

ANA Outreach & Social Media Toolkit

A Guide to Creating a Successful Social Media Plan
for Your Community Organization or Tribe



ANA Regional TTA Centers

INTRODUCTION

LET'S START SOCIALIZING

If you're trying to create a social media plan for your Native tribe or nonprofit organization, you've come to the right place. Learn to build online relationships with your communities in this step-by-step guide.

Social media can enable a tribe or nonprofit to connect with the communities they serve to promote projects, recruit volunteers, partner with like-minded organizations, find funding and more. But simply having a Facebook page floating out on the web is not enough. True social media success requires a clear vision and a willingness to commit the time and resources it takes to maintain that ongoing virtual dialogue.

It is to support this development of Native communities that the U.S. Administration for Native Americans has created this ANA Nonprofit Social Media Toolkit. This step-by-step guide will lead you through the process of creating an organized, realistic, and strategic social media plan for your organization. **These guided activities are designed for the social media novice, to be done with two or more people from your organization**, led by a designated social media administrator and with support from a top-level decision maker (executive director, tribal chief, manager).

The guide is broken into 5 key sections:

SECTION 1: Define Your Purpose

SECTION 2: Get to Know Your Communities

SECTION 3: Map the Social Media Landscape

SECTION 4: Craft Your Posting Strategy

SECTION 5: Track, Analyze and Improve

As you go through this guide, try not to worry too much about the specifics of any one social media tool or website. Why? Because technology constantly changes. Becoming too deeply focused on one specific tool will keep you from seeing the bigger picture — connecting with your communities online where they organically spend time and interact with others.

This is going to be fun. Let's get started.



WORKSHEET 1A:

Describe your Organization

With your partner, you'll examine your organization's purpose and how to communicate that purpose by asking each other a guided set of questions.

As a result, you'll generate a 250-character organizational description that you can use in all of your social media.

Section 1: Define Your Purpose

Why are you doing this in the first place?

Sure, social media can empower your organization to reach your communities in new and meaningful ways, but simply creating a social media account is certainly not your end goal. Social media is just a medium for you to use to spread messages and to engage in conversations that can help — or hurt — your mission.

Why does your organization exist?

Understanding what your organization does is essential to creating a consistent voice and brand perception in the minds of your social media followers. Start by examining your own organization's mission. If your organization is a non-profit, then you probably have an explicitly stated charitable purpose registered with the IRS. However, your official mission statement might be long and lofty, not something that rolls off the tongue.

Imagine that a relative you haven't seen in years visits from out of state and asks about what your organization does. Would you answer with the full mission statement verbatim? Or would you use slightly looser language?

Twitter only gives you 120 characters to describe yourself. What if you only had one word to describe your organization or tribe? Apple Inc. might say "innovation." Disney's might be "magic." This one word will help to inform the "flavor" of your posts. The different ways of describing your organization define an editorial voice that represents the "personality" of your organization. [WORKSHEET 1A](#)

All revved up with nowhere to go?

Before you start speeding down the Internet social superhighway, take a moment to chart your course. Why do you need a social media strategy? If your answer is "because someone told me I need one," then take a moment to think about it.

Effective social media requires putting in hours each week coordinating your campaigns and making daily updates to your various social media accounts. It often involves coordination between multiple staffers. Without clear social media goals, your organization can quickly run out of gas without much progress to show for all the effort.

Before you start filling in your social media profiles, **take a moment to create clear, measurable, meaningful goals** for your social media campaign. While it's



WORKSHEET 1B:

Define your Social Media Goals

Write out your three social media goals in this worksheet. Designate each as an “Awareness,” “Sales,” “Loyalty” or “Other” goal, and make sure your goal includes a method of measure and a time frame.

important to be able to somewhat correlate organizational increases with social media activities, the point here is to create goals that will remind you why you’re doing this in the first place. Understanding these goals will ultimately help you choose the platforms best matched to the types of relationships you plan to build through social media.

Resist your urge to let your various social media platforms dictate what your goals should be. If, a year from now, you’ve finally achieved a platform-dictated goal like “Accumulate 100 followers on Twitter,” should you really celebrate? Well, if your goal all along should really have been “to establish brand awareness with 60 service-eligible, at-risk teens,” you might be disappointed to learn that 95 of those new Twitter followers were service providers, funders and current employees.

Your goals will likely fall into one of three categories:

1. **Awareness:** People need to know you exist. If they know the name of your organization and the basics of what you do, then consider them aware. Any type of post coming from your account will raise brand awareness and create associations in the minds of your social media followers. Whether or not those associations are positive is up to your posting strategy. (ex: “To establish brand awareness with 75 new, eligible tribal women by the end of Year 1.”)

2. **Sales:** Increasing your bottom line is probably the most important metric you can hope to raise through social media campaigns, but it’s also the most difficult to directly affect. You’ll need to pitch your services, events and products even if they’re free, but too much selling will cause social media followers to tune you out like they do website banner ads. How will you know that increases came from social media? If you want to get more people to show up at your next annual convention (ex: “To increase the number of paid attendants at this year’s Convention by 15%”), then you might have them register on an online form shared only via social media, or give out a bonus gift if they provide a social media-exclusive code.

3. **Loyalty:** Reward existing followers and keep the spark alive. By keeping your existing communities in the loop, quickly and regularly replying to their comments, and offering incentives for repeat business, you can make your existing rosters of supporters more active. (ex: “To increase the average number of volunteer days per volunteer by 25%”)

If your goals don’t fit into one of these categories, feel free to create your own. Just remember to create some type of measurable benchmark by which you can measure your progress towards success. Track metrics that will contribute to the



overall success of your organization, not just the perceived success of your social media accounts.

Maybe you've already designed some tribe- or organization-wide goals in a strategic plan — craft your social media goals to align with those. Choose measures that make sense for your organization at the stage you're in now. Update and change your goals each year as needed, but make sure to assess the progress you've made before ditching your benchmarks completely.

Now that you know yourself...

Get to know your community! You've gotten to know your own organization more intimately, and you've thought about how you might communicate that identity to others, but which method of communication will work best for the communities you want to reach?

In Section 2, you'll learn to target specific communities and begin to connect your message with your audiences in ways that will position you to most effectively accomplish your newly-defined social media goals.

So what are you waiting for? Onto the next section!

Section 2: Get to Know Your Communities

Who are you sharing a conversation with?

Social media is all about relationships. Establishing relationships with individuals that last more than the length of a YouTube clip relies on the same fundamental essentials of person-to-person interaction that we employ every day in our tribes and communities.

In Section 1, you defined your social media goals, so now you know your starting place. You know who you are, but who's on the other end of the communication channel?

Though social media platforms might quantify and measure members of your community as standard units of "Followers," "Friends," or "Likes," it's important to never forget the humans behind the computer screens. Effective communication — whether its posted online, printed on paper, or spoken in a circle of elders — relies on understanding the unique human needs and personalities of your audiences in order to deliver messages that will connect and stick with them in personal ways.

Before you start getting into individual social media platforms, take a second to think about the kinds of people you're going to be communicating with.

Position yourself for success

Social media is essentially a function of marketing — think of social media as the fun cousin of the slick-tongued adman or the data-headed demographer.

A strong marketing strategy is based around positioning your product in a way that communicates directly with the community that you specifically want to reach. Intimately understanding your target market in real and tangible ways will make a big difference in the way that you phrase your messaging, how and when you choose to post those messages, and where you spend your time and money.

In order to make sure your social media strategy matches up with the right community audiences, you'll need to segment them into categorical reference groups and then choose which ones to target. [WORKSHEET 2A](#)

1. Segmenting: The expanse of the Internet is filled with all kinds of people from all over the world, so it's important to identify the kinds of people you'd like to reach. Start by segmenting your audience into groups based on categories like age, gender, hometown, tribe or Native affiliation, service preferences, or whatever categories make sense for your organization and its services.

Use these categories to define key reference groups by creating character archetypes: descriptions of individuals that represent every member of each

WORKSHEET 2A:

Segmenting and Targeting

Break your communities into workable, targetable groups. Start by segmenting your groups using demographic indicators meaningful to your organization. Then consider how you can most effectively target each segment.



community segment. One category you may want to start with is “Familiarity with the Organization,” in which you could rate segments on a scale like this:

- No Familiarity
- Aware But Has Never Participated (in your services or project(s))
- Participated Once
- Repeat Participant
- Dedicated Advocate

For each social media campaign you launch, you’ll want to make sure you’re targeting adjacent groups on the Familiarity scale. Why? Because it’s just too confusing to direct messaging at both absolute newcomers and long-term advocates in the same campaign. The “Familiarity” category is the best place to start segmenting your communities.

For example, perhaps your community-farming project team would like to reach Native community members living in your tribal area. While you’ve already defined one category, you might consider other categories that could define segments that exist within that geographic area. Perhaps you might consider *gender*, *age*, *employment status*, and *experience with farming* as other primary categories. After brainstorming with your team based on past experience, you might identify three distinct archetypes to represent these local community segments (though you could have more):

<i>Segments*</i>	A	B	C
Geog. Area	Tribal area	Tribal area	Tribal area
Familiarity	Aware	Aware	Advocates
Age	15 – 20	17 – 30	25 – 35
Gender	Male	Female	Male
Employment	Unemployed	Part-time	Full-time
Farming Exp.	Some	Lots	None

**fictional example*

2. Targeting: Once your communities are segmented into sensible groups, it’s time to choose specific ones to target. For each campaign you launch, try to target just one segment as your primary audience. You might also target a secondary segment in the same campaign, though that secondary segment should be around the same level of Familiarity with your organization as the primary target segment.



