

**Capital Metro: Evaluating Social Media As a Tool To Improve Community
Engagement**

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Abstract

Purpose: The purpose of this research is to describe how Austin's Capital Metro uses social media to engage the public. Public engagement take the forms of inform, consult, collaborate, and empower. The integration and proper management of social media platforms is important for effective community engagement because it offers new ways for government to interact and receive feedback from citizens in hopes of making positive change within an agency.

Methodology: The methodology used for this research is a case study. The methodology presents a framework that social media posts can be classified into one of four community engagement categories. After classification, the agency will be able to see and understand how the information they post is engaging the public.

Findings: The results of the social media community engagement framework model showed there is limited use of social media to consult or collaborate with the public. There was no evidence that Capital Metro used social media to empower the public.

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Chapter I

Introduction

Technology is more influencing in our daily lives now more than ever. With its progression, human interaction and information sharing has changed due to distance no longer being an issue. People are not required to meet face to face with another to share information. “The flow of information outside the boundaries of the paradigm has generally been confined to face-to-face, word-of-mouth communications among individual consumer which has had minimal impact on the dynamics of the marketplace due to its limited dissection” (Faulds & Mangold, 2009, p.359) Individuals no longer have to rely on mail to send pictures or documents to a recipient. Technology as of the early 2000’s closes the gap in allowing sharing to be easier than ever. The rise of social media has a large part to play if not the largest in the whole process. Common social media platforms in use today include Facebook, Twitter, YouTube, Pinterest, and Instagram. These platforms allow sharing of statuses, pictures, and videos which makes people extremely interconnected. Social media is not only used for individuals but also prevalent with public agencies. It is used as a tool to inform, consult, collaborate, and empower its citizens to deliver information and create conversation. As technology continues to advance, so does strategic planning in the consumption of information through social media platforms. “Consumer generated media describes a variety of new sources of online information that are created, initiated, circulated and used by consumers intent on educating each other about products, brands, services, personalities, and issues” (Blackshaw & Nazaro, 2004, p.2). The introduction of social media into government has increased the availability of agencies to engaging the public (Lee & Kwak 2012, p. 492).

Community engagement is more prevalent in public agencies as well. “The significant renaissance of community engagement in research stems from demands by community leaders, policy makers, and funders for meaningful community involvement to address problems facing communities” (Ahmed & Palmero, 2009, p.100). Engagement is crucially important in the grand scheme of the process because it builds trust. This trust will transition into better feedback which will improve consultation and empowerment.

Capital Metro Background & History

The Capital Metropolitan Transportation Authority, better known as Capital Metro, is the public transportation agency in Austin, Texas that not only serves public citizens but students at the University of Texas at Austin. Their fleet consists of 364 busses, 6 trains, and 231 vans. Capital Metro’s service area spans across 535 square miles and serves over 1 million citizens with an operating budget of 248.3 million dollars as of 2017 serving the Austin, Jonestown, Lago Vista, Lenader, Manor, Point Venture, San Leanna, Volente, and the Anderson Mill areas (Capmet.org/facts, 2016)

Capital Metro started providing public transportation and serving the public due to a referendum in 1985 to the Austin area and is funded thorough a 1% sales tax.

The board of directors consists of 7 members:

- 3 members appointed by the Capital Metropolitan Planning Organization (CAMPO) including an elected official
- 1 member representing the smaller cities within the Capital Metro Service Area
- 1 member each appointed by the Travis County commissioners and Williamson County commissioners
- 2 members appointed

Research Purpose

Buses are the most common method of public transportation. Sixty-two percent of the public transportation populations choose it as their method of transport. With such a large percentage of people using the bus, Capital Metro, the bus system in Austin, Texas struggles to connect with the community they serve (Douglas, 2006). “Community involvement is a way for public agencies to obtain feedback on issues which affect public’s interest and it provides the means by which citizen input is integrated into local decision making” (Raffray 1997, pg 10). Without proper community engagement, Capital Metro will have a difficult time improving its services because they do not understand the needs of the people who use their services.

Capital Metro struggles to connect with the Austin community because the methods of engagement and outreach are lacking the necessary tools to properly engage with their customers. The engagement of low-income minorities is important because they cannot afford a car and must depend on public transportation. In order to properly engage with the community, Capital Metro must first inform the public of its goals and their wishes to interact with their customer base by “providing balanced and objective information through various channels”(Mirza, Vodden, Collins, 2012, pg 14). They can do this through multiple outlets including the media, newspapers, and television. Secondly, they must consult with the community and “obtain input and feedback from the community members to help identify needs and assets, set priorities or make decisions” (Mirza, Vodden, Collins, 2012, pg 14). Consultation can be done through networking, community surveys, and focus groups. Thirdly, they must collaborate with the community in an “ongoing interactional process of planning and decision

making”(Mirza, Vodden, Collins, 2012, pg 14). Lastly, and most importantly, Capital Metro must empower the community and “enable community members to define issues and create solutions”(Mirza, Vodden, Collins, 2012, pg 14).

After reading “*Exploring the Barriers to Community Involvement in Public Transportation: The Case of Capital Metro*” by Aida Douglass, we can see the multiple problems with how Capital Metro handles their community outreach and why they struggle to receive any input from their customer base. “Historically, minorities do not often attend public hearing or community meetings as it related to transportation planning and policy (Douglass, 2006, pg 5-6). With this fact being known, Capital Metro must work diligently to find ways to get their customers involved, hear their voice, and make strides to get the community involved. In order for Capital Metro to improve community engagement, they must properly inform, consult, collaborate, and empower the public with the ultimate goal being to receive input from the people who use the bus as their method of public transportation and provide a better product.

The purpose of this research is to decide and assess how Capital Metro (Austin, TX) engages its public. Examined will be the definition of what it truly means to inform, consult, collaborate, and empower and the different outlets in which they can effectively do so.

Purpose Statement

The purpose of this research is to describe how Austin’s Capital Metro uses social media to engage the public. Public engagement takes the forms of inform, consult, collaborate, and empower (Mirza et al 2012). The integration and proper management of

social media platforms is critically important to community engagement because it offers new ways for governments to interact with citizens.

Chapter Overview

Chapter II is a review of literature that examines the importance of community involvement and introduces the community engagement model. The chapter explores the prevalence of current technology and concludes with an in depth explanation of the community engagement models. The models serve as an assessment tool to categorize social media posts. Chapter III explains Capital Metro's strategic plan since 2012 to determine their plan for community engagement and social media practices. Chapter IV summarizes the methodology used to evaluate the social media practices of Capital Metro and explains the categorization of posts into community engagement models. Also included in this chapter is the operationalization table. Chapter V shares and explains the results of the social media evaluation. Chapter VI offers recommendations based on the findings with Capital Metro's social media practices and offers alternative methods to use the community engagement model to improve community engagement through social media platforms.

Chapter II

Literature Review and Conceptual Framework

Chapter Purpose

This chapter examines the scholarly literature on agency efforts to engage the community. It draws on a community engagement model developed by Marza, Vodden, and Collins (2012). Contemporary agencies often use social media to involve the public, so the literature on social media is also reviewed. Finally, a framework to assess the level of community engagement in Capital Metro's social media efforts is developed.

Importance of Community Involvement

Community involvement is a way for public agencies to obtain feedback on issues which affect the public's interest, and it provides the means by which citizen input is integrated into local decision making process (Raffray 1997, 10). Obviously, community involvement and feedback is crucial for the agencies administration to evaluate and improve the service they provide to the public. In past practices, the results of the community involvement process became tools used by public agencies to justify decisions that were already made before the public was asked for feedback (Raffray 1997, 10). An honest process of community involvement is also a form of participatory democracy and therefore linked to long standing and is cherished (Shields, 2003).

“One of the key responsibilities of local leaders, elected and appointed, is building and maintain a sense of community that engages citizens in social, economic, political, and civic activities” (Nalbandian 2005, 312). Communities can be built through outreach

activities. John Nalbandian (2005, 312) has identified six characteristics of engagement outreach:

1. Recognizing neighborhoods as the base of the community
2. Engaging citizens in administrative processes
3. Acknowledging expressions of direct community
4. More jurisdictional accountability and transparency with citizens
5. More two-way communication with citizens about policy, service delivery, and citizen obligation to the collective good
6. Partnerships with other nongovernmental sectors-private sector, nonprofit sector, faith-based organizations-as a way of creating a social fabric”.

Having a multitude of outreach possibilities can only increase the potential feedback from different outlets.

As we can see from the characteristics, all seem to focus on finding ways to increase communication between agency and community. This is the essential because as communication increases, trust levels will also grow. As trust grows, ideally, participation should increase because the agency is now integrated into the social fabric of the community. Thus, community engagement usually starts with increasing communication. In order for Capital Metro to increase communication, they must follow the four steps to community engagement which are to inform, consult, collaborate, and empower (Mirza, Vodden, Collins, 2012, 5).

As stated in “*Exploring The Barriers to Community Involvement in Public Transportation: The Case of Capital Metro*”, by Aida Douglas (2006, 9), “Capital Metro seeks community involvement from general and minority communities as a continued

effort to improve efficiency of the local transit system. In order for Capital Metro to make improvements or significant changes, they must first know through some form of feedback that the changes are justifiable and truly reflect what the community desires. Capital Metro's efforts not only provide feedback to the agency, but establishes a feeling of involvement and participatory satisfaction for the community members. Capital Metro should make a strong effort to engage the community through multiple outlets which could include print and electronic media, focus groups, advisory committees, or neighborhood associations.

History of Contemporary Social Media Platforms

Three of the most popular contemporary social media sites include Facebook, Twitter, and YouTube and now all play a vital role in transforming communications. Social media platforms have become so engulfed in people's lives, they are used multiple times on a daily basis. Social media is defined as "forms of electronic communication (as Web sites for social networking and blogging) through which users create online communities to share information, ideas, personal messages, and other content (as videos). (Edosomwan, 2011, pg. 4).

Facebook was established in 2004 originally only open to Harvard students but was soon made available to anyone over the age of thirteen. Facebook as of 2009 was ranked the most popular social networking site worldwide and a year later was the most popular website in the world with the most visits (Edosomwan, 2011, pg. 4). Users on Facebook can add pictures, videos, and other electronic media to share with friends or community pages. Out of all contemporary sites, Facebook is best equipped to handle

feedback in the frame of comments. On any post, users are allowed to leave comments, which create a conversation for almost anyone to partake in.

Twitter was established in 2006 and gained popularity because of its micro blogging structure. Like Facebook, you can “follow” or accept “followers” to share and view posts. Users can add pictures, videos and other media however posts are limited to one hundred forty characters and there is not much emphasis on comments. Twitter is best equipped primarily to share information quickly rather than to create a conversation. Twitter allows you to “retweet” or “like” a post, which will show up on your personal page, but the emphasis is on getting news out quickly and not as much to create an ongoing conversation of comments.

YouTube was founded in 2005 and gained attention as a video sharing website which “provides a forum for people to connect, inform, and inspire others across the globe and acts as a major distribution platform for original content creators and advertisers, large and small”. (Edosomwan, 2011, pg. 5). Individuals who have profiles on YouTube attempt to gain subscribers in hopes of having viewers continuously watch new content. There is a section to leave comments on the video but this feature is not the primary function. The primary purpose of YouTube is to inform and entertain through video. There focus at least on the actual website is to not create a conversation there. Videos are made and shared with the world in hopes of obtaining views but rarely to create conversation.

All three websites have strengths and weaknesses however all are great methods to communicate with the public. The power of social media is undeniable in its effectiveness in terms of communicating with a desired audience. Moving forward, all

agencies would be wise to recognize the power of social media and use it effectively to engage with the communities they serve.

