The New Walking Beat:
A Model Assessment Tool for Using Social Media to Enhance Community Policing

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Abstract

Purpose: In recent years, social media has become a primary method and forum of interaction within communities. The theory and common practice of community policing requires law enforcement agencies to be engaged with all segments of the community in their efforts to preserve the peace and maintain public safety. The purpose of this applied research project is threefold. First, it describes the ideal components of an effective social media campaign in the context of community policing. Second, it assesses the Austin Police Department's (APD) social media outreach using these ideal type components. Third, based on the assessment, it provides recommendations for improving the APD's social media outreach so that the department's emphasis on community policing is maximized. A review of the literature identified three key components of an effective social media campaign in the context of community policing. These components include building community partnerships through social media, integrating social media with problem solving and integrating social media policies and procedures.

Methodology: The literature identified the components of an effective social media campaign in the context of community policing. These components are used to construct a model assessment tool. This tool is used to assess the Austin Police Department's social media campaign in the context of community policing in conjunction with document analysis and semi-structured interviews to form a case study.

Findings: The Austin Police Department's social media outreach adequately uses social media to enhance its community policing mission. The implementation of more formalized policies and procedures and adequately equipping the department with more trained personnel, dedicated finances and current technology to maintain an up to date and 24/7 social media presence is necessary as the department continues to grow.

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About the Author

William A. Costello Jr. joined the Austin Police Department on October 9, 2011. He is currently assigned to patrol as a Senior Police Officer. Prior to moving to Austin, Texas in 2010, he was a native of New Jersey. After receiving a Bachelor of Arts in Criminal Justice from Rutgers University in 2005, William was commissioned a Second Lieutenant in the United States Army. Assigned to the 1st Cavalry Division at Fort Hood, Texas from 2005-2010, he deployed two times with that Division to Baghdad, Iraq during Operation Iraqi Freedom 06-08 and 09-10. Separating from active duty in 2010 at the rank of Captain, William served two more years in the Texas Army National Guard as he began his studies at Texas State University and transitioned into a job with the Austin Police Department. William resides in Austin, Texas and is married to Kimberly W. Costello. They have two sons. William can be contacted by e-mail at william.a.costello@gmail.com.

Chapter I
Introduction

Humanity thrives on social interaction. Since the beginning of human civilization, this

social interaction has primarily occurred face-to-face. With the advent of the Internet in the last

quarter of the 20th Century, a fundamental shift occurred. Information sharing and human

interaction changed. No longer challenged by time or distance, in an instant, the world knows

about an event that occurred. Computers, phones, cheap Internet access, wireless networks and

instantaneous communication software enable information to travel to a wide range of people

with the click of a button (BJA 1994, 6). The ability to communicate public opinion across large

geographic areas and demographic groups no longer rests solely on the traditional news media.

Social interaction and public opinion are often influenced by security and fear of crime.

Law enforcement organizations, primarily police departments, operated by the local government

are tasked with maintaining law and order and a sense of security. As crime levels rise and fall,

the demands on police departments and their ability to keep their citizens safe affects the public's

expectations and opinion about the police (Police Foundation and Policy Studies Institute 1996,

xiii).

Tactics to fight crime often rely on new technologies to become efficient and effective

(Perkins and Newman 2012). What was once a profession dominated by the walking beat, police

officers quickly embraced the automobile at the beginning of the 20th Century. Their use of the

automobile allowed officers to cover a larger geographic area in a reduced amount of time -

keeping up with society's ever-growing suburban landscape. Other forms of technology, such as

the two-way radio, the telephone and computer-aided dispatching also enhanced the

effectiveness of the police. With each of these technologies came a revolution in the method in which police departments operated and organized themselves (Byrne and Marx 2011, 17-18).

The use of these new technologies and methods of transportation in sprawling cities unfortunately interrupted the public's relationship with the police. Police officers who once "walked a beat" and knew residents and storeowners on a first name basis found themselves confined to a vehicle, responding to emergencies called in by telephone to a dispatcher. Policing became a primarily reactive profession often alienating members of the community. This also fueled an "us versus them" mentality between the police and populace (BJA 1994, 4).

The social unrest, increasing drug use, gang activity, and escalating crime of the 1960s and 1970s promoted widespread discussion about how to improve policing methods. Federally funded research projects were born out of this collaboration, culminating in the community policing project. Through various observations conducted in police departments across the country, researchers found that the success of police in maintaining law and order correlated with the quality of their relationships with members of the community. When community concerns were heard and when the police actually acknowledged them, the public's expectations and opinions of the police increased. Community policing epitomized democracy in action (ibid., 4).

Community policing is defined by the United States Department of Justice as "a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime" (USDOJ 2014, 1). This strategy enjoyed wild success and was eventually implemented nearly nationwide. In both the United States and in other countries, it remains so to this day (Peak 2013, 11).

Community policing thrives on community partnerships, problem solving and organizational transformation. These three components, anchored in a total command and training emphasis, have often been useful in developing relationships with residents, businesses and community organizations to find remedies to problems (USDOJ 2014, 1-12). Based on the concept of forming relationships built on trust between the community and the police department, these interventions primarily were all conducted face-to-face (BJA 1994, 16). This had been the norm until the early 2000s. Change arrived when the Internet, a relatively new technology, moved beyond simple informational websites and text based communication systems to one that is rich in photos, videos, and digital interaction – social media.

In *The Culture of Connectivity: A Critical History of Social Media*, Jose van Dijck (2013, p. 8) defines social media as websites that "primarily promote interpersonal contact; whether between individuals or groups, they forge personal, professional or geographical connections and weak ties." Typical social media platforms in common use today include Facebook, Twitter, YouTube, Pinterest and Instagram among others (van Dijck 2013, 3-8; 107). With people of all ages, demographics, geographic locations, businesses, community organizations, government agencies and media using these platforms to communicate and disseminate information widely and with rapid speed, it is critical for law enforcement to embrace social media as a tool to build mutual relationships as a natural evolution of community policing (Krauss 2012, 6-8).

Most major police departments in the United States today have begun to embrace social media (Lieberman et. al 2013, 438). For those agencies that have made an effort to incorporate social media into their community policing program, a gap has emerged - assessment. How can the social media outreach conducted by a law enforcement organization as a part of its

community policing program be assessed to ensure that it is effective at enhancing their relationship with the community it serves?

Austin Police Department

The Austin Police Department (APD) serves the diversified population of the 11th largest city in the United States. Austin, the capital of the State of Texas, is one of fastest growing cities in the country. The department employs a total of 2,300 sworn and non-sworn law enforcement and support personnel who carry out police operations within the city. This includes the Austin-Bergstrom International Airport, the city's many parks and lakes, and municipal court. The police department is a data driven and intelligence led organization that continues to maintain a community policing initiative. Fusing these programs together into an effective policing strategy, the APD prides itself on community involvement. (Austin Police Department Administration 2015).

Research Purpose

Over the past few decades, volumes of academic, theoretical and practical research has been completed on the effectiveness of community policing. The United States Department of Justice utilizes a standard Community Policing-Self Assessment Report (CP-SAT) to assess community policing at the agency level. The self-assessment enables any law enforcement agency to "assess the extent to which the community policing philosophy has been implemented throughout the agency" by examining the agency's "community partnerships, problem solving, and organizational transformation" (USDOJ 2013, 3).

In recent years, social media has become a primary method and forum of communication in the community. In a 2010 study by the Pew Internet and American Life Project on citizen interaction with government services through the Internet, researchers found that nearly 31% of adults using the Internet checked government blogs, social networking sites, email, online video or text to look up information. They also found that nearly 23% of these users participated in a forum on government policies or issues on these government websites (Smith, A. 2010, 10). The use of the Internet, specifically social media, is transforming community partnerships, enabling problem solving and bringing about organizational transformation across all levels of society. This new type of interaction can engage members of the community, both on and off of the Internet (Kahne et. al 2011, 2).

Law enforcement agencies are not ignorant of this opportunity. Many law enforcement agencies now have their own official presences on Facebook, Twitter, Instagram and YouTube. Through these social media platforms, law enforcement agencies have embraced the new methods by which the communities they serve interact with each other. Are these public faces of the police on social media assisting in building trust and solving community problems? No method currently exists for law enforcement agencies to address this through a self-assessment. This paper attempts to close this gap. Through the creation of a practical ideal type model, this self-assessment includes all three components of an effective community policing model oriented on gauging the overall effectiveness of a law enforcement agency's social media campaign.

Purpose Statement

The purpose of this applied research project is threefold. First, it describes the ideal components of an effective social media campaign in the context of community policing. Second, it assesses the Austin Police Department's social media outreach using these ideal type components. Third, it provides recommendations for improving the Austin Police Department's social media outreach so that the department's emphasis on community policing can be maximized.

Chapter Overview

Chapter II is a review of the literature, linking the history of social media and community policing to the present. The chapter explores how law enforcement currently uses social media as a tool to communicate with the public. It concludes with three practical ideal type categories identified from the literature. These practical ideal type categories explain and justify the model assessment tool. Chapter III briefly presents the Austin Police Department's composition, structure, employment methods and community policing strategies. Chapter IV outlines the methodology used to assess the APD's social media outreach and connects each technique to the assessment model. The chapter includes an operationalization table. Chapter V presents the results of the case study. Chapter VI provides the Austin Police Department with recommendations on how to sustain and improve their social media outreach so that it can effectively enhance their community policing program.

Chapter II
Literature Review and Conceptual Framework

Chapter Purpose

The first section of this chapter examines the historical context of community policing and social media. Next, the second section discusses the literature that links them and reviews how law enforcement currently uses social media as a tool to communicate with the public. The final section explores the three ideal components necessary for law enforcement organizations that practice community policing to utilize in their social media outreach - community partnerships, problem solving and organizational transformation. Adapting them for use in social media, these key components become: building community partnerships through social media, integrating social media with problem solving and integrating social media policies and practices. These adaptations form the basis of a conceptual framework at the end of this chapter.

Part 1: The History of Community Policing and Social Media

The Historical Context of Community Policing

The early age of policing evolved from the duties of the night watchman. In 1829, the English statesman Sir Robert Peel introduced the Metropolitan Police Act. This Act established the Metropolitan Police of London, the first step in the evolution of the modern day police department (BJA 1994, 5). Peel established this organization with the philosophy that "effective policing can only be achieved with the consent of the community" (Peak 2013, 221). This philosophy was mainly forgotten as the practice of policing evolved across the Western world until relatively recently.

Policing in the United States of America took its cue from England but developed in a rather fragmented fashion. Often, each community had autonomous management of the policing style they wished to use. New York and other northeastern cities modeled their police after the London Metropolitan Police. In the South, local police were primarily concerned with only protecting the property and rights of trading companies. These police were known for inflicting harsh punishments on offenders and modeling the structure of their force along paramilitary lines. In the West, policing took on a group mentality. Members of a party or small settlement often meted out their own form of justice – at times without any shade of due process (Das and Otwin 2000, 31).

From 1840 to 1930, the political era of policing emerged. During this period, powerful political machines controlled the police and their actions in the community, sewing seeds of distrust. This was most prominent in large cities like New York where police officers were active in local politics and were often appointed or removed from positions based on the party in power (ibid. 2000, 31). Starting in the 1930s during an era of reform, this level of corruption was curtailed. A professional model of policing developed that promoted police officer impartiality. This change subsequently affected the community the police served. Citizens, once the main keepers of peace, slowly stepped back from actively maintaining safety and order. They transitioned into witnesses, calling the police for assistance when necessary. This change in citizen involvement occurred simultaneously with the rising use of the automobile in police work – replacing the foot patrol (Peak 2013, 66). These two changes moved the police further away from the community than they had ever been before.

Besides responding to calls for service, the post-World War II era police officer conducted random patrols without specific purpose. Police departments themselves were

becoming increasingly more bureaucratic, centralized, specialized and impersonal. Police interaction with the community was at an all time low (ibid., 66).

The bottom finally fell out in the 1970s. The use of the telephone increased calls for service. Police began to use computers to focus on and analyze crime statistics. These changes moved police departments away from focusing on the type and quality of service provided (BJA 1994, 6). Crime rates continued to rise. Citizen dissatisfaction in urban minority areas resulted in more distrust of the police. A fear of crime gripped the nation (Peak 2013, 66). Without the community's assistance and trust, the police were limited in what they could do to maintain law and order. The situation looked bleak until community policing emerged in the 1980s (ibid., 66).

Developed through numerous federally funded academic and practical studies on local policing in the United States in the 1970s, the proactive philosophy of community policing was born (BJA 1994, 7-11). The United States Department of Justice (USDOJ) (2014, p. 3) defines community policing as "organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder and fear of crime." This institutional philosophy requires change not only at the patrol level on the street, but also in the investigative and administrative areas of a law enforcement organization (Peak 2013, 66).

This proactive approach seeks to solve problems in the community by forming partnerships with diverse interest groups. These interest groups often act as de facto representatives for a larger community and many times act as agents of change and inquiry in society. This "community of inquiry" seeks to develop solutions to problems or conflicts by weaving together relationships of peace (Shields and Soeters 2015, 9). In community policing,

problem solving is done by building trust in law enforcement through frequent community

contact and communication (BJA 1994, 16).

Supported by the federal government through the 1980s and 1990s, community policing

became the primary policing philosophy in most American cities (Perkins and Newman 2012, 1).

While a majority of these municipalities claim success, there have been mixed results. Uneven

implementation, often a result of multiple systemic issues such as poor leadership, police

misconduct (Skogan 2005, 164-167), age and ethnic disparity between the officers and the

citizens - often due to changing demographics (Sklansky 2006, 1228-1229), militarization

(Bickel 2013), and in some locales, the view of police as revenue generators (USDOJ 2015, 2)

has widened the gap between the police and the community. These issues break down the goals

of community policing, making police and community relations problematic and their ability to

control crime ineffective.

Evaluating the effectiveness of the uneven implementation of community policing is

difficult. Comparisons between different cities, departments and periods of time are challenging

(Maximino 2015). A 2014 study published in the *Journal of Experiential Criminology* on the

effectiveness of community policing in the United States through a quantitative analysis of prior

academic studies, found success in community policing with some ambiguity. The researchers'

conclusions suggest that community policing has a positive effect on building citizen interactions

with the police and on perceptions of disorder and trust. On the other hand, it has a limited effect

on crime and fear of crime (Gill et. al., 1).

Community Policing in the 21st Century

The 21st Century has brought forth two major changes that have affected community

policing in the United States. The first is a paradigm shift in communication. The world entered

the digital age. As with the introduction of radios and automobiles into law enforcement, the first

decade of the 21st Century saw digital communication, mainly the Internet and cell phones,

greatly change police interaction with the community. The new norm is instantaneous

communication via mobile phone networks and text messaging. This changed again with the

advent of social media. People now communicate instantaneously throughout the world by

photograph, video and sound in a real-time. Commenting on this change, Roanoke, Virginia

Chief of Police Chris Perkins said that these changes have "fundamentally altered the way

citizens interact with government, society, peers, friends and family" (Perkins and Newman

2012, 2).

The second change is a reemergence of citizen dissatisfaction with the police. Everyday,

citizen interactions with the police are being digitally recorded and then communicated

worldwide via the Internet, specifically social media. This is occurring at a viral pace in a real-

time manner to mass audiences. The traditional news media even relies heavily on social media.

Any major television network's nightly news segment is often full of viewer Twitter comments,

Instagram photos and Facebook posts. Social media is used to highlight the failures of police in

places like Ferguson (Missouri) and Baltimore (Maryland). In these cities, isolated cases of

uneven and poorly implemented community policing and abuses of official power have

seemingly degraded the public's overall perception of police competency nationwide.

Social media has changed the way communities share and receive information. When the

police fail to change their means of communication in a similar manner, community interaction

and trust decrease. Law enforcement organizations that do not effectively use social media as a tool to enhance their community policing find themselves at a disadvantage. They may struggle with engaging their community, building trust and informing those they serve with factual information, not opinion in an increasingly digital world.

Community policing builds relationships with ordinary citizens by engaging the community with sympathetic knowledge instead of hostile attitudes (Shields and Soeters 2015, 10). Ferguson, Missouri is one example of failed community policing and it is not alone (p. 21). In the 21st Century, community and personal relationships are extended into the virtual world of the Internet – mainly through social media. If this is reality, then law enforcement's community policing strategy needs to also focus on social media. The use of an effective social media strategy to enhance law enforcement's community policing is currently lacking on a large scale in contemporary policing. Some agencies are effective, some are not. Others are in various stages of implementation. The next section of this chapter reviews the historical context of social media, the history of law enforcement and social media and how social media can assist community policing in building relationships to effectively solve problems.

The Historical Context of Social Media

Social media is everywhere. From applications on cell phones, friend requests on Facebook, tweets on Twitter, hashtags on Instagram and every major corporation to small business wanting people or users to "like" and "follow" them, the term "social media" brings up many different connotations depending on who is asked to define the term. Even the term's origins are hotly contested. Currently, "social media" is defined most simply by the online Merriam-Webster Dictionary (2015) as, "forms of electronic communication (as web sites for

Ferguson, Missouri:
A Case Study in 21st Century Policing

One contemporary example of a failure in community policing is the 2014 civil unrest that occurred in Ferguson, Missouri. Beginning with a Ferguson Police Department (FPD) officer shooting and killing resident Michael Brown after being assaulted by him, the situation quickly deteriorated. The delicate situation that follows an officer involved shooting was further complicated by a video recoded by a bystander. The rapid pace this video went viral on the Internet and social media was no match for the deliberate proceedings of the American legal system. A lack of quality public statements by the police only magnified the distrust and troubled past that existed between the FPD and the citizens of Ferguson. Fueled by the graphic images of one bystander's video on social media, numerous violent riots and peaceful protests erupted in Ferguson and across the country (New York Times 2014).

In Ferguson, the FPD responded with assistance from the state to curb the violence. Social media participants and traditional media documented the events with their own commentary. Images of "militarized" police wearing riot helmets and body armor, moving in armored vehicles and clashing with the violent protestors that were firing weapons, setting fires and destroying property was posted on social media at a fevering pace. While the police were attempting to restore order and protect life and property, the mob mentality of social media judgment spilled over into the traditional media. Both entities viewed the police as the enemy – widening the sense of mistrust in the police not just in Ferguson but across the country (Aglionby 2014).

The lack of a unified official police presence and response on social media did not help. The FPD and the Missouri Highway Patrol (MHP)'s handling of information released to the press and their own presence on social media was haphazard at best, often more damaging than anything else. The combination of "witness" videos, tweets and comments on social media describing the events surrounding the shooting and the MHP's poor choice of videos and photographs of Brown moments before he was killed made the FPD look suspect. The lack of any answers about the shooting by either the FPD or the MHP worsened the situation (Swinney 2014).

The silence was taken for weakness. It appeared to the general public that the police were covering something up or flat out guilty in the shooting death of Brown. Their lack of a planned coordinated effort on social media to address the situation negated any credibility they had. The FPD's problems didn't lie in social media alone though. It began before this and was a byproduct of their fractured relationship with the citizens of Ferguson. This poor relationship was systemic throughout the police department and city government.

In March 2015, the USDOJ concluded an investigation into the operation of the FPD. Many issues were found both within the department and with the conduct of the local government. One key observation that influenced all police operations in Ferguson was something simple. The FPD failed to use a strategy of community policing in their daily operations (USDOJ 2015, 6).

social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos)." In 2015, the most popular social media platforms in use are: Facebook, Twitter, LinkedIn, Pinterest, Instagram (Duggan et al. 2015, 2), YouTube and personal blogs (Krauss, 2012, 3-5).

These popular social media sites have evolved in their short decade of existence. In the beginning social media, was nothing more than a simple means of communication between people of select groups such as classmates and circles of friends. Now large and powerful multinational corporations operate on the major platforms. These large corporations are profit driven, collecting data and income through targeted marketing campaigns to their users (Davis, Alves and Sklansky 2014, 8). Social media has helped businesses flourish. Marketing professionals, public relations personnel and social media experts in academia and government have taken notice and now use social media as an effective communication tool as well.

The Internet is unique in its lack of geographic boundaries, impartiality to high levels of mobility and ability to give equal voice to competing factions within communities. This has made social media and its ability to easily unite people by shared interest a necessary and universal tool for communication (Kahne, Lee and Feezell 2011, 23). Social media also enjoys a lack of complexity and low implementation cost. This has enabled government to use these platforms as a new method of civic participation with the promise of a high return (Grimmelikhuijsen and Meijer 2015, 2). By opening up avenues of communication between themselves and citizens via social media, government is more accessible at nearly every level. In recent years, social media has become the primary method and forum for politically driven community participation (Kahne, Lee and Feezell 2011, 18).

Youth, attracted to technology, embrace social media. This is not to be overlooked. Community leaders can now easily connect with the younger segments of the population. When the youth are incorporated into community problem solving, it provides them with outlets of exploration, questioning and "thinking outside the box" (Bruce 2014, 6). Social media enables young members of the community to be participating members of society.

Mark Economou, Public Information Officer for the Boca Raton, Florida Police Department understands this positive and growing relationship between social media and government, specifically in law enforcement. In an interview published in *Government Technology*, Economou stated, "A lot of information passes through the social media before it reaches other channels, and we realize that it is imperative for police departments to have a presence there" (Basu 2012, 2).

Part 2: Law Enforcement's Use of Social Media to Enhance Community Policing

The History of Law Enforcement and Social Media

In 2007, the Boca Raton Police Department in Florida was one of the first law enforcement organizations in the United States to embrace social media. During a double homicide investigation, they turned to a popular social media website, MySpace, to post information on the case and ask for anonymous leads. They have since broadened their use to include Facebook, Twitter, YouTube and blogs (Alexander 2014, 1).

With the rise of social media, more and more law enforcement organizations in the United States have added it to their daily operations. Foreseeing this potential in 2012 and it's relevance to community policing, the International Association of Chiefs of Police (IACP)

Senior Program Manager Nancy Kolb, stated, "the exponential growth and popularity of social media and its effectiveness of communicating with a community is helping law enforcement departments across the U.S. to redefine what community policing is….social media is not only helping community policing rise to a new level, it is also helping the police to directly engage citizens…" IACP President Mark A. Marshall commented further on the essence of social media when he stated, "it's not all about crime solving, though…. It allows law enforcement leadership to humanize their work and their officers, disseminate information, and directly engage with citizens through the online communities in which they participate…" (Basu 2012, 1-2). Borrowing a term from the military, Hubbard City, Ohio Police Department Sergeant Howard Haynie calls social media and his small department's use of it in a community policing as a "force multiplier" (ibid.)."

Social media has also had a large effect on traditional news media. Ten to twenty years ago, people first turned to 24/7 cable news entities such as CNN or Fox News to find out about the day's most critical issues. Now, social media has taken up a portion of that informative power. Facebook and Twitter have both far surpassed the form of their original existence. They are now comprised of a homogeny of constant updates, news stories, summaries of trending stories and first hand reports from the scenes of newsworthy events in real-time. Just as television and other forms of media have done in the past, social media heavily influences public opinion (Behrad 2014).

