

Leveraging Social Media for Community Engagement

A Fall 2018 Collaborative Report
with Arizona State University's
Project Cities & the City of Glendale



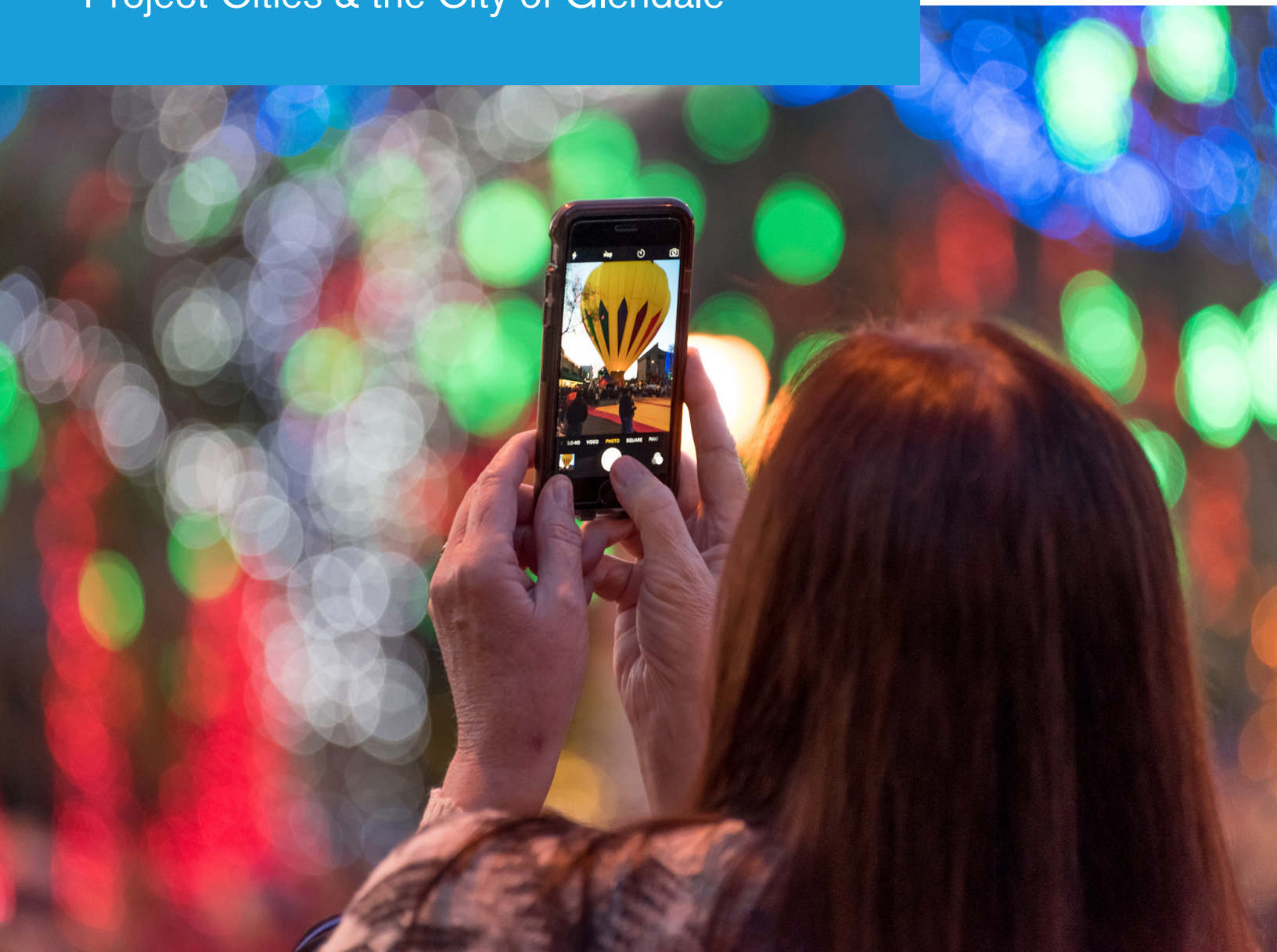
Sustainable
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Arizona State
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Project Cities



Glendale
ARIZONA



This report represents original work prepared for the City of Glendale by students participating in courses aligned with Arizona State University's Project Cities program. Findings, information, and recommendations are those of students and are not necessarily of Arizona State University. Student reports are not peer reviewed for statistical or computational accuracy, or comprehensively fact-checked, in the same fashion as academic journal articles. Project partners should use care when using student reports as justification for future actions. Text and images contained in this report may not be used without permission from Project Cities.

Cover image by:

**John Penic
Creative Services Manager
City of Glendale**

ACKNOWLEDGMENTS

City of Glendale

Jerry Weiers, Mayor

Joyce Clark, Vice Mayor

Bart Turner, City Councilmember

Ian Hugh, City Councilmember

Lauren Tolmachoff, City Councilmember

Jamie Aldama, City Councilmember

Ray Malnar, City Councilmember

Kevin Phelps, City Manager

Chris Anaradian, Assistant City Manager

Tom Duensing, Assistant City Manager

Jean Moreno, Executive Officer Strategic Initiatives & Special Projects

Amanda McKeever, Department Support Services Administrator

Arizona State University (ASU)

Julie Ann Wrigley Global Institute of Sustainability

Gary Dirks, Director

Christopher Boone, Dean of School of Sustainability

Meredith Simpson, Chief of Staff

On behalf of the ASU Wrigley Institute and the School of Sustainability, we extend a heartfelt thank you to the City of Glendale for enthusiastically engaging with students and faculty throughout the semester. These projects provide valuable real-world experience for our students and we hope that their perspectives shine light on opportunities to continuously improve Glendale's future livelihood and community well-being.

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To access the original student reports, additional materials, and resources, visit:
links.asu.edu/PCGlendaleSocialMedia

ABOUT PROJECT CITIES

Arizona State University's (ASU) Project Cities program is a university-community partnership. For an entire academic year, faculty and students work with a single city to co-create strategies for better environmental, economic, and social balance in the places we live. Students from multiple disciplines research difficult problems chosen by the city and propose innovative sustainability solutions. Project Cities is a member of the Educational Partnerships for Innovation in Communities Network (EPIC-N), a growing network of more than 30 educational institutions partnering with cities throughout the United States and the world.

ABOUT SUSTAINABLE CITIES

Project Cities is a program of ASU's Sustainable Cities Network. This network was founded in 2008 to support communities in sharing knowledge and coordinating efforts to understand and solve sustainability problems. It is designed to foster partnerships, identify best practices, provide training and information, and connect ASU's research to front-line challenges facing local communities. Network members come from Arizona cities, towns, counties, and Native American communities, and cover a broad range of professional disciplines. Together, these members work to create a more sustainable region and state. In 2012, the network was awarded the Pacific Southwest Region's 2012 Green Government Award by the U.S. EPA for its efforts. For more information, visit sustainablecities.asu.edu.

PROJECT CITIES TEAM

Director

Anne Reichman
anne.reichman@asu.edu
480-965-2168

Program Manager

Steven Russell
steven.russell@asu.edu
480-727-2698

Report Writing Assistant

Kiana Mays, Master of
Sustainable Solutions

Student Assistants

Lexie Fields-Austin, Master of
Sustainable Solutions
Urvashi Manral, Master of Arts in
Communications Studies



Project Cities

Sustainability through local action

projectcities.asu.edu

ABOUT GLENDALE

The City of Glendale is located in Maricopa County, roughly nine miles northwest of Downtown Phoenix. Glendale's population is about 250,000, comprised of diverse communities, including large Hispanic populations, retirement communities, local businesses, and event-goers. Glendale is home to attractions such as the State Farm Stadium, Westgate Entertainment District, the Gila River Arena, Glendale Community College, and the ASU West Campus. With abundant attractions and temperate climate, Glendale has something to offer for its residents and tourists all year round. In August 2016, 71% of voters supported Envision Glendale 2040, a plan that signaled the City's commitment to sustainability. Glendale has chosen to pair up with Project Cities to find new ways to promote sustainability and engage with their communities to better serve their diverse needs.