Significance and Effectiveness of Social Media Platforms

The significance and effectiveness of social media in present times cannot be denied. As of 2011, Facebook has more than 800 million members worldwide and Twitter accounts for more than 200 million accounts. (Stieglitz & Dang-Xuan, 2012, pg 1). Not only are individuals citizens using social media for recreational use, but twenty-two out of twenty four major federal agencies now use Facebook, Twitter, and YouTube (Source). Not only are these platforms great for gauging opinions by opening dialogues but have also been proven to increase political participation (Stieglitz & Dang-Xuan, 2012, pg 1). “While Twitter is an ideal platform for users to spread not only information in general but also political opinions publicly through their networks, political institutions have also begun to use Facebook pages or groups for the purpose of entering into direct dialogues with citizens and encouraging more political participation” (Stieglitz & Dang-Xuan, 2012, pg 1).

The anticipated benefits of agencies using social media platforms is increased participation in any form which leads to creating dialogues in hope of increased feedback that can be analyzed to make improvements to the services offered. “The process by which people locate, organize, and coordinate groups of individuals with similar interests, the number and nature of information and news sources available, and the ability to solicit and share opinions and ideas across various topics have all undergone dramatic

change with the rise of social media (Stieglitz & Dang-Xuan, 2012, pg 1). Social media allows people to cultivate together and share relevant information. Not only does it create the environment to inform, but it also allows for those same individuals to share their personal opinions which can then be collected and used to foster positive change. Social medias effectiveness derives from the mining of these opinions. Unlike surveys and telephone interviews which asses a topic once and be difficult and time consuming to collect, comments from social media can be retrieved and analyzed quickly to determine a if there is a common consensus on a topic which an agency can improve upon.

Ultimately, social media is so significant and effective in government due its ability to quickly share and receive information from citizens. “Government officials seek to leverage these resources to improve services and communication with citizens (Social Media Use by Government) source”. With this info, governmental officials can make improvements and increase the public value of the services they offer.

Open Government Directive

“The advent of social media has opened up unprecedented new possibilities of engaging the public in government work and has changed the public’s expectations about how government work should be done” (Lee & Kwak 2012, p. 492). One of the tools President Barack Obama used on his way to victory in the 2008 and 2012 election race was social media. On his first day in office, President Obama issued an Open Government Directive which required federal agencies to comply with the following directives:

1. Publish Government Information Online
2. Improve the Quality of Government Information
3. Create and Institutionalize a Culture of Open Government
4. Create an Enabling Policy Framework for Open Government

The goal of the first directive (Publish Government Information Online) was to publish information publicly to promote participation from the public. The second directive (Improve the Quality of Government Information) was to “improve the quality of government information available to the public” (OMB, 2009, pg. 3). The goal was to establish a standard and guidelines for which this new open information had to abide by. The third directive (Create an Institutionalize a Culture of Open Government) encouraged senior level leaders from agencies to attempt to engrain a culture of openness into their agency. The fourth directive (Create an Enabling Policy Framework for Open Government) was to “create a framework for future communication between a government and the people” (OMB, 2009, pg. 5). The goal being that as open government grows, plans must be readily implementable to handle the progress.

The directive components emphasized three principles: transparency, participation, and collaboration. Transparency provides the public with information about activities in government promoting accountability (OMB, 2009, pg. 1). The goal of transparency being to work openly and make materials and information available for consumption by the public. Participation encourages public citizens to contribute ideas with their government so policies can be drafted and implemented based on the feedback (OMB, 2009, pg. 1). The more citizens actively participate, the more their voices will be heard. Collaboration inspires permanent partnerships to encourage continuous participation in the governmental process (OMB, 2009, pg. 1).

As President Barack Obama issued the Open Government Directive, governmental agencies now were being held to a higher standard in relation to openness as frameworks and strategic plans needed to be created to fall into compliance. Due to its

effectiveness in the past and significance in the present time, social media was a perfect outlet to increase transparency, participation, and collaboration. Social media platforms allow agencies to share information with nay individual with the public (transparency), allow participation by mining comments for contributing ideas (participation), and encourage partnerships throughout government (collaboration). In a time where government agencies needed an outlet to share, collaborate, and obtain feedback, social media platforms filled the role. Sharing a city budget and new proposed bill could be done with the click of a button over Facebook or Twitter allowing a large number of people to see the news. Previously, information like that was contained on government websites which receives very little traffic. Social media platforms carry a large amount of traffic making information published much more likely to be seen by the common citizen. Social media allows for previously unpopular and hidden information to come to light because social media is now the vehicle used to drive the content into the public.

Community Engagement Model

“Effective community engagement should be a first step towards creating the circumstances and opportunities to ensure that communities thrive economically, socially, and culturally” (Mirza, Vodden, Collins, 2012, 5). Community engagement is critical to developing and continuously improving citizen communication and feedback. However, in current times, there is no standard or model which specifies effective community engagement or methods to evaluate the effectiveness of community engagement programs or activities. This is a huge reason as to why agencies like Capital Metro struggle with this facet of involvement. “While there is growing global consensus on the need for community engagement, there is no standard way to carry it out (Mirza,

Vodden, Collins, 2012, 5). Not having a proven standard for data collection or effective ways to engage the community can result in wasteful attempts or collection of subpar information. “This can lead to engagement activities that are ineffective or seem tokenistic to the target populations” (Mirza, Vodden, Collins, 2012, 5).

The lack of information regarding community engagement has stimulated efforts to find effective and proven methods of community engagement. “Governments around the world are taking a closer look at the role public engagement plays in the policy-making process by doing long-term studies to evaluate their public engagement strategies and to find innovative new methods and techniques (Mirza, Vodden, Collins, 2012, 5).

In order to combat this problem, Mirza, Vodden, and Collins (2012) proposed a useful multi trend innovative approach to community engagement”. Their model has four components- inform, consult, collaborate, and empower (Mirza, Vodden, Collins, 2012, 14). The four components build upon one another.

A Community Engagement Model
Figure 2.1



Source: Mirza, Vodden, Collins (2012, 5)

Community Engagement: Inform

The first step to effective community engagement is to inform. To inform, is “providing balanced and objective information through various channels” (Mirza, Vodden, Collins, 2012, 14). Various forms of engagement through informing could include newspapers, television, social media, websites, and open houses. However, for this particular discussion, the best examples to use due to their relevance in today's time to measure engagement would be Facebook, Twitter, and agency websites. Examining forms of social media is more important than say print materials or television because social media platforms such as Twitter or Facebook is how a majority of the population obtains news in current times. “Social media as a medium of promotion contributes,

through its immediacy, to a healthy and direct relation between brands and their public in an online environment” (Baruah 2012, 1).

The importance of informing cannot be denied. “Public deliberation and debate over major issues, at local, regional, and national levels, plays a central role in democratic society” (Borning, Friedman, Davis, Lin, 2005, 449). Strongly attempting to inform allows the public to be aware of issues they may otherwise ignore or just truly be unaware of. As stated previously, “an honest process of community involvement is also a form of participatory democracy and therefore linked to long standing and is cherished” (Fields, 2003). It is important for the community to feel like their voices are being heard with the agency. If this is done, a bond will be created through this participation which can set up a strong relationship with a satisfied community and consumer base.

Hence Capital Metro should be able to use social media to help the agency and its readers (those who use the bus as their method of public transportation) keep a “healthy and direct” line communication. This should result in an effective line to output information and also an effective line to collect information. “This immediacy offers the public the ability to be present, to communicate, to influence and retain a stronger position towards brands” (Baruah 2012, 1). If Capital Metro does in fact establish an effective line of communication with its consumers through social media such as Facebook and Twitter, this could help the community establish stronger ties to the agency. It would be safe to assume that the stronger ties the community has to an agency, the more likely they are to participate in any request for engagement by Capital Metro. Unlike television, social media platforms allow the consumer to tune in whenever they feel, which is a huge convenience. As an agency that potentially needs to update its

consumers at a moments notice (bus or train delays, wrecks on routes busses are on, etc), it is critical that the electronic media Capital Metro provides is quick, efficient, and easy to access. Having a website that can be easily navigated through would be a huge strength for Capital Metro.

Community Engagement: Consult

The second step to effective community engagement is to consult. To consult, when discussing in reference to community engagement, is “obtaining input and feedback from community members to help identify needs and assets, set priorities or make decision” (Mirza, Vodden, Collins, 2012, 14). Various forms of engagement through consulting could include community surveys, focus groups, or citizen’s panels. The need to receive input and feedback is critical for Capital Metro to continue to evolve and provide a public service for the community effectively. The necessity for effective feedback and what it solves can be broken down into two categories: trust and problem solving. The consulting phase of the effective community engagement model is strongly based on there being a line of communication in order to receive feedback which allows a sense of trust to develop. “In an effective helping relationship, one participant (counselor or helper) behaved in ways that developed trust and the other experienced an increase in trust, and concluded that the development of trust is a crucial initial factor and a necessary continuing element in such a relationship” (Zand 1972, 229).

The difficulties in having the public participate for Capital Metro included outreach approaches, limited bilingual communication, cultural sensitivity, and literacy and education (Douglas 2006, 23-26). Capital Metro’s goal should be to establish a line of communication with the community and build on that trust with its consumer base to

establish that line of trust which will make the community feel more comfortable to come forward and give their opinions of the services of Capital Metro. “The level of trust in a relationship affects the degree of defensiveness (Gibb 1961, 229). In the case of Capital Metro, the trust between those who may not speak English as their primary method of communication, (limited bilingual communication) or have a high level of education, or any of the “barriers” Capital Metro has with the community, are not coming forward to include their opinion. The “defensiveness” Gibbs speaks of is a reluctance to participate in this particular case. In order for Capital Metro to get the feedback necessary to make improvements, they must first develop a sense of trust.

The second category of consulting is to problem solving. “One who does not trust others will conceal or distort relevant information, and avoid stating or will disguise facts, ideas, conclusions and feelings that he believes will increase his exposure to others, so that the information he provides will be low in accuracy, comprehensiveness, and timeliness; and therefore have low congruence with reality (Zand 1972, 230). The goal of consulting is to gain feedback and input from the consumer. If the feedback they are receiving is any bit like what Zand describes in the previous quote, then the efforts to obtain that feedback is useless.

Community Engagement: Collaborate

Collaboration is the the third step to effective community engagement identified by Mirza, et al (2012). To collaborate, is “partnering with community members in an on-going interactional process of planning and decision making; community members provide advice, innovation and recommendations in the final outcomes” (Mirza, Vodden, Collins, 2012, 14). Organization “collaborate” using avenues such as a advisory/steering

committees, policy round tables, and consensus building events. Collaboration, by definition, simply means “to work together”. When discussing collaborative efforts among a community, “civic collaboration is a process of shared decision-making in which all the parties with a stake in a problem constructively explore their differences and develop a joint strategy for action” (London 2006, 1).

Collaboration brings together multiple parties who have a stake in an issue. The groups then devise a solution, which touches on all areas of thought when pertaining to the problem. Since all sides are present to discuss the topic, the general hope is that the resolution will not only satisfy one side, but multiple parties.

In the case of Capital Metro, the agency is struggling to get feedback due to the barriers they have with the community. This suggests the conclusion will be a one sided perspective result by the administration of Capital Metro would likely make decisions without the the benefit of feedback from their service communities or consumer base effectively or make positive changes which improve the product they offer less likely, on the other hand. “If the right people are brought together in constructive ways and with the appropriate information they can not only create authentic visions and strategies for addressing their joint problems but also, in many cases, overcome their limited perspectives of what is possible” (London 2006, 1).

The reason collaboration is so important is because it is the only way to see multiple perspectives of an issue. Not only Capital Metro, but all public agencies goal is to provide a public service for the good of the community and the individuals that live in the area. The services they offer can only be improved through feedback from the community which are the people they directly serve. If the agency is unable to receive any sort of

recommendation, a key perspective is being left out of the decision making process.

“Most observers agree that it must be democratic and inclusive; that is, it must be free of hierarchies of any kind and it must include all parties who have a stake in the problem” (London 2006, 4). Without all parties at the table to discuss a solution, perspectives will be left out which ultimately will result in a developed solution that will fail in some sense or fashion.

Again, as mentioned before in the informing and consulting section, relationships must be established in order to problem solve. Problem solving is difficult in itself due to the fact of multiple people coming together with multiple perspectives attempting to find one solution that serves all. However, collaborating together in an on-going relationship of decision making can help tremendously.

