

THE USE AND EFFECTIVENESS OF LAW ENFORCEMENT

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THE USE AND EFFECTIVENESS OF LAW ENFORCEMENT

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Abstract

There is ample evidence that social media is an effective tool during time of crises, as noted by events such as the Boston Marathon bombing or the Las Vegas mass shooting when police used their social media to communicate directly with the public. However, little research has been conducted on how social media can enhance the toolbox of police agencies to help with non-emergency issues, such as building community relations. Previous research offers a glimpse into ways that police agencies typically use social media. This paper will take a step further to determine if law enforcement is accomplishing its goals with social media. Residents and law enforcement officers were asked to evaluate their department's social media sites, make assessments on what it appears the agency is attempting to achieve, and evaluate whether the site accomplishes that goal. Further, both audiences made suggestions on what they believe social media should be used for. This research allows police agencies insight into how to use social media sites to accomplish their goals and offers perspectives on what the law enforcement and non-law enforcement audience wants or expects to see.

List of key terms: Law enforcement social media, Police social media, police-community social media, community policing and social media, Facebook, Twitter

Chapter 1

Law Enforcement's New Neighborhoods

Law enforcement agencies, like most industry and governmental entities, are using social media to help meet strategic goals. A recent survey by the International Chiefs of Police reported that of 500 police departments, 92% use social media in some form (International Association of Chiefs of Police, 2016). The most common use was notification of public safety concerns, followed by community outreach and citizen engagement, and lastly, non-crime issues, such as traffic. Importantly, social media can help law enforcement with community engagement and helps promote a positive perception among the general public (Beshears, 2017). Understanding social media followers and their perceptions and expectations of agency social media sites can help with community engagement and foster public trust. Enhancing this understanding is the primary focus of this research study. For the study, social media sites are limited to Facebook and Twitter.

The increased use of social media by police partially derives from the Obama administration's Open Government Directive (Snead, 2013). The directive aimed at providing more government information on websites that is both useful and wanted by the public. Evaluation of the Open Government Directive through government agencies use of social media concluded that the public does use social media as a means to stay informed of government activities. The Pew Research Center determined that 21% of Americans feel it is important for government agencies to post information and alerts on social media sites like Facebook and Twitter (Smith, 2010).

Statement of the Problem

The rise in social media over the last ten to fifteen years has created both issues and solutions for law enforcement. Today, virtual neighborhoods have been added to the physical spaces of modern neighborhoods. Agencies now meet residents in those virtual neighborhoods in an effort to increase interactions with the public, solve crime, and control their image. The biggest problem for police departments with their social media is their failure to create agendas that help them with their public interactions, crime solutions, and image control (Dai, He, Tian, Giraldi, and Gu, 2017).

Security, accountability, privacy, and other concerns drive social media use and should be addressed in social media agenda setting (Fresenko, 2012). In the absence of clearly defined agendas, public information officers communicate directly with the public and create their own content. While news media is often reactionary, social media use requires a more strategic approach. One Louisiana agency forced the resignation of their Captain for video posts that were viewed by the public as harsh and offensive, although the video contained multiple department participation (Freeman, 2016). This incident is likely not singular. The Chief should play a direct role in the goal of social media and what is presented on the sites.

There is no standard policy regarding social media agenda setting for police departments. Williams, Fedorowicz, Kavanaugh, Mentzer, Thatcher, and Xu (2018) concluded through interviews with five agency communication managers that most departments have informal priorities with their social media messaging. First is to share knowledge, raise awareness, and educate the public. Second, agencies aim to familiarize the public with what they do and make departments visible. The literature review will present further research that supports the findings of Williams et al. Most agencies post about public relations the most (Liebermen et al., 2013).

Social media accounts are used to push more information, such as traffic or crime related issues, and miss the opportunity for self-promotion, which appears to be positive for likes (Huang, Wu, Huang, & Bort, 2017; Williams, Fedorowicz, Kavanaugh, Mentzer, Thatcher, & Xu, 2018). Social media can also add a humanizing character to agencies, which increases public trust in and sentiment towards law enforcement (Hoffmeister, 2014). Agencies create events such as “tweet alongs” in which they live tweet during the shift of a specific officer. “Tweet alongs” allow residents to follow the day-to-day activities of their police department. Agencies are also able to spotlight officers, especially during acts of kindness or noteworthy performances. Agencies should shift from solely pushing information and take opportunities for self-promotion.

Posts regarding personnel are more likely to get public interactions than any other posting type (Huang et al., 2017). These personnel post interactions further represent the ability of social media to humanize an agency. While residents react at higher amounts to social media posts regarding police department personnel, departments tend to fall short on making these posts. Ruddell and Jones (2013) argue this desire to see an officer’s honorable actions may be partially a result of self-selected “fans.” It is likely an agency’s social media followers are, by nature, more trusting in and have greater satisfaction with law enforcement.

Although many agencies feel social media has helped their public interactions, it is unlikely many have conducted research to determine how it has helped solve a crime or improve police/community relations within their jurisdiction (Veal, 2016). In 2012, the Philadelphia Police Department announced that they made 100 arrests using the information received from Facebook followers in the sixteen months following their decision to implement the platform (Domizio, 2013). The platform is credited for their 33.5% clearance rate of crimes. The overall

consensus among most police departments is that social media has been very beneficial in helping to solve crime.

Purpose of the Study

The purpose of this study is to aid police with social media agenda setting. Social media usage in law enforcement is supported by three theories. Direct theory and deliberation theory offer explanations for using social media to increase public interaction and can be applied to police social media usage (Barber, 1984; Bohman, 1996). Social networking theory takes these two theories further and argues that public interaction will foster relationships which can aid organizations, including police, in achieving many of their goals. These three theories, which will be discussed in greater detail in Chapter 2, provide the basis for conducting research on public opinion regarding law enforcement social media. Police departments can use the research presented here to incorporate public opinion into their agendas for Facebook and Twitter.

Social media platforms aid in the democratic process by increasing the participatory process (Bryer, 2011). Individuals are more likely to respect and trust their law enforcement agency if they feel they are directly involved in processes and decision making, and if they feel their opinion is valued. Social media allows for direct communication and involvement with the public, although police departments rarely uses it in this capacity. When public deliberation is not present decisions are imposed rather than created with consent.

Social media use can promote community policing when effective relationships are built with the public. Community policing aims to shift from simply arrest statistics and clearance rates and focuses on how safe the community perceives they are (Parlow, 2012). Further, community policing stresses a partnership between the community and the police and is designed to get the community involved with their local police (Ortmeier & Meese, 2010). Interactions on

social media allow police to build community relations and strengthen ties with the residents they are responsible for protecting (Hoffmeister, 2014). Agencies can use Facebook and Twitter to educate residents about criminal activity and create positive relationships with residents.

Significance of the Study

This thesis focuses on how police can use their social media accounts to reach their followers. Agenda setting provides departments the ability to determine goals with their social media usage and implement those goals. Currently, many agencies do not have goals associated with their accounts (Veal, 2016). Further, most of these goals are not produced through evidence-based strategies of social media usage. Current social media strategy in policing is based on pre-existing strategic choices in communication strategies and situational differences (Meijer & Thaens, 2013). Accounts are used differently by each agency with overlapping goals such as increasing transparency, supporting inter- and intra-organizational collaboration, and strengthening and promoting new forms of public participation and engagement.

Agenda setting will help police departments better manage their social media and achieve the goals they have identified. Police departments use social media to promote relationship building and to get information to residents (Dai et al., 2017). These uses may be in conflict with what residents expect to see on department's social media pages, or what they will react to on the sites. The survey research presented here provides a glimpse of what residents, or non-law enforcement individuals, expect Facebook and Twitter should be used for. These responses can aid agencies in effectively using their social media accounts to engage their target audience.

There are numerous ways police departments uses social media, but little evidence to suggest what social media should be used for and what the police department's clients want it used for. This research aims to determine what works best in social media by looking at public

perception and opinions. In the concluding sections, this paper offers recommendations on what agencies should use their social media accounts for based both on previous research and the findings of this study. Citizen's perspectives help agencies better reach their audience and this perspective has been overlooked by most previous research. Chapter two presents three research study findings using public opinion through interactions on Facebook and Twitter through likes and shares. After an exhaustive search, these are the closest to determining public opinion regarding police Facebook and Twitter usage. This study will take the prior research a step further and help fill the gap by providing a limited examination of public opinion concerning social media usage by police departments.

Scope and Limitations of the Study

The scope of this study is limited to Facebook and Twitter posts of local police departments as analyzed by respondents over a 10 to 15-day timeframe, or the last 20 to 30 posts. The research tried to include as large an audience as possible; however, convenience sampling increased the number of posts viewed from agencies within Oklahoma. The research respondents were 107 students enrolled in online courses at the University of Oklahoma. Student respondents mostly came from within Oklahoma, but many were from several other states. This snapshot may not provide a large enough sample of posts to effectively determine an agency's normal posting categories, as well as post quantities or quality. However, it does provide a starting point for further research involving longer timeframes and a larger sample population.

As defined previously, the respondents are likely self-selected "fans" as defined by Ruddell and Jones (2013), meaning those that chose to participate in the research may hold positive views of police. Many of the respondents were students pursuing undergraduate and graduate criminal justice degrees. It is unclear if supporters and non-supporters of law

enforcement have differing opinions on how law enforcement should use Facebook and Twitter. Although this bias will exist in the research, current law enforcement social media followers are likely the self-selected “fans” Ruddell and Jones identify. Future research should identify how police departments can reach out to individuals less supportive of police and then determine if they have differing ideas on how agencies should use Facebook and Twitter.

Overview of the Study

This study builds on previous evidence, which suggests that social media is an effective tool during times of crisis. The goal of the study is to help identify how social media can build the toolkit of agencies, to help with issues such as building community relations. Respondents, some of whom are law enforcement officers, were asked to evaluate their local department’s social media sites, make assessments on what the site is trying to achieve, and evaluate if the site accomplishes that goal. Further, respondents were asked to make suggestions on how they believe social media should be used.

This study begins with a look at previous research regarding social media and policing. First, is a presentation of evidence to suggest that social media can help police with legitimacy and community policing initiatives (Williams et al., 2018). While there is not ample research regarding specifics of social media use by police departments, there is some evidence to suggest how department social media accounts are traditionally used. This review of literature will suggest some strategies that police can use to bolster its social media presence. In addition, the research will look at a few of the tools that can assist in creating effective social media strategies. There is also some research that has looked at how residents perceive police social media accounts by analyzing likes and shares.

