

Impact of Social Media on Law Enforcement

Captain Thomas Martin, Livingston Parish Sheriff's Office
Lieutenant Buck Wilkins, Bossier Parish Sheriff's Office
Lieutenant Kaiana Knight, St. John Parish Sheriff's Office
Sergeant Burt Hazeltine, St. Charles Parish Sheriff's Office

National Command and Staff College, Session #012

July 2021

Abstract

Social media is a strong topic that is currently having impacts on law enforcement. Social media is playing a role in a large part of society's daily lives. Viral videos, hashtags, and tweets are a normal part of our vocabulary. As this trend increases, we, as law enforcement professionals, need to be aware of how it can impact our jobs. As millennials and generation z enter the workforce this is an emerging issue. Through this project, we will discuss how social media can be used as an investigative tool to help solve criminal cases. We will look at how the posting of videos to social media affects how the community looks at law enforcement. We will also address the potential negatives that can come from officers using social media and how departments use social media to connect with the community. Further, we will argue when social media is used as part of a comprehensive leadership strategy, it can be a powerful tool.

Impact of Social Media on Law Enforcement

Law enforcement has always been a dangerous field because officers risk their lives daily. These risks have evolved through the power of the internet, mainly social media. Social media can benefit law enforcement as well as destroy an officer's and department's reputation. People use social media to bash law enforcement and to show edited videos of law enforcement officers performing their jobs. Unfortunately, anyone can post anything they want online with little fear of repercussions. The anonymous online environment can encourage inflammatory and shocking behavior, which can and does affect how the public treats and responds to law enforcement officers. Most of the time, law enforcement officers are not even aware that they are being recorded by members of the community. However, social media can also help law enforcement officers by fully engaging the public. Social media can benefit the community by increasing collaboration and enhancing investigative capabilities.

Law enforcement can use social media to track suspects, inform the community of things going on in the area, warn the community of dangerous suspects that are wanted by law enforcement, share missing person information, and send important information directly to the public. The founder of SMILE (Social Media in Law Enforcement), says "we are in the very, very early stages" of social media use by law enforcement agencies (Cohen, 2010, par. 2). This sentiment is supported in Spivey's (2011) article, Central Jersey Police Using Social Media to Keep Public Informed. He quotes an International Association of Chiefs of Police official who said, "social media is not a fad, and it will continue to evolve" (par. 10). Departments will use these sites to let the public know about department activities, as well as on-going investigations, with which the public may be of assistance (Demizio 2012). We know that there are a lot of

negatives about social media, but there are also a lot of positive ways social media can impact law enforcement.

History of Social Media

Social media is an internet-based form of communication. Social media platforms allow users to have conversations, share information, and create web content. There are many forms of social media including blogs, micro-blogs, wikis, social networking sites, photo-sharing sites, instant messaging, video-sharing sites, podcasts, widgets, virtual worlds, and more. Billions of people around the world use social media to share information and make connections. On a personal level, social media allows you to communicate with friends and family, learn new things, develop your interests, and be entertained. On a professional level, you can use social media to broaden your knowledge in a particular field and build your professional network by connecting with other professionals in your industry. Social media not only allows you to hear what people say about you but enables you to respond. Listen first, speak second.

The history of social media can technically be traced back to 1971 when the first e-mail was sent between two side-by-side computers. However, social media began in 1997 with the inception of the website called Six Degrees. Its premise was to allow users to make their profiles and then friend others; the site was based on the “six degrees of separation” theory and existed from 1997-2001. During this time, ICQ (I Seek You,) an open-source instant messaging program went live, as well as America Online (AOL,) a web browser and its instant messaging service, AIM. By 2003 over 100 million people were online and using browsers for more than looking up information; online chatrooms were prevalent, where friends and relationships, platonic and romantic relationships were made. During this time, MySpace launched, and it was just the first wave of social media platforms that would encourage people to do more than just

chatting online. MySpace was a site that aspiring musicians posted to, in hopes that not just the general public heard and liked their music, but also record producers to land musical contracts. LinkedIn is another platform that went live in 2003 and was aimed at assisting professionals looking to network, socialize, and find jobs using one service to do it all. The social media movement began growing substantially when Facebook was made available to the general public in 2006 (Nickson, 2009, par.15).