The public's opinion of law enforcement is not wholly dependent on the police's reputation in the community. In 2011, a study on the media and the public's perceptions of the police regarding race and personal experience was conducted. The researchers concluded that "viewing television news and crime-based reality programs significantly increased confidence in

the police" (Callanan and Rosenberger 2011, 167). In reviewing this research in the light of law enforcement's use of the Internet, researchers Michelle Kilburn and Laura Krieger (2014, p. 226), suggested that police departments "could enhance the public perception of their department by not only focusing on disseminating information through the internet and social media (i.e., websites, Facebook, Twitter, YouTube), but also concentrating on two-way communication (i.e., creating online complaint forms, developing anonymous tip-off forms, encouraging the public to post on the department's Facebook pages, promoting hash-tagging the police department if discussing relevant topics using Twitter, etc.)."

Social media can assist in improving legitimacy as well. Legitimacy is a voluntary compliance with authority and the socially constructed system of norms, values, beliefs and definitions. A key desire of most government social media policies is to reinforce and improve legitimacy. Developed over time, law enforcement organizations can use social media to promote positive citizen interaction, participation and fair treatment. Theoretically, this will improve their legitimacy and promote peace in the community (Grimmelikhuijsen and Meijer 2015, 3-4).

In 2013, the journal *Police Quarterly* found that over 75% of the 61 largest police departments in the United States had a presence on at least one of the three major social media websites – Facebook, Twitter or MySpace (Libermann et. al. 2013, 439). A year later in 2014, a survey conducted by the Police Executive Research Forum (PERF) (2014, p. 27) concluded that 82% of American police departments currently use Facebook, 69% use Twitter, 48% use YouTube and 34% use LinkedIn. Th research also found that 98% of these departments planned on increasing their use of social media useage within the next two to five years.

These numbers show law enforcement organizations across the United States are embracing social media in their daily operations. Lynn Hightower, Communications Director for the Boise, Idaho Police Department understands why. "Social media's biggest benefit [for law enforcement] has been the daily interaction between the department and the citizens. It has allowed the department to provide more of a personal approach to its services" (Basu 2012, 1-2).

What does this interaction look like in different law enforcement organizations using different social media platforms? Here are some anecdotes from across the Internet and the United States.

Twitter - Boston Police Department, Massachusetts

The Boston, Massachusetts Police Department (BPD) has used Twitter for some time to maintain a relationship with their citizens. This avenue of communication quickly came to the forefront during the April 2013 Boston Marathon bombings. Realizing the need to quickly inform the public about what was happening, clear up rumors and disseminate accurate information to a wide audience, BPD Commissioner Edward F. Davis instructed his Media Relations Office to use all forms of social media to communicate accurate and complete information to the public. He initiated this form of communication via social media within ten minutes of the bomb detonations near the finish line. The Media Relations Office quickly began tweeting out updates on a regular basis. Over the next couple of days, as the events following the bombing unfolded and a citywide manhunt played out in order to capture the two main suspects, constant updates were tweeted out. These tweets were often retweeted hundreds of thousands or ten of thousands of times. During the crisis, BPD manned a 24-hour presence on Twitter and Facebook. Besides issuing updates and correcting false rumors that the mass news media was

disseminating, they used their social media pages to announce road closures, disseminate suspect information (including pictures), post memorial information for victims and field thousands of tips. These tips were distributed to investigative and patrol units. BPD's Twitter feed quickly became the most trusted source of information during the investigation (Davis, Alves and Sklansky 2014, 1-6).

Facebook – Patterson Police Department, New Jersey

The Patterson Police Department (PPD) in northern New Jersey maintains a Facebook page where they post information on arrests and other serious crimes. Through their posts, they have discovered that the more attention grabbing a case is, the more the public weighs in. Managing the community debate that subsequently occurs on their official Facebook site is a delicate task. The dialogue often degenerates into inflammatory and derogative comments about race, religion and accusations of guilt (Augenstein 2013, 1).

Professional opinions on the cost of these types of posts are mixed. Some academics such as Gloria Bowne-Marshall of the John Jay College of Criminal Justice argue that some posts, such as ones about serious crimes in the community, are non-productive. She believes that they put the police in a position of holding a court of the public opinion, via social media, before a due process trial has occurred (ibid.).

Patterson Police Department Captain Heriberto Rodriguez feels differently. He maintains that the department vigilantly monitors these postings and not only deletes offensive comments but also bans those users. He asserts that the when the police department posts on social media about public safety issues in the community, it is more beneficial than most of the other ways they traditionally release information. Emphasizing this point, Rodriguez commented, "Almost

every juvenile or young adult has a Facebook page. Not every juvenile or young adult reads a newspaper. In crime, those are the people we're dealing with, mostly" (ibid.).

Instagram – Kentucky State Police

The Kentucky State Police (KSP) maintains its own Facebook and Twitter pages to quickly relay short messages to the public concerning public safety information. They use Instagram, on the other hand, to show the public how their Troopers are interacting with each other and the public through photographs. Instagram is a photo/video sharing social network with integration across multiple social media platforms. It is very popular with the under 35-year-old demographic and has more female users than male (Smith, C. 2014). Reaching these demographics is the reason why the KSP uses it. KSP State Post 3 Spokesman, Jonathan Biven wants to go beyond the flashing lights of one of their patrol cars pulling up behind someone to write him or her a ticket. He wants to document for the public the good officers do by showing how their Troopers are leaders in the communities that they dedicate their lives to serve. In the past, public relations officers distributed these good news stories through press releases. Now, individual troopers, that have access to post onto the KSP's official Instagram account, can post when they visit a school to speak and eat lunch with the students or when they are interacting with the public at a community event (Highland 2014).

CP-SAT: A Model Assessment Tool for Community Policing

Properly implemented, community policing works. A department's effectiveness in forming partnerships within the community and solving problems relies on how well they are able to manage their organization. The USDOJ (2013, p. 2) provides a standardized self-

assessment for law enforcement organizations to objectively and comprehensively assess their community policing efforts. This assessment, the Community Policing – Self-Assessment Tool (CP-SAT) provides insight on how well they form community partnerships, engage in problem solving and promote organizational change.

The CP-SAT consists of an anonymous survey completed by sworn employees and civilian staff along with an assessment of the organization's policies and procedures. The USDOJ recommends that organizations avoid taking punitive measures based on the results. Rather, the assessment is used to make improvements and sustain practices and programs that are working (ibid.).

Successful law enforcement organizations, like the Boston Police Department and the Hubbard, Ohio Police Department, connect with and solve problems in the community via social media. Currently, the CP-SAT does not include any metrics for assessing how law enforcement organizations utilize social media in their community policing programs. To close this gap, thefollowing model assessment tool was created.

Part 3: Model Assessment Tool Components

Assessment Tool: Building the Practical Ideal Type Model

The CP-SAT is broken down into the three key ideals of community policing:

- Community Partnerships
- Problem Solving
- Organizational Change

This new model assessment tool adapts the three key ideals of community policing and presents it as practical ideal type model adapted for law enforcement's use of social media.

"Practical" refers to the "organic nature of the model" and that the components "are developed

for their usefulness" (Shields and Rangarajan 2013, 162-163). "Ideal" is used to indicate that it is

"not fixed and subject to revision" (ibid., 162). Practical ideal types provide "benchmarks" that

organizations can use to understand and improve the reality of what is being studied (ibid., 163).

This model, presented as conceptual framework at the conclusion of this chapter, links the

literature to each category. This framework is used to assess how the Austin Police Department

utilizes social media to enhance their community policing program. The final product, a new

model assessment tool, is not meant to replace the CP-SAT, but complement it.

Each practical ideal category and their normative criteria are discussed below.

Building Community Partnerships Through Social Media

Community partnerships are the first ideal component of the community policing model

(Dragon 2014, 26). The USDOJ (2013, p. 10) defines community partnerships as, "collaborative

partnerships between the law enforcement agency and the individuals and organizations they

serve to develop solutions to problems and increase trust in police." Law enforcement cannot

solve public safety problems by themselves. The willing assistance of the community is

necessary. This occurs though the engagement of partners that live and work in the community

(Peak 2013, 8). The following four subcomponents describe key segments of the public when

partnered with, can assist law enforcement in problem solving. These types of partnerships

improve public trust (USDOJ 2014, 4).

Law Enforcement and Criminal Justice System Partnerships

Law enforcement organizations are successful when they interact with the numerous

types of other law enforcement organizations that jointly operate within the community that they

serve (USDOJ 2013, 10-11). A product of the fragmented evolution of police in the United

States (Das and Otwin 2000, 31), these law enforcement organizations include those with the

following jurisdictions: federal, state, county, local, special jurisdiction, school, natural resource,

transit and tribal (Reaves 2011, 1-19). Police departments are not the only government

components in the criminal justice system. Other components include courts, corrections and

other organizations in the judicial branch of government (Bureau of Justice Statistics Criminal

Justice System Flowchart 2014). Law enforcement organizations that build partnerships with

both of these types of organizations increase their ability to disseminate and receive information,

more effectively understand trends in their community and increase each other's situational

awareness in beneficial ways (Peak 2013, 26-27, 73, 425).

To assess social media based relationships with different law enforcement organizations

that operate within the community, it is beneficial to examine the following:

- Social media interaction with law enforcement partners consisting of any type of
  communication on social media to include posts, photos, videos, etc. that display a visible
  relationship.

- If this relationship exists, what are some of the mutual benefits that the law enforcement
  organization has experienced since establishing the partnership (ibid., 73).

Government Partnerships (Non-Law Enforcement)

Successful law enforcement organizations interact with numerous non-law enforcement

government organizations that have communal interests and operate within their community.

These organizations include any governmental entity in the executive or legislative branch of

government. Examples are public works departments, health and human service agencies, child

support services and school districts to name a few (USDOJ 2014, 2). This type of law

enforcement interaction is beneficial in building productive relationships that can assist law

enforcement and the public with problems like crime prevention and information dissemination

(Peak 2013, 27). For code enforcement and public works for example, law enforcement is often

their eyes and ears. Police often refer problems in the community, such as inoperable traffic

signals to public works or residences with unhealthy living conditions to code enforcement. In

other circumstances, victims are often unaware of free counseling, compensation or low cost

legal assistance that is available to them through other government agencies. Law enforcement

can bridge those gaps and inform victims of these benefits. Quality relationships between the

police and other agencies in government are necessary for success in community policing.

To assess social media based relationships with non-law enforcement governmental

organizations that serve the community, it is beneficial to examine the following:

- Social media interaction with non-law enforcement partners consisting of any type of communication on social media to include posts, photos, videos, etc. that display a visible relationship.

- If this relationship exists, what are some of the mutual benefits (ibid., 73).

Community Organization and Local Business Partnerships

Interaction with members of the community is one of the most important partnerships

that a law enforcement agency can make to strengthen its community policing program. This

type of partnership includes both formal and informal non-profit and neighborhood-based

community organizations and private businesses. The USDOJ (2014, p. 3) defines formal and

informal non-profit and community based organizations as, "advocacy and community-based

organizations that provide services to the community and advocate on its behalf…these groups

often work with or are composed of individuals who share common interests and can include such entities as victims groups, service clubs, support groups, issue groups, advocacy groups, community development corporations, and the faith community." This definition can also include other hyper-local community-based groups such as civic groups, ethnic groups and neighborhood watch associations (Handleman and Domanick 2012, 12).

Traditional community policing has always included contact with non-profit and neighborhood-based community groups through face-to-face communication, town hall meetings and other civic events. While these types of events are still occurring, the advent of social media has pushed the traditional community meeting and other forms of informal neighborhood interaction online. Overlooking this evolution of communication is detrimental. A law enforcement presence, as a partner of the online forum or social media page, can surpass the rigid and limiting audience of traditional meetings and enable contact with more people. Online interaction in this format can either passively or actively engage citizens, businesses, organizations and other persons with an interest in the welfare of the community on daily basis (Perkins and Newman 2012, 2).

Law enforcement interaction with businesses operating in the community includes both private corporations (USDOJ 2014, 3) and business led civic events (BJA 1994, 15). These types of partnerships are important because private companies can often bring together many far-reaching and able-bodied resources to assist in addressing community issues. These partnerships are also excellent in identifying problems and providing for different types of responses and forms of community outreach.

Beyond the individual partnerships law enforcement agencies make with private businesses operating in the community, this category should also include the local chamber of

commerce and visitor centers. These organizations are uniquely set up and able to disseminate

information, build partnerships and encourage crime prevention in the community (USDOJ

2014, 3). Partnering with these types of groups can assist law enforcement in increasing their

understanding about the nature and extent of crimes against businesses in the community.

Compared to households, the risk of criminal victimization is much higher for businesses.

By encouraging businesses to get involved in law enforcement activities and community policing

via social media, a de facto network is born, opening up communication between the two. This

sort of interaction does not always have a problem-solving focus but is often primarily done in

the interest of enhancing police-community relations. (Peak 2013, 225-226).

To assess social media based relationships with community organizations and local

businesses in the community, it is beneficial to examine the following:

- Social media interaction with community organizations and local businesses consisting of any type of communication on social media to include posts, photos, videos, etc. that display a visible relationship.

- If this relationship exists, what are some of the mutual benefits (ibid., 73).

- If there has been an increase in community partnership and problem solving with non-profit/community based organizations that is directly attributed to the relationships made via social media.

General Engagement with the Public

To maintain public safety, community policing relies on the assistance of the public first

and foremost. The public is individuals who live, work, or otherwise have an active interest in

the community to include: volunteers, activists, formal and informal community leaders,

residents, visitors, tourists, commuters and media (USDOJ 2014, 3).

The public's sense of security and safety is greatly affected by the media. Print news

stories, television and radio broadcasts and online news websites can have a significant impact

on the population's fear of crime, perception of how well the police are managing crime and other problems affecting the community (ibid., 2). Law enforcement can leverage the impact that the news media has with the public through social media. This is accomplished by promoting "better communications, providing greater access to information, fostering greater transparency, allowing for great accountability, encouraging broader participation, and providing a vehicle for collaborative problem solving" (Social Media - Concepts and Issues 2010).

Law enforcement often engages the public through partnerships. By keeping the public informed about law enforcement activities, especially through social media websites, they are reaching audiences that they might not normally reach. In using such social media platforms as Facebook, Twitter, and YouTube, law enforcement can interact with its existing partners in the community while opening the door for new groups to join in. This allows law enforcement to tell its story directly to its customers, supplementing the filtered version provided by traditional news outlets (Peak 2013, 9). If effective, this type of communication enables the mobilization of citizens, allowing the public to become active members in reducing crime and disorder. It empowers the public to participate in its own self-existence, undoing the "us versus them" mentality that first brought community policing into fruition. This type of interaction and partnership also fosters positive relationships between the police and the public by providing opportunities for non-adversarial interactions. These connections provide citizens with opportunities to offer potential solutions to community problems, leading to greater community engagement (Lieberman et. al. 2013, 439).

How law enforcement engages communities and the public that they wish to partner with varies from community to community. Traditionally, the media, a third party, heavily influences the public's perception of law enforcement in either a positive or negative way. Many

individuals base their perception of the police on media reports alone. It is significantly

important that law enforcement maintains positive relations with the media through social media.

To create public partnerships, law enforcement needs to market its available services to

the communities it serves. In return, law enforcement will receive more positive contacts,

cooperation and an improved image in the community. Technology, the Internet and most

specifically social media, play an important part in the delivery of these marketing services.

(Kilburn and Krieger 2014, 221-222).

Law enforcement "marketing" and communication can come in many different forms.

Mainly it is structured within three categories: public safety messages, public relations

information and services to the public. According to Lieberman et. al. (2013, 444-445) these

include:

- Tips (safety tips, crime prevention tips)
- Crime warnings (Internet, general, crime blotter, case status)
- Be On the LookOut (BOLO) (seeking information, arrest/success)
- Alerts (evacuation/lockdowns, traffic)
- Driving While Intoxicated (DWI)
- Officer injured (officer injured/killed, memorial (specific, general, fundraising))
- Missing person (Amber alert, missing person, missing person found)
- Recruitment
- Public relations (mission, community interest, policy update, newsletter)
- Direct communication
- Directions to services
- Other.

To assess social media based relationships with individuals who live, work or otherwise

have an active interest in the community, it is beneficial to examine the following:

- Social media interaction with the public. This consists of any type of communication on social media including posts, photos, videos, etc. that display a visible relationship.

- If this relationship exists, what are some of the mutual benefits (ibid., 73).

- If there are any specific social media accounts maintained by specialized units and/or specific officers (such as the leadership), have these accounts either added to or detracted from the agency's primary goal of community policing.

Conclusion of Community Partnerships Through Social Media Outreach

Law enforcement organizations that maintain social media presences need to establish clear goals to assist them in effectively increasing awareness, partnership and communication with the community (Kilburn and Krieger 2014 2014, 226). Anchoring their use of social media in the philosophy of community policing is an effective way to do this. Nancy Kolb, a senior program manager at the IACP Center for Social Media, commented on how social media and community policing complement each other when she said, "social media is not only helping community policing rise to a new level, it is also helping the police to directly engage citizens" (Basu 2012, 1).

Integrating Social Media with Problem Solving

The second key component of a successful community policing model is solving community problems. Community policing emphasizes proactive problem solving techniques to the immediate underlying causes of larger problems. This proactive approach is required at all levels in the law enforcement organization. It requires innovative responses that do not just revolve around the revolving door of offenders entering and exiting the criminal justice system. To encourage innovative proactive thinking, the USDOJ encourages law enforcement organizations that practice community policing to adopt the SARA model of problem solving (USDOJ 2014, p. 10). Each component of the SARA model, Scanning, Analysis, Response and Assessment (Figure 2.1), is described along with how social media is applied during each phase.

The S ARA Model of Problem Solving

The primary purpose of the first step of the SARA model, scanning, is to identify and prioritize problems of concern to the public and law enforcement. In identifying each problem, scanning determines how the consequences of each affect the community. This phase confirms those problems exists, assists in the prioritization of the problems and helps law enforcement in developing broad goals to eliminate those problems. Scanning determines the frequency, historical length and unknowns of the problem (Center for Problem Oriented Policing 2015). For

Figure 2.1 – SARA Model of Problem Solving

each problem, law enforcement will want to develop a list of all of the stakeholders that the it affects (USDOJ 2014, 11).

The second component of the SARA model is analysis. Analysis seeks to identify and examine the events and conditions that precede and accompany a problem. In the analysis phase, law enforcement organizations need to complete the following steps. First, they must identify the relevant data to collect and then research what is known about the problem (Miller et. al. 2014, 97). Next, they should take an inventory of how the problem is currently addressed and identify

the strengths and weaknesses of the current response. Then they must narrow the scope of the

problem as specifically as possible and identify a variety of resources that may assist in

developing a deeper understanding of the problem. Finally, they will create a working hypothesis

about why the problem is occurring (Center for Problem Oriented Policing 2015).

Figure 2.2 - Crime Triangle

In the analysis phase, it is also important for law enforcement organizations to find out as much as they can about each problem by viewing it through the crime triangle (Figure 2.2 Crime Triangle). The crime triangle is used to visualize the links among the victim, offender and the location and the factors that have an impact on them. These relationships link victims with capable guardians

(teachers, neighbors, friends, law enforcement), offenders with handlers (parents, friends, court

and correctional services) and locations with managers (businesses, city employees,

neighborhood associations). The goal of using this crime triangle is to help officers visualize the

factors that are in their reach in preventing crime. In understanding problems in this manner, law

enforcement organizations can enhance their relationships with the guardians and handlers and

managers, thereby providing protection to both current and future victims. If this is successful,

criminals will be denied access to locations that provide them the opportunities to commit crimes

(USDOJ 2014, 12).

The response phase is the development of solutions that bring about reductions in and

ends to problems that are affecting the community (Miller et. al. 2014, 96). This phase of the

SARA model develops and implements strategic methods to address problems. During this phase, law enforcement organizations brainstorm for new types of interventions to solve problems and research what other communities have done with similar problems. They choose alternative interventions, outline a response plan and identify responsible parties. The end state of this phase is a set of specific objectives for the responsible parties to complete (Center for Problem Oriented Policing 2015). Logical and tailored responses are necessary for each individual problem (USDOJ 2014, 12).

The final component of the SARA model of problem solving is the assessment phase. This phase evaluates the effectiveness of law enforcement responses to problems identified in the community (Peak 2013, 68). Law enforcement organizations do this by determining whether the plan was implemented and collecting and pre- and post- response quantitative and qualitative data. They also want to determine whether broad goals and specific objectives have been obtained and identify any new strategies necessary to augment the original plan (Miller et. al. 2014, 96). Finally, law enforcement will want to conduct ongoing assessments to ensure the continued effectiveness of the response (Center for Problem Oriented Policing 2015). This phase helps evaluate what happened and shapes what needs to change. The assessment process is circular. If gaps are found during this phase, more scanning, analyzing or responding may be necessary (USDOJ 2014, 12).

Two examples of law enforcement solving problems in the community using social media occurred in Boston, Massachusetts and Hubbard, Ohio. During the Boston Marathon bombing in 2013, the BPD utilized their Twitter and Facebook pages to solicit suspect information, identify potential suspects and inform the public. The effectiveness and power of this type of social media interaction from the public is understood when the images of the

suspects posted by BPD were shared more than 6,500 times (Davis, Alves and Sklansky 2014, 3-5). In a separate case in Ohio, the Hubbard Police Department had no leads on two unrelated crimes. They asked for information via their Facebook page. Within a two-week span, they received enough information to solve both (Basu 2012).

The sections below describe how to gauge a law enforcement organization's problem solving process to see if it uses social media *effectively*.

Scanning

During the scanning phase, social media would facilitate the identification of problems that are of concern to the public. It is important for law enforcement officials to remember that what the public views as important is not always seen as important by law enforcement (BJA 1994, 17-23). In assessing how well police utilize social media in the scanning process, it is beneficial to examine the following aspects of this phase:

- Describe the organization's formal procedures when something is posted on social media that demands a law enforcement response.

- Describe how the organization utilizes social media to determine the nature and scope of identified problems that affect the community.

- Describe how the organization utilizes social media to assist them in prioritizing and selecting problems for closer examination.

Analysis

Law enforcement officials can effectively leverage social media to provide insight into the nature of the problem, why it is occurring, what is known about it and which stakeholders to contact to assist in rectifying the problem. Input from social media can provide necessary support to a working hypothesis that attempts to explain why a problem is occurring. In assessing how

well law enforcement utilizes social media in the analysis process, it is beneficial to describe how the organization utilizes social media to determine what is known about a problem.

Response

The response stage is assessed by examining how the law enforcement organization integrates social media into its plans of intervention in problem areas. It is beneficial to describe how large-scale operations and strategic planning by the organization integrates social media.

Assessment

The use of social media during the assessment phase of the problem solving process can lead to unique beneficial results. Law enforcement organizations will want to leverage the relationships they have made with individuals and entities in the community to determine if the the response was effective. Both positive and negative responses should be fed back into the discussion at the agency level. These responses are helpful in further addressing the problem and or moving on to another area of concern. To measure how law enforcement utilizes social media in the assessment process, it is beneficial to examine how the organization utilizes social media to determine if responses to community problems were effective.

