Houston Police Department: An Exploration of Social Media to Improve Police-Public Relations

An Applied Research Project

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Table of Contents

Prelude – Abstract I

Chapter 1 - Introduction 1

Chapter 2 - Organizational Study 6

Chapter 3 – Literature Review 8

Chapter 4 - Methodology 26

Chapter 5 - Results 35

Chapter 6 - Conclusions 42

Bibliography 45

Appendix A 48

Appendix B 70

Appendix C 73

Prelude: Abstract

This applied research project is intended to be an exploratory study on the methods used by the Houston Police Department to interact with the citizenry through social media on Facebook, Twitter, and Instagram. The study includes a historical view on what the Houston Police Department is and how it has evolved over the decades, as well as methods other major law enforcement agencies have utilized for community engagement purposes through social media platforms. Through analysis of various academic sources and a comparison of data compiled from Houston Police Department's various social media platforms, this research project will look at what the department has done over a three- month period to engage the public and make recommendations to improve these efforts for the benefit of the department and the citizens they serve.

Chapter 1: Introduction

Over the last decade, personal usage of social media has expanded rapidly to the point where approximately "81 percent of U.S. Americans had a social media profile" in 2017, and an estimated 2.5 billion people globally will have social media profiles by the end of 2018 (Statista, 2018). The Pew Research Center reported in 2017 that 43% of Americans stated they received most of their news from online platforms versus the 50% of Americans who chose cable news media as their main source of information, a seven- point gap as opposed to the sixteen- point gap reported in 2016. Pew Research also reported that 67% of Americans get "some news on social media," up from 62% in 2016 (Bialik & Matsa, 2017). Should these trends continue, law enforcement agencies will find it increasingly vital to have a substantial social media presence. The fact that a major component of law enforcement is the ability for officers or agents to effectively and efficiently communicate with the people they have sworn to protect and serve, agencies will need to adapt and expand their presence to meet the demands of the public.

In his applied research project, William Costello found that "over 75 % of the 61 largest police departments in the United States" used at least one major social media platform in 2013; however, just a year later it was found that "82 % of American police departments currently use Facebook" alone (Costello, 2015, pg 25). As these numbers continue to increase, cities expand, and new departments are created, I believe that it is necessary for further research to be conducted on the methods utilized by local Texas law enforcement agencies in connecting with the public on social media. Further research on this topic would be beneficial to agencies trying to make the push onto the Internet so that they can see what another established department has done successfully to engage the public in their own jurisdiction.

Earl stated in his 2017 applied research project on Austin's Capital Metro public transportation system that public service agencies can engage the public in four distinct ways in order to disseminate and collect information, assist the public, and conduct investigations. The four categories of engagement are: to inform the public, to consult the public, to collaborate with the public, and to empower the public (Earl, 2017, pg 19). Mr. Earl's methods will be applied to researching the way Houston's Police Department engages the public on social media because police departments provide a public service much like a transportation provider and will likely benefit from engaging the public in a similar manner. Pew Research reported that "just 5% of web-using U.S. adults have a lot of trust in the information they get from social media" (Bialik & Matsa, 2017). Due to this gross mistrust in social media, it is imperative that law enforcement agencies engage the public in a professional, respectful, unified voice on social media in order to build trust and rapport with the people they have sworn to protect.

Following Mr. Earl's suggestions, the first step a law enforcement agency can take to properly engage the public is to properly inform the public of their objectives and reasons for engaging their citizens by "providing balanced and objective information through various channels" (Mirza, Vodden, & Collins, 2012, pg 14). This can be done through any medium, but for the purposes of this research project, I will be focusing on how they can do this utilizing existing social media platforms. The second step an agency must take is to consult the public 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). By using focus groups, surveys, and social media networking, law enforcement agencies can consult the public in changes of operating policy or procedure that may directly have an effect on them. By consulting the public, law enforcement agencies can build a rapport with citizens that will not only foster

trust between the community and the police, but also allow them to do their jobs more effectively by helping the people with what affects them the most. The penultimate step is to collaborate with the public in an "ongoing interactional process of planning and decision making" that will allow officers to react more appropriately to the needs of the public (Mirza, Vodden, Collins, 2012, pg 14). The final step, which is complementary to the penultimate, is that law enforcement agencies can empower the public by "enabling community members to define issues and create solutions" (Mirza, Vodden, Collins, 2012, pg 14). This step can be accomplished by consulting and collaborating with the public to identify the public safety issues that they have, brainstorming the ways these issues can be addressed, and by giving the public the ability to safely and effectively solve some of these problems collectively without direct law enforcement intervention. For example, a police department- supported neighborhood watch program can potentially empower the citizens of a given area to patrol their own territory and keep their neighbors safe. Although doing so can lead to issues of misidentification, by empowering the public, law enforcement agencies have, in essence, multiplied their useable forces to some degree. Instead of 200 sworn officers, the department can also utilize the hundreds of thousands of eyeballs out there in the city for investigative purposes while potentially making their jobs easier and more effective by allowing the public to identify and solve some of their lesser problems without direct police assistance. If local police departments can adopt and utilize these methods, they can potentially deliver a better service in a more efficient manner and foster a more symbiotic relationship between the police and the people they protect.

Houston Police Department Background and Short History

The Houston Police Department was essentially created with the hiring of the city's first marshal in 1841 (Houston PD, 2019). The City Marshal succeeded the previous law enforcement

establishment that existed in the form of various constables that attempted to maintain order in the young frontier town. During the American Civil War, the city lacked much needed funding and manpower to provide official law enforcement protection for the city's inhabitants and had to resort to volunteer patrols for the duration of the war (Houston PD, 2019). At the war's conclusion, Reconstruction saw the city under the protection of a Union Army Provost Marshal who operated in congruence with the city's previously established city marshal's office.

By 1873 the department had grown to include the marshal and his twelve sworn officers who were responsible for law and order. The city had an integrated law enforcement unit composed of equal numbers of black and white officers (Houston PD, 2019). The city itself, however, remained segregated by race where the black police officers patrolled neighborhoods inhabited by black Houstonians and the white police officers patrolled neighborhoods where the white Houstonians lived. As the city grew, so did its law enforcement department, and in 1894 the city purchased its first police wagon. In 1909 the department purchased its first police motorcycle with its first police car following a year later along with "Gamewell police call boxes" that allowed citizens to contact officers directly and request assistance (Houston PD, 2019). They also hired their first female police officer in 1918, and in 1927 all police cars owned by the city were outfitted with radios that allowed the police unprecedented speed in communicating with other officers and responding to incoming calls for assistance that were broadcast over the airways by a local radio station (Houston PD, 2019).

In 1989, Houston Police Department conducted its first Citizens' Police Academy that allowed them to educate citizens on the duties of police officers and "to foster additional communication and interaction between citizens and the police" in an early form of law enforcement practicing community engagement at the department level (Houston PD, 2019). In

addition the Citizen Police Academy, the department has continued its "commitment to community involvement" by adopting social media and maintaining profiles on various platforms as well as an "HPD blog" (Houston PD, 2019). These changes are indicative of the Houston Police Department's desire to stay up-to-date with developing technologies that allow them to better serve their community. This desire continues today as the department has a prominent presence on all three social media platforms that will be discussed in this report.

As of 2015, the department has expanded to include a workforce of 6,500 people. As the fifth largest municipal police organization in the United States, HPD responds to an average of 1.2 million service calls per year, makes 400,000 traffic stops, and investigates 150,000 crimes (Houston PD, 2015, pg 13). Houston PD also claims to be one of the earliest adopters of community policing in the United States, and much of their engagement effort is conducted through social media platforms in addition to their own community engagement and policing programs throughout their jurisdiction.

Research Purpose Statement

The purpose of this research is to provide a concise report on the utilization of social media by one established local Texas law enforcement agency to engage the public so that aspiring agencies may have a compilation of efforts taken by another already successful agency in the four forms of public management: inform, consult, collaborate, and empower. Many departments across the country struggle with effective community engagement through social media, and the goal of this research is to provide them with a concise report on what has been done and what they can do to increase the effectiveness of their efforts.

Chapter 2: Houston PD Organizational Study

Chapter Purpose

The purpose of this chapter is to outline the organizational structure of the Houston Police Department and the duties of sworn police officers.

Mission Statement, Goals, and Services

The mission of the Houston Police Department is to enhance the quality of life in the city of Houston by working cooperatively with the public to prevent crime, enforce the law, preserve the peace, and provide a safe environment (Houston PD, 2015, pg10).

The goals of the Houston Police Department are to enhance community safety and security, maintain public confidence and satisfaction, increase accountability to the community, maintain/ increase productivity, and to increase professionalism (Houston PD, 2015, pg10).

The core services provided by the department are to prevent crime, respond to calls-for-service, conduct investigations, arrest individuals suspected of committing crimes, coordinate homeland security activities, protect lives and property during mass gatherings and special events, maintain operations of municipal jails, and to manage traffic enforcement (Houston PD, 2015, pg10).

Department Organization

The Houston Police Department, like most law enforcement agencies, is headed by a police chief, currently Art Acevedo. In contrast to smaller departments, the Chief of Police for Houston is appointed by the Mayor and confirmed by City Council vote. The Chief of Police is supported by two Executive Assistant Chiefs that oversee the department's two divisions, the

Investigative & Special Operations division, and the Field & Support Operations division. Under those Executive Assistant Chiefs in each division are four Assistant Chiefs who oversee the eight distinct commands in the department. Investigative and Special Operations include criminal investigations, special investigations, organizational development, and homeland security commands. Field and Support Operations is comprised of patrol support command and three patrol region commands. Separate from these operations and commands are the Office of Legal Services that oversees Internal Affairs, the Office of Budget and Finance, and the Office of Public Affairs that would include the operators of the department's official social media accounts. An organizational chart can be seen in Appendix C.

Chapter 3: Literature Review and Conceptual Framework

Chapter Purpose

Chapter three examines the supporting literature on local law enforcement agencies efforts towards community engagement and community policing. This project's framework is based on a community engagement model developed by Mirza, Vodden, and Collins (2012), and adapted by Earl (2017) to analyze how public agencies interact with the public through social media. Considering this project is focused on law enforcement usage of social media, literature regarding social media's implementation by American law enforcement agencies, specifically Houston Police Department, will also be evaluated so that other agencies can see what successful departments have done in order to have a starting point for their own efforts. Lastly, the framework is utilized to assess the extent to which the Houston Police Department and other local law enforcement agencies employ social media for community engagement and community policing efforts.

Importance of Community Policing

The United States Department of Justice Community Oriented Policing Services defines *community policing* as "a philosophy that promotes organizational strategies, which support the systematic use of partnerships and problem-solving techniques, to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime" (2014, pg. 3) "One of the key responsibilities of local leaders, elected and appointed, is building and maintaining a sense of community that engages citizens in social, economic, political, and civic activities" (Nalbandian 2005, 312). Nalbandian goes on to identify six characteristics imperative to community engagement efforts:

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."

