INTRODUCTION

Twitter was launched in July 2006. Today, the microblogging service that features short messages or “tweets” of 140 characters or less has more than 300 million active users.

Twitter has emerged as a highly effective, low-cost communications tool in national and local elections. It has also been embraced by elected officials as a powerful means of connecting with their constituents on a daily basis.

America’s mayors and their communications teams are at the forefront of Twitter adoption in government. Twitter allows mayors the opportunity to:

• Bring constituents behind the scenes and into their daily lives.
• Break news and share emerging developments with both residents and the news media.
• Gauge public opinion by “listening” to views outside of their inner circle of advisors.
• Shift the communications model from “broadcasting to residents” to “interacting with citizens.”

Development Counsellors International (DCI), a firm specialized in marketing places, set out to identify the “Jedi Masters” among the mayors of America’s 250 largest cities. We closely tracked the Twitter activity of each mayor over a 60-day period from January 1 to February 29, 2016.

Based on our analysis, “The Tweet Elite” were selected – a list of 25 current mayors who have mastered Twitter.

If Paul Revere had been a modern day citizen, he wouldn’t have ridden down Main Street. He would have tweeted.
DCI followed a three-step selection process to determine U.S. mayors who have successfully mastered Twitter.

**Step 1:** The DCI team started by looking at the mayors of the 250 largest cities in America. The landscape ranged from New York City with a population of 8.4 million to Fairfield, California and its 111,125 residents. Of this group, we determined that 186 mayors had Twitter accounts.

**Step 2:** We eliminated all mayors who had less than 1,000 Twitter followers. That narrowed the field to 110 mayors.

**Step 3:** We then analyzed the Twitter activity of each mayor over a 60-day period from January 1 to February 29, 2016. With the help of some leading social media gurus, we developed a score sheet that included five major areas. Some areas were deemed to have greater importance (for example, building an audience of followers) than other areas (influence among other mayors in the survey audience).

- **Audience** (30% of scoring)...Number of Twitter followers divided by the city’s population. This was designed to ensure an equal footing among mayors of differing populations.
- **Frequency** (20% of scoring)...Average daily number of tweets communicated by each mayor.
- **Responsiveness** (20% of scoring)...Average daily number of reply tweets communicated by each mayor.
- **Engagement** (20% of scoring)...Average retweets and likes earned on each tweet, expressed as a percentage of each mayor’s followers.
- **Influence** (10% of scoring)...Number of other mayors (from the 250 largest U.S. cities) who follow a mayor’s Twitter account.

Rival IQ was the analytics software used to track “audience,” “frequency,” “responsiveness” and “engagement.” Little Bird was the software used to determine “influence” within the group of 250 mayors.

Scores were totaled to determine “The Tweet Elite” – 25 mayors who have mastered Twitter as a communications channel.
### THE TWEET ELITE: 25 MAYORS WHO HAVE MASTERED TWITTER

<table>
<thead>
<tr>
<th>RANKING</th>
<th>MAYOR</th>
<th>CITY/STATE</th>
<th>TWITTER HANDLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Stephanie Rawlings-Blake</td>
<td>Baltimore, MD</td>
<td>@MayorSRB</td>
</tr>
<tr>
<td>2</td>
<td>Muriel Bowser</td>
<td>Washington, DC</td>
<td>@MayorBowser</td>
</tr>
<tr>
<td>3</td>
<td>William Peduto</td>
<td>Pittsburgh, PA</td>
<td>@BillPeduto</td>
</tr>
<tr>
<td>4</td>
<td>Jennifer Roberts</td>
<td>Charlotte, NC</td>
<td>@CLTMayor</td>
</tr>
<tr>
<td>5</td>
<td>Stephen K. Benjamin</td>
<td>Columbia, SC</td>
<td>@SteveBenjaminSC</td>
</tr>
</tbody>
</table>

