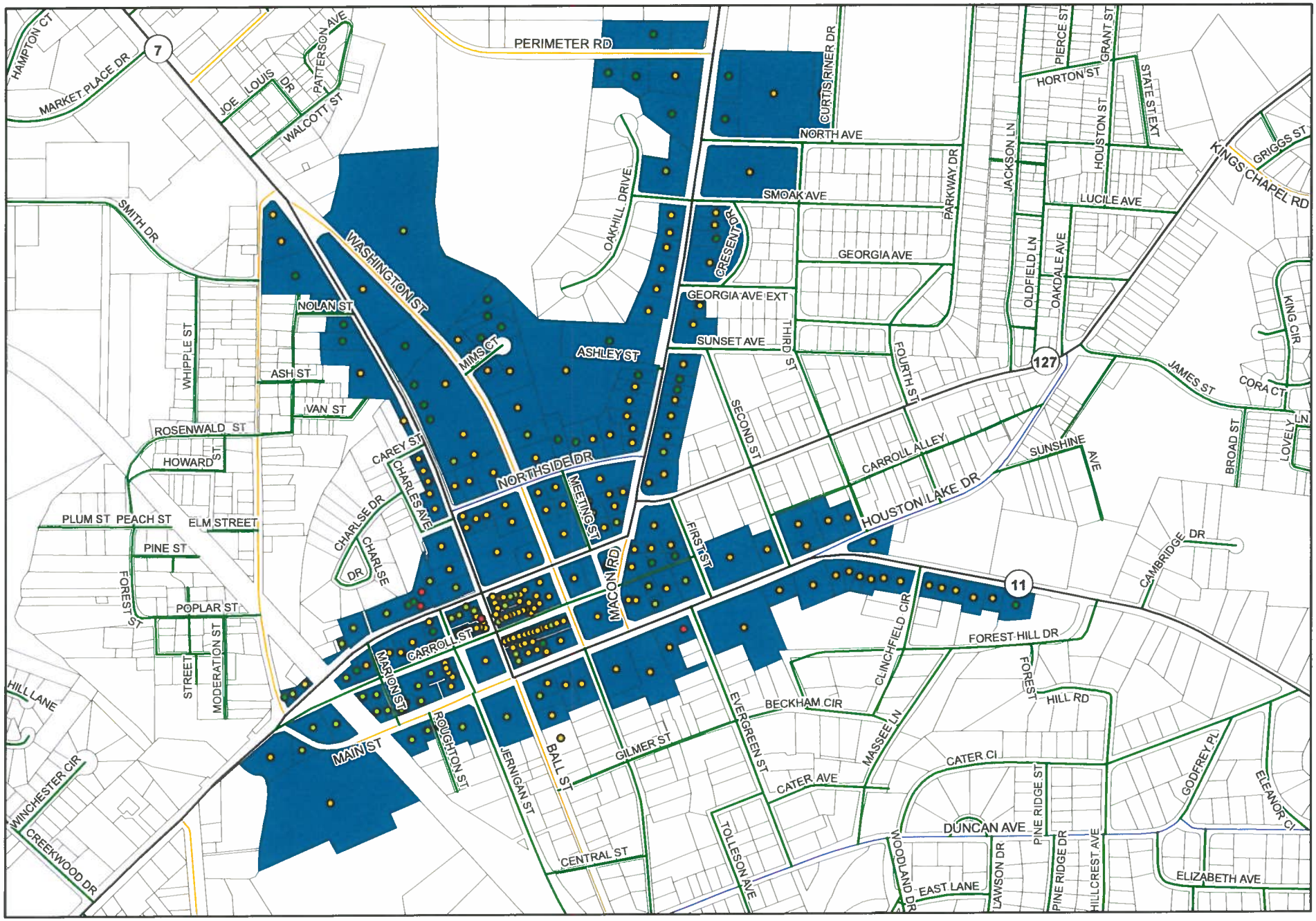

Legend

Boundary Name	Status
Downtown Planning Area	Undeveloped
Downtown Development Authority Structures	Underdeveloped
	Developed
	Blighted

0 260 520 1,040 1,560 2,080 Feet

1 inch = 1,000 feet

Perry Downtown Planning Area

Perry
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Author: Emerson Chew
Document Name: PDDD_DowntownPlanningArea_20160411_8X11_PropertyStatus
Date: 4/11/2016

Legend

BoundaryName
- General Courtney Hodges Planning Area
- Downtown Development Authority Structures

Status
- Undeveloped
- Underdeveloped
- Developed
- Blighted

0 260 520 1,040 1,560 2,080 Feet

1 inch = 1,000 feet

General Courtney Hodges Planning Area

Perry
Where Georgia comes together.

Author: Emerson Chew
Document Name: PDDD_CourtneyHodges_20160411_8X11_PropertyStatus
Date: 4/11/2016

Legend

BoundaryName
General Courtney Hodges Planning Area

Downtown Development Authority Structures
Structure Condition
- Standard
- Substandard
- No Structure
- Dilapidated

0 260 520 1,040 1,560 2,080 Feet

1 inch = 1,000 feet

General Courtney Hodges Planning Area

Perry
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Author: Emerson Chew
Document Name: PDDD_CourtneyHodges_20160411_8X11_StructureCondition
Date: 4/12/2016

Perry Downtown Development Plan
Exhibit E: Implementation Strategy

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
1. Keep Downtown Perry authentic and full of character through historic preservation, adaptive reuse, creative place making, and high-quality construction.	*a. Explore frameworks and programs to preserve unique architecture and important historical and cultural assets.*	Staff Time	X				Mayor and Council, Perry Main Street Advisory Board, Perry HPC, Georgia HPD, National Park Service, Perry Area Historical Society
	b. Use historic and adaptive reuse strategies to grow Downtown while preserving Downtown's unique character and identity.		Ongoing				Mayor and Council, Perry Main Street Advisory Board, Perry HPC, Private Developmers and Property Owners, Georgia DCA
	c. Work to promote programs, activities, and development that bolsters Perry's unique sense of place.		Ongoing				Mayor and Council, Perry Main Street Advisory Board, Perry Downtown Merchants Association, Perry Public Arts Commission
	d. Develop visioning documents for key sites that correlate with established community goals and work with developers to develop sites in a way that does not compromise said vision or goals.				X		Mayor and Council, Architects/Engineers, Private Developers, Georgia DCA

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	e. Enhance public art offerings within the District.				X		Perry Public Arts Commission
2. Ensure the Downtown Development District remains a clean, safe, and hospitable place to live, work, and play.	*a. Work with Downtown property owners and businesses to establish clear, mutually beneficial guidelines for special events that impact Downtown.*	Staff Time	X				Perry Downtown Merchants Assocation
	b. Ensure appropriate pedestrian improvements (e.g. trash cans, bike bollards, etc.) are in place District-wide.	$7,200		X			Mayor and Council, Perry Public Works
	c. Work to implement Perry Brand and Wayfinding System in an expedient manner throughout the District.	$48,000			X		Mayor and Council, Perry Wayfinding Committee, Perry Downtown Merchants Assocaition, Perry Public Works, GDOT

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	d. Continue to work towards the improvement of alley ways Downtown.			X			Downtown Property Owners, Georgia Power, ESG, GDOT
3. Encourage the development of vacant, undeveloped, and underdeveloped sites.	*a. Assess all vacant, undeveloped, or underdeveloped sites and develop priorities for development for each site, identify the most appropriate avenue in promoting development on each site, and create a program to actively market said sites.*	Staff Time			X		Downtown Property Owners
	b. Ensure the efficient use of land by exploring and implementing favorable, efficient zoning regulations. Continue to implement and expand form-based code within the District.	Staff Time	Ongoing				TSW, Private Property Owners, Perry Department of Community Development
	c. Revisit and possibly amend parking requirements for developments or sites of certain sizes to incentivize infill development on sites too small to accommodate on-site parking and work to develop public parking options as necessary.	Staff Time		X			Perry Department of Community Development

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	d. Work with Perry Housing Team in establishing and promoting the creation of a Land Bank.	$20,000		X			Perry Housing Team, Houston County, Warner Robins, Centerville
	e. Property controlled by public entities has a high potential for redevelopment in negating the need for acquisition funds and the availability of public land should be taken into account.	Staff Time	X				Mayor and Council
	f. Work towards the completion of Gateway Center project.					X	Private Land Owners, Mayor and Council, Private Developers
	g. Work towards the redevelopment of the former Jaycees Building.	$15,000		X			Mayor and Council, Private Developers

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
4. Work to create a vibrant, sustainable commercial environment within the District that includes a healthy mix of local and destination retail, restaurants, and services.	*a. Identify and target appropriate and specific retail, restaurants, and service-oriented businesses.*	Staff Time	X				Private Developers, Professional Consultants
	b. Bolster and promote existing incentive programs such as the Local Revolving Loan Fund while exploring options for additional tools.	Staff Time	Ongoing				Private Businesses, Media, DCA
	c. Explore the possibility of establishing a retail incentive area with targeted infrastructure improvements, improved wayfinding, public art installations, and enhanced public spaces.	Staff Time		X			Private Property Owners, Mayor and Council, GDOT, Georgia Power, Private Developers, Perry Public Arts Commission
	d. Encourage pop-up cafes, retail outlets, food trucks, and other mobile vendors to activate more isolated parts of the District.	Staff Time	Ongoing				Main Street Advisory Board, Mayor and Council, Perry Downtown Merchants Association

Perry Downtown Development Plan
Exhibit E: Implementation Strategy

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	e. Work closely with the Perry Downtown Merchants Association and Perry Area Chamber of Commerce in ensuring proactive engagement with District businesses.	Staff Time	Ongoing				Perry Downtown Merchants Assocation, Perry Area Chamber of Commerce
	f. Explore new and progressive incentive options for those looking to invest in the District.	Staff Time	Ongoing				Mayor and Council, DCA, Main Street Advisory Board
	g. Explore the possibility of having food trucks within the District in some capacity.	Staff Time	X				Mayor and Council, Food Truck Owners, Perry Downtown Merchants Association
	h. Explore the possibility of developing a restaurant incubator or community kitchen.	Staff Time		X			Mayor and Council, Local Entreprenuers