WORKSHEET 2B:

Fleshing Out Archetypes

Personify the segments you identified in Worksheet 2A into more workable, human archetypes. This exercise will give you tips on how to find “nuggets of insight” that you can use to fine-tune your social media campaign messaging.

Much of what will inform your targeting decisions will rely on the type of messaging campaign you’re launching and the social media platforms you’re using (much of this will be covered in Section 4). But some targeting decisions can be made strictly based on the segments you’ve defined.

Consider once again the three segments we defined in the previous example. Segments A and B both have just a passing Awareness of your organization, which puts them in a much different category than the group of staunch advocates in Segment C. Therefore, campaigns targeting Segments A and B might focus on increasing levels of engagement for both segments with calls to action. Since both Segments have some level of Farming Experience, perhaps that call to action could be a farming workshop or a sign-up list for a free-to-use community tractor. As you can see, finding patterns between segments will greatly enhance your ability to target groups effectively and efficiently within your communities.

Flesh out the archetypes

You’ve got the bones of a reference group; now flesh them out. As you carry out your social media campaigns for the coming years, you’ll continually refer to the segments you’ve defined. Your goal in defining archetypes for each segment is to turn those groups of numbers and categorical demographics into something that resembles more of an actual person with unique personality traits and preferences.

WORKSHEET 2B

Look at one of the segments you’ve identified, and think back to previous experiences and conversations you’ve had with real community members from that segment. Describe what you think a day in the life of a person in that segment is like. Try to base this day-in-the-life-of description on real stories from real people; avoid clichés and non-specific generalizations.

From the daily list of activities you define, identify unique activities and patterns that pop out at you — little “nuggets of insight” that might help you understand the qualitative things that make this segment special. Does an archetypal member of this segment have a second or third part-time job? If so, you might focus on the “job creation” parts of the new project you’re promoting through social media. Or maybe you find that they usually start work earlier than most; social media posts targeting that segment might, therefore, be posted very early in the morning and during their early lunch breaks.

To get even more in-depth with your archetypes, try talking to real people who fall into your segments. At your next community meeting, or as you carry out your regular, daily organizational activities with your communities, try to pull aside some community members for one-on-one conversations — deep interviews that you can use to find more “nuggets of insight.”



Start the one-on-one interview in a quiet place that feels comfortable for both you and the interview subject. Let your subject know that the interview will take about 10 to 15 minutes and will help your organization better understand the unique needs of the communities that you serve. Start by asking your subject an open-ended question (not one that results in a one-word or yes/no answer) that will lead to him or her telling a story. Examples of an opening question might be:

- “Describe what your typical day is like, hour by hour.”
- “Tell me about the most memorable experience in your life doing *[insert an activity related to your project/nonprofit here]*.”
- “Tell me about a time in your life when you, or someone you know, might have dealt with *[insert problem your project/nonprofit is set up to address here]* in our community.”

Listen carefully as your subject tells his or her story, and jot down any unique “nuggets of insight” you might hear. Probe deeper on that idea by asking follow-up questions that will result in deeper stories. Keep asking why, and you’ll unlock deeper and more valuable insights. It is because of this need to drill down that follow up questions are much more important than perfectly crafted openers. And don’t be afraid of silence; sometimes subjects need a second or five to collect and synthesize their thoughts in order to recognize things about themselves that they might have never really thought about before. Some examples of good follow-up questions include:

- “How did that experience make you feel?”
- “Tell me more about what led you to making that decision.”
- “If money was no object, how would you change that part of your life?”
- “Tell me about another experience that made you feel the same as you felt during the experience you just mentioned.”
- “What do you think you’ve learned from that experience, and how do you integrate those lessons into your life today?”

After the interview, look at your notes, and jot down all of the nuggets of information that you collected as a bulleted list. Then take your segment data and combine it with your list of nuggets to create a paragraph describing that segment as if it was a person — this is your archetype. Finally, give that archetype a fun name, like “Mom on the Move” or “Jobhunter Jedi Jane.” As you craft social media posts in the future, you’ll picture this archetypal person on the other end of the computer screen to make sure that what you’re writing will be effectively and meaningfully communicated.



WORKSHEET 2C:

Define Your Voice

This series of guided questions will help you to humanize your organization in a way that will best communicate with your segment archetypes.

Define your editorial voice

Since social media is all about having a conversation with your community, you need to consider the “voice” of your organization as you write. Does your organization speak more like an academic, using surprising statistics and sharing studies and documentary videos? Are you a grassroots organizer, passionate about issues and rallying people to action? Or are you more light-hearted, sharing photos of smiles from events and interjecting jokes and emojis into daily posts. How will you be human?

The success of whatever editorial voice you choose will be based on how well it resonates with the communities you’re targeting, so thoroughly understanding your segments is key to defining how you’ll package your daily messages. No matter what, though, you’ll want to avoid constantly barraging your communities with salesy-sounding ads, self-serving promos, and robotic auto-posts.

WORKSHEET 2C

In Worksheet 1-A, you identified what makes your organization unique. In the same way that you created archetypes for your customer segments, take a moment to personify your own organization. Imagine that all of your segments’ archetypes are together at a dinner party, and your organization’s archetype is the host. As you walk from archetype to archetype and strike up dinner conversations, you might subtly change your tone, but your underlying personality will remain. What is the ideal personality type that will help your organization’s archetype get along with as many segment archetypes as possible? It’s this persona that will form the basis for an effective editorial voice.

Now that you know your communities...

It’s finally time to start getting online. In this section, you segmented your communities, personified them into character archetypes and then defined an editorial voice that can best communicate with those archetypes. In Section 3, you’ll assess the social media landscape in order to choose where to establish your empire of online accounts and start interacting with those communities online.

So say “tootaloo” to Section 2, and come with me to Section 3!

Section 3: Map the Social Media Landscape

Which online outreach platforms should you target?

The Internet is a vast and endless landscape. Tectonic plates shift with each new technological advancement, and how society adapts to those changes shapes its peaks of innovation and its darkest valleys.

On this endless online continent, businesses, individuals, nonprofits and tribes have established their social media empires. Within one empire might be its city center (website) and a series of towers (Facebook, Twitter, Instagram, etc.). Some towers might be tall, strong and multi-tiered. Other towers might be barely standing, either due to neglect or poorly built, inflexible foundations.

Don't let your social media empire become a ghost town. In order to ensure that your social media empire is built with a strong structural foundation on solid ground, it's important that you first map your social media landscape.

Survey the landscape to find out where your communities are and where you should establish your empire. Check on the status of towers you might have neglected. And take a look at neighboring empires to take queues from how others have chosen to nestle into the wilds. It's a brave new world!

Survey your communities

The first step in mapping your social media landscape is finding out where and how people in your target communities currently spend their time online.

According to a Pew study done in January, 2014, approximately 74% of online adults actively use some kind of social media account. If your community has access to the Internet, it's highly likely that they're scrolling through their News Feeds at least twice a week.

Talk to your target communities to find out what social media platforms they use and how they use them. A good place to start is with a formal survey aimed at as many community members as possible.

We've provided a template you can use to get started (**WORKSHEET 3A**), but there are some key points to keep in mind as you design your survey:

- **Keep it short:** No one wants to open a survey and see multiple pages worth of questions. Try to keep your survey to a single page. At the top of your survey, you might even write how long it should take to complete

WORKSHEET 3A:

Sample Survey

A very simple, sample questionnaire illustrating the types of questions one might find in a community survey. Use these concepts to draft your own survey.



(between 1 and 5 minutes).

- **Avoid Yes or No questions:** Binary answers are not very useful. Follow up any Yes/No question with a 1-to-5-point scale, if you can. (Ex: Do you have a Facebook account? [Y/N] If yes, how often do you use it [A. 3+ times a day ; B. Once a day ; C. About once a week ; D. Once a month ; E. Less than once a month])
- **Use Likert scales when possible:** When appropriate, use a scale from 1 to 5 to collect richer, more meaningful data, especially for questions about how often, how likely, or how much they like something.
- **Avoid suggesting answers:** Though you may have a hypothesis of what your audience prefers, avoid leading people towards a certain response or asking them to simply confirm something you want to do. Plain language works best to avoid unintentional suggestion.
- **Allow respondents to opt in to a follow-up interview:** Include, at the end of your survey, a simple check box that says something like “Yes, you may contact me for a follow up interview.” An opt-in box will not only give you willing interviewees but also ensure that you’re complying with anti-spamming laws. For those who do opt in, don’t forget to capture their name and preferred contact info.

Surveys can be distributed in print form or through an online service. Either way, make sure you qualify each response as coming from eligible members of your project community or tribe by including simple checkboxes asking respondents to identify their Native affiliations and other demographic identifiers while still allowing them to remain anonymous. For online responses, you might send the list to a qualified listserv of email addresses. Get a higher response rate and form relationships by distributing short survey during community meetings or events, with a box nearby for anonymous submissions.

