Project Description:
The City of Glendale wants to communicate with its citizens and constituents in a purposeful, direct way. They are seeking to re-develop their social media presence in order to achieve this goal. The City has not had a comprehensive plan in place before that outlines the strategy and goals of the City’s social media accounts.

Students in TWC422 worked in groups to develop a cohesive, comprehensive plan for the strategy, implementation, and management of multiple social media accounts. This comprehensive plan includes background research, demographic information, cross-platform strategies, example content, and management details. This information will allow the City of Glendale to implement a successful social media presence.

Results & Recommendations:

• Research Findings:
  • Facebook, Instagram, LinkedIn, Snapchat, and Twitter each have benefits for the city of Glendale
    • Facebook allows the ability to directly engage with users via commenting, live chats, and Messenger
    • Instagram allows the City to promote itself with high-quality photography
    • LinkedIn gives the City the ability to connect with the business community by promoting/covering professional events
    • Twitter provides a place to quickly release news to followers
  • Each of these platforms works in a strategy called Engage, Display, Attract
    • Engage focuses on providing residents with predictable interactions on all platforms, tapping into the abundant active living communities, and embracing Spanish-speaking communities
    • Display focuses on highlighting local attractions on all platforms, providing videos of events on Facebook, and conducting real-time marketing on appropriate platforms
    • Attract focuses on fostering new business relationships via LinkedIn, make Glendale a destination for Arizona visitors via Instagram, and changing the perception of the West Valley through all social media platforms
  • Project Outcomes/Deliverables: The students of TWC 422 will deliver a report that combines each of the groups’ best ideas into a single document and a set of four individual group reports that contain all of the work of each group.
  • Key Learnings: The City of Glendale can reach intended audiences, project its messaging, and influence opinions about the city through strategic, consistent use of social media platforms for specific purposes. It will take time, money, and staff to implement this plan, but the City of Glendale’s goals are achievable.

Process:
After hearing from the Brent Stoddard (Public Affairs Director for the City of Glendale) with an explanation of the situation, groups of students formed to research social media strategies for the city of Glendale. The groups conducted initial research on engagement strategies, demographics, and management details. Then the groups posed questions to the City of Glendale about their plans, adapting their overall strategies to fit the specific needs of the City of Glendale. They drafted their proposals, then pitched their core ideas to Brent Stoddard for feedback. With that feedback in hand, they continued to develop their proposals.
Project Description:
The City of Glendale wants to communicate with its citizens and constituents in a purposeful, direct way. They are seeking to re-develop their social media presence in order to achieve this goal. Their process includes hiring a social media manager. The social media manager will need policies, rules, and procedures to guide the use of official social media for the City of Glendale.

The students of the TWC 522 Social Media in the Workplace created a document for the new social media manager outlining legal issues surrounding social media (policy), day-to-day management concerns (rules), and best practices (procedures). One group of students was responsible for each section.

Process:
Each group completed research for their topic by drawing on published accounts of other cities’ experiences with social media, assessing best practices from professional sources, and consulting academic sources. Each group identified important elements out of this research to include in the document. The group then collaboratively wrote their section of the document. The final document was a combined result of the three groups’ work.

Results:
Research Findings: Students encountered robust discussions of legal issues, potential rules, and best practices regarding social media. Their detailed references show that many authors, organizations, and thinkers are involved in the process of determining how to best run a professional social media site, specifically for a city.

Project Outcomes/Deliverables: The students of TWC 522 delivered a 20-page document that included 14 pages of policy, rules, and procedures recommendations and 6 pages of references.

Recommendations:

**Policy Recommendations:**
- 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.
- All employees given access to post content to Social Media sites should sign a disclosure agreement so as to not disclose private information.
- Use disclaimers, release forms, and citations when posting content not created directly from the City.
- Criminal activity must be reported to the proper authorities in order to be appropriately investigated.
- Abide by terms of use for sites and make terms of use available for users of City of Glendale sites.
- Get legal clearance for any sweepstakes/giveaway activities.

**Rules recommendations:**
- Identify your target audience and develop the appropriate strategy
- Choose the right platforms and practices
- Include a greeting and be transparent with names or initials
- Respond appropriately to all social media feedback, questions, and comments
- Avoid posting about sensitive topics
- Respond to customers promptly (if possible, within one hour)
- Develop a response plan that is ready to implement within one hour of major announcements, emergency or public relations crisis situations, or escalated issues

**Procedural Recommendations:**
- The Social Media Manager has the autonomy to create content within the City of Glendale’s guidelines.
- The Social Media Manager should work collaboratively with the public affairs offices of community partners such as sports teams or event coordinators.
- Not all content needs to be original.
- Content should be written in the first person, in a conversational tone that reflects the enthusiasm of a thriving community.
- Content should be posted in a variety of forms, including but not limited to, text, videos, photographs, graphics, and links.
- Scheduling software should be used to maintain an editorial content calendar and to manage posts on all platforms.
- Analytics should be used to gain audience insight and to evaluate content and platform effectiveness, with a goal of maximizing citizen engagement.
- Every social media posting runs the risk of encountering a hostile response; respond with courtesy.
- 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.