(Earl, 2017, pg. 11)

By diversifying the methods in which law enforcement engage the community, greater potential exists for an increase in public interaction with law enforcement officers.

It can be safely inferred from the characteristics identified above that the main focus of this concept is to increase interaction between a public agency and the public itself. Earl states that this is essential because once the levels of communication grow, trust will also increase. As trust increases, participation should also increase since the agency is now integrated into the social fabric of the community. Because of this, community engagement should begin with an increase in communication (Earl, 2017, pg 11). As William Costello has already proven, Austin Police Department, like the Houston Police Department, has a substantial presence on social media sites like Facebook, Twitter, Instagram, and YouTube where their officers regularly engage members of the community in debate and discussion (2015). However, if agencies looking to expand their implementation of social media in their own community engagement strategies wish to be successful, it is recommended that they follow the framework for

community engagement of informing, consulting, collaborating with, and empowering the public (Mirza, Vodden, & Collins, 2012, pg. 14).

Beshears states that building community trust and fostering public participation requires being current on the needs of the community (2017, pg. 490). The goal of community engagement is the establishment of an "authentic connection" between law enforcement and the citizens they have sworn to protect and serve (Beshears, 2017, pg. 490). Beshears also claims that the effectiveness of communications between law enforcement and the community is directly related to the size of the network being used and that the use of social media is perceived to be directly linked to improved relations between law enforcement and the community (2017, pg. 491). Therefore, it can be safely assumed that an expanded use of social media by law enforcement agencies would result in improved community relations and engagement. It can also be safely assumed that a lack of community engagement, on social media or through any other medium, may result in severely damaged or even non-existent law enforcement – community relations. This concept is supported by the United States Department of Justice's *Investigation of the Ferguson Police Department* where they discovered that the animosity Ferguson residents felt towards their law enforcement agency, and even the devolution of the Ferguson into complete anarchy in the aftermath of the Mike Brown shooting, is directly linked to the Ferguson Police Department's lack of a community policing or community engagement plan (2015, pg. 86). Due to this link between a lack of engagement and an adversarial view of law enforcement, and the fact that extensive use of social media can lead to greatly improved law enforcement – community relations, it is safe to assume that the use of social media to interact with the public has the potential to prevent riots and other violent interactions between the public and law enforcement officers.

Social Media Platforms

Table 3.1

Platform	Year Created	Platform Operation	Estimated # of Users
Facebook	2004	Post pictures, videos, or text that allows comments, reactions, and shares.	2,270,000,000[1]
Instagram	2010	Post pictures or videos exclusively that allows likes and comments.	1,000,000,000[1]
Twitter	2006	Posts pictures, videos, or text that allows likes, retweets, and subtweets limited to 140 characters.	326,000,000[1]

1. (Statista, 2019)

Significance and Effectiveness of Social Media Platforms

In our lifetimes, the proliferation of social media has exploded to unprecedented levels unmatched by any traditional media source. Stieglitz and Dang-Xuan report that more than 800,000,000 people worldwide utilize Facebook for a plethora of purposes (2012, pg. 1277). Lieberman also reports that Twitter boasts in excess of 500 million active accounts at the time of the survey discussed in the article (2013, pg. 441). Furthermore, Harms and Wade report that of 553 law enforcement agencies surveyed, around 96% of them utilize social media in some way to execute the duties of their office (2017, pg. 2). Not only are these platforms great for gauging opinions by opening dialogues, but they have also been proven to increase political participation (Stieglitz & Dang-Xuan, 2012, pg 1). In addition, "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).

By utilizing social media to disseminate information and interact with the public without the use of an intermediary, law enforcement officers are given a certain degree of control over the message that they do not possess when going through traditional media channels. Kilburn states that with this level of control, law enforcement officers can mold the public's collective willingness to participate in the process as active members of the community, greatly increasing the positive perception of law enforcement officers and their relationship with the public (2014, pg. 222). "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). Unlike traditional media outlets, social media not only allows users to disseminate and retrieve information, but it also allows them to interact with each other on a personal level, to ask questions and to get specific answers. This dynamic also allows law enforcement officers to quickly and accurately gauge public opinion on various topics allowing them to more effectively and efficiently provide the appropriate solution.

Kilburn goes on to state that the media and direct contact with police, by far, has the most profound effect on public opinion regarding law enforcement (2014, pg. 222). It is also important to understand that when citizens are content or happy with their interaction with law enforcement, on average, they relay that opinion to three other people (Kilburn, 2014, pg. 222). In contrast, those that are dissatisfied with their interaction relay that sentiment to an average of ten other people (Kilburn, 2014, pg. 222). Kilburn also states that the prime issue in regards to

law enforcement/community relations is the method and attentiveness in which law enforcement officers and agencies receive and respond to citizen complaints (2014, pg. 223).

When the fact that traditional media sources have shifted from informing the public to attempting to persuade or sway their opinions on a particular topic is considered, it becomes even more apparent that law enforcement officers need to adopt new forms of communication in order to give them greater control over the message and how they interact with the public (Kilburn, 2014, pg. 224). As the last few years have shown, government agencies, administrators, and elected officials are turning to social media in ever-growing numbers as the primary method of disseminating the messages they wish to convey to the public.

Social media as a method of community engagement, although highly effective, is not without its issues. Augenstein reports that due to the platform design of social mediums, online discussions can quickly devolve into verbal melees and vulgar arguments that only lead to decreased participation (2013, pg. 2). Because of this, it is important for law enforcement agencies to continuously monitor their posts to ensure that all participants are behaving in a respectful, civil manner that will actually foster more public participation (Augenstein, 2013, pg. 3). It is not just the public that must pay attention to how they post, as officers must follow very strict social media policies that ensure they cannot violate due process by turning to the court of public opinion (Augenstein, 2013, pg.3).

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" (Earl, 2017, pg. 17). The Austin Police Department already has a well-established community engagement plan in place that they have utilized to great success in recent years (Costello, 2015). This includes policies regarding officers' use of social media in their official capacity as law enforcement officers. However, Spizman reports that of the agencies they surveyed, only 48.6% of them had an existing social media policy while an additional 22.1% were in the process of creating one for publication (2013, pg. 101). It is worthy to note that over the last five years, these statistics have likely changed to show that a much larger percentage of law enforcement agencies have an existing social media policy.

As pointed out in the Department of Justice's Ferguson Police Department Investigation, a lack of community engagement, which includes an established and active presence on social media, can have highly destructive results (2015). The civil unrest that occurred in Ferguson due to their police department's adversarial position regarding the population highlights the ever-growing need for law enforcement agencies to be actively engaged with the public on the street and on social media platforms. "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). A lack of established parameters and methods for collection of data or the dissemination of vital information "can result in wasteful attempts [at interaction] or collection of subpar information" (Earl, 2017, pg. 18). Furthermore, this can lead to efforts that appear to be tokenistic to some demographics that are ultimately ineffective (Mirza, Vodden, Collins, 2012, 5).

A lack of established parameters for community engagement regarding public agencies has given rise to increased efforts to find methods of community engagement that are proven to

be effective (Earl, 2017, pg. 18). Governments across the globe have been delving more deeply into how community engagement can play an important role in the policy-making process by conducting long-term studies to evaluate new strategies and identify new and improved methods (Earl, 2017, pg. 18).

Mirza, Vodden, and Collins propose an innovative approach to address the lack of established community engagement plans by establishing that public agencies need to focus on connecting with their population in four distinct areas: inform, consult, collaborate, and empower (2012, pg. 14). These four distinct categories of engagement were chosen for their symbiotic ideas that, on their own, lack the effectiveness required, but together can be a beneficial and highly effective approach to community engagement.

A Community Engagement Model

Source: Mirza, Vodden, and Collins (2012)

Community Engagement: Inform

The first step in the Mirza community engagement model is to inform the public. To inform is to provide "balanced and objective information through various channels" (Mirza, Vodden, Collins, 2012, 14). Traditionally, law enforcement agencies would utilize newspapers, radio, or television to disseminate information to the public. This, however, required them to create and approve a press release, and then schedule a press conference so that they could inform the population through an intermediary. For the purpose of this exploration, modern

methods such as Facebook, Twitter, and Instagram will be analyzed instead of more traditional media outlets.

The Police Executive Research Forum reports that probably the first official use of social media by a local law enforcement agency was likely the Toronto Police Services adoption of YouTube to facilitate their Crime Stoppers program which allowed them to quickly and effectively inform the public of recent crimes (PERF, 2013, pg. 4). This effectively acted as a rapid force multiplier allowing the public to actively assist in the law enforcement process. The Toronto Police Services success in utilizing social media was further expanded to include a Crime Stoppers Facebook page and Twitter handle to increase their reach (PERF, 2013, pg. 4). This success ultimately led to the Toronto Police Service's launch of a comprehensive social media program in 2011, which allowed them to interact with the public at unprecedented speeds and ease of use (PERF, 2013, pgs. 4-5). The Police Executive Research Forum further emphasized the importance of utilizing social media as a two-way communication channel (2013, pg. 5). Social media should not exist to act solely as a megaphone to talk at the public but should also extend to solicit communications and foster participation from the public (PERF, 2013, pg. 5).

As previously stated, social media and other electronic mediums are quickly becoming the primary method by which citizens interact with their government (Davis III, et. al. 2015, pg. 295). Being that the chosen form of governmental organization in the United States is federal republicanism, the federal government is an entity that exists for the People and by the People, this only highlights the importance of ordinary citizens being invested and choosing to participate in the democratic process. Since citizens cannot effectively participate without being informed with the correct, relevant information, it is important that government agencies utilize

the most efficient methods that have the capabilities to reach the most people. Earl stated that in order to form a bond between the public and the agency that facilitates a satisfied community, it is imperative that the community feels as if their voices and concerns are being heard by the agency (2017, pg. 20). He also states that "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 [public agencies]" (Earl, 2017, pg. 20). Therefore, it is safe to assume that the more interaction an agency has with citizens online, the easier it would be to do their jobs and have the citizens be personally invested in the success of the agency. This concept is supported by Beshears as the data compiled indicates that frequency of usage is the only "statistically significant contributor" to the success of law enforcement interaction with the public on social media (2017, pg. 494).

Community Engagement: Consult

The next step in the community engagement model is to consult with the public. Mirza, Vodden, and Collins state that consultation is "obtaining input and feedback from community members to help identify needs and assets, set priorities or make decision" (Mirza, Vodden, Collins, 2012, 14). Methods of public consultation could include surveys, focus groups, or even discussion panels composed of citizens and police officers. Beshears states that this is an important dynamic because the networking process creates relationships that, in turn, generate knowledge to be used (2017, pg. 491). Consulting the public facilitates the establishment of new networks between law enforcement officers and citizens that will generate "new forms of actionable intelligence" greatly reducing the time effort that officers must put into collecting and acting on information (Beshears, 2017, p 491). Kilburn states that one of the main issues with public perceptions of police is the way in which they receive and respond to complaints (2014,

pg. 223). Furthermore, beyond the basic duties of protect and serve, if law enforcement officers convey the fact that they are easily accessible, strive for public cooperation, and are eager to keep citizens informed and active in the policing process, it will be much easier to execute their duties in the most effective manner (Kilburn, 2014, pg. 222).