GLENDALE TEAM

Project Cities Community Liaison

Amanda McKeever, Department Support Services Administrator

Project Cities Project Leads

Brent Stoddard, Director of Public Affairs

Michelle Woytenko, Director of Field Operations

Vern Baker, Facilities Management Superintendent

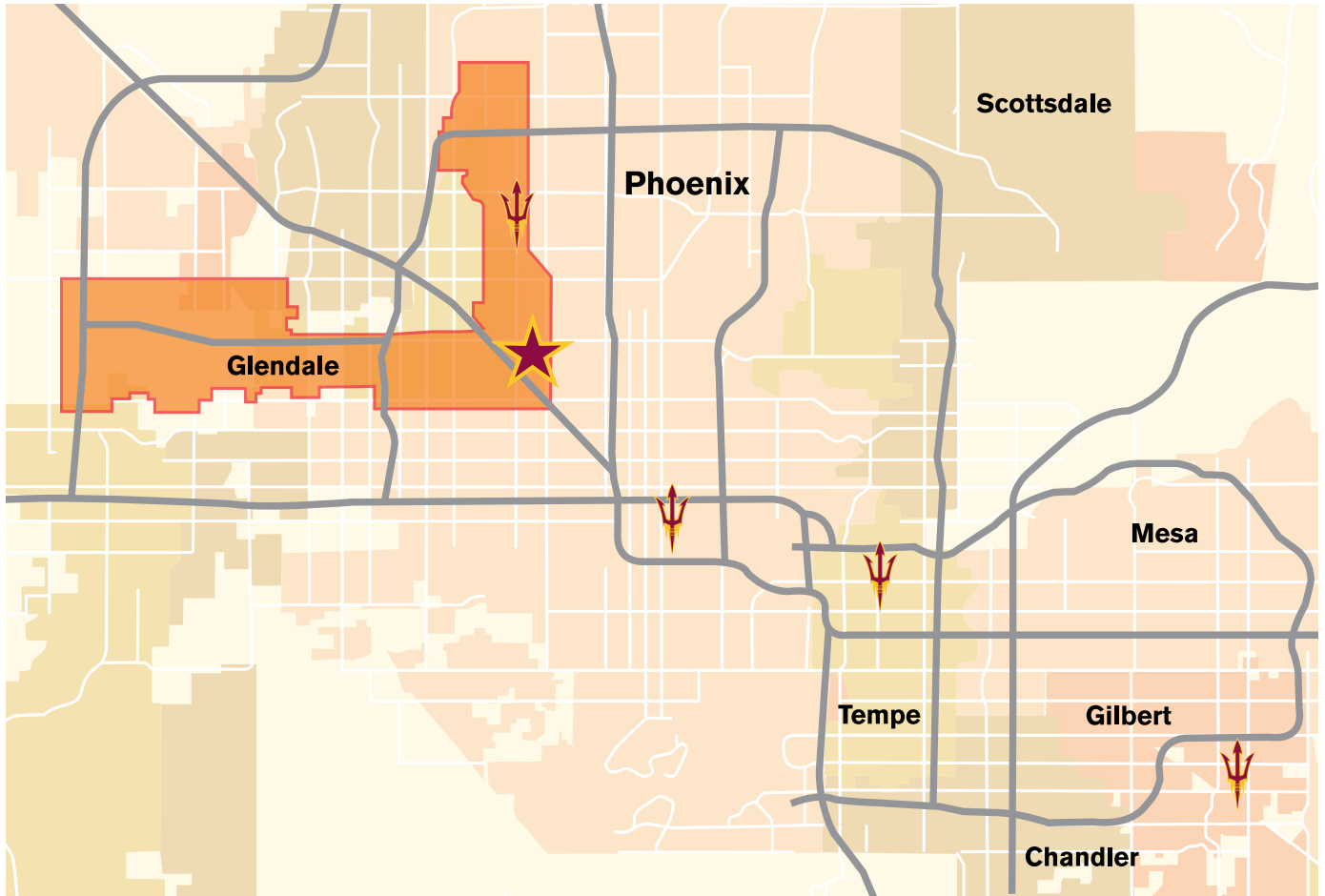
Jenna Goad, Intergovernmental & Council Services Manager

Jean Moreno, Executive Officer Strategic Initiatives & Special Projects



We improve the lives of the people we serve every day
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MAP OF GLENDALE & GREATER PHOENIX, ARIZONA





A Message from the City Manager

In 2018, the City of Glendale entered into a partnership with Arizona State University to participate in the Project Cities Program. The goal of this program is to deliver sustainability research, education, and solutions with practical, measurable and meaningful impact to local government. It is a university-community partnership in which ASU students work on research projects that will inform programs or services related to the city's strategic objectives and which have a sustainability component. These projects may include co-creating implementation frameworks or solution pathways for environmental, economic, or social improvement projects all of which will help Glendale prepare for the future.

The leadership team and I can proudly say that ASU's Project Cities program has provided a value-added experience for our staff and fulfilled the need for research on key organizational issues. We have been extremely impressed with the professionalism and relationships our city has developed with the students and ASU's Project Cities staff. They have brought a fresh and unique perspective to challenges that affect our city.

The projects chosen are aligned to the City of Glendale's mission and values and are intended to help advance several of our strategic objectives, initiatives, and existing programs. We specifically sought to gain insights around communication to include social media management and multi-generational engagement, as well as sustainable asset management for the city fleet, facility master plan, and above ground chemical storage tanks.

This valuable experience has been a tremendous learning opportunity for our city as well as for the dedicated students who exhibited their unique skill set. One of the surprising benefits has been for our staff liaisons who were refreshed and invigorated through their interactions with the next generation of leaders, and found the students to be very thoughtful, intelligent, and inquisitive. The opportunity to expose students to potential careers in local government also aids in developing a pipeline of future talent in local government.

In closing, we truly strive to improve the lives of the people we serve every day and these projects have provided us with insights that will help guide actions and future recommendations for our City Council. We are excited about the strategic direction for Glendale and have set the bar high for success. We feel extremely fortunate to have experienced a great partnership through the ASU Project Cities program which will play an integral role in achieving our goals.

Sincerely,

A handwritten signature in black ink that reads 'Kevin R. Phelps'.

Kevin R. Phelps
City Manager

5850 W. Glendale Avenue, Glendale, AZ 85301
623.930.2870

The following report summarizes and draws highlights from work and research conducted by students in courses TWC 422: Social Media in the Workplace and TWC 422: Social Media in the Workplace for the Fall 2018 partnership between ASU's Project Cities and the City of Glendale.

To access the original student reports, additional materials, and resources, visit:

links.asu.edu/PCGlendaleSocialMedia

EXECUTIVE SUMMARY

With the constant evolution of technology, it is vital for organizations to incorporate a strategic approach to social media into their marketing plans to effectively connect with target audiences in new ways. Social media provides an excellent outlet for municipalities to build relationships with their community and grow their economic sector. However, it is imperative that a social media plan which considers best practices is executed in accordance to local and federal laws, so that a positive image of the municipality is clearly portrayed and maximum citizen engagement is achieved.

Students from Dr. Stephen Carradini's courses TWC 422 and TWC 522 developed reports that take different approaches to the Social Media Planning Initiative. TWC 422 spent the past semester researching best practices and uses for social media in Glendale, while TWC 522 generated research-backed recommendations for policies, rules, and procedures to support a new social media manager position. Together, these two classes' reports provide Glendale with a path forward to enhance its social media presence in a way that is inclusive, engaging, and strategically executed.

TWC 422: Students in this course drafted a comprehensive social media marketing plan for the City. The plan highlights best practices for showcasing the city's attractions, engaging with target demographics, and attracting new business opportunities. The students included findings on the utility of various social media platforms, projected costs, content formatting suggestions, and a draft implementation schedule.

TWC 522: Students in this course took an operational approach to their project. Their report is robust with information on proper usage and management of social media for the role of a social media manager. Students outline policies, rules, and procedures that the City should consider when posting and engaging in online content. These recommendations were informed by research conducted on the social media standards of neighboring communities, as well as local and federal compliance laws for online activity.

The students' research concludes that social media management can be highly impactful to a city's image, and that social media can be used for more than just sharing content. When used strategically, social media has the power to facilitate engagement with citizens and strengthen relationships with target audiences, such as businesses, cultural communities, and residents of all ages.

The ensuing recommendations and report summaries are intended to provide the City with tools for adapting to citizen needs in the digital media age in addition to informing the City of the rigorous work it takes to implement a social media strategy. It is important to note that these recommendations are purely for educational/research purposes and the City should consult with its legal team before advancing any new organizational policies.

Following this Executive Summary is a list from both courses of recommendations that these students believe will greatly benefit the City. Summaries of the work generated by all students in each course are provided in the class-specific report sections that follow. Full student reports can be found online via the link provided in the references section at the end of this report.