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
5. Promote the development of Downtown housing options.	*a. Identify and pursue housing opportunities within the District.*		Ongoing				Perry Housing Team, Private Developers, Department of Community Development, Private Property Owners
	b. Work with developers in promoting mixed-used developments with a residential component.		Ongoing				Perry Housing Team, Private Developers, Department of Community Development, Private Property Owners
	c. Promote live-work opportunities within the District.		Ongoing				Perry Housing Team, Private Developers, Department of Community Development, Private Property Owners
	d. Engage the real estate community in determining need and marketing potential properties.	Staff Time	Ongoing				Local Realtors / Realtor Association

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	e. Coordinate with the Perry Housing Team as necessary.	Staff Time	Ongoing				Perry Housing Team
	f. Explore the possibility of developing an in-town "pocket neighborhood".	Staff Time			X		Private Land Owners, Mayor and Council, Private Developers
6. Enhance existing public spaces within the District and create new public spaces to reflect growing demand and changing uses.	*a. Always consider the development of green space or other type of public space a viable and beneficial option in dealing with undeveloped or underdeveloped properties.*	Staff Time	Ongoing				Mayor and Council, Perry Public Arts Commission, Perry Department of Leisure Services, Worrall Foundation
	b. Support ongoing public space initiatives.		Ongoing				Mayor and Council, Perry Public Arts Commission, Perry Department of Leisure Services, Worrall Foundation

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	c. Inventory public spaces within the District and develop a programming strategy for said spaces.	Staff Time	X				
	d. Identify sites for possible acquisition and conversion to pocket parks.	Staff Time	X				Mayor and Council, Perry Department of Leisure Services, Perry Main Street Advisory Board
	e. Analyze existing public land and rights-of-way for the possible inclusion of public amenities.	Staff Time		X			Mayor and Council, Perry Department of Leisure Services, Perry Department of Public Works
	f. Develop a strategy and funding plan for land acquisition and capital funding.	Staff Time	X				Perry Main Street Advisory Board

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	g. Work to support and implement the Form-Based Code and associated recommendations along General Courtney Hodges Boulevard.			X			Mayor and Council, Perry Department of Community Development, Perry Department of Public Works, GDOT, Private Land Owners
7. Develop a complete, comprehensive pedestrian network that is well lit, fully accessible, generously sized, and visually attractive to make accessing the District and moving throughout the District as safe, inviting, and convenient as possible.	*a. Continue the implementation of the Alternate Transportation Network and consider expanding it District-wide.*	Staff Time	Ongoing				Mayor and Council, GDOT, Perry Department of Public Works
	b. Improve pedestrian connections to enhance connectivity and focus on trouble spots such as General Courtney Hodges Boulevard.				X		Mayor and Council, Perry Department of Public Works, GDOT
	c. Ensure walkability and connectivity with adjacent neighborhoods.		Ongoing				Mayor and Council, Perry Department of Public Works, Perry Housing Team, GDOT

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	d. Develop and implement pedestrian-scale wayfinding throughout the District.	$100,000				X	Mayor and Council, Perry Department of Public Works
	e. Identify and mitigate all "dark spots" within the District in ensuring it is well-lit, inviting, and safe.			X			Mayor and Council, Perry Department of Public Works, Georgia Power
	f. Connecting the General Courtney Hodges and Downtown Planning Areas through a pedestrian-only public space / commercial thoroughfare.					X	Mayor and Council, Perry Department of Public Works, Private Land Owners, Private Developers, GDOT, Norfolk-Southern, Perry Downtown Merchants Association
8. Provide on and off-street bicycle facilities and infrastructure with a focus on connectivity within the District and City-wide.	*a. Identify needs within the District for bicycle facilities and infrastructure and pursue targeted projects designed to satisfy those needs.*			X			Mayor and Council, GDOT, Perry Department of Public Works, Perry Main Street Advisory Board

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	b. Explore the possibility of creating dedicated bike lanes on District roadways.	Staff Time		X			Mayor and Council, Perry Department of Public Works, GDOT
	c. Install bike bollards as necessary throughout the District.	$10,000			X		Mayor and Council, Perry Department of Public Works
9. Accommodate vehicles within the District through a variety of efficient on and off-street parking facilities.	*a. Explore the development and implementation of low-impact development strategies within the Downtown area.*	Staff Time	Ongoing				Private Developers, Professional Consultants, Private Land Owners
	b. Identify and develop additional parking facilities as needed.		Ongoing				Mayor and Council, Private Land Owners, Perry Department of Public Works

Goal	Actions	Estimated Cost	Estimated Timeframe (Months)				Possible Partners
			6	12	18	24	
	c. Explore current parking policies and study their efficacy and equitability.	Staff Time	X				Private Land Owners and Businesses, Perry Main Street Advisory Board, Perry Downtown Merchants Association, Perry Department of Community
10. Work with business, property owners, and developers on key private property improvements that will enhance the District.	*a. Encourage, and when possible provide resources to, property owners in within the District who wish to improve their facades, landscaping, etc.*		Ongoing				Private Property Owners, Businesses, Perry Main Street Advisory Board
11. Develop and foster strong relationships with allied public and private organizations and individuals to accelerate implementation of mutually beneficial projects that enhance the aesthetics, livability, and economic viability of the District.		Staff Time	Ongoing				Community Partners and Individuals

Perry
Economic Development Department
1211 Washington Street
P.O. Box 2030
Perry, Georgia 31069

478-988-2757
Telephone

www.perry-ga.gov

478-988-2705
Facsimile

To: Mayor and Council

CC: Lee Gilmour, City Manager
Annie Warren, City Clerk
Department Heads

From: Robert D. Smith, Economic Development Director

Date: April 21, 2016

Re: City of Perry Social Media Strategy

In order to enhance City communications and promote proactive community engagement the City of Perry Social Media Strategy and associated Social Media Policy (attached in draft form) have been developed that will allow the City to effectively enter the world of social media. Based on perceived need, interdepartmental and community discussions, and best practices employed by other public organizations, the Strategy will allow Perry to:

- Proactively engage and educate the community and our citizens.
- Disseminate important information quickly.
- Enhance and protect our reputation and further build our Brand.
- Provide services more efficiently and effectively.
- Demonstrate our commitment to transparency and open government.

The rise of social media as a critical conduit between local governments and their citizens, businesses, and visitors is ongoing and, through this Strategy, Perry will be able to take advantage of these necessary tools. The Social Media Strategy and Policy also work to further a number of strategies outlined in the Strategic Plan.

This matter will be discussed at your May 2, 2016 Work Session. Please let me know if you have any questions or require any further information.

City of Perry

Social Media Strategy

Adopted _____, 2016
Perry Department of Economic Development

Perry
Where Georgia comes together.

Contents

Introduction....3
Social Media: General Usage....3
SWOT (Strengths, Weaknesses, Opportunities, Threats)....5
Best Practices....18
Proposed Social Media Accounts....19
- Facebook....19
- Twitter....21
- YouTube....22

Recommended Strategy....23
- Goals....23
- Posting Frequency....24
- Staffing Requirements....24

Conclusion....25
Glossary of Terms....26

Exhibits

Exhibit A: Social Media Policy....29
Exhibit B: Sample City of Perry Social Media Manager Job Description....34

Introduction

There has been a dramatic shift in the process of sharing information across organizations, communities, and the world. Social media is at the center of this shift and the process has resulted in a movement away from traditional models of communication where one entity is sharing to many entities. The new social media model is a "many-to-many" model where active discussion occurs among all involved parties and participants consider themselves equal partners in the process of engaging and sharing information. With social media, everyone has their own voice, allowing them to create their own channels of communication called "social networks". Passive audiences are no more as people are actively speaking out about their interests and connecting with others who share the same and differing interests.

Traditional media are no longer the gatekeepers of information. Information can now be made public and shared by almost anyone and anytime. Radio, newspapers, and television are slowly being marginalized by computers, cellphones, and tablets. People no longer have to wait for the evening news to digest information as the availability of said information is immediate and constant. Journalistic principles don't always apply with social media and objectivity is far from a certainty. Personal opinions, for better or for worse, can become the new, manufactured reality, particularly when one considers that people tend to follow the opinions and interests of friends and associates. Organizations no longer target audiences for the distribution of selected information; now, people engage by choice in the sharing of information that is relevant to them.

The City of Perry has an inherent interest in being an active participant in digital/social conversations. The City's involvement in social media will allow Perry to:

- Proactively engage and educate the community and our citizens.
- Disseminate important information quickly.
- Enhance and protect our reputation and further build our Brand.
- Provide services more efficiently and effectively.
- Demonstrate our commitment to transparency and open government.

Currently, outside of a public safety Facebook page, the City of Perry does not utilize social media. It is past time that we harness the power of social media to better serve our citizens and this Social Media Strategy and associated Social Media Policy provides a framework in which to do that.

Social media is changing the world – and it is forcing organizations like the City of Perry to rethink communications and proactive engagement and to learn to navigate this new online landscape – or be left behind.

Social Media: General Usage

Within a relatively short period of time social media and digital communications have transformed the way people share information. What was once an organized, predictable, mostly one-way system of sharing information has transformed into a multi-dimensional, ever-evolving networked system of constant information exchange. Communication has also become much

more egalitarian with anyone, world-wide, who can afford an online device being able to participate nearly free of charge. With this nearly universal availability the new technology is engendering a sense of entitlement and the expectation that if you want to remain relevant you need to go digital.

In providing some data-driven context[1] in support of social media usage and its prevalence:

- The worldwide population is 7.3 billion.
- The internet has 3.17 billion users.
- There are 2.3 billion active social media users.
- Internet users have an average of 5.54 social media accounts.
- Social media users have risen by 176 million in the last year.
- 1 million new active mobile social users are added every day. That's 12 each second.
- There are 1.65 billion active mobile social accounts globally.
- 84% of local governments have a social media presence.[2]

Public organizations and local governments all over the world are using these new technologies and platforms to participate in conversations, provide information, and engage their constituents. Organizations are incorporating digital and social media into their communications programs and demonstrating a more overt appreciation for their role as public stewards and servants. Communication is becoming more of a process of engagement rather than one-sided messaging and governments are participating in the communication process as equals. Once informed, passive communities are now consulted and engaged communities.

A recent study by the Fels Institute of Government at the University of Pennsylvania[3] determined seven (7) practices that cities across the nation are using to develop and implement successful social media strategies:

1. Face Your Fears

   Local governments face several common hurdles to the adoption of social media. But in many cases cities have found their concerns about legality, increased workload, and the potential for public criticism to be manageable and unwarranted.