The variety of platforms allows for a wide range of uses and attracts users in a variety of ways. Facebook is popular because users can friend and follow others they know or like and keep up with the events going on in their lives. Twitter is the home of the #hashtag and a great place to follow people and read about events in a short, and sweet way since tweets are limited to 140 characters. Instagram is a platform where all posts include a picture or video followed by a caption. Snapchat allows users to communicate with each other through pictures and videos that are seen once or twice and then go away forever. Each platform has its unique interface, but they are all similar in being a public online space for users to connect and stay in touch. Social media has become a way to connect with people we know and share our opinions on news and events occurring around the world. It is not uncommon for most people to check their social media account first thing in the morning while they are still in bed.

Nowadays everyone and their mother has a social media account. During the COVID-19 pandemic, social media was one of the only ways to be with friends and family. Millions created accounts on new platforms like TikTok, and old platforms such as Facebook. People's daily interactions were mediated by screens for several hours throughout the day. Unfortunately, people changed the way they behaved on social media, with the messiness and realities of pandemic life crowding out some of the social media's posturing and perfection. According to

Gilkey (2008), “It’s critical to understand that the American way of life is always moving towards the digital continent away from the analog continent” (par.4). A lot of people have found comfort in using social media platforms, including law enforcement officers by expressing disappointment, negativity, and complaints about isolation and the current state of the world.

High Profile Cases Shared on Social Media

On March 15, 2019, 28-year-old Brenton Tarrant entered two different Islamic mosques in New Zealand killing 51 individuals and injuring 49. Tarrant targeted members of the Al Noor Mosque and later the Linwood Islamic Center over anti-immigrant and anti-Muslim ideas. Brenton Tarrant “live-streamed” the initial attack on Facebook live for a total of 17 minutes. The live video and the circulated copy afterward included moments leading up to the attack on the Al Noor Mosque, the killing spree itself, and his travel afterward to the Linwood Islamic Center. Law enforcement agencies responded to multiple shootings, chasing an offender across a large metropolitan city, and had him in custody within 18 minutes. A 74-page manifesto was sent out by the killer minutes before the attacks began to over 30 recipients, including the prime minister’s office, and multiple media outlets, with links, shared on Twitter and 8chan. Minutes later a member of the public flagged down a police officer’s car and described the suspect vehicle. The vehicle was stopped by police moments later and the killer was taken into custody without a shot being fired (The Associated Press, 2019).

The officers that took Tarrant into custody had the four corners of their moral compass in check as they conducted the arrest with peace, justice, service, and equity (Snyder, 2017). The original live stream video of the Al Noor Mosque was viewed 200 times before Facebook was officially notified of its content by the New Zealand Police (approximately 12 minutes after the live stream ended) and it was viewed 4,000 times before being permanently removed. Copies of

the live stream video were reposted on multiple platforms including Facebook, LiveLeak, and YouTube further hindering its censoring. New Zealand law enforcement worked with social media companies to remove inappropriate content and later arrested eight individuals for possessing and or sharing the video or manifesto. The department's public information office later posted condolences for those that were lost in the attack on Twitter. Later they also posted videos of officers in uniform moving flowers from public memorials to their vehicles then transferring them to the local cemeteries. Police learned Tarrant worked for years gathering detailed information about the mosques, including floor plans, inside pictures, and peak hours by using information obtained on social media, and the internet.