Implementation Schedule

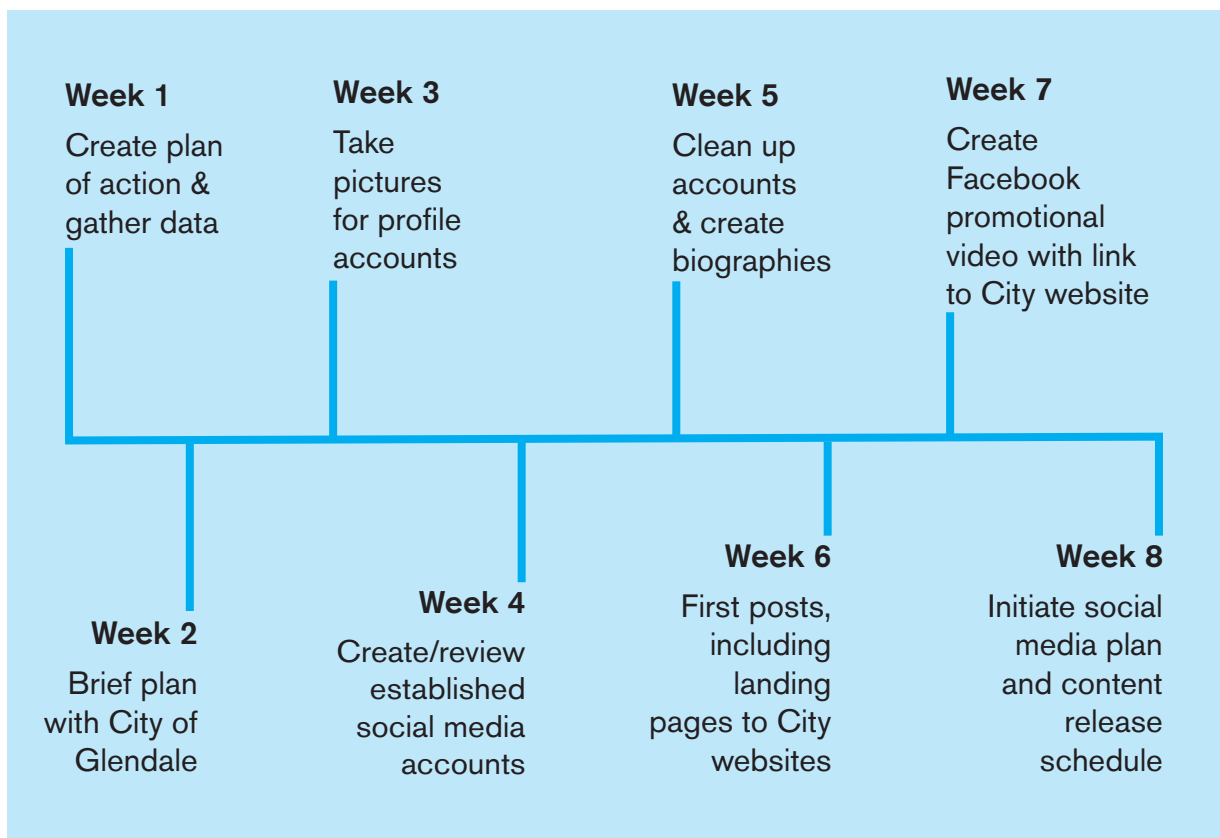


Figure 1 Social Media Plan Implementation Schedule. A full version of the schedule is available on page 21 of this report.

GOALS & TOP RECOMMENDATIONS FOR LEVERAGING SOCIAL MEDIA FOR COMMUNITY ENGAGEMENT

The goal of this project was to help Glendale discover social media platforms, formats, and strategies that are best suited for engaging with the City's diverse audiences. Top recommendations derived from the students' work are listed on the following pages.

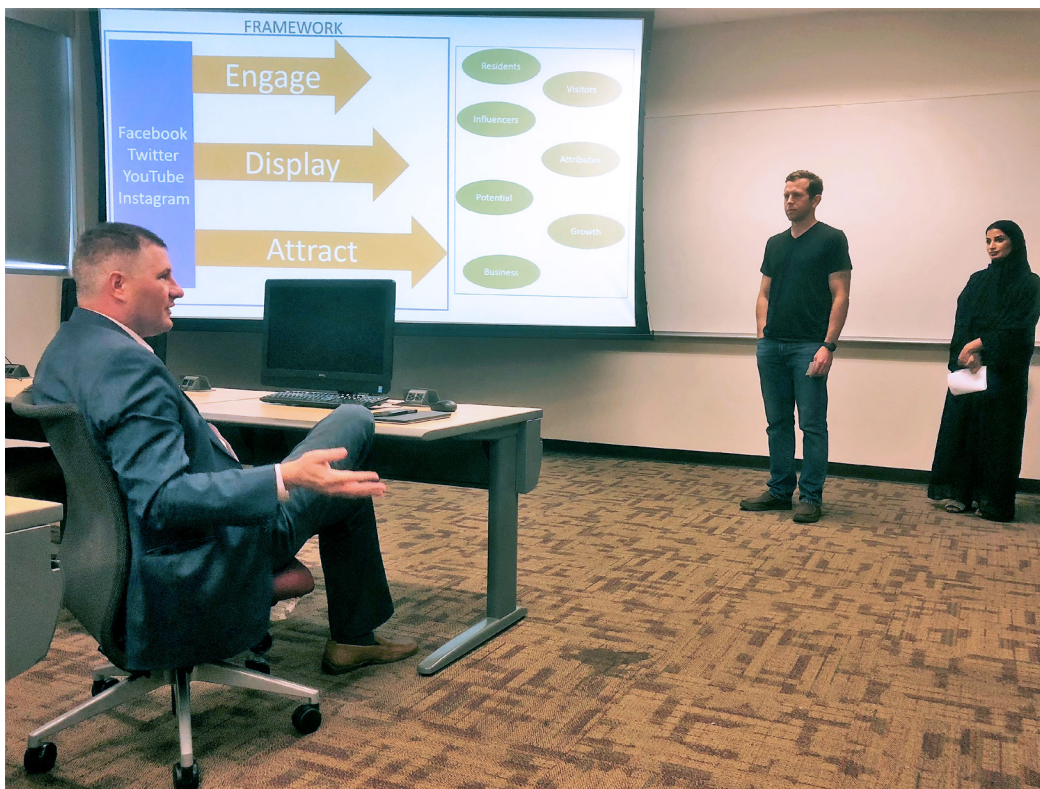


Figure 2 Brent Stoddard, Director of Public Affairs at Glendale, providing feedback to TWC 422 students on their project proposals at the ASU Polytechnic campus

RECOMMENDATIONS FOR LEVERAGING SOCIAL MEDIA FOR COMMUNITY ENGAGEMENT

Hire a Social Media Manager

Hire a Social Media Manager (SMM) to oversee Glendale's social media accounts and engage with the community online. The SMM should be bilingual in English and Spanish to reflect Glendale's diverse community (Carradini, TWC 422, p.3).

The SMM will ensure processes are executed properly for all social media correspondence/activity: content creation and management, inventory and budget, how and when to engage with constituents, and maintaining consistency (Carradini, TWC 422, p.11).

Smart Investments for Social Media Success

Use high-quality equipment & software to attain best image of Glendale, improving people's perceptions of the city (Carradini, TWC 422, p.4).

Ensure social media is easy to navigate on both desktop and mobile devices. (Carradini, TWC 422, p.3).

Invest in content-archiving software to comply with public records retention requirements (Carradini, TWC 522, p.4).

Obtain an approved budget that highlights realistic expectations on quality of content and extent of social media outreach plan (Carradini, TWC 522, p.10).

Other Strategic Recommendations

Utilize the "Engage, Display, Attract" strategy to connect with diverse communities (Carradini, TWC 422, p.2).

Utilize the 80/20 rule when posting social media content. 80% of content should be designed to entertain, inform, and educate users, while 20% should be designed with a promotional or marketing focus (Carradini, TWC 522, p.9).

Follow an eight-week implementation schedule to develop the social media plan's annual framework. Carradini and students provide a synthesized implementation plan featured in this report (Carradini, TWC 422, p.5-6).

RECOMMENDATIONS FOR LEVERAGING SOCIAL MEDIA FOR COMMUNITY ENGAGEMENT (CONT'D)

Content Generation Recommendations

Use social media to attract and build relationships with businesses, residents and tourists (Carradini, TWC 422, p.2).

Adopt best practices for formatting and scheduling posts to provide residents with predictable social media interaction (Carradini, TWC 522, p.9-10).

Purchase quality equipment and software to curate high-quality online media content (Carradini, TWC 422, p.7).

Promote local attractions, businesses, events; report useful information such as parking and directions (Carradini, TWC 422, p.2).

Incorporate live-stream videos and Tweets; always use high-quality images and videos (Carradini, TWC 422, p.2).

Choose appropriate platforms and posting strategies for designated target audiences (Carradini, TWC 422, p.5).

Create content and responses that are reflective of City values (Carradini, TWC 422, p.6).

Develop a response plan for major announcements, emergencies, public relations crisis situations, and/or escalated issues (Carradini, TWC 422, p.6).

Policy Recommendations

Create a Social Media Policy outlining expectations for all employees, reflecting Glendale's culture, organization, mission/vision, values (Carradini, TWC 522, p.1).

Create a Social Media Policy that is in compliance with the State of Arizona's First Amendment and Public Records Laws (Carradini, TWC 522, p.4).