**Map of tweet elite mayors:**

1. Stephanie Rawlings-Blake, Baltimore, MD
2. Muriel Bowser, Washington, DC
3. William Peduto, Pittsburgh, PA
4. Jennifer Roberts, Charlotte, NC
5. Stephen K. Benjamin, Columbia, SC
6. Kasim Reed, Atlanta, GA
7. Francis Slay, St. Louis, MO
8. Martin Walsh, Boston, MA
9. Andy Berke, Chattanooga, TN
10. Robert Garcia, Long Beach, CA
11. Betsy Hodges, Evansville, IN
12. Greg Fischer, Louisville, KY
13. Bill de Blasio, New York, NY
14. Sly James, Kansas City, MO
15. Elizabeth “Libby” Schaaf, Oakland, CA
16. Chris Bollwage, Elizabeth, NJ
17. Lloyd Winnecke, Evansville, IN
18. Megan Barry, Nashville, TN
19. Tony Yarber, Jackson, MS
20. Rick Kriseman, St. Petersburg, FL
21. Michael B. Hancock, Denver, CO
22. Jim Gray, Lexington, KY
23. Buddy Dyer, Orlando, FL
24. Madeleine Rogero, Knoxville, TN
25. Bob Buckhorn, Tampa, FL
TIPS FROM THE TOP: PROFILES OF THE TOP THREE MAYORS

DCI connected with the Tweet Elite’s top three mayors: Mayor Stephanie Rawlings-Blake (Baltimore, Maryland), Mayor Muriel Bowser (Washington, DC) and Mayor William Peduto (Pittsburgh, Pennsylvania).

Here are their observations about Twitter and its value as a communications tool.

MAYOR STEPHANIE RAWLINGS-BLAKE, BALTIMORE, MD

WHO I FOLLOW ON TWITTER: @POTUS, @MASHABLE and @THEDEMOCRATS

Tweets from iPhone

THE TOP THREE REASONS I USE TWITTER:
1. Communicate important information about Baltimore city services/resources to residents/employees
2. To take on issues affecting our country
3. To set the record straight

MY FAVORITE TWEET FROM 2015: #BaltimoreCity’s a great place to live. Check out these @LiveBaltimore events to learn why! http://bit.ly/1mO89Ye

THE BACK STORY

One of my goals is to grow Baltimore city by 10,000 families. Connecting people through Live Baltimore provides them with numerous incentive opportunities, but also a connection to our more than 250 neighborhoods. The I “heart” city life says it all.

ADVICE I’D GIVE TO OTHER MAYORS ON LEVERAGING TWITTER AS A COMMUNICATIONS TOOL

Twitter is all about the people following you - talk to them versus at them. In a very human way, you can communicate items of import. Engage every day. Carefully read what people are writing - if you can directly help someone, do it. Don’t ignore criticism. Use it as an opportunity to set the record straight, explain your position, or even apologize if warranted. Above all, have fun and don’t stress over the typos.

IN 140 CHARACTERS OR LESS, SHARE WITH US WHAT MAKES BALTIMORE A GREAT CITY?

Question: Oh, say! Does that Star-Spangled Banner still wave...? Answer: Yes and you are welcome #BattleofBaltimore
MAYOR MURIEL BOWSER, WASHINGTON, DC  
@MAYORBOWSER

WHO I FOLLOW ON TWITTER:  @TEAMMURIEL, @POTUS and @COUNCILOFDC

Tweets from iPhone

THE TOP THREE REASONS I USE TWITTER:
1. I use Twitter because it’s an effective tool to quickly and effectively share information with District residents.
2. Twitter helps us interact with the public in real-time, and allows us to keep our finger on the pulse.
3. When I talk to people, I like to be straightforward and to the point. And with 140 characters that’s really your only option!

MY FAVORITE TWEET FROM 2015:
I stand with DC residents. RT & stand with me. #i71

THE BACK STORY
One month after I was elected mayor of the District of Columbia, we fought for Congress to pass Initiative 71, which legalized small amounts of marijuana in Washington, D.C. This was a tweet to garner further support and show the residents of the District that I stood with them, and will always stand with them. And we won!