Chapter Three will identify the research method for this study, which consists of an online survey of a sample of undergraduate and graduate students at the University of Oklahoma. Roughly twenty-five questions were asked of both law enforcement and non-law enforcement respondents to determine current practices and perceptions of official agency Twitter and Facebook agency pages. Chapter Four will present the quantitative and qualitative data of the survey questionnaire. Lastly, Chapter Five will provide the discussion and summary of the results of the study, its implications, and recommendations for future research.

Chapter 2

Literature Review

Social Media Use by Law Enforcement

Crime has continually decreased since 2008; however, the public believes crime rates are increasing, and public safety is declining (Federal Bureau of Investigation, 2017). Crime and public safety are determinates of the public's overall view of the government; therefore, increased crime is blamed on local agencies and government at all levels (Duffy, Wake, Burrow, & Bremner, 2008). There are several reasons why these misled perceptions exist, but media coverage plays a substantial role. The media is often a gateway on how the general public views police (Veal, 2016). A large amount of research argues media coverage on crime is biased towards the negative (Duffy et al., 2008). Roughly 50% of people acknowledge television and newspaper drive their perceptions on higher crime rates. Personal experience or experiences of people "I know" accounts for only 20-24% of opinions on increased crime (Duffy, 2005). The personal experience factor is likely to influence a person's perceptions of non-violent crimes, while media coverage increases violent crime perceptions (Moon, 2009). This media coverage furthers public perceptions of an increasing crime rate.

The use of social media offers police agencies the ability to get their messaging to the public without the influence or bias of the media (Hoffmeister, 2014). Agencies can distribute information and create a sense of transparency with their social media accounts (Edlins, 2016). The Boston Police Department faced a public image issue when news media outlets posted negative stories regarding Boston Police (Meijer & Thaens, 2013). The news outlets felt the department was not providing them with timely information. The agency was forced to respond and created a website and later social media to create a "better brand." Social media allows

agencies to communicate with their residents, rather than journalists, and provides for correction of mistakes in news media coverage.

One advantage of the virtual neighborhoods created by social media is that these “new neighborhoods,” allow larger agencies to engage with residents relative to specific regions (Hoffmeister, 2014). Many agencies have multiple social media accounts, specific to areas of the city, allowing agencies to get or give information to and from a more specific audience. This crime-fighting effort mirrors efforts by the U.S. Department of Justice and Department of Homeland Security to fight terrorism by using fusion centers throughout the United States (Fresenko, 2010). Regional offices in larger agencies create the ability to gather information at a grassroots level and act upon intelligence gathered through more localized social media accounts. These multilevel social media accounts offer an advantage during a crisis because of their ability to efficiently collect and disseminate information on a real-time basis.

In times of crisis, residents turn to social media for information, creating an opportunity for police departments. Crashing of social networking services in several instances confirms that the community has become accustomed to looking toward Facebook and Twitter as their primary sources of information during a crisis (Van Leuven, 2009). Following the 2007 southern California wildfires, Van Leuven (2009) evaluated social media usage in San Diego involving first responders and residents. The case study determined that accurate and expedient information sharing with the public is critical to residents during emergencies. Van Leuven further concluded agencies which effectively use interactive strategies during crisis build communities that are more resilient and can bounce back quicker from a disaster. Also, this instant access to information conserves resources and allows departments to better direct support structures and services.

Social media helps identify the sentiment of the population towards the agency. New social media technology allows tension monitors through automated collection and analysis for the identification of tensions (Williams, Edwards, Housley, Burnap, Rana, Avis, Morgan, & Sloan, 2013). Computational algorithms yield similar results to human police coded data when analyzing strain within a given area based on social media posts. Although these tools have not reached local departments, they will eventually allow agencies to better direct resources as the agency will recognize problems before and as they arise (Veal, 2016).

Social media can help police fight crime (Ruddell & Jones, 2013). Officers have many ways to use the tool to their advantage. One ability is through open source investigation on Twitter and Facebook of individuals suspected of a crime. *United States v. SB 12 13* (2015) determined items posted to social media accounts were permissible in court and generally could be used against a person without violating their First Amendment right to freedom of speech. To further law enforcement's claim to social media investigative techniques, *Katz v. United States* upholds that a reasonable expectation of privacy does not exist when posting on social media (Mund, 2017). The case states social media posts do not violate the Fourth Amendment right to freedom from unlawful searches and seizures. Agencies, in most circumstances, ensure content used in court is not obtained from accessing personal accounts, but from what is openly visible for viewing. Lastly, *Smith v. Maryland* presents the argument that when turning over information to third parties, such as Facebook, there is no longer a reasonable expectation of privacy. These and many other cases effectively allow agencies to use social media accounts to prevent criminal activity or solve a crime.

Agencies use social media to call on the public to help solve crime (Lieberman et al., 2013; Dai et al., 2017; Williams et al., 2018; Huang et al. 2017; Veal, 2016). It is unclear how

successful these requests from law enforcement are, but there is compelling evidence to suggest there is value in using social media to engage the public in crime solution, and the public will respond. After the final game of the 2011 Stanley Cup Playoffs, the Vancouver Riot demonstrates the public's willingness to participate with the police agencies (Trottier, 2012). Residents voluntarily submit photographic and video evidence to the Vancouver police department after outrage by the activity of the rioters. This willingness to participate has been continually demonstrated during similar events and crises.

Social Media and Community Policing

Community policing promotes a mutual relationship between the community and the police, which allows both parties to become more integrated and active within each other's setting (Bertot, Jaeger, & Hansen, 2012). The role of social media is to build connections between individuals and groups; therefore, it is reasonable to propose social networks between police and the community will assist community policing strategies. Community engagement helps reduce crime and tackle other issues facing departments.

Myhill (2006) conducted a review of 59 previous research studies to create a better understanding of how effective community engagement is for policing. Community engagement for reducing crime showed positive but weak results. Reducing disorder and anti-social behavior, increasing feelings of safety, and improving police-community relations and community perceptions of the police all showed very positive results. Additionally, changing the attitudes and behaviors of police officers can help with community engagement. Although community engagement may not significantly reduce crime, it does increase residents' perceptions of police.

Social media offers the ability for two-way communication, although departments rarely use it in this capacity (Williams et al., 2018). This failure is a mishap as two-way

communication is an effective way to help with community policing. One reason for the failed opportunity is the lack of resources for officers to respond in this medium. Evaluations of Twitter replies by the Toronto Police Service (TPS) determined the agency rarely replied to residents (Kudla, 2018). Seven percent of Tweets by TPS were in response to a resident's Twitter interaction. Most of these responses related to praise for police or were about community events. Replies to Tweets regarding socially or politically sensitive issues or that were critical of the police were almost non-existent.

Brainard and Derrick-Mills (2011) analyzed discussion comments on an online forum, managed by the Washington DC Metropolitan Police Department to determine how effective they are using this system to create a "commons" that promotes community policing. Although there was a level of fairness in posts, their analysis determined several factors were limiting the ability for community policing to take place. Residents often created aggressive posts. There was a perceived issue the citizen wanted addressed immediately. The aggressive tone resulted in defensive responses from departments. Community-centered and open-minded responses were inconsistent across agency responses. It is recommended that replies should contain empathy or can further question the individual to engage them in dialogue.

Social Media and Agenda Setting

Werner (2008) found that the best communication strategies for social media usage focuses on a shift from a "need to know" to a "responsibility to provide" information, as well as managing the user community, implementing standards of conduct, and encouraging collaboration. Agencies tend to implement social media strategies that disrupt organizational routines as little as possible. Social media strategy also does not transform communication strategies. Agencies typically allow the tool to aid in their current communication goals, rather

than allow it to significantly alter the output content, volume, or overall message. Werner asserts this shift is vital but has failed.

Police departments can use social media independently and set their agenda regarding its use (Williams et al., 2018). Most often, available resources dictate strategy. A 2011 survey by the International Association of Chiefs of Police (IACP) concluded that most agencies have no strategy when it comes to social media (IACP, 2011). Only 27.6% of the 800 agencies surveyed stated they had a goal with their social media content. However, a follow-up survey in 2015 indicated this trend may be reversing. The 2015 survey determined that 48% had goals, while 48% did not (IACP, 2015). Veal (2016) found that 49.1% of the 123 agencies in Illinois who responded to a survey regarding social media use reported they had no identified goals regarding department social media pages. Further, most of the 123 agencies in Veal's survey indicated they typically only spend 1-5 hours on social media tools per week. Veal recommended that agencies include social media as a tool in their department's broad goals and dedicate time and resources to its management.

McKnight (1995) suggested that police have three communication strategy options when determining how to use their social media accounts to communicate with the general public. These three strategies are based on relationship building. The first is the therapeutic relationship which occurs when social media is used to meet the needs and demands of the public. This relationship results from agencies using social media to answer questions posed by the public and direct them to requested services. The second relationship is the advocacy perspective in which residents express their concerns, which are directed to police leadership for possible resolution. The last relationship is the community approach. This approach calls on department

social media professionals to help support, ease, or smooth the relationships between the agency and its environment.

Although an effective social media communication strategy involves all three of the approaches outlined above, how police agencies portray themselves dictates how effective they are at achieving their goals. Social media should provide open communication between the agency and the public. Parochial administrators that only rely on technical and professional expertise will face challenges from the public (Brainard & Derrick-Mills, 2011). Citizen's responses will aim at blocking or redirecting administrative efforts, rather than working as a partner with the agency. One-way communication hinders open communication. Agencies will struggle with gaining community support if they control who may initiate conversation (Brainard & Siplon, 2004).

Officers assigned to manage social media sites likely have little training in how to use them effectively. Fifty-four percent of agencies reported they did not provide in-service training for officers assigned to run their social media accounts (Veal, 2016). The IACP and the Urban Institute (2017) determined 80% of agencies reported they had policies in place to guide how officers use social media. Another eleven percent were in the process of developing a policy. Nine percent of agencies had no policy and were not in the process of creating a policy on internal management or the types of engagement on their social media. Mismanagements of social media are attributable to lack of resources, as well as unfamiliarity with tools, low levels of sophistication, as well as department culture (Dai et al., 2017).