In August 2020, the Christchurch High Court was limited on seating due to the Covid-19 pandemic, and the presiding Justice Mander live-streamed the proceedings to other courtrooms, and to people at their homes who were unable to attend. Brenton Tarrant was sentenced to life imprisonment without the possibility of parole for each of the 51 murders. He was also given another life sentence for engaging in a terrorist act, and the remaining 40 attempted murder charges.

On December 29, 2019, Keith Kinnunen entered the West Freeway Church of Christ in White Settlement, Texas wearing a fake wig and beard. Kinnunen stood up during the service, pulled out a sawed-off shotgun from under his jacket, and fired it twice killing two elderly men in attendance. Within these six seconds, former Hood County Reserve Deputy Jack Wilson recognized the threat and ended the attack by firing a single shot to Kinnunen's head, as the shooter turned his shotgun towards the congregation (Bleiberg & Stengle, 2019). Because the church service was live-streamed, the attack was later shared on Twitter, YouTube, and other social media sites for all wanting to see. Kinnunen's ex-wife and local authorities claimed that he

suffered from mental illness, multiple drug addictions, and was prone to religious fanaticism.

The date of this attack was also significant as Kinnunen lost his brother Joel to suicide 10 years earlier. The motive, in this case, remains unknown. Kinnunen had multiple failed attempts asking church members for money, and many speculate that he had intentions to rob members of the congregations and take the collection money on his way out (Gideon & Cunningham, 2020).

Both social media incidents have impacted law enforcement across the world as these videos are now being used for training in federal, state, local, and private security agencies. These incidents show us that it is not a question of if, but when the wolf shows up at your door will you be ready. The Livingston Parish Sheriff's Office has regular training with several churches in the area to assist security teams in preparation for these types of events. This is one of the many ways that we practice community leadership. Being culturally committed to great citizenship also means that we can make time to enhance our community connections and help them with the important issues that we both face (Ellis, 2017).

We would cut ourselves short if we did not conduct a comparison between two major social media cases that shaped the future of law enforcement. Rodney King was arrested after a high-speed chase and driving while intoxicated on March 03, 1991. His arrest and multiple uses of force were recorded by George Holliday from his apartment balcony with a SonyVideo8 Handycam (Asmelash, 2020). This event was recorded on tape, copied, and distributed to television broadcast stations across the United States. In April 1992, a jury acquitted the four white officers on their excessive force charges, and massive protests began in South Central Los Angeles. These riots continued for six days where 63 people died, 2,383 were injured, 12,111 were arrested, and property damage was over 775 million dollars (Pamer, 2012). Mr. King was awarded 3.8 million in damages from the City of Los Angeles. Sitting Chief Daryl Gates

resigned, and police reform was placed in the spotlight. The Los Angeles Police Department was placed under a consent decree in 2001 which set strict guidelines for staffing gang prevention units and required them to work with the community regularly. It also made supervisors directly accountable for arrests during search warrant executions and determining the legitimacy of actual arrests. Officer discipline reports were instituted, and a database of officer information was created to identify at-risk behavior. A second system was also created to account for K-9 bites on members of the public. Diversity in recruiting, officer discipline, use of force, transparency, and community policing were all results from this case (Wells, 2017).

In comparison on May 25, 2020, George Floyd purchased cigarettes at a local Minneapolis grocery store and was arrested on suspicion of using a counterfeit twenty-dollar bill. George Floyd's arrest was captured by 17-year-old Darnella Frazier as she walked by the arrest with her nine-year-old cousin (Cohen, 2021). The event was recorded on her cellphone and went viral on Facebook. Protests immediately started taking place all over the world. Public outrage over the video which was shared on every social media network sparked the largest civil rights protest in United States history right in the middle of a worldwide pandemic. Over 20 states have been affected, 2000 cities, and between three to five billion dollars in damages (Kazmir, 2020). At this moment we estimate a total of 19 deaths and 17,000 arrests during the George Floyd protest. We are no longer in the age of police reform; we now stand looking into the barrel of police being defunded. A man died in our custody, and it was broadcast to the world by the power of social media. The world, our United States, our communities, and our professional agencies will never be the same. It will be up to the men and women sitting in positions of authority, and members of professional organizations like National Command and Staff College graduates to work this problem out in the coming years and make real solutions. These solutions

must work for the agency, the professionals within them, and the communities we protect and serve.