Once you get your survey results back, gather the data and look at trends on a large scale. To ensure your data represents a statistically significant group, try to have at least 40 responses from each target segment. Use results to decide which social media platforms to use, and prioritize them based on survey responses.

If you included an opportunity for respondents to opt in to a follow up interview, try contacting respondents who represent distinct sub-groups within your target segments. Over the phone or in person, have a conversation with community members using the same deep interview tactics from Section 2 (page 9). Try to collect stories about how they use social media and how it fits into their daily lives — information you can use to craft your posting strategy.



While these responses will give you an educated place to start, it's important to remember that it's just a starting place; once you start engaging your communities on social media, you'll adjust that strategy depending on how your community conversations evolve.

Check your own existing social media accounts

If your tribe or organization has been around for more than a few years, chances are high that you already have a social media presence established on the vast Internet landscape. Is your social media empire a ghost town? Perhaps your Facebook tower is in decent shape, but Instagram plaza is barely holding it together. Or maybe your social media structures need to expand to accommodate new outreach campaigns in your blueprints.

If you haven't established any social media accounts yet, don't worry. For the most part, social media companies make the process of creating new accounts as intuitive as possible, so it's really easy. In Section 4, you'll learn some best practices for filling out those profiles in ways that will get you noticed.

Start by acclimating yourself with each social media platform. If you don't already have a personal account on each platform you're interested in, try starting one. Oftentimes, a social media platform will lead new users through a short tutorial to familiarize you with all of its features.

Many social media sites, like Facebook, differentiate between business/organizational profiles (called "Pages" in Facebook) and personal profiles. In these cases, creating a personal profile for yourself as an individual — to be used independently from the organizational site you'll manage — is not only a good way to acclimate yourself with and explore the inner workings and culture of the social media platform but also required for administering a business Page.

If you're inheriting the social media manager role in your organization, start by asking existing staff about any past attempts at social media. Do a Google search to see what kind of existing web presence your organization already has online, and try searching your organization's name on each individual social media platform to be really sure.

While you're at it, take note of any organizations with similar names or usernames; you might use this information later to choose the perfect account name to avoid unintentionally promoting a similar sounding but different organization's social media accounts. If you find that someone is falsely impersonating you



WORKSHEET 3B:

Auditing Existing Social Media Accounts

Before you create a new account, make sure you assess your old accounts. Learn from your past failures and successes, and keep your online presence up-to-date.

or your organization, know that most social media sites provide processes for verifying your account and eliminating fake accounts. You have a right to your organization's name.

While you're auditing your existing social media profiles, keep track of essential account administrator log-in info for each. Sometimes this will be associated with an email address on file; use the "Forgot Password" functionality of the social media site to reclaim control of these accounts. If no email address can be found or accessed, try contacting the social media administrators to manually reclaim access or change the associated email address. **WORKSHEET 3B**

In addition to essential administrator account information, also take note of more qualitative traits of your existing accounts. Some qualities to check out include:

- **Followers / Fans / Friends:** Each social media platform has its own metric for measuring the total number of people who are subscribed to receive messages, pictures and information that your organization posts each day.
- **Engagement:** While the total number of users is important, it means little if none of them have seen a post of yours in years. Most large scale social platforms have some type of integrated Engagement tracking system, allowing you to see charts and graphs mapping out how many people have seen, liked, commented on or otherwise interacted with your posts over time.
- **Frequency of Posts:** How often did your organization post or publish new content to Followers' News Feeds in the past? Was there a time when your account was very active? When did posting frequency start to die down?
- **Historical Successes:** Take a walk down memory lane, and peruse down your past posts. What types of posts worked best in the past? When did people seem interested? Which campaigns achieved their goals?
- **Other Nuggets of Insight:** Observe the page for any other patterns or trends you notice. Maybe all of your posed group photos start looking the same after a while? Perhaps reading through past posts on your social media profile reads like billboards down an interstate highway, like watching never-ending commercials on TV? Could you be more fun? Maybe more professional? Record your first impressions, too.

Store your observations, passwords and account administration info in a secure place, preferably in an off-line file on your computer desktop, or even on a printed



WORKSHEET 3C:

Assessing the Competitive Landscape

Find out what like-minded organizations are doing online. Learn from their strengths and weaknesses, find potential partners, and locate related user networks.

piece of paper kept in a locked filing cabinet in your office. And give each social media platform, email account, and online profile its own, unique password. In your virtual city, making sure each social media tower has its own lock and key will limit your losses should one building's key get stolen by a hacker.

Assess the competitive landscape

As a pioneer establishing your social media empire on this vast virtual continent, you are innovatively building, on new territory, a new city custom-made for the enjoyment and culture of the virtual communities you work with. Yes, the thought of raising a brand new city from the ground up can be daunting, but don't think you need to start from scratch.

Like looking at how neighboring cities have chosen to build on the same wild landscape, start by assessing how organizations similar to yours have chosen to implement their own social media campaigns. Observing how others have done it can help you adapt parts of what's worked for them while avoiding what doesn't. That's why it's important to conduct a sound assessment of your "competitive landscape" before you jump headfirst into crafting your posting strategies; learning from the successes and failures of others can help you avoid some unnecessary pains of trial and error. **WORKSHEET 3C**

The "competition" in the phrase "competitive landscape" comes from the business practice of assessing the landscape of your business competitors (those offering similar products or services) in order to gain an economically competitive marketing edge. While there is a chance this may apply to your planned projects, most individuals using this ANA Outreach & Social Media Toolkit choose, instead, to look at like-minded organizations as potential partners rather than competitors.

In an effort to build a community and work together towards common goals, tribal and nonprofit organizations should take note of organizations with similar missions, overlapping target populations, and complimentary services or assets.

For each, take note of strengths and weaknesses that you observe, considering the same attributes that you assessed in the audit of your own, existing social media accounts in the previous sub-section. Questions to ask yourself might include:

- **What kinds of people follow, are fans of, or frequent this social media profile?** How many? Are any of these groups unexpected? Might any of these groups also be relevant to your communities' segments?
- **What are the strengths and weakness of the different social media platforms?** Are certain kinds of posts more effective on certain



social platforms?

- **What are the strengths and weakness of how they use different social media platforms?** Are certain kinds of posts effective on one platform but not another?
- **What kinds of content do they share?** How do people interact with each type of post? What topics are they writing about?
- **What other organizations, groups, or businesses are associated with the one you're checking out?** How are they related? Could you tap into one of these secondary networks for potential project partners?

After doing this competitive landscape assessment, you might wonder why you've never partnered with some of these like-minded organizations before. Take this opportunity to reach out and form relationships through partnerships. Later, you might associate your social network profiles with theirs in order to tap into overlapping community networks you may share (see Section 4). If you plan on applying for a grant from the Administration for Native Americans, consider how these organizations might be a part of a grant-funded project as a project partner. Keep these assets recorded for later.

Look over the data you collected during your assessment. Find trends, analyze posting strategies, and consider types of content you could use as you craft your posting strategy in the next section.

Now that you understand your surroundings...

You're ready to bring the virtual city of your organization's online presence to life. Mapping your social media landscape was the last step in creating the blueprint for your soon-to-be-great social media empire.

In this section, you took a survey of your community to find out which social media platforms they use and how they use each. You audited your existing social media profiles to take inventory of your existing virtual assets. Lastly, you assessed the competitive landscape to learn from the social media strategies of like-minded organizations.

Now move on to Section 4, and let's get our hands dirty.

Section 4: Craft Your Posting Strategy

It's time to get your hands dirty.

Finally, the time has come: let's start posting some content!

You're now equipped with all of the background you need to start crafting informed, creative content that your communities will want to interact with. By looking back over what you've done so far, you'll find a comprehensive blueprint for your social media empire.

In Section 1, you got to know who you are as an organization: consider how your posts will contribute to the social media goals you defined and if they convey how you, as an organization, want to be understood.

In Section 2, you got to know your communities a little better: imagine your target archetypes reading each post you write, and write each using your unique voice to maintain honest conversations online.

In Section 3, you got to know your social media environment better: surveying your audience showed you which social media platforms they actually use, auditing your existing social media resources inventoried the assets you have to work with, and assessing your competition revealed ideas you can adapt.

In this section, you'll finally create your social media profiles and open for business. You'll figure out how you'll use each platform, define types of content that you'll post, and then plan who will post them when in an Editorial Calendar.

Excited yet?

Open and fill out your social media profiles

If you've never created a new profile before, don't worry; social media sites make it really easy for new users to establish new accounts. For the most part, it's as simple as clicking a button and following on-screen instructions.

But where do you start? New social media platforms are launched all the time, and the popularity of each changes with each generation of users. No matter which platforms you choose to use, remember that you'll need to spend precious effort and time in order to manage healthy, engaging social media campaigns on each. Plan on spending up to *one hour per day per social network*.