Ease of access and an affirmation that their voice has been heard and the issue will be resolved is highly important. If people feel that the police are not taking their concerns seriously or are ignoring them, then the police will be viewed as adversaries and not public servants (Kilburn, 2014, pg. 223). Because of this, consultation is arguably the most important method of engagement on its own as it shows the people that police actually value their opinions and wish to involve them in the processes that may end up affecting their daily lives. Consultation is also important because the proliferation of community policing efforts across the United States places a much greater emphasis on the need for a "mutually satisfactory relationship" between law enforcement and the public (Kilburn, 2014, pg. 223).

Earl stated that "the need to receive input and feedback is critical for [public agencies] 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"(2017, pg. 21). This is where "problem-solving" comes in to play. Consulting the public is a useless undertaking if the agency doing the consulting does not actually utilize the lessons learned from their citizens to improve the service they have sworn to provide.

Community Engagement: Collaboration

The penultimate step in the Mirza community engagement model is the active collaboration between public agencies and the public itself. According to Mirza, collaboration is "partnering with community members in an ongoing interactional process of planning and decision making; community members provide advice, innovation and recommendations in the final outcomes" (Mirza, Vodden, Collins, 2012, 14). "Organizations 'collaborate' using avenues such as an advisory/steering committees, policy round tables, and consensus building events. Collaboration, by definition, simply means 'to work together'" (Earl, 2017, pg. 23). Collaboration is an important step because it allows the public to be actively engaged in finding solutions for the issues they face on a daily basis (Earl, 2017, pg. 23). Without collaboration, the information collected in the consultation process from the public would never have been put to good use.

"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" (Earl, 2017, pg. 23). Austin Police Department's comprehensive social media plan already includes active engagement of the public in identifying issues and potential solutions (Costello, 2015). However, many departments across the country lack this capability because no plan exists. If these departments wish to expand their involvement with the community to improve the relationships, then the Mirza community engagement model is likely to provide invaluable assistance. Collaboration is such an important undertaking because it facilitates viewing an issue from someone's perspective other than oneself. This is useful, not just to police departments, but to all public entities who provide a valuable public service. The services rendered by a public agency can only improve due to feedback from the community

they serve. If they cannot obtain this feedback, then they are missing out on a valuable perspective that could only aid their efforts (Earl, 2017, pg. 23). “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” (Earl, 2017, pg. 24).

Community Engagement: Empower

The final step in the community engagement model devised by Mirza, et. al. is the empowerment of the public. Empowerment is defined as providing the support necessary to enable community members to identify issues and implement solutions on their own (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” (Earl, 2017, pg. 24). Empowerment takes the community engagement process one step further than collaboration by ensuring that the citizens participating in the process actually believe that their opinions are valued and will actually be implemented. Lieberman supports this belief by stating that “first, communication enables the mobilization of citizens, which allows them to become active members in reducing crime and disorder, and participate in their own self-defense. Second, it fosters positive relationships between the police and public by providing opportunities for non-adversarial interactions. Third, it provides citizens with an opportunity to offer potential solutions to community problems. Fourth, effective communication leads to greater community engagement” (2013).

The goal of the empowerment process is to have the public feel as if they actually have a degree of control over their own police force, that the suggestions they make will actually be utilized. Furthermore, it empowers them to participate in the policing process by reporting suspicious activity or not succumbing to the bystander effect. Empowerment may ensure that when the time comes, the people may be more likely to take action and respond to those in need without having to wait on law enforcement. This could include something as simple as reporting to Crime Stoppers or 911, participating in a neighborhood watch program, or even going through the process of obtaining the equipment and training required to carry a firearm for self-defense that would enable an ordinary citizen to respond to a potentially deadly situation with safe, deliberate action that does not require a ten- minute wait for traditional law enforcement response. In essence the empowerment process exists to educate and facilitate the citizenry on how to identify their own issues, create solutions, and implement those solutions with minimal guidance from the presiding agency (Earl, 2017, pg. 25).

As Internet technology continues to advance into uncharted territory, the ability for ordinary citizens to participate in the policing process, or any governmental process, will continue to increase. The democratic process is no longer an exclusive club into which only those with the capabilities and knowledge to participate are allowed. “Hopes are that this same input will grow and fester into [an] 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” (Earl, 2017, pg. 26).

Relationships

By examining the characteristics of inform, consult, collaborate, and empower, it is easy to determine the one thing they have in common. Even though the four parts of the community engagement model have differing methods and goals, the endgame is the same in that through these processes a government agency can significantly improve and strengthen the relationships public servants have with the public. Without strong, symbiotic relationships between the public and the government agencies that serve them, government is likely to be utterly ignorant of the true needs of the people and how to deliver the services that adequately address those needs. In order to engage with the public properly, an established line of communication must be created. This is where the information process comes into play. To inform the public is the first step because it not only establishes a line of communication, but it conveys the wishes of the agency to keep the public up-to-date and informed of what goes on in their city. After the public has been informed, the next step is to consult with the public. Consulting is the first step in establishing a relationship between two sides through an exchange of dialogue as becomes apparent that both parties are invested in the process and essentially have the same goals (Earl, 2017, pg. 26). Consulting is taken a step further by moving on to the collaboration step in the community engagement model. “This step allows trust between the agency [and the public] to be built as the agency is beginning to engrain themselves into the fabric of the community” (Earl, 2017, pg. 26). Without this step it would be impossible to empower the community as they would not actually be able to see that their suggestions and concerns were being taken seriously by the police department. In essence, empowerment is the result of the first three steps rather than its own distinct step. Empowerment enables the public to take part in the process because they truly believe that they are having a discernible impact; they share this with friends and

colleagues which would likely domino causing even more public participation in the policing process. Once the public is empowered, the three other steps become much easier to maintain which should cause the entire process to become much more efficient and effective at achieving its intended goals.

Summary

This chapter was composed to provide a scholarly analysis of the literature and how it fits into the framework and goals of this research project which is to explore the various methods in which local law enforcement agencies engage the public regarding the policing process. This evaluation will hopefully provide valuable insight for law enforcement agencies looking to expand their community engagement plans to include a significant and active social media presence.

Framework

Table 3.2

Title: Houston PD: An Exploration of Social Media Usage to Improve Police-Public Relations **Purpose:** The purpose of this research is to provide a concise report on the utilization of social media by one, established local Texas law enforcement agency to engage the public so that aspiring agencies may have a compilation of efforts taken by another, already successful agency in the four forms of public management: inform, consult, collaborate, and empower.	
Working Hypotheses	**Literature**
WH1: Law enforcement agencies have attempted community outreach through Facebook.	Harms & Wade (2017), Libermann et. Al. (2013), PERF (2014), Augenstein,(2013), Costello (2015),
WH1a: Law enforcement agencies have attempted community outreach that informs through Facebook.	Libermann et. Al. (2013), Harms & Wade (2017), Davis III et. Al. (2015),
WH1b: Law enforcement agencies have attempted community outreach that consults through Facebook.	Davis III et. Al. (2015),
WH1c: Law enforcement agencies have attempted community outreach that collaborates through Facebook.	Harms & Wade (2017),
WH1d: Law enforcement agencies have attempted community outreach that empowers through Facebook.	Davis III et. Al. (2015),
WH2: Law enforcement agencies have attempted community outreach through Twitter.	Libermann et. Al. (2013), Harms & Wade (2017), PERF (2014), Costello (2015),
WH2a: Law enforcement agencies have attempted community outreach that informs through Twitter.	Harms & Wade (2017), Libermann et. Al. (2013), Davis III et. Al. (2015),
WH2b: Law enforcement agencies have attempted community outreach that consults through Twitter.	Davis III et. Al. (2015), Costello (2015), Harms & Wade (2017),
WH2c: Law enforcement agencies have attempted community outreach that collaborates through Twitter.	Davis III et. Al. (2015), Harms & Wade (2017), Costello (2015),
WH2d: Law enforcement agencies have attempted community outreach that empowers through Twitter.	Davis III et. Al. (2015),
WH3: Law enforcement agencies have attempted community outreach on Instagram.	Libermann et. Al. (2013), PERF (2014), Costello (2015), Highland (2015),
WH3a: Law enforcement agencies have attempted community outreach that informs through Instagram.	Highland (2015), Costello (2015),
WH3b: Law enforcement agencies have attempted community outreach that consults through Instagram.	Highland (2015), Davis III et. Al. (2015), Costello (2015),
WH3c: Law enforcement agencies have attempted community outreach that collaborates through Instagram.	Highland (2015), Davis III et. Al. (2015), Costello (2015),
WH3d: Law enforcement agencies have attempted community outreach that empowers through Instagram.	Highland (2015), Davis III et. Al. (2015),

Chapter 4: Methodology

Chapter Purpose

The purpose of this chapter is to describe the research methodology employed to catalogue how Houston Police Department utilizes social media and how it applies to the community engagement model provided by Mirza, Vodden, and Collins. The four distinct components of the community engagement model are inform, consult, collaborate, and empower. Each component has its own purpose along with traits that help determine what forms of communication fall into each category. Using content analysis, the data utilized is sourced from Houston PD's Facebook, Instagram, and Twitter profiles.

Exploration

This report utilizes working hypotheses to determine whether or not the Houston Police Department utilizes social media in a way that applies to the Mirza community engagement model and, therefore, is classified as an exploratory research project. By using content analysis, this research will be able to focus solely on the content of Houston Police Department's social media profiles and how they apply to the community involvement model provided by Mirza, Vodden, and Collins. This will greatly increase the efficiency by which the study can be conducted as well as its simplicity.

As stated in *The Playbook,* exploration's utilization of working hypotheses consists solely of qualitative research that looks to prove or disprove the chosen working hypotheses (Shields & Rangarajan, 2013, pg 112). As opposed to formal hypotheses that can be converted into quantifiable data, working hypotheses focus on the qualitative aspect of the data collected in order to explore the data to answer a question. However, working hypotheses can never be

completely proven. “Working hypotheses should be constructed so that it is always possible to collect evidence that is contrary to the hypothesis” (Shields & Rangarajan, 2013, pg 112). As a researcher, if you cannot continually collect evidence that disproves your hypothesis, then you are just collecting data to support a “preconceived notion” (Shields & Ragarajan, 2013, pg 112).

