign-related posts of any kind;*
- *Violate any law or promote violation of any law, or conduct or encouragement of illegal activity;*
- *Information that may tend to compromise the safety or security of the public or public systems;*
- *Comments that are not topically related to the current discussion or thread;*
- *Made by a person masquerading as someone else.*

Repeated violations of this policy may result in removal of access to the social media site or service.

Posts to the County’s social media accounts shall constitute acceptance of this policy.

12. Comments that do not meet these criteria should be retained and then deleted, or in the instance of Twitter, report or block the user. Publishers should take screenshots of the original County post and the comment that will be deleted. A description detailing why content was removed or deemed not suitable should be maintained.

VIII. User Behavior

1. The same standards, principles and guidelines that apply to Arapahoe County employees in the performance of their assigned duties apply to employee social media technology use.

2. County employees authorized to use social media technology shall do so only within the scope defined by their respective agencies/departments and in compliance with all County policies, practices and use agreements.
3. Authorized social network spokespersons participating in personal social networking discussions related to County business matters shall indicate that viewpoints are personal and may not reflect County opinion.
4. Employees performing County social media work beyond normal work hours shall receive pre-authorization from the agency/department.
5. Employees shall obey all laws, including but not limited to, the Hatch Act of 1939, when using social media.

IX. Records Management

Department/Division use of social media shall be documented and maintained in an easily accessible format that tracks account information and preserves items that may be considered a record subject to disclosure under the Colorado Open Records Act or required to be retained pursuant to County record retention policies.

1. Departments and Divisions are responsible for the creation, administration and deactivation of social media accounts.
 - a. Account password information shall only be shared with authorized staff that has been designated by the Department Head or his/her designee, to fulfill the role of site account administrator.
 - b. Passwords shall conform to County password requirements when applicable.
 - c. Account passwords shall be reset promptly when an employee is removed as an account administrator.
2. Departments and Divisions shall maintain a record of social media sites created for County use, including, but not limited to:
 - a. A log file containing the name of the social media network, account id, password, registered email address, date established, authorizing representative and name of person who created the account and agreed to the site's terms of use agreement and/or policy.
 - b. A record of the site's usage agreement at the time the site was created and any updated versions.
 - c. A list of authorized site content authors and editors.
3. Electronic information posted to a social media site by the County, or a member of the public (if permitted) may be considered a record subject to Colorado's Open Records Act.
 - a. Any content maintained in a social media format that is related to County business, including a list of subscribers and County or public posted

communication, may be a public record. Agencies/Departments shall have procedures in effect to preserve published social media content.

- b. The Department or Division maintaining the site is responsible for responding completely and accurately to any public records request for public records on social media.
- c. Site content shall be maintained in accordance with the respective records retention schedule and in accordance with County IT policies and procedures. If the content constitutes a public record, it must be disclosed to the public unless an exemption applies.
- d. Posts deemed technically harmful or inappropriate per part 7 of this policy shall be documented promptly, saved pursuant to IT policies and procedures regarding record retention, and removed.

X. Site Monitoring

Department/Division social media sites shall be monitored regularly and prompt corrective action shall be taken when an issue arises that places, or has potential to place, the County at risk.

1. Department/Division social media site administrators shall review site activity and content daily for exploitation or misuse.
2. Departments/Divisions that allow public to post comments, links or material directly onto their social media sites shall have an established process, including technical capability outside of the County's network, to verify that postings meet the rules established under part 7 of this policy. Posts deemed technically harmful or inappropriate shall be handled per IX.3.d. Departments/Divisions choosing to use public comments shall consult with the County Attorney's Office to develop agency- or department-specific disclaimers to meet the County's legal needs. The County Attorney's Office may also be consulted to determine whether to remove comments that violate this policy.
3. Department/Division shall be responsible for monitoring employee use of social media and social networking sites.
4. Perceived or known compromises to the County's internal network shall be promptly reported to the County IT Director.