Community Engagement: Empower

The fourth and final step to effective community engagement is to empower. To empower, is “providing supports to enable community members to define issues and create solutions where community members lead and control the process” (Mirza, Vodden, Collins, 2012, 14). Various forms of engagement through empowerment are community coalitions, citizens’ committees, or neighborhood associations. In order to expect individuals of the community to come forward, you must empower them and make them feel that not only are their voices being heard. They should have confidence the solutions they voice and create have validity and a possibility of coming true. The process of empowerment takes listening to the next step where the community can take

the lead on a project with the help of the agency in order to provide and effective product and/or make improvements. “Without community empowerment and broad participation in agenda setting, the decision-making process of discussion, debate, and compromise is relatively meaningless” (Flora, & Flora, 2009, pg. 107). The goal of empowerment is the embodiment of the quote “give a man a fish and he will eat for a day, teach a man to fish and he will eat for a lifetime”.

The empowerment process is about teaching and allowing the community members to lead for themselves instead of having an agency attempt to do it for them. This is to not say that the agency should not be involved in the decision making process, however, who better to tell you what they want than the person using the services themselves. Empowerment allows the community to decide what they want, and control the process of obtaining just that. “Empowerment theory, research, and intervention link individual well-being with the larger social and political environment” (Perkins & Zimmerman 1995, 569). In order for one to improve their own well-being, they must voice and have some input in improving their solution. In terms of Capital Metro, Austin citizens must be able to define the issues they are having with the agency or the service the agency offers, create solutions, and in some capacity be able to lead the charge and control the process in implementing those solutions. “Government is typically the default choice, but the new tools of the Information Age have begun to empower non-state actors with enhanced capabilities for self-organization and value creation” (Linders, 2012, pg. 451). With the progression of technology, older forms of community engagement are becoming obsolete and the ease of communication in today's time makes obtaining

feedback and suggestions easier. In order for empowerment to occur, you must let the team of citizens who wish to become involved eventually become the hierarchy.

As information technology progresses, the formerly closed rulemaking process is opening to suggestion and input. Hopes are that this same input will grow and fester into a ongoing collaboration empowering the citizens to one day become the hierarchy in the decision making process. Once citizens become empowered to define and create solutions to their own problems, they themselves can produce public value themselves.

Relationships

After examining the four steps of effective community engagement, to inform, consult, collaborate, and empower, the one common theme between all include either establishing or changing/improving the relationships the agency has with the community. Despite if the current relationship positive or negative, a line of communication must be opened in order to engage. The first step being to inform through various channels information through various channel. This step is critical as communication begins here. After the community has been informed, you consult with them by obtaining input and feedback which helps identify the needs and issues currently present. Consulting is the beginning of establishing a relationship as dialogue between both sides have been exchanged. Next, the agency must collaborate partnering with the community in an ongoing process. This step allows trust between the agency to be built as the agency is beginning to engrain themselves into the fabric of the community. Lastly, empowerment must occur with the citizens. Empowerment provides support to enable the community to define issues and create solutions. At this point, civic engagement is at an all-time high and the goal of community engagement has been completed. After all these steps have

been enacted, we notice that it all comes back to the interpersonal relationships agencies have with the communities they serve.

Summary:

This chapter examines the scholarly literature in the area pertaining to the effectiveness of community engagement attempted by the Capitol Metro bus system in Austin, Texas. The examination and evaluation will determine if efforts of community outreach and involvement made by Capital Metro are effective.

Conceptual Framework Table 2.1

Title: Capital Metro: An Evaluation Method of Using Social Media to Improve Community Engagement Purpose: The purpose of this research project is to describe how Capital Metro uses social media to engage the public. First it provides and describes a community engagement model to evaluate social media platforms. Second, it assesses Capital Metro's social media outreach using the community engagement model components. Third, based on the evaluation of Capital Metro's social media provides recommendations to improve community engagement through social media.	
Working Hypothesis	Literature
WH1: Public transportation agencies have attempted community outreach through Facebook.	Chun, Reyes, (2012) Sheetz, Whalen, Xie, et al, (2011) Stirglitz, Dang-Zuan, (2012)
WH1a: Public transportation agencies have attempted community outreach through Facebook that informs.	Baruah (2012) Borning, Friedman, Davis, Lin, (2005)
WH1b: Public transportation agencies have attempted community outreach through Facebook that consults.	Zand (1972); O'Reilly III, Anderson, (1976)
WH1c: Public transportation agencies have attempted community outreach through Facebook that collaborates.	Linders (2012); OMB (2009); Lee, Kwak, (2012); London (1995)
WH1d: Public transportation agencies have attempted community outreach through Facebook that empowers.	Andersen, Medaglia, Henriksen, (2012); Perkins, Zimmerman, (1995)
WH2: Public transportation agencies have attempted community outreach through Twitter.	Chun, Reyes, (2012) Sheetz, Whalen, Xie, et al, (2011) Stirglitz, Dang-Zuan, (2012)
WH2a: Public transportation agencies have attempted community outreach through Twitter that informs.	Baruah (2012) Borning, Friedman, Davis, Lin, (2005)

WH2b: Public transportation agencies have attempted community outreach through Twitter that consults.	Zand (1972) O'Reilly III, Anderson, (1976)
WH2c: Public transportation agencies have attempted community outreach through Twitter that collaborates.	Linders (2012); OMB (2009); Lee, Kwak, (2012); London (1995)
WH2d: Public transportation agencies have attempted community outreach through Twitter that empowers.	Andersen, Medaglia, Henriksen, (2012); Perkins, Zimmerman, (1995)
WH3: Public transportation agencies have attempted community outreach through YouTube.	Chun, Reyes, (2012) Sheetz, Whalen, Xie, et al, (2011) Stirglitz, Dang-Zuan, (2012)
WH3a: Public transportation agencies have attempted community outreach through YouTube that informs.	Baruah (2012) Borning, Friedman, Davis, Lin, (2005)
WH3b: Public transportation agencies have attempted community outreach through YouTube that consults.	Zand (1972) O'Reilly III, Anderson, (1976)
WH3c: Public transportation agencies have attempted community outreach through YouTube that collaborates.	Linders (2012); OMB (2009); Lee, Kwak, (2012); London (1995)
WH3d: Public transportation agencies have attempted community outreach through YouTube that empowers.	Andersen, Medaglia, Henriksen, (2012); Perkins, Zimmerman, (1995)

Chapter III Capital Metro Organizational Study

Service Areas and Transportation Types

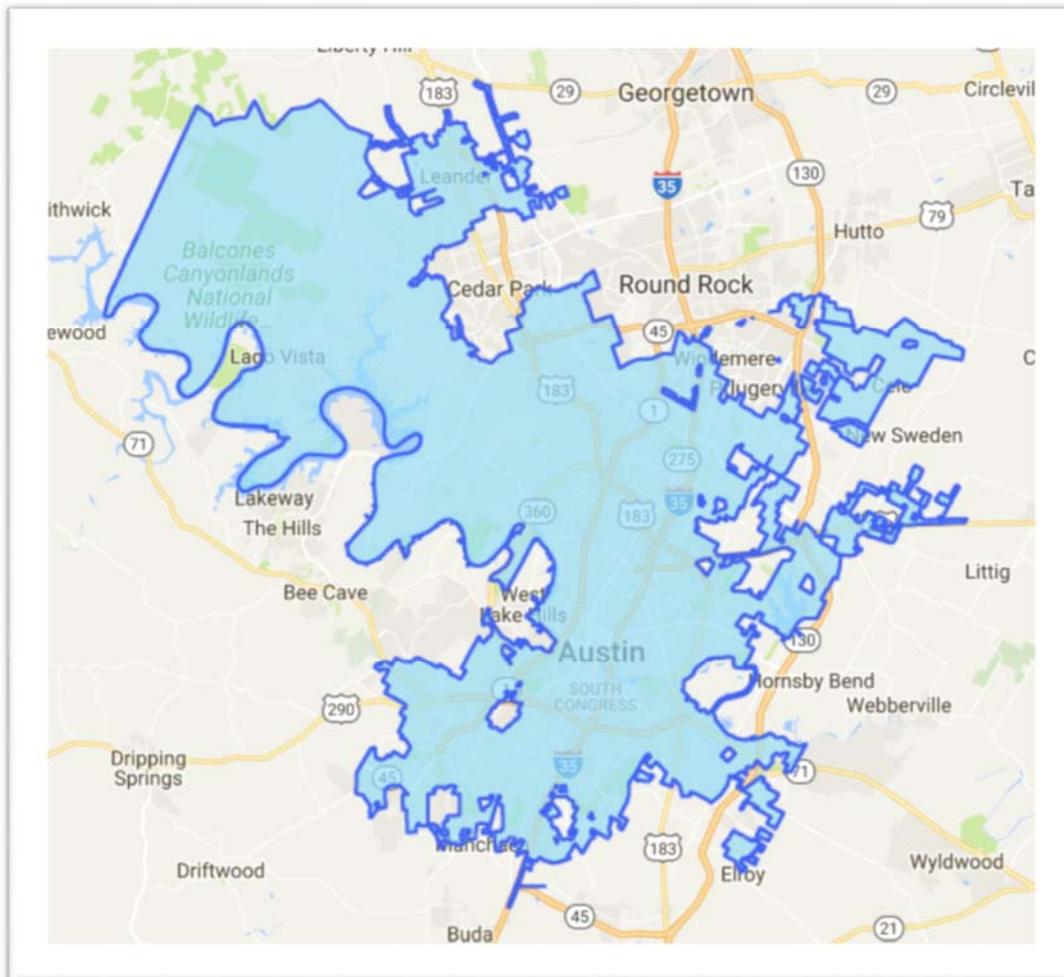
Capital Metro is the mass transportation service that serves Austin and surrounding areas and was established on January 19, 1985. As of 1989, Capital Metro has also partnered with the University of Texas to provide bus services for attending students which was previously privatized. Austin is currently the 11th largest city in the United States and the 4th largest in Texas. As Austin continues to grow and increase in population daily, so must Capital Metro with the services they offer. Capital Metro has 9 different types of bus routes alone which include (See Table 3.1):

Table 3.1 Capital Metro Route and Route Description

Routes	Description
1. Local Routes	Routes 1-99 - service to and from downtown, with convenient, regular stops.
2. Flyer Routes	Routes 100-199 - limited-stop neighborhood service and between the airport and downtown
3. Feeder Routes	Routes 200-299 - service between neighborhoods, transit centers and Park & Rides
4. Crosstown Routes	Routes 300-399 - service that bypasses downtown, crossing across neighborhoods
5. Special Service Routes	: Routes 400-499 - late-night service, rail connectors, flex routes and circulator buses
6. UT Shuttle Routes	Routes 600-699 - service connecting the University of Texas campus and residential areas
7. High Frequency Network	Routes 7, 300, 325, 331 - network of routes with frequent service at every 15 minutes or better
8. Night Owl Routes	Routes 481-486 - service running from midnight to 3:00 a.m. on Monday through Saturday nights
9. E- Bus Routes	Routes 410-412 - service running from midnight to 3:00 a.m. on Thursday through Saturday nights

Capital Metro also has MetroRapid Routes, MetroRail, and Metro Express routes which focus on frequent stops, commuter rail line, and busses designed to bring citizens of outskirt surrounding areas into downtown Austin(See Figure 3.2). Capital Metro primarily serves the Austin area but extends as far north as Leander and as far west serving the Lago Vista (Capmet.org/schedulees, 2016).

Figure 3.2 Map of Capital Metro Service Area



Strategic Plans

An analysis of Capital Metro's strategic plans from the years of 2012, 2013, and a collective report for the years of 2014-2019 was conducted. While evaluating the documents, the goal was to first determine the importance of "community" within the agency and then look to see if Capital Metro has a plan for their social media activity.