Data Source and Operationalization

The social media platforms employed by Houston Police Department in their community engagement efforts, among others, are Facebook (www.facebook.com/Houstonpolice), Twitter (www.twitter.com/houstonpolice), and Instagram (https://www.instagram.com/houstonpolice) for the purposes of this research. The operationalization table below includes the source of data collection, or the research method, followed by the applicable community engagement model section and the evidence to be collected.

Operationalization Table

Table 4.1

Hypothesis	Method of Data Collection	Evidence/Criteria
WH1: Houston PD uses social media to inform.		
WH1a: Houston PD uses Facebook to inform.	Content Analysis	Sum of Facebook posts that **Inform**[1]
WH1b: Houston PD uses Instagram to inform.	Content Analysis	Sum of Instagram posts that **inform**[1]
WH1c: Houston PD uses Twitter to inform	Content Analysis	Sum of Twitter posts that **inform**[1]
WH2: Houston PD uses social media to consult.		
WH2a: Houston PD uses Facebook to consult.	Content Analysis	Sum of Facebook Posts that **consult**[2]
WH2b: Houston PD uses Instagram to consult.	Content Analysis	Sum of Instagram posts that **consult**[2]
WH2c: Houston PD uses Twitter to consult.	Content Analysis	Sum of Twitter posts that **consult**[2]
WH3: Houston PD uses social media to collaborate.		
WH3a: Houston PD uses Facebook to collaborate.	Content Analysis	Sum of Facebook posts that **collaborate**[3]
WH3b: Houston PD uses Instagram to collaborate.	Content Analysis	Sum of Instagram posts that **collaborate**[3]
WH3c: Houston PD uses Twitter to collaborate.	Content Analysis	Sum of Twitter posts that **collaborate**[3]
WH4: Houston PD uses social media to empower.		
WH4a: Houston PD uses Facebook to empower.	Content Analysis	Sum of Facebook posts that **empower**[4]
WH4b: Houston PD uses Instagram to empower.	Content Analysis	Sum of Instagram posts that **empower**[4]
WH4c: Houston PD uses Twitter to empower.	Content Analysis	Sum of Twitter posts that **empower**[4]

COMPLETE DATA SET LOCATED IN APPENDIX A

1. Content that **informs** is meant to keep the public up-to-date with information.

2. Content that **consults** is meant to be a one-time exchange with the public where the agency is soliciting feedback. It is not intended to be an ongoing conversation.

3. Content that **collaborates** is intended to be a continuing interaction between the public and the soliciting agency. It is an ongoing conversation.

4. Content that **empowers** is intended to be an exchange with the community in which the public defines an issue, sets an agenda, and creates a solution with minimal assistance and guidance from the soliciting agency.

Social Media Analysis

The research method employed by this study is social media analysis. The goal of this method is to analyze and catalog the various social media posts by the Houston Police Department in their community engagement efforts. "Many different entities conduct this form of analysis to understand their audience and the effects of social media partnerships with commercial entities, governments, [the public], and non-profits" (Costello, 2015, pg 69).

The goal of the social media analysis is to determine which posts by the Houston Police Department's various social media portals fit into each aspect of the community engagement model: inform, consult, collaboration, or empowerment. Each Facebook post, Instagram post, and Tweet will be analyzed to determine to which aspect it applies and then catalogued to form a data block that shows how the Houston Police Department's social media posts fit in to the Mirza community engagement model.

The social media analysis was conducted on Houston Police Department's official Facebook, Instagram, and Twitter portals. The accounts were evaluated over a three- month period from the date of January 1, 2019 to March 31, 2019 in order to obtain enough posts to make a sound determination of what is being done and how it applies to the community engagement model. Due to the sheer amount of data retrieved from Houston Police Department's Twitter account, the social media analysis for their Twitter account was only conducted for one month of posts.

Social media analysis is a form of document analysis. "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). The methods used in evaluating documents are also used to analyze social media posts as they are nothing more than digital documents. The data (social media posts) are evaluated *en masse,* analyzed, and catalogued to determine how they apply to each aspect of the Mirza community engagement model so that we can determine how the Houston Police Department's community engagement efforts fit in to the model and how they may be able to improve the efficiency of their community engagement.

"Facebook posts" will be considered as each entire "post" on the Houston Police Department official Facebook account (www.facebook.com/Houstonpolice). This can include text posts, videos, pictures, or "shared" posts that are sourced from another page. The number of comments, emoji reactions, and shares will be included in the data to determine how much reach each of the posts receive.

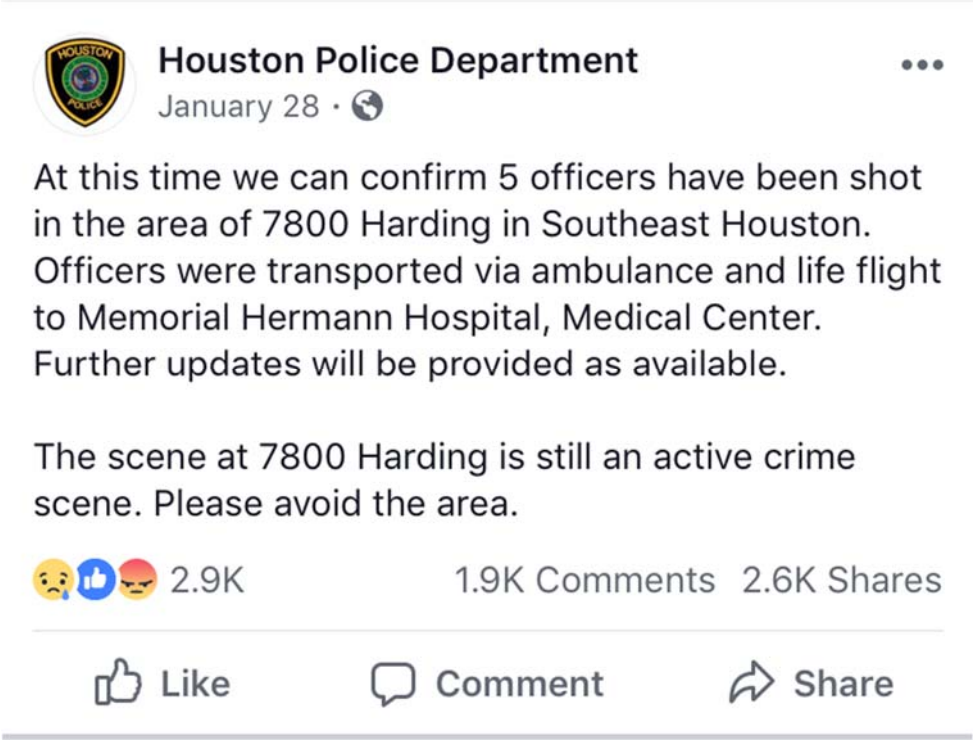
"Instagram posts" will be considered as every picture, picture series, or video posted to Houston Police Department's official Instagram account (www.instagram.com/houstonpolice). The data will include the number of "hearts" and comments each posts get to determine how much public response each post receives.

"Tweet" will be considered as every post, or "tweet," posted to the Houston Police Department's official Twitter account (www.twitter.com/houstonpolice). This will include "retweets" sourced from other pages. The data will include the number of "hearts," comments, and retweets, each tweet receives in order to determine its reach and the public response it receives.

Inform

"Inform," for the purposes of community engagement, is defined as "providing balanced and objective information through various channels" (Mirza, Vodden, Collins, 2012, 5). For the purposes of this research, in line with the Mirza definition, posts that inform will be considered as any post that relays new or important information to the public without soliciting a specific response. Posts that inform are meant to solely relay information that may be useful to the public when going about their daily business. This information may include posts about road closures due to construction or traffic accidents, a lockdown at a local business or school, a report about the source of loud noises that may disturb the public, or an industrial accident or police action that has caused an area to become unsafe that the public may want to avoid.

Example of Inform



As previously stated, this post to the Houston Police Department Facebook does nothing more than relay information to the public to advise them to use caution when going about their business. There is no solicitation of feedback or interaction.

Consult

For community engagement, the definition of "consult" 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 purposes of this research, consult is any social media post that solicits feedback or interaction from the public in order to collect information on an ongoing case. This interaction may include surveys and the like which are only meant to solicit a single response from each receiver with no ongoing communication between the public and the agency. An example of consult could not be located on Houston Police Department's social media pages. However, being that the most prominent form of social media posts that fall into the category of consultation are surveys, this is understandable.

Collaborate

Regarding community engagement, "collaborate" is defined as "partnering with community members in an on-going interactional process of planning and decision making; community members provide advice, innovation and recommendations that are reflected in the final outcomes" (Mirza, Vodden, Collins, 2012, 5). For the purposes of this research, "collaboration" will be considered as any official post that solicits an ongoing interaction between the department and the public. This could include asking the public to be on the lookout for a missing person or a wanted suspect so that they can relay that information back to the department.

Example of Collaboration

As stated above, this post would be considered collaboration because it asks the public to be on the lookout for a missing person so that they may report any sightings to the department in a continuing process to aid in the investigation.

Empower

The definition of "empower" for the purposes of this research is "providing supports to enable members to define issues and create solutions. Community members lead and control the process" (Mirza, Vodden, Collins, 2012, 5). This would include any posts regarding the operations of a "Citizen's Police Academy" or panels composed of citizens who identify issues in the community to be solved and then offer solutions to those problems with minimal interference by the department. This could also include neighborhood watch programs. However, the department does not allow citizen committees, with the exception of the city council, to dictate its policies and how they conduct their daily duties. An example of empowerment could not be located on any of Houston Police Department's social media accounts.

Chapter Overview

This chapter has described the methodology to be used in this research and how the various social media posts will be evaluated to determine their applicability to the community engagement model and the working hypotheses.

Chapter 5: Research Results

Chapter Purpose

The purpose of this chapter is to present the results of the social media analysis conducted on Houston Police Department's social media accounts. The social media analysis was conducted by reviewing Houston Police Department's Facebook, Instagram, and Twitter accounts from January 1, to March 31, 2019 and analyzed for number of posts, as well as the number of comments, likes, and shares each post received from the citizenry.

Facebook Results

Throughout the three months of social media analysis conducted on Houston Police Department's Facebook page, they posted only forty-three (43) times for various reasons. Of those forty-three (43) posts, forty-two (42) fell into the category of "Inform" according to the community engagement model published by Mirza, Vodden, and Collins. Furthermore, there were no posts catalogued that fell within the "Consult" category, one (1) that fell within the "Collaboration" category, and none that fell within the "Empowerment" category throughout the three month period the study was conducted. The Facebook page did, however, garner 15,494 emoji reactions, 4,555 shares, and 4,921 comments (See Appendix A, pg. 1).