Posting Categories Across Social Media

The IACP (2016) developed a social media initiative to learn how agencies are using social media. The 2016 survey sent to 539 agencies revealed agencies self-reported they used

social media the most for notifying the public of safety concerns, followed closely by community outreach and engagement, public relations, and notifying the public of non-crime issues (traffic).

Figure 1 has the IACP's full list of self-reported uses for social media and identifies that law enforcement has at least eight primary functions for their social media usage.

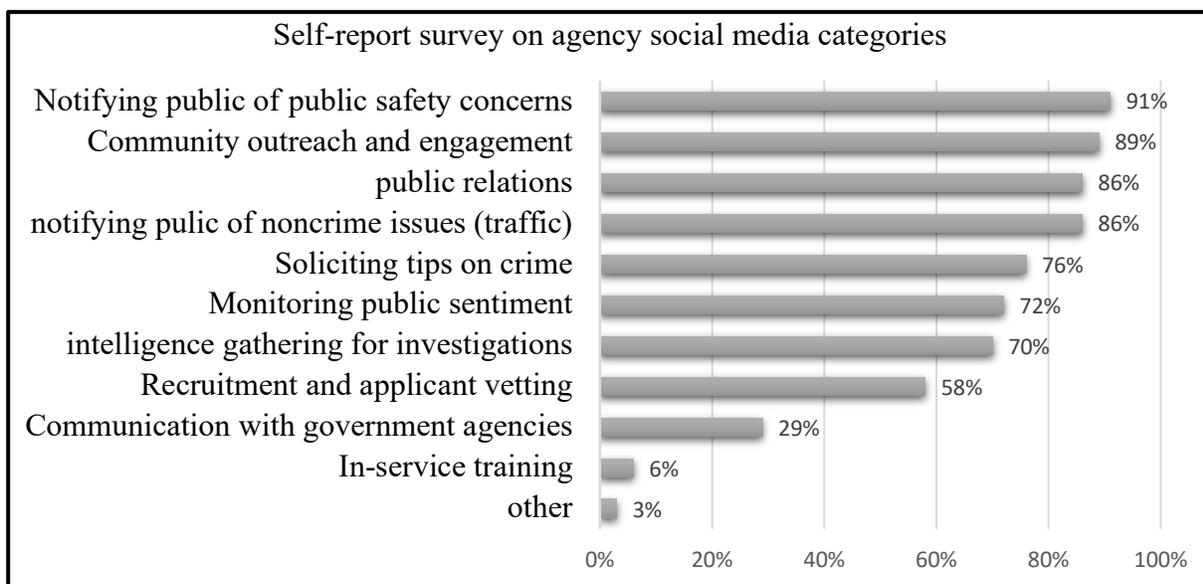


Figure 1. *International Association of Chiefs of Police and the Urban Institute (2016)*

Lieberman, Koetzle, and Sakiyama (2013) provide the most robust evaluation of police Facebook posts to date. The research covers 1,347 Facebook posts from 23 agencies over three months and identified eleven major categories of posts. These eleven categories include tips (public safety or crime avoidance), crimes, alerts, driving under the influence (DUI), officer injured, missing persons, recruitment, public relations, direct communications, directions to services, and other.

Williams et al. (2018) provides an evaluation of 5 small size agency's Facebook and Twitter posts. These findings analyzed agency as well as follower posts on official Facebook and Twitter platforms and included the evaluation of 2,044 tweets and 1,224 Facebook posts over a roughly ninety-day period. This research identified several of the same categories as Lieberman

et al. (2013). Williams et al. categories include: accident information, announcements, crime, events, interactions, promotion, property/pets, safety, traffic, and weather.

Lieberman et al. (2013) and Williams et al. (2018) identify similar categories in their evaluations of law enforcement Facebook and Twitter accounts, but the findings vary greatly regarding posting types. Lieberman et al. identified roughly half, 49.4%, of police Facebook posts related to crime. These posts reported that either a crime or an arrest or resolution of a crime had occurred. Lieberman et al. determined public relations posts were the second leading type of posts making up 31% of all agency posts. Public relations posts involved community relations stories or successes within the department. The rest of the categories contributed very little of the overall posting types. Williams et al. (2018) study used agencies too small, rural, and within too close proximity to provide an accurate sample of law enforcement and of the amount of posts in each category. The results appear skewed, but when compared only with the posting categories and excluding posting frequency of Lieberman et al., they do identify that posting categories are similar across law enforcement agencies.

Dai, He, Tian, Giraldi, and Gu (2017) evaluated 1,293 posts and tweets on Facebook and Twitter across seven mid-size agencies over six-months. This evaluation identified 16 categories to include crime information, departments asking for tips, crime prevention, safety advice, community interaction, community events, traffic updated, agency-related information, recruitment, other government services, information sharing (i.e. weather), holiday greetings, non-police related, advertising, and road conditions. The research regarding Facebook posts created similar results to those of Lieberman et al. (2013). Roughly one-third of posts related to tips for information and crime information, which were a single category in the evaluation of Lieberman et al. and attributed to almost half of agency postings. The rest of the categories

identified by Dai et al. were mostly regarding giving information to the public, such as community events, traffic updates, and agency-related information- which made up the bulk of the other posting types.

Dai et al. (2017) also evaluated Twitter posts; important to note is Twitter posts were almost three times higher than Facebook posts in most of the 16 agencies. One agency posted double as much, and two agencies posted at the same rate as Facebook posts. Twitter can duplicate tweets to Facebook, which may be the reason for the larger volume of tweets. The duplication also allows agencies to create one agenda for social media usage and replicate it to both sites. Four of the seven agencies Dai et al. analyzed used Facebook and Twitter for two separate reasons. Aside from much higher posting rates, there were differences in posting categories. Twitter is used more as an information push than Facebook. Categories on Twitter were the highest for community interaction, community events, and information sharing. These categories are followed by the top Facebook posting types which are crime information and asking for crime solution tips.

Huang et al. (2017) grouped the social media posts of 40 agencies into three categories- push, pull, and networking. Push posts aimed to give information to the public with posts containing information such as traffic or crime. Pull posts aimed at getting followers to take action, such as respond with information regarding crime solution tips. Networking posts aimed at creating a relationship between the agency and the public. These findings concluded that push posts were more common on Facebook while Networking tweets were more common on Twitter. Pull posts were the least common posting type on both Twitter and Facebook. These findings are in slight opposition to the conclusion of Lieberman et al. (2013) and Dai et al. (2017), although Huang et al. argues agencies have changed their social media posting strategies from mostly pull

to more of a push/networking since 2013. This shift is probably because departments are likely now using social media less as a tool to solve crime and more to build community relations.

Veal (2016) conducted a survey of 163 agencies across the state of Illinois. The survey asked 31 questions involving the agency's social media usage. This data method differs from those previously presented as the agency reported what they posted about, rather than independent analysis by a researcher. The findings were very similar to those of Lieberman et al. (2013). Notifying the public of crime problems was a reported use from 80% of agencies, followed by 76% for crime investigations. Further, agencies reported that social media was either valuable or very valuable for aiding investigations, disaster notification, information dissemination, and community outreach. Agencies were less likely to believe it was helpful for crime prevention with only 31% attributing it as somewhat valuable.

Public Interaction on Social Media

Police department's social media pages have little response frequency (Williams et al., 2018; Lieberman et al., 2013). Likes are more common than most forms of communication such as shares or retweets, and even more so than comment posts. This lack of participation shows a sense of passive participation as residents are putting low effort in social media communication with police agencies.

Lieberman et al. (2013) analyzed response rates on Facebook posts based on comments, likes, and shares. Posts involving officer injured or direct communications were more likely to get likes. Crime posts were the least likely to get both likes and comments. Agencies are using their Facebook accounts to post about incidents regarding crime the most, which is in direct opposition with what receives the most public interaction. Williams et al. (2018) identified promotion or posts aimed at influencing the image of police were highly likely to receive likes.

These likes suggest that in police agenda setting for social media usage, self-promotion is valuable and effective.

Dai et al. (2017) found similar results when comparing likes in their analysis. Agency-related information posts attributed to 38% of all Facebook likes. Other top categories were community interactions and agency related information. Twelve percent of likes attributed to what agencies post about the most- Crime information and asking for tips. Comments from followers shared the same results as likes. When looking at shares, no category was significantly higher than any other. Twitter posts by the seven agencies were almost three times higher than Facebook posts, but favorites, comments, and retweets were less than the total of Facebook likes, comments, and shares. Information sharing and non-police-related information were the most likely to receive follower feedback, while community events and traffic updates were the least likely. These findings are in opposition to Facebook interactions and assert Twitter followers are more interested in posts unrelated to principal police functions, such as crime solution and public safety.

From the push, pull, networking categories of the 40 agencies analyzed by Huang et al. (2017), pull posts received significantly higher reactions from the public on Facebook and Twitter. Posts which contained an officer's name received the most interactions. On Facebook, likes came from posts about personnel, crime received the most comments, and requests for information received the most shares. These findings were very similar to interactions analyzed by Huang et al. on police Twitter accounts.

Lieberman et al. (2013) and Dai et al. (2017) conclude agencies' posts regarding crime attract little community interest. These two studies also posit that since the majority of agency posts are about crime, agencies are posting the most about what the public cares the least about

seeing. This could be due to an agency's desire to post more about activities on crime resolution over crime prevention. Agencies are also likely to post about crime at higher rates because of ease of creating these posts and the frequency at which crime events occur.

Aside from posting categories lengths of posts contributed to an agency's interactions with their followers. In the findings of Lieberman et al. (2013), longer posts that contained hyperlinks were more likely to receive responses with comments. Huang et al. (2017) duplicated these findings. Further research is needed to determine the exact length recommendation for social media posts on law enforcement social media sites that will attract the most public interaction

Posting Frequency Across Facebook and Twitter

An additional aspect of posting by agencies is the number of posts. There are considerable variations in the quantity of posts across law enforcement's Facebook and Twitter accounts. Lieberman et al. (2013) determined from the 23 agencies, the mean number of posts was 0.72 posts per day. The range of posts was wide with agencies posting roughly every three days to posting three times per day. Lieberman et al. points out that posting frequency appears connected to different goals with the agency's social media platforms. Low posting agencies were less likely to post crime related messaging and more likely to post about public relations such as DUIs or officer-involved incidents. This indicates lower frequency posting agencies are using social media more in-line with community expectations, which dissuade from crime postings, as this category has lower response rates of likes and comments. Dai et al. (2017) identified an average of one post per day on either Facebook or Twitter, however, of the seven agencies there were dramatic differences in actual reporting with a range of three posts per day to a single post every three days.