2012 Strategic Plan Overview (14)

The 2012 Strategic Plan Overview uses the word community or communities throughout the document 30 times and is used in the mission statement, vision, and goals for Capital Metro. Some goals include "build a culture of exceptional customer service that is responsive to the diverse needs of the community" or "improving the quality of life for their community (Capital Metro Str. Plan 2012, pg. 1)". The agency understands that a focus on the communities' needs and wants is pertinent to their effectiveness and do seem to have a plan to engage. This is shown in Objective 3.3 of the document which makes it to strengthen community relationships a goal. Tasks include:

- Build community support for major initiatives
- Work with board advisory committees to develop meaningful dialogue and relationships
- Creation of kitchen cabinet for advice and input
- Creation of speakers bureau

Social Media is only mentioned once throughout the document in Objective 3.2 which states the goal is to "develop and innovatively deliver our message. Under this objective is a task that states "design strategy for social media/interactive communication".

Figure 3.3 Social Media Strategy (2012)

- **Design strategy for social media/interactive communication**
 - Capital Metro's customers and potential customers are talking about Capital Metro on social networking platforms. A solid social media strategy will enable the Authority to participate in those conversations—to provide great customer service, to clarify or correct misinformation and to improve the perception of Capital Metro and its employees and to ensure, in turn, that the valuable information gleaned from customers will be used to improve service.

The task as stated is to develop a solid strategy, which will enable the authority to participate in ongoing conversations about Capital Metro on social media platforms. The agency at this point seems to only think of social media as a platform to only inform and consult the community to improve customer service with not emphasis put onto collaborating or empowering the citizens. This document shows that in 2011, Capital Metro had an understanding of the importance of providing a quality product for the community but no emphasis on collaborating or empowering the citizens to contribute, establish trust, and build something as a community together with the help of Capital Metro.

2013 Strategic Plan Overview (15)

The 2012 is very similar to its predecessor in that the word community or communities is used a total of 33 times. The mission, vision, and majority of the Objectives stay the same. Objective 3.3 still states “strengthen community relations (Capital Metro Str. Plan 2013, pg. 15)” which shows Capital Metro still understands the importance of interacting with the community. Tasks under Objective 3.3 include:

- Work with board advisory committees to develop meaningful dialogue and relationships
- Creation of speakers bureau

A new task added to the list which states:

- Build community support for major initiatives

The overall goal is for President of Capital Metro Linda Watson to develop a strategy to engage the region to create relationships with the community. This description is extremely vague with leads one to believe there is not direct plan.

Figure 3.4 Social Media Strategy (2013)

New Tasks

- **Build community support for major agency initiatives**
President Watson will develop a comprehensive outreach strategy with key messages and a timeline to engage the region on the value of transit and foster relationships with the various segments of our community. The purpose of this strategy is to enhance existing relationships and build new ones with key stakeholders who can provide meaningful feedback to Capital Metro. This task will assist Capital Metro in building substantial relationships that result in support and active advocates for future initiatives, and position Capital Metro to lead the region towards increasing the role of public transportation and encouraging transit supportive land use development patterns.

Social media is mentioned one with the same passage as the previous year copied word for word. This document shows that Capital Metro has remained stagnant in terms of social media development and progressing slowly in terms of community outreach.

2014-2019 Strategic Plan Overview (18)

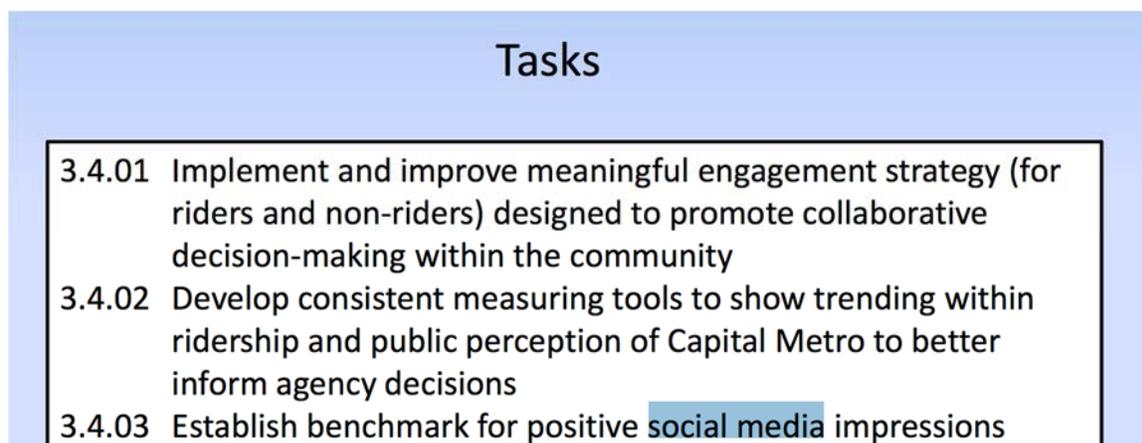
The 2014-2019 strategic plan uses the word community or communities 27 times. The mission remains the same but the vision has changed from “a driving force for quality in our community” in the previous two years to “Capital Metro is transforming the daily lives of Central Texans by providing robust sustainable transportation network (Capital Metro Str. Plan 2014-2019, pg. 3)”. Objective 3.3 remains strengthen community relationships with the tasks being:

- Build/maintain relationships with stakeholder in the existing service area
- Develop meaningful relationships and communication strategies with stakeholders outside of services area to address growing populations and changing transit needs.
- Develop and implement community involvement programs and partnerships to build public trust

However, in the strategic plan, Objective 3.4 Task 1 states “implement and improve meaningful engagement strategy (or riders and non-riders) designed to promote collaborative decision-making within the community”. This objective is new to the strategic plan and was not included in the previous two. Task 4 says that Capital Metro needs to “establish a benchmark for a positive social media impressions”.

This document shows that Capital Metro has not remained stagnant unlike the previous years and understands it is necessary to implement collaborative efforts into their future strategic planning. However, they have remained stagnant in understanding the importance of social media and implement a plan to capitalize on its potential in the community engagement aspect.

Figure 3.5 Social Media Strategy (2014-2019)



Chapter Overview

This chapter discussed Capital Metro's service areas and transportation type. The agencies strategic plans for the past years were evaluated to determine the importance of community and the direction taken in terms of community engagement and social media use. Chapter four summaries the methodology used to evaluate the agencies social media outreach.

Chapter IV Methodology

Chapter Purpose

The purpose of this chapter is to describe the methodology used to determine how well Capital Metro's electronic media outlets are engaging the public. The four components of public engagement include inform, consult, collaborate, or empower. Each component has specific requirements and Capital Metro's electronic media posts are categorized and evaluated using one of the four components. Data sources include Capital Metro's social media sites, the public involvement section of the Capital Metro website, and mobile app.

Case Study

The study focuses on Capital Metro and is therefore a case study. "A case study is defined as an in-depth, multifaceted investigation, using qualitative research methods, of a single social phenomenon. The study is conducted in great detail and often relies on the use of several data sources" (Feagin, Orum, Sjoberg, 1991, 2). This case study includes qualitative and quantitative data collection.

Case studies are being concerned with how and why things happen, allowing the investigation of contextual realities and the differences between what was planned and what actually occurred (Noor, 2008, pg. 1602)". The overall goal of the research is to examine the electronic media of Capital Metro and determine if the agency has well rounded posts that inform, consult, collaborate, and empower the citizens participation and involvement. The evaluation results should indicate what the agency is lacking in terms of electronic media and ways problems can be corrected in hopes of establishing a better model for community engagement.

Data Source and Operationalization

Capital Metro’s electronic media platforms include, Facebook (www.facebook.com/capitalmetro), Twitter (www.twitter.com/CapMetroATX), and YouTube (<https://www.youtube.com/user/iridecapmetro>). Table 4.1 Operationalization of the Conceptual Framework shows the number of posts/videos that either inform, consult, collaborate, or empower the citizen. The number of comments left on a post will also be counted to determine if citizens are responding to the social media posts of Capital Metro.

The operationalization table left to right includes the community engagement methods (inform, consult, collaborate, empower), research method, evidence, and sources (Shields & Rangarajan, 2013, Shields & Tajalli, 2006, Shields & Whetsell, 2017).

Table 4.1 – Operationalization of the Conceptual Framework

Research Method	Community Engagement Model	Evidence
Capital Metro Facebook Analysis	Inform	Number of posts that contain content exhibiting an attempt to inform . ¹
	Consult	Number of posts that contain content exhibiting an attempt to consult . ²
	Collaborate	Number of posts that contain content exhibiting an attempt to collaborate . ³
	Empower	Number of posts that contain content exhibiting an attempt to empower . ⁴

Research	Community	Evidence
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Method	Engagement Model	
Capital Metro Facebook Analysis	Inform	Number of posts that contain content exhibiting an attempt to inform . ¹
	Consult	Number of posts that contain content exhibiting an attempt to consult . ²
	Collaborate	Number of posts that contain content exhibiting an attempt to collaborate . ³
	Empower	Number of posts that contain content exhibiting an attempt to empower . ⁴

Research Method	Community Engagement Model	Evidence
Capital Metro YouTube Analysis	Inform	Number of posts that contain content exhibiting an attempt to inform . ¹
	Consult	Number of posts that contain content exhibiting an attempt to consult . ²
	Collaborate	Number of posts that contain content exhibiting an attempt to collaborate . ³
	Empower	Number of posts that contain content exhibiting an attempt to empower . ⁴

THE COMPLETE DATA SET IS FOUND IN APPENDIX A

1. Content that informs is meant to update or notify the consumer of new information.
2. Content that consults is meant to be a one time interaction in which an agency is seeking feedback. Consulting is not meant to be a continuation but a one time affair.
3. Content that collaborates is meant to be a continued interaction in which an agency is seeking feedback. Collaborating is meant to be a continuation of feedback and NOT a one time affair.
4. Content that empowers is meant to be a start with community members defining problems, setting the agenda, and creating a solution with an agency participating primarily in the background.

Social Media Analysis

Social media analysis is the primary research method chosen for this case study.

The goal of this research method is to analyze the posts on social media platforms released by Capital Metro. “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” (Costello, 2015, 69).

The goal of the social media analysis for this research is to determine the effectiveness of Capital Metro’s social media posts by determining which of the four community engagement methods the post is categorized as. Each tweet, Facebook post, and YouTube video will be analyzed and categorized to either inform, consult, collaborate, or empower. As data is collected, the determination will be made to see in which of the categories Capital Metro’s social media outlets are lacking in hopes to can help determine where more emphasis should be put in order to better connect with the public.

The social media analysis was conducted on Capital Metro’s official Twitter, Facebook, and YouTube pages. The accounts were evaluated over a five-month period from the dates of September 1, 2016 - January 31, 2017 in order to attain a proper amount of data to make an informed analysis.

Document analysis and social media analysis are very similar. “Document analysis is a systematic procedure for reviewing or evaluating documents – both printed and electronic (computer-based and Internet-transmitted) material. Like other analytical methods in qualitative research, document analysis requires that data be examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge (Bowen, 2009, pg. 27). When evaluating social media, the same method is taken. Data (social media posts) are evaluated in mass quantities and interpreted in order (in this case September 1, 2016 - January 31, 2017) in order to gain understanding in hopes to understand the social media method used by the agency and ways in which they can improve connecting with the audience which is hoped to be reached. In this case, when categorizing the posts on social media platforms of Capital Metro, each post will be assigned into one category, which it best identifies with. Each post will either inform, consult, collaborate, or empower.

Capital Metro’s official Facebook page (www.facebook.com/capitalmetro), had 206 posts in the five month period. For this research, a post is defined as content placed on the social media site. Each post for the five-month period will be evaluated and categorized into one of the four community engagement categories. Comments, likes, and shares will also be quantified in order to determine which posts were most likely to be shared with others. For Facebook, the number of comments, likes, and shares will be tallied. After the research is collected, each post will be assigned a category, the number of comments attached to the post, the number of likes, and the number of shares the post received.

Capital Metro's official Twitter page (www.twitter.com/CapMetroATX), had 292 tweets in a five-month period. A tweet is similar to a post as content placed on the social media site. Each post for the five-month period will be evaluated and categorized into one of the four community engagements categories. Comments, likes, and retweets (similar to "shares" on Facebook), will be tallied. After the research is collected the, each post will be assigned a category the number of comments attached to the post, the number of likes, and the number of retweets that the post received.