Table 5.2

	Inform (WH1a)	Consult (WH1b)	Collab (WH1C)	Empower (WH1d)	Total
Facebook	42	0	1	0	**43**

Number of followers: 162,821

Twitter Results

Throughout the three (3) months of analysis on Houston Police Department's Twitter account, they posted 825 times for various reasons. Of the 825 Twitter posts, 797 fell within the "Inform" category. Furthermore, zero (0) fell within the "Consult) category, twenty-eight (28) qualified as "Collaboration," and zero (0) qualified as "Empowerment." Houston Police Department's Twitter posts also garnered 49,055 likes, 21,418 retweets, and 4,031 comments over only a three month period (See Appendix A, pg 2).

Table 5.1

	Inform (WH2a)	Consult (WH2b)	Collab (WH2c)	Empower (WH2d)	Total
Twitter	797	0	28	0	**825**

Number of followers: 108,200

Instagram Results

Throughout the three months of social media analysis conducted on Houston Police Department's Instagram page, the department posted twenty-eight (28) times for various reasons. Of those forty-three (43) posts, twenty-six (26) fell within the category of "Inform" according to the community engagement model published by Mirza, Vodden, and Collins. In addition, zero (0) fell within the "Consult" category, two (2) qualified as "Collaboration," and zero (0) qualified as "Empowerment." Houston Police Department's Instagram posts collectively garnered 14,291 likes and 292 comments (See Appendix A, pg 2).

Table 5.3

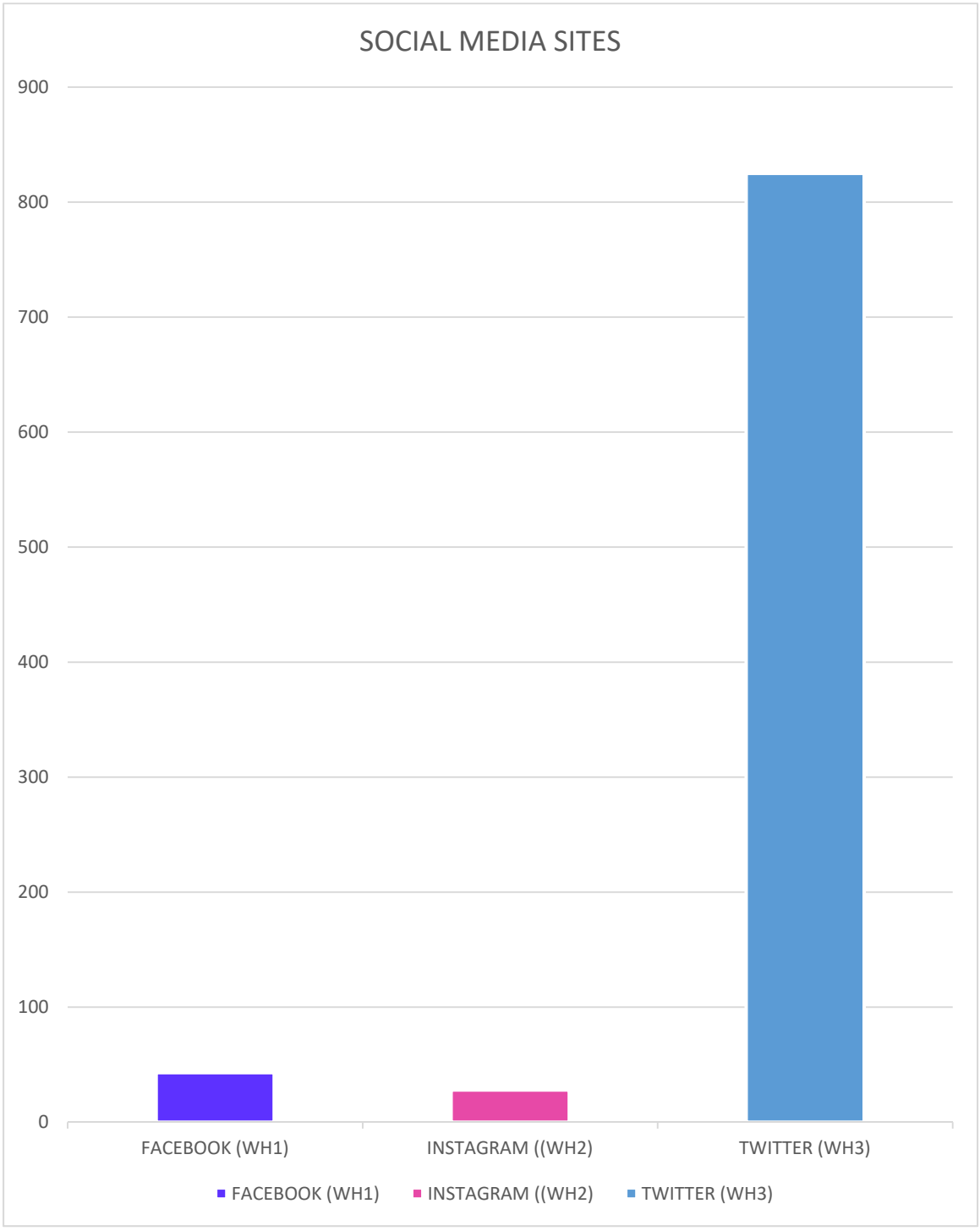
	Inform (WH3a)	Consult (WH3b)	Collab (WH3c)	Empower (WH4d)	Total
Instagram	26	0	2	0	**28**

Number of followers: 19,500

Comparative Analysis

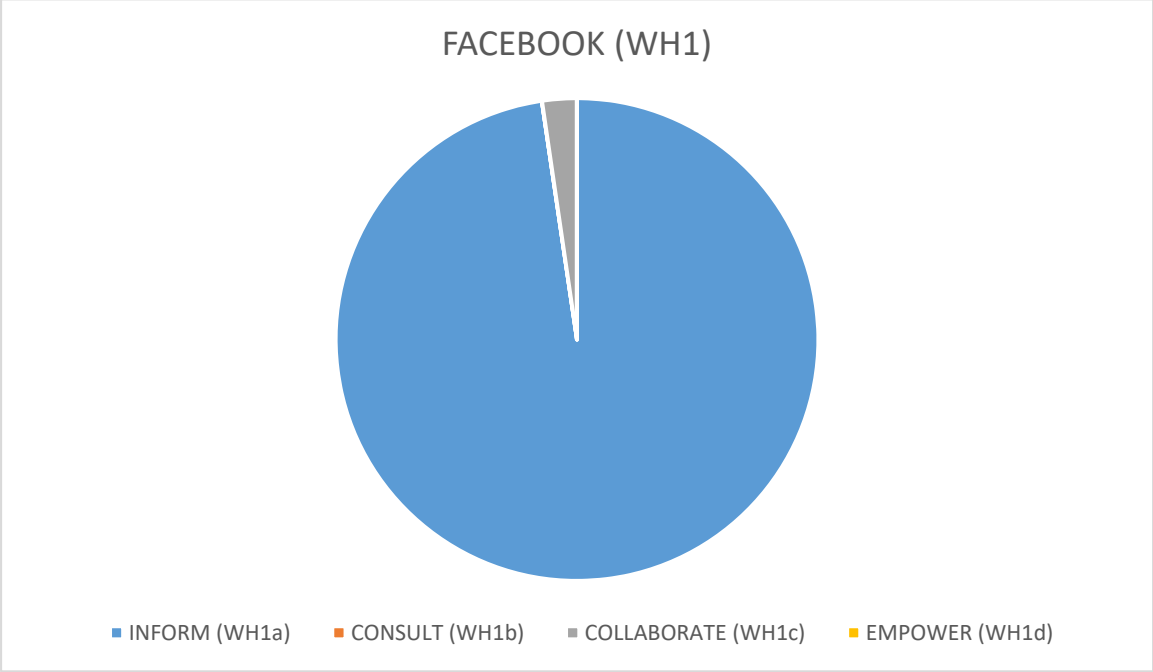
As you can see from Graph 1, over the three (3) months of analysis, Houston Police Department's use of their Twitter page significantly outpaced their use of Facebook and Instagram combined. Even though Houston Police Department's Twitter profile has fewer followers than their Facebook profile, yet had significantly more interaction from the public, it can be safely inferred that frequency of usage was the responsible factor for these numbers in line with Kilburn's conclusions.

Graph 1

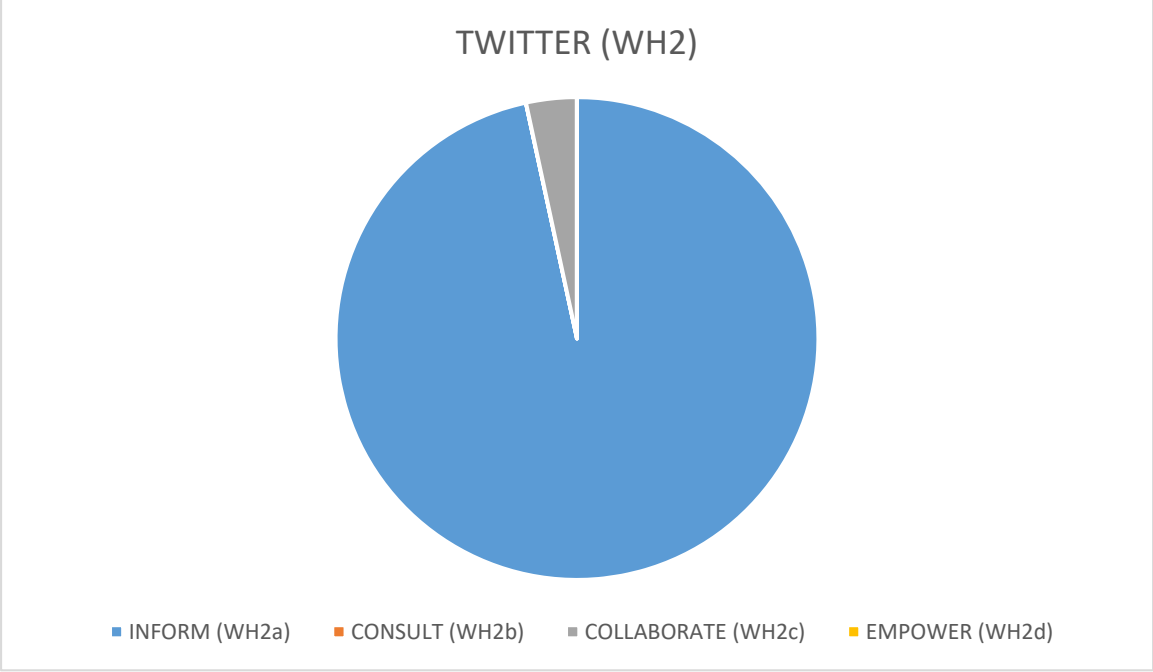

SOCIAL MEDIA SITES
900
800
700
600
500
400
300
200
100
0
FACEBOOK (WH1)
INSTAGRAM ((WH2)
TWITTER (WH3)
FACEBOOK (WH1)
INSTAGRAM ((WH2)
TWITTER (WH3)

Graphs 2, 3, and 4 also illustrate how Houston Police Department's use of social media relied solely on efforts to Inform and Collaborate with the citizenry.