Beshears (2017) determined that the frequency of posts on social media indicate stronger community relations and crime solving. Higher posting frequencies create a sense of trust between community members, meaning increased community relations but also improved crime solution. Departments that rarely posted on social media for any use were less likely to get responses for crime solution tips. Also, departments that posted moderate amounts on social media received fewer responses for crime solution tips than those that posted more frequently.

In the analysis of tweets and posts from the forty agencies, Huang et al. (2017) determined Twitter posts more than doubled Facebook posts. Facebook posts tended to be longer than Twitter posts. The longer Facebook posts may play a role in why Facebook posts are fewer, as they take more effort to create. Of the forty agencies, the average posting frequency on Facebook was 1.8 posts per day while the average twitter post was 3.2 posts per day. Figure 2 depicts the findings of Huang et al. and the number of posts per day by the 40 agencies analyzed, expressed by percentage. The results identify that almost half of agencies post less than one time a day on Facebook, but Twitter posts have no discernible average.

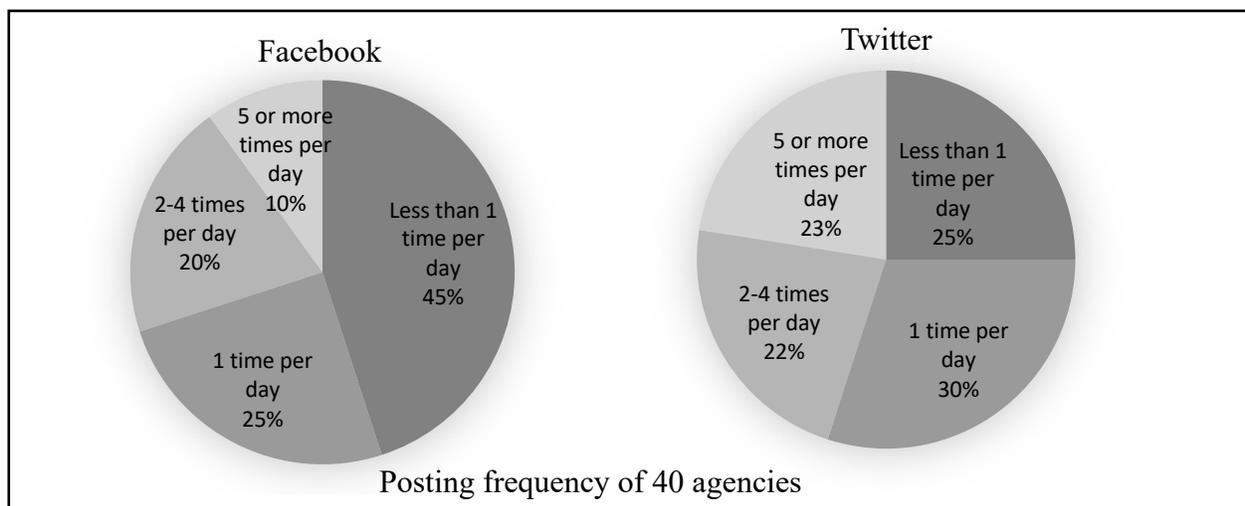


Figure 2: Huang et al. (2017)

Acquiring followers is essential to achieving social media goals- the larger the audience, the further the messaging reach. One of the prominent ways to advertise social media is on the agency website. Size and placement on websites are important when displaying social media links on agency websites (Snead, 2013). There is likely a correlation between how an agency promotes its social media pages on its website with how effectively they use the tool. Links to Facebook, Twitter, and other social media tools should be towards the top of the page as users are unlikely to scroll on the website (Nielsen & Loranger, 2006).

This literature review has presented three arguments for an effective social media strategy in law enforcement. First, social media should be designated as a high priority item because it provides an effective tool for community engagement and positively affects community policing (Myhill, 2006). Second, community-oriented, interactive posts are more effective for community engagement than traditional crime related posts (Dai et al., 2017; Lieberman et al., 2013; Williams et al., 2018; International Association of Chiefs of Police and the Urban Institute, 2017; Veal, 2016). Lastly, although further research is needed a moderate amount of social media posts, likely between one to five posts per day, is most effective for community engagement (Beshears, 2017; Huang et al., 2017).

Theoretical Framework

Direct theory and deliberation theory are participatory process theories in democracy that can help agencies understand the importance of effective social media usage. Direct theory argues that democracy should allow for residents to collectively and individually engage with policy-makers (Barber, 1984). Participation is a key tenant of democracy and residents will trust government if they participate in the democratic process. Barber also asserts that the

participatory process can address and solve conflicts. Police can use social media to engage residents in their participatory processes.

Deliberation theory goes beyond contact with policy-makers and asserts individuals should be directly involved in policy-making, implementation, and evaluations (Bohman, 1996). Social constructs or structures are determinants of issues in democracy. Examples of these constructs are the wealthy, or even certain racial classes, having more access to decision making and policy development. Deliberation theory asserts that when individuals participate in the democratic process, this contribution makes them more likely to trust in democracy and its governmental agencies. Police departments can use Facebook and Twitter to reach out to individuals in the community and involve them in the decision and policy making process. This involvement can help achieve goals such as community policing, citizen cooperation, fostering trust. Direct theory and deliberation theory can be harnessed into an effective tool for departments through social networking theory.

Social networking theory posits that networking and communication allow for meaningful exchanges that build relationships (Beshears, 2017). Beshears' survey research determined that meaningful exchanges can be formed between police departments and the community, and social media sites aid in community policing. In the application of social network theory, posting frequency and content are the main contributors to successful relationship building between the community and the police.

The framework for social network theory as proposed by Dunn (1983) has four assumptions. First, knowledge is generated by the networking process and relationships that develop. The second and third assumptions posit that relationships are formed by social networking and depend on the categories and patterns, and knowledge garnered from the content

created within the social networking. The idea addressed by Dunn is that by building connections, behavioral changes occur that lead to the natural formation of individuals working together as a team. Beshears (2017) takes this idea further and through survey research determined that social media can build the basis for creating connections which cause these behavioral changes. Dunn's final assumption is that relationships grow and are nurtured through meaningful exchanges between parties.

The application of direct, deliberation, and social media theory to the management of law enforcement social media sites can help create a participatory relationship with the community which will further agency goals and enhance legitimacy. Understanding the perceptions and expectations of social media followers of official agency social media sites will help inform this process.

Chapter 3

Materials and Methods

The literature review presented evidence from eight quantitative studies to determine how law enforcement is using their social media sites. Three of the surveys used public opinion by analyzing likes and shares and other interactions to determine participation on agency Facebook and Twitter pages. This survey aims to gather public opinion regarding official police social media sites by asking direct questions to a sample audience to determine how they feel the sites should be used. This approach takes the previous research a step further because it does not rely on public interactions, which are commonly low (Williams et al., 2018; Lieberman et al., 2013).

The survey for this paper involves questions surrounding three areas of research. First, survey respondents answered questions regarding their local police departments current posts on Facebook and Twitter. These questions focused on posting types and posting frequency. Second, respondents answered questions regarding whether they thought the department has a goal in their posts and if they are achieving that goal. Lastly, questions were asked regarding how respondents felt that their agency should be using their Facebook and Twitter.

The survey results produced quantitative data for exploration and analysis. The data was analyzed for three purposes: First, to compare results between data gathered regarding Facebook and Twitter; second, to compare results of law enforcement officers and the general public to determine if they have differing opinions on social media usage; and third, for comparison with data presented in previous research.

Research Design

Online surveys were used to gauge individual perceptions of police social media sites. Participants in the survey were split into two categories- law enforcement (LE) respondents or

non-LE respondents. First, non-LE respondents were surveyed as consumers of police social media sites and asked to provide perceptions on how they feel the sites are contributing to the department's goals, duties, and agendas. Second, law enforcement officers, or LE Respondents, were surveyed on the same questions to determine their perceptions of the social media sites. Creating two populations allows the ability for comparison between citizen and law enforcement perceptions.

For this study, Facebook and Twitter were analyzed. These two social media sites can perform mutual or separate goals for police. Duplicating survey questions for both Facebook and Twitter identified if police departments should create a uniform agenda on each site or have separate goals for each. The literature review identified that Twitter posts tend to be far more frequent than Facebook posts (Dai et al., 2017; Huang et al., 2017). This study will take these findings further by determining if the public has different expectations of posting frequency on Facebook and Twitter.

The two audiences, both LE and non-LE respondents, offers the ability to determine if there are differing opinions on how agencies should use their social media sites. Analyzing the dual perspectives offers an understanding of current posting strategies while informing new policy for future posts based on public interest. Although all post types are necessary because they achieve a goal, adjusting for public opinion is important to build effective community engagement.

In addition, we can compare results of current police social media strategy with how likely this strategy is reaching its audience. The survey identifies what people perceive their agencies posts about the most, and what people believe their agency should be posting about the most on both Facebook and Twitter. Lastly, we can identify if agencies are using Facebook and

Twitter for the same purpose, and if individuals have different perceptions on what each should be used to achieve.

Survey Instrument

Respondents were asked to visit their local police department's Facebook and Twitter page. Respondents were instructed to review 10-15 days of the department's previous posts. After reviewing the posts respondents were asked eight questions duplicated for both Facebook and Twitter, for sixteen questions directly relating to the content of the posts. Three questions provided descriptive statistics to better define the survey sample. One question provided an opened ended opportunity for respondents to provide information they felt relevant to the study.

The appendix provides the complete list of survey questions asked of each respondent. Respondents reviewed a total of 20 questions on an online survey. The survey gathered information from qualtrics survey software hosted by the University of Oklahoma. Respondents reviewed a total of 20 questions. Questions 3-10 were duplicated to ask the same questions about an agency's Facebook and Twitter posts. These eight questions provide the quantitative data analyzed for the study. Skip logic was used for respondents whose local police department did not use Facebook and/or Twitter. When departments did not use Facebook and/or Twitter, respondents were asked questions regarding "if" the agency were to start using Facebook or Twitter what do they feel they should use it for. They were not asked to evaluate an alternate agency's previous posting frequency or usage types.