Develop a protocol for reviewing analytics on a regular basis to maximize citizen engagement (Carradini, TWC 522, p.11).

Identify acceptable and prohibited content in the Social Media Policy (Carradini, TWC 522, p.11).

Consider registering a Trademark ("™") for the City of Glendale's redesigned branding completed in Fall 2018 (Carradini, TWC 522, p.2).

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FACULTY
DR STEPHEN CARRADINI

TWC 422: SOCIAL MEDIA IN THE WORKPLACE
HUGH DOWNS SCHOOL OF HUMAN COMMUNICATION

Engage, Display, Attract

**A Social Media Strategy for
the City of Glendale**

ACKNOWLEDGMENTS

Faculty

Dr. Stephen Carradini

Students

Selena Aguilar

Maryam Al-Kuwari

Fahad Alsamari

Crystal Bredeson

Emily Espinosa De Los Monteros

Scott Fowkes

Stella Huang

Jordan Jasper

Micaela Juarez Mastranzo

Farhan Khan

Cassidy Rios

Justin Sawyer

Jared Simmons

Joseph Stechnij

John Straus

Editors

Kiana Mays

Steven Russell

Stephen Carradini

Jenna Goad

Kayla Frost

Anne Reichman

Project Leads

Brent Stoddard

Jenna Goad

INTRODUCTION

The City of Glendale is a unique community, made up of diverse populations and interesting attractions. Some of the City's key demographics include the Hispanic population, the Active Living communities (retirement), local businesses, and event-goers. These communities make Glendale a city that is rich with cultural diversity, offering something for everyone. However, a challenge the City currently faces is being able to identify ways to effectively reach out to its many communities. For this reason, Glendale has decided to pursue a goal of using social media to engage with its communities in an inclusive way.

To support the goal, students from Dr. Stephen Carradini's course TWC 422: Social Media in the Workplace have developed a strategy for leveraging social media opportunities to enhance resident engagement, highlight attractions, and develop business opportunities. Students developed a three-pronged approach for their proposed plan, called "Engage, Display, Attract." The "Engage, Display, Attract" strategy employs four platforms (Facebook, Twitter, Instagram, and LinkedIn) to cover a broad spectrum of demographics and purposes. Students also developed an eight-week implementation plan and an annual framework built around Glendale's cyclical events. Once implemented, the framework will provide a solid foundation for easy expansion throughout the year.

To manage these new social media pages, students recommend that the City hires a Social Media Manager (SMM) who will engage with online audiences and oversee posts on these pages. The SMM will ensure timely responses to citizen concerns and make sure content is accessible on both desktop and mobile devices. The following report includes best practices for reaching out to target audiences, a suggested budget, an implementation schedule, and example content with guidelines for a successful social media strategy. If implemented strategically, a social media plan will aid Glendale in marketing its events, informing residents, and promoting a more positive image of the City.

Beyond the benefits of advancing Glendale's social media presence, there is an opportunity to promote social/cultural sustainability within the City. Social media provides an inclusive, approachable platform for citizens of all socioeconomic backgrounds to voice their interests and concerns. Social media is a means for promoting a city's culture. People feel proud of their communities when they feel like they are a part of a larger culture. When used effectively, Glendale will be able to harness the outreach power and connectivity of social media, reaching a widespread positive impact on their city and its citizens.

Editor's Note

This report section is composed of the top findings by students in TWC 422. These findings were derived from their four individual student papers, which go into greater depth on each topic.

RESEARCH METHODS

Students utilized information from city-data.com to obtain key data on Glendale's demographics (Carradini, TWC 422, p.3). This informed their recommendations for utilizing Facebook, Instagram, Twitter, and LinkedIn as primary social media platforms. Their suggested budget comes from personal experiences with software and technology, as well as researching best practices from other social media professionals. Their proposed salary for the Social Media Manager comes from the Bureau of Labor Statistics (Carradini, TWC 422, p.10). Students also conducted research on Glendale's peer cities to compare examples of content and determine a content release schedule.



Figure 3 Student in TWC 422 presenting to Brent Stoddard, Director of Public Affairs for the City of Glendale

FINDINGS & RECOMMENDATIONS

Target Audiences

The majority of Glendale's population is composed of White and Hispanic residents. The median age is 35 years old and the median household income is \$51,022 (Carradini, TWC 422, p.3). The City also has many active living communities, with 10% of Glendale's population above the age of 65. Social media can be used to encourage retirees from outside Glendale to move to these communities. Glendale's Spanish-speaking residents can be addressed by embracing minority communities and celebrating cultural diversity as a unifying characteristic of the city. In doing so, social media posts directed towards this community should be bilingual (English and Spanish).

Another important audience is tourists. These are people who are interested in attending events in the city and checking out local attractions. They provide significant revenue for Glendale and its businesses, so including them in the strategy is important. Finally, the business sector will be addressed to expand opportunities in private/ municipal partnerships and promote economic development. They will be addressed by showcasing Glendale as a thriving economic hub in the Valley and by presenting opportunities for new businesses to come to the city.

Social Media Demographics

<p>Hispanic</p> <p>Facebook, Instagram</p>	<p>Retiree</p> <p>Facebook</p>
<p>Business</p> <p>LinkedIn, Twitter</p>	<p>Tourist</p> <p>Facebook, Twitter, Instagram, LinkedIn</p>

Figure 4 Based on the students' research, this table recommends the most effective platforms for engaging the four identified target groups.

Budget

Social media is not just about providing content. In most cases, it takes quality equipment, paid interactions, and an expert in communications to make this content come to life. An organization's online presence is a direct reflection of its image, so it is imperative that its social media depicts a positive message.

High-quality videos, audio, and images can elevate a city's image by showcasing attractions in a light that is engaging, fun, clean, and safe. The SMM should be provided with quality equipment and software. Adobe Suite is currently one of the best, most versatile digital media editing software available. This software will help the SMM curate beautiful, cohesive content to post on all of the City's platforms. It is also recommended that the SMM be provided with a laptop and DSLR camera for curating and posting content on the go.

Advertisements and sponsored posts are a common way for organizations to promote themselves. Glendale can use this feature, which is available on all recommended social media platforms, to capture new audiences, such as those who are curious about Glendale or who may have disregarded the City in the past. This is also a way to highlight local attractions and drive business. Most of the larger expenses in the example budget are upfront costs, so with a well-devised budget, the City can expect that its social media plan will be able to pay itself off within just a couple years.

With places like the Gila River Arena, State Farm Stadium, and Westgate, Glendale already has amazing attractions to showcase. The following budget is a higher-range estimate of the upfront and yearly costs of starting and maintaining a social media strategy. Its purpose is to give the reader an idea of important purchases related to this plan and how to budget for it.

Social Media Plan Budget

Upfront Costs	
Apple MacBook Pro	\$2,800
Lighting: Bescor LED200KB	\$329.95
Rode Microphones (lightweight)	\$99
Amazon Basics 60" Tripod	\$23.49
Nikon D850	\$3,218.49
Panasonic HC-V770 HD Cam-corder	\$448
Subtotal	\$6,918.93

Variable Costs	
Bilingual SMM Salary	\$47,000/year (indeed.com)
Adobe Suite	\$600/year
Twitter Ads	\$36,000/year
Facebook Ads	\$42,000/year
Instagram Ads	\$12,000/year
Subtotal	\$137,600

Total Cost for First Year: \$144,518.93

Table 1 High-level estimate of costs associated with the social media manager position. Dollar amounts are based on student recommendations, and may vary from Glendale's needs and budget availability.

Implementation Schedule

In their final report, students provided an eight-week implementation plan. The first week involves developing the plan's annual framework. During this week, it is crucial that attention is paid to the annual calendar for recurring events and that positive coordination is made with appropriate teams to ensure the following weeks of the plan go smoothly.

Week 1

Build the plan's framework for cyclical events. Utilize the City's calendar to solidify annual plan with execution dates for the selected content. If possible, select execution date that coincides with major recurring event. Coordinate the plan and schedule with appropriate municipal teams. Collect information of adult living communities within active social media accounts. Also collect information of leaders and influencers for communication with the Spanish speaking community.

Week 2

Coordinate with the City of Glendale media staff to brief initial concept of plan and anticipated utilization.

Week 3

Media staff capture images to be used as account profile pictures and background pictures.

Week 4

Create or review established accounts for the City of Glendale on each platform: Instagram, Facebook, Twitter, and LinkedIn.

Week 5

Clean up any old content that is either irrelevant or not aesthetically appropriate. Create bios that are informative and interesting for all accounts. Set up Instagram and Facebook advertising accounts. On pre-established accounts post information for upcoming changes to social media scheme.