2. Manage Up

   Cities with high-performing social media sites are typically led by communications offices that take direct responsibility for this effort and who enjoy the approval and

[1] *Smith, Kit. https://www.brandwatch.com/2016/03/96-amazing-social-media-statistics-and-facts-for-2016/; 2016*

[2] *International City/County Management Association; Digital Use Survey, 2013*

[3] *Kingsley, Chris et al.; Making the Most of Social Media: 7 Lessons from Successful Cities; Fels Institute of Government; 2010*

(often) participation of the important elected officials and legal authorities in the jurisdiction.

3. Get Your Team Straight

   Ask what resources you will need and what limits you are likely to face. Even cities blessed with strong leadership around social media strategies are unlikely to be able to make this transition throughout the public bureaucracy without the enthusiastic participation of elected officials and key staff members.

4. Build Your Audience

   Use press coverage, integrate your social media presence with your website and other communications channels, and cross-promote. Be innovative. The most fundamental measure of your effectiveness is the size of your audience.

5. Find Your Voice
   There is no "right way" to use these tools but most cities find they get better results if they post regularly, keep it social, know their tools, and find creative ways to interact with their audience. Don't assume that you know how to communicate well through these channels and don't be afraid to experiment - or even to ask your users for help.

6. Self-Evaluate

   At a minimum, track your audience, monitor the way they interact with your social media presence, and repeat your most successful experiments. Faithful self-evaluation will give you valuable clues about how to improve your performance and hold you accountable for better results—this is not less true of social media than more straightforward government initiatives.

7. Get Started

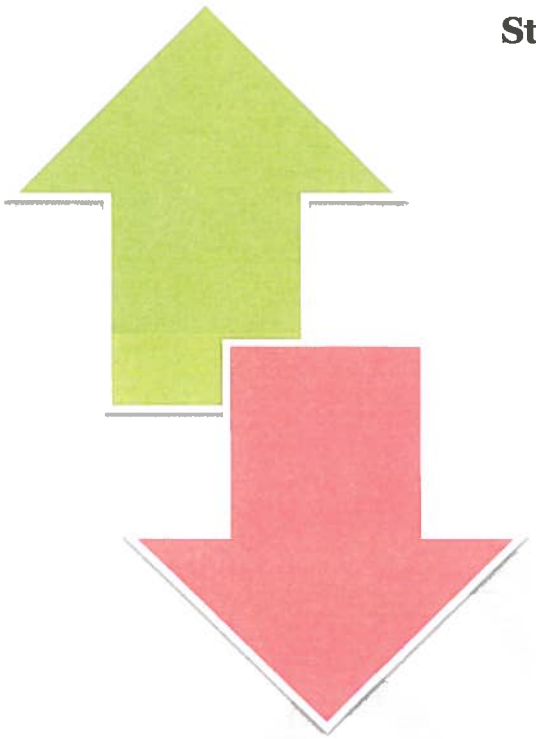
   Social media has a large, growing audience and these tools present little downside or risk. For many local governments the opportunity for better public engagement and the desire to spread "the good news" is extremely attractive.

This Strategy, along with the associated Policy, will take into account these successful and proven practices in developing the most effective social media strategy possible for the City of Perry.

SWOT (Strengths, Weaknesses, Opportunities, Threats)

There are numerous factors that must be taken into account when looking to develop and implement a social media strategy and policy. It is vital to understand each of these factors and how they may impact Perry and our usage of social media. A general SWOT analysis was completed looking at social media usage by the City of Perry and further analyses were conducted for each City of Perry Department.

Social Media Usage in Perry



Strengths & Opportunities

Cost Efficient
Time Efficient
Borderless
Engaging
Humanized
Popular
Flexible

Weaknesses & Threats

Evolving
Inconsistent
Less Controlled
Demanding
Distracting
Sensitive
Negative
Popular

As shown in the above graphic there are many strengths and opportunities associated with social media integration:

- The utilization of social media and other digital means of communication is ***cost efficient*** in a sense that most platforms can be utilized free of charge. Beyond staff time and the internet service requirement, Perry can develop and implement a social media strategy at little to no additional costs or budgetary impact.

- Using social media, once the accounts are set up, is very quick and easy and thusly ***time efficient.*** Proactive engagement with the community can be as easy at the click of a few buttons. If information must be delivered quickly, say for an emergency situation, that information can be delivered via social media quicker than traditional means of communication, say via email or the news.

- Social media networks are ***borderless*** and the City of Perry will no longer be limited to communication mostly within our immediate area of Middle Georgia. This will greatly help with actively marketing and promoting our community.

- The City of Perry can be more ***engaging*** with our citizenry, businesses, and visitors via social media. City leaders and staff can determine public opinion on certain matters,

deliver important information, etc. instantly and spontaneously. Improve accessibility enhances transparency.

- The utilization of social media is a less formal process and the City, by engaging others, becomes more ***humanized*** and less institutional. Social media presents an opportunity to present information in a fun, endearing manner with a greater sense of authenticity. Authenticity is becoming nearly as important as transparency to public audiences.

- As shown in the previously presented data, social media platforms and digital communications are incredibly ***popular***. A large, and increasing, percentage of our population prefers to receive and digest information digitally. This popularity and increasing demand presents both opportunities and challenges.

- Usage of social media is incredibly ***flexible*** and can be tailored to address a present situation or high-priority issue. Social media can influence, educate, rally, warn, fundraise, socialize, etc. and deliver information, receive information, and guide audiences to information.

While the strengths and opportunities associated with social media usage are many and essentially endless, caution and preparation must be taken to anticipate and address weaknesses or threats:

- Social media networks and platforms are constantly ***evolving*** and the growth of the social media environment can be difficult and time-consuming to keep up with.

- With social media networks constantly changing the delivery and type of information being delivered can be relatively ***inconsistent.***

- In entering the realm of social media the City will have ***less control*** over the flow of information and its perception/reception by others. Because everyone is an equal participant in the network, it is difficult to validate or authenticate information and often times it doesn't matter if what is presented is valid or not.

- Though time efficient, the management of social media networks can be ***demanding***. In a fast-paced environment with the expectation of immediate gratification, people come to expect timely responses. Inactivity on a social media account can render it worthless.

- Caution must be taken when using social media as the environment can be very ***sensitive.*** The dissemination, errant or otherwise, of sensitive or confidential information, inaccurate information, insensitive information, or inflammatory information could result in a very difficult situation for the City.

- When using social media it is possible that audiences can respond ***negatively*** to the City. In fact, this is to be expected. It is important to remember that these negative

conversations are taking place anyway and by participating and engaging the City is able to be aware of the conversation and respond as necessary.

Input was sought for each City of Perry Department in regards to the possible use of social media and how it could positively or negatively impact departmental or city-wide operations. These discussions are summarized in the proceeding SWOT analysis exhibits.

Department of Community Development

Police Department

Department of Fire and Emergency Services

Department of Leisure Services

City of Perry Arts Center

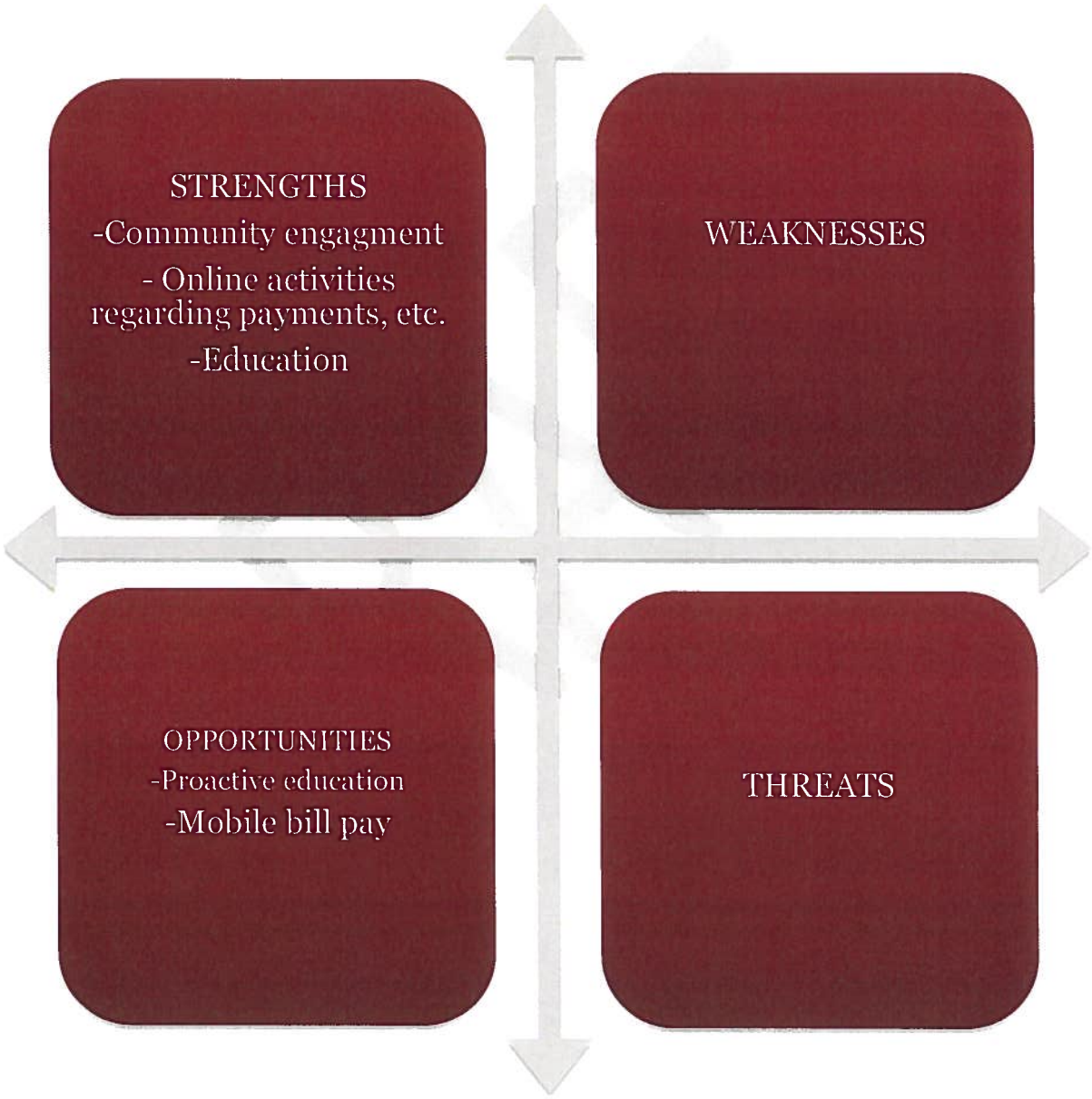
Department of Public Works

City Clerk

STRENGTHS
--Taking meeting minutes for mayor and council work sessions and having a social media outlet may aide in the ease of communication, & provide another source aside from email
WEAKNESSES
-Would like to see Facebook implemented more, but unsure of how to approach it because as her position of taking minutes it can be challenging and difficult to find time to maintain a social media outlet
OPPORTUNITIES
--Make Perry community more aware of events, it will help in the desire for the department to be transparent
-Having a social media outlet, & using direct messages may potentially help with voting & keeping record
THREATS
-May be difficult to maintain a social media page due to the nature of the department

Department of Economic Development

Department of Administration and Finance



Best Practices

This Social Media Strategy can only be successful when community engagement is achieved. There are four (4) general objectives that a social media strategy must achieve for successful engagement:

1. Keep content fresh and interesting. Regular updates increase the visibility of social media accounts and people are constantly looking to consume new information.
2. Listen just as much, if not more, as "speaking". Gain insight into what the Perry community wants to discuss and allow them to guide the conversation.
3. Invest and nurture relationships with stakeholders in the community. Monitor conversations and make an effort for meaningful engagement.
4. Humanize the City. Don't be institutional. Be spontaneous and give social media accounts a positive, exciting voice.