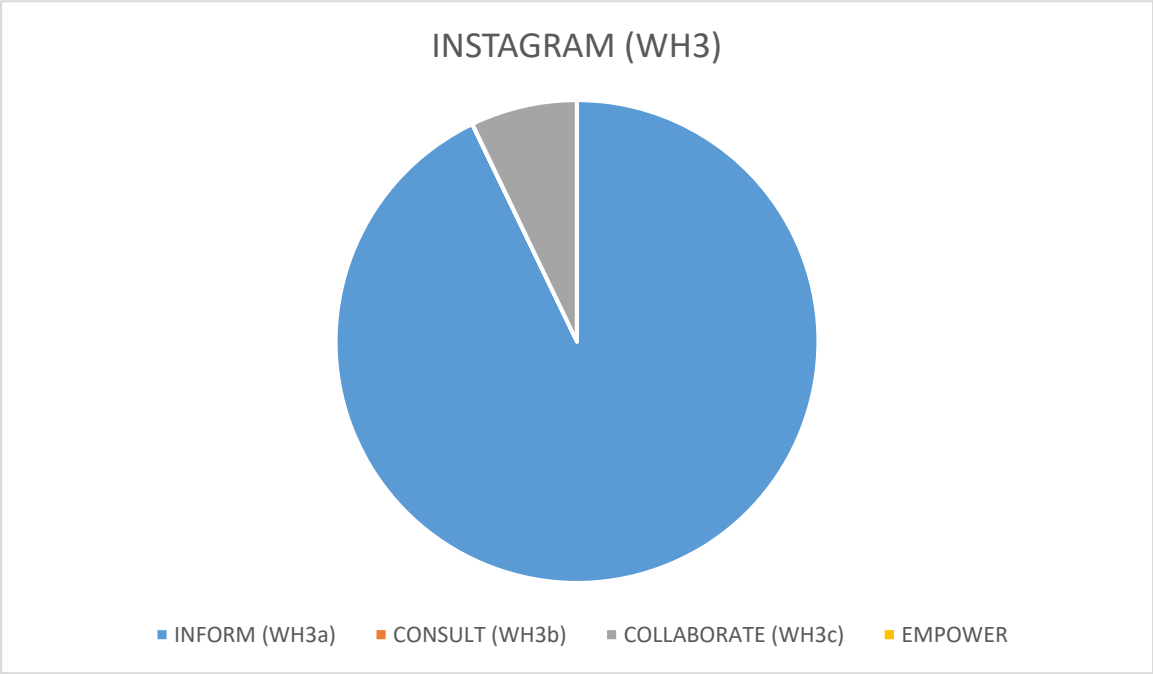
Graph 2



Graph 3

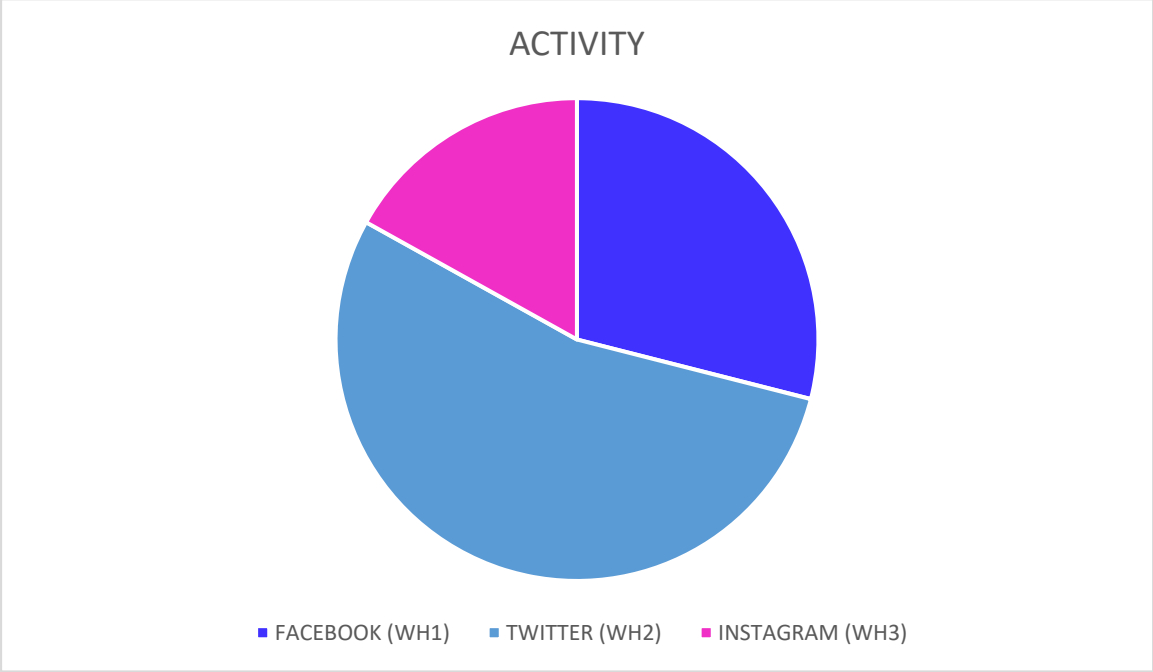


Graph 4



Lastly, Graph 5 illustrates how Houston Police Department's significant use of Twitter garnered a significantly larger number of responses from the citizenry over the three (3) month study compared to their usage of Facebook and Instagram. Graph 5's analysis supports Beshear's claim that increased frequency of usage leads to increased response from the public (2017, pg. 494).

Graph 5



Chapter Overview

Chapter 5 has presented the results of the social media analysis along with several comparative graphs that illustrate how Houston Police Department utilized each of its social media sites and for what purpose.

Chapter 6: Conclusions

Conclusion

The social media analysis conducted on Houston Police Department's social media pages showed that their use of social media for public engagement did not conform to the community engagement model published by Mirza, Vodden, and Collins. Houston Police Department's use of social media was overwhelmingly used to inform the public with minor usage to collaborate with the public in solving investigations such as the search for missing persons or fugitives from justice. They did, however, not use social media to consult with or empower the public throughout the three months of social media analysis.

Recommendations

As shown by the above research, Houston Police Department only uses their social media platforms to inform and collaborate with the public that they serve. In addition, they use social media to inform the public in far greater numbers than they do to collaborate which does not follow the Mirza community engagement model. If other departments wish to utilize social media in the way recommended by Mirza, Vodden, and Collins, then they need to do so using the successive steps of inform, consult, collaborate, and empower. Other departments could bridge inform and collaboration by consulting with the public through published surveys that ask the citizens what they feel their police could do to improve their service and allow the citizens to have some say in the policing process. Once those steps are completed in successive order, the police departments could move on to empowering the citizens. Lastly, if other police departments wish to employ social media for community engagement, it is recommended that they follow the recommendations of Kilburn, as well as Houston Police Department's use of Twitter, and strive to use it as frequently as they can to increase the amount of exposure and

level of interaction with the public. It would also be a recommended course of action for the Houston Police Department and other departments to frequently post on each social media platform to remind their followers about the other platforms and encourage them to follow the department on those platforms as well. This would also likely increase their level of interaction with the public by increasing the level of potential exposure. Another action that the police department could employ would be to follow the example of Boston PD and give control of one of their accounts, preferably Facebook or Instagram, over to a patrol officer so that there can be an increased level of personal interaction between the public and the police and would likely lead to more effective community policing efforts.

Limitations

This study has a few limitations that may prevent police departments using it to maximize their community engagement potential. Throughout the research period, a method of empowerment that police departments could employ could not be identified. It is possible that the duties of law enforcement do not allow them to complete the community engagement model by empowering the citizens to identify their own solutions to issues normally done by police officers as those solutions may only be legally completed by law enforcement officers that have the legal authority to do so.

Future Research

To solve the problem identified in the previous paragraph, future research could be directed to identifying appropriate methods that can be utilized by law enforcement agencies to find ways in which they can empower the public to identify and legally solve some of their own issues that would normally be solved by summoning a police officer. If this question can be

answered, then police departments would be able to easily follow the Mirza community engagement model and increase their effective interaction with the public they serve each day. Another possible topic of future research would be to conduct a survey of various demographics serviced by the department to determine if the population is actually reading posts published by the police department and do they approve of the methods of communication the department is utilizing.

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Appendix A

Facebook

Date	Inform	Consult	Collab	Empower	Reactions	Shares	Comments
3-Jan-19	1				84	2	14
3-Jan-19			1		115	276	90
8-Jan-19	1				113	33	19
9-Jan-19	1				427	34	21
11-Jan-19	1				522	54	55
14-Jan-19	1				465	147	51
15-Jan-19	1				133	7	13
16-Jan-19	1				929	116	64
18-Jan-19	1				1,100	131	90
19-Jan-19	1				140	7	15
19-Jan-19	1				122	5	12
20-Jan-19	1				225	7	18
21-Jan-19	1				299	11	57
22-Jan-19	1				635	69	183
24-Jan-19	1				257	16	51
28-Jan-19	1				2,900	2,600	1,900
29-Jan-19	1				205	33	778
JAN TOTAL	**17**						
1-Feb-19	1				312	29	84
4-Feb-19	1				131	4	46
4-Feb-19	1				336	58	104
8-Feb-19	1				192	15	221
23-Feb-19	1				566	79	124
25-Feb-19	1				106	34	36
26-Feb-19	1				441	17	67
FEB TOTAL	**7**						
2-Mar-19	1				722	206	50
4-Mar-19	1				432	28	52
4-Mar-19	1				872	117	196
5-Mar-19	1				136	6	9
6-Mar-19	1				88	5	17
6-Mar-19	1				44	0	15
8-Mar-19	1				173	7	19
8-Mar-19	1				186	58	36
11-Mar-19	1				279	27	23
11-Mar-19	1				203	63	48
14-Mar-19	1				130	9	21
14-Mar-19	1				120	85	34

15-Mar-19	1				65	5	18
15-Mar-19	1				82	10	32
15-Mar-19	1				220	33	88
21-Mar-19	1				288	41	43
28-Mar-19	1				261	22	14
28-Mar-19	1				83	20	39
29-Mar-19	1				355	29	54
MAR TOTAL	**19**						
TOTALS	**42**	**0**	**1**	**0**	**15,494**	**4,555**	**4,921**
TOTAL POSTS	**43**						