Instead of trivially choosing which platforms you'll engage with based on overheard buzzwords and fly-by-night trends, base your decisions on evidence. Look back to the survey you did with your community to choose and prioritize the social networks you use. (WORKSHEET 3A)



RECALL: WORKSHEET 3A:

Check responses to questions about which platforms survey respondents actually use and how often they use each. Use these answers to choose and prioritize the social media platforms you'll launch with.

WORKSHEET 4A:

Filling Out New Profiles

This checklist references info from previous worksheets, as well as general best practices, that you can use to fill out your new profiles.

Remember, though, that how your communities use each platform can change over time, so regularly assessing the health of each will be vital to staying relevant. *It's better to focus on the most relevant platforms than taking a shotgun approach and creating a profile on every new platform you come across.*

No matter which platform you choose, the fundamentals for filling out your social media profiles are the same. Each social media profile represents your brand, the look and feel of who you are and what you do. Base your social media brand identity on a consistent set of values and qualities, and you'll maintain a consistent first impression for each person who visits your profiles. **WORKSHEET 4A**

In filling out any social media profile, you will have to consider two primary factors: text and visuals.

1. **Text:** Social media is a conversation. It's like a dinner party: come off too sales-y and your guests will tune you out like an unwanted commercial or display ad. Come off too academic or wordy, and you'll fatigue audiences who are just looking to relax. Instead, deliver emotion, interest, and/or fun!



An introduction to popular platforms

New social media platforms come and go. Resist going with the newest and trendiest platforms. Unless your organization is focused on technology or serves a techy, early adopter community, choose platforms that your community actually uses. While the list below introduces you to some of the Web's most popular platforms, keep in mind that it may not necessarily include the one that fits your organization or Tribe best.

- **Facebook.** The most full-featured standard platform. Five Facebook accounts are created every second. While Facebook still reigns supreme among social media platforms, many young people are going elsewhere.
- **Instagram.** This popular photo-based platform was acquired by Facebook in 2012. Users can upload photos or short videos from their phones.
- **Twitter.** Tweets of 120 characters or less define this platform. Twitter users share ideas, comment on real-time events, or report breaking news updates.
- **YouTube.** Billions of users watch millions of hours of video each day. Users subscribe to channels they like, and popular channels can get paid for views.
- **LinkedIn.** If your project promotes business or job creation, consider leveraging LinkedIn. The online professional resume hub is a hotbed social network for executives, especially looking to hire.

RECALL:

WORKSHEET 1A:

Use the 250-character description you created as a basis for filling out the “About Us” section of your profiles. Ensure that each social media profile conveys the “one word” that describes you.

RECALL:

WORKSHEET 2B:

Imagine that the archetype you defined is reading your profile for the first time. Good first impression?

The primary type of text you’ll have to fill out on any social media profile will be your organizational bio. This paragraph should be concise and to the point, though it should also be written using words and in a voice that represents a “humanized” version of your organization.

Back in **WORKSHEET 1A**, you should have already created a 250-character bio — the perfect length for Twitter, Facebook, Instagram, and others. As you fine tune this paragraph, consider what makes an effective organizational bio:

- **Show, don’t tell.** Talking about what you’ve done is more effective than bragging and inflating your brand. Answer the question “what have I done?” rather than “who am I?”
- **Choose keywords that will resonate with your audience.** As you write, imagine the segment archetype (a human being) you defined in Section 2 is on the other end, reading your bio. Choose keywords that will pique your archetype’s interest. This will also help win Google searches and internal search queries as potential followers search for issues and topics they’re interested in learning more about.
- **Avoid buzzwords.** By choosing classic language, avoiding trendy buzzwords, and steering clear of cliches, you’ll create an explanation that will communicate with more types of people and stay fresh longer.
- **Build in a value proposition.** Before adding your content to their daily news feeds, potential followers, fans and friends who visit your site will subconsciously ask themselves “what’s in it for me?” Build your answer to that question into your bio paragraph (ex: “Providing you with news, scholarship opportunities, and cultural event updates 24/7.”)
- **Keep it human.** Social media requires a personal approach. Use language that colors the “personality” of your organization. Sound like someone your audience might want to be friends with.

After you’ve crafted the perfect description paragraph, remember to revisit it often, updating it according to changes in your organization, new examples of successes, and changing needs of your community. Ensure that these changes are made across all platforms to ensure consistency.

In addition to the basic bio paragraph, social media profiles may also ask for optional types of text. Be strategic in the words you choose: expand your networks by including topics, keywords, and phrases that your communities might search for online. And don’t forget to list your website, if you have one.

2. Visuals: Do not underestimate the power of visuals on social media. Even if you have a powerful message to share, it can often go unheard without an accompanying photo. Good accompanying visuals help your content stand out from the mass of daily posts in followers’ news feeds, where new content is published every minute, burying old content. In many cases, social media



algorithms prioritize posts accompanied by images and multimedia.

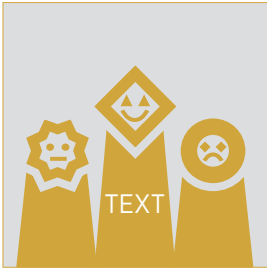
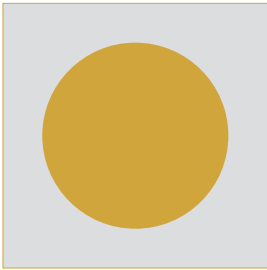
Good visuals will also be the first way that visitors to your profile will identify your organization's brand identity. Ensuring that each social media has a consistent look, using your most recent logos and brand colors, will make a huge difference in establishing a comprehensive brand that sticks in the minds of your communities.

While you can be as creative as you want with the images you choose to portray, keep in mind that each platform requires that you edit your images to specific size dimensions for specific purposes.

Common types of images you'll have to create include:

- **Profile photos:** The most important photo you'll have to consider for each social media platform. The profile photo, or profile pic, is your avatar on each social platform. Whenever your name pops up within a social media site, your profile photo will be there, too.

Make sure your profile photo looks good when cropped into a 1:1, square frame. Your profile photo will be viewed at many different sizes, so make sure it works at both large and small scales. See the table below for pointers on creating a profile pic that scales successfully.

Large scale	Small	Result
		 FAILURE At a small scale, details in the image —such as the text and the smaller shapes — are lost. The image becomes too busy.
		 SUCCESS! A simple shape, such as a logo, can be seen clearly at a small scale. The object in the image is large while avoiding the frame edges.



RECALL:

WORKSHEET 3C:

From your competitive landscape assessment, did you find like-minded organizations? Publicly support each other and share networks of followers by “liking” or “following” each other’s social media accounts. Consider sharing each other’s posts to maximize reach and formally coordinating on outreach campaigns when possible.

- **Cover photos:** In addition to a profile pic, most social media sites provide you space for a large banner-size image at the top of your profile called a “cover photo.” This image can provide some additional character to your profile pic. For example, you might use your logo for your profile pic, but have a photo of the mountain range your organization works to protect as a cover image. The following month, you might swap out the cover photo for one promoting a weekend fundraiser, while the profile pic stays constant.
- **Galleries/albums:** While your social media profiles will generally fill to the brim with photos as you post daily content to each, pre-filling photo galleries at launch can help to communicate more about who you are using the “show, don’t tell” philosophy. Consider launching with three “albums” of photos — each could focus on a different dimension of your mission, or perhaps some of your keystone projects. Use images of people when possible, connoting life and action.
- **Video:** Most modern social media platforms support rich multimedia, such as video. As a general rule of thumb, avoiding posting videos on social media that are longer than 3.5 minutes. At launch, you might consider posting an overview video about your organization. Free editing programs now exist to help you create videos that allow you to communicate your services through a human, organic appeal.

Remember your reasoning behind all of the choices you made in populating your new social media platforms with visuals and text, and ensure that these qualities are consistent across all of your platforms to maintain a strong, sticky brand identity.

Revisit these profiles often to make sure that your “About Us” information still accurately represents who you are and what you do, and mirror any change you make across all platforms.

Many social media platforms will also allow you to add “Friends” or “Groups” of your own, or to categorize your organization as belonging to a specific niche-based network. Choose these public associations strategically. Think about what kinds of people might be interested in exploring the categories and groups you’re under. Consider how publicly associating with other organizations might connote partnerships or help you tap into adjacent markets.

Once all of your profiles are completely filled out, you can take a breath, but do not wait too long to start posting fresh, regular content. Don’t let your newly established social media empire become a ghost town. Going for long periods of



time without posting content of any kind can cause site algorithms to tag your organization's account as inactive, which means that your followers will see updates published from your account far less often, if at all.

On having your own website

Having a website without social media can be like owning a tiny island in the middle of a vast ocean; it's unlikely passersby will ever accidentally bump into it. However, as part of a healthy social media strategy, your website can be a powerful home base for a sprawling social media archipelago bridged by strategic communications. Benefits of having a website include:

- **A centralized library.** A website with a running blog allows you to write and house content on your website and then share it on each social media platform in ways that work best for each.
- **Immortal content.** Unlike social media, where old posts get buried as new content is posted, your website will archive content forever.
- **An online brochure.** Your site can also tell people more about your organization and what you do than you can fit on a social media profile.
- **Webforms, payment, and registrations.** Websites provide functionality not possible on most social media sites, like registering people up for events or accepting credit card payments.
- **Legitimization.** Having your own website lends your organization legitimacy. A custom ".org" domain adds trustworthiness, and being able to have "name@myorganization.org" email addresses denotes professionalism.