Monitoring and Responding

Delivering messages to the audience is an important aspect of managing social networks. Administrators monitor discussion on social networks and offer a response when appropriate. There are differing types of conversations, statements, responses, etc. that are applicable in different situations.

- A ***validation statement*** is a statement that is made seeking validation from others. A statement such as "I cannot wait for the opening of Heritage Park" is an opinion with the expectation it will garner opinions from others. A response is not required, but if one is provided it should validate the opinion ("Yes, us too!"), appreciate the comment and interest, and perhaps promote further conversation (What are you looking forward to most about the Park?").

- A ***research statement*** is seeking information, typically to make a decision. For example, if someone posts to Perry's Facebook page asking "I am looking for a place to take the kids for a walk" an appropriate response would be to provide information in customer-service like capacity, perhaps providing further information that may be pertinent. Here, the administrator could reply with "Big Indian Creek Trail is an excellent place for a walk! There is a nice path and beautiful scenery. It is right off General Courtney Hodges Boulevard with parking on Martin Luther King Drive."

- An ***observation statement*** such as "The new Perry Brand is fantastic!" communicates either a positive or negative experience. A reply is not required, but a positive comment could show appreciation and even be promotional in nature ("Check out the Perry website for information about its development and to see how YOU can utilize the Brand!"). Response to a negative comment could ask for further information or ask what could be done to improve an experience.

- A ***request for assistance*** is a comment requiring an administrative response. An example may be "What time does the Perry City Council meet tonight?" with a response such as "The Perry City Council meets the first and third Tuesday of each month at 6:00

in the Council Chambers at Perry City Hall (1211 Washington Street)." Providing information is one of the most important uses of social media.

- The social media accounts of local governments are bound to get ***complaints***. Often times the person offering the complaint is merely venting, not necessarily requiring a response. Sometimes the complainant may offer an opportunity or recommendation to address the issue at hand. For example a citizen may tweet at Perry that "The City is not doing a very good job taking care of Downtown sidewalks." This is essentially a request for assistance and a good way to provide response customer service. A friendly, non-defensive request for more information would be an appropriate response.

- There are ***inflammatory statements*** that are highly critical and often times unreasonable or not grounded in truth. For example, "Those darn City employees are overpaid, underworked bureaucrats!" More often than not these types of comments are not seeking a logical solution and often times can be ignored or deleted.

- ***Thinly-veiled negativity*** is where people complain in skillful banter as a substitute for true engagement and meaningful discourse/action. The diatribe and clever language accomplish nothing and lead to no positive improvements in the community. These comments should be monitored and perhaps deleted. A response would likely only perpetuate the situation.

Proposed Social Media Accounts

In order to fully engage the Perry community there are three (3) social media accounts the City should initially establish. These three platforms are by far the most popular social media platforms and the City would reach the most people through their established networks. These accounts would be married to the City's established website which will remain the primary digital platform for the City. Once these accounts and networks are established, additional accounts and platforms can be implemented.

Facebook

As the most popular and pervasive social media platform in the world, Facebook has the potential to be a very important component of Perry's social media strategy and digital presence. Facebook is the primary or cornerstone social media platform for many local governments engaged in social media.

Facebook customers, and the City of Perry moving forward, create their own profiles and populate their own content. Engagement is facilitated and enhanced through tools provided in the platform such as "liking" another Facebook page and active discussions can take place on the page "wall". Photos and videos can be uploaded in addition to a wide range of general information about Perry.

The City of Perry already has a Facebook page which can be found at the link below:

https://www.facebook.com/places/Things-to-do-in-Perry-Georgia/106057979426098/

Currently, the City page has 4,896 likes. This means that 4,896 people are essentially fans of Perry and following community news, updates, etc. via their Facebook. This page was created automatically by Facebook due to the number of searches/level of activity centering on Perry over a given time. Unfortunately, the City cannot assume administrative responsibilities for this page but can work to promote the new, official Facebook page on the existing page.

Peak use times for Facebook users are 11:00 a.m., 3:00 p.m., 5:00 p.m., and 8:00 p.m. Monitoring at these times is recommended and the pre-scheduling of posts could work to enhance these activities.

There are many compelling reasons to create and maintain a Facebook page:

- The audience is already there. There are presently 1.59 billion monthly users of Facebook worldwide[4] and an assessment of existing Perry-centric Facebook pages shows a significant and engaged local user base.
- Facebook is an effective tool for building our community profile and awareness of community events. Once Facebook users "like" the City's page, they will continue to receive updates in their "news feeds". The multimedia nature of Facebook also makes it conducive to promoting Perry and community activities in a variety of ways including links to other pages/sites, photographs, videos, etc.
- Facebook is free. The only cost to the City would be staff time.
- Facebook allows for fast, effective communications. Through Facebook, the City can engage with the network with unprecedented immediacy, depending on the degree to which the page is being monitored. There is also an ability to cross-link different social media platforms like Twitter.
- It's a great way to stay connected with an increasingly mobile user base. The mobile app for Facebook is utilized by over 1.44 billion (91% of total Facebook users!) people[5] and its usage is only increasing with the rise of smartphones and tablets as the primary device for many people.
- Facebook can be an effective crisis communication tool. Due to its widespread use Facebook can serve to communicate important news and updates in an effective and efficient manner.
- By monitoring Facebook traffic and conversations it can be an incredibly effective tool for identifying issues, problems, trends, etc. Perry can be more proactive in addressing issues or possible issues by evaluating the nature and frequency of issues identified on Facebook.

[4] *http://www.statista.com/statistics/264810/number-of-monthly-active-facebook-users-worldwide/*
[5] *http://www.statista.com/statistics/277958/number-of-mobile-active-facebook-users-worldwide/*

Twitter

Twitter is the fastest growing social network with over 395 million monthly users.[6] Twitter is a preferred medium for organizations, public and private, to quickly share information via a network of "followers". It is quicker to share information via Twitter because of its mandated brevity and mobile accessibility. Messages are quick to send and quick to update.

The Twitter platform is designed for delivering short bursts of information and updates. For the City of Perry, "Tweets" could be sent out regarding meeting times/dates, road closures, emergencies, events, etc. Twitter can also be useful to engage the community in ongoing conversations. Links can also be sent via Twitter.

Twitter traffic is rapid and care should be exercised in message development. Messages can be "re-tweeted" exponentially and it must be ensured that information that is tweeted is accurate and clear.

Peak use times for Twitter are between 11:00 a.m. and 3:00 p.m. and like Facebook, the City's Twitter account should be monitored during that timeframe.

Like Facebook, Twitter provides significant potential for communicating with key audiences in a fast, efficient manner. Usage continues to increase and can work as a beneficial complement to the other social media platform the City may be employing.

- Twitter makes the City of Perry the media. Allowing the City to disseminate news and information very quickly Twitter can serve as a popular and proactive media component.
- Twitter complements other media by serving as another avenue to share information.
- Twitter can serve as an effective tool for crisis communication. Communicating important news to residents and businesses during a crisis regarding information meetings, evacuations, road closures, water, etc. is critical. Twitter can reach a large cross-section of the community quickly, particularly amongst the mobile user base.
- Twitter is a great tool for identifying issues/problems/trends, etc. By monitoring community discussions the City can get an idea as to some of the key issues facing citizens and businesses. Twitter also has a tool that allows users to monitor keywords in geographic areas.
- A great tool for facilitating discussion, Twitter can be utilized to allow for citizen input and discussion regarding specific topics or items.

[6] *http://www.statista.com/statistics/282087/number-of-monthly-active-twitter-users/*

YouTube

YouTube is the most popular website for sharing videos. According to YouTube[7]:

- YouTube has over a billion users — almost one-third of all people on the Internet — and everyday people watch hundreds of millions of hours on YouTube and generate billions of views.
- YouTube overall, and even YouTube on mobile alone, reaches more 18-34 and 18-49 year-olds than any cable network in the U.S.
- The number of hours people spend watching videos (aka watch time) on YouTube is up 60% year to year, the fastest growth we've seen in 2 years.
- The number of people watching YouTube per day is up 40% year to year since March 2014.
- The number of users coming to YouTube who start at the YouTube homepage, similar to the way they might turn on their TV, is up more than 3x year to year.

YouTube "channels" allow users to upload, organize, and share videos about the organization. For the City of Perry, videos of events, council meetings, etc. could be uploaded. Once uploaded, videos are easily shared over other social networks such as Facebook and Twitter.

Municipalities across the world are successfully using YouTube to engage with and inform residents and other key stakeholder groups.

- YouTube is a cost-effective and time-effective method of providing video content to the community. It can also be dynamic, with nearly any type of video able to be disseminated.
- Video can be an incredibly powerful communication tool with people becoming increasingly accustomed to digested news and information in an easily-accessible, easy to watch, video format.
- In a community like Perry, with limited mainstream media coverage, YouTube can help "fill the gap". A well-maintained YouTube channel can become a popular and important source for information for residents and visitors.
- YouTube presents a good opportunity to reinforce the Perry Brand. Utilizing video, we can communicate and reinforce our Brand, our experience. Through video, sound, graphics, etc. YouTube can be an inexpensive and effective medium for bolstering our Brand presence.