Conclusion of Integrating Social Media with Problem Solving

The SARA model of problem solving integrates different segments of the community, strengthens partnerships and assists in resolving community issues. Incorporating social media into the SARA model strengthens these objectives. A community actively involved in the law

enforcement process not only makes the community safer but also makes law enforcement organizations operating in the community more effective.

Involving the community in the problem solving process in an open forum such as social media is possibly the most difficult of all to accomplish. Buy-in from members of the law enforcement community is critical to success. Addressing fears of information posted on social media falling into the wrong hands is also important. Support at the organizational level can help in changing this mindset among law enforcement professionals and ensuring that safeguards are in place to balance effective problem solving and operational security. The organizational policies and procedures that are necessary to effectively use social media in community policing is discussed in the next section.

Integrating Social Media Policies and Practices

The third key component of a successful community policing model is organizational transformation. This transformation, guided by policies and practices that support a community policing based environment, emphasize "proactive policing, ongoing police-community networking, collegial problem solving and the utilization of lower level expertise" (Perez and Moore 2013, 26). These principles are necessary from every employee, from the patrol officer on the beat to the chief and in each facet of the organization from recruitment to retirement (USDOJ 2014, 4). Transformation should occur within agency management, personnel management, leadership and organizational transparency. A discussion of each of these areas and their adaptation to social media follows.

Agency Management

The philosophy of community policing requires changes in the management of a law enforcement organization. This is accomplished by instituting change in the climate, culture, policies, decision-making, accountability and relationships with the department's employees (USDOJ 2014, 5-6).

An organization's culture is correlated to its effectiveness. It "is directly responsible for impacting the roles of its employees" (Dragon 2014, 22). Changing the climate and culture involves a "proactive orientation that values systematic problem solving and partnerships" (ibid., 5). Evidence of this philosophical change in the organization's social media practice is observed by social media policies that are reflected in the mission, vision and values statement of the organization.

A law enforcement organization that practices community policing prizes their mission, vision and values as an important indicator of climate and culture (BJA 1994, 34). A mission statement "describes the overall purpose of the organization." A vision statement is a "vivid description of the organization as it effectively carries out its operations." A values statement "represents the core priorities in the organization's culture." (McNamara 2015)

Integrating the department's social media campaign into the community policing objectives outlined in their mission, vision and values statement should cause a cultural shift to occur. This shift, like the change that community policing made when it debuted in 1980s and 1990s, should have major effects on the way law enforcement operates. Members of the agency will need to have an incentive to embrace rapidly changing new technologies, which may cause issues and pushback within the rank and file. To combat this, law enforcement organizations have to impress upon officers and employees the benefits of social media. Employees will need

education on social media's ability to leverage information, build relationships and innovatively solve problems within the community. The importance of this education should be the main priority of the organization's leadership, with emphasis added through codification of supportive policies and procedures (USDOJ 2014, 7). These policies and procedures should address the use of social media as an enhancement to community policing at all levels, providing guidance not only on use but also on the structure, tone and verbiage of the message disseminated (Davis, Alves and Sklansky 2014, 7-8).

On a strategic level, community policing turns the paramilitary structure of law enforcement organizations on its head. Chains of command, structured decision-making processes and top down problem solving are useful in combat situations but are not productive in community policing based organizations. While paramilitary structures still find their use in riot control, lethal force situations and other situations where all aspects of order have failed, community policing requires the opposite approach. Successful police organizations orient themselves to solving community problems. They think "outside of the box" and view the public as willing agents to jointly collaborate with in solving community problems. These ideals require specific forms of training and logistics (Perez and Moore 2013, 51-54).

The training of adequate personnel, the dedication of finances and the organization's desire to support current technology all are crucial to the success of social media in support of community policing. Without this support, any effort to include social media into the organization's community policing operations is futile. Due to constrained resources in some smaller organizations, this has evolved into the use of media consultants (BJA 1994, 52) and contracted public relations firms to organize and run their social media outreach. This minimalizes any impact to their limited manpower (Alexander 2011).

The facilitation of knowledge and lessons learned gleaned from social media interactions with the community is important. These types of interactions at the agency level are a critical component of making social media efforts in support of community policing usable, current and successful. Internal publications, meetings, working groups, mutually accessible records of events, after action reviews and lessons learned are all critical to making this work at all levels of the organization and easily accessible to all (USDOJ 2013, 36).

Employee buy-in on a major cultural change in the organization is also critical. Historically in law enforcement organizations, employee unions and associations have a lot of influence over pay, discipline and the morale of the workforce. Having these organizations onboard with the inclusion of social media into community policing operations on all levels would legitimize the leadership's ability to move the organization in that direction (USDOJ 2014, 5).

Depending on the size of the law enforcement agency, it may be advantageous for a sole individual or group within the department, to monitor and manage its social media interaction with the community. In choosing whether to assign a person or a dedicated group to this responsibility, each law enforcement organization should experiment to find what method best fits its community and department. It is imperative that the social media platforms the organization uses are monitored and maintained 24 hours a day, seven days a week. Accountability to the community is crucia. Determining the audience, information, frequency and means of communication is important in the monitoring of social media at any level (Krauss 2012, 6). The organization should also observe if the social media platforms they are utilizing align with the demographics of the community (Strategy Development 2011). As times, generations and populations change, so do new and different means of communication (Peak

2013, 119). While Facebook and Twitter are a mainstay currently (2015), many social media

platforms have fallen by the wayside in the past, making room for others to take their place.

Organizations that refuse to embrace new technology and its benefits risk becoming obsolete

(Davis, P. 2010, 2).

In assessing how well a law enforcement organization integrates social media in the

management of its agency, it is beneficial to ask the following questions:

- Do the organization's social media planning and policies reflect the organization's mission, vision and values?

- Are there organization-wide policies in place emphasizing social media usage at all levels?

- Are there policies in place concerning construction of messages posted (structure, tone, etc.)?

- Are trained personnel, dedicated finances and current technology present to support the organization's social media strategy? If so, are they adequate?

- Is there a working group, scheduled meeting, internal publication or repository of lessons learned in place to connect social media efforts among different functions of the organization together so that it emphasizes community policing?

- How active are the organization's employee associations/unions in supporting social media in community policing.

- Who monitors the organization's social media platforms?

- Does the organization have a mandate that social media platforms are monitored and maintained 24/7?

Personnel Management

Instilling the values of community policing in new officers starts in the recruitment stage

of the employment process. Lasting through the entire career of a law enforcement officer, it

includes job placements, promotions (USDOJ 2013, 24), continuing education, evaluations and

retirement (USDOJ 2014, 7). These ideals also apply to the hiring and employment of civilian employees.

Organizational mindsets are easiest to change with new personnel. The recruitment of qualified applicants makes this transition easier. In law enforcement, a new officer often begins the recruitment phase with a lengthy application process. In a majority of departments, the recruit must pass a thorough background check, written exam, physical fitness test, oral board and polygraph before being hired. Once hired, the recruit will then begin a six to eight month training academy. Upon graduating the academy, passing a state certification and becoming a commissioned law enforcement officer, he or she will begin a period of field training. In this last portion of formal training, the new officer will work side by side with a veteran field training officer, learning the day-to-day intricacies of the job (Peak 2013, 237). This formative period shapes an officer's first impressions of the organization.

A department that practices community policing will naturally select individuals that exhibit a devotion to serving the community in a fashion compatible with the ideals of community policing. An organization that uses social media to enhance community policing will need to recruit new employees who are well versed and accepting of using new forms of technology in their work (Highland 2014, 2). Organizations that utilize social media in their recruiting process are able to attract these types of recruits (Social Media - Model Policy 2011).

Law enforcement organizations that utilize social media in their community policing program would benefit from exposing new employees to this technology during the academy. After completing the field training program, officers should receive further specialized training in how to use social media to support the goals of community policing as a patrol officer and beyond (USDOJ 2014, 8). While exposing all officers to this type of training is beneficial, it is

necessary to identify the right employees to use social media on the job. Some officers are more comfortable with an online presence and others, due to the types of tasks they perform in the police department, may want to shy away from such publicity. In identifying the right officers for an organization's social media presence, it is critical that there is a mix of line supervisors, command staff, patrol officers and others from investigative, specialized and community relations units (Davis, Alves and Sklansky 2014, 14). The geographical dispersion of these employees within the community is also important. This allows for relationships to develop in all organizational areas via social media, just as an officer walking a beat would get to know business owners, residents and others living and working in the area they are responsible for (USDOJ 2013, 41).

An officer's ability to perform the job in accordance with the ideals of community policing is important. When a supervisor completes an annual review of a law enforcement officer, they provide metrics to the evaluated officer (Peak 2013, 238). These metrics inform the officer on how well they are performing in the different areas of the job that they are expected to be proficient in. Including social media proficiency into these annual reviews is important. Tying every officer's annual performance evaluation to their mastery of social media assists both leaders and officers in the organization to grasp how well they are using social media to enhance community policing as well as emphasizing its importance to the organization (USDOJ 2014, 8).

In assessing how well the law enforcement organization integrates social media into their management of personnel, it is beneficial to ask the following questions:

- How does the organization's recruiting process utilize social media?

- Does the organization have entry-level (academy) training and continuing education in place to support the use of social media in community policing?

- Is there a mix of line supervisors, command staff, low level officers, officers from investigative, specialized and community relations units who have their own social media presence?

- Are personnel that are trained in using social media as a form of community policing geographically dispersed in the community?

- How do personnel evaluations for each rank assess the use of social media in community policing?

Leadership

Most law enforcement organizations in the United States are structured along paramilitary lines. Military organizations have chains of command, fight "wars" against dehumanized "enemies" and operate in top down environments that work against individual problem solving (Perez and Moore 2013, 51-52). The ideals of community policing run contrary to these tenets (ibid., 53). While a militaristic response is necessary in some crisis situations, such as during a homicide in progress, a balance of the two approaches is necessary to connect with the public. Successful leaders guide this balance. They pilot the organization. Leaders serve as role models and are responsible for "influencing people by providing purpose, direction, and motivation, while operating to accomplish the mission and improve the organization" (Department of the Army 2007, 17). Leaders in law enforcement organizations need to educate both officers and the public on the ideals of community policing (USDOJ 2014, 5). According to Peak (2013, p. 74), they also need to emphasize the use of social media in their work, actions and behaviors for it to be effective.

In assessing how well law enforcement integrates social media in the leadership of their agency, it is beneficial to ask how do leaders in the organization emphasize the use of social media in conducting community policing operations?

Organizational Transparency

Law enforcement's cultivation of meaningful partnerships with the community builds the trust that is necessary to share data and information on crime, disorder and other matters with stakeholders (Peak 2013, 74). Trust and transparency in public organizations are some of the most prized qualities observed by citizens (Dragon 2014, 13) At times, transparency, or openness, with the community is uncomfortable for a police organization with a traditional mindset. Agency management, personnel management and leadership can all influence this organizational change. Transparency is beneficial in making the use of social media in the practice of community policing successful (USDOJ 2014, 5).

Organizations that utilize social media should see it as an open two-way street. This openness facilitates communication between different components of the community and law enforcement in a public forum. This two-way communication on social media can take on many different forms such as: open posting, soliciting information and feedback, online complainant forms, tip submissions and the promotion of hash-tags (Kilburn and Krieger 2014, 226). It may also quickly become a forum of backlash and negativity. In 2014, the New York Police Department (NYPD) asked people to tweet pictures of themselves interacting with the police using the #MyNYPD hashtag on Twitter. Many responded, most with negative photos of people being mistreated by NYPD (Grimmelikhuijsen and Meijer 2015, 1-2).

When used to its full potential by both the public and law enforcement, social media can become a doorway to an immense amount of information. It can also strengthen accountability (PERF 2014, 39) and convey the image that the police are a modern organization in touch with the people (Grimmelikhuijsen and Meijer 2015, 2). The posting of crime patterns and trends, criminal behavior and police operations (USDOJ 2013, 24) should increase the community's

trust in the organization. It may also decrease the quantity of records requests made, thereby lifting administrative burdens on the staff (Grimmelikhuijsen and Meijer 2015, 1).

Effective organizations consistently ask for feedback and evaluations in order to improve their services. Social media is an ideal venue for law enforcement organizations to ask for this (Perkins and Newman 2012). The means by which a law enforcement organization accomplishes this task is critical to the level of transparency they wish to attain.

In assessing how well law enforcement utilizes social media to make their organization more transparent, it is beneficial to ask the following questions:

- How does the organization's use of social media platforms allow for open two-way communication?

- Are current and long-term crime data and trends posted to social media? If so, has this improved transparency and decreased the quantity of records requests?

- Does the organization have a method in place to ask citizens for feedback on its social media strategies? If so, describe.

Conclusion of Integrating Social Media Policies and Practices

For effective community policing, there must be buy-in across the organization. Organizational policies and practices that support the use of social media to enhance community policing through partnerships and problem solving will be stronger in building community relationships.

Introduction of the Conceptual Framework

Table 2.1 summarizes the three practical ideal type categories – building community partnerships through social media outreach, integrating social media with problem solving and

integrating social media policies and practices – that are identified as part of the assessment model. Each ideal type category is supported by the literature listed.

Chapter Summary

Using social media to enhance a law enforcement organization's community policing strategy should enable the organization to reach out to all segments of the community in forms more in line with how people currently communicate. This chapter has presented three practical ideal type categories that comprise the model assessment tool. The next chapter is a brief overview of the Austin Police Department.

Table 2.1 – Linking Practical Ideal Type Categories to the Literature

Title: The New Walking Beat: A Model Assessment Tool for Using Social Media to Enhance Community Policing **Purpose:** The purpose of this applied research project is threefold. First, it describes the ideal components of an effective social media campaign in the context of community policing. Second, it assesses the Austin Police Department's social media outreach using these ideal type components. Third, based on the assessment, it provides recommendations for improving the Austin Police Department's social media outreach so that the department's emphasis on community policing is maximized.	

Practical Ideal Type Categories	**Literature**
1. Building Community Partnerships Through Social Media	
1.1 Law Enforcement and Criminal Justice System Partnerships	Bureau of Justice Statistics Criminal Justice System Flowchart (2014); Das and Otwin (2000); Dragon (2014); Peak (2013); Reaves (2011); USDOJ (2014, 2013)
1.2 Government Partnerships (Non-Law Enforcement)	Peak (2013); USDOJ (2014, 2013)
1.3 Community Organization and Local Business Partnerships	BJA (1994); Handleman and Domanick (2012); Peak (2013); Perkins and Newman (2012); USDOJ (2014, 2013)
1.4 General Engagement with the Public	Social Media - Concepts and Issues (2010); Kilburn and Krieger (2014); Lieberman et. al. (2013); Peak (2013); USDOJ (2014, 2013)
2. Integrating Social Media with Problem Solving	
2.1 Scanning	Basu (2012); BJA (1994); Center for Problem Oriented Policing (2015); Davis, Alves and Sklansky (2014); USDOJ (2014)
2.2 Analysis	Center for Problem Oriented Policing (2015); Miller et. al. (2014); USDOJ (2014)
2.3 Response	Center for Problem Oriented Policing (2015); Miller et. al. (2014); USDOJ (2014)
2.4 Assessment	Center for Problem Oriented Policing (2015); Miller et. al. (2014); Peak (2013); USDOJ (2014)
3. Integrating Social Media Policies and Practices	
3.1 Agency Management	Alexander (2011); BJA (1994); Davis, Alves and Sklansky (2014); Dragon (2014); Krauss (2012); McNamara (2015); Peak (2013); Perez and Moore (2013); USDOJ (2014, 2013)
3.2 Personnel Management	Davis, Alves and Sklansky (2014); Highland (2014); Peak (2013); Social Media - Model Policy (2011); USDOJ (2014, 2013)
3.3 Leadership	Peak (2013); Perez and Moore (2013); USDOJ (2014, 2013)
3.4 Organizational Transparency	Dragon (2014); Grimmelikhuijsen and Meijer (2015); Kilburn and Krieger (2014); Perkins and Newman (2012); Peak (2013); PERF (2014); USDOJ (2014, 2013)

Chapter III
Austin Police Department

Introduction

The Austin Police Department (APD) provides law enforcement services to the City of

Austin, Texas. Home to the University of Texas at Austin, the Circuit of the Americas Formula

One racetrack, the South by Southwest music festival, the Austin City Limits music festival and

many local and national corporations, the Texas state capital, has a population of 885,415

residents as of 2013. Spread across 274.57 square miles over three counties, Austin lies on the

eastern edge of the Texas Hill Country (City of

Austin Planning and Zoning Department 2015).

Interstate 35, a major north to south thoroughfare

stretching from Minnesota to Mexico bisects the

city north to south. The Austin-Bergstrom

International Airport, Amtrak passenger and

various freight trains service the city both

commercially and privately. Currently, Austin is

the 11th largest city in the United States. With low unemployment, temperate weather, a vibrant

culture, and consistently high ratings in surveys of places to live, Austin receives many new

residents daily.

Twenty-three hundred sworn and non-sworn law enforcement personnel currently carry

out police operations within the city limits, municipal court, airport and in all of the city's many

parks and lakes. Oriented toward community policing, the APD's mission is "to keep you, your

family and our community safe." Their vision statement is "to be respected and trusted by all

segments of Austin's diverse community." The department's values are centered around the

acronym "I CARE" (Austin Police Department 2015):

- Integrity – the cornerstone of police work - without it public trust is lost.
- Courage – to make the right professional decision.
- Accountable – to the community, the department, and coworkers.
- Respect – of the community, the department, and most importantly, self.
- Ethical – professional actions and decision making.

Organization and Personnel

The Austin Police Department provides a broad range of law enforcement services to the

residents and visitors of the City of Austin. Table 3.1 depicts how the employees are staffed

within APD as of August 2015.

All sworn employees of the police department must undergo a rigorous written, physical,

medical, oral and polygraph examination before they are hired. Once hired, these new cadets

attend a 32 week police academy conducted by the APD Recruiting and Training division. In

1,280 hours of instruction certified by the Texas Commission on Law Enforcement, cadets learn

all facets of police work including laws, ordinances, department policies, defensive tactics,

firearms, safe operation of police vehicles, vehicle crash response, traffic enforcement, evidence

collection, courtroom demeanor, community policing and responding to calls for service. Upon

graduation from the course and passing a state certification exam, cadets are commissioned as

sworn law enforcement officers in the State of Texas. They are then assigned to a patrol shift in

one of the APD's four geographical patrol regions[1] depicted in Figure 3.1.

On their new patrol shift, these rookie officers are paired with a senior Field Training

Officer (FTO) for the first three months. This FTO trains them on the application phase of the

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[1] As stated earlier, APD has five patrol regions (Regions I, II, III, IV and Downtown). In the Downtown Area
Command, only Officers with more than two years of experience may be assigned.

Table 3.1 – Austin Police Department Organizational Chart

Chief of Police	• Chief of Staff
	• Chief of Staff Support
	   ○ Public Information Office
	   ○ Office of Community Liaison
	   ○ Citizens Police Academy

2 Patrol Bureaus	• 5 Geographical Patrol Regions
	   ○ Patrol
	   ○ District Representatives (community policing oriented)
	   ○ Metro-Tactical units (specific problem oriented)
	   ○ Property and Persons Crimes Detectives
	• Specialized Units
	   ○ Mounted Patrol
	   ○ Park Patrol
	   ○ Airport Patrol
	   ○ Lake Patrol
	   ○ Special Events Planning
	   ○ Highway Enforcement

Headquarters Bureau	• Recruiting and Training • Professional Standards • Research and Planning
Investigations Bureau	• Violent Crimes • Property Crimes • Intelligence • Organized Crime
Support Bureau	• Special Operations • Communications • Field Support Services • Victim Services • Technology
Administrative Bureau	• Human Resources • Finance • Administrative Support Staff

Source: Austin Police Department, 2015

job. These new officers learn how to apply the material they learned in the police academy to the actual job of policing on the street. Upon passing the FTO phase and a final oral board, new officers are assigned to their own patrol vehicle and can operate independently (Austin Police Department 2015).

After an officer has completed two years on patrol, they are authorized to transfer to any non-patrol unit in the department. At four years, a patrol officer is eligible to take a promotional exam for the Corporal/Detective rank. From then on, officers are eligible to promote to other

ranks in the department following two years time in rank and after passing a written examination
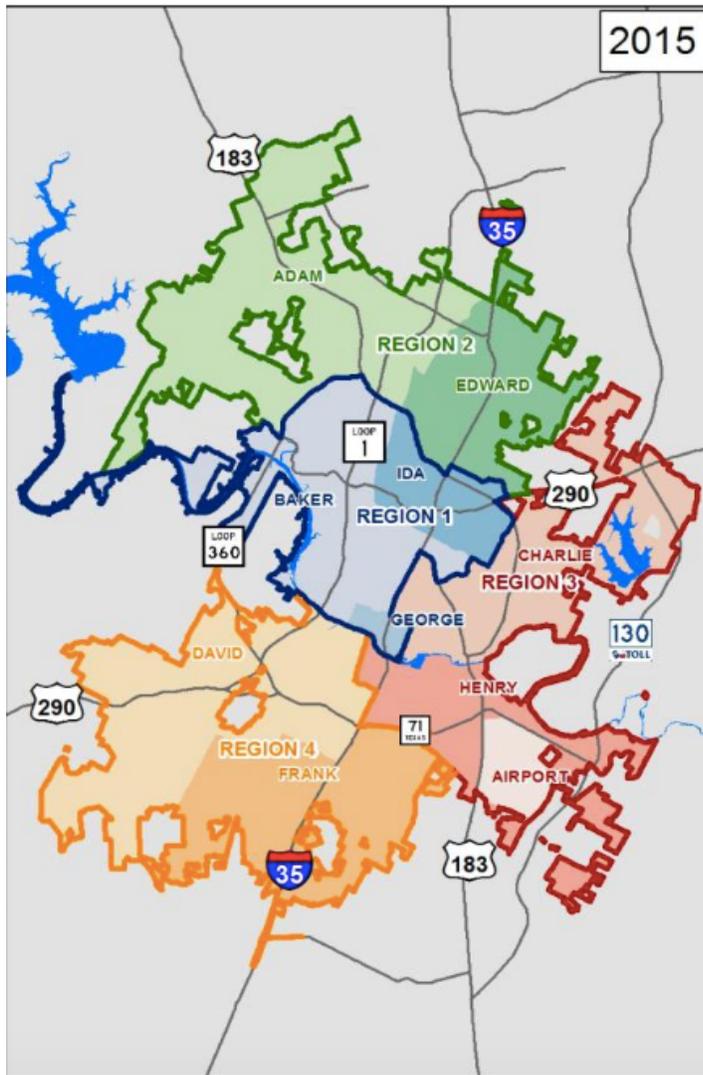
Figure 3.1 – Austin Police Department Patrol Regions

and assessment board. These ranks are Sergeant, Lieutenant and Commander. The rank of Assistant Chief is appointed by the Chief of Police. The Chief of Police is hired by the City Manager (Austin Police Department 2015).