Questions involved several format types, however the majority used a Likert scale or close-ended rank order questions. These question types were used to better capture opinions of respondents and allow for scaled responses that were used for analysis. One question duplicated for both Facebook and Twitter responses provided a multi-select option. The rank order

responses involved ranking common posting categories from 1-11. To provide survey respondents a general idea of what police uses social media accounts for, the survey listed eleven categories. The eleven rank order question categories were based on posting categories identified by Lieberman et al. (2013). These eleven categories include tips, crimes, alerts, driving under the influence (DUI), officer injured, missing person, recruitment, public relations, direct communications, and directions to services. Several of these categories were altered or combined for clarity. These posting categories are also similar to several other research studies in the literature review and therefore represent the bulk of law enforcement's posting types. The multi-select question also uses the categories identified by Lieberman et al.

Key Terms

Several key terms need further definition to assist in understanding of some of the key components of the study. First, the two audiences surveyed in this study are law enforcement (LE) and residents, referred to as non-law enforcement (LE) respondents. The LE respondent audience is defined as anyone who is currently serving or has ever served in a police or peace officer position within a law enforcement agency, such as a local police department or sheriff's office. Non-LE respondents represent the second group which make up anyone who has never served in a law enforcement capacity.

Secondly, the eleven categories by Lieberman (2013) are further defined to help respondents better answer survey questions. Each survey question defines the categories by providing examples. These terms were defined in each question but will not be defined individually throughout the results and discussion or conclusion sections.

Tips are identified as safety or prevention tips. *Alerts* are posts issuing evacuation notices, lock-downs, and traffic incidents. *Driving under the influence* (DUI) posts are defined as

notifications of safety tips or checkpoints regarding DUIs. *Officer injured* posts consist of officers injured or killed, or memorialization posts. *Crimes* posts reference crime warnings, crime in progress updates, arrest/success, and BOLO or posts seeking information.

Additional categories include *recruitment* posts advertising hiring opportunities to potential officers. *Public relations* posts are posts aimed at a community policing agenda, advertising community events, posting policy updates, or other positive law enforcement posts. *Direct communication* posts are communication posts targeting a specific group or person. *Direction to services* posts provide directions to agencies or services, tip lines, or offer general guidance to residents. Lastly, *missing person* posts are posts that communicate amber alerts, missing person, or person found alerts.

Sampling Technique

One hundred and seven respondents completed the survey. Twenty eight or roughly one quarter of the survey population were current or former law enforcement officers. The survey did not collect personally identifiable information. To understand the sample of represented agencies participants information regarding home state was asked. Further, if students identified themselves as living in Oklahoma, the county in which they reside was asked as most respondents are residents of Oklahoma. Survey respondents were from 15 different states with 2 respondents residing outside of the United States. Seventy two respondents or 68% were from Oklahoma. Of the 72 Oklahoma respondents, 11 separate counties were represented. At minimum, 26 different police department's social media and twitter accounts were represented in the survey findings.

The majority of survey participants are students enrolled in the University of Oklahoma Extended Campus programs at both the undergraduate and graduate level. Students were

enrolled in several degree options, however, most law enforcement respondents from the survey were from individuals enrolled in Criminal Justice or closely related courses. Survey responses were voluntary, however, many students received extra credit or assignment replacement for their participation.

Survey respondents were recruited based by convenience which likely creates bias in the sample. There may be some biases in favor of law enforcement agencies due to an overrepresentation of criminal justice students. In addition, Ruddell and Jones (2013) argue current students and those with post secondary educations are more likely to visit police department pages. As previously identified, Ruddell and Jones' research makes it likely that the respondents for this survey are self-selected "fans" of the police and may not accurately represent the entire target population of police. In addition to the positive impressions of police, survey respondents are likely more educated than the social media target audience of police agencies.

Analysis

Quantitative data presented in the survey research was used to compare how respondents felt Facebook and Twitter should be used. This data was analyzed individually and then evaluated comparatively to determine if the public or law enforcement felt Facebook and Twitter should have the same or differing goals. Next, the research determined if the two audiences, LE and non-LE respondents, have the same expectations of how official police department social media sites should be used. The final analysis determined if the survey results presented differing opinions on how police social media accounts should be used, from that of the eight previous research studies presented in the literature review above.

Analysis of rank order and Likert-scored questions provide the majority of the statistical analysis for this research. Likert-scored questions will be presented based on response

frequencies using The Mann-Whitney U to analyze opinions of police social media usage. The two Multi-select questions are analyzed using amount of responses for that category.

Respondents were asked various questions and instructed to rank various categories from one to eleven. This data was then put into a statistical table to determine the minimum, maximum, mean, standard deviation, and variance. This data will be presented mostly using frequency distribution. Variance in rank order answers will be presented when results are noteworthy.

Chapter 4

Results and Discussion

The study results are presented in this section through various means in effort to create readily comparable information between the several points of analysis for this survey. Where appropriate, the data is further presented using various tables to allow for easy comparison. After reviewing 10-15 days of their local police department's Facebook and Twitter pages, respondents were asked 20 questions about the posts. The survey gathered information from qualtrics survey software hosted by the University of Oklahoma. Respondent descriptive data is presented first.

The survey questionnaire included questions that used either Likert, rank-order, multi-select, or open-ended prompts. Categories for rank order questions asked respondents to select from posting categories identified by Lieberman et al. (2013). These eleven categories include tips, crimes, alerts, driving under the influence (DUI), officer injured, missing person, recruitment, public relations, direct communications, and directions to services.

Presentation of Data

The mean results are presented for analysis and discussion in this section for comparison. The mean allows for the analysis of the frequency distribution of the category across the scale, rather than only the mode which does not account for frequency distribution. The lowest mean reflects the closer in frequency that the category is to most used. There is some variance in responses which is presented when notable. A wide variance indicates less consistency or more disagreement between respondents within the category but offers little for comparison. The data is presented by question type.

Respondent Descriptive Data

Twenty six different police department Facebook and Twitter accounts were represented in the survey findings. One hundred and seven respondents completed the survey. Survey respondents were from fifteen different states with two respondents residing outside of the United States. Respondents were asked to identify their law enforcement (LE) or non-law enforcement (non-LE) status. Twenty-eight of the respondents were current or former law enforcement officers (LE), while 78 respondents were non-LE respondents. For the purposes of the study, non-LE respondents included all other respondents. Roughly three fourths, or 74%, of respondents were non-LE respondents and 26% of respondents were LE respondents.

Oklahoma residents accounted for 72 of the 106 respondents. Oklahoma is overrepresented in the respondent data because of convenience sampling of students enrolled at the University of Oklahoma. Eleven counties in Oklahoma are represented in the data. While there are 26 agencies represented in total in the data, non-LE respondents represented the Facebook and Twitter accounts of 18 of the agencies. LE responses represent 20 different law enforcement social media sites.

The majority of non-LE respondents did not follow their local police department's Facebook or Twitter accounts prior to starting the research survey. Unsurprisingly, LE respondents were more likely than non-LE respondents to follow their department's social media sites. LE respondents who already followed the agency's Facebook page accounted for 85% of LE respondents and over 80% followed the Twitter page. These findings heavily contrast with non-LE respondent follower rates for department social media sites. Almost 70% of non-LE respondents did not follow their agency's Facebook page, and almost 90% did not follow their agency's Twitter account. These findings suggest that department social media accounts have low follower rates from residents.

Likert Scale Data and Discussion

Respondents were asked how active they consider their agency's Facebook and Twitter accounts. This question was asked on a five-point scale from very inactive to very active.

Respondents were asked to make an assessment of Facebook and Twitter usage, while the number of posts was not asked. There is little evidence to suggest how many posts departments should make, although previous research has determined that most agencies post roughly one time per day on Facebook and Twitter (Huang et al., 2017; Lieberman et al. 2013).

Generally, roughly three-quarters of respondents considered their agency's social media activity to have average to active activity levels. Less than 20% of respondents felt the activity was less than average. Table 1 has the full results which indicates that most individuals believe that their local police department's social media sites could benefit from additional posts. These results were mostly duplicated on both the Facebook and Twitter question sets.

Table 1

Activity level of Social Media Sites (Opinions of Activity Level of Social Media Sites over the last 10-14 days, Expressed by Percentage)

	Facebook		Twitter	
	Non-LE Respondents	LE Respondents	Non-LE Respondents	LE Respondents
Very Active	16%	23%	15%	38%
Active	35%	31%	35%	25%
Average	38%	42%	35%	19%
Inactive	5%	1%	4%	19%
Very Inactive	5%	4%	11%	0%
Total Responses	74	26	54	16

To provide specific opinions from respondents regarding police social media usage, respondents were asked if they felt their local agency should post more or less, or whether the agency posted the appropriate amount on Facebook and Twitter. The majority, 97% on Facebook and 93% on Twitter, of survey respondents felt that their agency should post more or was already

posting at an appropriate amount. On both Facebook and Twitter 50% of LE respondents felt their agency should post more, while 45% of LE respondents felt their agency posted the appropriate amount. Of the non-LE respondents, 35% felt their local agency should post more on social media, while roughly 60% felt posts were at the appropriate amount.

Due to low follower rates, traditionally low interaction from citizens, and low post rates by police the most surprising data was the very limited number of respondents who departments should post less (Huang et al., 2017; Williams et al., 2018; Lieberman et al., 2013). Less than 4% of respondents felt less posts should be created on Facebook, and less than 7% felt Twitter posts should be fewer.

Table 2 identifies the full findings for “likelihood to respond” to an agency’s social media posts and identifies that roughly 40% or more of respondents reported they were extremely unlikely to respond to Facebook and Twitter posts via comment, like, or share. “Extremely likely to respond” was reported the least by LE and non-LE respondents on Facebook and by LE respondents on Twitter. “Extremely likely to respond” by non-LE respondents on Twitter posts was comparable to other likelihood responses on Twitter.