ADVICE I’D GIVE TO OTHER MAYORS ON LEVERAGING TWITTER AS A COMMUNICATIONS TOOL
Use it. Public officials have to meet residents where they are. Our residents are on Twitter, so we’re on Twitter.

IN 140 CHARACTERS OR LESS, SHARE WITH US WHAT MAKES WASHINGTON, DC A GREAT CITY?
DC is a great city because of our rich history, our diverse population & our bright future. #WeAreWashingtonDC

MAYOR WILLIAM PEDUTO, PITTSBURGH, PA  
@BILLPEDUTO

WHO I FOLLOW ON TWITTER: @NEXTPITTSBURGH, @SMARTCCOUNCIL and @DEJAN_KOVACEVIC

Tweets from iPhone & Android

THE TOP THREE REASONS I USE TWITTER:
1. To receive information and insight
2. To give information and insight
3. To scare my staff with what I may tweet next

MY FAVORITE TWEET FROM 2015: To @govedrendell: “Trade you that McRib for USAirways Hub Governor.”

THE BACK STORY
Former PA Governor Ed Rendell tweeted: “UNFAIR!! Why is the McRib back in Pittsburgh and not in Philadelphia.” Posted 9/11/15. In 2004, when he was Governor of PA, Pittsburgh lost its US Airways hub to Philadelphia. Only one city could be chosen.

ADVICE I’D GIVE TO OTHER MAYORS ON LEVERAGING TWITTER AS A COMMUNICATIONS TOOL
Don’t delegate it to staff. Be multi-dimensional.
Be yourself. Be bold.

IN 140 CHARACTERS OR LESS, SHARE WITH US WHAT MAKES PITTSBURGH A GREAT CITY?
Pittsburgh is a city of natural + built beauty. It is a strong city - a resilient city. Most importantly, Pittsburgh is authentic and real.
## LEADING THE PACK: THE TOP FIVE MAYORS IN FIVE CATEGORIES

### AUDIENCE
**Number of Twitter followers divided by the city’s population**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Mayor</th>
<th>City</th>
<th>Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Kasim Reed</td>
<td>Atlanta, GA</td>
<td>26.1%</td>
</tr>
<tr>
<td>#2</td>
<td>Kevin Johnson</td>
<td>Sacramento, CA</td>
<td>18.7%</td>
</tr>
<tr>
<td>#3</td>
<td>Martin Walsh</td>
<td>Boston, MA</td>
<td>17.4%</td>
</tr>
<tr>
<td>#4</td>
<td>Stephen K. Benjamin</td>
<td>Columbia, SC</td>
<td>16.2%</td>
</tr>
<tr>
<td>#5</td>
<td>Francis Slay</td>
<td>St. Louis, MO</td>
<td>15.2%</td>
</tr>
</tbody>
</table>

### FREQUENCY
**Average daily number of tweets communicated by each mayor**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Mayor</th>
<th>City</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Ed Pawlowski</td>
<td>Allentown, PA</td>
<td>11.7</td>
</tr>
<tr>
<td>#2</td>
<td>Stephanie Rawlings-Blake</td>
<td>Baltimore, MD</td>
<td>10.4</td>
</tr>
<tr>
<td>#3</td>
<td>Muriel Bowser</td>
<td>Washington, DC</td>
<td>7.6</td>
</tr>
<tr>
<td>#4</td>
<td>Acquanetta Warren</td>
<td>Fontana, CA</td>
<td>6.8</td>
</tr>
<tr>
<td>#5</td>
<td>Joseph Hogsett</td>
<td>Indianapolis, IN</td>
<td>6.4</td>
</tr>
</tbody>
</table>