Using Social Media as an Investigative Tool

Social media has become a valuable tool in the way law enforcement agencies operate in both crime prevention, and investigation. Law enforcement agencies are proactively turning towards modern technology including social media, to aid in carrying out their public safety mission, with a primary goal of keeping the public safe while preventing and investigating crime. The frequency of social media use by law enforcement, while already high, is projected to rise even further in the coming years. A 2014 study by LexisNexis found that 73 percent of officers believe that using social media can help solve crimes faster. According to this study, 8 out of 10 law enforcement officers actively used social media in investigations. At the same time, social media platforms make it easier for criminal justice departments to share information with the standard news outlets. In addition to sharing information and tracking potential illegal activities, social media can also improve the public's perception of law enforcement officers. Law enforcement officers can view public postings on social media in many ways. As the public posting a picture or a video, through a news agency posting a story, and through a law enforcement agency posting its own story about an officer. Law enforcement officers can also build positive relationships with the community through social media. Involving the community in investigations and notifying them about crime in their area is essential.

An online social media presence is essentially mandatory for today's police departments. It allows for police to communicate important announcements to the community and solicit tips on criminal investigations. Social media platforms are increasingly being used to fight crime and pursue investigations. Social media is an effective way of communication used for police

agencies to share information with the public. Social media also enables law enforcement officers to engage and involve their communities using the transformative power of technology. Investigators can also use social media as an investigative tool. Detectives can create undercover accounts to gather intel on crimes and suspects. Using social media is a good way to gather information on the identity and whereabouts of a suspect or even gain information about a particular crime. “The Supreme Court has said police don’t need search warrants to get information you’ve already shared with other people” (Sterbenz, 2013). Criminals assume that the information will not leak outside of their inner circle if their accounts are set to private. However, detectives can easily obtain search warrants to obtain any information needed for a case (Montaldo, 2013).

The Negative Effects of Social Media on Law Enforcement Careers

Social media has made police work not only a dangerous job while on duty, but it has increased the potential dangers to officers while off duty, as well as increased risk to their families through quick and easy access to personal information. Law enforcement always has been a dangerous profession because officers risk their lives to form a barrier between criminals and society. In the past, police could to some extent protect themselves and their loved ones from threats. However, due to the power of the internet, social media, in particular, law enforcement officers cannot shield themselves as easily from the repercussions of their jobs and defending themselves against the community. Social media can act as a contagion, not only spreading ideas, rumors, and information but also different types of emotions (Roeser & Todd, 2014).

It is not surprising that law enforcement is grappling with a generational shift. With younger officers preferring to use social media and cyber platforms for communication, rather than picking up a phone or pen, the dangers of social media to law enforcement officers have

increased. Millennials are shaped by parental access to computers and dramatic technical advances (Snyder, 2017). Law enforcement communities find themselves stuck in a rather untenable position of trying to balance an officer's right to free speech versus a department's right to regulate conduct. Social media can cause huge problems for officers in their workplace. Officers must be careful when engaging in discussions with the community on social media, what they post on their social media accounts, and what they comment on. Social media is filled with many people who seek approval, drama, or excitement in their lives. In addition, social media has given them the platform to achieve it at their fingertips. It is also controlled by individuals attempting to make law enforcement officers look bad. This places law enforcement officers in the precarious position of interacting with an unknown individual who might be looking to bait, trap or ruin an officer's career. Officers can lose credibility, and even find themselves in the news because of comments, pictures, or videos they have posted on their social media account. Several officers have lost their jobs because of interaction on social media. Law enforcement agencies have recognized the influence of social media. Col. Ted Spain (2017) states, "adaptive leadership allows our people to grow as a leader while providing flexibility to operate in an ever-changing fluid environment." As social media is a new skill for most agencies, officers must learn how to adapt and respect the opinions of others in situations involving networking.