[7] *https://www.youtube.com/yt/press/statistics.html*

Once the initial "big three" accounts and networks have been established the City can explore using additional platforms and networks. Some additional platforms to explore are:

Snapchat

Think of Snapchat as the Twitter version of YouTube. Snapchat provides for the easy, impermanent viewing of short videos (generally 5-15 seconds) across a network. An interesting tool associated with Snapchat are Geofilters, which allows the superimposition of graphics, perhaps the Perry log and tagline, over the video automatically based on geogrpahic location.

LinkedIn

LinkedIn is the chosen professional social network. It's essentially a Facebook for professionals and organizations to network, share ideas, etc. LinkedIn may benefit Perry during the employee search process.

Instagram

Instagram is a social media platform that provides for the sharing of photographs across the network.

With most social media platforms there is easy cross-integration and simple sharing from one platform to the next. There are even software platforms such as Hootsuite that allow users to integrate the functionality of all of their social media accounts to allow for greater ease of use and consistency.

Recommended Strategy

The recommended strategy for the City of Perry in regards to social media is to create official City of Perry accounts and profiles for Facebook, Twitter, and YouTube. These accounts are to be monitored on a daily basis with adherence to aforementioned guidelines regarding activities and content. As the City builds these networks and becomes more familiar with the social media environment, Snapchat, LinkedIn, and Instagram accounts can be added.

Goals

The goals associated with the development and implementations of a social media strategy for the City of Perry are as follows:

1. Engage members of the Perry community and visitors to Perry through social media networks.
2. Provide for a moderated forum for two-way communication and participation from community members and visitors.
3. Enhance the City of Perry's transparency and accountability.
4. Build the Perry Brand.
5. Integrate social media with current communication tools and mediums in an effective, comprehensive communication framework.

Posting Frequency

A successful social media strategy and communication program requires frequent and ongoing administration and maintenance. Content must be fresh and relevant and must be updated regularly and often. Ineffective monitoring and lack of awareness of issues being discussed will erode public confidence and render the City's established social media networks essentially useless. Failing to respond to questions from residents in a timely manner can frustrate followers and diminish the overall impact of the City's social media presence. For each of the social media accounts the following protocols are recommended:

- Facebook: It is recommended to establish a routine schedule of one to two posts per day to create consistency, maximize awareness and deliver timely responses to comments and messages. The City's page should also be monitored daily.
- Twitter: In order to establish an ongoing presence worth visiting, and to create a following among stakeholders, it is recommended that the City tweet original content one to three times a day and monitor on-line conversations and respond/retweet in a prompt manner.
- YouTube: A YouTube presence will complement the Facebook and Twitter accounts and videos should be posted as they become available. A City of Perry channel should be created in order to streamline and archive content.

It is important to strike a healthy balance between posting relevant news and updates as needed and inundating residents with too much information. Perry must avoid "social media fatigue". The success of Perry's social media strategy depends on consistent engagement and ongoing interactions with the community but it is important to avoid posting too many updates or using social media purely as an advertising function.

Staffing Requirements

Appropriate staffing is critical to a meaningful, effective, and engaging social media strategy. The social media / digital communication environment is incredibly fast-paced and each social media account must be monitored and maintained daily. This environment is only complicated in a public organization like Perry with elected officials, multiple disparate departments, and approximately 175 employees. Implementing a social media strategy requires:

- Initial creation of accounts and curating of networks.
- Monitoring and administration of accounts.
- Gathering, preparing, and disseminating information and materials.
- Responding and engaging with the public.

It is recommended that the City of Perry pursue one of two different options:

1. Hire a part-time "communications" employee or "social media manager" to set up and administer all City social media accounts. A sample job description for such a position is included as an exhibit.
2. Contract with a private firm to provide social media services to the City. Such a firm would set up official City of Perry social media accounts and administer them on behalf of the City.

With either option, there is a clear point of responsibility for all City social media activity. Departments would designate one employee to serve as the liaison to this person or organization through which communication and information would flow. This person or organization would be required to work within the framework of the City Charter and Ordinances, applicable State and Federal laws, and the Social Media Strategy and Policy but would also be expected to bring their own recommendations and expertise to bear in working with the City to develop and implement a progressive and successful social media campaign.

Conclusion

By embracing the world of social media and creating a well-thought-out approach to it, the City of Perry can capitalize on an unprecedented opportunity to inspire, enable, nurture and facilitate more relevant, more authentic and more effective communications with residents and other community stakeholders which ultimately will create a more informed and engaged community.

The City of Perry Social Media Strategy will:

- Support the general public's expectation for enhanced access to online information as additional online engagement opportunities.
- Improve the city's ability to effectively get information to its stakeholders, including diverse audiences, through a more balanced approach – and use of existing resources.
- Ensure that, through a combination of traditional and online communications, the time and resources the city spends on marketing and communications is used effectively.
- Enhance the city's ability to listen to citizens and other stakeholders and learning and improving from their insights – through gathering information and insights into how the public perceives the organization and its work, or topics that are of relevance and interest to target audiences.
- Increase openness and transparency of information and provide more accessible customer service through increasing the city's ability to respond to questions, requests and inaccurate information online in real-time.
- Ensure the continuous monitoring, tracking, researching and evaluation of online communications tools, trends and best practices, leading to continuous improvement and the potential use of new tools in the future.

Glossary of Terms

@	In Twitter, the @ symbol comes immediately before a person's user name and lets them know a tweet is directed to them (e.g.: @PerryMan). When a username is preceded by the @ sign, it becomes a link to a Twitter profile.
App	An app is an application that performs a specific function on your computer or handheld device.
Avatar	An image used to represent a person online within forums and social networks. It can be an actual photo or a graphical representation.
Bit.ly	A popular free URL shortening service that provides statistics for the links users share online. Use it to condense long URLs and make them easier to share on social networks like Twitter.
Blog	A word that was created from the two words "Web log". Blogs are usually maintained by an individual with regular entries of commentary, description of events, or other material such as graphics or video. Entries are commonly displayed in reverse-chronological order. "Blog" can also be used as a verb, meaning to maintain or add content to a blog.
Comments	Interaction from readers or followers on Facebook and blogs.
Community	A group of people with a common interest around a product/brand, product, or site online.
Facebook	A social networking site that allows users to connect and share information with friends by posting status updates, sharing photos, joining groups, or becoming fans of organizations and businesses.
Fan Page	A profile on Facebook for businesses and organizations. Customers and enthusiasts can become "fans" of your fanpage, and can then receive updates, share information, and comment on posts from the business.
Fan	A fan is someone who is enthusiastic about a particular business or organization and elects to receive updates from that business on Facebook. Fans can also add content to a business' fanpage and comment on posts from that business.
Follow	To follow someone means that you will see their tweets. Followers are people who receive the updates from other Twitter users.
Forums	Discussion areas on websites, where people can post messages or comment on existing messages.
Friend	On social networking sites (like Facebook), friends are contacts whose profile you link to from your own profile.

Hashtag People use the hashtag symbol (#) before a relevant keyword or phrase in their Tweets to categorize those Tweets and help them show more easily in Twitter Search. (e.g. #perry, #wheregeorgiacomestogether, #buzzard, etc.) Clicking on a hashtagged word in any message shows you all other Tweets marked with that keyword.

HootSuite A Web-based Twitter client for individuals and organizations. With HootSuite, you can manage multiple Twitter profiles, pre-schedule tweets, and view metrics, and teams can collaboratively schedule updates to Twitter, Facebook, LinkedIn, WordPress, and other social networks via Web, desktop, and mobile platforms. It helps organizations use the social Web to launch marketing campaigns, identify and grow audience, and distribute targeted messages across multiple channels.

Instagram Online mobile photo-sharing, video-sharing, and social networking service that enables its users to take pictures and videos, and share them either publicly or privately.

Like An action that can be made by a Facebook user. Instead of writing a comment for a message or a status update, a Facebook user can click the "Like" button as a quick way to show approval and share the message.

LinkedIn A social networking site for professionals to connect with each other. LinkedIn provides opportunities to join industry groups, recommend the work of others, and post and answer questions among your peers.

Link The highlighted text or images that, when clicked, jump you from item of content to another.

Listening Setting up searches on various social networking sites to monitor (or listen) for mentions of specific key words (Perry, buzzard, GNFA, etc.).

Post An item on a blog, Facebook wall or other forum.

Profile Profiles are the information you share about yourself when you sign up for a social networking site. They usually include a photo of yourself and basic information like personal/business interests, etc.

QR Code A Quick Response Code (or QR Code) is a two-dimensional barcode that is readable with special scanners or readers. These scanners can be downloaded as apps onto smart phones. The code consists of black and white modules arranged in a square pattern that can be encoded with text, a URL, or other data.

Retweet In Twitter, a tweet that has been reposted by someone other than the original sender. Re-tweeting is usually done to pass on good information to your followers.

RSS Really Simple Syndication. This allows you to subscribe to content on blogs and other websites, and have it delivered to you through a feed without having to visit the site.

SEO Search Engine Optimization. The process of arranging your website and creating content that will give it the best chance of appearing near the top of search engine rankings.

Snapchat Mobile app that allows users to send and receive "self-destructing" photos and videos. Photos and videos taken with the app are called Snaps.

Social Media Social media is a catch-all term for the tools and platforms people use to publish, converse, and share content online. It is about dialogue, not a onesided stream of information. Social networks Online places where people gather to interact.

Tag Keywords attached to a blog post, bookmark, photo, or other type of content so that you and others can easily find them through searches.

Tweet A post on Twitter of 140 characters or less.

TweetDeck An application that connects users with contacts across Twitter, Facebook, MySpace, LinkedIn and more.

Twitter A micro blogging platform where users share updates/information with their followers in 140 characters or less.

URL Unique Resource Locator. This is the technical term for a website address (eg. http://www.perry-ga.gov/)

Wall Shared discussion board specifically about an individual or organization displayed on their profile.

Web 2.0 The 2nd generation of the World Wild Web. A term coined to describe blogs, wikis, social networking sites, and other web-based services that emphasize collaboration and sharing content.

YouTube A popular video hosting website that allows users to upload, share, and view video content.

Exhibit A: Social Media Policy

Purpose

The City of Perry Social Media Policy ("Policy") is a guiding document that provides general guidelines that will govern the City's participation in social media. It also provides guidance and protocols and defines roles and responsibilities for the content and administration of the City's social media accounts.