Creating a complicated website will take time and money, requiring working with a specialized professional to custom-code a site for you. Try looking within your organization or Native community for web contractors before looking outside.

In addition, many free, third party services now exist to help you create a template-based site for very affordable monthly rates with bundled services designed to hook your website into the latest social media platforms. These services will often also help you to acquire your custom domain name (your organization's name as a URL) and provide hosting services (storing all of the megabytes worth of content on their servers, which are then accessed online by whomever visits your site). Google around, and see which third party services work best for your needs.

While creating even a simple, one-page website or blog will help to bring cohesion to your content, you can still create a successful social media campaign without one. If, a year or two later, you decide to create a website, working it into your social media strategy should be relatively seamless.



RECALL:**WORKSHEET 1B:**

Look back at the goals you created in Section 1. Then look at the social media platforms you've decided to use. How might you use each social network to reach your goals? How would you quantify the change you're affecting through each platform's unique metrics (i.e. tweets, posts, likes, followers, friends, etc.)?

RECALL:**WORKSHEET 3C:**

What kinds of numbers are organizations similar to your own pulling in on a regular basis? Base your goal metrics on similar organizations' for the most educated hypothesis of what you could achieve.

Define clear metrics

In Section 1, you defined goals for your strategic social media campaign. These goals were based on real results, stripping out the social network-specific jargon in order to focus on the real-life changes you hope to see made in your community, project or organization.

Now's the time to take those goals and translate them into the metrics that are unique to each platform. On Twitter, you might think in terms of tweets and followers. On Facebook, it might be Fans, posts, and engagement.

Quantifying your social media specific goals will be difficult without experience. Setting a goal is not always as simple as choosing a number and vowing to achieve it. If your Facebook account got 10 new followers last month, is that truly significant? If your target segment is a huge, nationwide demographic, then you might be off the mark. But if your community is concerned with a very specific niche, 10 new followers might be an achievement worth celebrating! Qualify each new Follower, Like or Fan as coming from a segment significant to you.

It is for this very reason that, as you define your metrics for the first time, it's more important to understand your unit of measurement than to define how many of each unit you're trying to achieve. Instead of stressing out setting trivial numbers, spend more time researching and learning exactly what each unit of measurement means for each platform. Should you be measuring the number of posts you make or how many people actually view each? What kinds of built in metrics exist for administrators of business pages? How might these metrics translate to the goals you set for yourself?

Over time, as you come to understand the culture of each platform and the level of activity your community expects on each, you'll be able to fine tune the frequency of posts, the number of followers you can hope to gain each week, exactly how many times the average user will engage with your brand, etc., based on actual data on what works and what doesn't that you observe over time.

At launch, though, you might base the target number attached to each relevant metric on what you observed during your competitive landscape assessment. Basing your numbers on those of your most relevant potential partners or competitors will give you the most educated hypothesis for what you could achieve. Over time, continually re-assess your progress and analyze what works for you; after a few months, you'll have a feel of what a realistic objective looks like (see Section 5 for details).

What do you have to share with your community?

As you sit at your keyboard, staring down a blinking cursor waiting for your genius wit to flood into a social media post, consider your archetypes at the other end of



WORKSHEET 4B:

Packing the Content Carts
Plan and collect the kinds of content that you want to share with your communities ahead of time.

the computer screen. Step into their shoes. Would you want to be bombarded by promotional content, constant requests, and braggadocious announcements of awards? Or would they rather read interesting articles, watch inspiring videos, or smile at stories of success from your own community?

As you craft posts, remember to always *add value to the News Feeds of the communities you wish to reach*. Aim to delight, intrigue, inspire, educate, or amaze. Instead of selling *at* people, share conversations *with* them. If your archetype's News Feed was a television, you'd want your social media content to be their favorite TV show — not an annoying commercial.

Let's say, for example, you'd like to promote an upcoming public lecture. Simply posting a dry update like "Please join us for next week's guest lecture" doesn't really offer any value to your audience. Instead, you might share a short inspirational video featuring your guest lecturer, along with a text caption like: "Want to hear more from her? Join us next week. Follow this link to register for this free event!"

Or maybe you'd like to recruit volunteers to a cause? You could irritate your audiences by posting something like: "We need volunteers. Please help us. Sign up today." Instead, offer value to your audience's News Feeds by sharing a news story that illustrates the urgency of the cause your volunteers will support. Your accompanying text caption could highlight a significant excerpt from the article, along with a call to action like: "You can do something to help solve this problem. Follow this link to join our team of community volunteers."

Store ideas for content in categorized carts

Coming up with interesting and engaging posts from scratch each day can be a daunting expectation for any social media administrator. You can cut down on the creativity fatigue by pre-packing your posts into categorized content carts and unloading them as you need them.

Creating a cart strategy consists of five primary steps:

1. **Identify your core competencies.** What is your organization good at? Do you have experts who focus on specific issues? Are there specific parts of the community that you work with? By basing your content categories on your organization's core competencies, you'll not only have an easier time tracking relevant stories and generating strong content but also make sure that your posts reflect your brand.
2. **Create content carts.** Carts are cubbies for content. In practice, these carts may be simple categorized lists stored in a word processing document or spreadsheet. Carts help you organize ideas by content, allowing you to store and schedule your posts for later. If, for example, you found an inspiring video on Monday that your audience might



be interested in, you could store it in your “Inspiration” cart for later. Perhaps you post something inspiring every Thursday; the video you stored on Monday may be just one of many to choose from, allowing you to pick the inspiring post that fits best with the goings on of the current week. Your content cart categories can be as creative as you like, but here are just a few examples:

- Calls for volunteers
- Blog posts from your website
- Tutorials
- Inspirational quotes
- Memes/Native humor
- Community member spotlight
- Relevant news stories
- Stories from elders
- Partner shout-outs
- Useful resources

3. ***Collect content for your carts.*** As you go through your day, keep your eyes and ears open for content that could fit into your carts. Packing your carts could be as simple as copying-and-pasting a URL into a spreadsheet with a one-sentence note as a reminder for later. As you pack your content carts, be sure to differentiate between “evergreen” and “limited time” content. “Evergreen” content will be just as fresh three months from now, while “limited time” content has an expiration date and becomes less relevant as time goes on. And get your team in on the action. Leveraging their various perspectives, backgrounds, ages and areas of expertise will strengthen your offerings and empower your team! Teams can share their cart content ideas with you online in collaborative documents (like Google Docs), via email, or through their personal social media accounts.
4. ***Consider reposting content from others.*** In Section 3, you identified like-minded organizations and potential partners on each of your social media platforms. Strengthen these partnerships by re-posting content originally posted on their accounts when relevant. Common online courtesy requires you always credit the originator of the content you re-posted, and remember to tag your partner org’s page in your acknowledgment. By re-posting from and acknowledging a variety of different online partners, you’ll not only strengthen organizational relationships but also game social media algorithms to prioritize the ranking of your posts in your subscribers’ content feeds.
5. ***Schedule the un-packing of carts on your Editorial Calendar.*** You now have some content packed into your curated and categorized content carts; don’t let that content go stale. Unpacking your content and posting content according to regularly scheduled intervals on an Editorial Calendar ensures that you’ll cover all your bases and tap into all of your stored ideas equitably.



WORKSHEET 4C:

The Editorial Calendar

Decide who will post what kinds of content when. This perpetual workplan calendar will help you spread the workload amongst your team and organize the types of content you'll be sharing.

As you can see, collecting content and storing them in carts is a constant, ongoing process — but a relatively passive one that will save you a lot of time in the long run. While this process will certainly help to make your life as a social media administrator easier on a day-to-day basis, it's important to remember that social media is dynamic and responds to the ever changing events of real life.

In addition to your core content carts, you may sometimes have need for temporary carts. Sometimes these temporary carts may be seasonal, like a tribe promoting its annual powwow might use. Other times a temporary cart may contain a one-time campaign that will last for a finite amount of time, like a nonprofit responding to a string of youth suicides or a school celebrating the construction of a new library.

Real-time events — especially those that intersect with your organization's core mission and projects — almost always take precedent over regularly-scheduled cart content. In these instances, your communities may look to you to educate them on a topic, to provide moral guidance and empathetic support, or to hear your perspective on an issue in the form of a formally issued statement.

At the end of the day, what you choose to post is up to you. These tools exist just to support your creativity and make your life easier, not to trap you in a box of your own making.

Create your Editorial Calendar

Though you may have to respond to real-time events as they happen, a well-crafted social media strategy should be based around an Editorial Calendar that lists the dates you intend to post each type of content you've been storing in your carts.

A good Editorial Calendar projects at least 30 days into the future, allowing you to prepare the perfect mix of temporary and core content carts based on what will be important in that particular month. Scheduling in advance ensures that you'll spread various types of content across each week on each platform. A good Calendar can even help keep you from getting burnt out by cycling posting assignments to various members of your team from day to day.

How you choose to spread topics across your calendar is up to you; it's the diligence inherent in the process of scheduling that's most important.