Many departments have drafted and adopted policies addressing the use of social networking engines. While departments are concerned with minimizing the negative impact that speech not protected by the First Amendment may have on the department's interests, they sometimes may neglect their responsibility to protect their employees. If an officer violates the agency policy, they could be disciplined and even terminated. Therefore, officers must be

cautious when using social media. Currently, many law enforcement agencies search applicants using social networking sites during the hiring process to filter out those posting undesirable content. Today law enforcement agencies thoroughly review applicant's social media pages and comments, they have made on pictures, videos, and discussions. Therefore, seasoned law enforcement officers and new applicants should be mindful of what they post, and what they have posted in the past when applying for a transfer or new career in law enforcement. Law enforcement officers who post bigotry online may think they should have a constitutionally protected right to do so, but the courts will disagree (Brocklin, 2019).

Using Social Media as a Community Relations Tool

Social media is a powerful tool for law enforcement agencies when it comes to community relations. Sending text alerts about important information that needs to be communicated quickly, posts and tweets offer direct ways to engage with communities by sharing critical updates and receiving honest feedback about local concerns. Social media can help spread information rapidly to community members, which can be useful during public safety emergencies and natural disasters. It can also reduce the time it takes for first responders to get the important information they need, such as location coordinates to help a person in danger. Effective communication and emotional intelligence are the two skill sets needed by law enforcement officers to maximize efficiency in the streets, foster self-development in the preparation for leadership, and promote interpersonal communication by engaging citizenship with the public (Cruz, 2020).

Facebook is the leading social media platform used by 94% of law enforcement agencies, followed by Twitter at 71% and YouTube at 40%, according to the Social Media Guidebook for Law Enforcement Agencies by the nonprofit Urban Institute. Social media platforms are used by

91% of agencies to notify the public of safety concerns, by 89% for community outreach and citizen engagement and by 86% for public relations and reputation management. Social media can help advance the goals of community policing by humanizing law enforcement, disseminating information, and engaging citizens (Marshall, 2011). One prominent example of the utility of social media occurred after the Boston marathon bombing in 2013. Police used Twitter to inform the public about safety issues, road closures, and ongoing investigations (Davis, et al., 2014). Social media allows law enforcement to shape emerging narratives and communicate directly with the public, rather than rely on traditional media outlets to cover events and provide information (Norwood & Waugh, 2012). Social media also helps agencies target their communications or broaden their outreach (Brewer & Bray, 2014) while promoting transparency by making the information widely and publicly accessible (Jones & Johnson, 2011).

The most common purpose for use of social media by law enforcement agencies includes notifying the public of safety concerns, community outreach and engagement, public relations, and notifying the public of non-crime issues. St. John Parish Sheriff's Office, St. Charles Parish Sheriff's Office, Bossier Parish Sheriff's Office, and Livingston Parish Sheriff's Office all use Facebook to keep citizens up to date on current events. Facebook is used to inform the public of self-defense classes that are sponsored by the department, fun and family-oriented events, blood drives, officer recognition, hunting classes, concealed weapons course, public safety announcements, and multiple other community-related events that are held by the department. It is also used to quickly distribute accurate information or clarify incorrect information on high-profile situations such as barricaded suspects, crisis situations, or missing persons.

Conclusion

Social media has become more embedded in our lives than ever before, and the increased reliance we have developed in the last year is likely here to stay. Judging by current research, social media will become one of the primary tools used for solving crimes. What is certain to gradually change is how we behave on social media, as our actions change to meet our needs. Social media has rapidly increased over the years, especially with the use of smartphones and social media apps. Although many people see social networking sites as a good way to communicate with others about themselves and their lives, they do have many negative aspects for law enforcement. By having quick access to smartphones and social networking sites, civilians can record police encounters and post only the portions of what they want others to see.