Principles of Engagement

The City of Perry is committed to openness and transparency and the engagement of the Perry Community regarding City programs, services and policies. The City recognizes that social media provides valuable opportunities to communicate with stakeholders and provide timely, accurate, and relevant information. Further, the City has an inherent interest in being part of on-line conversations pertaining to the City in order to proactively address community issues and build the Perry Brand.

The City supports the following principles in the administration of social media:

- Community engagement
- Timely, accurate, and responsive information
- Positive public image
- Transparency and accountability

Social Media Accounts Generally

The City will maintain multiple social media accounts and explore opportunities for new accounts as they arise. Social media sites must:

- Benefit the Citizens of Perry
- Enhance City of Perry operations and communications
- Operate at reasonable cost to the City of Perry

The City's website (http://www.perry-ga.gov/) will remain the City's primary and predominant internet presence. The most appropriate uses of social media tools are as informational channels to increase the City's ability to broadcast its messages to the widest possible audience.

Wherever possible, content posted to the City's social media sites must contain hyperlinks directing users back to the City's official website for in-depth information, forms, documents or online services necessary to conduct business with the City of Perry.

The City reserves the right to restrict or remove any content that is deemed in violation of this policy or any applicable law.

Content

The content and conversations on City social media accounts should be professional and intended to inform and engage. Information posted by the City must be accurate, relevant and consistent with established City policies and ordinances. Only properly authorized staff or

vendors will post content and comments on the City's social media sites. Administrators of City social media sites will adhere to confidentiality requirements as needed and not provide any information that may be detrimental to the City, to City of Perry Elected Officials, or to City of Perry Staff. Site administrators must ensure that privacy, confidentiality, copyright and data protection laws are respected.

Inappropriate Content

The site administrator may moderate any City of Perry social media account with unsuitable content as described below, and may block/ban network members as necessary. This will be stated in a disclaimer on each City of Perry social media site. Some examples of inappropriate content include but are not limited to the following:

- comments that are profane, abusive, threatening, harassing, intimidating, hateful or intended to defame any person or organization
- content considered to be disrespectful or insulting to City officials, staff or representatives
- comments that suggest or encourage illegal activity
- 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, gender identity or sexual orientation
- sexual content or links to sexual content
- content posted by persons whose profile picture or avatar, username or e-mail address contains any of the aforementioned unsuitable content
- solicitations or advertisements, including promotion and endorsement of any financial, commercial or non-governmental agency
- information that may compromise the safety or security of the public, a public facility, or a public event
- public disclosure of personal and confidential information
- religious and political messages
- promotional messages for personal gain or personal solicitation
- harmful software, viruses, Trojan horses or malware in any form
- data that could reasonably be expected to cause, directly or indirectly, strain on any computing facilities, or interfere with others' use of the service, such as chain letters and mass mailings (spam)
- commercial endorsement or solicitation
- inappropriate jokes, slurs, or innuendos
- content for the purposes of promoting a candidate for any elected or appointed office
- content that violates intellectual property rights of any other party

Negative Comments

The City invites all stakeholders and interested parties to share and discuss their opinions provided that all comments remain respectful. The site administrator will respond to questions and comments that are consistent with the City's social media guidelines and policy, and will do so within a reasonable timeframe.

Some level of criticism is expected, and this presents an opportunity to participate in the ongoing conversation, correct misinformation and deliver or enhance services. Negative comments should be responded to using constructive feedback rather than censorship. It is sometimes appropriate, within the professional judgment of the site administrator, to allow public commentary to take its course without City intervention. Appropriate responses to negative content are discussed in the City of Perry Social Media Strategy.

Disclaimer & Terms of Use

Each City of Perry social media site will contain the below disclaimer:

This site is maintained by the City of Perry for the purpose of providing information and engaging the community. It is informal and should not be considered official communication from the City. For official information on the City of Perry and its programs, services and policies, please visit http://www.perry-ga.gov/. The views of external participants commenting on this site do not necessarily represent those of the City of Perry.

The City monitors this site during regular business hours, Monday to Friday, 8:00am-5:00pm, excluding City holidays, however, we cannot commit to replying to all comments or moderating all discussions on this site.

All information provided by the City of Perry on this site is for informational purposes only and is subject to change without notice.

This site may also contain information that is posted here by a variety of public sources. Except as otherwise noted, these are the personal responsibility of the persons who post the entries. In no event shall the City of Perry be held responsible or liable, directly or indirectly, for any damage or loss in connection with the use of or reliance on any posting, content or information provided by another party on this site.

The City of Perry reserves the right, without notification and at our sole discretion, to remove any objectionable content posted by the public. Objectionable content includes, but is not limited to: personal attacks and harassment of any kind; pornography; language that is considered threatening, defamatory, abusive, vulgar, hateful or racist; content that suggests or encourages illegal activity or incites violence. We may delete comments that are spam, are clearly "off topic" or that promote services or products. Comments that make unsupported accusations will be taken out of the discussion. Any individual who repeatedly violates the terms of this policy will be blocked from posting to this page.

The appearance of external links on this page does not represent official endorsement by the City of Perry.

The City does not accept responsibility for ads, videos, promoted content or comments accessible from any external website and we do not control or guarantee the accuracy, relevance, timeliness or completeness of information contained on a linked website. We do not endorse the organizations sponsoring linked websites or the views they express or the products/services they offer.

Users are hereby notified that they are fully responsible for the content they provide on this site or any related links. The user is responsible for all copyright and intellectual property laws associated with this content.

The City has taken reasonable precautions to ensure there are no viruses associated with this page and advise we are not responsible for any loss or damage resulting from your use.

Facebook, Twitter, and YouTube are third party service providers that may collect, store, and manage your personal information whenever you access and use this site. Please refer to their terms of service and/or privacy statements for particulars. Note that the City of Perry has no control over what is done with your personal information.

If you have any questions about the City's collection of personal information through this page please contact the City at (478) 988-2754.

Copyright Adherence

Intellectual property issues (e.g., copyright, trademark, brand names, logos, moral rights to a work, etc.) exist and must be respected. Proper permission to use others' intellectual property will be obtained prior to usage.

Personal Use

The City of Perry social media presence and social media sites/accounts are for City of Perry purposes only and will not be used for personal use. Outgoing messages of a personal nature will not be posted on the City's social media. Only the site administrator posts City content to City social media sites. Other City employees are not permitted to represent the City on these sites. City employees who participate in conversations on the City's social media sites do so as third party participants and, as such, are personally responsible for their comments, usernames and information posted.

Administration

Designated City staff or outside vendor will serve as the site administrator for the oversight and administration of social media for the City of Perry. All City activity on social media will be take place through this administrator and, ultimately, the City Manager and Mayor and Council.

Control of Content

The site administrator works collaboratively with staff to ensure that information published online about activities is accurate, easy to understand and responsive to public inquiries. The site administrator reserves the right to edit or remove content from City social media sites where it is deemed unsuitable, inappropriate or in violation of this Policy.

The City will retain any content that is edited or removed from a social media site. The time, date and the reason it was edited or removed will be recorded.

Information Flow

The site administrator relies upon City departments to provide ongoing information as content for keeping the sites up-to-date. The site administrator is responsible for ensuring the clarity and relevance of posted content. Each department will appoint an employee from its full-time

staff to be responsible for online content relevant to that department and to serve as the contact person for new requests.

Content Retention and Open Records

City of Perry social media accounts and sites are subject to the Georgia Open Records Act and the U.S. Freedom of Information Act. Any content maintained on a social media website that is related to City business, including a list of subscribers or "friends," is public record. As such, the City is responsible for responding completely and accurately to any public records request for public records on its social media activities. Content related to City business shall be maintained in an accessible format and so that it can be produced in response to an open records request. Whenever possible, City social media websites shall clearly indicate that any articles and any other content posted or submitted for posting are subject to public disclosure.

Content will be retained in accordance with the appropriate Georgia Local Government Records Retention Schedules.

Monitoring

The site administrator will monitor City social media sites on an ongoing basis to track conversations and ensure that all content is in compliance with the Policy guidelines. Inappropriate content is immediately recorded for record-keeping purposes and deleted.

Oversight provided by the site administrator, generally:

- monitor social media sites to track public conversations on topics of interest to the City
- respond to comments and inquiries as appropriate and in accordance with the established protocols
- consult regularly with designated representatives of City departments to collect content and package appropriately for the City's social media sites
- post City content to social media sites as necessary
- record any content that is inappropriate and remove said content from City sites
- report regularly on the results of all monitoring and measurement activity
- ensure social media activity coincides with established City of Perry policies, ordinances, communication networks, etc.

Exhibit B: Sample City of Perry Social Media Manager Job Description

Summary

The Social Media Manager will implement the City of Perry's Social Media Strategy and administer related social media accounts. Administration includes social media content strategy, community engagement, development of brand awareness, analysis of trends, and generally serving as the digital liaison between the City of Perry, City Departments, and the Perry Community. The Social Media Manager is a highly motivated individual with experience and a passion for designing and implementing social media content strategy, digital communications, creating relevant content, community participation and engagement, and leadership.

Essential Duties

Implement, and build upon, the City of Perry Social Media Strategy and manage City of Perry social media accounts:

- Curate relevant content to reach the Perry community.
- Create, curate, and manage all published content (images, video and written).
- Monitor, listen and respond to users in a "social" way while cultivating community engagement and support.
- Conduct online advocacy and cultivate cross-promotions.
- Develop and expand the City of Perry's online community and networks.
- Oversee the initial creation and design of City of Perry social media accounts (e.g. Facebook Timeline cover, profile pic, thumbnails, Twitter profile, etc.).
- Generate reports and updates for Mayor and Council.
- Monitor social media sites to track public conversations on topics of interest to the City.
- Respond to comments and inquiries as appropriate and in accordance with the established protocols.
- Consult regularly with designated representatives of City departments to collect content and package appropriately for the City's social media sites.
- Record any content that is inappropriate and remove said content from City sites.
- Ensure social media activity coincides with established City of Perry policies, ordinances, communication networks, etc.

Become an advocate for the City of Perry in Social Media spaces, engaging in dialogues and answering questions where appropriate.

Monitor trends, issues, and community sentiment throughout social media networks, tools, applications, channels, design and strategy and ensure the City is aware and/or responds as appropriate.

Monitor effective benchmarks (best practices) for measuring the impact of social media strategies. Analyze, review, and report on effectiveness of activities in an effort to maximize results.

Coordinate community outreach programs as requested.