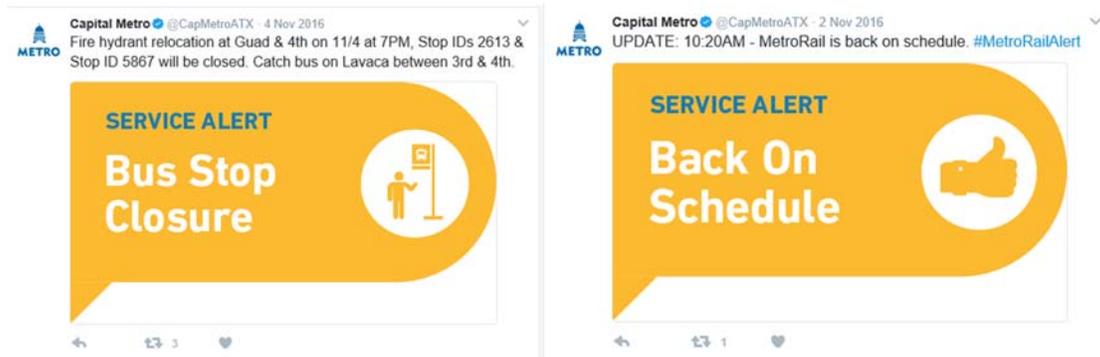
Capital Metro's official YouTube page (www.youtube.com/user/iridecapmetro), had 81 videos uploaded in the five year period. A video will be considered one post. Each video will be will be evaluated and categorized into one of the four community engagement categories. Comments, views, shares, likes, and dislikes will be tallied. After the research is collected the, each post will be assigned a category the number of comments attached to the post, the number of views, the number of shares, and the number of likes/dislikes that the video received.

Inform

The definition of inform as it pertains to community engagement is "providing balanced and objective information through various channels" (Mirza, Vodden, Collins, 2012, 5). For the purpose of data collection from the social media accounts of Capital Metro, informing would be classified as any information that asks for no feedback or interaction related to problems with Capital Metro. Posts that inform are meant to notify the citizen with information. This information includes delay in bus routes, office

closures, profiles of citizens who used and ride Capital Metro transportation, and bus stop closures. Examples of such post that inform from Twitter and Facebook include:

Figures 4.1 Examples of Informing



As stated and seen in the examples, the information is meant to strictly give the citizen information about Capital Metro. There is no suggestion for feedback and interaction in these types of posts.

Consult

The definition of consult as it pertains to community engagement is “obtaining input and feedback from community members to help identify needs and assets, priorities or make decisions” (Mirza, Vodden, Collins, 2012, 5). For the purpose of data collection from the social media accounts of Capital Metro, consulting would be classified as information that seeks to gain input or feedback on an individual basis. The interaction is meant to happen once with no continuation of communication. This information mostly includes surveys given out to citizens about issues that have arisen and future projects.

Figure 4.2 Examples on Consulting



As stated and seen in the examples, the information is meant to connect with citizens once and collect the gathered information to use in projects. .

Collaborate

The definition of collaborate as it pertains to community engagement is “partnering with community members in an on-going interational process of planning and decision making; community members provide advice, innocation and recommendations that are reflected in the final outcomes” (Mirza, Vodden, Collins, 2012, 5). For the purpose of data collection from the social media accounts of Capital Metro, informing would be classified as any on-going effort to hear the voices of citizens. Examples of this type of post includes open houses and the Connections 2025 project. Examples of Twitter and Facebook Posts include:

Figure 4.3 Examples of Collaborating

Capital Metro September 28, 2016 · 🌐

There's still time to comment - survey deadline extended! #Connections2025
<https://www.surveymonkey.com/r/9V2M9JW>

TOP 10 BENEFITS OF CONNECTIONS 2025 METRO

- 1 MORE FREQUENT:** A High-Frequency Route Network boosted from 6 to 17 routes traveling every 15 minutes or better, means that over 1/2 million people will be within walking distance of a frequent route.
- 2 MORE EAST/WEST:** Adds 2 MetroRapid routes going east/west with 9 Frequent routes running every 15 minutes or better.
- 3 MORE DIRECT:** Routes will be straighter and better connected to activity centers and denser parts of town for easy traveling.
- 4 SIMPLIFIED FARES:** Flattens fares into two tiers for fast, easy boarding and simplified connections.
- 5 MORE RAPID:** Adds 2 new MetroRapid routes through downtown and east Austin with stations added to current routes, increasing frequency to 7-10 minutes.
- 6 "SUPER" BRT:** Adds a MetroRapid route operating on future I-35 Express Lanes with in-line stations.
- 7 GOES FURTHER:** Ability to access more distant destinations in less time with less waiting and more frequency.
- 8 MORE EXPRESS:** Adds more reliable Express bus service by utilizing new MoPac Express Lanes, connecting to growing communities outside of the central core.
- 9 COMMUNITY ROUTES:** New services that may include on-demand, circulator or short-distance neighborhood routes, connecting to the larger network.
- 10 FASTER:** Suggests adding more transit priority lanes, curb extensions, signal priority and other ways to keep buses ahead of traffic congestion.

👍 Like 💬 Comment

Rick Ramos and Distinctive Life Cremations and Funerals like this. Top Comments ▾

1 share

Capital Metro @CapMetroATX · 1 Sep 2016

Give us your feedback! Open Houses Sept 6 – 16 for #Connections2025 Draft Transit Plan. connections2025.org/outreach-event...

CONNECTIONS 2025 DRAFT TRANSIT PLAN

View the proposed transit network at Connections2025.org

+ MORE FREQUENT + MORE RELIABLE + MORE CONNECTED

🔄 1 ❤️ 2

As stated and seen in the examples, the information is meant create an on-going iteration of conversation between the citizen and agency.

Empower

The definition of empower as it pertains to community engagement is “providing supports to enable members to define issues and create solutions. Community members lead and control the process” (Mirza, Vodden, Collins, 2012, 5). For the purpose of data collection from the social media accounts of Capital Metro, empowerment would be classified as any attempt to encourage citizens to create, lead, and control the decision making process. Capital Metro has no shown no instances where they have had such a hands off approach and allowed citizens such discretion in the decision making process.

Chapter Overview

This chapter has described the methodology used for the research. A social media analysis was used for the case study of Capital Metro. Chapter five explains the results of the assessment of Capital Metro’s social media outreach as it pertains to its effects on community engagement.

Chapter V Results and Analysis

Chapter Purpose

The purpose of this chapter is to evaluate Capital Metro's social media activity in relation to community engagement. This case study is a social media analysis where social media platforms are analyzed and posts are categorized into groups of different community engagement models and Capital Metro's strategic plans are reviewed to determine the importance of social media to the agency and if there is a plan for the future of the platforms.

Evidence was collected using social media analysis and determined that Capital Metro is currently not using the platforms correctly which aide in their struggles with community engagement.

Social Media Analysis

This element of the evaluation came from the analysis of Capital Metro's social media platforms which include Facebook, Twitter, and YouTube. While evaluating the platforms, the goal was to evaluate each post and determine which community engagement category is could be categorized as. This would help to determine how Capital Metro was engaging the public and reveal where the focus of the posts were aimed and which community engagement model they are categorized as.

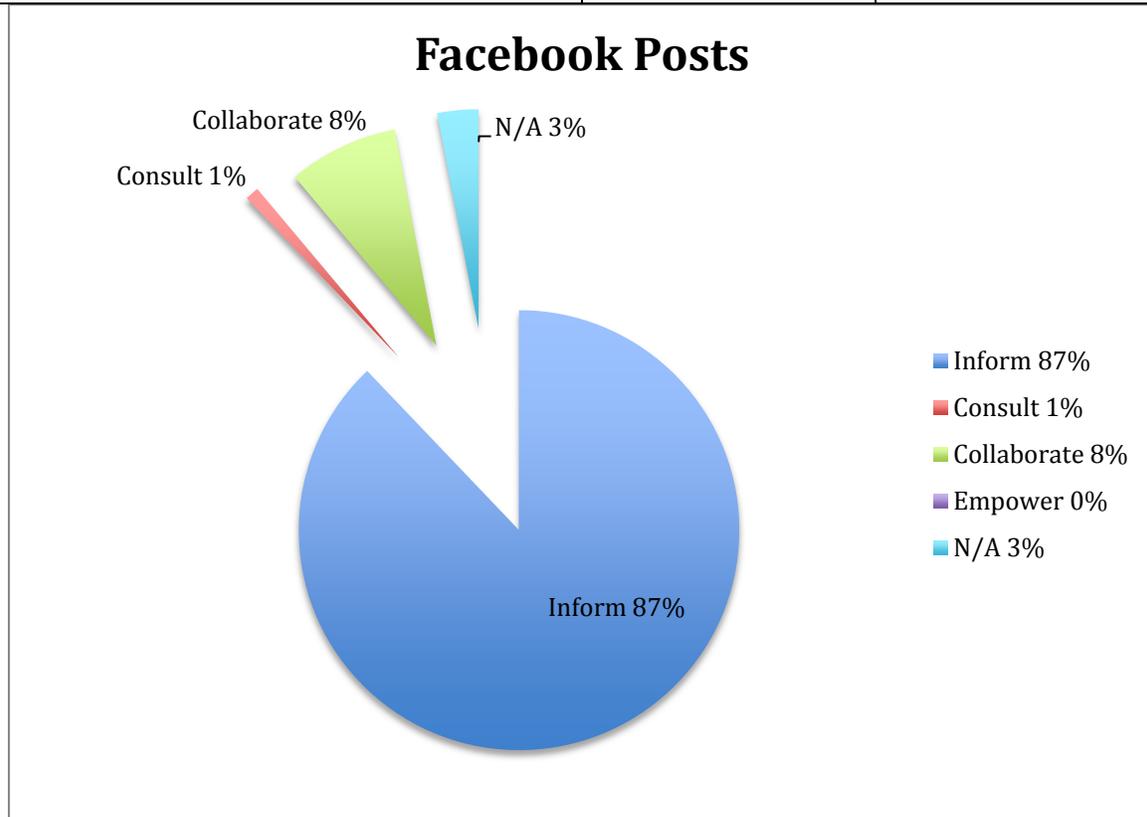
Facebook Analysis

Between the dates of September 1, 2016 and November 30, 2016 Capital Metro's Facebook page (see table 5.1) had a total of two hundred six posts. One hundred eighty of the two hundred six posts (87%) were classified as meant to inform. Two of the two

hundred six posts (1%) were classified as meant to consult. Seventeen of the two hundred six posts (8%) were classified as meant to collaborate. Zero of the two hundred six posts (0%) were classified as meant to empower. The section classified as N/A were posts that had a picture with no text that could not be classified into either category. Seven of the two hundred six posts (3%) were classified as N/A.