Table 2

Likelihood of Interaction (Likelihood of Responding to Agency Social Media Posts, Expressed by Percentage)

	Facebook		Twitter	
	Non-LE Respondents	LE Respondents	Non-LE Respondents	LE Respondents
Extremely likely	7%	8%	11%	4%
Somewhat likely	21%	15%	13%	8%
Neither likely nor unlikely	13%	12%	11%	19%
Somewhat unlikely	20%	23%	16%	8%
Extremely Unlikely	39%	42%	49%	62%
Total Responses	76	26	75	26

Respondents were asked to identify what types of posts they would most likely respond to via like, share, or comment on Facebook. LE respondents were most likely to respond to posts about officers injured, followed closely by public relations, and crime posts. LE respondents were least likely to respond to direct communication and directions to services. Non-LE respondents were most likely to respond to crime, missing person, and public relations posts and least likely to respond to recruitment posts, followed closely by driving under the influence posts.

The full findings for likelihood for responding to posts are published in Table 3, which identified that categories most likely to receive interaction differed between Twitter and Facebook. This area of study posed the largest contrast between LE and non-LE respondent's perspectives than any other question in the study. Non-LE respondents reported that alerts, missing persons, and crimes were what they would respond to the most. LE respondents were most likely to respond to Crimes, followed closely by public relations posts. Non-LE respondents were least likely to respond to direct communication posts while LE respondents were least likely to respond to direction to services posts. This question was multi-select which allowed respondents to select multiple categories they would be likely to respond to.

Table 3

Categories Receiving Interaction (Post Categories Most Likely to Receive Interactions, Expressed by Percentage?)

Category	Facebook		Twitter	
	LE Respondent	Non-LE Respondents	LE Respondent	Non-LE Respondents
	# of Responses	# of Responses	# of Responses	# of Responses
Crimes	37%	39%	41%	49%
Public Relations	41%	39%	37%	35%
Alerts	19%	37%	26%	53%
Missing person	11%	39%	26%	46%

Officer injured	44%	11%	33%	11%
Tips	2%	26%	19%	26%
Recruitment	30%	5%	26%	7%
DUI	7%	7%	11%	8%
Directions to services	4%	11%	4%	9%
Direct communications	4%	8%	7%	3%
Total Responses	27	76	27	74

The survey attempted to determine if non-LE and LE respondents felt that their local police department’s Facebook and Twitter accounts were achieving their intended goals. Respondents were asked to review 10-14 days of previous Facebook and Twitter posts and determine what the agency posted about the most. This question assumes that an agency’s overall goal is best depicted by the most frequent post type. When determining if the agency was achieving the goal based on their most common posting category, Likert scale responses ranged from definitely yes, probably yes, might or might not, probably not, and definitely not.

Survey responses determined that over 70% of Facebook respondents, and over 50% of Twitter respondents, believe that local department is “definitely yes,” or “probably yes,” achieving their goal. Table 4 depicts the full findings. These results are similar for both Facebook and Twitter responses. Non-LE respondents were also likely to respond that they were unsure if the goal was being met by responding with the “might or might not” choice. The most important take-away from this question for police is that less than 10% of survey respondents felt that agencies were “probably not” or “definitely not” achieving their social media goal.

Table 4

Law Enforcement Goal Achievement (Is Law Enforcement Achieving their Goal on Social Media, Expressed by Percentage?)

	Facebook	Twitter
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	Non-LE Respondents	LE Respondents	Non-LE respondents	LE Respondents
Definitely yes	24%	38%	20%	31%
Probably yes	46%	46%	42%	19%
Might or might not	23%	4%	27%	25%
Probably not	3%	8%	7%	25%
Definitely not	4%	4%	4%	
Total Responses	74	26	55	16

Rank Order Data and Discussion

Respondents were asked to determine what their local agency posted about the most. Respondents ranked the categories from most to least used on the Facebook and Twitter accounts they reviewed. Response options were based on the categories of Lieberman et al. (2013) categories which are tips, crimes, alerts, driving under the influence (DUI), officer injured, missing person, recruitment, public relations, direct communications, directions to services, and other. Table 5 depicts the full research findings which indicates that non-LE and LE respondents differed.

Non-LE respondents thought that departments were posting most about crimes, followed by tips, and directions to services was posted about the least, with direct communications having only a slightly higher posting frequency. LE respondents reported that public relations posts were most common, followed closely by crime posts. The least posting category by LE respondents was direct communication posts. It is unclear if results differed between LE and non-LE because the reviewed agencies posted differently, or because LE and non-LE have different perceptions of social media categories. For non-LE respondents, public relations posts had a far wider variance than any other post categories. With an average variance of 4.64 across all categories, the variance for public relations posts was 7.78.

Twitter results for police department current posting types were similar to Facebook results. The most common posting categories on Twitter were crimes, followed by alerts, and then tips. LE respondent's Twitter responses were also similar to Facebook results, with crime followed by public relations as the most posted about categories. Direct communication posts were still near the bottom for both LE and non-LE responses. Again, for non-LE respondents, public relations posts had a far higher variance than other categories.

Table 5

Law Enforcement Posts (What is Law Enforcement Posting on Social Media?)

Category	Facebook		Twitter	
	LE Respondents	Non-LE Respondents	LE Respondents	Non-LE Respondents
	Mean	Mean	Mean	Mean
Crimes	2.84	2.86	2.50	2.41
Public Relations	2.08	3.51	3.38	4.53
Tips	3.16	3.31	3.56	3.75
Alerts	4.60	4.13	3.81	3.10
Missing person	6.52	5.54	6.19	5.59
Recruitment	5.76	6.43	6.75	6.86
DUI	7.40	6.24	7.50	5.82
Officer injured	8.12	6.96	7.44	6.94
Directions to services	7.24	8.26	6.63	8.94
Direct communications	8.44	8.19	8.13	8.06
other	9.84	10.57	10.13	10
Total responses	25	72	16	51

One of the most critical research questions posed by this research study is how the public feels that their local agency should be using their social media sites. Both LE and non-LE respondents were asked to rank, in order, what they felt their department's official social media

pages should post about. Responses were again based on the categories identified by Lieberman et al. (2013).

Table 6 depicts the full research findings which identify LE and non-LE respondents had roughly the same opinions when determining how each audience felt their local agency should use its social media accounts. Crime posts were the number one category by LE respondents on Facebook and Twitter, and for non-LE responses on Twitter. Alert posts were the number one category for non-LE responses on Facebook posts. Direct communications posts were the least desired category for both audiences on both social media tools. Although other categories differed in hierarchy between the two groups, overall, the results were very similar.

LE and non-LE respondents overall felt that Facebook and Twitter should present the same agenda. Respondent results for how departments should use their Twitter were very similar to Facebook results. Crime posts were the number one category. Further, the survey results identified direct communication posts should be posted about the least. These two findings were the same as the Facebook results presented above.

Table 6

Opinions on Law Enforcement Social Media (How should Law Enforcement be using their Social Media?)

Category	Facebook		Twitter	
	LE Respondents	Non-LE Respondents	LE Respondents	Non-LE Respondents
	Mean	Mean	Mean	Mean
Crimes	2.88	3.36	2.29	2.30
Alerts	3.92	3.05	3.17	2.54
Tips	2.92	3.36	4.04	3.87
Missing person	5.00	3.54	3.92	3.51
Public Relations	3.81	5.42	4.96	5.48
Officer injured	6.50	6.81	6.54	6.87
DUI	7.81	5.95	7.50	5.83
Recruitment	6.69	7.89	6.75	7.99

Directions to services	7.38	8.03	7.76	8.18
Direct communications	8.85	8.66	8.17	8.46
other	10.31	10.86	11.00	10.97
Total responses	26	74	24	71

Open Ended Remarks and Discussion

One open-ended question was offered to respondents asking for comments regarding police social media usage. Solicited comments could relate to what the police should use social media for, how they could more effectively use it, or address any concerns or issues the respondent felt could add value to the research findings. LE respondents were the only respondents who offered open-ended comments. Of the 28 LE respondents who completed the survey, 17 provided open-ended responses. Most responded that agencies should use social media more effectively and stated the importance of social media usage by agencies. The open-ended responses varied, but several officers presented compelling arguments for police agency social media accounts and topics for further research.

One respondent, identified as a Drug Enforcement Administration (DEA) agent, stated that different police agency types have and need different goals depending on the mission of the agency. For instance, an agency such as the DEA is likely to have posting categories very different from a typical police department, such as “Throwback Thursday” to highlight past operational successes, or “Fugitive Friday” to highlight new actively wanted fugitives. Also, posts consisted of administrators highlighting meetings with politicians and foreign governments, which the agent felt were irrelevant to who the agency’s official Facebook and Twitter accounts should be communicating with. These post types are likely consistent with police agencies engaged in nontraditional law enforcement, such as federal or state agencies and

correctional institutions. This perspective is essential because it identifies a need for further research for nontraditional police agencies' social media accounts and how they can more effectively develop agendas for their social media usage.

This study does not provide information for police officers' personal social media accounts. Numerous examples of officers fired for their social media posts can be found through a quick web search. One officer respondent noted that an officer's activity on social media could be used to impeach them in court. In setting agendas with their social media accounts, police departments must be proactive about addressing their employee's personal social media accounts.

Two officers provided insight that their department's social media agenda requires posts to have a positive tone. Posts such as providing instant information about dangerous activity or requesting the public's help to solve a crime may create the illusion that residents should fear more than they really should. At minimum, the officers assert that these post types should balance with posts about good deeds, humanizing officers, and citizen engagement. One officer further identified that their agency's calls for assistance are approximately 20% criminal and 80% service-related. The officer suggested that law enforcement social media strategy should reflect what the agency is doing. This argument provides a subject for further research to determine if public opinion or agency operations are more valuable to social media agenda setting.

Discussion

The results of this research study presented several key findings. To review, first this study attempted to gather information regarding what police are currently posting about. Second, the study aimed to determine whether respondents felt their local agency was achieving its social

media goal. And third, the study looked to determine how respondents viewed their agency's use of Facebook and Twitter.

Overall, respondents felt that local police departments are using their Facebook and Twitter primarily for crime posts that issue crime warnings, crimes in progress updates, information about arrests and operation success, as well as BOLO posts seeking information about crimes or wanted persons. Posts involving direct communication were the least often type of posting type on Facebook. On Twitter, directions to services posts such as directions to agencies, tip lines, and offering guidance are posted the least. Respondents felt department Facebook and Twitter accounts should be used for crime posts rather than direct communication with specific individuals. It also appears that people want to see the same sorts of information on both Facebook and Twitter.