Week 6

Create a promotional picture for Instagram and Facebook that will kick off the new social media initiative. Redirect the City of Glendale's current followers to the new sites and pages. Reach out to adult living communities, community leaders, and influencers' social media pages.

Week 7

Create a promotional video for Facebook that will kick off the new initiative and inform Glendale's current followers to follow the new content. The link to this video will be included in their Instagram bio and LinkedIn profile.

Week 8

Initiate social media plan and reset schedule to Week 1 for content release.

Figure 5 Implementation schedule (Derived from Carradini, TWC 422, p.6)

Social Media Platforms

Facebook

Facebook is the largest social media platform in existence today, with more than 2.07 billion monthly users. More than half of these users engage with Facebook daily. Aside from its popularity, this platform could greatly benefit the City of Glendale in its social media strategy because it includes built-in data analytics software and advertising options. Likewise, Facebook offers the ability to host live chats and engage directly with the community through direct messaging and post interaction.

Strategic Recommendations for Facebook

1. Set up a business account for the City of Glendale. This operates differently from a personal account, allowing verified users to create advertisements, event pages, etc.
2. Keep up with analytics of organic and paid audiences. If organic analytics aren't increasing with average posts, use more paid advertising.
3. For small events, begin posting promotional content two weeks prior to the event.
4. For large events, begin posting promotional content one month in advance.
5. On posts, include link to city website page whenever possible, to encourage online traffic to the site.
6. Respond to comments and direct messages from constituents within an appropriate timeframe.
7. Utilize "Facebook Live" video streaming to promote local events.

Twitter

Through the use of Twitter, the City of Glendale has the ability to post instantaneous news content. **Twitter serves as a microblogging platform**, for people and organizations to share quick and entertaining information to a broad range of audiences. Like Facebook and Instagram, Twitter also has analytics tools that can be utilized to track interactions.

Strategic Recommendations for Twitter

1. Share local news to viewers.
2. Avoid posting bad news to promote a positive image of the City.

Instagram

Instagram is an effective tool for showcasing the city through pictures, videos, and live content.

This platform is ideal for gaining the attention of younger audiences. Instagram is owned by Facebook, so the analytic tools are similar and there are opportunities to post to both platforms simultaneously.

Strategic Recommendations for Instagram

1. Use Instagram to share professional, high-quality photos.
2. Post digital flyers to inform followers of upcoming events.
3. Include a link to the city website in the biography section of the account.
4. Respond to direct messages and comments from followers in a timely manner.

LinkedIn

LinkedIn is a social media platform designed for business networking.

This platform gives municipalities the opportunity to bring business marketing to life through photos, videos, and enticing articles. This platform could be beneficial to the city in building business relationships and potential partnerships.

Strategic Recommendations for LinkedIn

1. Post professional events occurring in the city.
2. Include pictures and videos to create eye-catching content.
3. Showcase Glendale's business community on this site.

Sample Content

Figure 6 Social media content from peer cities

CONCLUSION

Social media requires more than just posting content. It requires proper management, strategy, and engagement to create a long-lasting, positive impact. It is important that the City of Glendale tracks the progress of its social media analytics to determine if social media is helping accomplish its goals. The City has great opportunities for growth in its online presence. The students have identified numerous recommendations for reaching target audiences through the most appropriate social media platforms. They have found that these platforms can be used not only for posting content, but also as a tool for engaging with the community and building new relationships. With the right direction, Glendale will be able to promote a positive image of their city and bring in new visitors and business.

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FACULTY
DR STEPHEN CARRADINI

TWC 522: SOCIAL MEDIA IN THE WORKPLACE
HUGH DOWNS SCHOOL OF HUMAN COMMUNICATION

Social Media Rules, Policies & Procedures

**Best Practices for Safe and
Effective Social Media Use**

ACKNOWLEDGMENTS

Faculty

Dr. Stephen Carradini

Students

John Aitcheson

Chelsey Ballarte

Darcia Canby

Ri'Ann Holmes

Jodi Lewis

Urvashi Manral

Mark Mastaw

Jennifer Port

Patricia Smith

Amanda Stoneman

Jennifer Tayco

Editors

Kiana Mays

Steven Russell

Stephen Carradini

Jenna Goad

Kayla Frost

Anne Reichman

Project Leads

Brent Stoddard

Jenna Goad

INTRODUCTION

Students from Dr. Stephen Carradini's accelerated graduate course, TWC 522: Social Media in the Workplace, spent the past semester designing a document to guide the City of Glendale in creating and maintaining a social media management system. With further development and review, the student content could serve as a draft operations document for a "Social Media Plan." A fully developed Social Media Plan will ensure proper usage and management of social media for the newly formed position of the City's Social Media Manager (SMM). The document outlines three main components: policies, rules, and procedures.

The students recommend that policies be put into place to avoid issues such as copyright and security issues. Possible policy actions include: registering a Trademark for the City of Glendale's redesigned branding, use of a disclosure agreement, managing passwords properly, installing record retention policies, adopting a content management system, and ensuring all possible threats are reported to proper authorities and dealt with on social media. Glendale must also ensure all activity on social media complies with local, state, and federal laws.

Rules are imperative to a social media strategy. Rules recommended by the students outline defined audiences, platforms, content, timing, message, situational procedures, and tone/voice. The document includes a detailed chain of command process for use in events defined as social media crises. The students' guidelines also provide information regarding the curation and creation of content, which, when followed, will maximize engagement. These guidelines include the 80/20 rule, day/time/frequency constraints, and content type/length/size.

Documented procedures ensure that the SMM has a defined list of daily activities, an understanding of all administrative guidelines, and a defined chain of command. The SMM will ensure processes are executed properly for all social media correspondence and activity: content creation and management, inventory and budget, how and when to engage with constituents, and maintaining consistency.

RESEARCH METHODS

Students conducted a literature review on a wide array of sources. Their research methods include a review of policies, rules, and procedures from an assortment of professional and academic peers. Other cities' and countries' social media standards were also explored. Court cases and laws were reviewed to ensure any and all recommendations adhere to local, state and national laws. Articles from a variety of resources related to the topic of social media management were referenced for the most up-to-date information on posting, curating, and managing social media. All research conducted ensures that the recommendations included in this document present proper guidance for creating a modern social media management plan.

FINDINGS & RECOMMENDATIONS

Policies

The City of Glendale must ensure all activity on its social media platforms follow local, state and federal laws. Policies should be put into place to avoid issues with copyright, security, and safety. Carradini and students highlight best practices for social media use, as well as recommendations for handling intellectual property/copyright, records retention, and threat management in the policies section of their report.

Recommendations for Best Practices

- Employees may associate themselves with the City of Glendale when posting, however, they must clearly mark their online activities as their own. Employees are prohibited from using derogatory terms and from disclosing confidential information (Carradini, TWC 522, p.2).
- All employees given access to post content to social media sites should sign a disclosure agreement so as to abate the improper disclosure of private or privileged information (Carradini, TWC 522, p.2).
- Criminal activity must be reported to the proper authorities in order to be appropriately investigated (Carradini, TWC 522, p.2).
- Abide by Terms of Use for sites and make Terms of Use available for users of City of Glendale sites (Carradini, TWC 522, p.2).
- Obtain legal clearance for any sweepstakes/giveaway activities (Carradini, TWC 522, p.2).

Intellectual Property (IP)/Copyright

To formulate recommendations for the City of Glendale's social media policy, specific social media policies and articles providing guidance for social media policies were reviewed. The following is a list of recommendations related to the use of Intellectual Property (IP) and Copyright based upon this research.

Recommendations for Intellectual Property/ Copyright

1. **Register a Trademark** “™” for the City’s redesigned branding completed in Fall 2018 (similar to the City of Mesa, as it is the same consultant designing Glendale’s logo) (Carradini, TWC 522, p.2).
 - Implement a brand standard guide to ensure proper usage of the redesigned logo in all official City media (Carradini, TWC 522, p.2).
 - Create a policy document outlining expectations for all employees reflecting the City of Glendale’s culture, organization, mission/ vision/values, and employee expectations when engaging with the City’s social media (Carradini, TWC 522, p.2).
 - Photographers and videographers creating content for the city should be both contracted and sign an IP permission form, allowing the City to use their created IP. This document should be signed prior to the professional’s first photo/video session (Carradini, TWC 522, p.2).
 - The SMM should monitor daily the use of the City of Glendale logo, including retweets, reposts, and new content using the logo (Carradini, TWC 522, p.3).
2. The City should **develop a form for the community/social media users to request permission to use the logo for events.** Permission should be granted (when appropriate) with a caveat such as, “The user of the logo must post about the event on the City’s social media platforms.” This will increase usage and heighten interaction with the City while also promoting events the City chooses to endorse (Carradini, TWC 522, p.3).
 - Maintenance of a list of approved City employees for social media posting and content creation should be updated bi-annually to reflect personnel changes/department reorganization. Should the personnel of the City change drastically, a revision/ update of permitted individuals should be completed regardless of the bi-annual schedule (Carradini, TWC 522, p.3).