You might choose to post a short video from your "Staff Spotlight" content cart every other Friday. Or you could help combat your communities' mid-workweek blues with a joke from your "Native Humor" content cart every Tuesday afternoon.

A strong strategy also takes advantage of social media trends; for example, the #ThrowbackThursday meme has users post retro photos of themselves each Thursday — you might take advantage of this potential to go viral by posting a captioned photo from your "Historical Tribal Photos" content cart every Thursday, accompanied by the hashtag "#TBT."



While you're pulling content from core carts based on daily, oftentimes recurring themes, you may also need to promote an upcoming event from a temporary cart simultaneously. Remember not to flood followers' feeds with self-promotion. The most effective way to promote an event is by scheduling a drip marketing strategy.

A sample drip marketing strategy

Promoting an event requires strategic planning and good timing. A good drip strategy targets your event date on your Editorial Calendar, allowing you to schedule proper promotions in the timeline leading up to and following your event. The following is a sample of a drip strategy that an organization might adopt for promoting a two-day mini-conference:

- **2 months before.** Announce the event as soon as it's ready. Provide an incentive for early bird registrants. Create an Event page on each platform. Link to a page on your website that you can update as event details are solidified.
- **2 weeks before.** Generate excitement by sharing relevant, inspiring stories. Promote various workshops to pique interests of different kinds of people.
- **A couple days before.** Stress the urgency of registration by using phrases like "last chance" and "before tickets sell out." For existing registrants, share practical information, like where to park and what to expect.
- **During event.** Post lots of photos. Tweet recaps of lectures. Encourage attendees to tag their own posts using a custom event hashtag of your creation.
- **Post-event.** Invite attendees to recall experiences. Post links to additional resources related to workshop topics. Take advantage of momentum with creative calls to action, like promoting a related lecture happening next month.

Consider the frequency of your posting on any given day. For some platforms, posting a few times a week might be enough. On Facebook, you'll probably post content at least about once a day, while Twitter users might expect updates three or more times a day.

As you start to become more comfortable with posting on your various social media platforms, you might also consider paid third-party services — like Hootsuite, Buffer, and TweetDeck — that can actually pre-schedule your posts for you, automating much of the posting process based on your Editorial Calendar. Many social media platforms even have these automation features built in for you to use for free.



Now that you've got a content posting plan...

Keep that fresh content flowing. In Section 4, you got your hands dirty with posting real content to real social media platforms.

You went deep into pro posting strategies for the social media administrator. You established and populated your own social media accounts. You anchored these social media outposts to your own website. You learned to earn your way to the top of your communities' content feeds by adding value rather than selling at them. You created carts of content to store ideas for future posts, and then you created an Editorial Calendar to schedule when you'd actually post content.

Now we're cooking! While your newly-formed posting strategy will treat you well for the next few months, how will it fare in the long term? The social media landscape changes drastically as technology advances and trends change; can you adapt? And do you know if you'll still be hitting your goals?

To keep your social media plan alive, let's move on down to Section 5.

Section 5: Track, Analyze and Improve

Will your posting strategy stand the test of time?

Your social media empire has finally taken shape. As the mayor of this newly established city, you hold a well thought out city plan in your hand as you jump headfirst into your role of management.

But a good city plan needs to respond to changing conditions in order to support a growing, thriving city. Populations will grow and ask for new things. City infrastructure will require maintenance and sometimes complete overhauls to keep pace with technological advances. Natural disasters may require you to take drastic measures. And, at some point, you may even need to pass your plan over to a new mayor.

Ensuring that your social media posting strategy stands the test of time requires a good social media administrator to remain both disciplined in your adherence to your plans and flexible in your ability to adapt to changing conditions.

In this final section of the ANA Outreach and Social Media Toolkit, you'll learn strategies for managing the long-term success of your social media plan. By investing the ongoing maintenance of your social media communities, your organization will enjoy accelerating returns on your time investment for years to come.

Stoke relationships by facilitating conversations

Social media administrators sometimes fall victim to the fallacy that simply posting content once or twice a day is enough, as if those posts will do the work of cultivating a community for them while they ignore their social media accounts for the rest of the day. The reality couldn't be further from the truth.

In previous sections, we discussed how facilitating community conversations online is like hosting a dinner party, requiring you to bounce from group to group as you share stories, keep interest high, and respond to the unique personality types of your guests. Over time, this party will continue to grow in size; your responsibility as host is to keep the momentum rolling and the vibe strong.

In your social media platforms, your primary role as administrator is to serve as a facilitator of conversations and relationships. There are two primary channels that you'll facilitate: the one between you and your communities, and the ones that exist between individuals within your communities.

Maintaining the relationships between your organization and individuals in your communities requires you to respond quickly and efficiently to individuals' needs. In the Internet Age, where a quick Google search pings millions of results and a



product ordered from Amazon can arrive at your doorstep the next day, people expect nearly instantaneous response rates. Acknowledge this expectation. Set up your social media profiles to give you alerts when you receive direct messages, so that you can respond right away. If a community member comments on a post you made with a question about that post, be sure to respond to that comment within a few hours. If a partner organization shares a post of yours, acknowledge and thank them promptly. Besides managing your customer service level, having a rapid response rate will build and strengthen relationships between you and your communities over time.

But a community is more than just a two-way relationship between you and them. In a healthy community, other community members also find connections with each other. Your tribe or organization should work to facilitate those connections, strengthening the bonds between people over some shared interest, goal, or concern. Spark conversations online with interesting prompts — you might end a post with a question, inviting community members to respond in the comments section with their own perspectives on an issue.

Oftentimes, these comments from various individuals on a single post can turn into dialogue that can lead to expanded perspectives and mutual understanding. In this way, debates in comments sections (or via traded tweets on an issue) can be healthy and productive, but they can also break down into vitriol. Your job is to both stoke and referee these conversations. Stoke them by asking follow-up questions, in the form of post comments, to prompt new ideas. Referee debates by monitoring posts for civility while allowing space for passion and differing opinions. In some cases, you may need to flag or report individuals who are purposefully vulgar or disruptive. You may even need to kick them out of the group if their destructive behavior persists after a few direct warnings.

Facilitating these types of conversations is how you cultivate an online community. However, not every member of your community will feel the urge to participate directly in every conversation or debate. As a general rule of thumb, remember the 80-20 rule: about 80% of the content contributed on your social media accounts will come from just 20% of your total audience base — and that's OK. Allowing community members to contribute however they feel comfortable is part of what creates an online environment of openness and trust.

Track and update your goal metrics

In Section 1, you created real world metrics that made sense for your organization. Then you translated those goal metrics into social media platform-specific metrics.

As you continue to use those metrics to track the progress you're making en route to goals that are important to you, remember that the goals you created represent a snapshot in time. As more and more time passes, those metrics may start to

RECALL:

WORKSHEET 1B:

Look back at the goals you created in Section 1. As you hit goals, increase your target numbers. Change metrics when necessary. As you learn more, fine-tune your targets.



become irrelevant. Periodically consider whether or not the way you're measuring your progress still makes sense, and change them if they don't — but only as necessary. Change your target too much and you won't know whether or not you're making progress towards your goals.

Each social media platform usually provides organizational users access to some type of built-in analytics dashboard. Combing through the real-time data that these dashboards provide will make it easy to track progress towards your goals while providing you with deep insights you can use to improve the way that you communicate with your communities. Common types of analytics data include:

- **Analytics on overall growth.** Seeing how your total number of followers, likes, fans, etc., can give you a sense of the large scale growth of your community's populations. Is growth accelerating? Slowing? Or maybe people have been leaving? Ask yourself why.
- **Analytics on demographics.** Because user activity is linked to their personal profiles, analytics data can be surprisingly specific about the demographics of your communities. Tracking the age ranges, genders, geographic locations, and other stats about your population can help you fine-tune content and track progress against your unique goals.
- **Analytics on specific types of content.** Data can also help you understand which types of posts are popular and which fall flat. Do certain topics consistently garner much less attention? You may want to reconsider that content bin. Do images of regional maps get more Likes than photos of beautiful landscapes? Use that data to fine-tune your posting strategy.
- **Analytics data over a time period.** Dashboards often allow you to chart growth metrics over time, which you can use to correlate causes. For example, you may find that the spike in engagement last month might be related to interest in the protests that were going on in neighboring tribal lands at the time. You might also use this to correlate audience increases with specific off-line promotional campaigns; one could safely assume that the surge of new followers immediately following last week's public lecture was probably a direct result of your guest speaker promoting your Page.

There are many other creative ways of interpreting analytics data, and paid third-party services exist to help you delve even deeper into analysis.

Don't let your posting plan stagnate

You have a plan. Now follow it. The first few months you might be fired up to execute your fresh plan, but it's easy to forget about following through six months later if you haven't been staying engaged with your communities.



WORKSHEET 5A:

Updating the Strategy

As you carry out your campaigns, take moments to stop and re-assess what's working and what's not. Use this set of guided questions as a standardized baseline.

Automating posts and sharing content generation responsibilities can help you avoid burning out, but it does little for motivation. Staying fired up requires affirming to yourself each day the power of social media to affect real organizational change. Maintaining real relationships can help you stay actively engaged rather than feeling like it's a chore. And once you see real returns coming from your social media investment, maintenance will make much more sense.