Assuming the police departments goal on their social media accounts is represented by what they are posting about the most, respondents feel that agencies are achieving their goal on Facebook. For Twitter however, respondents were less confident about their agency's social media agenda being achieved.

Respondent data also showed that follower rates are very low on department social media sites. Of all respondents, 52% did not follow their agency's Facebook page, and 71% did not follow their agency on Twitter before participating in the study. These numbers are inflated due to the number of officers who participated in the survey, who are more likely to follow department social media sites.

The majority of respondents, over 70%, feel that their agencies' social media pages had average to active activity. Twenty percent of respondents felt social media pages were very active. Most respondents think that their agency post an appropriate amount on Facebook. Only

3% believe they post too much. These results were very similar for Twitter results, which argues for greater activity from police in these social media arenas. The overwhelming majority of respondents are extremely unlikely to respond or interact with social media posts. If they were to respond, they would be more likely to respond to posts regarding public relations on Facebook and Crimes on Twitter. Direct communication posts are highly unlikely to garner responses on both Twitter and Facebook.

Chapter 5

Conclusion

The purpose of this study was to support police departments in their social media agenda setting. Understanding social media followers can help departments with community engagement and help build public trust. By using social media to create a participatory effect between citizens and law enforcement, public trust is built (Bryer, 2011). Individuals will more likely respect and trust the agency if they feel they are involved in decision making, and if their opinion is valued. This relationship building also aids in community policing, which is effective for building trust between police departments and the community (Hoffmeister, 2014).

Agenda setting is important for departments to consider when assessing their goals on social media. The current social media strategy of many departments is based on pre-existing strategic choices in communication strategies and situational differences, and there has been little effort to alter messaging since social media created the ability to change communication strategies (Meijer & Thaens, 2013). Accounts are used differently by each agency with overlapping goals such as increasing transparency, supporting inter- and intra-organizational collaboration, and strengthening and promoting new forms of public participation and engagement.

Indications in the Literature

Myhill (2006) conducted a review of 59 previous research studies to create a better understanding of how effective community engagement is for policing. Community engagement for reducing crime showed positive, but weak results. Reducing disorder and anti-social behavior, increasing feelings of safety, and improving police-community relations and community perceptions of the police all showed very positive results. Additionally, changing

police officer's attitudes and behaviors can help with community engagement. Although community engagement may not significantly reduce crime, it does increase residents' perceptions of police.

Most of the legitimacy for police departments comes from the public's perception of how safe they perceive themselves to be (Parlow, 2012). Although crime has decreased since 2008, the public views crime as increasing (The Federal Bureau of Investigation, 2017). Much of the perception of increased crime is due to media coverage which exaggerates violent crime. Social media offers police the ability to get their messaging to the public without the bias of the media (Hoffmeister, 2014). In addition to bypassing the media, agencies can distribute information that creates a sense of transparency (Edlins, 2016).

Social media should provide open communication. Police have three communication strategies to aid relationship building when determining how to use their social media accounts to interact with the general public (McKnight, 195). The first is the therapeutic relationship which occurs when social media is used to meet the needs and demands of the public. The second relationship is the advocacy perspective in which residents express their concerns, which are directed to police leadership for possible resolution. The last relationship is the community approach which calls on law enforcement social media professionals to help support, ease, or smooth the relationships between the agency and its environment. An effective social media communication strategy involves all three of these approaches.

Agencies tend to implement social media strategies that disrupt organizational routines as little as possible (Werner, 2008). Most often, available resources dictate strategy (Williams et al., 2018) Agencies should allow the tool to aid in their current communication goals by allowing social media to significantly alter the content, volume, and overall message. Many agencies do

not have defined goals with their social media and typically spend minimal time managing it. Agencies should include social media as a tool in their department's broad goals and dedicate time and resources to its management (Veal, 2016).

Methods Applied for the Study

Online surveys were used to gauge perceptions of police social media sites. For this study, Facebook and Twitter were analyzed. Participants in the survey were split into two categories- law enforcement individuals or residents. Respondents in the survey were students from the University of Oklahoma's Extended Campus program. The respondents were asked to visit their local police department's Facebook and Twitter page and instructed to review 10-15 days of the agency's previous posts. After reviewing the posts, respondents were asked sixteen questions directly relating to the content of the posts. Four additional questions pertained to descriptive data of the respondent population.

The majority of questions used a Likert scale or close-ended rank order questions. These question types were used to better capture opinions of respondents and allow for scaled responses. Categories for the eleven-rank order question were based on posting categories identified by Lieberman et al. (2013). These eleven categories include tips, crimes, alerts, driving under the influence (DUI), officer injured, missing person, recruitment, public relations, direct communications, and directions to services.

One hundred and seven respondents completed the survey with roughly three-fourths of the audience being non-LE respondents. Respondents were from fifteen different states with two respondents residing outside of the United States. Sixty-eight percent of respondents were from Oklahoma where eleven separate counties were represented. Twenty-six different police department's Facebook and Twitter accounts were represented in the survey findings.

Summary of the Findings

The survey for this paper attempted to achieve three goals. First, survey respondents answered questions to help determine what their police department is already posting about. Second, the study looked to determine how respondents viewed their agency's use of Facebook and Twitter. Finally, respondents answered questions aimed at determining whether they felt their local agency was achieving its social media goals. Overall, these three objectives were met with some limitations which are discussed later.

Posting Categories Across Social Media

The research presented in this study differed somewhat from previous research presented in the literature review. Several of the studies presented in the review determined that police agencies were mostly posting about one or two categories of information. Other posting types were present but in far less volume. The survey identified that local departments are using their Facebook and Twitter the most for crime posts, followed by public relations and tips.

Lieberman et al. (2013) determined crime posts accounted for 50% of Facebook posts, followed by public relations. These findings duplicate the survey results. "Tips" was not significant in the Lieberman et al. research study, accounting for only 3% of posts. Dai et al. (2017) presented evidence that asking for tips was most common on Facebook, while community interaction and community event posts were the two most posted categories on Twitter. "Tips" was the third most posted about category in the survey. The IACP (2016) determined public safety notifications, followed by community outreach and engagement posts and public relations posts were the top posting categories, which greatly differs from the survey results.

The least posted categories determined by the survey results was directions to services and direct communications posts. Direct communications as the least posted category is not

surprising. Williams et al. (2018) determined social media offers the ability for two-way communication but also determined it was not used to do so. Kudla (2018) also determined police rarely responds to citizens on social media.

Public Interaction on Social Media

As noted in the literature, police social media followers are generally passive participants and do not readily react to posts (Williams et al., 2018; Lieberman et al., 2013). The survey results validated the findings by Williams et al. and Lieberman et al. Respondent data showed that follower rates are very low on police social media sites. Of all respondents, 55% did not follow their agency's Facebook page, and 71% did not follow their agency on Twitter before participating in the study. When accounting for only non-LE respondents, 65% did not follow their department's Facebook page, and 87% did not follow their department's Twitter prior to participating in the survey.

The present study found that public interaction on police official social media accounts is similar to the research findings presented in the literature review. Interaction is passive and citizens do not readily react to posts (Williams et al., 2018; Lieberman et al., 2013). The survey findings determined that over 60% of respondents were either "somewhat unlikely" or "extremely unlikely" to respond to law enforcement's social media posts. Facebook was more likely to get responses than Twitter.

The survey asked respondents to answer what they were most likely to respond to with a like, share, or comment. The public interaction findings presented in the literature review differ to some degree to the data presented in the survey results. In the present survey, crime, public relations, and alerts were most likely to receive interactions. Lieberman et al. (2013) determined that on Facebook posts, officer injured, or direct communication posts were most likely to

receive responses. Crime posts were least likely to get likes and comments. This differed from the survey findings as only 11% of non-LE respondents stated they would react to posts about officers injured, although LE respondents were much more likely to respond. Williams et al. (2018) identified promotion posts as most likely to receive public interaction. According to Dai et al. (2017), 38% of all Facebook likes were posts about agency related information. Crime information and asking for tips received the least amount of interaction. Thirty five percent of the non-LE respondents stated they would react to public relations posts.

Posting Frequency Across Facebook and Twitter

Agencies post at far higher rates on Twitter than on Facebook, although on average Facebook posts are more likely to receive public interaction through likes, shares, comments, favorites, or re-tweets (Huang et al., 2017; Lieberman et al., 2013). It is unclear why social media users are more likely to engage law enforcement on Facebook than on Twitter. It is possible that Twitter engagement is reduced because of the higher posting volume on this social media platform, which detracts from community engagement. It is also possible that although Twitter and Facebook have comparable amounts of followers, Twitter users may be less engaged. The engagement level across social media platforms requires further research.

Three-quarters of respondents considered their agency's social media activity to have average to active activity levels. Less than 10% of respondents for Facebook and less than 17% of respondents for Twitter felt the activity was less than average. In addition, the majority of respondents, 97% for Facebook and 93% for Twitter, felt that their department should post more or was already posting at an appropriate amount. On both Facebook and Twitter 40% of respondents felt their agency should post more, while 55% of LE respondents felt their agency posted the appropriate amount.

Less than 4% of respondents felt less posts should be created on Facebook, and only 3% felt Twitter posts should be fewer. Due to low follower rates, traditionally low interaction from citizens, and low post rates by law enforcement these results are most surprising (Huang et al., 2017; Williams et al., 2018; Lieberman et al., 2013). Survey respondents wanted to see their agencies posts more on social media which is greatly different than conclusions presented in the literature review.

The exact amount of posts police departments made was intentionally not asked of respondents. Although undefined, previous research presented in the literature review provides indications of appropriate activity levels. Two studies in the literature review determined average posting rates on Facebook and Twitter were one or less post per day (Dai et al., 2017; Lieberman et al., 2013). Huang et al. (2017) provides the most robust analysis covering 40 agencies and determining 1.8 posts per day is the average for Facebook posts, and 3.2 posts per day is the average amount of Twitter posts. When the survey results are applied to Huang's findings, 1.8 posts per day on Facebook, or 3.2 posts per day on Twitter, is not considered active or very active. This likely means 1.8 posts per day is not enough, while 3.2 posts per day may be too many.