3. For individuals permitted to use the City of Glendale social media for content creation, these **approved persons should obtain approval for content and sign an acknowledgment form prior to posting**, or receive specific guidance from the SMM (Carradini, TWC 522, p.3).
 - These records should be kept on file by the SMM and include an annual refresher course for all approved employees (Carradini, TWC 522, p.3).
 - The City's legal team should draft guidelines for handling the potential disclosure of confidential information. All employees given access to post content to social media sites should be trained on this information; records of training attendance should be maintained by the SMM (Carradini, TWC 522, p.3).
4. Use discretion when posting content. An approval process might be needed for specific content. The SMM should notify all content creators working as city employees of their copyright/IP rights. The City of Glendale's legal team may need to be consulted (Carradini, TWC 522, p.3).
 - The City's legal team should devise guidelines regarding the City's interpretation of Fair Use and review terms and conditions for social media platforms being used.
 - The City's legal team should devise a disclaimer statement to be used when posts/content does not come directly from the SMM; it may be necessary to include a disclaimer on content external of direct posts from the SMM (Carradini, TWC 522, p.3).
 - The City's technology department should work with the SMM to ensure the passwords to the City's social media accounts are changed every 90 days (Carradini, TWC 522, p.3).
 - The SMM will maintain lists of all active passwords for social media accounts (Carradini, TWC 522, p.3).
 - Policies should be reviewed by the City Manager and other necessary employees and revised as necessary on an annual basis. Should a social media crisis occur, review of these policies should occur as part of the debriefing (Carradini, TWC 522, p.4).

Editor's Note

LastPass, Dashlane, and Roboform are all popular programs that provide secure password vaults.

Records Retention

The following information was taken from the Arizona State Library Archives and Records Retention Guidance on Social Networking. According to this organization, it is the content and the intent of the communication that determines whether these communications will qualify as records, and the specific retention period required for such records. The content created or received will determine what type of record series is most appropriate for the information. The records series will then determine the retention period needed for such records. Only unique records must be retained. Media that is retained elsewhere before being posted on Social Media does not have to be archived. However, comments, posting and feedback are all original content and should be retained.

Recommendations for Records Retention

1. If the City is not prepared to manage messages posted to its page, then the City should consider turning off the capability of allowing others to leave wall posts (Carradini, TWC 522, p.4).
2. Whenever and wherever possible, use a title or heading for posts and limit communications/blogs to a single topic; this will make it easier to manage records and convey information to audiences (Carradini, TWC 522, p.4).
3. **Purchase and implement a Content Management System (CMS)** which interfaces with the City's database connected to its current email system. Bidding out several systems may ensure the most effective use of municipal funding (Carradini, TWC 522, p.4).
 - **Digi.me:** a free record-archiving software available to the public.
 - **TWInbox:** Outlook plug-in that works directly within Outlook. By creating folders you can keep a copy of Tweets sent and received. This plug-in is free.
 - **PageFreezer:** creates digital snapshots on a schedule that you set. This service charges a monthly fee.

Threat Management

Social media policies for Canada, South Africa, Germany and the United States were researched. After investigating the content of said policies, United States legal court cases were researched for other states and on a federal level to determine precedence for content to include in this section. The City of Mesa's Social Media Policy was reviewed to determine the language and inclusion. Finally, United States law and Arizona State Law were reviewed to determine which statutes would govern the Threat Management section of this Social Media Policy.

In this section, due to its legal parameters, the policy itself was written with language included in accordance with all existing legal statutes on a United States federal level, and according to Arizona State Law. The language may be modified as long as it stays within the parameters of current legislation.

Recommendations for Threat Management

1. **Make the purpose of the social medium clear, signifying how it will benefit the City of Glendale's citizens (Carradini, TWC 522, p.5).**
 - a. Sample text: "The City of Glendale offers its social medium to better serve its constituents and bring all problems to a faster resolution."
2. **State the terms for public messages, posts, or comments (Carradini, TWC 522, p.5).**
 - Sample text: "The City of Glendale, in accordance with the Bill of Rights, may allow citizens to freely message, post and comment (hereafter referred to as 'communique') publicly on any social media platforms such as Twitter, Facebook, Instagram, YouTube, etc. and via means of blogs, Vlogs, wikis, etc. unless the language is deemed to be criminal in any way. All criminal communique will be handed over to the Police Department and investigated in accordance with State and Federal Laws."
3. **Include a Social Media Communique (Post) Removal Policy.**
 - Sample text: "The City of Glendale reserves the right to block or remove (hide) any communique (messages, posts, or comments) from public display that, as advised by legal counsel, violate federal and state legislature, or this Removal Policy. However, according to Arizona State's First Amendment and Public Records Law, these communiques must be archived for at

least two years and available on request per the Freedom of Information Act unless the request falls under one of the nine exemptions.”

4. **Define criminal social media posts** (including hate speech) in accordance with the State of Arizona and Federal Law. Define resulting consequences accordingly. (Carradini, TWC 522, p.5).

- Sample text: "The following types of criminal communicate fall under the removal policy for the City of Glendale and will be prosecuted to the full extent of the law:
 - **Libel comments** – the burden of proof being actual malice as defined by Arizona Law, Title 12, Chapter 6.
 - **Racist or obscene comments** against any person on basis of their protected rights (race, ethnicity, national origin, sexual orientation, gender, gender identity, religious affiliation, age, disability, or disease).
 - **Threats** – indirect or direct violent threats of personal harm or terrorism.
 - **Cyberbullying** – criminal stalking and harassment by means of computer as defined in the United States Code, Title 47, Chapter 5, Subchapter II, Part 1, Section 230.
 - **Extortion** – demanding and obtaining goods or services through the use of force or threats.”

5. **Define aggressive (off-topic) social media posts** and the resulting consequences.

- Sample text: “The City of Glendale reserves the right to cease all aggressive communicate used to promote or incite discord within the City of Glendale’s social media sites. Violators of the following aggressive communicate will be demanded to stop all incendiary comments immediately. The City of Glendale reserves the right to block access to the City of Glendale’s social medium for repeated offenders of this policy. This is to stop all aggressive communicate before it escalates into cyberbullying (Carradini, TWC 522, p.6).
 - **Trolling** – off-topic, inflammatory, derogatory communicate posted for personal gain or amusement.
 - **Deliberate Flaming** – hostile communicate, often involving profanity, intended to ignite a heated discussion (flame war).
 - **Posting Flame Bait** – intentionally posting argumentatively charged communicate as the ignition to engage in deliberate flaming.”

6. End the Threat Management section with a liability statement (Carradini, TWC 522, p.6).

- Sample text: “The City of Glendale is not liable for any criminal, aggressive, or all other communicate posted by any constituent; the thoughts and opinions of individuals as posted on all social media sites are not the express thoughts or opinions of the City of Glendale and shall not be deemed as such. All City of Glendale communicate will be denoted with the City of Glendale’s registered Trademark. ‘TM’”

Rules

It is imperative to create a social media strategy that includes defining the audience, platforms, content, timing, message, crisis management, and tone/voice. Social media contributors will follow an established set of rules to responsibly share the messages of the City of Glendale on social media platforms. Based on best practices, these rules are designed to enable the city to meet the needs and expectations of its citizens, as well as social media users, while safeguarding its reputation and online identity. In the previous report done by TWC 422, target audiences and best social media platforms were identified. The rules in this report signify how the City can leverage these audiences and platforms to create the most engagement.

Creating Content & Responses That Reflect City Values

When publishing on social media, all content serves as a reflection of the city. Value for citizens, businesses and employees will be created through purposeful communication. All communication should reinforce the City’s values of integrity, ethics, transparency and honesty.

Recommendations for Content & Responses

1. Engaging, informative, and error-free content should be created to appeal to the City’s target audience. High-quality content that addresses the needs of the audience will engage a vast array of users (Carradini, TWC 522, p.7).
2. Content should be clear, reliable and easy to digest. All communication should support the City’s reputation for being fair, accountable and inclusive (Carradini, TWC 522, p.7).
3. **Where applicable, include a greeting and demonstrate transparency with city employee user names or initials of City employees** to ensure that social media responses reflect a personal, courteous and professional tone. (Carradini, TWC 522, p.7).

4. Always maintain a friendly, conversational, and personable tone when posting any content on the City's social media accounts. Address any negativity with positivity on social media (Carradini, TWC 522, p.7).
5. Decide which issues need to be solved in private or public communication. **Do not ignore any comments, feedback or queries from users.** Even if users write negative comments or reviews, respond to all content in an appropriate and professional manner (Carradini, TWC 522, p.7).
6. **Avoid posting or sharing content on sensitive topics** including, but not limited to, religion, politics and tragic situations. Always consider the City's values in posting or sharing social media content (Carradini, TWC 522, p.8).
7. Respond to constituents promptly. Develop a pre-approved content template to provide timely responses. (Carradini, TWC 522, p.8).