Community Policing

The current Austin Chief of Police is Art Acevedo. In August 2015, he and Assistant Chief Troy Gay presented a plan to the Austin City Council to hire 410 additional officers over the next five years. These officers will allow the APD to increase the amount of community policing by 16-17 percent. This increase will bring the department in line with the common practice of police departments to spend 50% of their time engaging the community (Adams 2015).

This continued emphasis on community policing in Austin began in 1994 when the Austin Police Department received a three-year $600,000 federal grant to implement it (Phillips and Barrera 1994). Today, the APD continues to maintain a strong focus in community policing

through a variety of programs. These include the District Representative (DR) program[2], the

Office of Community Liaison (OCL)[3], the Citizens Police Academy[4], the Police Explorers

program[5], the Police Athletic League, Crimestoppers[6], the Greater Austin Crime Commission[7], a

ride-along program, and the Public Information Office (PIO). The PIO maintains the

department's official website, Facebook and Twitter pages. An official YouTube page is

maintained by the OCL at the time of this research but will soon transition to the control of the

PIO (Austin Police Department 2015).

Chapter Overview

       This chapter discussed the Austin Police Department's composition, structure,

employment methods and community policing strategies. Chapter four outlines the methodology

used to assess the department's social media outreach.

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[2] District Representatives (DR) act as a liaison between neighborhood communities and the APD's regional commands. They are assigned to specific districts to assist the community in solving neighborhood problems as well as facilitating open communication and partnerships (Austin Police Department 2015).

[3] The Office of Community Liaison (OCL) manages APD's African American Outreach Program, Asian Outreach Program, Chaplain Program, Communication Facilitators Program (interpreters used by officers), crime prevention services, Faith Community Network, Lesbian, Gay, Bi-Sexual and Transgender (LGBT) Program, National Night Out, Operation Blue Santa, Seniors and Law Enforcement Together (SALT) and Immigrant Outreach (Hispanic).

[4] The Citizen Police Academy is a fourteen-week program designed to give the public a working knowledge of the APD. Each session consists of weekly classes where the abilities of different units within the department are covered (Austin Police Department 2015).

[5] The Police Explorer Program is intended to show youth between the ages of 14 and 20 and at a 9th grade level or higher the many career opportunities available in law enforcement (Austin Police Department 2015).

[6] Crimestoppers help area law enforcement in Austin and Travis County fight against crime in by submitting an anonymous crime tip online (Austin Police Department 2015).

[7] The Greater Austin Crime Commission helps the APD reduce crime. The commission enables community members to support public safety concerns (Austin Police Department 2015).

Chapter IV
Methodology

Chapter Purpose

The purpose of this chapter is to describe the methodology used to gauge the Austin

Police Department's (APD) social media campaign in the context of community policing. The

three components of the model, developed to assess the use of social media, direct the collection

of data. Each component is assessed using multiple data collection methods - social media

analysis, document analysis and semi-structured interviews. This chapter begins with a

discussion of the case study, the operationalization table and a description of the data collection

methods. It concludes with the criteria for support and a note on the protection of human subjects

during the research.

Case Study

The research design for this project is a case study. A case study is necessary to perform a

comprehensive assessment of the APD's social media campaign because no single research

research method would be sufficient. A case study is "a type of study in which the researcher

selects one or more subjects or sites in order to make an in-depth analysis of a process,

organization or other event. It can include both quantitative and qualitative data collection and

analysis" (Johnson 2010, 248).

According to Yin (2003, p. 2), case studies allow investigators "to understand complex

social phenomena" and "retain the holistic and meaningful characteristics of real-life events."

The use of multiple research techniques to collect data in a method of "triangulation" is a

strength of using a case study in research. This method allows the researcher to "describe the

situation more accurately than by using only one method" (Johnson 2010, 79). A weakness of

using this method is that at times, the scope of of the study is so small that the results cannot be generalized to the entire population (Johnson 2010, 78). In this case of this research, this does not apply because the focus is a police organization, not a population.

The Austin Police Department's social media platforms, Facebook (https://www.facebook.com/AustinPolice), Twitter (https://twitter.com/austin_police) and YouTube (https://www.youtube.com/user/APDOCL/videos), internal policies and each of their staff members involved with this form of public communication can be viewed as a "case." Table 4.1, Operationalization of the Conceptual Framework, elaborates on the connection between the framework, data collection methods and the evidence. When viewed as a whole, the research methods used provide a comprehensive assessment of the APD's social media outreach and its ability to enhance community policing.

This operationalization table is read left to right. Each ideal type category is followed by the research method, the evidence required for support and the source. For example, Law Enforcement and Criminal Justice System Partnerships (1.1) request evidence from the the APD Facebook, Twitter and YouTube accounts and a semi-structured interview with the Public Information Office Supervisor to gauge if there is enough evidentiary support present. In another example, Scanning (2.1), document analysis and a semi-structured interview are used as sources to gather evidence for this category.

Table 4.1 – Operationalization of the Conceptual Framework

Title: The New Walking Beat: A Model Assessment Tool for Using Social Media to Enhance Community Policing **Purpose:** The purpose of this applied research project is threefold. First, it describes the ideal components of an effective social media campaign in the context of community policing. Second, it assesses the Austin Police Department's social media outreach using these ideal type components. Third, based on the assessment, it provides recommendations for improving the Austin Police Department's social media outreach so that the department's emphasis on community policing can be maximized.			
Practical Ideal Type Category	**Research Method**	**Evidence**	**Sources**
1. Building Community Partnerships Through Social Media [*]			
1.1 Law Enforcement and Criminal Justice System Partnerships	APD Facebook Analysis	Number of posts in the last three months that **contain content** exhibiting interaction with other law enforcement organizations who serve the community[8].	APD Facebook
		Number of pages **liked** that are other law enforcement organizations who serve the community[8].	
		Number of posts in the last three months that **contain content** exhibiting interaction with other components of the criminal justice system[9].	
		Number of pages **liked** that are other components of the criminal justice system[9].	
	APD Twitter Analysis	Number of tweets in the last three months that **contain content** exhibiting interaction with other law enforcement organizations who serve the community[8].	APD Twitter
		Number of feeds **followed** that are other law enforcement organizations who serve the community[8].	
		Number of tweets in the last three months that **contain content** exhibiting interaction with other components of the criminal justice system[9].	
		Number of feeds **followed** that are other components of the criminal justice system[9].	

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[*] In this ideal type category, the quantity of Facebook posts, Twitter tweets and YouTube videos uploaded requires a threshold value for an effective analysis to occur. This threshold value is ≥ 15 posts, tweets or videos in the last three months. If this threshold is not met on any one of these social media platforms, there is not a significant quantity of social media activity to analyze.

[8] Other law enforcement organizations consist of federal, state, county, local, special jurisdiction, school, natural resource, transit and tribal law enforcement agencies that operate in the community (Reaves 2011, 1-19).

[9] Other components of the criminal justice system include courts, corrections and other organizations in the judicial branch of government (Bureau of Justice Statistics Criminal Justice System Flowchart 2014).

	APD YouTube Analysis	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with other law enforcement organizations who serve the community[8].	APD YouTube
		Number of videos uploaded in the last three months that **contain content** exhibiting interaction with other components of the criminal justice system[9].	
	Semi-Structured Interview	Describe any types of mutual benefits your organization has experienced since partnering with other entities of the criminal justice system on social media. *Additional questions as merited.*	APD Public Information Office Supervisor
1.2 Government Partnerships (Non-Law Enforcement)	APD Facebook Analysis	Number of posts in the last three months that **contain content** exhibiting interaction with other government agencies[10].	APD Facebook
		Number of pages **liked** that are other government agencies[10].	
	APD Twitter Analysis	Number of tweets in the last three months that **contain content** exhibiting interaction with other government agencies[10].	APD Twitter
		Number of feeds **followed** that are other government agencies[10].	
	APD YouTube Analysis	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with other government agencies[10].	APD YouTube
	Semi-Structured Interview	Describe any types of mutual benefits your organization has experienced since partnering with other government entities on social media. *Additional questions as merited.*	APD Public Information Office Supervisor
1.3 Community Organization and Local Business Partnerships	APD Facebook Analysis	Number of posts in the last three months that **contain content** exhibiting interaction with non-profit/community based organizations[11].	APD Facebook
		Number of pages **liked** that are non-profit/community based organizations[11].	

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[10] Other government agencies include any other governmental entity in the executive or legislative branch of government. Examples include public works departments, health and human service agencies, child support services and school districts to name a few (USDOJ 2014, 24).

[11] Non-profit/community based organizations is defined as "advocacy and community-based organizations that provide services to the community and advocate on its behalf. These groups can be powerful partners and often work with or are composed of individuals who share common interests and can include such entities as victims' groups, service clubs, support groups, issue groups, advocacy groups, community development corporations, and the faith community" (USDOJ 2014, 3). It may also include other hyper-local community-based groups of varying levels of organization such as civic groups, ethnic groups and neighborhood watch associations (Handleman and Domanick 2012, 12).

		Number of posts in the last three months that **contain content** exhibiting interaction with local businesses[12].	
		Number of pages liked that are local businesses[12].	
	APD Twitter Analysis	Number of tweets in the last three months that **contain content** exhibiting interaction with non-profit/community based organizations[11].	[APD Twitter](#)
		Number of feeds **followed** that are non-profit/community based organizations[11].	
		Number of tweets in the last three months that **contain content** exhibiting interaction with local businesses[12].	
		Number of feeds **followed** that are local businesses[12].	
	APD YouTube Analysis	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with non-profit/community based organizations[11].	[APD YouTube](#)
		Number of videos uploaded in the last three months that **contain content** exhibiting interaction with local businesses[12].	
	Semi-Structured Interview	How has your organization's involvement with private businesses changed with the use of social media? *Additional questions as merited.*	APD Public Information Office Supervisor
		How has your organization's involvement in civic groups, neighborhood associations, press conferences and community meetings changed with the use of social media? *Additional questions as merited.*	
		Describe if there has there been an increase in community partnerships with non-profit/community based organizations that you can attribute to your organization's presence on social media. *Additional questions as merited.*	APD Office of Community Liaison Supervisor
1.4 General Engagement with the Public	APD Facebook Analysis	Number of posts in the last three months that **contain content** exhibiting interaction with local media entities.	[APD Facebook](#)
		Number of pages **liked** that are local media entities.	

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[12] Law enforcement interaction with businesses operating in the community includes both private corporations (USDOJ 2014, 3) and business led civic events (BJA 1994, 15).

		Number of posts in the last three months that **contain content** exhibiting direct interaction with individuals in the community[13].	
		Number of pages **liked** that are individuals in the community.	
		Number of posts in the last three months that **disseminate** public safety messages, public relations information or services to the public[14].	
	APD Twitter Analysis	Number of tweets in the last three months that **contain content** exhibiting interaction with local media.	APD Twitter
		Number of feeds **followed** that are local media.	
		Number of tweets in the last three months that **contain content** exhibiting direct interaction with individuals in the community[13].	
		Number of pages **liked** that are individuals in the community.	
		Number of tweets in the last three months that **disseminate** public safety messages, public relations information or services to the public[14].	
	APD YouTube Analysis	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with local media entities.	APD YouTube
		Number of videos uploaded in the last three months that **contain content** exhibiting direct interaction with individuals in the community[13].	

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[13] Individuals in the community is defined as persons who live, work, or otherwise have an interest in the community to include volunteers, activists, formal and informal community leaders, residents, visitors, tourists and commuters (USDOJ 2014, 3)

[14] Public safety messages, public relations information or services to the public include (Libermann et. al. 2013, 444-445):
- Tips (safety tips, crime prevention tips)
- Crimes (internet crime warning, general crime warning, crime blotter, case status)
- Be On the Lookout (BOLO) (seeking information, arrest/success)
- Alerts (evacuation/lockdowns, traffic)
- Driving While Intoxicated (DWI)
- Officer Injured (officer injured/killed, memorial (specific, general, fundraising)
- Missing Person (Amber alert, missing person, missing person found)
- Recruitment
- Public Relations (mission, community interest, policy update, newsletter)
- Directions to Services
- Other

		Number of videos uploaded in the last three months that **disseminate** public safety messages, public relations information or services to the public[14].	
	Semi-Structured Interview	Does the organization's leadership, any of the specialized units or any of the individual officers in the organization have their own official social media presences? If so, describe how their social media presence has either added to or detracted from the organization's primary goal of community policing? *Additional questions as merited.*	APD Public Information Office Supervisor
		How have you seen the organization's communication with the media change now that you use social media? *Additional questions as merited..*	
2. Integrating Social Media with Problem Solving			
2.1 Scanning	Document Analysis	Describe the organization's formal procedure when something is posted on social media that demands a law enforcement response.	City of Austin Social Media Guidelines
	Semi-Structured Interview	Describe how the organization utilizes social media to determine the nature and scope of identified problems that affect the community. *Additional questions as merited*	APD Public Information Office Supervisor
		Describe how the organization utilizes social media to assist in prioritizing and selecting problems for closer examination. *Additional questions as merited.*	
2.2 Analysis	Semi-Structured Interview	Describe how the organization utilizes social media to understand what is known about a problem. *Additional questions as merited.*	APD Public Information Office Supervisor
2.3 Response	Semi-Structured Interview	Describe how large-scale operations and strategic planning by the organization integrates social media. *Additional questions as merited.*	APD Public Information Office Supervisor
2.4 Assessment	Document Analysis	Describe the organization's formal procedures for regularly evaluating the effectiveness of social media in improving community relationships and partnerships.	City of Austin Social Media Guidelines APD Policy Manual

	Semi-Structured Interview	Describe how the organization utilizes social media to determine if a police response was effective for each problem that affects the community. *Additional questions as merited.*	APD Public Information Office Supervisor
3. Integrating Social Media Policies and Practices			
3.1 Agency Management	Document Analysis	Do the organization's social media planning and policies reflect the organization's mission, vision and values?	APD Policy Manual
		Are there organization-wide policies in place emphasizing social media usage at all levels?	
		Are there policies in place concerning construction of messages being posted (structure, tone, etc.)?	
	Semi-Structured Interview	Are trained personnel, dedicated finances and current technology present to support the organization's social media strategy? If so are they adequate? *Additional questions as merited.*	APD Public Information Office Supervisor
		Is there a working group, scheduled meeting, internal publication or repository of lessons learned in place to connect social media efforts among different functions of the organization together so that it emphasizes community policing? *Additional questions as merited.*	
		Describe how active the organization's employee associations/unions are in supporting social media in community policing. *Additional questions as merited.*	Austin Police Association President
		Who monitors the organization's social media platforms? *Additional questions as merited.*	APD Public Information Office Supervisor
		Does the organization have a mandate that social media platforms are monitored and maintained 24/7? *Additional questions as merited.*	
3.2 Personnel Management	Semi-Structured Interview	Describe how the organization's recruiting process utilizes social media. *Additional questions as merited.*	APD Recruiting Officer

		Does the organization have entry-level (academy) training and continuing education in place to support the use of social media in community policing? *Additional questions as merited.*	APD Cadet and Field Training Director
		Is there a mix of line supervisors, command staff, low level officers, officers from investigative, specialized and community relations units who have their own social media presence? *Additional questions as merited.*	APD Public Information Office Supervisor
		Are personnel that are trained in using social media as a form of community policing geographically dispersed in the community? *Additional questions as merited.*	
	Document Analysis	Do personnel evaluations for each individual rank assess the use of social media in community policing? If so, how?	APD 2014 Sworn Job Descriptions
3.3 Leadership	Semi-Structured Interview	Describe how leaders in the organization emphasize the use of social media in conducting community policing operations. *Additional questions as merited.*	APD Public Information Office Supervisor
3.4 Organizational Transparency	Semi-Structured Interview	Describe how the organization's use of social media platforms allow for open two-way communication with the public. *Additional questions as merited.*	APD Public Information Office Supervisor
		Are current and long-term crime data and trends posted to social media? If so, has this improved transparency and decreased the quantity of records requests? *Additional questions as merited.*	
		Does the organization have a method in place to ask citizens for feedback on their social media strategies? *Additional questions as merited.*	

Document Analysis

Document analysis is one of the three research methods selected for this case study. This type of analysis enables the researcher to examine documents "to corroborate and augment

evidence from other sources" (Yin 2003, 87). According to Johnson (2010, p. 87), the data in documents is usually consistent and easily available. One downside to using document analysis is the reporting bias of the original author and information availability. Reporting bias in this research is addressed by conducting semi-structured interviews with different interviewees covering similar topics.

Document analysis of the the Austin Police Department consisted of reviewing three documents. The following two documents are both available online from the City of Austin official website:

- City of Austin Social Media Guidelines (http://www.austintexas.gov/sites/default/files/files/Law/Council_Portal_Page/Admin_Bulletin_08-05_Social_Media.pdf)

- Austin Police Department Policy Manual (Policy 455 – Social Media for Official Use) (https://www.austintexas.gov/sites/default/files/files/Police/APD_Policy_2015-2_Issued_5-1-2015-updated.pdf)

The third document is available from APD Human Resources:

- Austin Police Department 2014 Sworn Job Descriptions

Social Media Analysis

Social media analysis is the second of three research methods selected for this case study. Social media analysis, a derivative of document analysis, accomplishes many of the same tasks but focuses its attention on the data released through social media platforms only. Many different entities conduct this form of analysis to understand their audience and the effects of social media partnerships with commercial entities, governments and non-profits.

Each entity that does social media analysis develops its own method. The method used in this project is adapted from the United States Department of Justice's Community Policing - Self

Assessment Tool (CP-SAT). The CP-SAT is a tool that law enforcement agencies can use to self-assess their agencies' ability to conduct community policing. The first pillar of CP-SAT, Community Partnerships, examines the segments of the community with which law enforcement has made relationships. In this research, this pillar has been adapted for use in assessing the relationships a police department makes in the community via social media.

The strengths and weaknesses of social media analysis are similar to that of document analysis. The information is usually readily available. Researchers may have difficulty when certain organizations restrict the accessibility of historical searching on a social media platform. Weaknesses include possible training on coding used in the document, the need to ensure that reliable coding was used if applicable and the timeframe reviewed. In this research, this weakness could have been further mitigated by having a team of researchers code the social media messages instead of just the author. Another weakness that could have been mitigated was the timeframe reviewed. For this study, the researcher chose a three-month timeframe. To understand a larger and deeper picture of a department's social media operations, some organizations may see a benefit in reviewing a longer timeframe.

A minimum amount of data is required for an effective social media analysis. In the three-month period under review, if there are less than 15 entries on the social media account, there is not a significant quantity of activity to analyze.

In coding the social media activity for this research, certain posts or tweets may apply to two different categories. In these cases, the main purpose dictated how the post or tweet is coded. As an example, the fire department tweets about traffic congestion in a certain area due to a structure fire. This tweet is retweeted by the police department. This tweet would meet the criteria of 1.2 Government Partnerships (Non-Law Enforcement) and 1.4 General Engagement

with the Public. While this message does exhibit a police department's relationship with a non-law enforcement government agency, the main purpose of the tweet is to inform the public about traffic congestion. Therefore, this tweet is coded as 1.4 General Engagement with the Public.

Social media analysis of the Austin Police Department concentrated on their official Facebook, Twitter and YouTube pages[15]. These three pages are easily accessible and prominently displayed on APD's official website (http://www.austintexas.gov/department/police). Each of the department's social media accounts used in this project were reviewed for a three-month period from April 1 to June 30, 2015.

APD's official Facebook page (https://www.facebook.com/AustinPolice) had a total of 105 posts in this three-month period. A post is defined as content that is shared or published onto the Facebook page by the owner. It does not include subsequent comments, likes or shares made by viewers or multiple pictures uploaded to the page. If the owner uploaded seven pictures of an event for example, the post stating that that pictures were uploaded counted as one post. Besides posts, the other segment that is examined in this analysis is Facebook pages liked by the organization. As of June 30, 2015, the last date in this review period, the APD had liked a total of 21 other Facebook pages. Following the collection of this data, each were categorized according to one of the following four practical ideal type categories – law enforcement and criminal justice system partnerships, government partnerships (non-law enforcement), community organization and local business partnerships and general engagement with the public.

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[15] Other social media accounts (Instagram, NextDoor and a separate YouTube account) by APD were discovered during the interview with the Public Information Office Supervisor. These were not included in this analysis for two reasons. The first is because of they were discovered halfway through the research. Second, at the time of the data collection, these other social media accounts were not easily identifiable. They were not direct links of the APD's main website like the Facebook, Twitter and YouTube pages are. Since the data collection and analysis were completed in August 2015, an Instagram link has been added to the APD main website and the PIO has begun posting videos to an official APD YouTube account that is now linked to the main website as well.

The APD's official Twitter page (https://twitter.com/austin_police) had a total of 257 tweets in this three-month period. A tweet is defined as "a post made on the Twitter online message service" (Merriam-Webster Dictionary Online 2015). These tweets may include messages, retweets from other Twitter users, photos, links and videos. As of the last date in this review period, the APD was following 210 other Twitter feeds. Following the collection of these tweets and feeds, they were categorized according to one of the practical ideal type categories listed above.

The APD's YouTube page (https://www.youtube.com/user/APDOCL/videos) is currently maintained by the Office of the Community Liaison (OCL)[16]. No new videos were posted in this three-month period. This account is not analyzed in this project because it did not meet the minimum number of entries required.

Semi-structured Interviews

Semi-structured interviews are used to assess the Austin Police Department's social media campaign. These interviews are important to this case study, giving the researcher the human dynamic behind both the social media based evidence and the guidelines set forth in department policy. Semi-structured interviews allow the researcher to ask open-ended questions to subjects with interest and knowledge in the topic. In asking broad general questions, the researcher and the interviewee can discuss complex topics and perceptions (Johnson 2010, 99).

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[16] In the August 2015 interview with the APD Pubic Information Office (PIO) Supervisor, it was discovered that APD recently started their own official YouTube account separate from that of the OCL. This new account, maintained by PIO, will become home to recorded press conferences and other videos that APD will release to the public. This official page was not yet fully operational at the time the data was collection. When it goes live, it will replace the YouTube link on the APD website. For the timeline of this analysis, the OCL YouTube page is used since it is prominently displayed next to the other social media links on APD's official website. Since data collection was completed, this official account maintained by PIO has gone live and is now linked on the APD website.

Semi-structured interviews are strong in their personal nature. Interviews allow the researchers to collect rich data, clarify information and veer off script. The weaknesses of semi-structured interviews are that they require skilled interviewers, can be expensive, are limited to themes and patterns, require time and further analysis (ibid.).

Semi-structured interview questions were developed from the conceptual framework (Table 2.1). These questions were aimed toward the assessment of building community partnerships through social media, integrating social media with problem solving and integrating social media policies and procedures. The interviewees and the dates and times these interviews were conducted are as follows:

- APD Public Information Office (PIO) Supervisor and Specialist
  - In person interview occurred on August 7, 2015. It lasted approximately one hour and 15 minutes.

- APD Office of Community Liaison (OCL) Supervisor
  - In person interview occurred on September 23, 2015. It lasted approximately two hours.

- Austin Police Association (APA) President
  - E-mail based interview occurred on August 11, 2015.

- APD Cadet and Field Training Director
  - E-mail based interview occurred on September 21, 2015.