ACTIVITY TOTAL	24,970

Twitter

Date	Inform	Consult	Collab	Empower	Likes	Retweets	Comments
1-Jan-19	1				19	14	1
1-Jan-19	1				10	8	1
1-Jan-19	1				114	19	7
1-Jan-19	1				22	23	1
1-Jan-19	1				26	13	4
2-Jan-19	1				26	10	4
2-Jan-19	1				14	11	2
2-Jan-19	1				11	9	0
2-Jan-19	1				15	8	1
2-Jan-19	1				42	10	1
2-Jan-19	1				4	2	1
2-Jan-19	1				7	70	0
2-Jan-19	1				169	52	11
2-Jan-19	1				9	8	0
2-Jan-19	1				22	9	0
2-Jan-19	1				15	12	0
2-Jan-19	1				15	10	1
2-Jan-19	1				16	8	4
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3-Jan-19	1				27	11	3
3-Jan-19	1				30	25	1
3-Jan-19	1				7	6	1
3-Jan-19	1				9	3	0
3-Jan-19	1				28	8	5
3-Jan-19	1				42	11	0
3-Jan-19	1				67	18	0

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4-Jan-19	1		47	32	7
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28-Jan-19	1	367	212	59
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23-Feb-19	1	26	11	2
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25-Feb-19	1	37	8	2
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25-Feb-19	1	32	16	3
25-Feb-19	1	32	6	0
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25-Feb-19	1	51	28	5
25-Feb-19	1	36	16	3
25-Feb-19	1	46	15	5
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28-Feb-19	1		21	8	1
28-Feb-19	1		22	8	4
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28-Feb-19	1		32	8	4
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1-Mar-19	1		9	5	0
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1-Mar-19	1		25	6	1
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2-Mar-19	1		116	29	8

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2-Mar-19	1	29	10	1
3-Mar-19	1	55	19	9
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3-Mar-19	1	41	7	5
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4-Mar-19	1	16	13	0
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6-Mar-19	1	22	6	7
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15-Mar-19	1		33	6	1

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18-Mar-19	1		18	8	1
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27-Mar-19	1		24	4	1
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30-Mar-19	1		9	1	1
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30-Mar-19	1		13	4	0
30-Mar-19	1		23	15	3

31-Mar-19	1				17	3	1
31-Mar-19	1				28	4	2
31-Mar-19	1				9	7	1
31-Mar-19	1				15	5	0
31-Mar-19	1				45	15	2
31-Mar-19	1				10	6	0
31-Mar-19	1				61	7	0

TOTALS	**797**	**0**	**28**	**0**	**49,055**	**21,418**	**4,031**

TOTAL ACTIVITY	**74,504**

Instagram

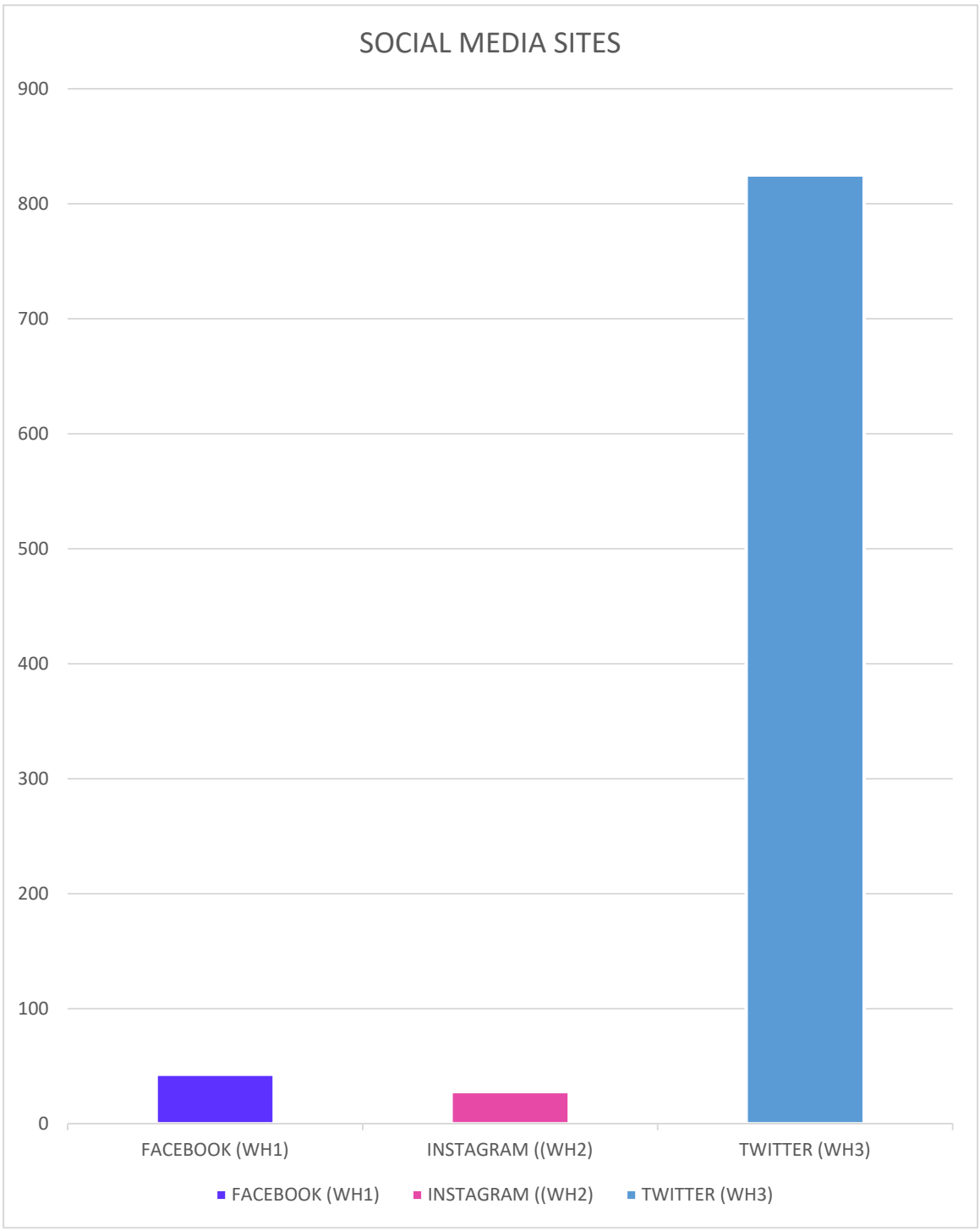
Date	Inform	Consult	Collab	Empower	Likes	Comments
2-Jan-19			1		227	17
3-Jan-19			1		205	20
9-Jan-19	1				402	8
9-Jan-19	1				222	5
11-Jan-19	1				822	20
14-Jan-19	1				167	3
17-Jan-19	1				997	35
19-Jan-19	1				306	3
21-Jan-19	1				842	20
24-Jan-19	1				308	24
JAN TOTAL	**10**					
8-Feb-19	1				897	19
23-Feb-19	1				735	9
25-Feb-19	1				313	2
26-Feb-19	1				475	11
27-Feb-19	1				225	0
FEB TOTAL	**5**					
2-Mar-19	1				841	9
2-Mar-19	1				641	2
4-Mar-19	1				780	4
4-Mar-19	1				933	18
5-Mar-19	1				323	2
8-Mar-19	1				224	3
8-Mar-19	1				305	5
14-Mar-19	1				647	8
15-Mar-19	1				581	6

15-Mar-19	1				601	7
21-Mar-19	1				412	8
21-Mar-19	1				427	17
28-Mar-19	1				433	7
MAR TOTAL	**13**					
TOTALS	**26**	**0**	**2**	**0**	**14,291**	**292**
TOTAL POSTS	**28**					