Recommendations for Major Announcements, Emergency/ Public Relations Crises, & Escalated Issues

1. Planning (Carradini, TWC 522, p.8)

- Develop a response plan that is ready to implement within one hour of the event.
- Identify a team of employees and contingency staff to implement the plan.
- Create a clear chain of command that outlines roles and responsibilities (See Figure 1 on page 37).

2. Training (Carradini, TWC 522, p.8)

- Coordinate social medial literacy and policy training for all employees.
- Ensure all team members understand their duties and the location of needed resources.
- Practice realistic drills to evaluate and improve preparedness to implement the response plan.

3. Creating Content (Carradini, TWC 522, p.8)

- Develop pre-approved messages for use in diverse situations.
- Determine an appropriate response for a situation and escalate through the chain of command.
- Communicate the facts with a clear, transparent and consistent message in an appropriate tone.

4. **Dealing with an Emergency or Crisis Situation (Carradini, TWC 522, p.8)**
 - Assess the situation by harnessing all tools and resources and listening to citizen needs.
 - Monitor the situation constantly to evaluate the trend and volume of social media response.
 - Keep the team and leadership advised of changes in the situation and plan implementation.
5. **Following a Situation (Carradini, TWC 522, p.8)**
 - Continue to monitor the situation and associated communication.
 - Debrief with team members to review, reflect and evaluate the event and the plan.
 - Analyze, summarize and disseminate key findings and implement any needed changes.

Social Media Chain of Comand

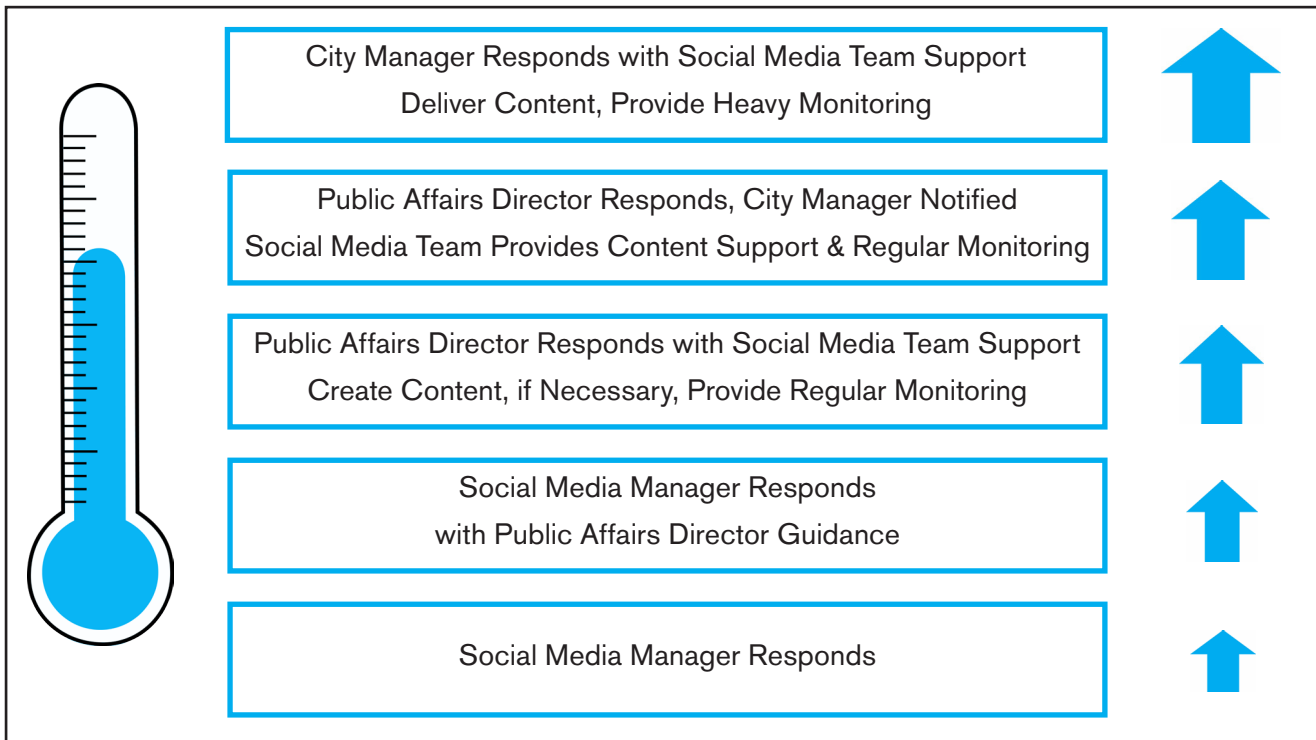


Figure 7 Glendale Social Media Team Chain of Command. As situations escalate, the SMM passes on responsibility up the chain of command.

Content Curation

The City of Glendale will use social media platforms to communicate information that will engage and inform its target audience. Social media platforms will be used to promote events, make public announcements, offer facility services, and more. Social media may also be used to make important announcements or share emergency information. Communication should span visual content, live videos, blogs, and podcasts. Best practices demonstrate that 80% of social media content should be designed to entertain, inform and educate users, while 20% should be designed with a promotional or marketing focus. Several tables follow which can serve as handy research-backed best practice guides on posting to various social media platforms.

Content Curation Rules-of-Thumb

80/20 Rule

80% content should be designed to entertain, inform, and educate users	20% should be designed with a promotional or marketing focus
--	--

Image Sizing

Platform	Image Type	Pixels
Facebook	Uploaded	1200 x 900
Facebook	Shared	1200 x 630
Twitter	Uploaded	1024 x 512
LinkedIn	Uploaded	1200 x 627
Instagram	Uploaded	1080 x 1080

Character Count

Platform	Content Type	Character Count
Facebook	Update	40 - 80
Twitter	Tweet	71 - 100
LinkedIn	Update	50 - 100
Instagram	Caption	138 - 150

Figure 8 Content curation rules-of-thumb

Best Times & Days to Post Content on Social Media

Platform	Audience	Best Days	Best Time
Twitter	Business	Monday - Friday	9am - 3pm
Twitter	Consumer	Weekends; Wednesday	9am - 3pm
Facebook	All	Monday - Friday (Usage spikes on Fridays)	1pm - 4pm
LinkedIn	All	Tuesday - Thursday	12pm; 5pm - 6pm
Instagram	All	Weekdays	11am - 1pm
Pinterest	All	Friday; Saturday	9am - 3pm
Google+	All	Wednesday	Early morning; evening

Figure 9 Best times and days for posting content

Frequency of Updates

Platform	Frequency	Timeframe	Additional Info
Twitter	5 tweets per day	Normal work hours	Slight decrease in engagement occurs after 3rd tweet
Facebook	2 posts per day	Lunch; breaks	Likes & comments decrease after two posts
LinkedIn	Limit 1 post per day 20 posts per month	Weekdays during work hours	Maintain a professional tone
Blog Posts	2 posts per week	n/a	Keep posts long, interesting, and descriptive
Instagram	1 - 2 posts per day	Lunch; breaks	Think high quality over high quantity
Pinterest	~5 pins per day	n/a	Do not exceed 10 pins per day
Google+	2 posts per day 5 days a week	n/a	Low posting frequency decreases site traffic

Figure 10 Frequency of updates

Procedures

The SMM will work directly under the Public Affairs Director. He/she will be responsible for maintaining and growing the City of Glendale's online presence. Documented procedures ensure that the SMM role has a defined list of daily activities, an understanding of all administrative guidelines, and a defined chain of command. The SMM will ensure processes are executed properly for all social media correspondence/ activity: content creation and management, inventory and budget, how and when to engage with constituents, and maintaining consistency.

Levels of Approval

1. Social media posts and multimedia products that contain quotes or information from elected officials may require an additional level of approvals from their respective public affairs officers (Carradini, TWC 522, p.10).
2. Any and all purchases of equipment, software, or paid advertising must be approved by the Director (Carradini, TWC 522, p.10).
3. **The SMM does not need to seek approval for content that has already been approved.** For instance, if a press release has been approved and published, exact wording from the press release may be used on social media without approval (Carradini, TWC 522, p.11).
4. The SMM should work collaboratively with the public affairs offices of community partners such as sports teams or event coordinators. These partners do not need to approve content but should speak ahead of time and agree on tone, hashtags, and media (Carradini, TWC 522, p.11).