Table 5.1 Frequency Distribution of Facebook Posts

Frequency Distribution of Facebook Posts		
N=206 Posts Total		
Community Engagement Model	Posts	Percentage of Total
Inform	180	87%
Consult	2	1%
Collaborate	17	8%
Empower	0	0%
N/A	7	3%



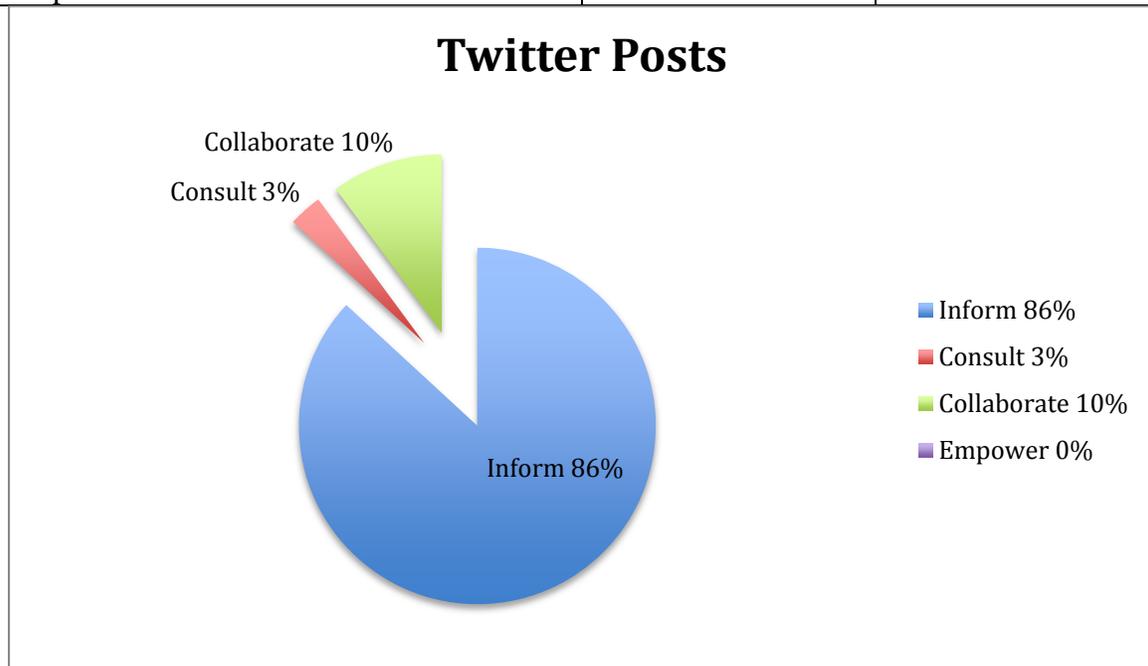
Refer to the appendix

Twitter Analysis

Between the dates of September 1, 2016 and November 30, 2016 Capital Metro's Twitter page had a total of 2two hundred ninety two posts (see table 5.2). Two hundred fifty two of the two hundred ninety two posts (86%) were classified as meant to inform. Ten of the two hundred ninety two posts (3%) were classified as meant to consult. Thirty of the two hundred ninety two posts (10%) were classified as meant to collaborate. Zero of the two hundred ninety two posts (0%) were classified as meant to empower.

Table 5.2 Frequency Distribution of Twitter Posts

Frequency Distribution of Twitter Posts		
N=292 Posts Total		
Community Engagement Model	Posts	Percentage of Total
Inform	252	86%
Consult	10	3%
Collaborate	30	10%
Empower	0	0%



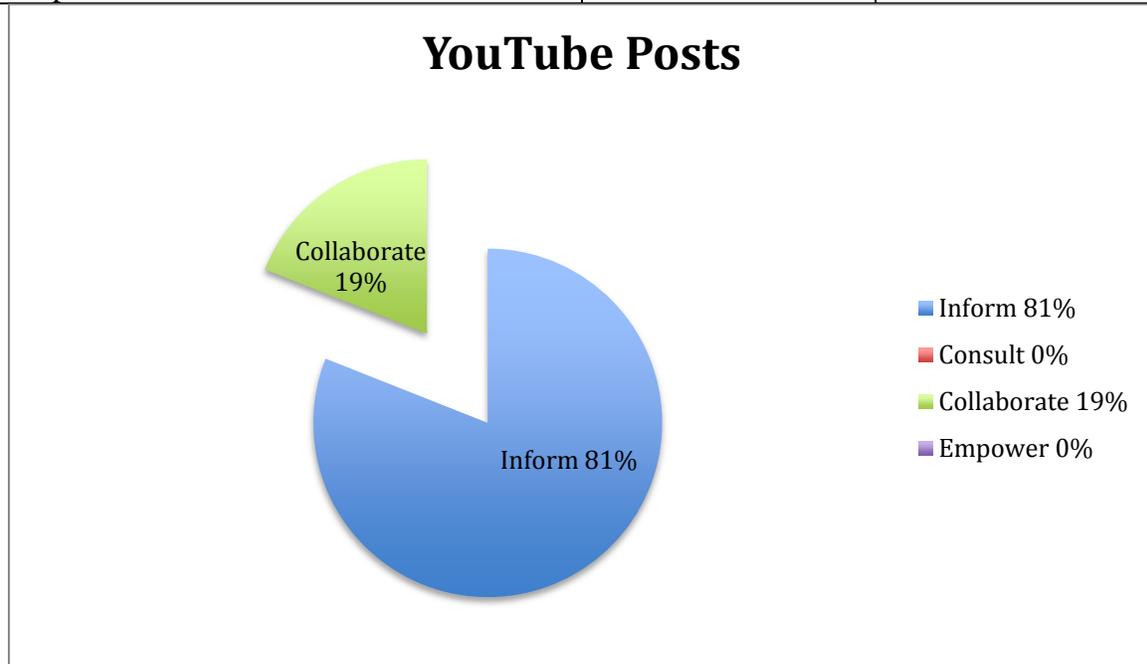
***Refer to the appendix**

YouTube Analysis

Between the dates of September 15, 2011 and November 30, 2016 Capital Metro's YouTube page had a total of eighty one posts (see table 5.3). Sixty six of the eighty one posts (81%) were classified as meant to inform. Zero of the eighty one posts (0%) were classified as meant to consult. Fifteen of the eighty one posts (19%) were classified as meant to collaborate. Zero of the eighty one posts (0%) were classified as meant to empower.

Table 5.3 Frequency Distribution YouTube Posts

Frequency Distribution YouTube Posts		
N=81 Posts Total		
Community Engagement Model	Posts	Percentage of Total
Inform	66	81%
Consult	0	0%
Collaborate	15	19%
Empower	0	0%



Refer to the appendix

Cumulative Analysis

	Inform	Consult	Collaborate	Empower	N/A
Facebook	87%	1%	8%	0%	3%
Twitter	86%	10%	3%	0%	N/A
YouTube	81%	0%	19%	0%	N/A

As shown in the table above, the majority of all posts from Capital Metro's social media platforms are classified as posts that inform with platform ranging between 81%-87%. Consult and collaborate each a minimal with a small emphasis placed on both. However, the community engagement model that lacks the most is empowerment with no posts that encourage or promote empowerment.

Social Media Limitations

Capital Metro struggles to collaborate or empower its riders, however, the limitations of social media should be considered in the evaluation. The majority of posts from Facebook, Twitter, and YouTube informed while there was little emphasis on collaborating, and empowering. Collaborative and empowering efforts need to be improved but it seems that there are some limitations on how effective social media can be used to do so. Collaborative efforts must maintain a constant line of communication to receive feedback about services. Empowerment must make an effort to let citizens eventually become their own hierarchy to define and solve problems. Social media can collaborate and continuously collect feedback from comments. However, empowerment is more of a face-to-face interaction that may involve meeting which extends beyond the

confines of social media comments for it to be successful. Although social media may be a great vehicle to move information, it may have limitations in terms of collaborating and empowering the public.

The three social media platforms evaluated can inform the public of engagements or meetings to collectively collaborate and empower but seem to lack a strong ability to do so through the actual social media platforms. Other methods which should encourage face-to-face participation or meetings should be considered as effective empowerment should involve in-person interactions. Posts can be made to inform the public of these meetings; there are limitations to the capabilities of collaboration and empowerment through social media platforms.

Strengths and Weaknesses of Social Media Platforms

Throughout the research and analysis of the social media platforms, each one had its own strengths and weaknesses. Facebook, due to the functionality of the comments section and group pages, can support the four sections of the community engagement model the best of the three platforms. Posts can inform the user of information, consult and receive one-time feedback through links to surveys, collaborate by receiving constant feedback through the comments section which encourages conversation, and encourage empowerment by mostly posts that inform the user of outside meetings to allow the citizen to partake in the decision-making process. Facebook is the most complete in terms of its ability to do so many things effectively and not focus on a singular strong suite.

Twitter's ability to quickly inform the citizen is the best in terms of quickness due to its one-hundred forty character limit. Twitter has some of the same features as Facebook in terms of ability to comment, however, the comments are not attached to the

post as some navigating through the site is necessary to get to the comments section.

Leaving comments and navigating through the comments section is not as easy to follow as it is on Facebook which is why informing is Twitters strong suite. The goal of the site is to share information quickly by limiting the amount of extra information on the page with the posts (comments are only shown on the post with extra navigation of the site) and only sharing relevant quick snippet of information.

YouTube also has a strong ability to inform like Twitter. The primary sharing of information is through videos with no emphasis placed on comment or creating conversation. Some agencies throughout the United States disable the comments section so there is no sharing of opinions. The goal and strength of YouTube is to inform as it shares very similar qualities to Twitter. The primary difference in the two is how the information is shared (one through video and one through text).

Chapter VI Recommendations and Conclusion

Chapter Purpose

After analyzing the results of the social media analysis from Capital Metro's social media platforms and the strategic plans from the past years, it is obvious that Capital Metro does not empower the citizens who follow them on social media and use their service. The agency understands the significance and effectiveness social media can have on improving their services and obtaining feedback from the riders but they types of posts used do not increase public value or empower the citizens to continuously engage to provide feedback and collaboration. The conclusions made from this research can be beneficial to determine the most effective way to promote community engagement through social media. The two areas used to analyze Capital Metro's social media effectiveness was through examining the actual content and purpose of the posts and determining if their strategic planning actually had an emphasis or plan for effective social media engagement. In investment should be made by the agency to effectively create a framework for effective posts through social media to properly and effectively engage and empower their riders.

Strategic Plans

The strategic plans of Capital Metro show they understand the necessity for social media and the benefits it can provide however have no plan in regards to what is posted and the message the posts sends. Capital Metro needs to formulate a framework to determine the type of posts sent which promote engagement and empowerment. An effective way to make change throughout an agency is to plan. Social media posts, as shown throughout the paper, can have direction and specific intent to share information.

Social media can be more than just a vehicle distributing random information if done so properly. If developed and properly planned, a social media framework could improve community engagement as the posts will then have purpose in hopes of receiving a specific reaction from the public.

Social Media Posts

An analysis and categorization of social media posts from Capital Metro's Facebook, Twitter, and YouTube pages show that the majority of emphasis from posts inform while each of the three have no posts that empower and rarely collaborate. If Capital Metro attempted to collaborate and empower its riders by changing the way they engage on social media, they can not only increase participation in hopes obtaining feedback to improve services but have true interaction with citizens where they solve problems. The ultimate is to continuously collaborate and empower so their riders can decipher problems and lead in the process of finding solutions while Capital Metro merely being the vehicle and the riders being the operator.

Recommendations

Possible recommendations in reference to improving community engagement through social media platforms is to further attempts that collaborate and empower the citizen of a community or riders who use Capital Metro's services. Collaboration and empowerment are two of most important sections of the community engagement modal because they open a constant line of communication between agency and citizen to share and receive feedback, which should increase public value and public trust. Now that citizens know you want their opinions since agency is establishing a rapport and relationship with riders, they will be more likely to participate.

Facebook live which allows the user to stream live video to a follower or friend would be a great tool to allow riders to ask questions while representative from Capital Metro can receive instant feedback. Facebook live will create a flow of conversation in a collaborative and empowering effort where topics can be discussed and feedback can be obtained where the citizens actively participates.

Facebook group pages are also popular on Facebook and could be used as a tool to engage the public. Capital Metro could create a Facebook group page which allows riders to share problems and potential solutions. The goal would be to allow the page to be community driven where Capital Metro takes a back seat in the process and allow for community members to lead. The community page could be a great push for community empowerment for Capital Metro.

Twitter, due to its limitation and strength of informing should be flooded with information about open houses and efforts to get people in meetings that involve face-to-face integration with Capital Metro to share opinions. One strength that Twitter has that falls into the consulting category is the ability to conduct quick surveys embedded within a post. There is no need to attach a link to an external survey. The user simply clicks on which option they believe is best and continue to scroll. These quick surveys could be used to gauge the public opinion and eventually develop in quality data or information.

YouTube also has the strength of informing and can be used similar to Twitter that attempt to push citizens to meetings that attempt to empower. The only difference is the format which would be video rather than text. The video is a quick an entertaining way to attempt to encourage participation. The comments section should always be available to hear potential feedback from the rider.