- APD Recruiting Officer
  - E-mail based interview occurred on September 22, 2015.

Criteria for Support

Evidence collected was weighed on a scale based on four levels of support: strong, adequate, weak and no support. Each level has supporting metrics. Social media was analyzed based on the percentage of posts that meet the criteria of a practical ideal type category. The percentages chosen for each level of support were based on a majority and minority approach. If

a majority of the posts met the criteria of a practical ideal type category, it is evidence of strong

support. If the posts were a considerable sized minority, it shows adequate support. A small

minority of posts is evidence of weak support. Document analysis and semi-structured interviews

were based on the same methodology. A large portion of the document or current operations is

evidence of strong support. A mid-size portion of the document or current operations meeting the

criteria of a practical ideal type category shows adequate support. A small portion of the

document or current operations supporting the criteria is evidence of weak support. The four

levels of support are:

- Strong support - evidence collected demonstrates a considerable amount of attention given to the component assessed.
  - Social Media Analysis – Strong support for social media is when 51-100% of posts meet the criteria of a practical ideal type category.
  - Document Analysis and Semi-Structured Interview – A large portion of the document supports or current operations meet the criteria of a practical ideal type category.

- Adequate support - evidence collected demonstrates an acceptable amount of attention given to the component assessed.
  - Social Media Analysis – Adequate support for social media is when 10-50% of posts meet the criteria of an practical ideal type category.
  - Document Analysis and Semi-Structured Interview - A mid-size portion of the document supports or planned operations meet the criteria of a practical ideal type category.

- Weak support – evidence collected indicates that some support is given to the component, but is insufficient to reach an adequate level of support.
  - Social Media Analysis – Weak support for social media is when 1-9% of posts meet the criteria of a practical ideal type category.
  - Document Analysis and Semi-Structured Interview - A small portion of the document supports or the early stages of planned operations meet the criteria of a practical ideal type category.

- No support – evidence collected, or lack there of, indicates that no proof is found to support the component analyzed.

Feedback of both strong and adequate support indicate that evidence collected shows proof that the component is addressed (O'Neill 2008, 55-56).

Human Subjects Protection

This applied research project was submitted to the Texas State Institutional Review Board and received an exemption. Interviewees were public employees and interviewed about the use of social media to support community policing in their official capacity. Interviewees were informed of their human subjects protection prior to the start of the interview. They all were aware that they could decline the request for the interview, excuse themselves or terminate the interview at any time. All interviewees voluntarily consented via e-mail to participate in the interview. There was no compensation given to the interviewees. Even though all of these interviewers are public employees operating in their official capacity, all personal information, except for their official title was kept confidential. The overall nature of this research did not pose risk of harm to any participants. This research project was approved for exemption by the Texas State Institutional Review Board on March 16, 2015 (EXP2015M585934N). A copy of the exemption request approval is found in Appendix A.

Weaknesses of the Research

The research for this project was constrained by time and resources available. Identified weaknesses in the research include a lack of interviews with the public. This research links the Austin Police Department's social media outreach to building relationships with the community. If interviews with members of the community were conducted, a more comprehensive 360-degree assessment might be provided. Interviews or a survey with all the APD officers may be

beneficial in capturing how officers at all levels within the organization are using or could use social media to their benefit in building relationships with the communities that they serve.

If more time was available an analysis of the other social media platforms that APD uses, such as Instagram or NextDoor, would be worthwhile to include in the research. It may also be beneficial to include an analysis on number of social media page views, methods of access (desktop, mobile, etc.), location of social media page visitors, a deeper look at the citizen comments to posts made by the police department or an analysis of viewer sentiment.

Chapter Overview

This chapter has outlined the research methodology used. A case study including document analysis, social media analysis and semi-structured interviews is utilized. Chapter five presents the results of the case study used to assess the Austin Police Department's social media outreach in the context of community policing.

Chapter V
Results and Analysis

Chapter Purpose

The purpose of this chapter is to assess the Austin Police Department's (APD) social

media campaign in the context of community policing. This is done using the three components

of the practical ideal type developed from the literature. This chapter summarizes the results of

the data collected from the case study. This case study is comprised of document analysis, an

analysis of the APD's social media outreach and semi-structured interviews.

The three components of the model assessment tool are building community partnerships

through social media, integrating social media with problem solving and integrating social media

policies and procedures. Evidence was collected and analyzed using one or more research

methods. Appendix B contains the raw data, detailed totals and supporting charts for the social

media analysis.

The overall results indicate that the Austin Police Department provides adequate support

in integrating social media into its community-based policing operations.

Building Community Partnerships Through Social Media

The first component of the practical ideal model provides a baseline for where APD is in

its social media campaign. Through a snapshot of time, it assesses who the department has been

building community partnerships with through social media. The fluid and evolving nature of

social media means that this practical ideal type category is continually changing. The data

captured in this model between April 1, 2015 and June 30, 2015 provides just one of the methods

used in this case study. Table 5.1 provides the overall totals of the Austin Police Department's

social media activity during the analyzed time period.

Table 5.1 - Overall Totals of the APD Social Media Activity Between April 1, 2015 – June 30, 2015

Practical Ideal Type Category	Platform	Activity Type	Amount (n)
1.1 Law Enforcement and Criminal Justice System Partnerships	Facebook	Posts	4
		Pages Liked	10
	Twitter	Tweets	14
		Feeds Followed	50
	YouTube	Videos	0
1.2 Government Partnerships (Non-Law Enforcement)	Facebook	Posts	8
		Pages Liked	1
	Twitter	Tweets	31
		Feeds Followed	36
	YouTube	Videos	0
1.3 Community Organization and Local Business Partnerships	Facebook	Posts	11
		Pages Liked	8
	Twitter	Tweets	46
		Feeds Followed	24
	YouTube	Videos	0
1.4 General Engagement with the Public	Facebook	Posts	82
		Pages Liked	2
	Twitter	Tweets	266
		Feeds Followed	100
	YouTube	Videos	0
Totals	**Facebook**	**Posts**	**105**
		Pages Liked	**21**
	Twitter	**Tweets**	**357**
		Feeds Followed	**210**
	Twitter	**Videos**	**0**

The literature states that law enforcement should build partnerships with other law enforcement agencies, other entities in the criminal justice system, non-law enforcement

organizations in government, community organizations, local businesses and the general public. Each of these partnerships is assessed individually.

Law Enforcement and Criminal Justice System Partnerships (1.1)

<u>Social Media Analysis (Facebook)</u>   Between April 1, 2015 and June 30, 2015, four percent (4) of the 105 posts, photos and videos posted by the APD on their official Facebook page **contained content** exhibiting interaction with other law enforcement organizations (Figure 5.1). This low level of interaction shows mixed weak to no support for this criteria. All four of these posts interacted with other law enforcement organizations. None exhibited any **interaction** with other components of the criminal justice system.

Figure 5.1 – The APD Interacting with the Texas Alcoholic Beverage Commission (TABC) on Facebook.

Forty-eight percent (10) of the 21 Facebook pages **liked** by the Austin Police Department up to June 30, 2015 are other law enforcement organizations that serve the community. This level of interaction shows adequate support for this criteria. None of the 10 pages **liked** in this category are other components of the criminal justice system.

<u>Social Media Analysis (Twitter)</u>   Four percent (14) of the 357 tweets on APD's Twitter page between April 1, 2015 and June 30, 2015 **contain content** exhibiting interaction with other law enforcement organizations and criminal justice agencies that serve the

community. This low level of interaction exhibits a mixed adequate to weak support for this criteria.

Thirteen of these 14 tweets **contain content** displaying interaction with other law enforcement organizations that serve the community.

Figure 5.2 – 2 of the 50 Twitter Feeds Followed by the APD that are other Law Enforcement Agencies.

One of the tweets in this time period showed **interaction** with another component of the criminal justice system.

Twenty-four percent (50) of the 210 Twitter Feeds **followed** by the Austin Police Department up to June 30, 2015 are other law enforcement organizations and criminal justice agencies that serve the community This level of interaction shows adequate support for this criteria.

Forty-six of the 50 feeds in this category are other law enforcement organizations that serve the community (Figure 5.2). The other four feeds are other components of the criminal justice system.

Social Media Analysis (YouTube)   A social media analysis of the APD's YouTube page was not conducted due to lack of content entries during the reviewed time period.

Semi-Structured Interview (APD Public Information Office (PIO) Supervisor)   In a semi-structured interview with the APD PIO Supervisor, the Supervisor was asked to describe

any mutual benefits that the police department has experienced since partnering with other

entities of the criminal justice system on social media. The Supervisor responded by stating that

in the four years the APD has had Facebook and Twitter accounts, they retweet or share some

things that other criminal justice organizations post. They prefer not to retweet or share a lot, but

will do so in cases of missing persons or with some piece of information that will impact the

community or public education.

Occasionally, smaller law enforcement agencies in the surrounding region request the

APD to push out important information on social media. They do this because of the high

number of people following the Austin Police Department on social media and the wide audience

that APD's pages can reach. This is evidence of strong support.

Table 5.2 summarizes the support found for Law Enforcement and Criminal Justice

System Partnerships (1.1).

Table 5.2 - 1.1 Law Enforcement and Criminal Justice System Partnerships

Social Media Analysis				
Evidence	**Method**	**Facebook**	**Twitter**	**Overall**
Interaction with other law enforcement organizations who serve the community	Posts, Photos, Videos or Tweets	Weak Support	Weak Support	Adequate- Weak Support
	Pages Liked or Feeds Followed	Adequate Support	Adequate Support	
Interaction with other components of the criminal justice system	Posts, Photos, Videos or Tweets	No Support	Weak Support	Weak- No Support
	Pages Liked or Feeds Followed	No Support	Weak Support	
Support by Social Media Platform		Weak- No Support	Adequate-Weak Support	

Semi-Structured Interview	
Mutual benefits experienced since partnering with other entities of the criminal justice system on social media	Strong Support

Overall Support for Law Enforcement and Criminal Justice System Partnerships	Adequate- Weak Support

<u>Results</u>   The overall support for law enforcement and criminal justice system partnerships is mixed. During this time, there was a small number of contact made between the APD, other law enforcement organizations and other components of the criminal justice system. When interaction does occur, it appears to occur mostly on Twitter. The Austin Police Department follows most of the law enforcement agencies that have adjoining jurisdictions or operate within the city limits. Examples include the Cedar Park Police Department (@CedarParkPD) which adjoins Austin to the northwest and the University of Texas at Austin Police Department (@UTAustinPolice) which is responsible for the college campus in the heart of the city. The support found in the interview with the Public Information Office Supervisor explains why there is a weak number of relationships made by posting or tweeting interaction with other agencies.

To improve interaction with law enforcement related partners, more relationships should be developed with other elements criminal justice system. Facebook in particular could be utilized more in both criteria.

Government Partnerships (Non-Law Enforcement) (1.2)

<u>Social Media Analysis (Facebook)</u>   Eight percent (8) of the 105 Facebook posts, photos and videos posted by the APD onto their official Facebook page between April 1, 2015 and June 30, 2015 **contained content** exhibiting some form of partnership with other non-law enforcement governmental agencies (Figure 5.3). This low level of interaction shows weak support for this criteria.

Five percent (1) of the 21 Facebook pages **liked** by the Austin Police Department up to June 30, 2015 is another government agency. This level of interaction shows weak support.

Social Media Analysis (Twitter)   Nine percent (31) of the 357 tweets on the APD's Twitter page between April 1, 2015 and June 30, 2015 **contains content** exhibiting partnerships with other non-law enforcement government agencies (Figure 5.4). This is evidence of weak support for this criteria.

Figure 5.3 – The APD Interacting with the City of Austin on Facebook.

Seventeen percent (36) of the 210 Twitter Feeds **followed** by the Austin Police Department up to June 30, 2015 are other non-law enforcement government agencies. This shows evidence of adequate support.

Figure 5.4 – The APD Interacting with a City Council Member on Twitter.

Social Media Analysis (YouTube)   A social media analysis of the APD's YouTube page was not conducted due to lack of content posted in the reviewed time period.

Semi-Structured Interview (APD PIO Supervisor)   The Supervisor stated that along with their social media interactions with other law enforcement organizations and criminal justice agencies, they do not retweet or share a lot of posts, but they will do so if it impacts the community or public education. The Supervisor added that getting out the message is what is

important. Sometimes, it is a challenge working with other government agencies that may release too much information on a topic or incident that is sensitive to police operations. When this does happen, the police have to adapt and overcome. The evidence in this category shows adequate support.

Table 5.3 summarizes the support found for Government Partnerships (Non-Law Enforcement) (1.2).

Table 5.3 - 1.2 Government Partnerships (Non-Law Enforcement)

Social Media Analysis				
Evidence	**Method**	**Facebook**	**Twitter**	**Overall**
Interaction with other non-law enforcement government agencies	Posts, Photos, Videos or Tweets	Weak Support	Weak Support	Adequate-Weak Support
	Pages Liked or Feeds Followed	Weak Support	Adequate Support	
Support by Social Media Platform		Weak Support	Adequate-Weak Support	

Semi-Structured Interview	
The APD has experienced mutual benefits since partnering with other non-law enforcement government agencies on social media.	Adequate Support

Overall Support for Non-Law Enforcement Government Partnerships	**Adequate-Weak Support**

Results   Results from the social media analysis and interviews suggest the overall support for partnerships with non-law enforcement government organizations is mixed. Even though the APD's interaction with other government agencies via social media is weak, the PIO Staff actively shares or retweets any messages from other agencies that exhibit some information that will impact the community or public education. This is more than adequate and may be the underlying reason that interaction between the APD and other government agencies was rather limited in the timeframe of this research.

Community Organization and Local Business Partnerships (1.3)

<u>Social Media Analysis (Facebook)</u>   Ten percent (11) of the 105 posts, photos and videos posted by the APD onto their official Facebook page between April 1, 2015 and June 30, 2015 **contained content** exhibiting interaction with community organizations and local businesses. This level of interaction shows mixed support for this category.

Seven of the 11 posts, photos and videos in this category **contained content** exhibiting interaction with non-profit/community based organizations (Figure 5.5). This level of interaction shows strong support for this criteria. **Content exhibiting** interaction with local businesses comprised four of the 11 posts, photos and videos in this category. This is evidence of adequate support. Eight of the 21 Facebook pages liked by the APD are non-profit/community based organizations. Some of these organizations are Special Olympics Texas, Keep Austin Beautiful and Run with the Heroes 5K. This shows adequate support. There are no local business Facebook pages liked by the Austin Police Department.

Figure 5.5 – The APD interacting with a non-profit organization on Facebook.

<u>Social Media Analysis (Twitter)</u>   Thirteen percent (46) of the 357 tweets on the APD's Twitter page between April 1, 2015 and June 30, 2015 **contain content** exhibiting interaction with non-profit/community based organizations. This shows a level of adequate support. There were no tweets exhibiting any form of partnership with local businesses.

Eight percent (16) of the 24 Twitter feeds **followed** by the Austin Police Department up to June 30, 2015 are non-profit/community based organizations. Four percent (8) of the 210 Twitter Feeds followed are with local businesses. Both of these results exhibit weak support.

<u>Social Media Analysis (YouTube)</u>   A social media analysis of the APD's YouTube page was not conducted due to lack of posted content in the reviewed time period.

<u>Semi-Structured Interview (APD PIO Supervisor)</u>   In the semi-structured interview with the APD PIO Supervisor and PIO Specialist, the Specialist indicated that interaction has increased with neighborhood groups and civic groups. The Austin Police Department recently started using Nextdoor.com[17]. This website serves as a means of "niche messaging" where District Representatives can talk directly to citizens and neighborhood associations. A lot of further interaction occurs on Twitter where many neighborhood groups and group leaders have accounts. Using Twitter, the APD has increased interaction with them, communicating with them about the issues they are facing in their neighborhood.

The PIO Supervisor was also asked how the APD's involvement with private businesses has changed with the use of social media. The Supervisor answered that citizens and businesses are often directed to social media when they ask the APD for information. More people are turning to the APD's Twitter page for up to date public safety information. During the annual

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[17] Nextdoor (www.nextdoor.com) is a social networking service for neighborhoods in the United States. It allows users to connect with people who live in their neighborhood and in nearby neighborhoods (Wikipedia 2015).

2015 South by Southwest (SXSW) music festival for example, the PIO saw an increase of 3,000

new followers to the department's Twitter page overnight. Figure 5.6 shows how the Austin

Police Department has partnered with a private business and used a trending hashtag to promote

safe driving.

The PIO is now evaluating a request from the APD's Downtown Area Command

(DTAC) which wants to start its own social media account to reach out to businesses in the city's

entertainment district. The PIO Supervisor explained that the issue the Office is facing, before
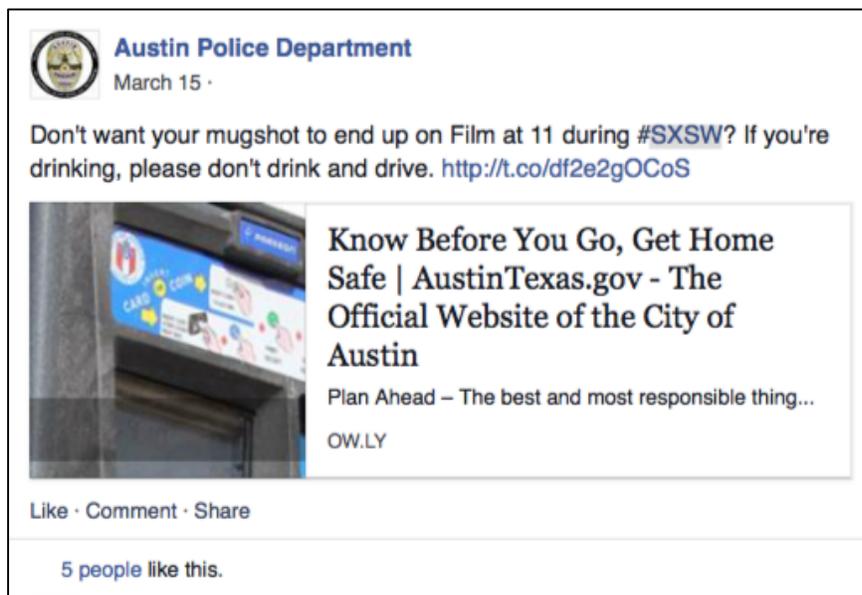
Figure 5.6 – The APD's Use of the #SXSW hashtag during the annual South By Southwest Music Festival to promote safe driving.

they approve this, is how to ensure consistent social media messaging is pushed out across the department. Currently, all of the APD social media efforts are controlled by the Pubic Information Office[18]. The Supervisor understands the importance of keeping

information up to date, especially through the use of social media. What the Supervisor and the

PIO staff fear is that with the high amount of personnel transition within the police department,

as officers come and go out of jobs, there might be one employee who comes into a position who

is very pro-social media and tech savvy. Hypothetically, this officer is approved to start a social

media page for his unit. He regularly updates and this account provides a lot of interaction

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[18] Recruiting is the one exception this and is discussed on page 110.

between that unit and the community. This officer then leaves the unit for a new job within the

department. A new officer who comes into the job is not very tech savvy. This new officer is not

interested in social media outreach. The social media page maintained by that specialized unit

goes dark and ceases to actively push out new information. This may cast a negative perception

on the police department or that unit by the public – decreasing the community's relationship

with the police.

From the interview, evidence of strong support was found in regards to the APD's social

media based interaction with community organizations. Evidence in support of their interactions

with local businesses is weak.

Figure 5.7 – Operation Blue Santa Facebook page
(www.facebook.com/AustinPoliceOperationBlueSanta).

Semi-Structured Interview (APD Office of Community Liaison (OCL) Supervisor) The

APD OCL Supervisor indicated that there has there been an increase in community partnerships

with non-profit/community based organizations that can be attributed to the APD or the OCL's

presence on social media. This large increase has occurred primarily within the last five years.

Social media has completely changed how the Office of Community Liaison conducts it liaisons

with different segments of the Austin community. Information about community events such as

National Night Out and Operation Blue Santa for instance used to be posted on community

bulletin boards around the city. This is no longer necessary. Now, each of these events has its own social media page (Figure 5.7). These pages are easily shared and interest in these events has grown immensely. More often than ever, citizen groups have been contacting the Office of the Community Liaison based on what they read on these social media pages to get their community or association involved.

According to the OCL Supervisor, social media has also been "exponentially" helpful in organizing, finding volunteers and fundraising for their community events. They have seen the use of social media significantly decrease the amount of time they used to spend on menial tasks such as filing out forms and databases. They also have seen a large spread in the age groups, from young to old, and cultural groups that use social media.

From the interview with the APD OCL Supervisor, evidence of strong support was found in regards to APD's community partnerships with non-profit/community based organizations that can be attributed to their presence on social media.

Table 5.4 summarizes the support found for Community Organization and Local Business Partnerships (1.3).

Table 5.4 - 1.3 Community Organization and Local Business Partnerships

Social Media Analysis				
Evidence	**Method**	**Facebook**	**Twitter**	**Overall**
Interaction with community organizations	Posts, Photos, Videos or Tweets	Strong Support	Adequate Support	Adequate Support
	Pages Liked or Feeds Followed	Adequate Support	Weak Support	
Interaction with local businesses	Posts, Photos, Videos or Tweets	Adequate Support	No Support	Weak – No Support
	Pages Liked or Feeds Followed	No Support	Weak Support	
Support by Social Media Platform		Adequate-Weak Support	Adequate-Weak Support	

Semi-Structured Interview	
The APD's involvement with civic groups, neighborhood associations, press conferences and community meetings has changed with the use of social media	Strong Support
There has there been an increase in community partnerships with non-profit/community based organizations that can be attributed to the APD's social media presence	Strong Support
Social media has changed the APD's involvement with private businesses	Weak Support

Overall Support for Community Organization and Local Business Partnerships	**Adequate Support**

Results   Social media analysis reveals evidence of adequate support for partnerships with community organizations and local business. The Austin Police Department is stronger in making these partnerships with community organizations than with local businesses. Statistically, in the reviewed time period, Facebook appears to be more effective in reaching these segments of the community but in the interview with PIO, the staff specifically mentioned the success they have had interacting with these populations on Twitter.

Recommendations to improve in this category include increasing contact and relationships with local businesses via social media. The literature mentioned that businesses have an exponentially higher chance of becoming a victim of a crime than a person is. Building partnerships with businesses will assist law enforcement in practicing effective community policing.

Also identified in the interviews was the need to develop a system of support for specialized units that would like to start their own social media pages. If the department does not want to permit them to start their own pages at this time, the PIO should be direct with that policy. If the department is open to these units going ahead and starting their own pages, the PIO needs to institute formal policies and procedures. Due to the strain this might impose on the Public Information Office in synchronizing all of these social media accounts across the department to deliver a consistent message, an increase in funding and personnel to the PIO from the department budget will be required.

General Engagement with the Public (1.4)

Social Media Analysis (Facebook)   Seventy-eight percent (82) of the 105 posts, photos and videos posted by the APD onto their official Facebook page between April 1, 2015 and June 30, 2015 **contained content** exhibiting interaction with the public.