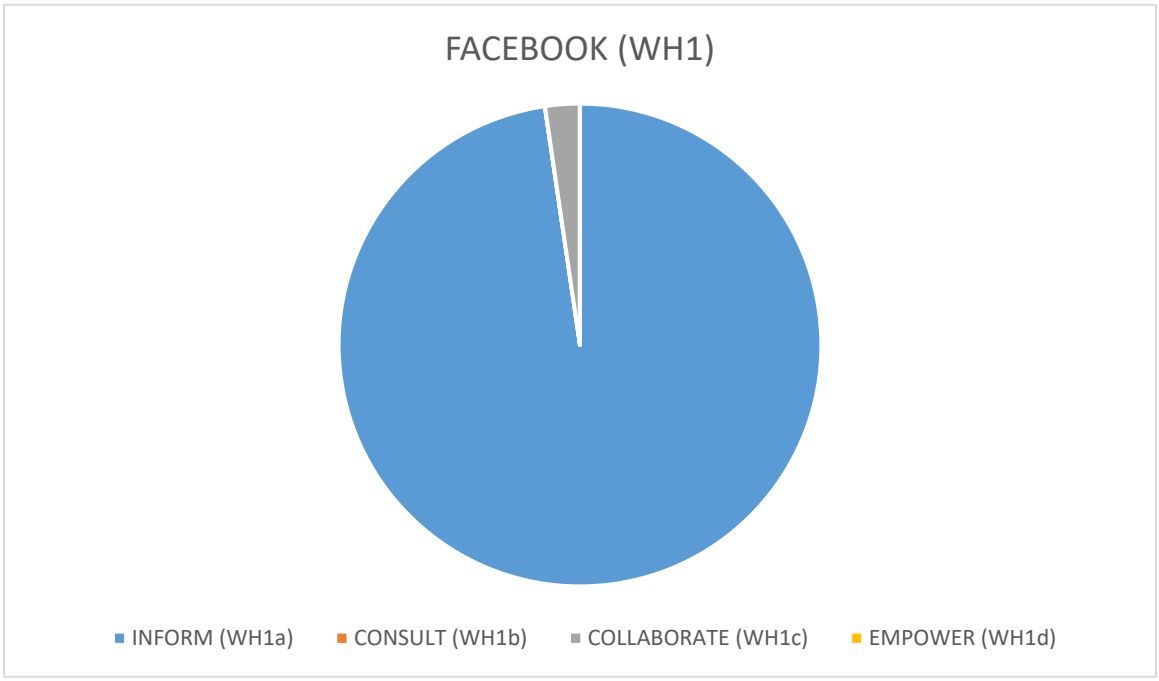
ACTIVITY TOTAL	14,583

Appendix B

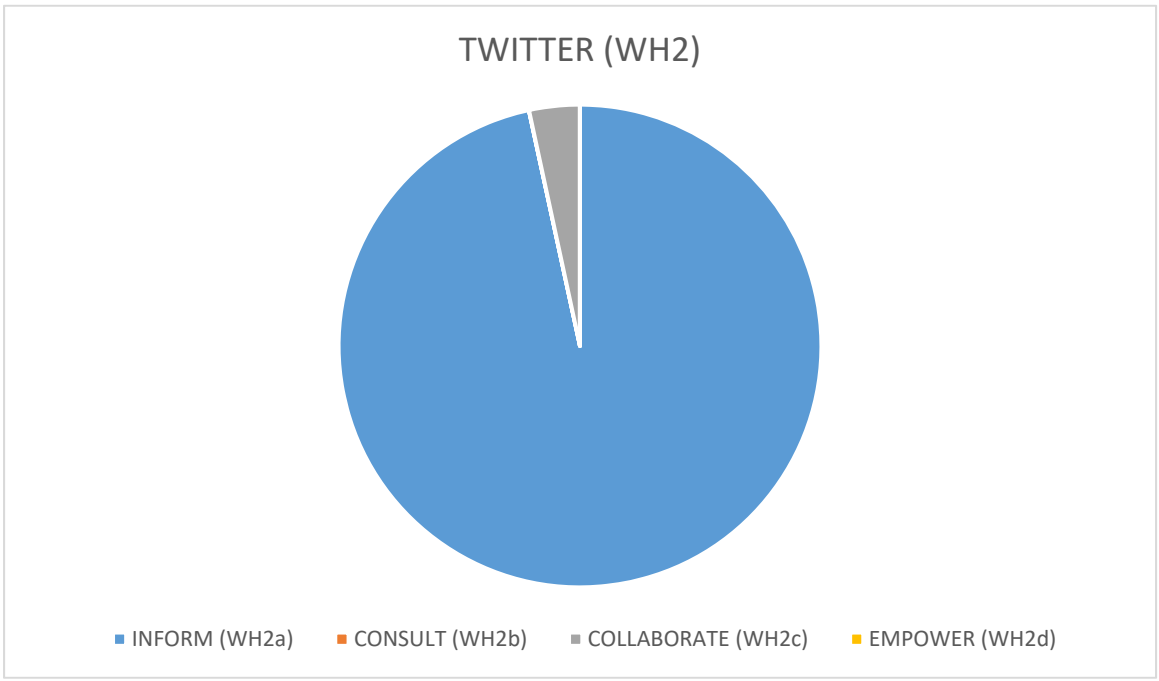
Graph 1



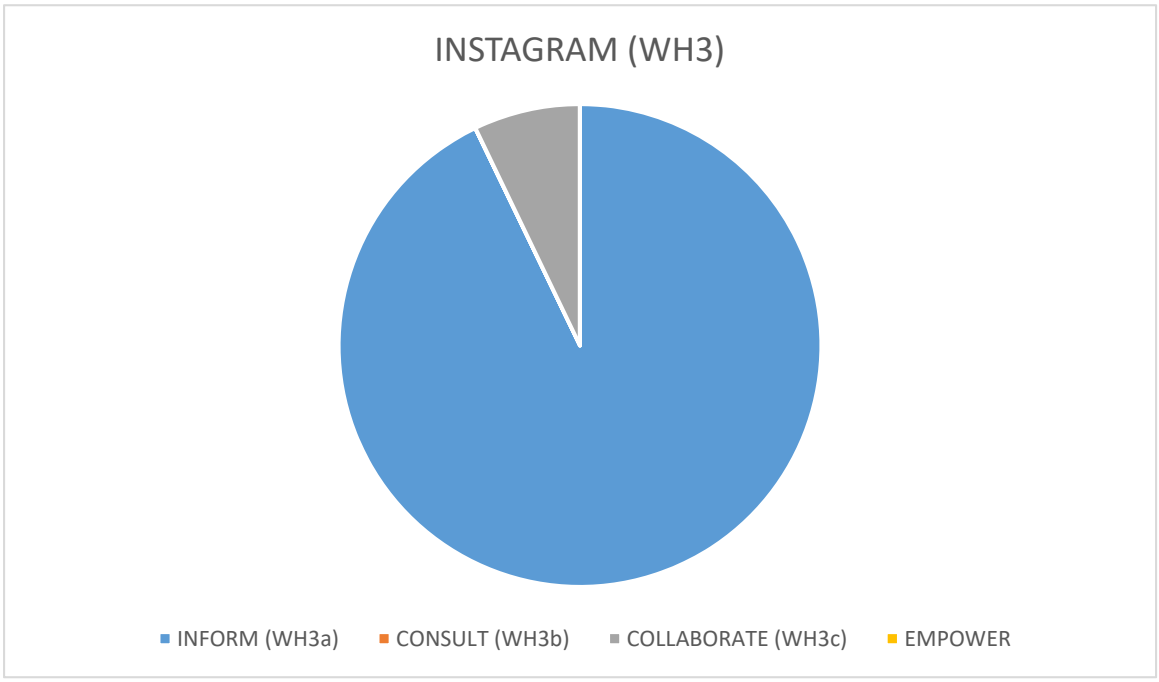
Graph 2



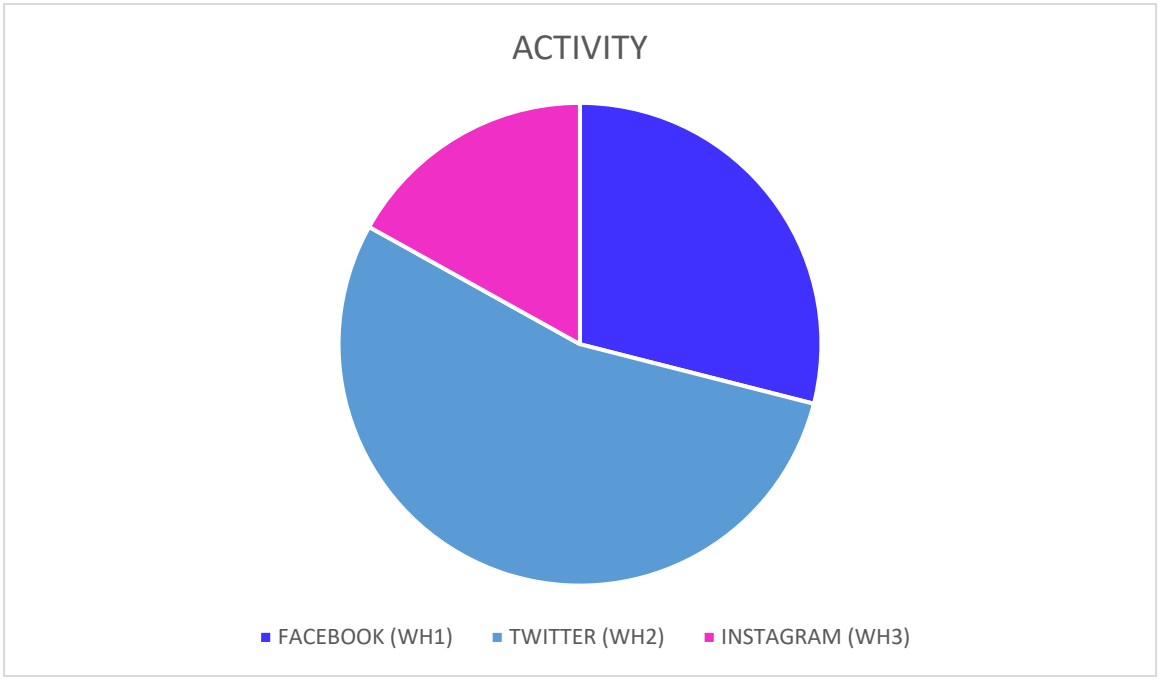
Graph 3



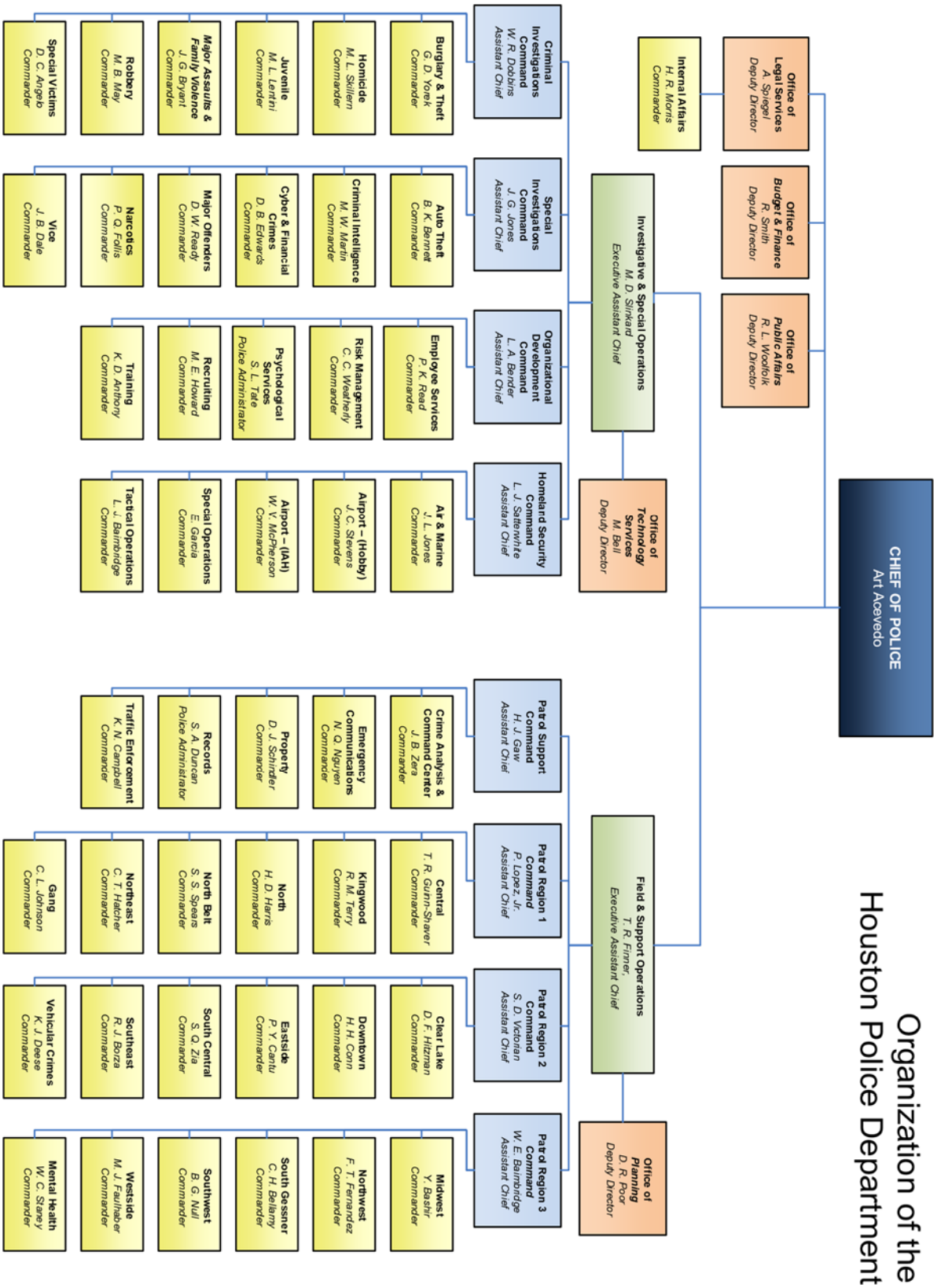
Graph 4



Graph 5



Appendix C



Source: Office of the Chief of Police / Effective 12.29.2018 / gam