While criminals sometimes play right into law enforcement hands, on Facebook, Twitter, Snap Chat, TikTok, and Instagram, officers have taken the lead in identifying suspects on social media networks. Throughout searches on these networks, law enforcement officers have found missing people, identified criminal suspects, received tips on criminal activity, and tracked and organized crime. Surprisingly, law enforcement officers do not get any special privileges when it comes to obtaining information about users on social media networks. Social media networks have pre-existing privacy policies that will not provide any information to law enforcement officers without a warrant or subpoena. Many social media users are not aware that they cannot permanently delete their activity on social media. In fact, networks can and will retrieve deleted information and provide it as evidence in a criminal investigation.

Even though social media sites can cause a negative impact for law enforcement agencies and even cost an officer to lose their job, social media still have many positive aspects that law enforcement agencies can benefit from. The impact of social media on law enforcement has

proven to be a great way to quickly share information with the public, develop promising relationships with the community, and gain valuable pertinent information during investigations.

References

- Alexander, D. (2011). *Using technology to take community policing to the next level*. Retrieved from, <https://www.policechiefmagazine.org/using-technology-to-take-community-policing-to-the-next-level/>
- Asmelash, L. (2020). *The video camera that recorded Rodney King's 1991 beating by Los Angeles is up for auction*. Retrieved from, <https://www.cnn.com/2020/07/28/us/rodney-king-footage-camera-auction-trnd/index.html>
- Bleiberg, J & Stengle, J. (2019). *Minister: Texas gunman grew angry in past over cash requests*. Retrieved from, <https://apnews.com/article/el-paso-texas-mass-shooting-shootings-us-news-ok-state-wire-tx-state-wire-856bfff9dc582b934ff8f60c7cb3af28>
- Brewer, R. & Bray, S. (2014). *Social media: an outreach tool for rural communities*. Retrieved from, <https://www.policechiefmagazine.org/social-media-an-outreach-tool-for-rural-communities/>
- Brocklin, V. (2019) *How posting anti-anything comments could make cops career casualties of Brady v Maryland*. Retrieved from, <https://www.police1.com/law-enforcement-policies/articles/how-posting-anti-anything-comments-could-make-cops-career-casualties-of-brady-v-maryland-WFGnxd5eXcPr6Zvp/>
- Cohen, L. (2010). *Six ways law enforcement uses social media to fight crime*. Retrieved from, <http://mashable.com/2010/03/17/law-enforcement-social-media/>
- Cohen, L. (2021). *Teen who recorded George Floyd's death speaks out: "it made me realize how dangerous it is to be black in America"*. Retrieved from, <https://www.cbsnews.com/news/darnella-frazier-george-floyd-black-america/>
- Cruz, R. (2020). *The power and danger of social media for law enforcement*. Retrieved from, <https://gcn.com/articles/2020/07/31/social-media-law-enforcement-records-laws.aspx>
- Davis, E. F., Alves, A. A., & Sklansky, D. A. (2014). *Social media and police leadership: lessons from Boston*. Retrieved from <https://www.ojp.gov/pdffiles1/nij/244760.pdf>
- Domizio, F. (2012). *Social media in law enforcement*. Retrieved from, <http://socialmediatoday.com/frankdomizio/436233/social-media-law-enforcement>
- Ellis, B. (2017). *Community leadership*. Module 8, Learning Area 3. National Command and Staff College.
- Franks, P., & Evans, L. (2015). *Social media and trust in North American local government law enforcement*. Retrieved from, https://www.researchgate.net/publication/280099263_Social_Media_and_Trust_in_North_American_Local_Government_law_Enforcement
- Gideon, J., & Cunningham, G. (2020). *West freeway church of Christ shooting analysis*. Retrieved from, <https://www.grantcunningham.com/wp-content/uploads/2020/01/west-freeway-church-of-christ-shooting-analysis.pdf>
- Gilkey, C. (2008). *The three different types of digital residents*. Retrieved from, <http://www.productiveflourishing.com/the-three-different-types-of-digital-residents/>
- Jones, T., & Johnson, A. (2011). *Engaging the public and protecting agencies and personnel on Facebook and beyond*. <https://www.policechiefmagazine.org/engaging-the-public-and-protecting-agencies-on-facebook/>
- Kazmir, M. (2020). *How much damage has been caused by the protests?* Retrieved from, <https://munrkazmir.medium.com/how-much-damage-has-been-caused-by-the-protests-f0accee51633>