Social Media and Agenda Setting

Campaigns to gain followers are vital to achieving the social media goals of the police. This research attempted to determine how police departments can leverage their social media accounts to interact with the public in a way that promotes community engagement and builds trust between the police and the general public. The low follower and interaction rates presented help identify a major gap in police social media strategy. The survey demographics did not detail individual demographics; however, previous research has identified that most department social

media followers are younger (under 35), educated, and have more confidence and satisfaction with the police (Ruddell & Jones, 2013). Agencies should use these statistics to continually engage this audience as well as promote posts that attract an older and less educated demographic.

Respondents felt the police department's Facebook and Twitter accounts should be used for crime posts rather than direct communication with specific individuals. While social media sites may need to limit "tips" posts, they are beneficial because they provide the police with the best concrete ability to accomplish their implied task- solve crime and maintain public safety.

In addition, agencies that limit the length of posts may miss opportunities for interaction with the public as longer posts are more likely to receive likes, comments, and shares (Huang, 2017; Lieberman et al., 2013). Since longer posts have high interactions through likes, agencies should not strictly hold themselves to common social media practices which encourage shorter posts. In addition, longer posts offer the ability to provide more details to create a sense of transparency.

Assuming the agency's goal on their social media accounts is represented by what they are posting about the most, respondents felt that agencies are achieving their goal on Facebook. For Twitter however, respondents were less confident about their agency's social media agenda being achieved. Survey responses determined that over 70% of Facebook respondents, and over 50% of Twitter respondents, believe that local law enforcement is "definitely yes," or "probably yes," achieving their goal. Less than 10% of respondents felt that their agency was not achieving their social media goal.

Limitations and Future Research

The research tried to include a diverse survey sample, however, convenience sampling limited the sampling frame to college students and increased the number of posts viewed from agencies within Oklahoma. With only 107 respondents, all of whom were students enrolled at the University of Oklahoma, the sample size, background of respondents, and the respective agencies that were evaluated by respondents are all limitations of the study. The size and demographics of the survey sample may have skewed the results.

The present survey results did not determine an exact posting frequency for police agencies' social media accounts. The results determined that respondents wanted to see more posts on social media. Through a review of previous research an assumption was made that 1.8 to 3.2 posts per day was a probable amount for how often an agency should post. Further research is needed to determine the exact posting frequency that engages the audience. In addition, Facebook engagement is much higher than Twitter engagement, which is supported by the current survey findings and the literature. This engagement could be due to follower engagement or the higher volume of Twitter posts than on Facebook. Further research should identify why this engagement differs.

The present survey asked for rank order of posting types by volume but did not account for exact frequency of posts, which presents a limitation when comparing to previous research studies. Previous research presented in the literature review determined the exact amount of times each category was posted about on a police department's social media site. This survey was not able to do so, as it asked each respondent what was posted about from most to least but not how many times a category was posted.

In addition, respondents are likely self-selected "fans" as defined by Ruddell and Jones (2013), meaning those that chose to participate in the research most likely have positive views of

police. It is unclear if supporters and non-supporters of police have differing opinions on how departments should use Facebook and Twitter. Future research should identify how departments can reach larger audiences that are more diverse and that may or may not harbor supportive predispositions toward police.

With the exception of one category there was no difference between LE respondents and non-LE respondents' reviews of social media accounts. Separating the audiences offered little value. There were significantly more non-LE respondents than LE respondents. The two audiences were separated to help determine if law enforcement biases were influencing posts. Based on the research, it is unlikely any bias exists. LE and non-LE respondents, for the most part, want social media accounts to be used in the same way. Future research could likely forego disaggregating law enforcement from non-law enforcement respondents in the sampling strategy or analysis. The differences are negligible.

The research for this paper supports police social media strategy by determining what posts the public wants to see. The research does not provide police department's support for acquiring new social media followers, which are vital to the goal of achieving legitimacy. Van Leuven (2009) determined that police use social media during times of crises- and does so effectively. If crises management is a goal for social media sites, having social media followers during a crisis is important. Further research should help police departments set an agenda that determines how to recruit new followers to their social media sites.

Conclusions and Implications

The survey aimed to help police departments understand how to better reach their audience and it was determined they are meeting their social media goals. The survey did not determine how departments could attract additional followers but noted this as a topic for further

research. The survey results also determined that posting categories that the public wants to see mirror categories previous research determined police departments were already posting about the most. This is positive for departments because it shows their current social media efforts are working.

Social Media Agenda Setting

The survey results indicate that police agencies are generally achieving their social media goals. On Facebook, nearly three-quarters of respondents reported that the police department's social media goal is being met, with 28% reporting that it was "definitely yes" being met. The results were slightly lower for Twitter, with 60% reporting that the goals were being achieved, and 23% reported the goals were "definitely yes" being met. Overall, only 10% of respondents felt the department was not achieving its goals on social media. These results are positive for police because they confirm that department social media sites are generally viewed positively by the public.

Police departments should focus on attracting followers to their social media sites. Of the non-LE respondents, 65% did not already follow their local police department on Facebook and almost 90% did not follow them on Twitter. In addition to additional followers, departments should post more often on their social media platforms. Overall, respondents generally felt their agency posted at the appropriate amount, but almost 40% stated they should post more. On both Facebook and Twitter, most respondents felt the department was posting at a below average amount. Most respondents felt the departments posts were "average" to "active" with only a few respondents reporting their agency was very active on social media.

Posting Categories and Frequency

Respondents determined that police departments were posting the most about crimes such as crime warnings, crime in progress updates, arrest/success, BOLO or posts seeking information. This is similar to what respondents feel their agency should be posting about the most. Roughly 60% of respondents stated they were unlikely to respond or react to an agency's social media posts. If they were to respond on Facebook, they would most likely respond to public relations posts that support community policing, advertise community events, provide information about policy updates, or provide positive law enforcement news. On Twitter, respondents are most likely to respond to crime posts.

Determining the exact posting frequency police departments should be adhering to on Facebook and Twitter is difficult but through previous research, assumptions can be made. Beshears (2017) presents evidence that a moderate level of posting presents the strongest evidence for positive community engagement. Huang et al. (2017) determined that most agencies post 1.8 posts per day on Facebook and 3.2 posts per day on Twitter. When compared to the research findings presented here, this is not considered active or very active by the public. The present research suggests that agencies should post at least 2 to 3 times per day or more, but exactly how much more is undetermined and will require further inquiry. At a certain point, posting too frequently may become counter-productive.

Theoretical Implications

The present study offers evidence-based solutions for departments regarding the use of social media for agenda setting. Departments can apply direct and deliberation theory by allowing individuals to participate and make contributions in decision-making and policy making. Social networking theory suggests that engagement can be achieved through social media by allowing for networking and communicating through meaningful exchanges that build

relationships. Attracting social media followers, and more importantly repeat visitors, will help police departments achieve these social media goals.

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APPENDICES

Survey Questions:

1. Are you a law enforcement officer or work in a law enforcement agency?
(yes or no)
2. In which state do you currently reside?
 - a. Oklahoma residents were asked to specify the county the reside in.
3. Did you follow your local law enforcement on social media prior to today?
(yes, no, my local law enforcement does not use Facebook)
4. How active do you consider your local law enforcement agency's Facebook account based on your review of their posts over the last 10-14 days?
(Very active, active, average, inactive, very active)
5. Do you think your agency should post more or less on their Facebook page?
(more, less, they post the appropriate amount)
6. Based on your review of your agency's Facebook page, please rank from 1 to 10 (using drag and drop) what you feel your agency is posting about with #1 being what you feel your agency posts about the most. Please use the "other" field if you feel your agency's posts are not reflected in the categories below.
 - (1) Crime, safety, or prevention tips
 - (2) Crimes (crime warnings, crime in progress updates, arrest/success, BOLO/seeking information)
 - (3) Alerts (evacuations, lock-downs, traffic)
 - (4) Driving Under the Influence (safety tips or checkpoints)
 - (5) Officer Injured (officer injured/killed, memorials)
 - (6) Missing person (amber alert, missing person, person found)
 - (7) recruitment (hiring of potential officers)
 - (8) public relations (community policing, community events, policy updates, positive law enforcement news)
 - (9) Direct communications (communication with specific person/group)
 - (10) Directions to services (directions to agencies/services, tip lines, offering guidance)
 - (11) other
7. You indicated your agency was using Facebook the most for (conditional logic) reporting, do you think Facebook is effective at helping them achieve this goal?
(Definitely yes, Probably yes, Might or might not, Probably not, Definitely not)
8. Please rank what you feel your agency should be using Facebook for from most to least important (using drag and drop), with #1 being what you think your agency should post about the most. Please use the "other" field if you feel there is a category not reflected that you feel your agency should post about.
 - (1) Crime, safety, or prevention tips
 - (2) Crimes (crime warnings, crime in progress updates, arrest/success, BOLO/seeking information)
 - (3) Alerts (evacuations, lock-downs, traffic)
 - (4) Driving Under the Influence (safety tips or checkpoints)
 - (5) Officer Injured (officer injured/killed, memorials)
 - (6) Missing person (amber alert, missing person, person found)

- (7) recruitment (hiring of potential officers)
 - (8) public relations (community policing, community events, policy updates, positive law enforcement news)
 - (9) Direct communications (communication with specific person/group)
 - (10) Directions to services (directions to agencies/services, tip lines, offering guidance)
 - (11) other
9. How likely are you to respond (via comment, like, share) to your agency's Facebook posts?
(Extremely likely, Somewhat likely, Neither likely nor unlikely, Somewhat unlikely, Extremely Unlikely)
10. If you were to respond (via like, share, or comment) to your agency's Facebook posts, which type of posts would you be more likely to respond to? (choose all that apply)
- (1) Crime, safety, or prevention tips
 - (2) Crimes (crime warnings, crime in progress updates, arrest/success, BOLO/seeking information)
 - (3) Alerts (evacuations, lock-downs, traffic)
 - (4) Driving Under the Influence (safety tips or checkpoints)
 - (5) Officer Injured (officer injured/killed, memorials)
 - (6) Missing person (amber alert, missing person, person found)
 - (7) recruitment (hiring of potential officers)
 - (8) public relations (community policing, community events, policy updates, positive law enforcement news)
 - (9) Direct communications (communication with specific person/group)
 - (10) Directions to services (directions to agencies/services, tip lines, offering guidance)
11. Do you have any comments to add regarding this survey or law enforcement social media usage? Comments could relate to what law enforcement should use social media for or how they could more effectively use it? You can also comment about the survey itself, or any other concerns/issue you might feel could add value to the research/findings.