### RESPONSIVENESS
**Average daily number of reply tweets communicated by each mayor**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Mayor</th>
<th>City</th>
<th>Responsiveness</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Tony Yarber</td>
<td>Jackson, MS</td>
<td>6.9</td>
</tr>
<tr>
<td>#2</td>
<td>Stephanie Rawlings-Blake</td>
<td>Baltimore, MD</td>
<td>5.8</td>
</tr>
<tr>
<td>#3</td>
<td>Ras J. Baraka</td>
<td>Newark, NJ</td>
<td>3.9</td>
</tr>
<tr>
<td>#4</td>
<td>Kasim Reed</td>
<td>Atlanta, GA</td>
<td>1.3</td>
</tr>
<tr>
<td>#5</td>
<td>Chris Bollwage</td>
<td>Elizabeth, NJ</td>
<td>1.0</td>
</tr>
</tbody>
</table>

### ENGAGEMENT
**Average percentage of retweets/likes by each mayor’s followers**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Mayor</th>
<th>City</th>
<th>Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1</td>
<td>Beth Van Duyne</td>
<td>Irving, TX</td>
<td>.97%</td>
</tr>
<tr>
<td>#2</td>
<td>Bao Nguyen</td>
<td>Garden Grove, CA</td>
<td>.74%</td>
</tr>
<tr>
<td>#3</td>
<td>James Kenney</td>
<td>Philadelphia, PA</td>
<td>.72%</td>
</tr>
<tr>
<td>#4</td>
<td>John Giles</td>
<td>Mesa, AZ</td>
<td>.52%</td>
</tr>
<tr>
<td>#5</td>
<td>Nancy B. Vaughan</td>
<td>Greensboro, NC</td>
<td>.48%</td>
</tr>
</tbody>
</table>

### INFLUENCE
**Number of other mayors who follow a mayor’s Twitter account (The 250 largest U.S. cities)**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Mayor</th>
<th>City</th>
<th>Influence</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1   (Tied)</td>
<td>Sly James</td>
<td>Kansas City, MO</td>
<td>32</td>
</tr>
<tr>
<td>#1   (Tied)</td>
<td>Kevin Johnson</td>
<td>Sacramento, CA</td>
<td>32</td>
</tr>
<tr>
<td>#3</td>
<td>Stephanie Rawlings-Blake</td>
<td>Baltimore, MD</td>
<td>29</td>
</tr>
<tr>
<td>#4</td>
<td>Eric Garcetti</td>
<td>Los Angeles, CA</td>
<td>28</td>
</tr>
<tr>
<td>#5</td>
<td>Bill de Blasio</td>
<td>New York, NY</td>
<td>27</td>
</tr>
</tbody>
</table>
WHERE DOES YOUR MAYOR RANK?

The “Tweet Elite” survey highlights U.S. mayors who are the most successful communicators on Twitter. But we also want to provide guidance and tangible feedback to other mayors and their communication teams interested in improving their performance in the future.

For a brief report on where your mayor ranked in each of the five selected categories, “audience,” “frequency,” “responsiveness,” “engagement” and “influence,” please contact:

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**SPECIAL ACKNOWLEDGEMENTS TO OUR PARTNERS**

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- John Clark and Seth Bridges, Founders of Rival IQ, a software firm specializing in digital marketing analytics.
- Jay Baer, Founder of Convince & Convert, a strategy consulting firm that helps companies navigate the smart intersection of technology, social media and customer service.
- James Ihn, a highly capable DCI intern, who managed much of the data collection associated with this survey.
Development Counsellors International (DCI) is the leader in marketing places. Since 1960, we have worked with more than 450 cities, regions, states and countries, helping them attract both investors and visitors. We specialize exclusively in all phases of economic development and tourism marketing.

**Our areas of expertise include:**
- Editorial Placement/Media Relations
- Social/Digital Media Marketing
- Website Design
- Special Events
- Marketing Blueprints
- Research/Perception Studies
- Destination Branding
- Lead Generation/Investment Attraction
- Tourism Development
- Business Events Marketing

Headquartered in New York City and with regional offices in Los Angeles, Denver and Toronto, DCI has worked with more economic development groups and destination marketing organizations than all other marketing agencies combined. The firm also has frequently formed alliances with local advertising, public relations and marketing agencies to provide specialized input.

Interested in learning more? We’d love to explore how we might assist your community:

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