Each month, as you make your Editorial Calendar, consider what you've learned over time, and integrate it into the next month's strategy. What have you learned from analytics data? From your in-person work and deep interviews with your communities, do you know more about a day in their life than you did before? As you get more advanced, you might even look at the times of day that you should be posting to optimize the potential reach of each post.

Social media is also always changing, and it requires you keep up. Do your research. Keep in touch with your community members (off- and on-line) to track changing tastes. Follow tech blogs and subscribe to updates from social media companies to track the cutting edge. Types of changes to track and respond to include:

- **Layout and appearance.** Social media platforms change their look to fit new screen sizes, to highlight different kinds of content, or to modernize their aesthetics. When layouts change, you may need to update the resolution or size of your images. Look for new opportunities for branding.
- **New features.** As social media companies battle each other for your attention, they'll often add new features that users want, like in groups, event pages, multimedia, and more. Use them to enhance your value.
- **New methods of content delivery.** Some features allow you to deliver content in new, innovative ways. For example, increases in average bandwidth capacity has led to the integration of more live streaming, which you could use to broadcast events, presentations, concerts and contests live to the world.
- **Trends among users.** The cultural zeitgeist of the Internet breeds new trends ranging from the profound to the bizarre. While you might not participate in every fly-by-night meme, being aware of them can help you avoid miscommunications and leverage larger conversations.
- **Changes to internal algorithms.** Each social media platform employs a proprietary algorithm to rank and weight the value of the content you post. This ranking affects how often your users see your content compared to content from others. Internal algorithms consider a variety of variables, like how many of a user's friends liked the post, how active you are, and whether or not you include multimedia. Understanding and adapting to changes in these algorithms can help you crack the code of outreach maximization.



- **New social media platforms.** New social media platforms will always try to join the marketplace, but few will succeed. Look back to the fundamentals you learned in previous sections before jumping on the newest, hottest platform. Doing so will spread your efforts thin. Just because millions may be flocking to a new platform doesn't mean that your community is among those millions. And who's to say the new platform will still be around a year from now? It's best to sit back and wait before re-allocating resources, relying on your ongoing relationships with your community members to inform your decision to move platforms.

In addition to revising your plan, staying fresh also means responding to real-time events. Weigh in on issues that your community is interested in. Provide guidance and perspective on troubled times. Highlight same-day news stories relevant to your community. Tracking which topics are “trending” regionally on any given platform can enable you to leverage its popularity to boost your own posts' potential impact.

Plan, do, check, act

In your ongoing quest to continually improve the effectiveness of your social media plan while adapting to a changing external environment, you'll need to continually tweak and implement new solutions.

The PDCA cycle of constant improvement is a tool that can assist you in handling your workplan improvements logically and systematically, enabling you to gain continual increases in the efficiency and quality of your posts.



Each time you're confronted with a problem that requires a new solution in your plan, follow the 5 stages of the cycle.

1. **Plan.** Identify what it is that you want to improve. Set benchmarks.
2. **Do.** Brainstorm possible solutions. Choose one, and run a test on a small scale.
3. **Check.** Measure the effectiveness of your test by comparing new data to baseline data. Modify your solution or test a different solution.
4. **Act.** Once you've fine-tuned a solution that works, implement it.
5. **Repeat.** Things change; so too should your solutions.

The idea is simple, but having a process like PDCA in your back pocket can help you remain cool under pressure when unexpected problems require quick adjustments to your social media plan.



Now... you've got it!

Congratulations! You've made it to the end of this guide! As a newly-minted social media administrator, you're now equipped with the strategies necessary to carry out a successful social media plan for your tribe or nonprofit organization.

In Section 1, you got to know who you are as an organization. You defined social media goals that make sense to your organization, and you considered how you, as an organization, want to be understood.

In Section 2, you got to know your communities a little better. You fleshed out target archetypes that you can imagine reading each post you write, and you composed a unique voice to maintain honest conversations online.

In Section 3, you got to know your social media environment better: surveying your audience showed you which social media platforms they actually use, auditing your existing social media resources inventoried the assets you have to work with, and assessing your competition revealed ideas you can adapt.

In Section 4, you established and populated your own social media accounts. You anchored these social media outposts to your own website. You learned to earn your way to the top of your communities' content feeds by adding value rather than selling at them. You created bins of content to store ideas for future posts, and then you created an Editorial Calendar to schedule when you'd actually post content.

Finally, in Section 5, you learned how to ensure that your social media plan will stand the test of time. You considered your role as a facilitator of online conversations. You learned to update your goal metrics using analytics data. You came to understand the importance of regularly updating your plan to keep it fresh, and you were equipped with the power of the PDCA cycle as a logical process for integrating solutions to emerging problems into your living social media strategy.

As you may have already noticed, most of the strategies presented in this toolkit you can apply to any type of community outreach, even offline. These strategies are not tailored to any one specific social media platform, allowing you to adapt what you've learned to current or emerging platforms, to your website, to your email newsletter or even to the one-on-one work you do on the ground level with members of your community. If you're interested in learning specific, technical skills for any one particular platform, consult their online Help documentation, FAQs or user groups.

The U.S. Administration for Native Americans is happy to provide you with this free resource to help you empower your Native communities.

INSTRUCTIONS:

This guided set of questions is designed to help you analyze the purpose of your organization and how you might communicate it to others in various contexts, allowing you to quickly and succinctly represent yourself in short-form social media profiles and posts. Take a minute or two to discuss each question with your partner. Fill each box with your answer. Note related ideas that may arise. See Section 1 for details.

Write out your full mission statement here. While this statement does guide the charitable purpose of your organization, consider how well it works naturally in conversation.

You bump into a friend who you haven't seen since childhood. How do you quickly explain to him/her what your organization does?

List some of your organization's strengths / core competencies:

- _____
- _____
- _____
- _____
- _____
- _____
- _____

In one word, what is your organization's essence? Ex: Disney=Magic, Volvo=Safety, Apple=Innovation

In 120 characters or less, write the social media description for your organizations. This description will be your default "About Us" paragraph to populate your social media profiles. Incorporate information from the boxes above. Keep it human and conversational. Remember that spaces and punctuations count as characters.

INSTRUCTIONS:

Craft up to three social media goals for your organization. Make sure each is specific, measurable and time-bound. Think in terms of what your organization needs, not in terms of any specific social media platform or any platform-specific metrics. Instead, these goals will later help you choose the platforms best suited to further your goals. Though you might add a fourth, try to keep it to three or fewer. See Pg. 3, Sec. 1 for details.

Social Media Goal #1	Goal Type: ☐ Awareness ☐ Sales ☐ Loyalty ☐ Other: _____ Time frame: _____ Key metric: _____
Social Media Goal #2	Goal Type: ☐ Awareness ☐ Sales ☐ Loyalty ☐ Other: _____ Time frame: _____ Key metric: _____
Social Media Goal #3	Goal Type: ☐ Awareness ☐ Sales ☐ Loyalty ☐ Other: _____ Time frame: _____ Key metric: _____

INSTRUCTIONS:

Focused social media campaigns are more effective. Identify smaller segments within your community to fine-tune your posting strategy. This worksheet is a guide to identifying segments in your community. Fill out multiple sheets if you can identify a fourth or fifth segment.

First, identify segments within your existing communities. Estimate based on experience. Add categories that are meaningful to your organization..

	Segment A	Segment B	Segment C
Geographic Location			
Familiarity with Your Org.			
Age Range			
Gender (Majority)			
Employment Status			
Other: _____			
Other: _____			
Other: _____			

Next, consider how you might target each segment. Different segments require different strategies.

Segment A How can you best target this segment?	Which targeting strategies do you think <i>will not</i> work?

Segment B How can you best target this segment?	Which targeting strategies do you think <i>will not</i> work?

Segment C How can you best target this segment?	Which targeting strategies do you think <i>will not</i> work?

INSTRUCTIONS:

By creating theoretical human archetypes from the segments you defined in Worksheet 2A, you can imagine a real human reading your social media content. Answer the questions and then fill out the archetype statement at the end of the sheet. For additional diversity, repeat the exercise, and create a variation by fleshing out a different person from the same segment.

Segment Being Considered (circle one)	1	2	3	Other	Variation No. (circle one)	1	2
Copy from Worksheet 1A: Geographic Location _____ Familiarity with Your Org. _____ Age Range _____ Gender _____ Employment Status _____ Other: _____ Other: _____ Other: _____					What would this person like to <u>accomplish</u> through your organization?		
					Three unique <u>insights</u> you've learned about people in this segment that those who haven't spent time with them might not know. 1. _____ _____ 2. _____ _____ 3. _____ _____		
Describe this person in a single <u>adjective</u>:							
Now give this person a human <u>name</u>: _____							

Now use your info to fill in the blanks. Keep this archetype statement as a portrait of your audience as you craft content targeting this segment.