- LexisNexis® Risk Solutions. (2014). *Survey of law enforcement personnel and their use of social media*. Retrieved from, <https://risk.lexisnexis.com/-/media/files/government/white-paper/2014-social-media-use-in-law-enforcement%20pdf.pdf>
- Marshall, M. (2011). *President's message: social media solutions specific to you*. Retrieved from, <https://www.policechiefmagazine.org/social-media-solutions-specific-to-you/>
- Molla, R. (2021). *Posting less, posting more, and tired of it all: How the pandemic has changed social media*. Retrieved from, <https://www.vox.com/recode/22295131/social-media-use-pandemic-covid-19-instagram-tiktok>
- Montaldo, C. (2013). *People arrested after Facebook posts*. Retrieved from, http://crime.about.com/od/stupidcriminals/ss/baker_facebook.htm. 11/2/2013
- Nickson, C. (2009). *The history of social networking*. Retrieved from, <http://www.digitaltrends.com/features/the-history-of-social-networking/>
- Norwood, B. T., & Waugh, D. (2012). *Telling a story through social media*. Retrieved from, <https://www.policechiefmagazine.org/telling-a-story-through-social-media/>
- Pamer, M. (2012). *Los Angeles 1992 riots: By the numbers*. Retrieved from, <https://www.nbclosangeles.com/news/local/los-angeles-1992-riots-by-the-numbers/1950945/>
- Snyder, L. (2017). *Generations*. Learning Area 2. Module 1. National Command and Staff College.
- Roeser S., Todd C. (2014) *Emotion and value*. Retrieved from, <https://oxford.universitypressscholarship.com/view/10.1093/acprof:oso/9780199686094.001.0001/acprof-9780199686094>
- Snyder, L. (2017). *Moral compass*. Learning Area 1. Module 5. National Command and Staff College.
- Spain, T. (2017). *Adaptive leadership*. Learning Area 3. Module 9. National Command and Staff College.
- Squires, D. (2016). *The social construction of media: Social media, culture, and everyday life*. Retrieved from, <https://scalar.usc.edu/works/cultures-of-social-media/introduction-of-social-media>
- Sterbenz, C. (2013). *Cops are creating totally bogus Facebook profiles just so they can arrest people*. Retrieved from, <http://www.businessinsider.com/police-make-fake-facebook-profiles-to-arrest-people2013-10>.
- The Associated Press (2019). *Timeline of police response to New Zealand Mosque attacks*. Retrieved from, <https://abcnews.go.com/International/wireStory/timeline-police-response-zealand-mosque-attacks-62448984>
- Tiry, E., Oglesby-Neal, A., & Kim, K. (2019). *Social media guidebook for law enforcement agencies: Strategies for successful community engagement*. Retrieved from, https://www.urban.org/sites/default/files/publication/99786/social_media_guidebook_for_law_enforcement_agencies_0.pdf
- University of South Florida. (2021) *Introduction to social media*. Retrieved from, <https://www.usf.edu/ucm/marketing/intro-social-media.aspx>
- Wells, R. (2017). *Lessons from the LA riots: How a consent decree helped a troubled police department change*. Retrieved from, <https://www.cnn.com/2017/04/28/us/lapd-change-since-la-riots/index.html>