Only five percent (4) of the 82 posts, photos and videos on Facebook contained content **exhibiting interaction** with local media entities. Six percent (5) contained content exhibiting interaction with individuals in the community. There is weak support for the APD interacting with local media and the general public on Facebook. Eighty-nine percent (73) contained content **disseminating** public safety messages, public relations information or services to the public. This high level of activity shows strong support for the APD using Facebook to inform the public of their operations.

Two of the 21 Facebook pages liked by the Austin Police Department up to June 30, 2015 were of individual community members. This level of interaction shows weak support for this criteria. There were no Facebook pages liked that were a local media entity.

Social Media Analysis (Twitter)   Seventy-four percent (266) of the 357 tweets on

APD's Twitter page between April 1, 2015 and June 30, 2015 **contain content** exhibiting

interaction with the public.

Eight percent (21) of the 266 tweets tweeted by the APD on its official Twitter page

between April 1, 2015 and June 30, 2015 **contain content** exhibiting interaction with local

media. Three percent (7) of the 266 tweets **contain content** exhibiting interaction with members

of the community. There is evidence of weak support for both of these criteria from Twitter.

Eighty-nine percent (238) of the 266 tweets tweeted by the APD on its official Twitter

page between April 1, 2015 and June 30, 2015 contain content **disseminating** public safety

messages, public relations information or services to the public (Figure 5.8). This level of high

activity shows strong support for this criteria.

Forty percent (85) of the 210 Twitter Feeds **followed** by the Austin Police Department up

to June 30, 2015 are local media entities. This level of interaction provide adequate support for this criteria.

Seven percent (15) of the 210 Twitter Feeds **followed** by the APD up to June 30, 2015 were individuals in the

Figure 5.8 – The APD disseminating a public safety message via Twitter.

community. There is weak support for the police department directly following community members on Twitter.

Social Media Analysis (YouTube)   A social media analysis of the APD's YouTube page was not conducted due to lack of content in the reviewed time period.

Semi-Structured Interview (APD PIO Supervisor)   In a semi-structured interview, the APD PIO Supervisor, was asked how has the APD's communication with the media changed with social media. The PIO Supervisor responded that there has been a definite change. Previously, the APD disseminated information to the media through a paging system. Today, pagers are antiquated and seldom used outside of the medical field and emergency communications. The Public Information Office now uses social media, specifically Twitter, to disseminate information immediately. When critical information is sent via social media, local media often retweets and shares these messages quickly (Figure 5.9).

The PIO Specialist shared two anecdotes about how social media has changed the department's interaction with the media and the public. In early August 2015, a USB drive was discovered during a

Figure 5.9 – The APD PIO communicating with local media through Facebook.

burglary investigation. It had family pictures on it and apparently belonged to an unknown person named Candace. The APD did not know anything more about the owner but did wish to return the USB drive to whomever lost it. The PIO shared a picture of the drive and some

information concerning it on social media and with local media entities. Within 60 minutes, the

owner of the USB drive was calling the Burglary office to the claim the item.

The second example was the #whatthehelicopter hashtag. Every Monday morning, the

PIO voicemail box would be full of messages from citizens asking "what the helicopter doing

over my house last night?" During a meeting, this was discussed and it came up that a lot of time was spent answering these citizens' questions. The PIO's

Figure 5.10 – #WhatTheHelicopter

response was to start the hashtag #whatthehelicopter and attach it to all posts and tweets

containing information about what the police helicopter is currently doing across Austin (Figure

5.10).

The Public Information Office has had a lot of positive feedback on it. The Watch

Commanders help the PIO in updating it in almost real time. It has become the APD's number

one outreach. Due to its success, the department won the *Austin American-Statesman*'s 2014

Social Media Award because of it.

Social media is a large piece of the police department's marketing and public relations

campaign. During Child Abuse Awareness Month in April 2014, photographs of officers holding

up signs depicting their desire to end child abuse with the hashtag #IHavethePower were posted

on Facebook and Twitter. The PIO also started tweeting out the Making a Difference campaign.

This campaign makes it easy for citizens to compliment an officer for a job well done. These

compliments are posted in a blog and also tweeted and shared across the APD's social media platforms.

The Austin Police Department's sophisticated use of social media has also helped in chaotic situations. In one incident in 2015 on 6th Street, a video went viral depicting a Mounted Patrol officer grabbing a person's cell phone during bar close. The PIO recognized that the video was going viral on social media and formulated a quick response.

The PIO Supervisor was also asked if any of the department's leadership, specialized units or individual officers have their own official social media presences. The Supervisor responded that some units have presences and some do not. There are positive and negatives to both. A positive example is the Chief's personal Twitter page. The PIO does not have control over it, but occasionally they will guide him on maintaining it or using certain tools such as Periscope[19] and TwitLonger[20]. Often times, the Chief's interaction with citizens on his Twitter page lets the Public Information Office know how he and the public are feeling about a certain issue. It also lets the PIO know who he has been interacting with so they can be ready to add information or conduct follow up on an issue when necessary.

As stated earlier, the negatives relate to consistency. Social media usage in other APD units often starts out strong, fizzles and then falls asleep. This happened with the social media pages of the APD Missing Persons and Cold Case units. In this type of specialized units, there is much potential for social media assistance, but there hasn't been anything posted on these pages in a year. As a result, the PIO likes to control the department's social media outlets. If a

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[19] Periscope is a live video streaming app owned by Twitter. When connected to Twitter, Periscope users can allow other users to view live-stream video through tweeted link (Wikipedia 2015).

[20] TwitLonger allows Twitter users to post tweets that are over the 140 character limit of a tweet (Twitlonger 2015).

specialized unit has something to put out, the Public Information Office asks that the unit request them to disseminate it. The PIO Supervisor acknowledges the pros and cons to this method.

The Watch Commanders[21] have 24/7 access to the department's social media accounts. They can follow up on posts or questions and inform residents overnight and on the weekend when the PIO is not staffed.

This semi-structured interview showed evidence of strong support for engaging with the public in both of the assessed areas. Table 5.5 summarizes the support found for General Engagement with the Public (1.4).

Table 5.5 - 1.4 General Engagement with the Public

Social Media Analysis				
Evidence	**Method**	**Facebook**	**Twitter**	**Overall**
Interaction with local media entities	Posts, Photos, Videos or Tweets	Weak Support	Weak Support	Weak Support
	Pages Liked or Feeds Followed	No Support	Adequate Support	
Interaction with individuals in the community	Posts, Photos, Videos or Tweets	Weak Support	Weak Support	Weak Support
	Pages Liked or Feeds Followed	Weak Support	Weak Support	
Public safety messages, public relations information or services to the public	Posts, Photos, Videos or Tweets	Strong Support	Strong Support	Strong Support
Support by Social Media Platform		Weak Support	Adequate-Weak Support	

Semi-Structured Interview	
The APD's communication with the media changed with the use of social media	Strong Support
The APD leadership, specialized units or individual officers have their own official social media presences	Strong Support

Overall Support for General Engagement with the Public	**Adequate Support**

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[21] APD Watch Commanders are Lieutenants that are on duty 24/7 and assist APD Communications with matters which may require management level decisions (Austin Police Department Policy Manual 2015, 47).

Table 5.6 is a breakdown of the APD's posts, photos, videos and tweets between April 1, 2015 and June 30, 2015 that disseminated public safety messages, public relations information or services to the public. If an entry qualified for two categories, the main purpose of the post was used to classify it. This subcategory comprises most of the information posted onto social media by the Austin Police Department.

Table 5.6 - Number of posts, photos, videos and tweets in the last three months that disseminated public safety messages, public relations information or services to the public

Category	Facebook	Twitter
Tips (safety tips, crime prevention tips, city ordinances, Don't Block the Box, weather/water safety)	9	62
Crimes (internet crime warning, general crime warning, crime blotter, case status)	4	6
Be On the LookOut (BOLO) (seeking information, arrest/success)	0	8
Alerts (evacuation/lockdowns, traffic)	25	41
Driving While Intoxicated (DWI)	7	23
Officer Injured (officer injured/killed, memorial (specific, general, fundraising)	6	24
Missing Person (Amber alert, missing person, missing person found)	1	3
Recruitment (officer recruiting, explorers)	6	12
Public Relations (mission, community interest, policy update, newsletter, Citizen Police Academy, officer/employee recognition)	10	54
Directions to Services	0	2
Other	5	3
Total	**73**	**238**

Results   The evidence suggests that the overall support for general engagement with the public is adequate. Public safety messages, public relations information and dissemination of details relating to services to the public dominate the APD's social media outreach. From the interview and the social media evidence collected, it is clear that the police department is rather well connected with media entities through Twitter. There is weak support found in department's relationships with the public. This is expected as the APD's social media relationship with the public is somewhat passive. The Austin Police Department does not go out

and "like" or "follow" members of the community. Instead, citizens consume the data and

information the APD provides.

To improve in this category, more relationships can be developed between additional

media entities and the Austin Police Department on Facebook. This can assist the police in

reaching different audiences, strengthening their presence, contact and trust within the

community.

Overall Support for Building Community Partnerships Through Social Media

Table 5.7 - Overall Support for Building Community Partnerships Through Social Media		
	Category	**Support**
1.1	Law Enforcement and Criminal Justice System Partnerships	Adequate - Weak Support
1.2	Government Partnerships (Non-Law Enforcement)	Adequate - Weak Support
1.3	Community Organization and Local Business Partnerships	Adequate Support
1.4	General Engagement with the Public	Adequate Support
Overall Support for Building Community Partnerships Through Social Media		Adequate Support

Overall support summarized in Table 5.7 for the first component, is adequate. The Austin

Police Department demonstrates that an acceptable amount of attention is addressed to

developing partnerships and interacting with different segments of the community through social

media, with some minor exceptions. More emphasis can be put on increasing relationships with

other members of government (both criminal justice and non-criminal justice), businesses and

local media. These types of interaction strengthen the police department's goal of building trust

with the members of the community.

Integrating Social Media with Problem Solving

The second component of the practical ideal model is captured by assessing how the law

enforcement agency integrates social media into their problem solving process. This is examined

through the lens of the SARA Model of Problem Solving. The SARA Model is comprised of solving problems by *scanning* the community for issues of concern, conducting an *analysis* of identified issues, *responding* to those problems and *assessing* how well the response addressed the problems. The Austin Police Department is gauged on how well they integrate social media into this problem solving model. Document analyses and semi-structured interviews are used as data collection mechanisms.

Scanning (2.1)

Document Analysis (City of Austin Social Media Guidelines)   The City of Austin's Social Media Guidelines were examined to see if they provide formal procedures for employees to follow when something is posted on an official social media account that demands a law enforcement response. This document, while not specific to the police department, does pertain to and guide all City of Austin social media operations. No formal written procedure was found. Therefore, there is no support for this assessed area.

Semi-Structured Interview (APD PIO Supervisor)   The APD Public Information Office Supervisor, was asked to describe how the APD utilizes social media to determine the nature and scope of identified problems that affect the community. The Supervisor answered that messages or posts received on social media commenting on problems in the community, their nature and their scope are usually referred to the District Representatives or the appropriate Region. The 24/7 nature of police work often requires the PIO Specialist to check the department's social media accounts regularly and forward appropriate information to the responsible personnel, even off duty, at nights and on the weekends. While all day coverage is maintained through PIO Staff and the Watch Commander, having the Public Information Office

employees check social media on their off time is not sustainable Therefore, there is weak evidence to support the processes that the department has in place to determine the nature and scope of problems posted onto social media.

The PIO Supervisor was then asked to describe how the Austin Police Department utilizes social media to assist them in prioritizing and selecting problems for closer examination. The Supervisor stated that social media has helped the APD in selecting problems affecting the community. Examples of this include identifying the need for traffic initiatives in an area or intersections to be targeted in the recent *Don't Block the Box* campaign[22]. The *Don't Block the Box* campaign in particular has had a lot of positive feedback. Citizens have sent the APD's social media accounts pictures of intersections they want to see targeted in *Don't Block the Box* enforcement. The PIO has sent that citizen input up the chain of command to be considered when it looks to move enforcement locations across the city.

The PIO Specialist added that the APD has seen increasingly positive feedback through social media concerning the department's driving while intoxicated enforcement initiatives. Three years ago, community feedback on this was very negative.

Social media has not been utilized for prioritizing problems commented the Supervisor. In the future this may change. Officers working the Downtown Area Command have been showing an interest in having more social media interaction with the community in their patrol area. These types of relationships may help the APD stay informed about what the community is prioritizing as its own problems.

Prioritizing problems may become slightly easier in the near future with the City of Austin's use of the ArchiveSocial system. ArchiveSocial utilizes algorithms to alert social media

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[22] *Don't Block the Box* is a City of Austin traffic initiative launched in April 2014 to keep traffic moving through congested intersections.

account managers on the usage of profanity on the pages, when questions are posted to the page

and if any personally identifying information are posted to the site. This kind of system will

enable the APD Public Information Office to quickly delete offensive comments or answer

inquiries. ArchiveSocial also helps its users measure sentiment on a page. The PIO foresees this

feature possibly assisting them in gauging the attitude of the community by analyzing what is

posted onto the APD's social media accounts. This evidence provides weak support for this

scanning behavior. Table 5.8 summarizes the support found for Scanning (2.1).

Table 5.8 – 2.1 Scanning

Evidence	Method	Source	Support
The APD's formal procedure when something is posted on social media that demands a law enforcement response	Document Analysis	City of Austin Social Media Guidelines	No Support
The APD utilizes social media to determine the nature and scope of identified problems that affect the community	Semi-Structured Interview	APD Public Information Office Supervisor	Weak Support
The APD utilizes social media to assist in prioritizing and selecting problems for closer examination			Weak Support
Overall Support			**Weak Support**

Results   The evidence suggests that the APD's current ability to scan social media

for problems affecting the community is weak. The lack of formal procedures to follow if

something is posted onto social media that demands a law enforcement response leaves a

functional gap. While this does not appear to be a major issue at this time, if more specialized

units within the department receive permission to start their own social media accounts, there

will be the need for these procedures to be outlined formally to ensure the pages are monitored

and maintained 24/7 by on-duty employees. At the current time, the City of Austin Social Media

Guidelines guide all social media operations within city government. It is imperative that these

guidelines include formal procedures for city employees to follow in any department if

something is posted onto their city social media account that requires law enforcement action.

From the interview, it is apparent that the department is aware of the rising need to use social media to determine, understand and direct its efforts in identifying problems in the community. The most critical improvement that is needed is to implement formal procedures to codify these operations.

Analysis (2.2)

Semi-Structured Interview (APD PIO Supervisor)   In a semi-structured interview, the APD PIO Supervisor, was asked to describe how the organization utilizes social media to understand what is known about a problem in the community. As with scanning, the PIO Supervisor stated that this is evolving. The Public Information Office has interest from within the department to use social media to understand problems affecting the community and is currently gathering the tools necessary to make this happen.

Table 5.9 summarizes the support found for Analysis (2.2).

Table 5.9 - 2.2 Analysis

Evidence	Method	Source	Support
The APD utilizes social media to understand what is known about a problem	Semi-Structured Interview	APD Public Information Office Supervisor	Weak Support

Results   Support for the using social media in the analysis phase of the SARA model of problem solving is weak. The department understands that social media can assist them in this area but they do not currently have the infrastructure to utilize it in this manner.

Response (2.3)

Semi-Structured Interview (APD PIO Supervisor)   The APD PIO Supervisor described how large-scale operations and strategic planning by the Austin Police Department integrate

social media. One recent example of a large scale operation with a social media presence was the

Don't Block the Box campaign in 2015. Responsible for informing the public about the police

department, the PIO has been involved with this initiative from the beginning. The Public

Information Office has increased public awareness through many different mediums including

updating the community about targeted locations via social media. Another example of the PIO

utilizing social media to inform the public about a large operation the police department was

performing was the implementation of the No Texting While Driving city ordinance. Social

media was used to inform the community about the new law and the 30-day grace period that

would follow its implementation. With any large-scale operations that the department is

planning, the PIO wants to be informed about it. The more the staff of the Public Information

Office knows, the better they will be at informing the public. This enabled the Austin Police

Department to maintain a level of trust with members of the community. Table 5.10 summarizes

the support found for Response (2.3).

Table 5.10 – 2.3 Response

Evidence	Method	Source	Support
Large-scale operations and strategic planning by the APD integrates social media.	Semi-Structured Interview	APD Public Information Office Supervisor	Strong Support

Results   The Austin Police Department's use of social media during the response

phase of community problem solving is strong. This is due to the dedicated effort by the PIO to

be a part of the department's large scale strategic planning and operations.

Assessment (2.4)

  Document Analysis (City of Austin Social Media Guidelines) The City of Austin's Social Media Guidelines revealed no evidence regarding the regular evaluation of the use of the department's social media accounts to improve community relationships and partnerships.

  Document Analysis (APD Policy Manual) The Austin Police Department's Policy Manual was examined to see if there is a policy requiring the regular evaluation of the APD's social media accounts to improve community relationships and partnerships. This manual does have designated sections relating to departmental social media policies but it does not cover how to evaluate community relationships. These sections only cover officer conduct while using social media on behalf of the department or in the conduct of an investigation. Therefore, the evidence does not indicate any support for this criteria.

  Semi-Structured Interview (APD PIO Supervisor) The APD PIO Supervisor indicated that the police department utilizes social media to determine if responses to community problems were effective. This is part of the department's marketing campaign. The Chief of Police often asks for the "temperature" of the community or what are the community attitudes about issues. The Public Information Office often uses what is posted on social media to inform him about what the community is saying. The Chief can also do the same using his own Twitter page. This shows evidence of strong support. Table 5.11 summarizes the support found for Assessment (2.4).

Table 5.11 – 2.4 Assessment

Evidence	Method	Source	Support
The APD's has formal procedures for regularly evaluating the effectiveness of social media in improving community relationships and partnerships	Document Analysis	City of Austin Social Media Guidelines	No Support
		APD Policy Manual	No Support
The APD utilizes social media to determine if a response to a problem in the community was effective	Semi-Structured Interview	APD Public Information Office Supervisor	Strong Support
Overall Support			**Weak Support**

Results   Overall support for the assessment phase of using social media in problem solving by the APD is weak. The PIO's practice of using social media to assist the department in gauging the temperature of the community is strong. The lack of formalized procedures to regularly evaluate the department's social media may hamper their ability to gauge the department's effectiveness in improving community relationships.

Overall Support for Integrating Social Media with Problem Solving

Table 5.12 - Overall Support for Integrating Social Media with Problem Solving

	Category	Support
2.1	**Scanning**	Weak Support
2.2	**Analysis**	Weak Support
2.3	**Response**	Strong Support
2.4	**Assessment**	Weak Support
Overall Support for Integrating Social Media with Problem Solving		**Adequate – Weak Support**

Overall, support found in Table 5.12, for the second component, problem solving, is mixed. The Austin Police Department demonstrates that an acceptable amount of attention is dedicated to integrating social media with problem solving. There are two recommendations for improvement in this phase. The first is using social media in the analysis phase of problem solving. This can help the APD understand what is known about a problem in the community.

The second is the codification of formal written procedures to support the use of social media in the department's problem solving process. Integrating social media into the Austin Police Department's problem solving process would strengthen the department's goal of solving community issues by engaging in the proactive and systematic examination of identified problems to develop and evaluate effective responses.

Integrating Social Media Policies and Practices

The third and final component of the practical ideal model is captured by assessing how a law enforcement agency integrates social media policies and practices into their agency's daily operations. This is examined by assessing the organization's internal management, personnel management, leadership and transparency.

Agency Management (3.1)

Document Analysis (APD Policy Manual)   Austin Policy Department Policy 455 - *Social Media for Official Use* is the only departmental policy that covers the use of social media in official capacities. This policy was reviewed to analyze how social media is integrated into the management of the department. Table 5.13 displays the relationship between the department's mission, vision and values and the applicable social media related policy that supports the APD's goal of community policing. The evidence provided indicates strong support.

The Policy Manual was also examined to see if there are any organization-wide policies in place emphasizing social media usage at all levels. No evidence to support this was found.

Table 5.13 – The APD Mission, Vision and Values Social Media Crosswalk

Category		Policy	
APD Mission	To keep you, your family, and our community safe.	**APD Policy 455.3 Policy**	Social media assists the department in meeting community outreach, problem-solving, investigations, and crime prevention. Social media is a valuable tool when seeking evidence or information including missing persons, wanted persons, gang activity, crimes perpetrated online, and photographs or videos of a crime.
APD Vision	To be respected and trusted by all segments of Austin's diverse community	**APD Policy 455.5 Procedures**	Social media content shall adhere to applicable laws, regulations, and policies, including information technology and records management policies. Employees representing the department via social media outlets shall conduct themselves as representatives of the Department and shall adhere to all Department and City standards of conduct.
APD Values	I C.A.R.E. <u>Integrity</u> – the cornerstone of police work-without it public trust is lost. <u>Courage</u> – to make the right professional decision. <u>Accountable</u> – to the community, the department, and coworkers. <u>Respect</u> – of the community, the department, and most importantly, self. <u>Ethical</u> – professional actions and decision making.	**APD Policy 455.1 Purpose and Scope**	The Department endorses the use of social media to enhance communication, collaboration, and information exchange.

The construction of social media messages (structure, tone, etc.). being posted by the the department is critical to maintaining trust and a level of respect with members of the community. APD Policy 455.5 Procedures (2015, p. 403-404) states that all employees using social media in an official capacity:

- Will:
  - Identify themselves as members of the department

  - Observe and abide by all copyright, trademark, and service mark restrictions in posting materials to electronic media.

- Will not:
  - Make comments regarding the guilt or innocence of suspects or arrestees.
  - Make comments concerning pending prosecutions

  - Post, transmit or otherwise disseminate confidential or law enforcement sensitive information, including pictures, videos, evidence, or other materials in the department relating to training, work assignments, and enforcement efforts without the express written permission of the Strategic Intelligence Commander.

  - Divulge information gained by reason of their authority, make statements, speeches, appearances, and endorsements, or publish materials that could reasonably be considered to represent the views or positions of this department without express authorization of the Chief of Police.

  - Conduct political activities or private business on departmental social media.

  - At no time will the identity, image, or other information of a real person be used in an undercover operation without their express written consent and that person being documented as a Confidential Source if acting in such a capacity.

Furthermore, APD Policy 301.2 Impartial Attitude and Courtesy (2015, p. 120) requires all department employees to **"**act professionally, treat all persons fairly and equally, and perform all duties impartially, objectively, and equitably without regard to personal feelings, animosities, friendships, financial status, sex, creed, color, race, religion, age, political beliefs, sexual orientation, or social or ethnic background…be tactful in the performance of their duties, control their tempers, exercise patience and discretion, and shall not engage in argumentative discussions even in the face of extreme provocation" and "make every effort to be courteous and respectful toward all persons."

There is evidence of strong support in policy regarding the construction of messages posted onto social media by the APD. This ensures that relationships between the department and members of the community are built on respect.