_____ is a _____-year-old, _____, _____, _____
NAME AVG AGE ADJECTIVE GENDER OCCUPATION/ROLE
 who wants to _____
GOAL TO ACCOMPLISH (START WITH VERB)

 because / but, surprisingly / and _____
INSIGHT(S)

INSTRUCTIONS:

Don't make social media stale. It's all about having relationships with your communities. By defining the voice and tone of your organization, you can strengthen those bonds and establish a consistent personality. Take one minute to discuss each question with your team member. Record your answers in the boxes below in order to define a marketing persona for your organization.

If your brand was a person, what kind of personality would it have? What would his or her relationship be to your community? (coach, friend, teacher, parent, etc.)

Describe in adjectives

How do you want your customers to think about your company?

Sample Survey 3A Survey Your Communities' Social Media Habits

INSTRUCTIONS:

Below you will find a very simple sample questionnaire that can inspire a questionnaire of your own. Remember to avoid Yes/No questions. Qualify responses; in addition to the sample questions, you might ask for simple demographic data.

Thank you for participating in our community survey. Your feedback will help us to improve how we communicate with our community. Filling out this survey should take approximately 1 minute.

How often do you use the following social media platforms:

	MORE THAN ONCE A DAY	DAILY	EVERY OTHER DAY	ONCE A WEEK	ONCE A MONTH	NEVER	NO ACCOUNT
Facebook:							
Twitter:							
Instagram:							
Snapchat:							
Other: _____							

How important are the following issues for you:

(NOT IMPORTANT)

(EXTREMELY IMPORTANT)

	1	2	3	4	5
Learning about issues					
Cultural stories					
Photos from Events					
Event Announcements					
Other: _____					

Please specify your Native affiliation / ethnicity. Check all that apply:

- ☐ Native American Tribal Member
- ☐ Native Hawaiian
- ☐ Chamorro / Guam Native
- ☐ Tokelauan

- ☐ Alaska Native
- ☐ Native American Samoan
- ☐ CNMI Native
- ☐ Other(s): _____

May we ask your opinion? If you wouldn't mind being contacted for a short 5- to 10-minute follow-up interview, please fill out the fields to the right:

Your Name: _____

Your Phone Number: _____

Good Time to Call: _____

INSTRUCTIONS:

Use this worksheet to audit some of your existing social media accounts. Record basic information — including usernames and passwords — and then assess qualitative aspects of each platform, up to 3 per worksheet (copy or print more if needed).

Social Media Platform #1:		Date Assessed:
Name: URL: Last Activity Date:	Strengths:	Communities Represented:
# Followers/Fans: Acct Administrator(s): Passwords?	Weaknesses:	Connected Partner Pages:

Social Media Platform #2:		Date Assessed:
Name: URL: Last Activity Date:	Strengths:	Communities Represented:
# Followers/Fans: Acct Administrator(s): Passwords?	Weaknesses:	Connected Partner Pages:

Social Media Platform #3:		Date Assessed:
Name: URL: Last Activity Date:	Strengths:	Communities Represented:
# Followers/Fans: Acct Administrator(s): Passwords?	Weaknesses:	Connected Partner Pages:

INSTRUCTIONS:

Use this worksheet to assess your competitive landscape, and learn from what others are doing well — or not so well. Our nonprofit organizations and tribes often work toward goals shared by like-minded organizations; you might think of them as potential partners rather than competition, while other organizations might truly be opposition to a cause. Fill out one or more sheets per social media platform.

Social Media Platform Assessed:	Date of Assessment:
---------------------------------	---------------------

Organization	Strengths	Weaknesses	Stats
Name ----- URL			# FOLLOWERS: ----- POSTING FREQ: ----- DATE EST'D: -----
Name ----- URL			# FOLLOWERS: ----- POSTING FREQ: ----- DATE EST'D: -----
Name ----- URL			# FOLLOWERS: ----- POSTING FREQ: ----- DATE EST'D: -----
Name ----- URL			# FOLLOWERS: ----- POSTING FREQ: ----- DATE EST'D: -----
Name ----- URL			# FOLLOWERS: ----- POSTING FREQ: ----- DATE EST'D: -----
Name ----- URL			# FOLLOWERS: ----- POSTING FREQ: ----- DATE EST'D: -----

Ideas? Feeling inspired by a page you've visited? Jot those ideas down here, and implement them later.

INSTRUCTIONS:

This checklist will point you to information from previous worksheets, as well as general best practices, that you can use to fill out your new profiles. Ensure that each social media profile is filled out thoroughly to optimize searchability using information that makes your organization's value proposition consistent across platforms. If you need extra space, write on the other side of the paper, or start a new document.

Social Media Platform:	Date Established:
ACCOUNT: ☐ Administrators chosen and connected to account? Who? _____ ☐ Account username chosen and secured? If org name is taken, be creative or file dispute with social media company. ☐ Strong password chosen? Best option: Random generated password, stored in print. _____ ☐ Which email account did you use to register? _____ VISUALS: ☐ Profile pic added? Use logo or representative image. ☐ Cover photo added? Choose an image that brings your mission to life. ☐ All images at optimal sizes? Consult social media help documentation for details. ☐ Images consistent with accounts on other social media platforms? ☐ Created at least one photo gallery? If applicable. TEXT: ☐ Bio paragraph filled out? Start with what you wrote in Worksheet 1A. ☐ Profile information filled out? Add details, fill out thoroughly. ☐ Does profile reflect organization's "personality?" (Worksheet 1A) ☐ Have you made a value proposition to visitor? Potential followers will ask "What's in it for me?" ☐ Have you used keywords tailored to your audience? Consider words/phrases they might search for. ☐ No typos or grammatical errors? PLATFORM-SPECIFIC CONSIDERATIONS: ☐ Other: _____ ☐ Other: _____ ☐ Other: _____	

INSTRUCTIONS:

Content carts allow staffers to pull and store content as they find them, allowing you to quickly post a variety of content from carts relevant to your social media campaign without coming up with interesting posts from scratch each time. Define each cart category (photos, testimonials, event announcements, tutorials, inspirational quotes, jokes/memes, volunteer spotlight, etc.). Designate each as primarily Evergreen (good any-time) or Time Sensitive (must post soon). While all staffers can gather content, a designated staff expert can validate/edit each cart's contents. In practice, you might store post ideas, links, photos and content on shared staff folders or cloud-based share drive.

Content Cart 1 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:	Content Cart 2 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:
Content Cart 3 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:	Content Cart 4 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:
Content Cart 5 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:	Content Cart 6 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:
Content Cart 7 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:	Content Cart 8 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:
Content Cart 9 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:	Content Cart 10 ☐ TIME SENSITIVE OR ☐ EVERGREEN STAFF EXPERT:

Do you have any special initiatives or short-term campaigns? List them here, and think about any deadlines, event dates, partner tasks, etc., related to each.

Your Editorial Calendar can help you organize your posting strategy for a particular social media campaign. This worksheet, based on ANA's Objective Work Plan, will help you to plot out activities in an objective-oriented workflow. Choose content from bins you defined in Worksheet 4B that relate to this campaign, decide who will post what content when, and define a metric to assess the effectiveness of each content type.

Campaign Objective:	Content Cart(s):
---------------------	------------------

[illegible]

INSTRUCTIONS:

Use this worksheet to regularly reassess progress you're making toward your social media goals (from Worksheet 1B). Answer the set of self-guided questions once a week, month, or year — the choice is yours to maintain. Learn from what worked and didn't work. Re-examine your goal, and then, if desired, update your goal for the next period. Finally, articulate three changes you can make to reach that goal.

Social Media Goal from last period: <i>Restate a goal from Worksheet 1B</i>	What has been working for you?
	What hasn't been working so well?
Layout up to date? ----- New features you could use? ----- New media formats? ----- Policy changes with company? ----- How is platform changing? -----	What have you learned about your community? Trends? Change in demographics? Opinions?
Social Media Goal for next period:	In order to reach this goal, I should make the following changes: 1. _____ _____ 2. _____ _____ 3. _____ _____



ANA AS A PARTNER IN SOCIAL MEDIA

As you build your social media presence, remember that ANA wants to help share the successes of its grantees. We've always asked that you let us know when you are mentioned in the media, but now we want to share your content too! With twitter, the ANA Messenger newsletter, and the ANA website at our disposal, we'll help you put the word out to build interest in your project and keep the momentum going.



WHAT MESSAGES CAN ANA SHARE?

When asking ANA to share content or tagging #ANAgov in your media posts, just remember that any messaging must also relate to ANA's work as well. So try and keep your requests and media mentions shared with us focused on your ANA-funded project or some other topic related to ANA's work. Below are a few examples of ways in which ANA can be a partner in your messaging.

- Are you offering an internship through your project? ANA is happy to share the announcement on our website in the News section. We'll simply need a brief description of the opportunity, a closing date, and link to the application page or further information.
- Are you a recent grantee who wants to share your success? Let's see if we can't work together to draft a success story based off of your achievements.
- When tweeting about your ANA-funded project, remember to add #ANAgov. We will also retweet your content to share with all of ACF's followers.

GOOD/BAD EXAMPLES OF RETWEET MATERIAL:

Good:

@Intersections hosted several performances carried out by #NativeYouth through their Tupulaga Ta'iala project!

This tweet refers to participants in an ANA-funded project

Bad:

@Intersections wishes everyone a Happy New Year.

This does not relate to ANA or its efforts.