Other duties as assigned.

Knowledge Required for Position

Demonstrates proficiency and creativity in social media use and administration.

Proficient in content marketing theory and application.

Displays in-depth knowledge and understanding of social media platforms, their respective participants (Facebook, Twitter, YouTube, Instagram, Snapchat, etc.) and how each platform can be deployed in different scenarios.

General knowledge of local government operations, particularly at the municipal level.

Supervisory Controls

Reports to City Manager and interacts with Mayor and Council.

Physical Demand

Class E criteria job demand.

Work Environment

Standard office environment. City social media sites generally require daily monitoring and may require monitoring outside of general work hours. The Social Media Manager may be required to participate in events, such as City Council Meetings, outside of general work hours.

Supervisory and Management Responsibilities

No supervisory responsibilities. Works with City Departments and Employees in collaborative efforts.

Minimum Qualifications

Associate's Degree in communication, journalism, marketing or related field is required.

Excellent writing and communications skills.

Candidates with experience managing the communications or social media of an organization, particularly a public organization, are preferred.

The City of Perry is an equal opportunity employer. The City of Perry will not discriminate and will take affirmative action measures to ensure against discrimination in employment, recruitment, advertisements for employment, compensation, termination, upgrading, promotions, and other conditions of employment against any employee or job applicant on the bases of race, color, gender, national origin, age, religion, creed, disability, veteran's status, sexual orientation, gender identity or gender expression.

City of Perry

Community Development Department

1211 Washington Street

P.O. Box 2030

Perry, Georgia 31069

478-988-2720
Telephone

www.perry-ga.gov

478-988-2725
Facsimile

Memorandum

TO: Lee Gilmour

FROM: Steve Howard

DATE: April 19, 2016

RE: Stonebridge S/D request for extension of gas service for phase 2and 3.

The developer of phase 2 and 3 of Stonebridge subdivision, Leighton Kersey is requesting the City extend it gas system and serve the 33 lots. He intends to build 17 lots in phase 2 and 16 lots in phase 3.

The homes being built are usually 2000 square feet or bigger. We may need to execute an agreement that each home must have at least a gas water heater and one other appliance similar to what was done in the North Hamptons. Thanks

City of Perry

Economic Development Department

1211 Washington Street
P.O. Box 2030
Perry, Georgia 31069

478-988-2757
Telephone

www.perry-ga.gov

478-988-2705
Facsimile

To: Mayor and Council

Cc: City Manager Lee Gilmour, Economic Development Director Robert Smith, Main Street Chairman Bill O'Neal and Perry Downtown Merchants Association President Trish Cossart

From: Main Street Coordinator Catherine Edgemon

Date: April 22, 2016

Re: Policies for event approval

I am aware of the disorganization and other problems surrounding the First Friday events as planned by the Perry Arts Center Committee and First Friday Volunteers. I am pleased to know that you are looking at establishing some policies to address these problems and would like to offer my recommendations for your consideration.

1) In February, I prepared an event planning checklist to help those planning events know the steps they needed to take, related deadlines, etc. I request that the council consider incorporating this checklist as part of your policies. The checklist is included at the end of this memo.

2) On the event application, I suggest making sure the applicant provides all of the following specifics of the event: who is planning it, what the event will entail, the location(s) where it will occur, when it will occur and be wrapped up, the purpose of the event and the contact information for those involved. The contact information can be shared with emergency services, public works and anyone else who may need it.

3) The current event application requires that the event organizer contact affected downtown businesses. I recently learned the county was not notified about an event using county property by the group doing so, and the issue affected access to the Board of Elections office for voter registration and early voting. I suggest requiring the applicant to include a letter or email from the Houston County Government stating they have been notified of the event, listing any requirements that need to be considered in planning event setup and street closures, and giving permission to use county property.

4) When street closures are granted as part of the event approval, Mr. Gilmour has me send letters to affected businesses and others. After I write the letter, stuff envelopes and label them, Mrs. Houser must run them through the postage machine. The letters are not a difficult task, but getting them ready to mail is time consuming. I recommended setting a deadline for applicants to do everything requiring council approval at least one month in advance in case a council meeting has to be rescheduled, to give the staff adequate time to provide assistance and to give merchants one to two weeks after they receive the letters to notify customers about street closures, limited parking, etc.

5) In order to assure accountability and to know there is an organizational framework in place within a group, I advise against giving approval to ad hoc groups operating independently of an organization or civic group. If an ad hoc group would like to host an event, I suggest requiring that group to team up with one of the community partners, who must also sign the event applications jointly, or require the committee to approach the Promotion Committee to request its assistance. The Promotion Committee would be given authority to use its discretion to determine whether to partner with the ad hoc group.

6) Main Street works hand-in-hand with the Perry Downtown Merchants Association; it is the most significant partnership Main Street has. PDMA has asked the Main Street Promotion Committee to take on the role of umbrella for downtown events to provide central leadership, information and assistance to help others with their events, to maintain a calendar for downtown events and to be the group that keeps an eye on events to ensure other rogue events do not pop up to piggyback on events sponsored by groups like PDMA.

For example, there was a lot of confusion surrounding the Mardi Gras event, which was a PDMA-sponsored event and approved by council, and Mardi Growl, which was not a PDMA-sanctioned event and was organized by non-PDMA members. Another problem with piggybacking events is that sometimes these additional events might not be ones the event sponsor endorses and can happen without those involved getting any required approvals, such as special event alcohol permits.

To be clear, the Promotion Committee would not run events, complete the event applications or do the legwork for other groups; rather, the Promotion Committee would provide oversight.

If you choose, you could designate the committee as the initial point of contact for those planning downtown events and ask the committee whether it recommends approval of the event if the event is not an established one, such as the Buzzard Drop, Dogwood Festival or Peaches to Beaches.

Event Planning Checklist

1. Contact Perry Downtown Merchants Association ASAP to ask if businesses will be open.
   a. Coordinate with merchants on promotions and if outside vendors will set up in front of stores.

2. Get special event alcohol permit from City one month before event if serving alcohol.
   a. Perry City Council meets on the first and third Tuesday of the month at 6 p.m. For inclusion on their agendas, please, submit information one week before the meeting date to Annie Warren at (478) 988-2736 or annie.warren@perry-ga.gov.
   b. Request permission from City Council for special event alcohol permit. Contact Janet Duffin at Perry Police Department first to complete required paperwork at (478) 988-2804 or janet.duffin@perry-ga.gov. Once the police have received the completed paperwork and have all required information, the request will be included on the next council agenda for mayor and council to consider whether to approve. The police department will determine whether additional officers are required to police the event.
   c. Explain who will have the alcohol license under which you will operate and the process for checking identification when serving when talking with the police department. Will you use armbands?
   d. The police will recommend setting up barricades to prevent open containers outside the designated event footprint. This may require street closures.
   e. Attendees are not allowed to carry glass containers, only approved plastic cups or cans, when leaving a building. Please, notify all participants serving alcohol to ensure that glass bottles do not leave their establishments.

3. Request permission from City Council for street closures one month before event.
   a. This can be done at the same time as the alcohol request. Street closures must be coordinated with the Police and Fire and Emergency Services departments. Please, submit a letter stating the requested closure locations and times to Catherine Edgemon at (478) 988-2758 or catherine.edgemon@perry-ga.gov or Annie Warren at (478) 988-2736 or annie.warren@perry-ga.gov at City Hall for inclusion on the next council agenda.
   b. Make any necessary arrangements for power, location of stage, etc. If other City assistance is required beyond street closures, please, make those requests in the street closure request letter.
   c. Understand that sometimes environmental issues or special concerns may occur with proposed location and necessitate changing the event footprint. For example, portable restroom trailers can only be placed where there is adequate water and electricity available.
   d. If the council approves the request, the City will notify affected businesses and residences about the event.
   e. If co-sponsoring an event, please, provide written confirmation from participating co-sponsor(s).

4. Schedule required Health Department inspections of food vendors two weeks before event.
   a. The City of Perry does not schedule Health Department inspections.
   b. Houston County Health Department, 98 Cohen Walker Drive, Warner Robins, (478) 987-2020.

5. Exchange phone numbers with public works, police and volunteers two weeks before event.

6. If you want to include your event in the downtown events calendar, City of Perry website and/or in the *What's Happening? FYI Newsletter*, please, send information to Catherine Edgemon at catherine.edgemon@perry-ga.gov one month before the event.

Perry
Department of Public Works
500 Ball Street
P.O. Box 2030
Perry, Georgia 31069

478-988-2739
Telephone

www.perry-ga.gov

478-988-2799
Facsimile

April 21, 2016

MEMORANDUM

TO: R. Lee Gilmour
City Manager

FROM: Decius T. Aaron
Director of Public Works

DATE: April 21, 2016

REFERENCE: ESG Operations, Inc. Stormwater Operating Proposal

Per your memo dated April 15, 2016, below is my review of ESG Operations, Inc. Stormwater Operating Proposal:

Line Item	**Cost**
Management Fees	$436,000.00
Vac Con Truck	$225,000.00
Skid Steer	$54,000.00
Mini Excavator	$37,000.00
F750 Dump Truck	$54,000.00
Mini Excavator Trailer	$5,500.00
F350 Service Truck	$39,000.00
2 Pickups	$45,000.00
Wacker Packer	$2,500.00
Jetter Heads	$7,500.00
Brush Cutter Attachment	$6,000.00
Out of Scope Costs (15% of Management Fees)	$65,400.00
Fuel	$45,000.00
Vehicle and Equipment Maintenance	$25,000.00
Total	**$1,046,900.00**

The startup costs to privatize the stormwater management operations to ESG Operations, Inc. will be over $1 million dollars and the annual management costs will be a minimum of a half a million dollars. The proposal also doesn't include the hidden costs. Where would the funding for privatization come from? In FY 2013-2014 stormwater revenues were $166,802 and in FY 2014-2015 they were $265,091 and the projected revenues for FY 2015-2016 are $270,500. If the current revenue trend continues there will be an annual shortfall in the stormwater revenue available to pay the management contract and other stormwater associated costs.

In theory, the idea of contracting public services to private companies to cut costs makes sense. If someone is willing to provide a service for less money, that should be a plus for a government's bottom line. But according to analysts, outsourcing is by no means a perfect solution. Some agencies don't have the metrics in place to prove in advance that outsourcing a service will save money. Problems from poorly conceived contracts can create cost increases that surpass the costs of in-house services. The privatization of public services can erode accountability and transparency, and drive governments deeper into debt. There is also evidence that sometimes privatizing is a very bad deal with hidden costs and consequences when you turn over public service to a for-profit company.