Semi-Structured Interview (APD PIO Supervisor)   The APD PIO Supervisor was asked if there are adequately trained personnel, finances and current technology present to support the APD's social media strategy. The Supervisor responded "no." Social media monitoring is 24/7. Presently there are only a few employees maintaining the social media accounts in addition to all of the other primary tasks that the Public Information Office is responsible for as the department's liaison with the public. The demand for dedicated social media coverage becomes even more apparent during the many festivals that regularly occur in Austin. Each of the APD's social media pages warn its users that the account is not monitored 24/7 but the Public Information Office employees still often answer social media requests or comments from home or at night when off-duty. The Supervisor commented that the Office does the best it can with what resources it has. This is why the PIO wants to keep all of the department's social media operations under its control. This centralized method enables the Office to easily monitor what is posted onto social media and anticipate issues that may arise.

Watch Commanders are trained on posting updates and answering questions on social media to assist the PIO in the off hours and on the weekends. The Supervisor indicated that the permanent Watch Commanders are great about being active on social media and assisting the PIO in the operation of these accounts. The Watch Commanders that cycle in on a rotation are not so comfortable with social media. This is something that needs to be improved on in the future.

Another method the PIO uses to assist their Office in posting information to social media is the use of Hootsuite. This application helps schedule posts to Facebook, Twitter and other social media platforms when employees are out of the office. It also assists the Public Information Office in increasing followers and keeping updates flowing. According to the PIO, this application has made the job easier with the limited resources available.

Overall, there is weak support for evidence of adequately trained personnel, finances and current technology to support the APD's social media strategy. While a more dedicated 24/7 social media presence is needed in a department the size of the Austin Police Department, there is evidence of adequate support for continuous monitoring of the department's social media accounts.

The PIO Supervisor was also asked if there is a working group, scheduled meeting, internal publication or any repository of lessons learned in place to connect social media efforts across APD together. The Supervisor responded that this is an area that needs improvement. In the meantime, there has been some employee training completed and some further training scheduled. In the past, the PIO has done training for the Watch Commanders on social media's importance, how it works and how to use it. Plans are to expand this in the near future to all sworn and non-sworn employees. This will bring the ability to post onto the department's social media accounts down to the Corporal rank. This training should enable every patrol shift and specialized unit to have the ability to post onto the department's official social media sites. The Supervisor also explained that there are trained on-call public information officers across the department who have the ability to post onto social media. The Public Information Office wants future training to promote positive strategies on how to get the information out via social media. Across the department, many officers understand why the APD needs to have an active presence

on social media, but some do not. The Supervisor believes that this mindset depends on whether a person uses social media or not in their personal life.

The PIO Specialist added that the office wants to do a better job explaining to other units in the department how to use social media to their advantage. There are some units in the department that use it well. The Recruiting unit recently started an autonomous account. Recruiting wanted a separate account and the debate centered over approving Recruiting's request or denying it in an effort to keep all department social media operations under the control of the Public Information Office. The argument in favor of keeping it under the PIO's purview centered on the feeling that recruiting is the face of the department. If this social media account became victim to the same fate that other social media pages operated by APD specialized units, (Missing Persons and Cold Case), succumbed to, where it is no longer updated, it may have a negative effect on the recruiting of personnel into the department and the building of community relationships. In the end, the PIO did approve the Recruiting unit's request. Recruiting has now established its own social media accounts that it maintains independently from the PIO. The Public Information Office acknowledged that Recruiting has been very successful with its accounts thus far. Recruiting and the PIO work together so that recruiting's posts can be retweeted on the main APD social media accounts for maximum exposure.

There is no official working group, scheduled meeting, internal publication or any repository of lessons learned in place to connect social media efforts across the Austin Police Department together so that it emphasizes community policing. Currently, the department's social media operation is collectively maintained within the PIO between a few employees. These employees do disseminate these lessons learned to other specialized units that are using social media, such as Recruiting, which is good but not the most comprehensive approach

possible. A more formal repository for this information is critical for the success of the APD's

social media presence. Therefore, there is weak evidence to support this criterion.

      <u>Semi-Structured Interview (Austin Police Association President)</u>   The Austin Police

Association President is the leader of the Austin Police Association (APA). The APA represents

the interests of the sworn officers in contract negotiations with the City of Austin and in other

beneficial mutual relationships. The APA President was asked to describe how active the APA is

in supporting social media in community policing. The President responded that the APD and the

APA do not collaborate on social media activities but, the APD does a good job posting positive

stories about officers on social media. This improves community relations which helps with

community policing and building trust in the community. This evidence provides strong support.

      Table 5.14 summarizes findings for Agency Management (3.1).

Table 5.14 – 3.1 Agency Management

Evidence	Method	Source	Support
Planning and policies reflect the APD's mission, vision and values	Document Analysis	APD Policy Manual	Strong Support
Policies in place emphasize social media use at all levels			No Support
Policies in place concerning construction of messages being posted (structure, tone, etc.)			Strong Support
Adequately trained personnel, dedicated finances and current technology are present to support the APD's social media strategy	Semi-Structured Interview	APD Public Information Office Supervisor	Weak Support
A working group, scheduled meeting, internal publication or repository of lessons learned is in place to connect social media efforts among different functions of the APD together so that it emphasizes community policing			Weak Support
There is dedicated monitoring of the APD's social media platforms			Adequate Support
A mandate is in place requiring social media platforms are monitored and maintained 24/7			Adequate Support
The APD's employee associations/unions are active in supporting social media in community policing		Austin Police Association President	Strong Support
Overall Support			**Adequate Support**

<u>Results</u>　　　In overall agency management there is evidence of adequate support for the APD's social media policies and procedures. It is recommended that the Austin Police Department sustain its practices. Necessary improvements include some additional formal policies in support of social media usage at all levels, developing a method for sharing lessons learned and adequately equipping the Public Information Office with trained personnel, dedicated finances and current technology to maintain an up to date and 24/7 social media presence.

Personnel Management (3.2)

<u>Semi-Structured Interview (Austin Police Department Recruiting Officer)</u>　An Austin Police Department Recruiting Officer spoke of the Facebook and Twitter accounts that the Recruiting unit maintains independently of the PIO. The Recruiting Officer indicated that the main reason the Recruiting Unit asked to maintain their own accounts was because it was difficult for Recruiting to get timely updates from the PIO. Recruiting often has planned events, but some come together very quickly. Before it started its own social media accounts, Recruiting had seen a time lapse in communication sent and/or received to the Public Information Office to be posted on social media because of the large workload that the PIO has.

Recruiting mainly uses its own Facebook page to get event/job fair information out to the public. This includes information sessions held at the Recruiting Unit as well as any fairs/events that recruiters visit. Posts may include time, location, and general information for an event. Recruiting still relies on the PIO to help further promote events on the Department's social

media sites since the network of followers on the Recruiting's social media sites are still growing.

Recruiting uses Twitter for quick updates and for publicizing any special messages for the community. This may include pictures and updates of the Applicant Workout Group, applicants who are in the application process (such as those taking the physical fitness test or the Nelson Denny Reading Comprehension and Vocabulary Test.), or promoting any community events recruiters are attending such as the Austin PRIDE Festival or a Round Rock Express baseball game. As with Facebook, Recruiting also has the PIO retweet certain items to increase exposure.

Recruiting also uses its website (http://www.apdrecruiting.org/) to display its Twitter feed and highlight specific events on Facebook to increase awareness of its own social media pages. Based on the information gathered from the Recruiting Officer and the further reinforcement of the same material gained from the PIO Supervisor, there is strong evidence to support that the recruiting process and the Recruiting unit effectively use social media.

Semi-Structured Interview (Austin Police Department Cadet and Field Training Director)

In a semi-structured interview with the APD Cadet and Field Training Director, the Director was asked if APD has entry-level (Academy) training and continuing education in place to support the use of social media in community policing. If there are not, are there any plans for this type of training in the near future. The respondent replied that staff at the Austin Police Department Academy teach departmental policy regarding the use of social media to cadets. At this time, only the PIO and few other units are authorized to use social media in an official capacity. If policy changes in the future to allow regular patrol officers to use social media, then

the Academy plans to develop entry level training for cadets. Based on the evidence, there is adequate support in this area.

Semi-Structured Interview (APD PIO Supervisor)   The APD PIO Supervisor was asked to comment on if there is a mix of line supervisors, command staff, low level officers, officers from investigative, specialized and community relations units who have their own social media presence. This type of presence would ensure that all aspects of the department are building relationships with the community via social media. The Supervisor responded that the PIO, the the Chief and some individual units do have accounts with varying levels of activity. There is adequate level of evidence to support this criterion.

The PIO Supervisor was then asked if the few social media trained personnel that the police department has are geographically dispersed in the community. The Supervisor answered that while there are employees in different units that have the ability to post, the Public Information Office currently controls every post. The PIO is assessing how the Dallas Police Department (DPD) uses social media. About a year ago, the DPD allowed all sworn members of their department to post on social media. Now that this has been going on for a significant amount of time, the APD PIO wants to evaluate it to see what can be done in Austin. With the direction the police department is heading on this matter, there is evidence of adequate support.

Document Analysis (Austin Police Department 2014 Sworn Job Descriptions)   The Austin Police Department's 2014 Sworn Job Descriptions were examined to see if any of the sworn officer job descriptions provide support for integrating social media into the department's mission of community policing. All of the 206 sworn officer job descriptions in the Austin Police Department from the rank of Officer to Lieutenant[23] provide a mandate that the officer be

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[23] This assessment did not include the ranks of Commander, Assistant Chief and Chief of Police.

knowledgeable in community policing practices. Only four sworn positions require that the

officer also be knowledgeable in social media. These four positions are:

- Citizens Police Academy/Public Information Office Officer
- Public Information Office Officer
- Public Information Office Corporal
- Regional District Representative Officer.

The first three positions are sworn officer positions in the Public Information Office. The

PIO Sergeant is not required to be knowledgeable.

The only other position in the entire department that is required to be knowledgeable in

the use of social media is that of the Regional District Representative Officer

. Again, like with the PIO, the Sergeant of over each the Region's District

Representatives is not required to be knowledgeable. It is also significant the Downtown Area

Command (DTAC) District Representative (DR)'s job description is separate from the other

Regional DRs. The DTAC DR is not required to be knowledgeable in social media usage while

his fellow DRs in the other four Regions are. Yet, the DTAC is one of the most vocal requestors

of an autonomous social media account.

A limited number of job descriptions in the Austin Police Department at any rank

emphasize social media or require their officers to be knowledgeable with it. Therefore, weak

evidence is found in this category. By this assessment, the only areas of the APD that have

embraced social media as an integral part of their method of policing is the Public Information

Office and the Regional District Representatives. Table 5.15 summarizes the support found for

Personnel Management (3.2).

Table 5.15 – 3.2 Personnel Management

Evidence	Method	Source	Support
The recruiting process utilizes social media	Semi-Structured Interview	APD Recruiting Supervisor	Strong Support
Entry-level (academy) training and continuing education is in place to support the use of social media in community policing		APD Cadet and Field Training Director	Adequate Support
A mix of line supervisors, command staff, low level officers, officers from investigative, specialized and community relations units who have their own social media presence		APD Public Information Office Supervisor	Adequate Support
Social media trained personnel are geographically dispersed			Adequate Support
Personnel evaluations for each individual rank assess the use of social media in community policing	Document Analysis	Austin Police Department 2014 Sworn Job Descriptions	Weak Support
Overall Support			**Adequate Support**

Results   There are adequate policies and procedures in place supporting the

department's use of social media in managing personnel to maximize community policing

efforts. Strengths include the use of social media in the department's recruiting effort. Areas of

improvement include incorporating knowledge of social media operations into all officer job

descriptions.

Leadership (3.3)

Semi-Structured Interview (APD PIO Supervisor)   The APD PIO Supervisor indicated

that department leaders, such as the Chief, who has his own Twitter feed, do emphasize the use

of social media in community policing but not as much as the PIO would like. It is believed that

in the near future, as officers who have entered the force within the last decade promote into

positions of leadership, there will be an increase in the emphasis of social media in conducting

community policing operations. This is evidence of adequate support. Table 5.16 summarizes the

support found for Leadership (3.3).

Table 5.16 – 3.3 Leadership

Evidence	Method	Source	Support
Leaders emphasize the use of social media in conducting community policing operations	Semi-Structured Interview	APD Public Information Office Supervisor	Adequate Support

Organizational Transparency (3.4)

Semi-Structured Interview (APD PIO Supervisor)   In a semi-structured interview with the APD PIO Supervisor, the Supervisor was asked to describe how the APD's use of social media platforms allow for open two-way communication. The Supervisor responded that questions and posts are answered 24/7 by either a member of the PIO staff or the Watch Commander. The PIO Specialist added that they field 40-50 questions/posts a day on social media. This evidence indicates strong support.

The Supervisor was then asked to comment if current and long-term local crime data and trends are posted to social media. If they are, has this improved transparency and decreased the quantity of records requests. The PIO Specialist responded that "No they are not currently posted on social media. There are crime data and trends posted on the police department's website and we direct people to that when they ask." The Specialist added that crime data may be something to start posting in the future. There is weak support for this evidence.

The PIO Supervisor stated that the APD does not have a method in place to ask citizens for feedback on its social media strategies. The Specialist thought this may be something to consider in the future. Table 5.17 summarizes the support found for Organizational Transparency (3.4).

Table 5.17 – 3.4 Organizational Transparency

Evidence	Method	Source	Support
The APD's use of social media platforms allow for open two-way communication with the public	Semi-Structured Interview	APD Public Information Office Supervisor	Strong Support
Current and long-term crime data and trends posted to social media			Weak Support
Methods are in place to ask citizens for feedback on the department's social media strategies			No Support
Overall Support			**Adequate - Weak Support**

Results   There is overall mixed support of social media enhancing organizational transparency in the Austin Police Department. The APD's social media outreach provides support for establishing two-way communication between the police department and the citizens they serve. Improvement is necessary in soliciting feedback from these same people on how to make the police department's outreach even better. This should further strengthen the APD's goals of community policing.

Overall Support for Integrating Social Media Policies and Practices

Table 5.18 - Overall Support for Integrating Social Media Policies and Practices

	Category	Support
3.1	Agency Management	Adequate Support
3.2	Personnel Management	Adequate Support
3.3	Leadership	Adequate Support
3.4	Organizational Transparency	Adequate-Weak Support
Overall Support for Integrating Social Media Policies and Practices		**Adequate Support**

Overall support summarized in Table 5.18 for the final component is adequate. The research shows that the Austin Police Department demonstrates an acceptable amount of attention to integrating social media policies and practices. Recommendations for improvement in this area include increasing trained personnel, dedicated finances, current technology and

formalized internal policies and procedures. An increased effort to ask citizens for feedback

regarding the police department's social media strategies may also be beneficial.

Overall Results

Table 5.19 - Overall Assessment of the Austin Police Department

	Practical Ideal Type Category	Support
1	Building Community Partnerships Through Social Media	Adequate Support
2	Integrating Social Media with Problem Solving	Adequate-Weak Support
3	Integrating Social Media Policies and Practices	Adequate Support
	Overall Assessment of the Austin Police Department	**Adequate Support**

Table 5.18 shows that the Austin Police Department's social media outreach adequately

supports their community policing effort.

Conclusion

This chapter discussed the results of each of three practical ideal type categories

developed from the literature. Chapter VI concludes this research. It also provides an overview

of where the APD is excelling in using social media in support of its community policing effort

and recommendations for improvement.

Chapter VI
Conclusion and Recommendations

Chapter Purpose

The purpose of this chapter is twofold. First, it is to provide the Austin Police Department with recommendations on how to sustain and improve its social media outreach so that it can continue to effectively enhance their community policing program. Recommendations for each of the three practical ideal type categories are provided based on the results of the analysis. The second purpose is to provide recommendations for improvements to the model and future research.

The purpose of this applied research project was threefold. First, it described the ideal components of an effective social media campaign in the context of community policing. Second, it assessed the Austin Police Department's social media outreach using these ideal type components. Third, based on the assessment, it provides recommendations for improving the Austin Police Department's social media outreach so that the department's emphasis on community policing can be maximized.

Recommendations

The model assessment tool for the social media consisted of three practical ideal type components developed from the literature. A case study of the Austin Police Department's social media outreach was conducted using these components. Table 6.1 summarizes the results of the case study and provides recommendations.

Table 6.1 - Summary of Findings and Recommendations

Practical Ideal Type Category	Evidence	Recommendation
1. Building Community Partnerships Through Social Media		
1.1 Law Enforcement and Criminal Justice System Partnerships	Adequate-Weak Support	There is an adequate number of social media relationships made by the APD with other law enforcement organizations. This is strongest with Twitter. More relationships can be developed with other elements of the criminal justice system. To reach different audiences, Facebook can be utilized more as well. Partnering with more elements of the criminal justice system, such as pre- and post-trial agencies on social media can increase each entity's situational awareness, assist in understanding trends in the community and further facilitating effective communication across government jurisdictions.
1.2 Government Partnerships (Non-Law Enforcement)	Adequate-Weak Support	The Austin Police Department adequately shares and/or retweets messages from other government agencies that will impact the community or contribute to public education. Increased interaction with other government agencies via social media is recommended. Quality relationships between the police and these types of organizations are necessary for the success of community policing.
1.3 Community Organization and Local Business Partnerships	Adequate Support	The APD adequately partners with community organizations on social media. Partnerships developed with these groups through social media have already been mutually successful. An increase in social media contact and relationships with local businesses is needed. This will help build relationships between the police department and the most victimized segment of the community. It will also enable the police to effectively disseminate information and encourage crime prevention in the community.
1.4 General Engagement with the Public	Adequate Support	Engagement with the public is adequate as it is of a more passive form by nature. Public safety messages, public relations information and dissemination of information relating to services to the public dominate the APD's social media outreach. The Austin Police Department is well connected with media through Twitter. More relationships can be developed between media entities and the APD on Facebook. This can assist the police in reaching different segments of the population, thereby

		building more positive relationships and sowing seeds of trust in the community.
2. Integrating Social Media with Problem Solving		
2.1 Scanning	Weak Support	Support for scanning social media for problems affecting the community is weak. This weakness may omit some of the issues the community may view as important. If more specialized units within the department receive permission to start their own social media accounts, there will be the need for formal procedures to be established to ensure these pages are monitored and maintained 24/7. The lack of formal procedures to follow if something is posted onto social media that demands a law enforcement response also leaves a functional gap.
2.2 Analysis	Weak Support	Evidence in support of the Austin Police Department utilizing social media to assist them in the analysis phase of problem solving is weak. The understanding of how social media can assist them in this area is present but the execution is not occurring. It is recommended that the APD formulate procedures to enable them to use social media in in the analysis of problems affecting the community. This will assist them in creating a more robust working hypothesis on why a problem is occurring by including input from more members of the community than has been traditionally done in the past.
2.3 Response	Strong Support	Support for using social media during the response phase problem solving is strong. This is due to the dedicated effort by the PIO to be a part of the department's large scale strategic planning process. The department should sustain this effort.
2.4 Assessment	Weak Support	Support for the use of social media by the APD in the assessment phase of problem solving is weak. The Public Information Office's practice of gauging the temperature of the community on an issue through social media is strong but it is recommended that formal procedures be codified. It is also recommended that the police department use social media to solicit feedback from the public after problems are addressed in the community. This will assist in determining if the response was effective and in conducting after action reviews and critiques.
3. Integrating Social Media Policies and Practices		
3.1 Agency Management	Adequate Support	In overall management of the organization, there is evidence of adequate support for the APD's social media policies and procedures. The development of further formal policies in support of social media usage at all levels, developing a method for

		sharing lessons learned and adequately equipping the PIO with trained personnel, dedicated finances and current technology to maintain an up to date and 24/7 social media presence is necessary as the department and city grows.
3.2 Personnel Management	Adequate Support	Strengths in this area include the department's adequate use of social media in their recruiting effort. Areas of improvement would include incorporating knowledge of social media operations into all officer job descriptions. This will set up a structure and expectation to emphasize social media in community policing operations.
3.3 Leadership	Adequate Support	There is adequate support for the police department's overall leadership support of social media in community policing operations. This sentiment will become even stronger as younger officers who have entered the police force since the 2000s promote up through the ranks into positions of leadership.
3.4 Organizational Transparency	Adequate-Weak Support	The Austin Police Department's social media outreach enables citizens to have an accessible form of two-way communication with the police department. This type of access is often pivotal in developing genuine relationships. Improvement is necessary in soliciting these same members of the community for information on how to make the police department's outreach even better. This will further strengthen the Austin Police Department's goals of engaging the community.

Considerations for Future Research

The point-in-time social media analysis conducted in this case study was for a three-month period. When reviewed independently, it provides an unique understanding of the audiences and messages that the Austin Police Department is disseminating using its social media platforms. It also assists the department in visualizing the level of interaction on each social media platform such as Facebook and Twitter. It does not convey the entire picture though. In this analysis, it may appear that many of the different segments of the population do not receive adequate attention from the APD. After conducting the semi-structured interviews, it is apparent that the police are doing well in building relationships with many different segments of the population. Future researchers may want to conduct a six-month or year long analysis. It

will also be beneficial to include the department's new YouTube and Instagram accounts into future research.

Future social media analysis may also want to capture the types and audiences of the pages the organization interacts with. Strictly counting and providing percentages does not give the researcher or the department depth of information on the segments of the community that are being reached through social media. It may also be beneficial to further assess the "likes," "shares," "retweets," pages views, sentiment and other additional social media interactions to fully understand what is important to the community. The opinion of community members, captured in a survey or random sampling, may also be beneficial to understand in a future study.

Taking this research a step further, it may be advantageous to compare community satisfaction levels with other departments of similar size that have comparable social media presences. In the case of the Austin Police Department, this type of comparison may include the San Antonio Police Department, the Dallas Police Department or the Raleigh Police Department in North Carolina.

Conclusion

Technology and social media are rapidly changing fields. The number of relevant platforms, the methods in which the population can be reached and what information law enforcement organizations desire to disseminate are all things that must constantly be analyzed and updated when conducting social media operations. The Austin Police Department does a great job with their audience and with the types of information they release on social media. Based on the social media analysis, document analysis and semi-structured interviews conducted during this research, it was found that social media operations in the Austin Police Department

are at a fragile point. The operation of the department's social media outreach primarily lies in the purview of a few civilian employees in the Public Information Office with assistance from several minimally trained sworn officers. If one of these PIO employees leaves, the unwritten knowledge of the fine details and on-the-job experience of the operation would be lost. Lessons learned need to be documented along with formalized agency policies and procedures. This in conjunction with adequate funding, personnel, technology and long term education throughout the department is also necessary for this program to be an effective partner in enhancing community policing across the City of Austin.

Police departments will never again be able to operate without acknowledging social media. Social media has woven itself into the fabric of our society. Social media and other future Internet based platforms that allow people to visualize and connect with others, as well as communicate and receive information from public and private entities, requires police departments to be plugged in. Breaking down the barriers of the faceless Internet is no different than police officers working a beat. They need to step out of their patrol vehicles, walk down a street and interact with citizens. Building confidence in law enforcement comes through positive interactions. A police officer who talks to the people in his district or beat is a friendly face and someone the community knows and can rely on. A police department that communicates with its citizens through social media will be able to more proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime in the communities of the 21st Century.