Recommendation and Conclusion Breakdown

Inform

- Due to Capital Metro's social media efforts focus already being on informing (as seen from data collected in Appendix A) no recommendations should be made.

Consult

- Consulting can be improved through Twitter surveys. These surveys are embedded into the posts and require no external link and can be answered quickly. The quickness and simplicity of Twitter plays to its strengths and can produce feedback that is easy for the rider to deliver.

Collaborate

- Facebook live would be a great way for riders to ask questions in real time and receive an answer on the spot. Facebook live meetings could be held weekly to provide a collaborative feel where feedback and information can be shared from citizen to agency.

Empower

- Efforts to empower should be increased but due to the limitations of social media, For the time being, open houses and face-to-face meetings should be pushed heavily through social media platforms in hopes of increased participation so Capital Metro can get the community involved to empower its citizens and riders.

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Appendix A

Facebook Data

Date	Community Engagement Model	Likes	Comments	Shares
9/1/16	Inform	3	0	0
9/2/16	Inform	7	0	0
9/2/16	Consult	4	0	0
9/2/16	Collaborate	4	0	0
9/2/16	Inform	3	0	0
9/2/16	Consult	0	0	0
9/5/16	Inform	0	0	0
9/5/16	Inform	1	0	0
9/6/16	Collaborate	2	0	0
9/6/16	-	-	-	-
9/7/16	Inform	77	3	2
9/7/16	Inform	1	0	0
9/7/16	Inform	3	0	0
9/8/16	Inform	563	7	15
9/9/16	Inform	4	0	0
9/10/16	Inform	5	0	0
9/10/16	Inform	0	0	0
9/10/16	Inform	0	0	0
9/10/16	Inform	0	0	0
9/11/16	Inform	1	0	0
9/12/16	Inform	3	1	0
9/13/16	Inform	1	0	0
9/13/16	Collaborate	0	4	0
9/13/16	Inform	4	0	0
9/13/16	Inform	1	4	0
9/14/16	Inform	140	17	1
9/15/16	Inform	2	0	0
9/16/16	Inform	1	0	0
9/16/16	Inform	3	0	0
9/17/16	Inform	1	0	0
9/19/16	Inform	1	0	0
9/20/16	Inform	0	0	0
9/20/16	Collaborate	2	8	2
9/20/16	Inform	1	0	0
9/20/16	Inform	1	0	0
9/20/16	Inform	1	0	0

9/21/16	Inform	3	0	0
9/21/16	Inform	2	0	0
9/22/16	Inform	227	15	7
9/22/16	Inform	2	0	0
9/23/16	Inform	3	0	0
9/24/16	Inform	3	3	0
26-Sep	Collaborate	1	7	1
9/27/16	Inform	1	0	0
9/27/16	Inform	0	0	0
9/28/16	Inform	1	0	0
9/28/16	Collaborate	2	3	1
9/29/16	Inform	110	4	1
9/29/16	Inform	4	2	0
9/30/16	Inform	3	1	0
9/30/16	Inform	2	0	0
9/30/16	Inform	0	0	0
9/30/16	Inform	3	0	1
10/1/16	Inform	6	1	3
10/1/16	Inform	0	0	0
10/1/16	Inform	0	0	0
10/1/16	Inform	0	0	0
10/1/16	Inform	2	0	0
10/1/16	Inform	0	0	0
10/2/16	Inform	2	0	0
10/3/16	Collaborate	0	5	1
10/4/16	Inform	1	0	0
10/4/16	Inform	0	0	0
10/4/16	Inform	0	2	0
10/5/16	Inform	4	0	0
10/5/16	Inform	0	2	0
10/5/16	Inform	1	0	0
10/6/16	Inform	3	1	0
10/6/16	Collaborate	0	1	0
10/6/16	Collaborate	0	3	2
10/7/16	Inform	1	0	0
10/7/16	Inform	0	0	0
10/7/16	Inform	4	0	0
10/7/16	Inform	0	0	0
10/8/16	Inform	43	0	3
10/8/16	Inform	0	0	0
10/8/16	Inform	1	0	0
10/8/16	Inform	0	0	0
10/9/16	Inform	1	0	0

10/9/16	Inform	0	0	0
10/10/16	Collaborate	0	1	0
10/10/16	Inform	0	0	0
10/11/16	Inform	2	0	0
10/11/16	Collaborate	3	2	1
10/12/16	Inform	12	3	0
10/12/16	Inform	0	0	0
10/12/16	Inform	0	0	0
10/12/16	Inform	0	0	0
10/13/16	Inform	3	0	0
10/14/16	Inform	3	0	0
10/14/16	Inform	0	0	0
10/15/16	Inform	2	1	0
10/16/16	Inform	1	0	0
10/17/16	Inform	2	1	0
10/18/16	Inform	1	6	0
10/19/16	Inform	1	0	0
10/19/16	NA	NA	NA	NA
10/20/16	Inform	2	0	0
10/20/16	Inform	3	0	1
10/20/16	Inform	5	0	2
10/21/16	Inform	5	2	0
10/22/16	Inform	1	4	0
10/23/16	Inform	10	1	3
10/24/16	Inform	15	7	1
10/25/16	Inform	0	0	0
10/25/16	NA	NA	NA	NA
10/26/16	Inform	0	0	0
10/27/16	Inform	4	0	1
10/27/16	Inform	2	0	0
10/27/16	Inform	61	28	19
10/27/16	Inform	0	0	0
10/27/16	Inform	1	1	0
10/28/16	Inform	9	0	0
10/28/16	Inform	0	0	0
10/28/16	Inform	45	0	9
10/28/16	Inform	4	0	0
10/28/16	Inform	2	0	0
10/28/16	Inform	0	0	0
10/29/16	Inform	0	0	0
10/20/16	Inform	5	0	0
10/30/16	Inform	1	0	0
10/31/16	Inform	18	0	2

10/31/16	Inform	7	0	0
10/31/16	Inform	0	0	0
10/31/16	Inform	6	0	0
11/1/16	NA	NA	NA	NA
11/1/16	Inform	2	0	0
11/1/16	Inform	4	0	0
11/2/16	Inform	0	0	0
11/2/16	Inform	0	0	0
11/2/16	Inform	0	0	0
11/2/16	Inform	0	0	0
11/2/16	Inform	1	0	0
11/2/16	Inform	5	1	0
11/2/16	Inform	0	0	0
11/2/16	Inform	0	0	0
11/2/16	Inform	1	0	0
11/2/16	Inform	3	0	0
11/3/16	Inform	2	0	0
11/3/16	Inform	7	1	0
11/4/16	Inform	5	0	0
11/5/16	Inform	7	1	0
11/6/16	Inform	80	6	13
11/7/16	Inform	7	0	18
11/7/16	Inform	1	1	1
11/7/16	Collaborate	7	2	0
11/7/16	Collaborate	3	0	0
11/7/16	Collaborate	6	4	0
11/8/16	Inform	9	0	25
11/8/16	Inform	2	0	0
11/8/16	Inform	4	0	0
11/9/16	Inform	2	0	0
11/9/16	NA	NA	NA	NA
11/9/16	Inform	0	0	1
11/10/16	Inform	95	9	18
11/10/16	Inform	11	3	1
11/10/16	Inform	2	0	0
11/10/16	Inform	4	0	0
11/11/16	Inform	3	0	0
11/11/16	Inform	2	0	0
11/11/16	Inform	2	0	0
11/11/16	Inform	2	0	0
11/12/16	Inform	6	0	0
11/12/16	Inform	1	0	0
11/14/16	Inform	9	0	0

11/14/16	Inform	3	0	0
11/14/16	Collaborate	3	3	0
11/15/16	Inform	0	9	0
11/15/16	Inform	21	15	1
11/15/16	Collaborate	3	7	1
11/15/16	Inform	2	0	0
11/16/16	Inform	0	0	0
11/16/16	Inform	1	0	0
11/17/16	Inform	17	0	0
11/17/16	Inform	5	0	0
11/17/16	Inform	2	0	0
11/17/16	NA	NA	NA	NA
11/18/16	Inform	22	1	3
11/18/16	Inform	0	0	0
11/18/16	Inform	0	0	0
11/19/16	Inform	9	2	0
11/19/16	Inform	1	0	0
11/19/16	Inform	0	0	0
11/20/16	Inform	1	0	0
11/21/16	Inform	6	0	3
11/21/16	Collaborate	1	0	0
11/22/16	Inform	3	1	0
11/22/16	Inform	0	0	0
11/22/16	NA	NA	NA	NA
11/23/16	Inform	3	0	0
11/23/16	Inform	1	0	0
11/23/16	Inform	0	0	0
11/24/16	Inform	26	1	2
11/24/16	Inform	0	0	0
11/25/16	Inform	16	5	1
11/25/16	Inform	1	0	0
11/26/16	Inform	6	2	0
11/28/16	Inform	2	0	6
11/28/16	Inform	16	0	7
11/28/16	Inform	3	0	0
11/29/16	Inform	67	10	4
11/29/16	Inform	30	0	0
11/29/16	Consult	3	1	2
11/29/16	Inform	11	2	0
11/30/16	Inform	4	0	0
11/30/16	Inform	6	1	0

Twitter Data

Date	Community Engagement Model	Replies	Retweets	Likes
9/1/16	Inform	0	0	1
9/1/16	Consult	0	2	2
9/1/16	Collaborate	0	1	2
9/2/16	Inform	1	1	3
9/2/16	Consult	0	0	0
9/2/16	Collaborate	0	2	1
9/2/16	Inform	0	5	0
9/2/16	Collaborate	2	6	3
9/2/16	Consult	0	1	0
9/3/16	Inform	0	3	1
9/4/16	Inform	1	0	1
9/4/16	Inform	0	3	0
9/5/16	Inform	0	5	0
9/5/16	Inform	0	0	0
9/6/16	Collaborate	0	6	0
9/6/16	Collaborate	2	2	2
9/6/16	Inform	1	3	1
9/7/16	Collaborate	0	1	2
9/7/16	Inform	0	1	4
9/7/16	Inform	0	1	0
9/7/16	Collaborate	0	0	0
9/8/16	Collaborate	0	6	2
9/8/16	Inform	1	7	27
9/8/16	Inform	0	5	3
9/8/16	Collaborate	2	0	0
9/9/16	Inform	1	0	0
9/9/16	Collaborate	0	0	0
9/9/16	Inform	1	4	1
9/9/16	Collaborate	0	3	0
9/9/16	Inform	2	0	0
9/10/16	Inform	0	2	7
9/10/16	Collaborate	1	2	2
9/10/16	Inform	0	0	1
9/10/16	Inform	3	3	0
9/10/16	Inform	0	0	0
9/11/16	Inform	0	0	1
9/12/16	Inform	0	2	2
9/12/16	Collaborate	1	5	3

9/13/16	Inform	0	4	16
9/13/16	Collaborate	3	2	3
9/13/16	Inform	0	2	3
9/13/16	Inform	1	5	3
9/14/16	Inform	1	5	17
9/14/16	Collaborate	1	4	1
9/14/16	Inform	1	3	3
15-Sep	Inform	0	2	2
9/15/16	Collaborate	0	0	1
16-Sep	Inform	1	0	1
9/16/16	Inform	0	9	3
9/16/16	Inform	0	2	1
9/17/16	Inform	0	1	4
9/19/16	Inform	0	5	1
9/19/16	Collaborate	0	1	0
9/20/16	Inform	0	2	5
9/20/16	Inform	0	3	4
9/20/16	Collaborate	0	0	0
9/20/16	Inform	0	0	1
9/20/16	Inform	2	4	1
9/21/16	Inform	0	0	0
9/21/16	Inform	0	2	6
9/21/16	Collaborate	0	5	2
9/22/16	Inform	17	11	77
9/22/16	Inform	1	6	0
9/23/16	Inform	0	0	0
9/23/16	Collaborate	0	3	2
9/23/16	Inform	1	0	0
9/24/16	Inform	2	2	6
9/26/16	Inform	3	0	0
9/26/16	Collaborate	2	0	1
9/26/16	Inform	1	3	1
9/27/16	Inform	1	1	3
9/27/16	Inform	1	3	2
9/27/16	Inform	0	2	1
9/28/16	Infrom	0	0	0
9/28/16	Collaborate	0	3	2
9/28/16	Collabroate	0	4	0
9/29/16	Inform	1	2	7
9/29/16	Inform	0	2	0
9/29/16	Inform	1	2	1
9/29/16	Consult	0	0	1
9/30/16	Inform	0	0	0