Mr. Gilmour, ESG Operations, Inc. has done a great job of managing the City's utility operations. However, I think the City will be better served by keeping the stormwater management in house. The City can add additional staff, over the next five (5) years, to comply with the stormwater requirements at a lesser price than the annual proposed management services contract. But most importantly, City employees will not be bound by the terms of a contract when making decisions.

If additional information is needed, please advise.

DTA:da

Extension Policy

The City in its sole discretion may permit a customer to execute an Extension Agreement of the due date when extenuating circumstances exist which prevents the payment of utility charges by the due date. If a customer is unable to pay an outstanding amount on a utility bill and is in danger of the service being disconnected, the customer may request an extension of up to seven (7) days from the cut-off date to pay the account provided an Extension Agreement is completed and signed. The Extension Agreement shall include the complete amount past due including past due balances from previous accounts if no prior arrangements has been made. To apply for an extension, the account holder (customer) must come to the Customer Service Office, in person, no later than two (2) business days **PRIOR** to the date the service is to be disconnected for a delinquent payment and sign an Extension Agreement. Due to the privacy act, **ONLY** the person whose name is currently on the account will be able to discuss issues regarding the account or sign extension requests for the account.

Extension Agreements will not be accepted via the telephone, e-mail, fax, etc. and are available to customers only twice every twelve (12) months for a maximum of two (2) times in a twelve month period and may not be consecutive.

An extension is not available for customers:

- Who have had two (2) extensions during the current twelve (12) months at any address;
- Who accounts have not been established for at least twelve (12) months;
- Who have never made a payment on the account;
- Who failed to keep a prior extension agreement at any address;
- If the property is listed for a tax sale;
- If the property owner/landlord has requested that no extensions are allowed on the account.

Failure to comply with the terms of any Extension Agreement will result in disconnection of service without further notice and the customer will not be eligible for any additional extensions for twelve (12) months following a broken Extension Agreement. Once service has been disconnected, an Extension Agreement will not be authorized.

City of Perry Utility Bill Payment Extension Request Form

NO ONE EXCEPT THE PERSON WHOSE NAME IS CURRENTLY ON THE ACCOUNT CAN REQUEST ANY ACTION ON AN ACCOUNT. To apply for an extension, the account holder (customer) must come to the Customer Service Office, in person, no later than two (2) business days **PRIOR** to the date the service is to be disconnected for a delinquent payment and sign an Extension Agreement.

EXTENSION REQUEST

DATE _____ NAME _____

ACCOUNT # _____ ADDRESS _____

PREPARED BY _____ PHONE # _____

I REQUEST AN EXTENSION FOR THE ABOVE ACCOUNT FOR THE FOLLOWING REASON

_____ OUT OF WORK

_____ MEDICAL BILLS

_____ CHECK LATE

_____ NO MONEY

_____ OTHER REASON

DATE WILL PAY: _____

NO LATER THAN 7 DAYS FROM CUT OFF DATE

AMOUNT OWED: $_____

PLEASE INITIAL EACH LINE

_____ I understand that if I fail to pay the full balance by the above mentioned date, I am subject to the immediate cutoff without further notification and I will not receive another extension.

_____ I understand that due to the amount of my outstanding balance, I am required to pay $_____ on or before the FINAL due date.

_____ I understand that once disconnected the balance must be paid in full in addition to the $44.00 (during normal business hours) reconnection fee. Utilities will not be restored until such payments have been made.

_____ I understand that I am allowed only two (2) extensions per twelve (12) month period. This is my _____extension. I understand that under NO circumstances will an extension be granted on this extension.

_____ _____ _____

APPROVED BY CUSTOMER SIGNATURE DATE

City of Perry

1211 Washington Street
P.O. Box 2030
Perry, Georgia 31069-6030

478-988-2700
Telephone

www.perry-ga.gov
email: lee.gilmour@perry-ga.gov

478-988-2705
Telefax

MEMORANDUM

TO: Mayor/Council

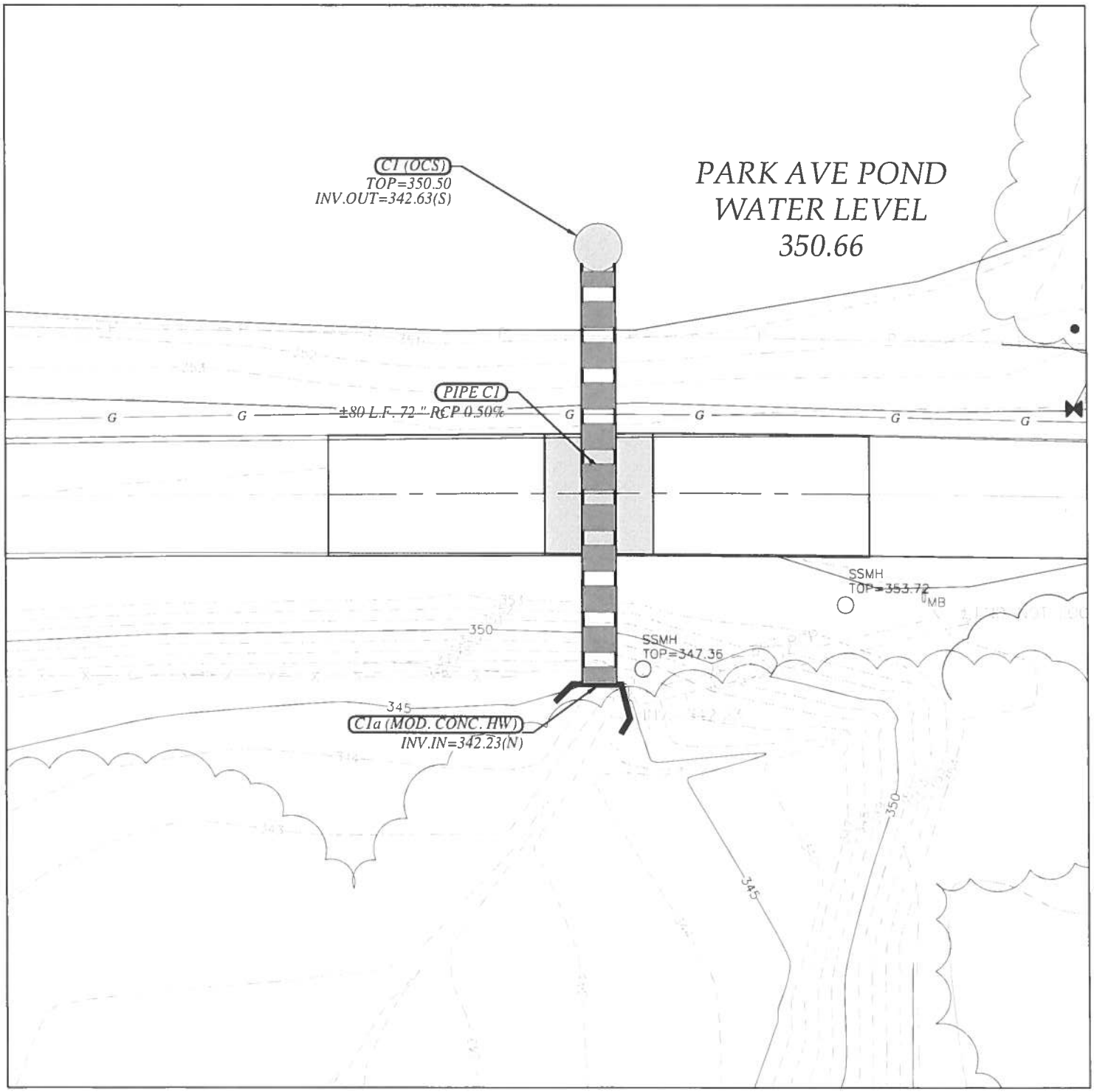
FROM: Lee Gilmour, City Manager

DATE: April 19, 2016

REFERENCE: Park Avenue Improvements

At your direction, the City has contracted with a consultant to analyze the stormwater flow passing under Park Avenue. Attached is the site concept and estimated cost. The Administration recommends Council authorize the design, preparation and bidding of specifications. This would be a SPLOST 12 funded project.

cc: Mr. H. Deal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WATER LEVEL
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PIPE CI
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G
G
G
G
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SSMH
TOP=353.72
MB
350
SSMH
TOP=347.36
345
CIa (MOD. CONC. HW)
INV.IN=342.23(N)
350
345

Perry Drainage Improvements PARK AVE				
Job # 15-0102H		**04/15/2016**		
Park Ave				
Outlet Control Box	1	L.S	$ 20,000.00	$ 20,000.00
72" RCP Pipe	80	L.F	$ 400.00	$ 32,000.00
72" Headwall	1	L.S	$ 5,000.00	$ 5,000.00
Fabric	1	L.S	$ 400.00	$ 400.00
Rip Rap	170	S.Y	$ 50.00	$ 8,500.00
Excavation	1	L.S	$ 15,000.00	$ 15,000.00
Traffic Control	1	L.S	$ 4,000.00	$ 4,000.00
Gate Valvle	3	EA	$ 3,000.00	$ 9,000.00
Demo Road	1	L.S	$ 5,000.00	$ 5,000.00
GAB 6"	3	Ton	$ 40.00	$ 100.00
Pave Road 3.5"	23	Ton	$ 150.00	$ 3,375.00
Striping White	200	L.F	$ 0.20	$ 40.00
Striping Yellow	200	L.F	$ 0.20	$ 40.00
Grassing and erosion control	1	L.S	$ 3,500.00	$ 3,500.00
				$ 105,955.00

City of Perry

1211 Washington Street
P.O. Box 2030
Perry, Georgia 31069-6030

478-988-2700
Telephone

www.perry-ga.gov
email: lee.gilmour@perry-ga.gov

478-988-2705
Telefax

MEMORANDUM

TO: Mayor/Council

FROM: Lee Gilmour, City Manager LG

DATE: April 22, 2016

REFERENCE: Code Enforcement

With the increase in construction and the loss of the two (2) voluntary code enforcement officers, the expectations for code enforcement throughout the city cannot be handled with the one position.

Should Council desire to add an additional position, the Administration recommends the position be funded partially by the General Fund and partially by the Hotel/Motel Tax Special Revenue Fund since code enforcement greatly impacts economic development.

Please be ready to discuss this issue at your May 2, 2016 work session.