Inventory and Budget

1. The SMM will maintain a full inventory of the City's official social media accounts and any physical equipment, and will work collectively with the Public Affairs Director and City Manager on new social media initiatives that require large expenditures (Carradini, TWC 522, p.13).
2. Guidelines for password security will be established by the IT department (Carradini, TWC 522, p.13).
3. All current social media accounts not in compliance must create new, compliant passwords (Carradini, TWC 522, p.13).
4. The IT department will maintain a backup list of the login credentials for all official City of Glendale social media accounts (Carradini, TWC 522, p.13).

Content Development

1. **The SMM should keep abreast of current conversations and trends in order to generate content that is relevant and appropriate** (Carradini, TWC 522, p.11).
2. Look to citizens' comments for topics for new posts, and take advantage of existing content on City websites and social media platforms by cross-promoting it (Carradini, TWC 522, p.11).
3. The SMM should use his or her best judgment about the content of posts (Carradini, TWC 522, p.11).
4. Pause and think before posting. Anything questionable, no matter how slight, should not be posted (Carradini, TWC 522, p.11).
5. Not all content needs to be original (Carradini, TWC 522, p.12).
6. The SMM should prioritize original content and links back to City of Glendale websites, but it is also acceptable to share outside content (Carradini, TWC 522, p.12).
7. The SMM should research and apply the best practices in regards to reposting content on specific platforms. For example, current best practices suggest that the goal should be to ensure that re-shared content makes up less than 40% of total posts on Facebook and Twitter (Carradini, TWC 522, p.12).
8. All content shared must abide by laws governing copyright and fair use of copyrighted material owned by others (Carradini, TWC 522, p.12).
9. **Content should be written in the first person, in a conversational tone that reflects the enthusiasm of a thriving community.** The tone should match the audience, content, and situation, while maintaining an optimistic stance and striving to be encouraging and helpful. Language should be kept simple and should always be respectful, keeping in mind that Glendale's residents reflect a diverse set of experiences, customs, values and points of view (Carradini, TWC 522, p.12).
10. Content should be posted in a variety of forms, including but not limited to, text, videos, photographs, graphics, and links. Content should be produced in the accepted style and format of the platform to which it is being posted. **Content should be enriched by including links to other sources and/or attaching necessary documents.** Include links back to the City of Glendale website if applicable, and when content references a law, regulation, policy, or other website a link should be provided if possible (Carradini, TWC 522, p.12).

11. Scheduling software should be used to maintain an editorial content calendar and to manage posts on all platforms. **The majority of content should be planned and scheduled in advance** (Carradini, TWC 522, p.12).
12. Analytics should be used to gain audience insight and to evaluate content and platform effectiveness, with a goal of maximizing citizen engagement (Carradini, TWC 522, p.12).
13. Evaluation and adaptation should be a regular and continuous process (Carradini, TWC 522, p.12).

Mandatory Notices

1. Visitors to any City of Glendale social media site who choose to follow links to external sites or social media profiles should be advised that the City is not responsible for the content that appears on these pages, and that the City disclaims any and all responsibility and liability for any materials that the City deems inappropriate for posting, which cannot be immediately removed (Carradini, TWC 522, p.13).
2. Visitors should be informed that **comments posted by members of the public are the opinion of the commentator or poster only**, and the posting of a comment does not imply the City's endorsement or agreement, nor do public comments necessarily reflect the opinions or policies of the City (Carradini, TWC 522, p.13).

Acceptable Content

1. Any content made on any of the City's social media accounts is a direct reflection of the City of Glendale. Accordingly, **all posts must adhere to the highest ethical standards and use appropriate grammar and style** (Carradini, TWC 522, p.13).
2. Social media posts should maintain a professional and tactful tone. Failure to maintain a professional tone is a significant pitfall that can result in the City's lack of control over a message (Carradini, TWC 522, p.13).
3. Any errors must be promptly acknowledged and corrected (Carradini, TWC 522, p.13).
4. Any content or information which requires the approval of upper management must go through the requisite approval process prior to posting (Carradini, TWC 522, p.13).

Prohibited Content

1. **City employees are not to use social media to disparage the City of Glendale, City elected officials, or fellow employees** (Carradini, TWC 522, p.13).
2. Employees are prohibited from using any of the City's social media accounts for solicitations of commerce, or to endorse or disparage any commercial products, services, entities or political candidates (Carradini, TWC 522, p.13).
3. **No posts are to be deleted unless they are in clear violation of the City's Social Media Terms of Use** (Carradini, TWC 522, p.13).
4. City employees are prohibited from conducting personal business through City or department social media accounts (Carradini, TWC 522, p.13).
5. Posting profane language, sexually explicit or other obscene content, or using hate speech on any of the City's social media accounts is grounds for immediate termination (Carradini, TWC 522, p.13).

Administrative Guidelines

1. All social media accounts are required to be created and centrally managed by the SMM (Carradini, TWC 522, p.11).
2. With the exception of Police and Fire, the SMM is responsible for all aspects of the City's social media accounts, including content and retention (Carradini, TWC 522, p.11).
3. All official social media profiles must clearly identify the pages as created and managed by the City of Glendale, identified as a department, agency or division of the City (Carradini, TWC 522, p.11).
4. **Social media posts should include links back to the City's official website** for users to obtain further information, online services or official statements from the City (Carradini, TWC 522, p.11).
5. Refrain from using social media to announce emergencies if/when possible. Social media can be best used to amplify the broadcast of this information, but only after standard emergency public information protocols have been followed (Carradini, TWC 522, p.11).
6. The SMM should draft content at least two weeks in advance and allow the Director up to three days to approve the content (Carradini, TWC 522, p.10).

Privacy, Security, and Confidentiality

1. Social media and Internet use should not be considered anonymous (Carradini, TWC 522, p.13).
2. Employees should be aware that privacy settings for social media sites are constantly changing (Carradini, TWC 522, p.13).
3. **Any content posted to a City of Glendale social media site is subject to public disclosure** (Carradini, TWC 522, p.13).
4. Users should be aware that there is no such thing as a “private” social media site, and should not post personal information with the expectation that it will be kept private and/or protected (Carradini, TWC 522, p.13).
5. Users can circumvent privacy controls for any content published on social media or the Internet in general with a simple screenshot (Carradini, TWC 522, p.13).
6. A good rule of thumb when posting social media content is the “headline test” – if it is not something you would feel comfortable seeing in the media, or being seen by co-workers, supervisors, etc., do not post it (Carradini, TWC 522, p.13).
7. Posting content containing confidential or proprietary images or information is prohibited. This includes, but is not limited to, personal identifying information of individuals, restricted City information, and information about City business development, partnership negotiations and projects, investigations, or procurements (Carradini, TWC 522, p.14).
8. Employees may not post any social media content which is protected by the City’s data privacy policy or any data privacy laws (Carradini, TWC 522, p.14).

How and When to Engage with Constituents

1. **Social media interactions must involve responding to the postings of followers.** If the City only pushes information upon its followers, and fails to interact, there is no incentive for the followers to provide positive feedback or constructive criticism (Carradini, TWC 522, p.14).
2. **When creating a social media outreach organization, it is important to maintain consistency in all posts and responses.** Followers should feel as though they are speaking to a single mind, even if it is a multi-person group that is creating or responding to social media postings (Carradini, TWC 522, p.14).

Handling Hostile Constituents

Every social media posting runs the risk of encountering a hostile response. This is an inevitable occurrence that can be managed. **There are three important points to remember when handling a hostile response to a social media post:**

1. Courtesy is required to ensure that a single upset individual does not become a catastrophic loss of control. Responding to a hostile situation in kind can result in social media backlash. The goal of any interaction is to maintain a calm and professional demeanor and prevent the response itself from becoming a new issue (Carradini, TWC 522, p.14).
2. It is necessary to show concern for every grievance; however, it is not necessary to make every discussion public. Example: “I truly apologize for your experience. We would like to offer you the opportunity to speak with one of our management team members to better understand this situation and ensure that it does not happen to others. Please contact us at conflictresolution@organization.com” (Carradini, TWC 522, p.14).
3. Not every resolution is going to correct the issue, but every interaction should be an attempt to minimize any impact to the public image of the City (Carradini, TWC 522, p.14).

CONCLUSION

Although social media is a highly accessible communication platform and thousands of citizens use it daily with very little thought, the process is very different for a municipality. A city must be cautious of what it posts, the tone it conveys, and who it is addressing, in order to best serve its people. The purpose of this document is to provide the City of Glendale with a guideline for social media procedure and to give the City an idea of the challenges that come with social media management. By reading through this report and creating a similar policy for their social media plan, Glendale will be able to strategically implement their social media plan to achieve the greatest benefit for its citizens with the lowest amount of risk. It should be noted that this report was created by Arizona State University students for the City of Glendale solely for educational purposes. The City of Glendale should consult their legal team before creating an official Social Media Policy.

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To access the original student reports, additional materials, and resources, visit:

links.asu.edu/PCGlendaleSocialMedia

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