9/30/16	Inform	0	0	0
9/30/16	Inform	0	3	0
9/30/16	Inform	0	0	0
9/30/16	Inform	0	0	0
9/30/16	Inform	0	9	1
9/30/16	Inform	0	6	1
9/30/16	Inform	0	2	3
9/30/16	Inform	0	2	3
9/30/16	Inform	1	12	9
9/30/16	Inform	0	1	5
9/30/16	Inform	1	3	2
9/30/16	Inform	0	3	4
9/30/16	Inform	0	0	1
9/30/16	Inform	0	0	1
10/1/16	Inform	0	0	2
10/1/16	Inform	0	4	3
10/1/16	Inform	0	0	0
10/1/16	Inform	1	4	6
10/1/16	Inform	0	2	4
10/1/16	Inform	0	6	3
10/1/16	Inform	0	3	1
10/1/16	Inform	0	3	2
10/1/16	Inform	0	0	1
10/1/16	Inform	0	2	2
10/1/16	Inform	0	6	9
10/2/16	Inform	0	6	7
10/2/16	Inform	0	0	0
10/2/16	Inform	0	0	0
10/2/16	Inform	0	4	2
10/2/16	Inform	0	2	2
10/2/16	Inform	0	2	1
10/2/16	Inform	1	3	2
10/2/16	Inform	0	0	1
10/3/16	Consult	0	3	1
10/4/16	Inform	0	2	1
10/4/16	Inform	0	2	2
10/4/16	Inform	1	1	2
10/4/16	Inform	1	7	3
10/4/16	Consult	0	1	0
10/5/16	Inform	3	1	2
10/5/16	Inform	1	8	4
10/5/16	Consult	0	1	0
10/5/16	Inform	0	4	0

10/6/16	Inform	0	1	2
10/6/16	Consult	0	6	1
10/6/16	Collaborate	0	3	0
10/7/16	Inform	0	3	5
10/7/16	Inform	0	3	1
10/7/16	Inform	0	2	1
10/7/16	Inform	0	2	1
10/7/16	Inform	0	0	1
10/7/16	Inform	1	2	3
10/8/16	Inform	0	2	3
10/8/16	Inform	0	0	0
10/8/16	Inform	0	0	0
10/8/16	Inform	0	0	0
10/8/16	Inform	0	4	2
10/8/16	Inform	0	0	0
10/8/16	Inform	0	5	2
10/8/16	Inform	0	5	2
10/9/16	Inform	0	4	0
10/9/16	Inform	0	0	0
10/9/16	Inform	0	2	1
10/9/16	Inform	0	2	2
10/9/16	Inform	0	0	1
10/9/16	Inform	1	3	4
10/10/16	Inform	0	0	1
10/10/16	Inform	0	0	0
10/10/16	Collaborate	0	2	1
10/10/16	Inform	0	0	0
10/10/16	Inform	0	4	1
10/11/16	Inform	1	0	1
10/11/16	Collaborate	0	0	0
10/11/16	Inform	0	4	3
10/12/16	Inform	0	1	3
10/12/16	Inform	0	1	2
10/12/16	Inform	1	2	4
10/12/16	Inform	0	4	2
10/13/16	Inform	0	4	11
10/13/16	Consult	0	3	0
10/14/16	Inform	0	24	13
10/14/16	Inform	0	3	2
10/14/16	Inform	0	0	1
10/15/16	Inform	0	0	1
10/16/16	Inform	0	4	3

10/17/16	Inform	0	20	8
10/17/16	Inform	1	0	1
10/18/16	Inform	0	0	0
10/18/16	Inform	0	0	1
10/19/16	Inform	0	2	4
10/19/16	Inform	0	2	9
10/20/16	Inform	1	4	0
10/20/16	Inform	0	0	0
10/21/16	Inform	0	2	3
10/21/16	Inform	0	20	7
10/22/16	Inform	0	0	1
10/22/16	Inform	2	3	2
10/22/16	Inform	0	3	2
10/23/16	Inform	0	0	1
10/23/16	Inform	0	4	2
10/23/16	Inform	0	4	1
10/24/16	Inform	0	42	14
10/24/16	Inform	0	52	28
10/24/16	Inform	1	9	26
10/24/16	Inform	1	17	6
10/24/16	Inform	3	20	21
10/25/16	Inform	0	1	0
10/26/16	Inform	0	5	2
10/26/16	Inform	0	3	2
10/27/16	Inform	0	0	1
10/27/16	Inform	0	2	3
10/27/16	Inform	1	11	2
10/27/16	Inform	0	3	0
10/27/16	Inform	3	2	1
10/28/16	Inform	0	5	2
10/28/16	Inform	0	3	18
10/28/16	Inform	0	1	3
10/28/16	Inform	0	1	0
10/28/16	Inform	0	2	4
10/29/16	Inform	0	2	3
10/30/16	Inform	0	4	7
10/30/16	Inform	0	2	6
10/31/16	Inform	0	1	2
10/31/16	Inform	0	2	1
10/31/16	Inform	0	2	3
11/1/16	Inform	0	3	7
11/2/16	Inform	0	6	1
11/2/16	Inform	0	4	0

11/2/16	Inform	0	3	0
11/2/16	Inform	0	4	2
11/2/16	Inform	0	1	0
11/2/16	Inform	0	7	9
11/2/16	Inform	0	1	0
11/2/16	Inform	0	4	2
11/2/16	Inform	0	6	0
11/3/16	Inform	0	0	1
11/3/16	Inform	0	0	1
11/4/16	Inform	0	2	2
11/4/16	Inform	0	3	0
11/5/16	Inform	0	3	10
11/5/16	Inform	0	2	2
11/6/16	Inform	0	2	1
11/6/16	Inform	1	0	0
11/7/16	Inform	0	44	17
11/7/16	Inform	0	4	1
11/7/16	Inform	0	3	2
11/7/16	Collaborate	0	0	0
11/7/16	Collaborate	1	3	4
11/8/16	Inform	2	90	67
11/8/16	Inform	0	0	0
11/8/16	Inform	0	0	1
11/8/16	Inform	1	6	5
11/9/16	Inform	0	2	5
11/9/16	Inform	0	0	0
11/9/16	Inform	2	14	9
11/9/16	Inform	0	1	0
11/10/16	Inform	0	2	3
11/10/16	Inform	0	2	0
11/10/16	Inform	1	3	2
11/10/16	Inform	0	1	1
11/10/16	Inform	0	1	1
11/11/16	Inform	0	3	1
11/11/16	Inform	0	4	1
11/11/16	Inform	0	1	1
11/11/16	Inform	0	4	8
11/12/16	Inform	0	2	10
11/12/16	Inform	0	1	2
11/14/16	Inform	2	1	4
11/14/16	Consult	0	3	2
11/15/16	Inform	2	1	2
11/15/16	Inform	2	4	4

11/15/16	Collaborate	1	5	4
11/15/16	Inform	0	2	2
11/16/16	Inform	0	2	2
11/17/16	Inform	2	3	29
11/17/16	Inform	0	2	3
11/17/16	Inform	0	16	9
11/17/16	Inform	0	3	1
11/17/16	Inform	1	3	0
11/18/16	Inform	0	0	1
11/18/16	Inform	0	0	0
11/18/16	Inform	1	3	2
11/18/16	Inform	0	3	2
11/19/16	Inform	1	1	2
11/19/16	Inform	0	0	0
11/19/16	Inform	0	0	1
11/20/16	Inform	0	0	0
11/21/16	Inform	0	6	0
11/21/16	Inform	2	21	13
11/21/16	Collaborate	0	1	0
11/22/16	Inform	0	1	4
11/22/16	Inform	0	0	0
11/22/16	Inform	0	1	2
11/22/16	Inform	0	5	2
11/22/16	Inform	0	3	3
11/23/16	Inform	0	1	5
11/23/16	Inform	2	1	1
11/23/16	Inform	0	1	0
11/24/16	Inform	0	0	1
11/24/16	Inform	1	3	1
11/25/16	Inform	7	1	22
11/25/16	Inform	1	0	1
11/28/16	Inform	0	6	6
11/28/16	Inform	0	11	13
11/28/16	Inform	0	6	6
11/29/16	Inform	0	0	5
11/29/16	Consult	2	0	2
11/29/16	Inform	0	1	8
11/30/16	Inform	0	0	1
11/30/16	Inform	0	3	9

YouTube Data

Date	Comm. Engag. Model	Likes	Dislikes	Views
9/15/11	Inform	0	0	1056
9/15/11	Inform	0	0	151
9/16/11	Inform	4	1	1066
10/27/11	Inform	2	0	131
12/13/11	Inform	0	0	101
9/19/12	Inform	21	7	10799
10/10/12	Inform	3	0	333
6/21/13	Collaboration	2	0	447
6/28/13	Collaboration	5	0	563
6/28/13	Collaboration	1	0	144
10/4/13	Inform	7	0	1122
10/20/13	Inform	10	0	10720
1/18/14	Inform	0	0	957
1/18/14	Inform	5	0	1563
1/28/14	Inform	7	2	9281
1/28/14	Inform	3	0	17132
1/28/14	Inform	8	3	20995
2/14/14	Inform	8	0	830
2/14/14	Inform	1	0	136
3/4/15	Inform	0	0	279
7/28/15	Inform	2	0	367
7/28/15	Inform	2	0	100
7/28/15	Inform	1	0	71
7/28/15	Inform	1	0	217
7/28/15	Inform	0	0	111
7/28/15	Inform	2	0	319
7/28/15	Inform	0	0	112
7/28/15	Inform	0	0	72
7/28/15	Inform	0	0	77
7/28/15	Inform	0	0	128
7/28/15	Inform	1	1	109
7/28/15	Inform	0	0	66
7/28/15	Inform	2	0	212
8/6/15	Inform	0	0	39

9/1/15	Inform	0	0	943
9/1/15	Inform	0	0	589
9/1/15	Collaboration	0	0	144
9/1/15	Collaboration	0	0	132
9/1/15	Collaboration	0	0	94
9/1/15	Inform	2	0	462
9/1/15	Inform	3	6	1122
9/1/15	Inform	5	1	650
9/3/15	Inform	2	0	494
10/14/15	Inform	2	0	548
10/27/15	Inform	0	0	55
10/27/15	Inform	0	0	60
10/27/15	Inform	0	1	68
10/27/15	Inform	0	1	75
10/27/15	Inform	0	1	69
12/17/15	Inform	8	1	582
12/23/15	Inform	2	0	884
2/2/16	Inform	9	0	601
2/23/16	Collaboration	2	0	442
3/21/16	Inform	1	0	77
4/18/16	Inform	1	0	141
7/20/16	Inform	13	0	1409
7/20/16	Inform	3	0	107
8/22/16	Collaborate	5	2	3220
9/2/16	Collaborate	0	0	52
9/9/16	Collaborate	1	0	79
9/9/16	Inform	6	0	218
9/21/16	Collaborate	0	0	92
10/3/16	Inform	0	0	498
10/3/16	Inform	0	0	1565
10/3/16	Inform	0	0	2105
10/3/16	Inform	0	0	808
10/3/16	Inform	0	0	1278
10/20/16	Inform	0	0	104
11/2/16	Inform	0	0	124
11/29/16	Inform	11	0	457
12/1/16	Inform	6	0	304
12/13/16	Inform	0	0	147
2/2/17	Inform	1	0	46
2/22/17	Inform	1	0	101
2/24/17	Inform	1	0	153
2/27/17	Collaborate	2	0	241
2/27/17	Collaborate	0	0	20

3/1/17	Inform	0	0	121
3/20/17	Collaborate	0	0	33
3/21/17	Inform	2	0	120
3/24/17	Collaborate	0	0	2