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Appendix A
Texas State University Institutional Review Board
Exemption Request Approval

Exemption Request EXP2015M585934N - Approval
1 message

AVPR IRB <ospirb@txstate.edu>   Mon, Mar 16, 2015 at 4:36 PM
To: wc1111@txstate.edu

DO NOT REPLY TO THIS MESSAGE. This email message is generated by the IRB online application program.

Based on the information in IRB Exemption Request EXP2015M585934N which you submitted on 03/16/15 13:45:53, your project is exempt from full or expedited review by the Texas State Institutional Review Board.

If you have questions, please submit an IRB Inquiry form:

http://www.txstate.edu/research/irb/irb_inquiry.html

Comments:
No comments.

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Institutional Review Board

Office of Research Compliance

Texas State University-San Marcos

(ph) 512/245-2314 / (fax) 512/245-3847 / ospirb@txstate.edu / JCK 489

601 University Drive, San Marcos, TX 78666

Texas State University is a member of the Texas State University System

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Appendix B
Social Media Analysis Backup Data and Charts

April 1, 2015 – June 30, 2015
Quantity of Facebook Posts – 105
Quantity of Facebook Pages Liked - 21
Quantity of Twitter Tweets – 357
Quantity of Twitter Feeds Followed - 210

Table B.1 – Social Media Analysis Counts

Title: The New Walking Beat: A Model Assessment Tool for Using Social Media to Enhance Community Policing **Purpose:** The purpose of this applied research project is threefold. First, it describes the ideal components of an effective social media campaign in the context of community policing. Second, it assesses the Austin Police Department's social media outreach using these ideal type components. Third, based on the assessment, it provides recommendations for improving the Austin Police Department's social media outreach so that the department's emphasis on community policing can be maximized.			
Practical Ideal Type Category	**Research Method**	**Evidence**	**Results**
1. Building Community Partnerships Through Social Media [*]			
1.1 Law Enforcement and Criminal Justice System Partnerships	APD Facebook Analysis n = 14	Number of posts in the last three months that **contain content** exhibiting interaction with other law enforcement organizations who serve the community[24].	4
		Number of pages **liked** that are other law enforcement organizations who serve the community[24].	10
		Number of posts in the last three months that **contain content** exhibiting interaction with other components of the criminal justice system[25].	0
		Number of pages **liked** that are other components of the criminal justice system[25].	0
	APD Twitter Analysis n = 64	Number of tweets in the last three months that **contain content** exhibiting interaction with other law enforcement organizations who serve the community[24].	13
		Number of feeds being **followed** that are other law enforcement organizations who serve the community[24].	46
		Number of tweets in the last three months that **contain content** exhibiting interaction with other components of the criminal justice system[25].	1

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[*] In this practical ideal type category, the quantity of Facebook posts, Twitter tweets and YouTube videos uploaded requires a threshold value for an effective analysis to occur. This threshold value is ≥ 15 posts, tweets or videos in the last three months. If this threshold is not met on any one of these social media platforms, there is not a significant quantity of social media activity to analyze.

[24] Other law enforcement organizations consist of federal, state, county, local, special jurisdiction, school, natural resource, transit and tribal law enforcement agencies that operate in the community (Reaves 2011, 1-19).

[25] Other components of the criminal justice system include courts, corrections and other organizations in the judicial branch of government (Bureau of Justice Statistics Criminal Justice System Flowchart 2014).

		Number of feeds being **followed** that are other components of the criminal justice system[25].	4
	APD YouTube Analysis n = 0	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with other law enforcement organizations who serve the community[24].	0
		Number of videos uploaded in the last three months that **contain content** exhibiting interaction with other components of the criminal justice system[25].	0
1.2 Government Partnerships (Non-Law Enforcement)	APD Facebook Analysis n = 9	Number of posts in the last three months that **contain content** exhibiting interaction with other government agencies[26].	8
		Number of pages **liked** that are other government agencies[26].	1
	APD Twitter Analysis n = 67	Number of tweets in the last three months that **contain content** exhibiting interaction with other government agencies[26].	31
		Number of feeds being **followed** that are other government agencies[26].	36
	APD YouTube Analysis n = 0	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with other government agencies[26].	0
1.3 Community Organization and Local Business Partnerships	APD Facebook Analysis n = 15	Number of posts in the last three months that **contain content** exhibiting interaction with non-profit/community based organizations[27].	7
		Number of pages **liked** that are non-profit/community based organizations[27].	8
		Number of posts in the last three months that **contain content** exhibiting interaction with local businesses[28].	4
		Number of pages **liked** that are local businesses[28].	0

[26] Other government agencies include any other governmental entity in the executive or legislative branch of government. Examples include public works departments, health and human service agencies, child support services and school districts to name a few (USDOJ 2014, 24).

[27] Non-profit/community based organizations is defined as "advocacy and community-based organizations that provide services to the community and advocate on its behalf. These groups can be powerful partners and often work with or are composed of individuals who share common interests and can include such entities as victims' groups, service clubs, support groups, issue groups, advocacy groups, community development corporations, and the faith community (USDOJ 2014, 3). It may also include other hyper-local community-based groups of varying levels of organization such as civic groups, ethnic groups and neighborhood watch associations (Handleman and Domanick 2012, 12).

[28] Law enforcement interaction with businesses operating in the community includes both private corporations (USDOJ 2014, 3) and business led civic events (BJA 1994, 15).

	APD Twitter Analysis n = 70	Number of tweets in the last three months that **contain content** exhibiting interaction with non-profit/community based organizations[11].	46
		Number of feeds being **followed** that are non-profit/community based organizations[27].	16
		Number of tweets in the last three months that **contain content** exhibiting interaction with local businesse[28].	0
		Number of feeds being **followed** that are local businesses[28].	8
	APD YouTube Analysis n = 0	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with non-profit/community based organizations[27].	0
		Number of videos uploaded in the last three months that **contain content** exhibiting interaction with local businesses[28].	0
1.4 General Engagement with the Public	APD Facebook Analysis n = 80	Number of posts in the last three months that **contain content** exhibiting interaction with local media entities.	4
		Number of pages **liked** that are local media entities.	0
		Number of posts in the last three months that **contain content** exhibiting direct interaction with individuals in the community[29].	5
		Number of pages **liked** that are individuals in the community.	2
		Number of posts in the last three months that **disseminate** public safety messages, public relations information or services to the public[30].	73

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[29] Individuals in the community is defined as persons who live, work, or otherwise have an interest in the community to include volunteers, activists, formal and informal community leaders, residents, visitors, tourists and commuters (USDOJ 2014, 3)

[30] Public safety messages, public relations information or services to the public include (Libermann et. al. 2013, 444-445):
- Tips (safety tips, crime prevention tips)
- Crimes (internet crime warning, general crime warning, crime blotter, case status,
- Be On the Lookout (BOLO) (seeking information, arrest/success)
- Alerts (evacuation/lockdowns, traffic)
- DWI
- Officer Injured (officer injured/killed, memorial (specific, general, fundraising)
- Missing Person (Amber alert, missing person, missing person found)
- Recruitment
- Public Relations (mission, community interest, policy update, newsletter)
- Directions to Services
- Other

	APD Twitter Analysis n = 366	Number of tweets in the last three months that **contain content** exhibiting interaction with local media.	21
		Number of feeds being **followed** that are local media.	85
		Number of tweets in the last three months that **contain content** exhibiting direct interaction with individuals in the community[29].	7
		Number of feeds being **followed** that are individuals in the community.	15
		Number of tweets in the last three months that **disseminate** public safety messages, public relations information or services to the public[30].	238
	APD YouTube Analysis n = 0	Number of videos uploaded in the last three months that **contain content** exhibiting interaction with local media entities.	0
		Number of videos uploaded in the last three months that **contain content** exhibiting direct interaction with individuals in the community[29].	0
		Number of videos uploaded in the last three months that **disseminate** public safety messages, public relations information or services to the public[30].	0

Table B.2 - Number of posts, photos, videos and tweets in the last three months that disseminated public safety messages, public relations information or services to the public

Category	Facebook	Twitter
Tips (safety tips, crime prevention tips, city ordinances, Don't Block the Box, weather/water safety)	9	62
Crimes (internet crime warning, general crime warning, crime blotter, case status)	4	6
Be On the LookOut (BOLO) (seeking information, arrest/success)	0	8
Alerts (evacuation/lockdowns, traffic)	25	41
Driving While Intoxicated (DWI)	7	23
Officer Injured (officer injured/killed, memorial (specific, general, fundraising)	6	24
Missing Person (Amber alert, missing person, missing person found)	1	3
Recruitment (officer recruiting, explorers)	6	12
Public Relations (mission, community interest, policy update, newsletter, Citizen Police Academy, officer/employee recognition)	10	54
Directions to Services	0	2
Other	5	3
Total	**73**	**238**

APD Facebook Post Distribution
April 1, 2015 – June 30, 2015
n = 105

1.1 Law Enforcement and Criminal Justice System Partnerships
4%

1.2 Government Partnerships (Non-Law Enforcement)
8%

1.3 Community Organization and Local Business Partnerships
10%

1.4 General Engagement with the Public
78%

APD Facebook
1.1 Law Enforcement and Criminal Justice System Partnerships
n = 4

Quantity of posts, photos, and videos in the last three months that contain content exhibiting interaction with other law enforcement organizations who serve the community
100%

Quantity of posts, photos, and videos in the last three months that contain content exhibiting interaction with other components of the criminal justice system
0%

APD Facebook
1.2 Government Partnerships (Non-Law
Enforcement)
n = 4

Quantity of posts,
photos, and videos in
the last three months
that contain content
exhibiting interaction
with other government
agencies, 100%
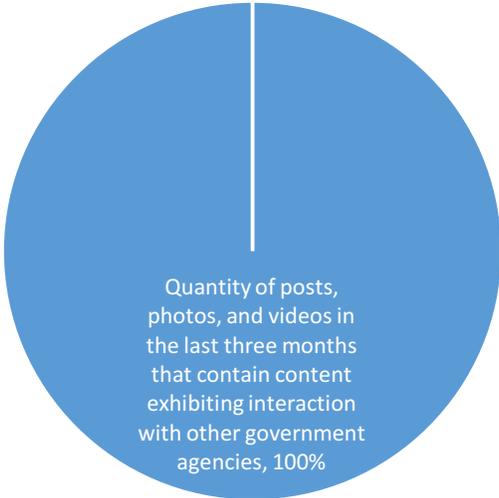
APD Facebook
1.3 Community Organization and Local Business Partnerships
n = 11

Quantity of posts, photos, and videos in the last three months that are liked that contain content exhibiting interaction with local businesses
36%

Quantity of posts, photos, and videos in the last three months that contain content exhibiting interaction with non-profit/community based organizations
64%

APD Facebook
1.4 General Engagement with the Public
n = 82

Quantity of posts, photos, and videos in the last three months that disseminate public safety messages, public relations information or services to the public
89%

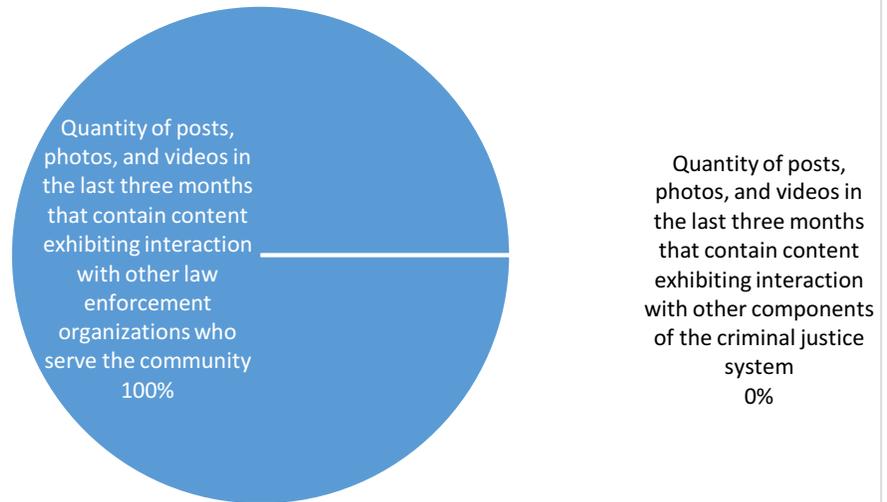Quantity of posts, photos, and videos in the last three months that contain content exhibiting interaction with local media entities
5%

Quantity of posts, photos, videos in the last three months that contain content exhibiting direct interaction with individuals in the community
6%

APD Facebook

Quantity of posts, photos, and videos in the last three months that disseminate public safety messages, public relations information or services to the public

n = 73

APD Twitter Post Distribution

April 1, 2015 – June 30, 2015

n=357

1.1 Law Enforcement and Criminal Justice System Partnerships 4%

1.2 Government Partnerships (Non-Law Enforcement) 9%

1.3 Community Organization and Local Business Partnerships 13%

1.4 General Engagement with the Public 74%

APD Twitter

1.1 Law Enforcement and Criminal Justice System Partnerships

n = 14

Quantity of tweets, photos and videos in the last three months that contain content exhibiting interaction with other law enforcement organizations who serve the communty
93%

Quantity of tweets, photos and videos in the last three months that contain content exhibiting interaction with other components of the criminal justice system
7%

APD Twitter
1.2 Government Partnerships (Non-Law Enforcement)
n = 31

Quantity of tweets, photos and videos in the last three months and feeds that are being followed that contain content exhibiting interaction with other government agencies, 100%

APD Twitter
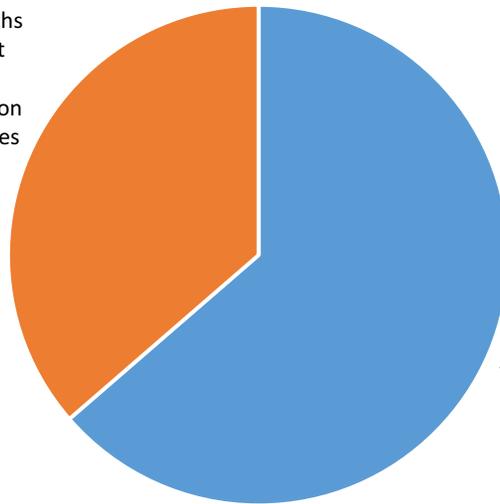
1.3 Community Organization and Local Business
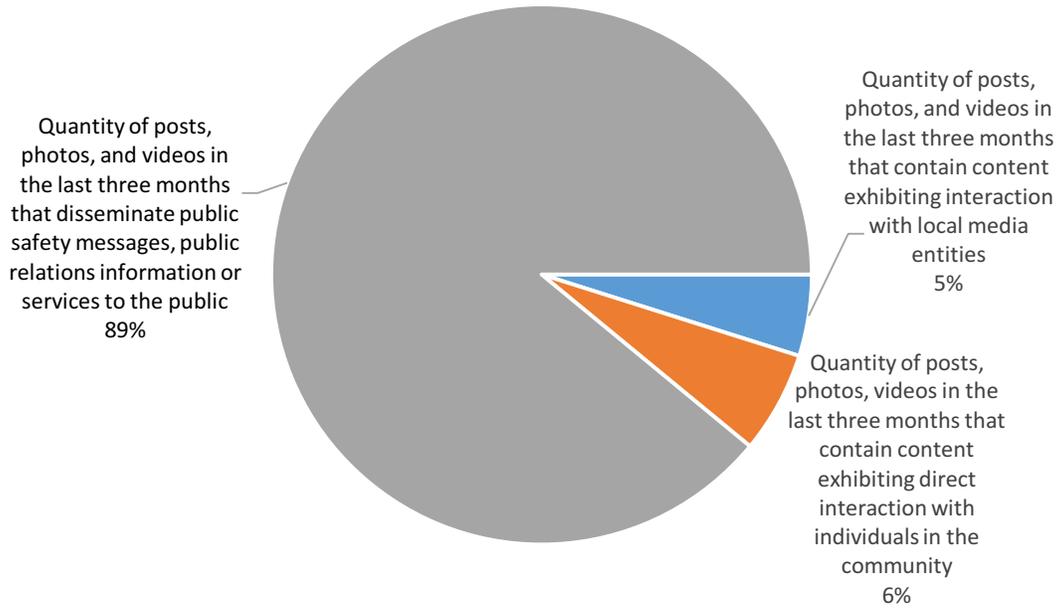Partnerships)

n = 46

Quantity of tweets,
photos and videos in the
last three months that
contain content
exhibiting interaction
with non-
profit/community based
organizations
100%

Quantity of tweets,
photos and videos in
the last three months
that contain content
exhibiting interaction
with local businesses
0%
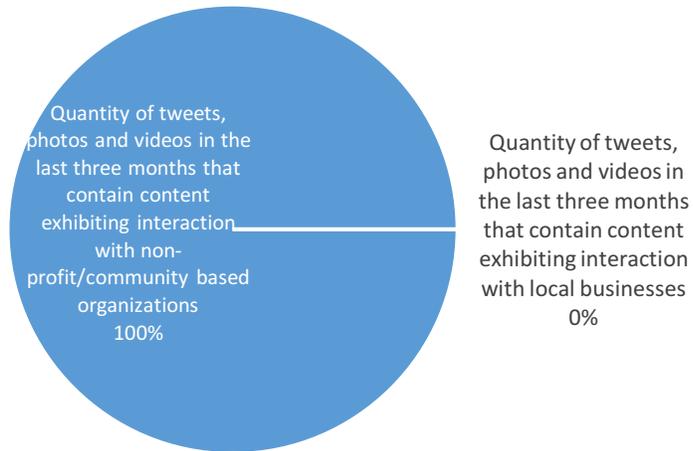
APD Twitter

1.4 General Engagement with the Public
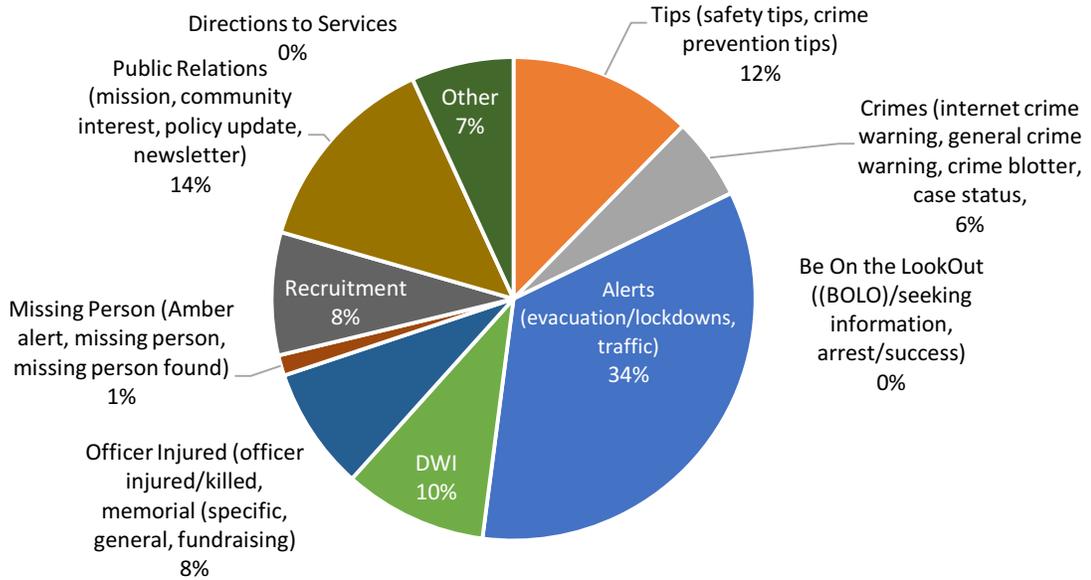
n = 266

Quantity of tweets, photos and videos in the last three months that disseminate public safety messages, public relations information or services to the public
89%

Quantity of tweets, photos and videos in the last three months that contain content exhibiting interaction with local media
8%

Quantity of tweets, photos and videos in the last three months that contain content exhibiting direct interaction with individuals in the community
3%

APD Twitter

Quantity of posts, photos, and videos in the last three months that disseminate public safety messages, public relations information or services to the public
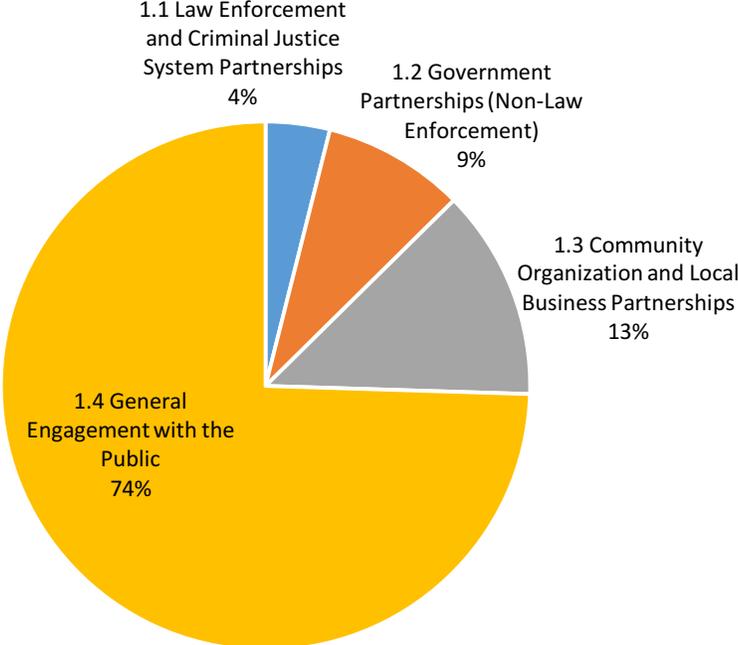
n = 238

Other 1%

Directions to Services 1%

Public Relations (mission, community interest, policy update, newsletter) 23%

Recruitment 5%

Missing Person (Amber alert, missing person, missing person found) 1%

Officer Injured (officer injured/killed, memorial (specific, general, fundraising) 10%

DWI 10%

Alerts (evacuation/lockdowns, traffic) 17%

Crimes (internet crime warning, general crime warning, crime blotter, case status, 3%

Be On the LookOut ((BOLO)/seeking information, arrest/success) 3%

APD Facebook
Composition of Pages Likes
n = 21

Quantity of pages liked that are non-profit/community based organizations
38%

Quantity of pages liked that are local businesses
0%

Quantity of pages liked that are other government agencies
5%

Quantity of pages liked that are individuals in the community
9%

Quantity of pages liked that are other components of the criminal justice system
0%

Quantity of pages liked that are other law enforcement organizations who serve the community
48%

Quantity of pages liked that are local media entities
0%

APD Twitter

Composition of Feeds Followed

n = 210

Quantity of feeds being followed that are individuals in the community
7%

Quantity of feeds being followed that are other law enforcement organizations who serve the community
22%

Quantity of feeds being followed that are other components of the criminal justice system
2%

Quantity of feeds being followed that are local media
40%

Quantity of feeds being followed that are other government agencies
17%

Quantity of feeds being followed that are local businesses
4%

Quantity of feeds being followed that are non-profit/community based organizations
8%